



**Brunswick-Glynn County
Joint Water and Sewer Commission
700 Gloucester Street
Third Floor Conference Room
Tuesday, August 19, 2014 at 5:00 p.m.**

SPECIAL CALLED MEETING

REVISED AGENDA

Call to Order

Invocation

Pledge

Receive Presentation on Carl Vinson Institute Study

**All citizens are invited to attend. There is a possibility of a quorum
of City or County Commissioners being present.**



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Joint Water and Sewer Commission
700 Gloucester Street
Third Floor Conference Room
Tuesday, August 19, 2014 at 5:00 p.m.**

SPECIAL CALLED MEETING

MINUTES

PRESENT:

**Sandra J. Dean, Vice-Chairman
Thomas A. Boland, Commissioner
John A. Cason, III, City Commissioner
Donald M. Elliott, Commissioner
David H. Ford, Commissioner
Ronald E. Perry, Commissioner
Dale Provenzano, Chairman (arrived late)**

ALSO PRESENT:

**Stephen A. Swan, Executive Director
John D. Donaghy, Director of Administration
Desiree E. Watson, JWSC Attorney
Barbara Rogers, JWSC Clerk**

Vice Chairman Dean called the meeting to order. Commissioner Perry provided the invocation and Commissioner Elliott led the pledge.

Receive Presentation on Carl Vinson Institute Study

Executive Director, Steve Swan, introduced Harry Hayes from the Carl Vinson Institute of Government.

Mr. Hayes stated the JWSC's organizational review was intended to identify opportunities to increase service efficiency and effectiveness. The study had been unique in many ways. The team has seen several positive changes implemented since the study began. The methodology used to develop the study was both internal and external. The JWSC was measured against national standards as well as comparable communities.

Mr. Hayes introduced John O'Looney and Malik Watkins who directly worked on the study. Mr. O'Looney and Mr. Watkins presented a power point slide show covering organizational design and structure, information systems, purchasing and inventory control, human resources, and staffing. Mr. O'Looney discussed the importance of using performance measurement or benchmarking as managerial tools to provide answers on how the utility is doing.

Mr. Watkins presented the internal view of the organization based on personal interviews with 50 employees. Perceptions exist of double-standards in the application of policies, favoritism, managerial retaliation and hiring practices. Appropriate policies appear to be in

place; however, these policies are not consistently followed. Mr. Watkins stated employee morale is low and the JWSC may wish to consider adding a management position to deal with human resource issues such as career development, training, career ladders, promotional opportunities, and accountability.

Executive Director Swan stated several of the findings are spot on the issues and the JWSC is working on them one by one.

Commissioners had an opportunity to ask questions and discussed issues more in depth Mr. Watkins and Mr. O'Looney.

There being no additional business to bring before the Commission, Commissioner Cason made a motion seconded by Commissioner Boland to adjourn the meeting. Motion carried 7-0-0.

Sandra Dean, Vice-Chairman

Attest:

Barbara Rogers
Clerk