

SUCCESSION PLANNING

PRESENTED BY:

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BENTON HARBOR – ST. JOSEPH WWTP

WASTEWATER ADMINISTRATORS WORKSHOP
FRANKENMUTH, MI

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BENTON HARBOR - ST JOSEPH WASTEWATER TREATMENT PLANT

producing clean water for the environment



MISSION STATEMENT

to protect the local water resources through the development and use of sound operating and fiscal practices in the treatment of municipal wastewater



GOVERNANCE

- MUNICIPAL CORPORATION
- JOINTLY OWNED BY 2 CITIES
- JOINT BOARD OF COMMISSIONERS

FACILITY INFORMATION

- **TREATMENT CAPACITY** 15.3 MGD
- **AVERAGE DAILY FLOW** 9.5 MGD
- **OPERATING BUDGET** \$2,747,000
- **INSURABLE VALUE** \$46,563,000
- **PERSONNEL** 17 FULL TIME
2 PART TIME
- **POPULATION SERVED** 57,000

10 YEAR CAPITAL PLAN

- ONGOING FOR PAST 20 YEARS
- \$1.1 M / YEAR
- \$10 M OVER PAST 4 YEARS
- \$20 M NEXT 10 YEARS

CAPITAL DRIVES OPERATIONS

SUCCESSION PLANNING

- COMMON SITUATION
- AGING WORKFORCE
- BRAIN DRAIN

BHSJ WWTP SUCCESSION PLANNING

- RETIREMENT LOOMING
- IDENTIFIED IN FINANCIAL AUDIT
- INSIDE OR OUTSIDE
- TRANSITION PERIOD
- EVALUATE ORGANIZATION

FIVE YEAR PROCESS

- Manager Input
- Joint Board Input and Authorization
- Transition Period

TRANSITION PERIOD

- DEPUTY MANAGER – OCTOBER 2003
- MANAGER RETIRE DATE DECEMBER 2004
- PLANT MANAGER - JANUARY 2005
- TRANSITION PROCESS

CANDIDATE BACKGROUND

- CONSTRUCTION MGMT. EXPERIENCE
- FACILITY ENGINEER
- MAINTENANCE SUPERVISOR
- OPERATIONS SUPERINTENDENT
- "A" WASTEWATER LICENSE

TRIAL BY FIRE

- PENSION BOARD MEETINGS
- UNION NEGOTIATIONS
- FINANCIAL AUDITS
- HUMAN RESOURCE FUNCTIONS
- BUDGET PROCESS
- BOARD MEETING PRESENTATIONS

TRIAL BY FIRE

- STRATEGIC PLANNING PROCESS
- 10 YEAR CAPITAL PLAN
- INVESTMENT PORTFOLIO
- MDLEG/MIOSHA/GIS&HD PROCESS
SAFETY MANAGEMENT AUDIT
(2+ WEEKS)

PROCESS OPERATOR SUCCESSION

- 80+ YEARS EXPERIENCE OUT THE DOOR
- 5 OUT OF 6 NEW OPERATORS
- CHALLENGING SCHEDULE
- REVIEW WORK HISTORY
- EDUCATION TRANSCRIPTS
- DESIRE TO WORK

HOW ARE WE DOING NOW?

- ROOM FOR IMPROVEMENT
- WHEN IN DOUBT, WAIT IT OUT