

On The Mark Utility Locating
Services, Inc.

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Change

By John W. Bryant, Partner, COO/CFO



“The Only Thing That Is Constant Is Change -” Heraclitus of Ephesus, a Greek philosopher of the late 6th century BCE. If you have lived long enough you may know this saying to be true. As an employee of OTM, you should also know it to be true. As a company experiencing tremendous growth, we are changing at a very high pace. What we did last year, what we did six months ago, and even what we did last month, may have made sense then and served a purpose. But it doesn’t make any sense today and doesn’t meet our needs today. So, we change. Not just to change but to address on-going yet changing needs of a growing business.

Over the past couple of years, we have changed a lot of policies and practices such as our technology policy, whistleblower policy, GPS surveillance policy, WEX gas card usage policy, and employee handbook. Whew! That is a lot all by itself. 3 years ago, our annual fuel costs were approx. \$20,000. This year with a fleet of 32 vehicles, we are on a run rate to spend approx. \$150,000 in fuel. Given this incredible increase, managing how we obtain and use fuel matters. A 10% level of waste is \$15,000 which is almost what our total fuel cost was 3 years ago!





Another area of change is in the equipment we use. A lot of the equipment we started with was based on supporting the private locating business. Now that we have three One-Call program many of which come with contractual requirements of the type of equipment used, we have had to change. Also, our experiences drive change as different requirements require different equipment. Recently we learned that the metal detectors we were using in the National Fuel & Gas (NFG) One-Call program was not reliably finding valve boxes. So, we have recently purchased a Fisher F4 which is like what NFG uses and thus far it has proven to be a better tool. FYI, finding the valve box is a critical part of any NFG gas locate and can prevent a mismatch/damage.

Yet another area of change is on our payroll and HR systems. 5 years ago, we started with USA payroll and then 2 years ago we changed to Paychex. As many of you know through the challenges of the new iSolved computer and mobile application, we have just changed back to USA Payroll. Over the past couple of years our payroll, on-boarding, and HR needs have grown, and we needed a better solution. We also needed a more cost-effective solution as our indirect cost for things like payroll and HR have grown as we have grown to just under 50 employees.



So, we have had lots of change. Guess what? There is more to come. As sure as God continues to bless us to grow, our needs will grow and change, and we will need to change. Change while necessary doesn't always feel good. It can sometimes be unsettling and difficult. As much as we say we are open to change, the truth is most of us are creatures of habits and we become comfortable in 'the way things are'. Well, this will not suffice at OTM. Change is the constant and the first step with dealing with change is to acknowledge it. Recognizing and accepting change is one of the first steps towards managing it. Another way to deal with change is to be open and flexible to new challenges and tasks. If you approach change with an open attitude of learning, you can handle it much better.

Yet another way to deal with change is communications, communications, communications. OTM's management's part in this area is to tell you what is changing, preferably before the change occurs. In addition to informing you of the change, we can tell you why we are making the change and how it will benefit you and the company. If we don't do this and don't get it right, which I am certain we will do from time to time, then let me encourage you to make it your business to be proactive in finding out more about what the change involves. Don't sit back. Talk to your supervisor, your supervisor's supervisor, and your co-workers to get their understanding. Don't

make these conversations negative. Ask constructive questions to find out meaningful information to help you understand better.

The bottom line is, change is inevitable for all organizations today. It can be frightening and disruptive. However, with the right attitude, outlook and actions, you can find opportunities in that change.

Employee Survey

To everyone that participated in the recent OTM Employee Survey – So Tell Us What You REALLY Think- Thank you!

Results:



76%

Overall satisfaction with OTM - While approx. 76% are extremely or somewhat satisfied with OTM, 14 % is somewhat dissatisfied. We had some employees comment on needing better communications re: policy, procedures, and rule changes within organization. We also have approx. 15% of the employees saying they want better pay. On a positive note, we had almost 50% of the comments in this section saying the thing employees most liked/appreciated about OTM was the 'family environment'.

Satisfaction with Department - Almost 70% of you were satisfied with your department but we have room for improvement as 33% were somewhat satisfied.



70%



86%

Would recommend OTM – This was the most positive area of the survey. We had 86% saying they Strongly or Agree Completely in recommending OTM as a good place to work. This is awesome as a positive reference to a friend or family member says a lot about how someone truly sees the company.

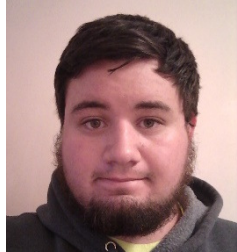
The OTM leadership team will be studying these results and determining what actions are needed to reinforce the positives as well as address the opportunities you all have identified.

Thank you again for taking the time to tell us what you really think!

Dylan Walsh

NFG Locator & Employee of the Quarter for the NFG Program

By Ron Austin



Dylan Walsh started with OTM on April 3rd, 2017. Since that time Dylan has been a great asset to the National Fuel & Gas (NFG) program, always willing to help with whatever is needed. He has also supported the new Fiber One-Call program when NFG's volume was slow.

During the past year, Dylan has been with us he has not had a gas mismatch or damage! Dylan has shown that by working the standardize process, being smart, and safe, perfection can be obtained.

For all these reasons, Dylan is named the Employee of the Quarter for the NFG Program. Congratulations Dylan and thank you for this outstanding performance.

Buffalo Sewer Authority (BSA)

OTM has officially launched the **Buffalo Sewer Authority (BSA)** One-Call program. Thank you to Doug Ashbery (Program Manager), Wayne Coleman, and Lisa O'Neal for all the background work done to get this program up and running.



A special thanks to both Megan Leffler and Thomas Lando (TJ), yes TJ has rejoined OTM for the NFG program but jumped in with Megan to help support the launch of the BSA program. Megan and TJ did an awesome job and we have received a lot of positive feedback from not only the client but the excavators in the field re: the locators responsiveness and work locating and marking the sewer.

We have now hired Robert Milks to support this program in an on-going capacity. Megan and TJ have moved back to NFG One-Call but will support BSA from both an On-Call role and, as needed, for scenarios where the program is being hit with lots of day time emergency tickets.



Again, great job by all involved. A good team effort!

EMPLOYEE CORNER

2 Quarter Birthdays!

**HAPPY
BIRTHDAY**

April 16 – Anthony Stankwick

April 23 – Lisa O'Neal

April 24 – John Bryant

No May Birthdays

June 3 – Paul Camelio

June 5 – Brian Gibbs

June 13 – Baldemar Maldonado

June 18 – Mike Twal

June 21 – Chris Lofton

June 24 – Garry Sacheli

Happy Anniversary!

Congratulations to the following employees on their work anniversary!

1 Year

Ronald Austin

Taylor Wall

Max Burgos

Dylan Walsh

James Harrison

Joseph Fisher

Megan Leffler

Baldemar Maldonado

Leo Rhodes

Al Sullivan

EMPLOYEE REFERRAL BONUS PROGRAM

OTM is always looking for great people, and you can help. If you know someone who you think would be a great addition to our organization and they meet the qualifications for an existing job opening, it will be worth \$150.00 if you refer them for employment and they are hired.



CONGRATULATIONS MEGAN!

Megan recently received an Employee Referral Bonus for recommending someone to the NFG program. Thank you for the referral Megan!

CURRENT JOB OPENINGS

Damage Prevention Vehicle Driver – Rochester (FT & PT Positions available)

Damage Prevention Vehicle Driver – Westchester (FT & PT Positions available)

Utility Locating Technician – NFG Program (FT Position available)

Utility Locating Technician – New York City Area (FT Position available)

If you know of someone needing a job and you think they would be a good fit refer them to the OTM website under the careers page so that they can submit an application. You never know you may get a referral bonus out of it!



Research has shown that hires who come into organizations through employee referrals are excellent contributors, stay with longer and are more cost effective to recruit.

The referral bonus program has very few rules. Please refer to our Employee Referral Bonus Program for more information.