



# **Passaic Valley Water Commission**

## **Succession Planning Preliminary Analysis and Recommendations**

**Jim Mueller - Executive Director**

Board Meeting

March 23, 2022

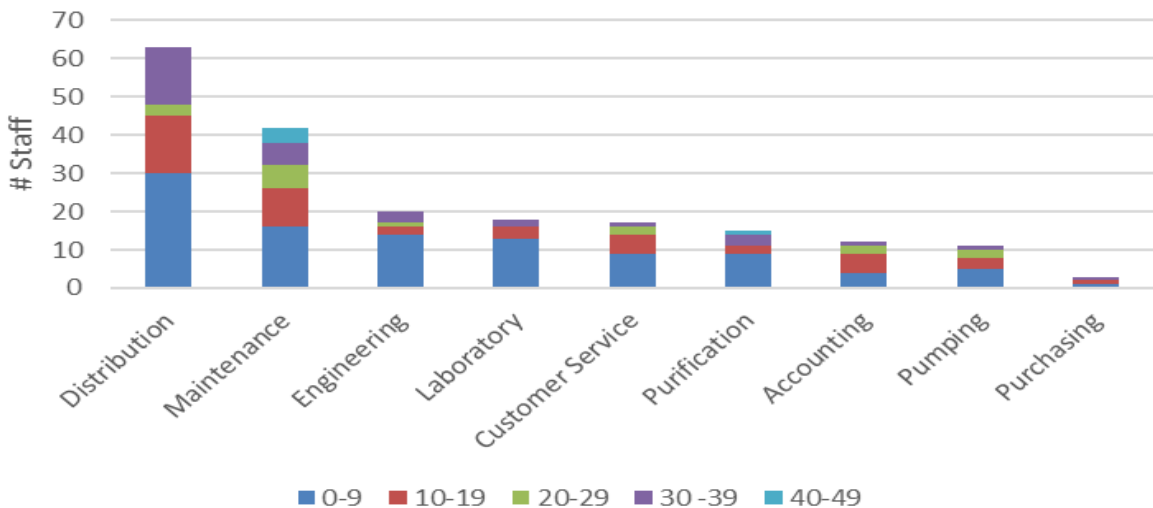
# Preliminary Assessment – Years of Service and Age

Years of Service	Department									
	Distribution	Maintenance	Engineering	Laboratory	Customer Service	Purification	Accounting	Pumping	Purchasing	Subtotal
0-9	30	16	14	13	9	9	4	5	1	101
10-19	15	10	2	3	5	2	5	3	1	46
20-29	3	6	1	-	2	-	2	2	-	16
30-39	15	6	3	2	1	3	1	1	1	33
40-49	-	4	-	-	-	1	-	-	-	5
<b>Subtotal</b>	<b>63</b>	<b>42</b>	<b>20</b>	<b>18</b>	<b>17</b>	<b>15</b>	<b>12</b>	<b>11</b>	<b>3</b>	<b>201</b>

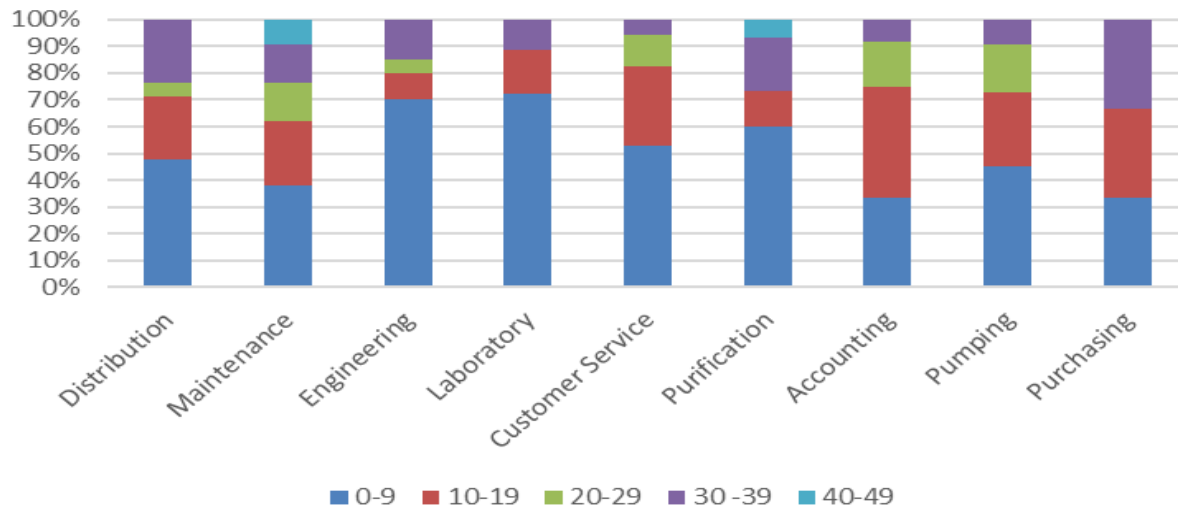
Age	Department									
	Distribution	Maintenance	Engineering	Laboratory	Customer Service	Purification	Accounting	Pumping	Purchasing	Subtotal
<25	-	-	1	3	1	-	-	-	-	5
25-34	14	7	8	7	5	4	2	2	-	49
35-44	15	3	2	3	3	6	3	3	-	38
45-54	14	11	4	1	5	1	1	2	1	40
55-64	18	14	5	4	3	4	5	2	2	57
65+	2	7	-	-	-	-	1	2	-	12
<b>Subtotal</b>	<b>63</b>	<b>42</b>	<b>20</b>	<b>18</b>	<b>17</b>	<b>15</b>	<b>12</b>	<b>11</b>	<b>3</b>	<b>201</b>

# Preliminary Analysis – Years of Service and Age

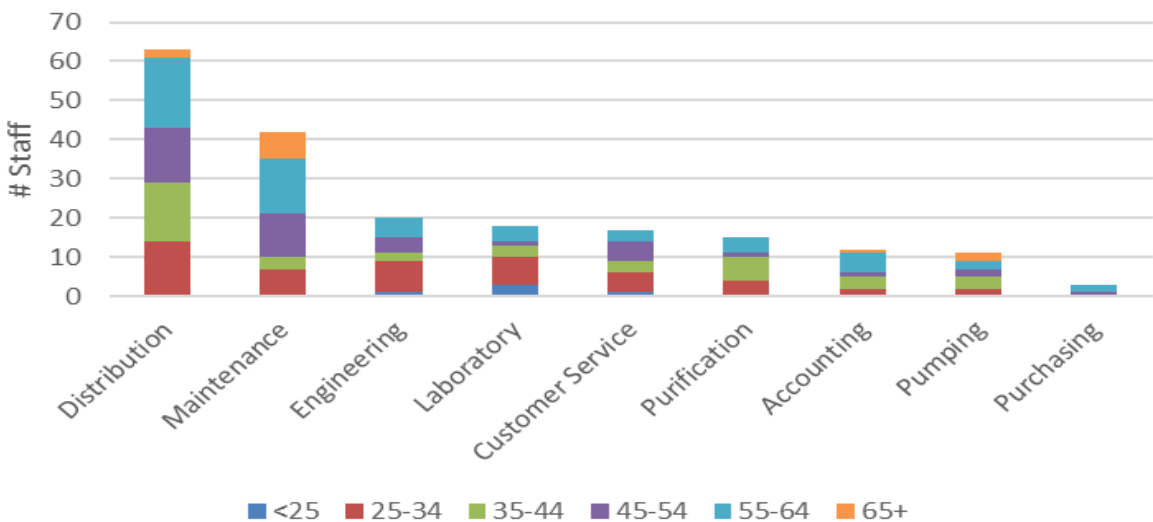
## Staff Distribution and Years of Service



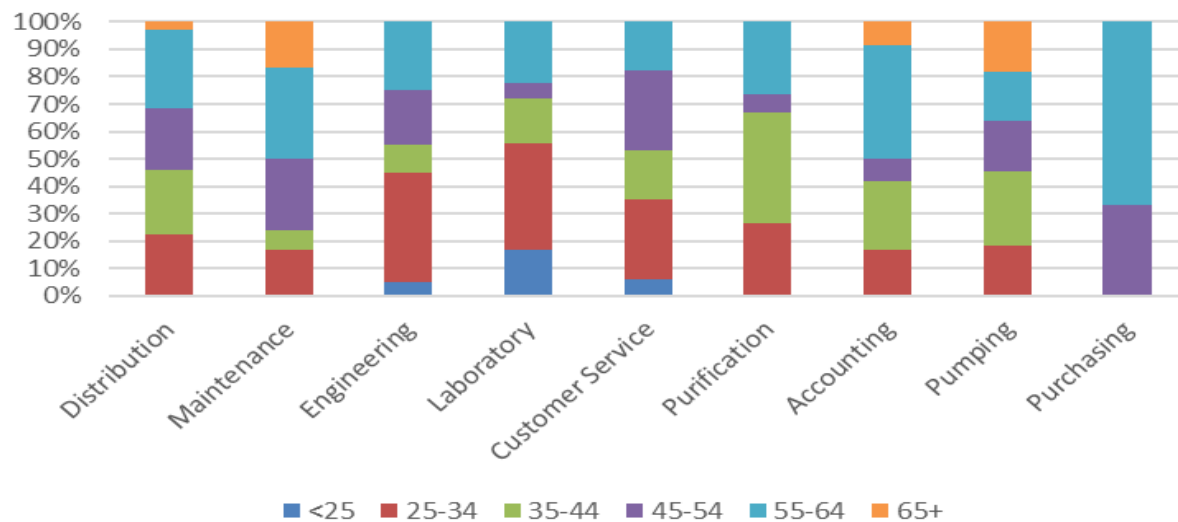
## % Staff Distribution by Years of Service



## Staff Age Distribution



## % Staff Distribution by Age



# PVWC Fun Facts

How many staff share a birthday?

How many people were born on the same day?

How many Commissioners share a birthday with PVWC staff?

How many Commissioners on the Personnel Committee share a birthday with PVWC Staff?

# Proposed Resolutions

## **1) Summer and Intern Positions:**

### Summer Help:

Each Commissioner will be allocated 4 positions to fill with summer help - 1 of the 4 positions could be used for an intern role (described below) if students were interested.

### Interns:

The Executive Director is allocated up to 9 positions for interns with flexibility to fill these positions with additional summer help if the supply of interested students in internships is less than 9.

Summer employment would extend from the Monday before Memorial Day to the Friday before Labor Day and be paid at \$15/hr.

Intern employment could be for longer periods up to 6-12 months and be paid at \$16/hr.

## **2) Director of Water Quality and Director Environmental Health and Safety positions:**

Due to the recent departure of Suzanne DeLorenzo, Director of the Laboratory and the planned departure of George Lewis, Industrial Hygienist in June 2022 and the highly technical and narrow focus of these positions, the Board authorizes the Executive Director to engage the Giddings Group to perform an executive search for each position for a fee of \$30,000 each (\$60,000 total cost).

## **3) Director of Information Technology and Director of Communications and Intergovernmental Coordination positions:**

Due to organizational needs to implement and secure information technology throughout PVWC as well as the need maintain robust internal and external communications and coordination on PVWC operations and capital projects effecting the owner cities and other communities the Board authorizes the Executive Director to create the positions of Director of Information Technology and Director of Communications and Intergovernmental Coordination and solicit candidates for these positions.

# Laboratory

## **Mission:**

Manage and lead a comprehensive, NJDEP-certified drinking water laboratory program that provides excellent service delivering water quality results, State/Federal compliance reports and action plans for water quality violations in support of water treatment, storage and distribution operations at PVWC. Provides analytical services for external clients as needed.

## **Vision:**

Establish a cohesive team of qualified professionals to perform microbiology and analytical chemistry as well as develop necessary compliance reports and programs to meet regulatory requirements. Manage outside laboratory services as needed in accordance with State requirements for quality assurance/quality control procedures.

## **Goals:**

- Collect and process 300-400 samples per month from the distribution system, treatment plant and storage reservoirs. Process additional samples from client municipalities.
- Develop and submit monthly, quarterly, annual or as needed compliance reports to State and Federal regulators
- Provide on-call services in response to emergencies and/or planned system outages as needed system-wide.
- Develop watershed programs for source water monitoring and protection in conjunction with local community groups and schools.
- Actively participate in state, national and international organizations (AWWA, AMWA, WRF etc.) to stay current on industry trends and innovations as well as provide technical input on policies impacting PVWC.

# Environmental Health and Safety

## **Mission:**

Manage and lead a comprehensive environmental, health and safety program in accordance with NJDEP, NJDOH and Federal OSHA and Dept of Labor requirements for all PVWC facilities covering staff and contractors.

## **Vision:**

Develop and mentor a cohesive team of qualified professionals to work with operations, engineering, and contractors to strive to make PVWC a best-in-class utility for environmental, health and safety.

## **Goals:**

- Liaise with the joint insurance fund (JIF) and ensure all requirements for inspections and reporting are met.
- Main point of contact with OSHA and ensure all reporting requirements are met.
- Liaise with NJDOH and PEOSH and lead the asbestos, indoor air quality and right-to-know programs in accordance with State and Federal requirements.
- Responsible official for the air pollution program certifying all facilities are operating within permit specifications. Renew permits as needed.
- Program manager for discharge prevention, containment and countermeasures (DPCC) and discharge, clean-up and removal (DCR) to ensure safe handling and storage of hazardous chemicals.
- Program Manager for hazardous material and extraordinary hazardous materials including RCRA and TCPA (ozone)
- Maintain and update emergency response plans for all PVWC facilities in accordance with State requirements

# Information Technology

## **Mission:**

Manage and lead PVWC's information technology department including enhancing functionality and security of facility-wide networks and communications, creation of SaaS platforms, standardization of SCADA systems for operations, evolution of GIS, and maintenance of computer hardware stock to keep pace with industry standards.

## **Vision:**

Develop and mentor a cohesive team of qualified professionals to build-out and modernize PVWC's existing IT systems to minimize external cybersecurity threats and assist in optimizing company-wide operations and communications.

## **Goals:**

- Standardize existing SCADA systems throughout PVWC treatment, pumping, storage and distribution operations.
- Evolve the GIS system to cover all PVWC assets as a key tool for an asset management program.
- Provide on-call services in response to emergencies and/or planned system outages as needed.
- Implement, maintain and support internal platforms like Sharepoint to facilitate intra-organizational communications and foster a collaborative work environment.
- Stay current on cybersecurity threats and develop policies for technology deployment and use (e.g. drones) to address evolving issues consistent with guidance from DHS and other Federal organizations.
- Maintain and upgrade as needed internal telecommunication systems and devices



# Communications & Intergovernmental Coordination

## **Mission:**

Build trust and enhance communications and relationships with customers, staff, community groups and governmental agencies to brand PVWC as a modern water utility with a team of highly-skilled professionals.

## **Vision:**

Establish a team of communications professionals that proactively work with the internal staff, the public, the media and government agencies to inform and educate them about the scope and value of services that PVWC provides for its customers.

## **Goals:**

- Develop and mentor a small team of highly motivated personnel to form a Public Affairs unit
- Identify training and resources needed to develop the skillsets for success
- Create a contact list of outreach targets such as media contacts; educational, childcare and medical organizations; and, public officials and health officers in the owner cities and other areas serviced by PVWC.
- Establish a library of social media announcements for communicating information about public events, special projects, main breaks, and other activities.
- Facilitate water-education series for schools, civic organizations, environmental groups etc.
- Facilitate periodic information sessions for public officials.
- Develop creative and innovative ways for PVWC to engage with the public.