



TriCo Regional Sewer Utility

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PERSONNEL & BENEFITS COMMITTEE MEETING

Wednesday, February 3, 2021 @ 7:30 A.M.
7236 Mayflower Park Drive, Zionsville, IN 46077

AGENDA

1. Public Comment
2. Safety Update
3. Pandemic PTO Policy Update
4. Staffing
5. Strategic Planning Process
6. Adjourn

Next Scheduled Meeting: Wednesday February 24, 2021 @ 7:30 A.M.



MEMORANDUM

To: P&B Committee
From: Loren Prange
Date: 01/29/2021
Subject: Safety Update

No injuries reported this month, and we are at 3994 days without a loss time accident.

No safety tailgates are being performed during social distancing. Safety training has continued thru Safety Plus Web online.

Plant staff reported two security lights not working on the Biosolids building. The staff inspected both lamps and replaced both bulbs.

In the biosolids building plant staff discovered an overhead light that had a loose lens cover. The cover was removed to prevent it from coming loose and potentially injuring someone.

The monthly fire extinguisher inspections were completed.

On December 1st, several Trico employees completed their two-year CPR recertification training.



MEMORANDUM

To: P&B Committee
From: Drew Williams
Date: January 26, 2021
Subject: Pandemic PTO Policy Update

The Board passed the Pandemic Leave Ordinance on 3-16-2020, prior to the Federal Law requiring Pandemic Leave. Our ordinance does not state the 12.31.2020 expiration date as with the Federal Families First Coronavirus Response Act. Under “Section 2. Pandemic Policy (b)” of our ordinance it states: The Utility Director, in his sole discretion, will determine if and when this Pandemic policy will be put into effect, and its duration, and will communicate these decisions to Utility employees.” Therefore, we still have an active Pandemic PTO Ordinance. We granted employees 112.5 hours (three weeks) of pandemic PTO. The table below shows PPTO use by employees.

Breakout of Pandemic PTO Use		
Used zero time	8	33.33%
1-5 days used	7	29.17%
6-10 days used	3	12.50%
10-14 days used	0	0.00%
Used all 15 days	6	25%

Most of the hours used were related to childcare. Schools have returned to at least a part-time schedule. A couple employees have taken time off when their child was “exposed” and had to quarantine at home.

If the local schools were to return to full time virtual classes, some employees may be challenged to provide supervision for their children without being away from work. During the initial shutdown, we worked with employees to provide remote work and training opportunities in addition to the Pandemic PTO. We will continue to work to provide remote work and training opportunities. We will discuss this approach and other possibilities with the P&B Committee.



MEMORANDUM

To: P&B Committee

From: Drew Williams

Date: January 29, 2021

Subject: Staffing Update

We conducted four interviews for the Field Operations Specialist position after shortlisting the applicants. Two of the candidates stood out and we have offered employment to one of them. We anticipate his acceptance of the offer. It is unusually that we get candidates that have such directly related experience and are in the market for a new job. I am discussing with the managers what operational needs could be filled if we expanded the staff and added one additional position. I will present my findings to the Committee and may be requesting to budget for one additional position. It is very unusual for me to make such a request, but this is an opportunity that we may not want to pass up.



MEMORANDUM

To: P&B Committee
From: Drew Williams
Date: January 29, 2021
Subject: Strategic Planning

As we prepare to work on a strategic plan for the Utility, I wanted to provide the results of a SWOT Analysis conducted in 2009 and an assessment performed by the Board and managers in 2012. The Water Environment Federation along with the EPA and several other associations developed the Effective Utility Management Primer. The Primer is designed to help wastewater and water utilities make practical, systematic changes to achieve excellence in utility performance. The Primer identifies ten attributes of effectively managed water sector utilities. These attributes provide a clear set of reference points and are intended to help utilities maintain a balanced focus on all important operations areas rather than just moving from one problem to the next. The Primer has a utility-tailored self-assessment tool to help utility management identify where to begin improvement efforts. The objective is for the management to gain a more balanced and comprehensive picture of performance of the organization.

The Board and managers completed this self-assessment and conducted a retreat in 2012 to review and plan. The attached sheet lists the ten Attributes with descriptions for each and shows the rating given at that time. The rating criteria are listed in the table below.

Rating	Description
1	Effective, systematic approach and implementation; consistently achieve goals.
2	Workable systems in place; mostly achieve goals.
3	Partial systems in place with moderate achievement, but could improve.
4	Occasionally address this when specific need arises.
5	No system for addressing this.

Since we have the format set up, I think it would be easy and beneficial to perform this self-assessment again with the Board and Managers.

I am still investigating consultants that could facilitate the strategic planning process. If you have any recommendation, please let me know.

SWOT Analysis 2009

Strengths

- Finances
- Customer Service – time spent, courtesy, communication
- High productivity
- Professional board & staff
- Quality equipment
- I&I Program
- FOG Program
- Flexibility

Weaknesses

- Carmel treatment dependence
- Two separate locations
- I&I
- LS telemetry
- Too many LS
- Odor problems
- System capacity
- Past engineering practices
- Lack of consistency
- Negative interceptor fund
- FOG

Opportunities

- Growth
- Education
- Contract billing and lab testing
- Advertising revenue
- Public education/outreach
- Consulting
- Carmel Treatment

Threats

- Carmel rate stability
- Natural disaster
- Terrorist attack
- Losing good employees
- Elimination of Township government

CTRWd Self-Assessment 2012

Attribute	Attribute Components	Response Ranges & Averages			
		Board		Managers	
		Rating	Ranking	Rating	Ranking
Employee and Leadership Development (ED)	<ul style="list-style-type: none"> o Recruits and retains competent workforce. o Collaborative organization dedicated to continual learning and improvement. o Employee institutional knowledge retained and improved. o Opportunities for professional and leadership development. o Integrated and well-coordinated senior leadership team 	1-2	2-9	1-2	3-10
		1.56	5.33	1.67	5.33
Financial Viability (FV)	<ul style="list-style-type: none"> o Understands full life-cycle cost of utility. o Effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. o Predictable and adequate rates. 	1-2	2-8	1-2	2-10
		1.33	4.89	1.33	6.83
Infrastructure Stability (IS)	<ul style="list-style-type: none"> o Understands the condition of and costs associated with critical infrastructure assets. o Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. o Repair efforts are coordinated within the community to minimize disruptions. 	1-2	1-8	2-3	5-9
		1.63	4.00	2.17	6.67
Operational Resiliency (OR)	<ul style="list-style-type: none"> o Staff work together to anticipate and avoid problems. o Proactively establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, environmental, security, and natural disaster-related). 	2-3	2-10	2-3	2-8
		2.25	5.44	2.33	4.50
Customer Satisfaction (CS)	<ul style="list-style-type: none"> o Provides reliable, responsive, and affordable services. o Receives timely customer feedback. o Responsive to customer needs and emergencies. 	1-2	1-10	1-2	2-9
		1.22	5.33	1.17	5.00
Community Sustainability (SU)	<ul style="list-style-type: none"> o Attentive to impacts on community and watershed health and welfare. o Operations enhance natural environment. o Efficiently use water and energy resources; promote economic vitality; and engender overall community improvement. o Maintain and enhance ecological and community sustainability including pollution prevention, watershed, and source water protection. 	1-2	1-9	1-2	1-10
		1.75	5.11	1.67	5.83
Waste Treatment Capacity (TC)	<ul style="list-style-type: none"> o Ensures adequate waste treatment capacity through long-term planning and demand analysis, and public education. o Manages operations to provide for long-term growth and regulatory changes. 	1-2	3-10	1-2	1-7
		1.44	6.67	1.67	3.17
Operational Optimization (OO)	<ul style="list-style-type: none"> o Ongoing performance improvements. o Minimizes resource use and loss from day-to-day operations. o Awareness and timely adoption of operational and technology Improvements. 	1-4	2-10	1-2	1-9
		2.00	6.56	1.60	6.33
Product Quality (PQ)	<ul style="list-style-type: none"> o Complies with regulatory requirements. o Consistent with customer; public health and ecological needs. 	1-2	1-8	1-2	1-10
		1.67	3.78	1.67	5.33
Stakeholder Understanding and Support (SS)	<ul style="list-style-type: none"> o Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. o Actively involves stakeholders in the decisions that will affect them. 	1-4	1-10	1-3	1-10
		2.13	7.89	2.00	6.00