

**Organizational Synergy & Human Resources Committee
October 26, 2006 Meeting**

Minutes

Members Present: Mark Cooper, Committee Chairman (Present beginning at 9:05 a.m.)
James Francis
Edna Karanian

CRRA Staff Present: Tom Kirk, President
Jim Bolduc, Chief Financial Officer
Chris Hyfield, Human Resources Manager
Kristen Greig, Secretary to the Board/Paralegal

Director Francis called the meeting to order at 8:45 a.m. and noted that there was a quorum.

1. APPROVAL OF MINUTES OF THE JUNE 22, 2006 ORGANIZATIONAL SYNERGY & HUMAN RESOURCES COMMITTEE MEETING

Director Francis requested a motion to approve the minutes of the June 22, 2006 Organizational Synergy & Human Resources Committee meeting. Director Karanian made the motion, which was seconded by Director Francis.

The minutes were approved unanimously.

2. HUMAN RESOURCES DEPARTMENT STATUS REPORT

Mr. Hyfield informed the Committee that there were a couple of items he would like to point out. Mr. Hyfield stated that, as previously discussed, the Finance Administrative Assistant was promoted to Buyer. In conjunction with that, the procurement department and newly hired financial analyst were put under the supervision of the Controller.

Mr. Hyfield said that management would be meeting with CRRA's broker soon to review the benefits renewal, and the information would be brought to the Committee in November.

Mr. Hyfield noted that CRRA provided benefits statement for employees this year, which showed employees what the Authority contributes on their behalf for benefits. Mr. Hyfield said that he thinks the statements were an eye-opener for employees that have expressed some dissatisfaction that health insurance rates are increasing. Mr. Hyfield stated that the statements showed that CRRA matches Social Security, reimburses for certain wellness expenses and tuition, and contributes to various other benefits. Mr. Hyfield added that employees were offered ancillary lines of life insurance coverage at their cost as part of the program. Mr. Kirk informed that Committee that there have been some complaints that were prompted by the increases in

employee contributions. Overall, the complaint has been that the program is not as generous as it used to be because there is now a 10% target for employee contributions, where employees previously did not contribute. However, Mr. Kirk noted that when Mr. Hyfield surveys the benefit plans various public and private companies, CRRA's plan is still very competitive in comparison, especially to the private sector.

Mr. Hyfield informed the Committee that CRRA would be performing a review of salary ranges in the summer of 2007 since it has been over three years since the last review. Mr. Hyfield stated that ranges have been adjusted regularly for cost of living, but this time job descriptions will be closely analyzed and compared to the market. Mr. Hyfield said that CRRA purchased salary range software that give geographic data and allows customization of job descriptions.

Director Francis asked if there is a sense that the ranges need to be adjusted. Mr. Hyfield said that there are a few positions that seem to need some adjustments because, being such a small organization, there are employees who wear many hats. Mr. Kirk stated that the need for a review has less to do with ranges being flawed and more to do with the fact that many positions do not match cookie cutter job descriptions. There was a brief discussion regarding the importance of staying ahead of the curve to ensure employees are retained, while still giving employees room to grow into greater responsibilities.

Mr. Kirk informed the Committee that one item on CRRA's legislative agenda this year would be to seek some relief from the cap on the number of employees. Mr. Kirk stated that CRRA has found an acceptable way to ensure that savings are justified when employees can perform job functions at a cost lower than a contractor. Mr. Bolduc noted that the legislation does not make any distinction between part-time or full-time employees and does not account for the many people in field operations. This flexibility would allow CRRA to build some depth and layers of knowledge in the organization so all of the institutional knowledge is not in the hands of just a few people. Mr. Kirk said that this initiative is important because the Solid Waste Management Plan will require CRRA to do a lot more and many different things in the future. Mr. Kirk pointed out that CRRA's structure has changed a bit in that CRRA now has 14 enforcement/scale operators controlling the scales. Mr. Kirk said that the need to exceed 70 does not seem imminent nor is there any management or business intent to exceed the cap, but added that he does not feel that the cap of 70 provides much value to a company with an effective, efficient and accountable Board. Mr. Kirk said that CRRA has to have the flexibility to expand or shrink as the organization's mission changes.

3. REVIEW ADDITION OF HEALTH AND DENTAL BENEFITS FOR PART-TIME EMPLOYEES

Mr. Hyfield stated that this issue was raised by an employee, and upon further evaluation, management found some compelling reasons that this program would be effective from a business perspective. Mr. Hyfield noted that one of the requirements to be eligible for these benefits was that the employee has to work a consistent 30-hour per schedule. Mr. Hyfield said that the Education Supervisor saw that as an opportunity to increase the hours of the educational centers, but also to increase programs to coincide with the Solid Waste Management Plan and

provide more flexibility within the organization. Mr. Hyfield noted that the analysis performed included all of the part-time employees, including some part-time scale operators, but said he expects that not all of the part-time employees will participate. There was a brief discussion regarding segregation of duties for scale operators and enforcement officers.

Mr. Kirk stated that part-time employees are valuable to an organization and said that providing benefits for part-time employees would provide additional incentive to get people to work part-time, allowing the company to work more efficiently. Mr. Bolduc noted that some employees would have to increase their hours to be eligible. Director Francis asked if there would be an increase in compensation for those hours. Mr. Kirk responded that there would not be an increase in rate, but they would be compensated for the additional hours at their normal hourly rate. Chairman Cooper asked if part-time employees get vacation time and other benefits as well. Mr. Kirk responded that time off is proportionate to the number of hours worked.

Chairman Cooper asked what would happen if an employee worked less than 30 hours in one week. Mr. Bolduc said that the employee would have to commit to 30 hours a week and then monitoring the hours would become a management function. Director Francis said that hours could be controlled by ensuring that employees who do not meet the minimum number of hours are not eligible to enroll for the benefit during the annual enrollment period. Mr. Kirk noted that the insurance companies will not allow employees to participate unless they work 30-hours per week.

Director Karanian said that it is a bit odd that the number of hours is being dictated by whether or not the employee wants the benefit rather than by the needs of the company. Director Karanian said that it seems there is a loss of control and the positions are defined by whether or not someone opts to join the plan. Director Francis agreed and said that management has to determine how many hours the position calls for. Mr. Kirk said that CRRA should be able to address this issue rather easily by defining certain positions that will be required to work 30-hours per week and be eligible for the benefit and other positions under 30-hours that are not eligible. Director Francis said that CRRA should be careful when offering benefits to some part-time employees and not others. Mr. Kirk suggested that the job descriptions could be clearly broken down to show the differences in responsibilities and gave the examples of "Educator I" and "Educator II." That way when there is a vacancy, the hours and benefits are clear when a person is hired.

Mr. Kirk stated that management would take a closer look at the job descriptions and bring this matter back to the Committee for review. Mr. Kirk noted that part-time employees would not just be able to choose whether or not they want benefits, but certain part-time positions will be eligible and others will not based on the needs of the organization.

4. EXECUTIVE SESSION

Chairman Cooper requested a motion to enter into Executive Session to discuss personnel matters. The motion was made by Director Francis and seconded by Director Francis. The motion previously made and seconded was approved unanimously. Chairman Cooper requested

that the following people remain for the Executive Session, in addition to the Committee members:

Tom Kirk
James Bolduc
Chris Hyfield

The Executive Session commenced at 9:30 a.m. and concluded at 9:40 a.m.

The meeting reconvened at 9:40 a.m. and Chairman Cooper noted that no votes were taken in Executive Session.

5. ADJOURNMENT

Chairman Cooper requested a motion to adjourn the meeting. The motion made by Director Francis and seconded by Director Karanian was approved unanimously.

The meeting was adjourned at 9:40 a.m.

Respectfully submitted,

Kristen B. Greig
Secretary to the Board/Paralegal