



## TriCo Regional Sewer Utility

---

www.TriCo.eco Phone (317) 844-9200 Fax (317) 844-9203

### **Executive Session**

**Job Performance Evaluation per IC5-14-1.5-6.1(b)(9)**

**Monday, December 12, 2022**

**At 5:30 p.m. in the**

**Board of Trustees Meeting TriCo Conference Room**

**7236 Mayflower Park Drive, Zionsville, IN 46077**

TriCo Regional Sewer Utility will hold an Executive Session for job performance evaluation per IC 5-14-1.5-6.1(b)(9).

7236 Mayflower Park Drive, Zionsville, IN 46077



## MEMORANDUM

---

**To: Board of Trustees**

**From: Andrew Williams**

**Date: December 9, 2022**

**Subject: Executive Session**

---

As discussed at the October 26th P&B Committee meeting, the Committee took the advice of our HR Consultant, Cici Conover, and will take a year off of performing the 360 reviews as she observed that staff participation was not forthcoming. Therefore, there is not a summary report this year from Ms. Conover. I have attached the update for the 2022 Goals/Objectives and a list of accomplishments compiled by the staff.

We have streamlined the review process this year and will hold an Executive Session for job performance evaluation per IC 5-14-1.5-6.1(b)(9) at 5:30 Monday before the Board meeting. This is a closed-door session attended by the Board members to solely evaluate job performance. No action is taken at this session. The Board may take desired action during the regular Board meeting.



## MEMORANDUM

---

**To: Board of Trustees**

**From: Andrew Williams**

**Date: December 7, 2022**

**Subject: 2022 Accomplishments**

---

The following is a summary of accomplishments compiled by the staff.

### **Recognitions**

IWEA Excellence in O&M – Zero Violations of NPDES Permit 2021  
IWEA Safety Excellence Award  
IWEA Laboratory Excellence Award

### **Operations/WRRF**

No NPDES limits violations during a major plant expansion and start-up. The last limits violation occurred in June 2019.

WRRF upgraded to a Class IV facility which now requires 7 day per week sampling. Cyanide and Total Nitrogen were added parameters with the NPDES Permit renewal.

Treatment Accomplishments:

CBOD, the permit limit is 10.0 mg/L, our annual reported value was 2.3 mg/L.

TSS, the permit limit is 12.0 mg/L, our annual reported value was 4.5 mg/L.

Ammonia, the permit limit is 1.4 mg/L, our annual reported value was 0.09 mg/L.

Phosphorus, the permit limit is 1.0 mg/L, our annual reported value was 0.5 mg/L.

### **Laboratory**

Received the IWEA Laboratory Excellence award for the 17<sup>th</sup> year in a row.

Staff implemented the new HACH Water Information Management Solution (WIMS) software. This has streamlined the data collection process and enables the operators to see a holistic view of the operational trends and health of the treatment process.

TriCo staff was responsible for the IWEA Wastewater Challenge Laboratory Event.

Staff was selected as the winner of the IWEA shirt design competition.

Passed all the Discharge Monitoring Report–Quality Assurance (DMR-QA) Study 42 tests.

Successfully completed the required four Whole Effluent Toxicity (WET) tests.

The four employees that work in the laboratory successfully passed all quarterly Quality Assurance/Quality Control (QA/QC) tests.

Monthly Method Detection Limit studies were completed on TSS, Phosphorus and Ammonia.

Staff reviewed and updated all laboratory Standard Operating Procedures (SOPs).

Staff completed the following laboratory tests (YTD):

- 3,485 CBOD5
- 2,434 Total Suspended Solids
- 1,651 Phosphorus and Ammonia
- 563 Total Nitrogen
- 440 E. Coli

Staff served on the IWEA Laboratory, Wastewater Challenge and Core Conference Committees.

### **Operations & Maintenance**

Received all satisfactory marks on the annual IDEM inspection.

Plant staff operate and maintain the Water Resource Recovery Facility (WRRF) 365 days a year and monitor operations 24 hours a day with the assistance of the Collection department.

The following new equipment has been placed online with the expansion project:

- Two new grit pumps
- Two new grit washers
- Two new Headcell grit collectors
- Two new non-potable pumps
- Six new VFDs
- Six new actuators

Staff completed 3,724 preventative maintenance tasks with the scheduling assistance of our Cartegraph Asset Management software.

Received the IWEA Safety award for the 15<sup>th</sup> year in a row.

Staff serve as Co-Chairs of the IWEA Safety Committee.

Loren Prange and Scot Watkins received the IWEA Twenty Year Club Award.

### **Pretreatment**

TriCo's Pretreatment Coordinator presented at the 2022 WWETT Conference on how TriCo uses Swift Comply for the reporting and monitoring of all FOG facilities.

Staff served on the IWEA Pretreatment Committee.

### **Information Technology**

Reviewed and updated the Disaster Recovery & Cybersecurity Plan.

Implemented Cloud Berry backup for FS01 and UMS servers.

Implemented Multifactor Authorization (MFA) for all switches.

Replaced the old uninterruptible power supplies (UPS) for the server rack.

Replaced the old onsite back-up unit with a new Veeam Server, a modern backup and backup recovery, that also offers protection from Ransomware and related threats.

Added an additional camera server and seventeen security/operational cameras.

Installed redundant power supplies for rack switches.

Continued the ongoing computer security training using KnowBe4 IT Security Awareness Training application. This included two educational training video campaigns watched by employees each month and sending employees Phishing attempts every two weeks on average throughout the year. While there is still room for improvement, our failures rate of 1.6% is well below the 29.4% industry average.

## **Administration/HR**

The Compensation Study was completed using First Person consultants. The recommended compensation approach was presented and approved at the June 13 Board meeting. It took effect July 2, 2022.

Working with the Zionsville Chamber of Commerce, the Ribbon Cutting was held on September 30 and the photo published in the Current in Zionsville at the end of October.

TriCo continues our Outreach and Education efforts. TriCo maintained our sponsorship of Lions Park which includes the TriCo logo on the Park's sign and in all advertisements for Lions Park activities. TriCo also provided the Zionsville Chamber with 150 educational coloring books (with our logo) for their Christmas in the Village giveaway bags.

Conducted additional staff training on the use of DiSC assessments with our consultant from HDR.

For the second year held the Employee Appreciation Lunch at the Lions Park Pavilion.

## **Finance / Customer Service**

The customer service staff had significant staff changes. Two new employees were welcomed, Jazmine Ealy in the billing assistant role and Melissa Tetric in the customer service assistant role. Cindy Ferrulli made a job change from customer service assistant to customer service specialist. Training in all areas continue daily as new situations arise. We continue to encourage customers to sign up for e-bills and auto-draft to reduce our costs for statement printing and payment processing. Jazmine has begun a monthly process to aid in account balance collections to reduce the number of liens that have to be filed.

Resolved payment portal issues when uploading bills for customer viewing in Paymentus. It required involving Core Managed, inHance and top tier support from Paymentus over several months to successfully process the files. We also modified the layout of customer's bills with the help of Doxim and inHance to a simpler presentation.

Completed balanced billing in August (re-adjusted all residential customers bills to the average of the prior year's winter months average consumption) and implemented a 5% rate increase.

Processed \$8,347,625 in deposits as of 12/5/2022

Plant Expansion fees -	\$658,357
Interceptor fees -	\$304,949
Customer payments -	\$7,301,061

Processed \$8,765,487 in vendor payments

Filed \$73,000 in liens in Boone and Hamilton counties.

Added 203 customers to billing thru November

Issued over 168 permits and courtesy permits thru October 31, 2022

Customers billed in October was 16,868— approx. 185,500 bills have been issued in 2022. Completed hundreds of customer calls and emails for accounts including move in, move out requests, final bills, billing adjustments, account reviews, ACH payment requests, address updates, inspection scheduling with very few customer complaints.

Prepared the billing insert for the new rates.

Daily cash monitoring and investment of \$8,000,000 into US Treasuries.

## Engineering

- Updated master planning to include Carmel's new comprehensive plan.
- Completed 281 lateral inspections and 319 I&I inspections in the past 12 months. There were 5 failed I&I inspections and corrections were made.
- Completed 3,479 utility locates in the past 12 months. Received and reviewed 22,270 locate requests. There was no at-fault damage to sewer mains.
- Completed plan review and utility coordination in-house on 12 private development projects in addition to multiple Carmel, INDOT and Hamilton/Boone County drainage projects
- Performed construction inspection in-house on 12 private development and TriCo capital projects in addition to multiple Carmel, INDOT and Hamilton/Boone County drainage projects
- Completed three-year warranty inspections on 17 private development and capital projects. Repairs were completed by the construction contractors.
- Began collecting locate data on all District force mains and low-pressure mains using new GPS equipment
- Completed implementation of the new asset management system including development of numerous procedures, forms and reports for Collections and Plant repair and preventative maintenance, lateral inspection and permitting, and project management.
- Added installation data from nearly 4,500 laterals into asset management
- Implemented positive responses to locate requests for contractors digging in potential conflict with our mains
- Completed tone wire troubleshooting and repair at force mains and low-pressure mains
- Reviewed plan review and inspection fee billing for past private development projects and initiated invoicing for overages
- Completed I&I removal efforts in Crooked Stick, Coxhall Gardens, and areas nearby; successful I&I reduction efforts reduced the needed buildout capacity of Lift Station 8 by nearly 30%. Continued flow monitoring in Basin 8.
- Assisted Collections in seeking reimbursement from utilities responsible for main and lateral damage repair
- Completed design of the Little Eagle Interceptor Extension project and began easement acquisition negotiations
- Completed the following capital projects:
  - o WRRF Expansion; the \$22 million project is expected to finish at least \$300,000 below the original contract amount

- Bridlewood, Countrywood, 500 South, US421, 136<sup>th</sup> Street, and Long Brook Neighborhood Sewer Projects
- Lift Station 2 Pump 3 Replacement (106th/Spring Mill Road)
- Lift Station 3 Entrance Modifications, Fence Removal and Landscaping
- Lift Station 11 Flow Meter Vault (106th/Bennett Parkway)
- Lift Station 17 Pump Impeller Upsizing (Michigan Road/Greenfield Road)
- Lift Station 18 & 20 Pump Replacements (96th/Michigan & Mayflower Park)
- Portable Generator Replacements
- Completed design, permitting and bidding for the following capital projects:
  - Lift Station 1 Wet Weather Pump and Discharge Piping Replacements, and Wet Well Lining (Keystone/99th Street)
  - Lift Station 8 Reconstruction (Laurelwood)
  - Biosolids Building Addition
  - Lift Station 11 Added Generator (106th/Bennett Parkway)
  - Lift Station 14 Generator and Controls Replacement (Austin Oaks)
  - Lift Station 26 Added Generator (Jackson's Grant)
  - Lift Station 26 Parallel Force Main (Jackson's Grant)
  - Lift Station 16 Replacement/Relocation (Michigan Road/Sycamore)
  - Lift Station 21 Pump and Discharge Piping Replacement (High Grove)

## **Collections System**

### **Preventative Maintenance**

- 44 pump Inspections
  - The remaining 9 pumps were new or will be inspected when LS #1 pumps are pulled in January of 2023. Coordinating with this upcoming project saved TriCo \$4,000 in contracting a crane.
- 13 Plant pump inspections
  - 1 pump rebuilt in-house
- 332,105 feet of sewer inspected
  - 260,714 CCTV
  - 152,492 SL-RAT
  - 12 3-year warranty projects televised for Engineering
- 25,646 feet of gravity sewer cleaned as identified by CCTV inspection
- 34,968 Feet of Low-Pressure Force Main Cleaned without incident
- 1,196 Weekly Lift Station inspections performed
- 163 ARV's inspected and rebuilt, all included a permit required for confined space entry
- 2,000 Manholes inspected in year 1 inspection cycle
- Easements cleared and maintained
- Lift Station mowing performed
- Yearly snow removal of Plant/Office/Lift Stations
- 31 Lift Stations cleaned to the bottom to remove sediment
- 37 Flow meter calibrations, lift station/plant

- 2022 Generator/ATS preventative maintenance
  - o 2 new Generators purchased, and tested at each lift station
- 2022 A/C unit's received biannual preventative maintenance
- 6 Godwin/Thompson pumps received Preventative Maintenance
- Preventative maintenance of Utility vehicles
  - o 1 new truck purchased and outfitted w/strobes, and back rack
- Monitor Collections & Plant, On-Call 24/7/365
- Maintained odor control units at LS 2, 17
- Lift Station valves exercised
- Identified/tested/cleaned/purchased interceptor cleaning nozzle
  - o Saved \$18,000 by cleaning interceptor in-house

### **Repairs:**

- Macerator repair @ Lift Station #1
- Identified and repaired main sag SLI2A-SLI2
- Identified and repaired main sag AG806-AG805
- Found and facilitated repair of sink hole in 106<sup>th</sup> Street
- Identified and installed CIPP Patch SOM52-SOM53, Ground rod strike
- Identified and installed CIPP Patch VWC431-VWC431B
- Generator @ LS1 blew off bleeder valve and associated cleanup
- Multiple power outages requiring generator power with no reportable overflows
- Contracted discharge piping coating at LS 17
- Manhole Repairs: In-house
  - o Grouted 43 chimneys with Flex Seal
  - o Raised 15 manholes to grade
  - o Cleaned 39 manhole bench walls and flow channels

### **Improvements:**

- Purchased SL-RAT rapid line assessment
  - o This will offset 40K every year in supplemental CCTV inspection
- Purchased and installed 2 pumps and check valves at LS18
- Purchased 2 pumps, base elbows, and plug valves for LS21, to be installed 1/2023
- Purchased and installed 2 pumps, base elbows, and new pump telemetry for LS2 pump 3
- Purchased and installed 2 pumps at LS 20
- Purchased and Installed 3 impellers at LS 17 for increased capacity
- Purchased and replaced 24 worn safety nets in wet wells
- Sealcoating and crack sealing LS 1,2,5,17,19,26
- New drive access at LS 3 on 116<sup>th</sup> Street in front of the new Condo complex. Partnered with the developer to removed old drive and installed knee wall and 23 yards of dirt, grading, seed, and new ornamental bushes.
- Purchased bypass hoses and new inflatable plugs for portable Godwin pumps to bolster emergency response plan
- Implemented and populated assets in Cartegraph



- Closed out LS 11 project to include purchasing and installing new flow meter
- Sold old trailer and purchased a manageable sized mowing trailer
- Purchased replacement John Deere mower
- Customer Assistance:
- Collections Staff responded to 43 customer assistance calls in 2022
  - o Staff made positive contact with each homeowner and followed up as needed.
  - o No customer issues caused by TriCo infrastructure

### **Special Projects:**

- Force Main pressure testing W/Engineering LS 17 & LS 2
- Potholed utilities for depth and location for new LS26 force main design to include backfill and restoration
- Potholed FM for Engineering locates/pull up tone wire: Larkspur & Laurelwood
- Plan and review design: Biosolids building, LS 8,14
- Tristin Gardner assisted Engineering for a month inspecting The Towns at Appaloosa project
- Collections staff assisted in preparation for the plant ribbon cutting
  - o Built fence around dumpster
- Managed around losing Tristin Gardner to military deployment for 6 weeks
- Team member in assessing and implementing new pay scale

### **Professional Achievements:**

- Competed in the 2022 Operators Challenge
- Attended WETT show 2022 and educational training days
- Staff attended IWEA Conference
  - o Acquired a new plumber's truck and outfitted it with strobes, tool chests, compressors and all tools needed in the field.
- Tone Wire Project
  - o Hydro excavated six low pressure force main locations, pulled up tone wire and added a locate point.
- Preston Drive cross-bored Main CM-40-CM39
  - o Augusta Underground contractor for Carmel Water cross-bored main, collections drove the repair.
- 103 E 106<sup>th</sup> Street lateral Cross Bore Repair
- Barbie Lane 90-degree fitting & Root Removal
- 10635 Highland Drive, Lateral repair, and removal of root intrusion.



## TriCo Regional Sewer Utility

---

**To: Board of Trustees**

**From: Andrew Williams**

**Date: December 9, 2022**

**Subject: Status of 2022 Goals and Objectives**

The status of our 2022 Goals and Objectives are shown below.

<b>Goal Objective</b>	<b><u>Maintain a professional staff and work environment</u></b>
<b>Status</b>	Complete the Compensation Study to ensure TriCo's remains competitive in the local workplace. Starting in January, Management staff worked with First Person, Inc. on the 2022 Compensation Study. First Person established a salary structure based on the benchmarks with a range of pay. The ranges are based on the pay philosophy and goal to be externally competitive. Step Chart scenarios were then considered for fitting this salary ranges into a step system. Following First Person's recommended guidelines for appropriate range spreads for each grade level, dependent on the positions and job families, a step system with increasing number of steps for higher grades was established. The proposed Step System has 6 steps for entry level positions and expands to 12 steps for managerial and professional positions. The recommended compensation approach was presented and approved at the June 13 Board meeting. It took effect July 2, 2022.
<b>Objective Status</b>	Continue training focused on communications and team building. We have continued to use HRD Consultants for staff training. We have utilized Everything DiSC, which is a personal development learning experience that measures an individual's preferences and tendencies based on the DiSC model. The profile translates these assessment results into a personalized narrative that is both actionable and memorable. They have been completed for our new hires and summer interns. Additional training was conducted using the DiSC Workplace Profile that compares DiSC styles and helps you to learn more about how your DiSC style impacts your workplace preferences.
<b>Objective Status</b>	Ensure all employees schedule and participate in training programs & opportunities. All employees attended training this year. Specifics are in the 2022 Accomplishments. Training varies from 1-2 hours seminars and classes to yearlong programs. Some examples follow. Daniel and Ryan

are participating in the Indiana Water Environment Associations Leadership Development Institute which meets monthly with team exercises between the meetings. Brian, Carter, and Tristin attended the Xylem pump training which enables us to make timely repairs and get the pumps back in service. Nate attended the Midwest Damage Prevention Conference that focuses on avoiding utility damage. Customer Service staff participated in numerous in office training sessions with the training representative from InHance, our billing software.

- Goal** **Maintain Overall Integrity of the Budget**
- Objective** Revise financial report format to better incorporate the collection and spending of the Connection Fee and Interceptor Fee.
- Status** Cindy incorporated these details this into the financial Packet. Please let us know if you would like additional details. A Year-Over-Year comparison has been added to the financial report at the request of the Board.
- Objective** Monitor development in the service area and adjust project schedules to reduce capital expenditures until needed.
- Status** The Little Eagle Creek Extension was moved back by allowing The Arbor development to use a lift station until development increases in this area. The 99<sup>th</sup> Street Interceptor and LS 6 elimination is on hold until development is approved and the gravity main extended.
- Objective** Keep the Budget & Finance Committee informed in a timely manner and gain Board approval of significant changes.
- Status** The Compensation Study and subsequent adjustments to wages was the largest impact on the budget. The Board engaged in this process with the P&B and B&F Committees working together reviewing the impact of the changes. Investment changes were discussed with the B&F Committee and Board when changes were considered.
- Objective** Identify and communicate cost reduction strategies to the staff and Board.
- Status** Completing tasks in house provides both a cost savings and ensures the results are what we want. There are several examples in the 2022 accomplishments summary. The following is one example. Since staff has completed pump maintenance training with Xylem, they were able to repurpose a pump taken out of service during the plant expansion project and use it at LS#10. Staff rewired the 9-lead stator, converting it from 480V to 240V. This pump will enable us to maintain operations at the station until the station upgrades scheduled for 2025.
- Goal** **Conduct Effective Long-Term Planning & Implementation**
- Objective** Implement Action Items from the Strategic Planning Sessions
- Status** We switched our asset management software and implemented CarteGraph. Jeff Martin has done a great job making the transition

smooth. Staff has embraced the new application and it is used daily by the maintenance and operations staff.

TriCo participated in a RFP to provide sewer service in the Bakers Corner/US 31 area. We were not selected but have maintained communications with the County Commissioners regarding the ability of TriCo to assist in the operations of the new utility. TriCo petitioned IDEM to add Water Service to our charter and it was granted. Conversations with HSE are ongoing regarding service needs in old Union Township.

**Objective** Develop a constructive working relationship with the Zionsville administration.

**Status** TriCo staff has good working relationships with Zionsville's Department Heads. We have met with a few of the Council members to share TriCo's capabilities and abilities to assist Zionsville with their growth. We will continue to monitor the development efforts in this area.

**Objective** Increase communication with appointing authorities focusing on increasing their awareness of TriCo's service-oriented and fiscally responsible operations.

**Status** Correspondence was sent to the County Commissioners and County Council to share our interest in participating in their efforts to provide sewer service to the US31/Bakers Corner area. County Commissioners meetings were attended regarding the US31/Bakers Corner project. All appointing authorities were invited to the Ribbon Cutting.

**Goal** **Provide a Balance of Service and Accountability to All Stakeholders**

**Objective** Implement new methods of customer and stakeholder outreach & education regarding the services provided by TriCo.

**Status** Informational Welcome Bags are given to customers visiting the office. The bags include information brochures on TriCo and what not to put in the drains. Grease Trappers and other educational give aways are included in the bag.

**Objective** Celebrate the completion of the \$20 million capacity expansion with an Open House at the new office.

**Status** Working with the Zionsville Chamber of Commerce, A Ribbon Cutting was held on September 30 and a photo was published in the Current in Zionsville at the end of October. Staff is working on hosting a community open house in April.

**Objective** Continuous IT Security Improvements to enhance the security posture for TriCo.

**Status** Performed quarterly assessments using a continuously evolving set of best practices, remediating any addressable deficiencies.

Performed quarterly evaluation of the security for the Microsoft 365 tenant using Microsoft's Secure Score, which is continually updated. Implemented Multi-Factor Authentication (MFA) on Cisco switch infrastructure.

Tested full and incremental backups with new backup appliance.