

MINUTES OF THE DECEMBER 15, 2018 REGULAR SESSION MEETING
OF THE TWSD BOARD OF DIRECTORS

Attending the meeting were Chairman Joseph Mainello, Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement. There being a quorum present, the meeting was called to order by Chairman Joseph Mainello at approximately 10:00 AM.

Saluting of the flags was accomplished.

Approval of Agenda: Vice Chairman Richard McMullen moved to approve the agenda as written. Director Gonzalez seconded. There being no discussion, the vote was called. Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement voted aye. The motion passed.

Old Business.

General Manager's Report. General Manager, Ronald Wyatt, gave his report.

The safety meeting for the month was on operating heavy equipment. The safety aspect of it was maintenance, repair, being watchful of others around and keeping the equipment well-greased.

Some of the employees are still working on the materials for the Springs Project. They need approximately 500 tons. They are not quite half way yet. The job went out for bid Monday in the paper. It will probably be 2 weeks or the end of January before they get started.

Still working on the Operations and Maintenance manual for ground water. The first draft should be completed by the end of the week.

Spoke with Jontel Septic, LL in Alamogordo, I asked how much it would cost to inspect the tanks, they stated \$950.00 per septic tank.

There has been 1 bid on concrete for the front of the Lodge, estimated at \$10,000.00-\$15,000.00. This is a starting point. There are more quotes coming, should have a better idea next week on all costs.

Water plant has been cleaned up and looks extremely good.

An autopsy needs to be performed on the filtration system filters. The cost is between \$3,000-\$4,000.00 for one filter to be sent off. It will take 2-3 weeks for the company to have a finding and be able to tell how long the filter will last; this company will also be able to sell the chemicals to clean the filters. We do not have a price yet on the chemicals to keep the filters clean.

The grounds at Lodge have been cleaned up and look good.

Dave Hudson and Jessie Duckett got their paperwork in the mail, they are now Level 1 certified operators. With Mike Rodriguez, we now have 3 Level 1 certified operators.

There has been leaks on Hoover, Catfish, Perch, Rocky Trail, Waialae, Sacramento, Mohopac, and Bronco. These leaks are under our Action Item list. Another item on the list, was hauling material for the Springs Project, which is on-going.

Bill Connors, Manager of Rural Water spent Tuesday with us. We will use a portion of the grant to start hunting leaks. There will be a 2 day test period after Christmas. After looking the entire day, they found 2-3 suspicious areas that they will start with. We will have approximately \$20,000.00-\$22,000.00 for leak hunting.

Spoke with Ron Cruz with the Finance Authority on Thursday. We are trying to get are name familiar with the Legislators, as far as any kind of grants coming up. I left message with the EPA to call me in regards to the grants.

Looking to buy some signs for the dumpster.

We need to do a better job on inventory. Not that we are lagging behind, we just need to do a better job.

Whether its office or operations we need to start writing more procedures. We need everything in black and white so we know how to do things and if we don't we can refer back to the proper procedure.

In regard to asset management and fixed assets, we need to start thinking about hiring someone to keep track of this. We need to consider a part time or full time employee to start working with these assets.

I want to get an issue off the table today. A situation was brought up during Tuesdays meeting about one of the employees. I am the manager, it is my responsibility, not the Boards, and it has been taken care of. I don't feel like there is anything else to say about it.

Questions for the GM

Director Clement asked when the inspector was going to be at the bar. GM: Tuesday. Director Clement asked if a commercial builder has been found. GM: yes, one. He will be here on Wednesday. Director Clement: we had the Lodge inspected, I contacted one of the local builders, Steven Worrell, but he is not a commercial builder, there is not one on the mountain. He agree he could do the work for us and give us estimates but he is afraid someone might turn him in; so that would create more problems than it's worth.

Director Gonzalez asked, where are we with Ed Livingston. GM: spoke with him Thursday we should be finished by next Friday. Director Gonzalez: this is the work for updating our prints and getting the approval of the filtration system by the State. GM: the main problem with this was the fact the filtration system was built in the west coast, but now it's in the mountains, there is different altitudes and the tests have to be ran in each altitude.

Director Gonzalez asked where are we at in the timeline of reviewing the policy and procedures. GM: was this not put on hold? It needs to be discussed with the Union first. He asked if he should exclude or

include the Union in these policy changes. Director Gonzales: the policies fall under Section 3 which is Managements Rights, they probably should review it. But there is nothing stopping us from going through the policies to get them up to date. Chairman Mainello stated the Board definitely needs to get involved and make sure we are complying. Should this be on the Action Item list? GM: okay, give me three weeks.

Chairman Mainello: I want to add to what the manager said about a possible position. These are the areas of trouble when it comes to the audits. We need a dedicated person to focus on the inventory so we stay in compliance, and know where we stand. This Asset Management Plan is only for the water enterprise of the District; the General Fund, like the road department is not in this Asset Management Plan. Common sense almost dictates that we need someone close to full time responsible for these actions. A policy should be developed that money that we have made as a profit, and does not go to the shareholder, is District money. The Board should look at it and put it on the budget under Restricted Fund for the future. If we start planning ahead this District will start humming. We have a Board that is looking down the line.

Audience Comments

Audience member Fran Trendle stated her water is clearer than she has ever seen it. And she have been here a long time. In regard to the inspection of the septic tank, talk to Ruby she uses someone for \$700.00.

Audience member Frank Coronado asked if septic tank inspection is "more the merrier" kind of thing; will we get a discount for inspecting more. GM: no.

Treasurer's Report. Treasurer Henderson read the reconciled bank balances as of November 30, 2018: Checking Account \$48,846.34; Water Standby Savings Account \$9,258.61; Water Restricted Reserve Account \$34,927.53; Facilities and Services Savings Account \$188,069.77; USDA Debt Service Savings Account \$4,717.60; USDA Short Term Assed Repl Savings Account \$77,700.56; USDA Construction Loan Account \$848.54; First National Construction \$50.00.

Committee Reports.

Budget Committee. On Wednesday afternoon, Marilyn Hatfield gave us a tutorial on QuickBooks. We zeroed in on how we are doing. We need to make some adjustments. Our spending rate have been exceeding what has been budgeted. If the rate does not change, the total amount, if we don't make any changes, we will be over \$18,543.00 by the end of December. These numbers were shared with the GM, the biggest hit is with the leak repair and the overtime for leak repairs. This is an unfortunate by-product of having an old system and having old piping that needs replaced. The GM has a plan to curve that spending; we need to support him. There might be some leaks that can not be fixed as timely as we would like. The GM has a handle on this; we have to live within our budget. Couple things we exceeded that the GM has no control over is our Risk Management, our health insurance. There was a change that was negotiated back when the labor contract was negotiated some years ago. It was to go from 75/25 (the District pays 75% of the health insurance, the employee pays 25) to 80/20 this year. We will have to

do a budget change to account for this. This quarter we will exceed budget by about \$5,000.00. We need to figure out how to fix this in our budget. We had some one-time expenses that were more than expected, such as the inspections. To get the budget achievable we need start spending less. Health insurance will have to be paid. We do have a lot of latitude; we know early enough to start making some changes. We might need to delay some things until we know what the budget is for the rest of the year. We will get the right changes made.

Questions for the Treasurer

Director Clement: We had a lady that volunteered two meetings ago to put a committee together to start collecting the money and she hasn't attended since. We might need to start looking for someone else. We need to start collecting.

Chairman Mainello stated he attended the budget committee meeting, he was gratified to see a lot of good hard information given and work being done. He reported he went away with a good feeling that we are being well served. The budget committee is always an area that could use more expertise; there is a lot of number crunching. If you attend, be prepared to be overwhelmed, it's pretty much mind blowing with all the budgets.

Audience member, Frank Coronado asked when does the fiscal year start. Board: June is the first of the fiscal year.

GM. we have never got serious enough to start collecting. Are we going to be set up to make a deal with any off these people. We will be lucky to get half the money collected.

Chairman Mainello asked what happened to Marty Moore connection. GM: I heard he had moved.

Audience member, Ardin Schug, we need a policy on putting liens on properties that are overdue. On the General Fund side, until we get legislators down here; which we have continued to ask for, the General Fund will never be able to do what it's supposed to on asset management side.

Safety Committee: GM we had our regular monthly meeting.

Discuss potential restructuring of rate-setting to include an automatic annual adjustment to account for inflation and rising costs of doing business. Treasurer Henderson presented numbers the Budget Committee came up for us to consider. We are looking at what the State highly recommends to all the entities. It would be a good practice to have an automatic adjustment rate increase each year, due to general inflation. It would be better to have small increases each year than hitting members with a big adjustment all at once. The PRC has this program, so the Budget Committee did a model on what it would look like at a 3% increase. For example, our base rate is \$49.00 today, a 3% increase would change it to \$52.99. The second year increase would go up to \$54.48, and the third year it would become \$56.22. This base rate is what everyone pays that has water service, it is essentially paying for the availability of water; how much water they use is a variable cost. This is what the automatic annual adjustment would look like if it was applied to the base rate. This allows the District to have effective budgets year after year. Our money buys less and less each year. With the first year increase based on

400 meters monthly at a 3% increase, the total would be approximately \$7,056.00 a year. The second year would be approximately \$7,248.00, at the end of three years it would be about \$7,488.00. This is a relatively painless change, at the end of three years it would account for an additional \$21,792.00. The increase to the customer over a three year period would only increase the base rate by \$3.99. The new base rate at the end of three years would be \$56.22. Treasurer Henderson does not have any detailed information on what the policy is to implement this change. This is part of socializing the change so nobody is surprised. If anyone has concerns they can weigh in on it. The State highly recommends the change. But it is a change and we want the rate payers involved.

Director Clement stated: my comment is back on collecting money. You see the position that Treasurer Henderson told us we were in; if we don't get these rate increases we are not going to be able to function as a District.

Director Gonzalez stated, one of the considerations that could get his potential support; the conservative in him tells him to be careful about higher taxes. The rate of change due to the amount of leaks we are experiencing. He put together some calculations based on sample results of a leak log; in 2017 we had approximately 40 leaks. As of 2018, we have had approximately 54 leaks so far for the year. With these leaks we have not put a cost the water loss, water does have a cost. He is personally willing to support the rate change if the community supports it. But we need to do something about these leaks in-house. If and when the water system starts to fail; we need to start applying this money in-house. In this potential increase he would like to still focus on cost savings. We continue to search for better ways to be frugal with the money we have.

Chairman Mainello: we have not discussed lately about the trash collection. The County was giving us an extra \$10,000.00, and they have stopped doing this. Right now we are only collecting \$6.00 from each household per bill on trash. This is another expense we are looking at.

Discuss guidelines of the Action Item list. We had previous agreed on having an Action Item list to manage actions. Director Gonzalez put together some simple guidelines on how to accomplish it. The Action Item List "Guidelines" were sent to all the Board members prior to the meeting. See Attachment A. Chairman Mainello stated it is very comprehensive, it will work well and get the job done if everyone follows it. Director McMullen agreed it should adopted. Vice Chairman McMullen make a motion to adopt the Action Item list of guidelines to establish our procedures. Director Clement seconded. Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement voted aye. The motion passed.

New Business.

Approve November 17, 2018 Regular Meeting Minutes. Vice Chairman McMullen moved to approve the minutes as written and dispense with the reading. Director Gonzalez seconded. Chairman Joseph Mainello, Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson and Director Michael Gonzalez voted aye. The motion passed.

Discuss/approve payment and travel per diem for Amy Fierro to attend an OMA and IPRA training. Vice Chairman McMullen made an motion to approve Treasurer Henderson seconded. Director Clement, agreed it was a good idea for the training. Chairman Mainello asked how much was the cost, can we afford this. Treasurer Henderson stated, this is the training we went to a couple months ago and it is worth it. It's a small expenditure but very beneficial. Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement voted aye. The motion passed.

Approve transfer of \$4,000.00 from Restricted funds for filtration filter autopsy. Vice Chairman McMullen asked if we could get these funds from Water Standby savings account. Director Gonzalez stated the money is in that account, but it is already spent. Treasurer Henderson stated this item will give us some insight into how well our system is designed and operating. We may need to make some engineering changes and if that's the case we need to do them sooner than later. He recommends this item. Chairman Mainello asked if the money will be paid back. Vice Chairman McMullen asked the GM if he was sure on the cost. GM answered yes, no more than \$4,000.00. Vice Chairman McMullen made a motion to approve the transfer of \$4,000.00 from Restricted funds for filtration filter autopsy. Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement voted aye. The motion passed.

Discuss the recent ICIP proposal for water systems replacement. Treasurer Henderson stated this is on the agenda for informational purposes. Our budget is for sustainability, such as routine maintenance and repairs on the system, but when a system reaches the end of its life, than you have to do what is called recapitalization. Recapitalization money comes from the State. He would like to let the community know what we have in the que. The legislator convenes next month, and we want to get a project in front of them, in an amount that they would approve and has a chance of getting funded. This type of money does not cost the District anything, there is no loan component. This is something that Director Gonzalez and Dee worked on, to get everything exactly right. This was delivered to Humbert Quintana, which is lobbying on our behalf. He stated it would help if we contact our legislators and let them know our needs. He stated we should start the first of February. We need to be familiar with the scope that we are asking for. Director Gonzalez stated that this has been a learning experience for him. The changes that they are implementing are making it more difficult to qualify. This will be a phased project. There is approximately 70-100 miles of pipe that needs replaced. We are targeting the areas that could have the highest area of leaks. We are requesting \$500,000.00 for this task. The State would like us to be looking at other funding sources as well.

Review and amend as needed the salary and hiring policy of the position of Secretary of Board. Director Gonzales stated he understands this is a sensitive subject talking about peoples salary. But we are under the Open Meetings Act and this type of thing is public information. The Secretary's job is important and we take on a risk by not abiding by the rules and regulations set by the State. He does not see this as a entry level position, he was told what she made, and does not think it is an adequate amount for the type of work and responsibilities. She currently makes \$10.00 an hour and he feels like she should at least make \$15.00 an hour. She is an employee of the Board and takes direction from the Board, not from the GM. Treasurer Henderson stated, we the Board did not do the GM any favors, we should have set a rate when it was posted; that way the people applying would already know what the terms were. It

put the GM in a bad spot, he sets up contracts on behalf of the Board. Chairman Mainello stated we are in a catch 22 kind of situation here, as far as the Open Meetings Act and Board goes. The Board itself is not paying the salary, the Secretary is hired by the Board, but is actually an employee of the District. This is a gray area. This should have been discussed to begin with. He agrees there is a problem and it needs further discussion. Director Gonzalez stated he agreed and concurs with Treasurer Henderson. They did not set enough guidelines. We put GM in a difficult position. We need to work on some kind of solution here. It does not have to happen today, we can do some research. I want to be fair to Amy with whatever rate we decide on. Vice Chairman McMullen stated he is not against, \$15 an hour but are we authorized to do this. Chairman Mainello stated we also have to worry about the union; we need more information on the union's position on this matter. I would like to stop this discussion and we need more information. We know what we have done wrong and we do not want to make the same mistake in the future. GM stated he will call Robin Monday, Robin may request that we put this job out for bid to give all the other employees an opportunity to express interest in this position. Director Clement asked if the Secretary is a member of the Union, the Board stated No. Audience member Ardin Schug, she is being paid under Professional Services. Treasurer Henderson stated that this is not a bargaining position, subcontracting is within the management rights. He has an issue with giving over our management rights. Historically this has been a volunteer position. The Statue allows us to hire someone. This is a slippery slop when we start asking the Union "mother may I" for stuff they have no right to dictate terms for. Chairman Mainello stated he wants to make sure we are not going to get slammed by a lawsuit. Audience member, Doreen Gonzalez read Section 702 of the bylaws. This is the Boards responsibility to set her salary. Chairman Mainello asked the Secretary if she was terribly unhappy with her situation. Secretary Amy Fierro stated, no. Director Gonzalez wants to move this issue to the next Work Session meeting.

Discuss the review of the GM. Vice Chairman McMullen stated we need to set a date. Chairman Mainello said this should be a closed setting meeting and we all need to have the same evaluation form. Vice Chairman McMullen asked if they were using the same evaluation form as last time. Chairman Mainello said yes, and we also need the letters from community of praise and concern that have been sent regarding the GM.

Discuss petition for removal of Michael Gonzalez. Chairman Mainello stated we were presented with a petition a couple meetings ago, requesting removal of a member of our Board by a community member. It has been presented to this Board, of which we have no experience in this type of issue and the Board did not know how to act or react to the petition. At that time, the Board made the decision to give the individual time to present a rebuttal or an answer to the petition. He feels the Board needs to take some kind of action, approve it or disapprove it, now that we have a full Board present. We have two options. A motion can be made, we accept the rebuttal given by the Board member and we have resolved the issue and no further action needs taken. Or make a motion to contact the Attorney on what actions to take. The Board does not have the power to remove a Board member. A District judge has to be the one to remove the Board member and it has to be an action by the Court. Vice Chairman McMullen made a motion to take whatever information we have currently and send it to a lawyer, have him review it and have him advise us of our next action. Chairman Mainello said we have motion before the Board, do we

have a second. Treasurer Henderson asked if there could be more discussion. He does not disagree with Vice Chairman McMullen. Mr. Chairman, you are right to be concerned, because the Board did entertain the presentation and I do think we need to at least make a statement on where we stand on it. Basically Statute 73.21.12, Organization of Board meetings, vacancies, election of officers, removal of directors is under that Special District section. The court having jurisdiction of the District, shall have the power to remove Directors for cause shown on petition. Treasurer Henderson read the Statute. He is not sure they should have given them the opportunity to submit the petition. There is a bunch of requirements for petitions and how they are processed. Petitions go to the Court, petitions do not go to us. He really think the right answer is that if they want to do a petition they have to go to that Court that has jurisdiction and find out what rules to follow. Chairman Mainello stated, we may or may not have the authority to accept the petition, and this may be the answer on how we address the community. Director Clement 2nd the motion. Vice Chairman McMullen stated that based on what Treasurer Henderson read, we do not have to send anything to the lawyer. We need to address the individual that presented the petition and give them the direction on what they need to do. Audience member, Kris Sherman, stated this is not true; because the Board accepted the petition it is in illegal possession. As soon as the lawyer gets it, he is by law required to turn it over to the Court, because he is an officer of the Court. Chairman Mainello stated this is the Boards decision not the community. Vice Chairman McMullen: I withdraw my motion to send any information to the lawyer; he made a new motion that the Board correspond with the individual that presented the petition and her grievances, and give her the statues that need to be followed with the petition. Chairman Mainello stated, right now we are not a hundred percent sure on what the right direction is. Director Clement, agreed with Chairman Mainello. There was much discussion. Vice Chairman McMullen withdrew the 2nd motion. Treasurer Henderson wanted to add to the discussion, it does not look like we have any legal authority to do anything with the petition. We should give back the petition and give the reference of the statue that governs the petition and also verify the information with the Attorney. Chairman Mainello stated this needs to be a Board action, He would feel more comfortable getting legal advice. Vice Chairman McMullen made a motion to go back the 1st motion. He made the motion for the Chairman to contact the lawyer with the information we have and inform the Board on how they should proceed further. Director Clement 2nd the motion. Director Gonzalez stated he was personally concerned about this issue. Each Board member took an oath of office. My concern is for the future, because we are not members of the Court, we are responsible for following the laws of New Mexico. Any rational person should understand what this language means. He has concerns for the future. This does not meet petition requirements set by the State. We had no right to vote or receive the petition. There was much discussion. My job is to be a servant and to uphold the laws. I am concerned for the future and this could happen again. The Board needs to take responsibility for their decision. Director Clement stated, the attorney will give us their opinion to the best of their ability. We need to know where we stand. Chairman Mainello stated that this follows Mr. Gonzalez statement; it is a very valid statement. As far as a comment, he does not want this in the Court system, there is 3 lawsuits currently against us that have been dragging on for years. If this Board decides that they feel comfortable in their decision which is trying to make the determination on exactly what to do. The community should go to the court directly and not submit anything to the Board. The community did not do their actions correctly. Chairman Mainello called for the vote.

Chairman Mainello, Vice Chairman McMullen, Treasurer Lester "Brent" Henderson and Clark Clement voted aye. Director Gonzalez abstained. The motion passed.

Directors Remarks.

Director Gonzalez: We talk about reason for the season; for Jesus, I think Jesus is the reason for the season always. I appreciate the opportunity to serve on the Board. These discussions are difficult. Love thy neighbor as thy self.

Director Clement: As usual I thank everyone for showing up, wished more people showed up. Everyone has a pretty good idea after the last few meetings what the financial problems are. We need everyone's support. We need to collect extra money, I do not think the 3% will cover what our obligations are.

Vice Chairman McMullen: Merry Christmas and Happy New Years, see you next year.

Treasurer Henderson: To reflect on the last month, we have made a lot of progress in addressing our infrastructure needs; first and foremost we are a water department, we are to provide a reliable source of safe drinking water to the community. The Master Plan, PER, will help navigate the future and will guide future projects and what specific changes we will need to make to our system. The engineering firm has had a couple meetings and will continue to plan and this should really go well for Timberon. Be safe, keep safety in mind.

Audience Frank Coronado: I waited long enough to be able to speak to the Board members and the community as well. I commend each one of you for working with each other. We have an individual that has shown how articulate he is, I am a little disappointed that there is a failure to understand, that when somebody is working as hard as they can, and we allow a disgruntled member of the community to bring allegations against that member, knowing the good this person is doing for the community; we are setting a precedence here for allowing a petition to be accepted and for not being educated enough to know how to accept the petition. The service you are providing is for the community. The concern I have, is the precedence that is being set; is that anyone can be ridiculed. Don't allow individuals to come to you and tell you how to run the Board. Let's be careful and not allow this to happen again. You are working together you should stick together.

Audience member Karin Mainello: We live in a democratic republic. People have the right to voice their opinion whether we like it or not. Merry Christmas.

Chairman Mainello: I would like to thank everybody, that's every member of the Board for working extra hard. We are really a great team. I have worked on several Boards, I am seeing individual thoughts. I have never seen a Board come together and work so hard on items that have been previously disregarded. I want to go down the road correctly. Thank you and for your interest in the District. I want a Board that is looking for the betterment of the District. Merry Christmas and Happy New Years.

Vice Chairman McMullen moved to adjourn the meeting and Director Clement seconded. Vice Chairman Richard McMullen, Treasurer Lester "Brent" Henderson, Directors Michael Gonzalez and Clark Clement voted aye.

Approved January 15, 2019:



Amy Fierro, Secretary



Richard McMullen, Vice Chairman

Attachment A: Action Item List Guidelines

Timberon Water and Sanitation District

Action Item List "Guidelines"

Action Item Definition

An action item is an important organization related task, which is considered time sensitive. Maintaining the list ensures the organization does not lose focus of critical actions which need to be managed thru completion.

Guidance for Action Item List

1. Ensure Open Meeting Act compliance by posting the "Action Item List" on each agenda where action items are present by listing each active entry with reasonable specificity.
2. Maintain the Action Item List at a target of a maximum of **five** tasks being worked at any time if possible. It is suggested that the "Action Item" list be populated and reviewed near the end of the meeting in order to capture any actionable changes that may arise from working thru the agenda items.
3. Action Item list will be maintained in Microsoft Excel and the BOD should select a board member to be the "**Steward**" of the list.
4. It is advised that the most current "Action Item List" be posted on the website using the excel spreadsheet format previous presented to the BOD's. It is recommended to be updated at least monthly. The "**Steward**" is responsible for ensuring the updated list is forwarded to the district webmaster for publishing on the site.
5. Action Items may be delegated or volunteered for as needed by the BOD's. Action Item "**Owners**" of task can be BOD's, Secretary of the Board, or the General Manager. There are instances where a member of the community may take an action item as well by volunteering. Examples of this could include: being a member on one of the advisory committees to the BOD's such as By-laws, Safety, Budget...etc.
6. Determine the timeline and set a date for achieving the task, i.e. March of 2019. It is suggested that Action Items have a target completion of not more than **6 months**.
7. Assign each task to an individual "**Owner**". The owner of the task can work the task themselves or delegate the task to a district team or individual team member; such as an example the General Manager (owner of the Action Item).
8. Track the progress of each task and make adjustments, as necessary.
9. As items are completed, they are moved to the archive area at the bottom of the spreadsheet for the record and also measuring the effectiveness of the organization. Recognition of the members of the team for accomplishing each task is essential as well as feedback on ideas for continuous improvement.