



# Collection Systems Department Organizational Structure Efficiency Study

## Sanitation District No. 1 (SD1) of Northern Kentucky

Coldwater Consulting provided management consulting services to SD1's Collection Systems Department. The goal of the project was to assess the effectiveness of the management team and identify areas for improvement. The project scope included reviewing various Department data sources (organizational charts, job descriptions, completed performance reviews, productivity reports, past / future budgets, etc.), conducting staff interviews, leading meetings, and developing improvement recommendations. While the project did not include a significant benchmarking effort, comparisons were made against industry standards where possible.

SD1's Collection Systems Department includes a total staff of approximately 90 employees that are organized into 4 separate groups: Asset Renewal, Asset Maintenance, Asset Planning, and Inventory / Purchasing. SD1 has been operating under a sanitary sewer overflow Consent Decree since 2007. The Capacity Management Operations & Maintenance (CMOM) and Nine Minimum Controls (NMC) requirements of the Consent Decree created the need for various operational improvements in the Department. More recently, SD1 assumed ownership of a majority of Northern Kentucky's storm water infrastructure. These new responsibilities have also driven significant management changes. While performance expectations have increased, capital funding for Collections Systems' sanitary sewer projects has been reduced and O&M funding increases have been limited.

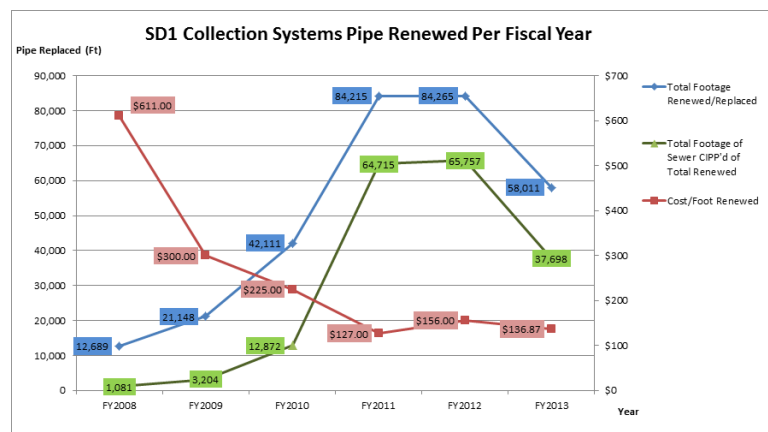
While the results of this study indicated that the Department has made great strides in recent years with respect to productivity and quality of work, nearly 30 separate recommendations were developed. These improvements focused on the following areas: establishing Department goals, employee performance reviews, employee engagement, increased management support for staff in newly created roles, equipment maintenance, inventory management, creation of additional performance tracking reports, improved communication with the SD1 Board, and more effective delegation of responsibilities across the management team. With annual operating and capital budgets of approximately \$7 million each, this study was a cost-effective approach for facilitating future management improvements within the Department.



An SD1 Vactor truck, operated by the Asset Maintenance group.

### Coldwater Project Team Members Involved:

- Jim Turner
- Kristen Risch



Historical trending data report prepared by SD1's Collection Systems management team.

