

MINUTES OF THE SPECIAL MEETING OF  
THE BOARD OF DIRECTORS OF  
GREEN MOUNTAIN WATER AND SANITATION DISTRICT

February 3, 2022

A Special Meeting of the Board of Directors (the "Board") of the Green Mountain Water and Sanitation District, (the "District") was held at 6:00 p.m. on Thursday, February 3, 2022.

The audio recording of this meeting is available on the District's website.

Attendance: A Special Meeting of the District was scheduled in compliance with the laws of the State of Colorado, with the following directors in attendance:

Jeff A. Baker, President (Teleconference)  
Alex Plotkin, Secretary (Teleconference)  
Karen Morgan, Vice-President (Teleconference)  
Todd Hooks, Treasurer (Teleconference)  
David Garner, Director (Teleconference)

Also present were:

Kristan Buck, Interim District Manager  
Sam R. McKay, District Information Technology  
Jesse Davenport, District Information Technology  
Dylan Woods, Coaty Marchant Woods P.C.  
Alex Carlson, Centennial Consulting Group  
Jeff Tyus, Candidate for District Manager  
Sandra Dudley, Candidate for District Manager

Members of the Public in Attendance  
Linda

Call to Order / Declaration of Quorum:	Director Baker, noting the presence of a quorum of all Directors, called to order the Special Meeting of the Board of the Green Mountain Water and Sanitation District at 6:00 p.m.
Reading of the Agenda	Director Baker read the agenda to the Board.
Directors & Disclosure Matters:	None.
Approval of/Deletions from the Agenda:	None.

Public Comment

None.

Interview of Jeff Tyus, Candidate for District Manager

The interview began at 6:07 p.m. Director Baker outlined the format of the interview. Director Garner asked about Mr. Tyus' answer to the metrics question asked in the pre-interview questionnaire. Mr. Tyus described the metrics he uses during a performance review to ensure that employees are meeting the goals established by the supervisor following full training. He gave a few real-world examples of this metric-based process.

Director Garner clarified his question. Mr. Tyus emphasized efficiency in performance-based review. He noted that the employees' direct supervisor would set the goals for specific metrics.

Director Baker asked about right sizing District staff. Mr. Tyus described how the trackable metrics through software programs and performance reviews of staff will lead to staffing decisions. Ultimately the data will reflect the ability of an employee to complete certain work orders which will help to right size the District. He noted the importance of Mission, Vision, and Values statements as the best way to drive the performance of staff and their expectations.

Director Baker asked how Mr. Tyus would delineate high performing employees and whether he would have a budget place holder for raises and promotions in advance of approving an annual budget. He described that he has previously worked within these parameters and has provided this information for many years. He gave an example of how raises and promotions are delineated in a fixed budgetary line item. He described the difference between pay for performance and cost of living increases.

Director Plotkin asked about building trust with employees and how it relates to the review process. Mr. Tyus reiterated that the expectations of the organization are a direct result of the Mission, Vision, Values, and long-term goals of the organization. He explained that supervisors and employees are trained to understand the review process. He noted the importance of recognition of employees to enhance performance.

Director Morgan asked about Mr. Tyus' ability to lead the staff and District through change. Mr. Tyus responded that he

would utilize a personality profile (such as DISC). He described that his preference would be to hire inexpensive third parties to help institute the change efficiently. Through this process the employees would all be on the same page as quickly as possible to ensure that the changes were well understood and implemented immediately.

Director Baker inquired about the difference between preventative and proactive care. Mr. Tyus noted that asset care and tracking are the most important factors. He stated that preventative care relies on documentation and inspection then gave examples of tools that can be used for proactive maintenance.

#### Question 2:

Director Morgan asked if a staff engineer is needed for the District. Mr. Tyus noted that in his experience, having an Engineer on staff is important. Director Morgan asked for clarification about the size of Arapahoe Water and Sanitation District compared to GMWSD for context. After answering, Mr. Tyus continued that a staff engineer could be very important to ensure that project management, rules, and regulations are optimized and the best interest of the District is always at the top of mind every day.

Director Hooks asked about outside contractors as they relate to work done on behalf of the District. Mr. Tyus gave examples of his work with outside contractors and reiterated the importance of staff to have the ability to monitor their work. Director Hooks clarified his question regarding contracted engineers. Mr. Tyus stated that an in-house engineer will look out for the interests of the District far greater than a contracted engineer. He gave examples of the differences between a District engineer and a contracted P.E.

Director Plotkin asked about a licensed engineer working on behalf of the District and Mr. Tyus' ability to go toe to toe with them. Mr. Tyus stated that yes, he would be very comfortable with a P.E. expressing the importance of protecting constituents from water shortage or storage capacity issues.

#### Question #3

None.

Question #4

Director Baker asked about customer education, communication, and sustainability upgrades that are available to the District. Mr. Tyus responded that the District is closely tied with Denver Water and that both will need to work together on these items. He noted that customer engagement is one of the most important aspects of water conservation.

Question #5 None.

Question #6

Director Plotkin asked about how Mr. Tyus would handle a Manager and Board disagreement on policy. Mr. Tyus described his training in conflict management. He explained his ability to present issues to the Board and that he does not view any discussion personally but that any decision should be in the best interest of the District. His firm belief is that the laws for drinking water quality prevail, but that open communication is the single most important aspect to ensure compliance with all rules and regulations.

Question #7

Director Morgan asked about project management and wanted clarification on project management software. Mr. Tyus stated he currently utilizes Microsoft Teams to track projects.

Question #8 None.

Question # 9 None.

Question #10 None.

Question #11

Mr. Tyus stated that he currently deals with over thirty-five Intergovernmental Agreements. He elaborated that he typically relies on legal counsel to write them but takes great pride in implementing them.

Director Garner asked about lawsuits regarding IGAs. Mr. Tyus stated that they have several pending. He provided

several examples of lawsuits and some brief examples of a few.

Director Baker asked how close he lives to the District. Mr. Tyus stated he lives about 35 minutes away.

Director Plotkin asked about standard operating procedures and their importance to the District. Mr. Tyus stated that he has spent most of his career working with SOPs.

Director Morgan asked about why he is excited about the opportunity.

- 1.Promotion
- 2.Great opportunity
- 3.Lived here forever with his wife
- 4.Family grew up here

Director Garner commented on the time it took to get his engineering degree, and commended him for sticking with it. Mr. Tyson responded that there were a lot of personal reasons that played into the extended time of completion.

The interview ended at 7:15 p.m.

The Board took a break at 7:17 p.m.

The Board reconvened at 7:30 p.m.

Interview of Sandra Dudley

Director Baker gave an overview of the interview process.

Question #1

Director Garner asked about developing annual goals with individual employees. Ms. Dudley described that she has had a variation of this approach at many positions throughout her career. She gave examples of certain employees and what their goals might be. She stated the importance of education and that the best thing for an employee very often complements what is best for the organization.

Director Baker asked about right sizing District staff. Ms. Dudley responded that she finds the number of customers served by each employee is a useful metric. She noted that it is going to fluctuate by District but that it is an important metric to consider. She mentioned a rate study comparison that could

help right size the staffing of the District. She described the engagement of employees relating directly to productivity.

Director Morgan asked for an example of systems she has deployed in the past and other changes she has led through. Ms. Dudley acknowledged the need for big changes. She continued to describe that comradery and teamwork are critical to implementing change.

#### Question #2

Director Garner asked a hypothetical question regarding advice received from a contractual engineer that might not be in the best interest of the District. Ms. Dudley noted that she holds a P.E. in 6 states and would be confident having a professional conversation with the contracted engineer.

Director Hooks asked if Ms. Dudley has a firm understating of what should be expected for the completion of a specific task assigned. He continued that the importance of quick and accurate information allows the Board to react efficiently. Ms. Dudley stated she has a lot of experience evaluating the time a project might take and where common issues might lie. She expressed confidence in questioning timelines.

Director Morgan asked about her experience as an engineer and how that experience justifies her salary expectations. She further asked if another staff engineer might also be needed. Ms. Dudley responded that she would embrace the opportunity to utilize her engineering background but also understands the importance of management of the District. She offered an example of a time that she saved a District on costs by re-evaluating an engineer's work. She described a professional experience where she utilized staff and her expertise to reduce expenses dramatically.

Director Plotkin asked about the Marshall fire and a resilient water supply for the constituents of the District. Ms. Dudley gave an example of her experience with long-term planning and her roles in different positions.

Director Baker asked about 3<sup>rd</sup> party contractors. He asked about checks and balances around staff and 3<sup>rd</sup> party consultants, Ms. Dudley responded that there is the possibility of having all professionals on staff. In the interim it is important to review the staff to see if there are experiences that

can be utilized. This may also contribute to employee longevity and commitment. Ms. Dudley asked for an example from the Board of a time an issue was handled by a third party that could have otherwise been handled by staff.

Director Morgan described that there have been several examples of times the District contracts instead of handling in-house. Ms. Dudley responded that if internal procedures are robust and employees are engaged in problem solving it can lead to cost savings and employee retention.

Director Plotkin discussed system development fees and noted that the District had not raised them substantially for a significant period of time. He asked how Ms. Dudley could change the internal view of this long-term policy. Ms. Dudley responded that in a previous role she investigated a nearby utility to help her understand the surrounding market and used it to fine tune her analysis of the market study presented to her. She noted that staff could take on a significant role but that a third-party opinion could be warranted to ensure constituent buy-in.

Question #3 None.

Question #4 None.

Question #5

Director Plotkin asked how she would handle disagreements with the Board. Ms. Dudley stated that she would first ask for clarification in a Board meeting. She gave examples of new technology that she or the Board might not be aware of that could impact the conversation and/or policy.

Question #6 None.

Question #7

Director Baker asked about opportunities for the District to save money without impacting or reducing service to the District. Ms. Dudley responded that she makes a habit to work with operators and see how they are utilizing their time and how that could impact the costs or operation of the District. Her preference would be to bring new ideas for multitasking that would help to improve overall staff efficiency.

Director Baker described some of the District's aging infrastructure and wanted to better understand Ms. Dudley's experience with predictive and proactive policies. Ms. Dudley responded that the Board is ultimately responsible and that she would ensure that processes were put in place to monitor these situations. She followed-up with a couple of examples of preventative maintenance and reviews that she has handled.

Director Morgan asked about her enterprise management experience. Ms. Dudley described that most of her solutions have not been software based, but that most have been spreadsheet based. Program management software is proper terminology.

Question #8 None.

Question #9 None.

Question #10 None.

Question #11

Director Morgan asked about her experience with IGAs. Ms. Dudley noted that there are sometimes conflicts between certain issues with IGAs and that she has successfully navigated these issues in her past experiences.

Director Garner asked for her experience with lawsuits. She noted a broad experience. Ms. Dudley described that she has served as an expert witness and explained her experience with obtaining easements. She continued that an attorney has an important role within a reconciliation.

Director Morgan asked what attracts Ms. Dudley to the job. She stated that she is close in proximity and that she is interested in working within and positively impacting her community.

Interview concluded at 8:29 PM.

The Board took a break at 8:32

The Board reconvened at 8:45

Candidate Selection:

Director Baker asked if the Board needed to enter executive session to discuss candidate selection. Mr. Woods advised that



executive session is not appropriate for candidate selection discussion.

Director Baker acknowledged they had two highly qualified candidates. He noted that Mr. Tyus interviewed great, and that Ms. Dudley is accustomed to managing engineers as opposed to staff.

Mr. Hooks expressed that in his opinion Mr. Tyus had more practical management and systems experience, but that Ms. Dudley had far more engineering experience.

Director Morgan acknowledged that she was torn between the two candidates but felt that Mr. Tyus' answers were a bit more comprehensive and applicable to the District. Mr. Tyus was direct on his position on outside engineering. She felt Ms. Dudley might have held back on further describing her position based on her extensive engineering background. Director Morgan asked for Ms. Buck's opinion.

Ms. Buck responded that both their engineering perspectives were very valid. She noted that both offer different experiences. She believes that Mr. Tyus is much more operationally experienced, and Ms. Dudley is much more technically experienced.

Director Baker asked Ms. Buck which candidate she could bring up to speed faster. She described that both are qualified and could be brought up to speed quickly.

Director Garner mentioned that he will not be running for election again and how that should be considered as part of his comments. He described his biggest desires for the District moving forward but desired the Board to consider the long-term wellness of the District. Director Garner expressed his support for Ms. Dudley and her leadership and knowledge as a P.E.

Director Hooks asked about hiring both. One as a manager and one as an engineer.

Director Morgan expressed that hiring both would likely not be feasible simultaneously. She asked Director Garner about his opinion on her management.

Director Garner cited her experience as a regional manager at the federal and state level. He noted contacting references and cited a few examples of Ms. Dudley's experiences.

Director Baker noted the goals-based discussion by Ms. Dudley and that there were not as many examples provided as Mr. Tyus shared.

Director Plotkin noted an answer from Ms. Dudley regarding implementing change. He appreciated her example of saving hundreds of thousands of dollars by using staff. He expressed slight hesitation that Mr. Tyus was committed to bringing engineering in house but had examples of how management and engineering should be treated somewhat differently. He acknowledged both candidates are strong, and the decision is incredibly hard.

Director Hooks believed that Ms. Dudley from an engineering perspective was more desirable than Mr. Tyus. However, the management skills weighed in Mr. Tyus favor.

Mr. Garner described poignant examples of the District and felt Ms. Dudley would be more qualified as a leader to provide the best solutions. Director Morgan complimented the positive description of Ms. Dudley that Director Garner described.

Director Morgan elaborated on s Mr. Tyus' capacity for operations.

Director Baker discussed some of Mr. Tyus' focus on asset management and other long-term visions. Director Baker asked about some other tools the District could use to save money. Ms. Buck noted that new technology could reduce some costs and is looking toward education for the staff.

The Board discussed some ongoing litigation that could affect the District and how that could impact a Board decision.

Director Hooks asked Director Garner about references. Director Garner stated that the references were positive including a strong work ethic and that employees follow and respect him.

He continued to provide the reviews for Ms. Dudley noting she was described as a firm leader that was results-oriented and worked closely with state and local officials.

Director Baker reiterated the District's issues moving forward. Mr. Garner responded regarding the financial constraints of the District and which candidate would set the District up for the best offense. He described Ms. Dudley's ability to provide the Board with very detailed engineering knowledge of the challenges ahead and how that comes across to other authorities. He continued that expert witness experience would be highly valuable to the District.

Director Garner asked about a second round of interviews. Mr. Woods stated that it would be possible.

The Board generally discussed the personalities and qualifications of both candidates to finalize a decision. They clarified the required hours of the manager. Ms. Buck responded that it certainly exceeds the 25 hours she ascribed to.

Director Baker asked about her time spent with engineering issues. She responded that there are unique circumstances that as an engineer she could have fielded but that she has done so on a limited capacity during her interim term.

Director Morgan asked about salary for a staff engineer. Ms. Buck stated there would be a broad range, depending on the qualifications and experience determined to be required of the position.

The Board discussed additional time to consider a candidate.

Director Baker **MOVED** to postpone the decision to the next meeting. Director Morgan seconded and upon vote the motion **PASSED** 4-0 with an abstention from Director Garner.

The decision is to be made next Tuesday.

Discussion to change agenda

Director Garner asked about postponing some engineering matters on future agendas until the manager is hired.

Adjourn:

Director Baker **MOVED** to adjourn the meeting. Director Plotkin seconded the motion. The motion **PASSED** by unanimous consent, and the meeting was adjourned at 9:57 p.m.

*Alex Plotkin*

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Alex Plotkin, Secretary