

Strengthening Minnesota Small Systems Through Collaboration and Workforce Planning

Thursday, September 10, 2026





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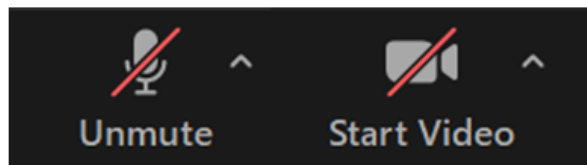
📍 Detroit, MI

Zoom Logistics

Audio/Webcam Settings

Mute, Unmute, select your audio source, or test audio settings.

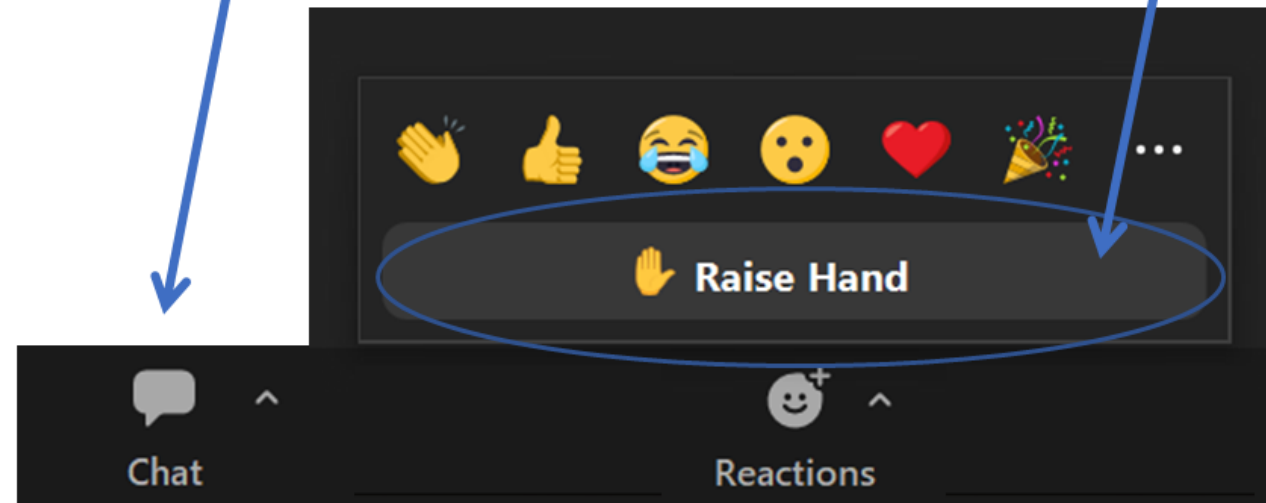
Turn webcam on or off



Asking a Question

Type questions into the chat box any time throughout the session

If you would like to **unmute** to ask a question, please **raise your hand** under the **Reactions** tab.



Continuing Education Credits

This training is approved for:

2.0 drinking water and indirect wastewater hours in the state of Minnesota.



To receive credit and/or a certificate:

- You must attend the **entire session**
- You must register and attend using your real name and unique email address - **group viewing credit will not be acceptable**
- Certificates will be sent via email within 30 days



*If you have questions
or need assistance,
please contact
smallsystems@syr.edu*

About the EFCN

The **Environmental Finance Center Network (EFCN)** is a university- and non-profit-based organization creating innovative solutions to the difficult how-to-pay issues of environmental protection and water infrastructure.

The EFCN works collectively and independently to address these issues across the entire U.S., including the 5 territories and the Navajo Nation. The EFCN aims to assist public and private sectors through training, direct professional assistance, production of durable resources, and innovative policy ideas.



EFCN Offerings



State Trainings
(CEUs offered)



National
Webinars



Technical
Assistance



Tools &
Resources



Blogs



Educational
Videos



Podcasts

efcnetwork.org

Meet Our Partners:



Meet Our Partners:



Great Lakes Environmental Infrastructure Center

Environmental Finance Center for Region 5

gleic.org



WaterNow



ENVIRONMENTAL
FINANCE CENTER

MOONSHOT
MISSIONS

MORGAN
STATE UNIVERSITY



Session Overview

1. **Mentimeter Activity:** What Workforce Issues Are Keeping You Up at Night?
2. Practical Strategies for Workforce Planning
3. Collaborative Solutions for Small Systems
4. Peer Roundtable (Q&A + facilitated discussion)
5. Reflections, Resources, & Wrap-up

An aerial photograph of a wastewater treatment plant, showing several large circular aeration tanks. The tanks are arranged in a grid-like pattern, with walkways and structural supports visible between them. The entire image is overlaid with a semi-transparent blue filter. The text "The Why" is centered in a large, white, sans-serif font.

The Why



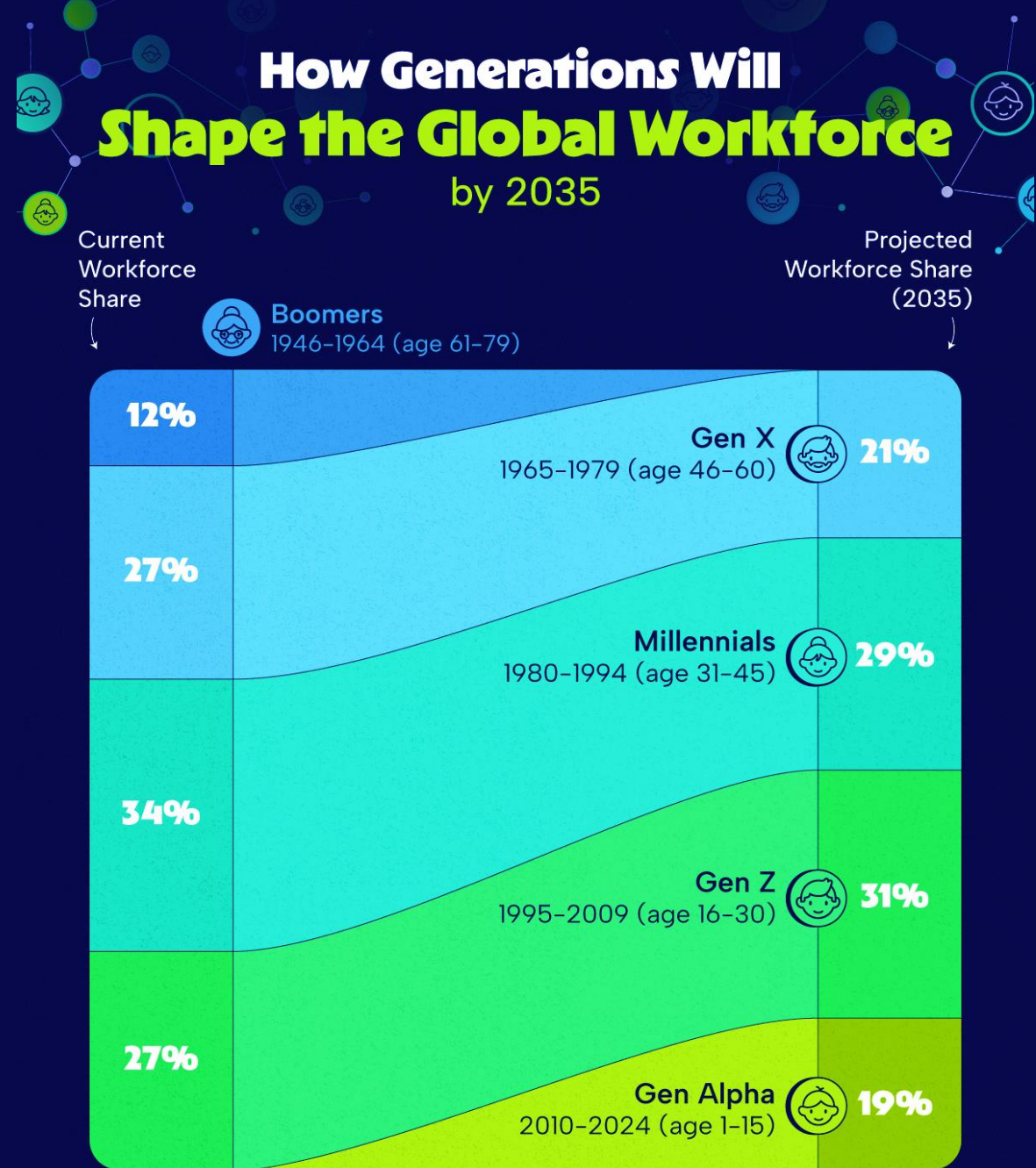
In the water sector, the consequences are higher, and the safety nets are fewer

- **~85% of U.S. water utilities have three or fewer staff**, amplifying impacts of knowledge loss
- **Public health at stake.** Turnover-related gaps can lead to **system failures** or **water quality issues**

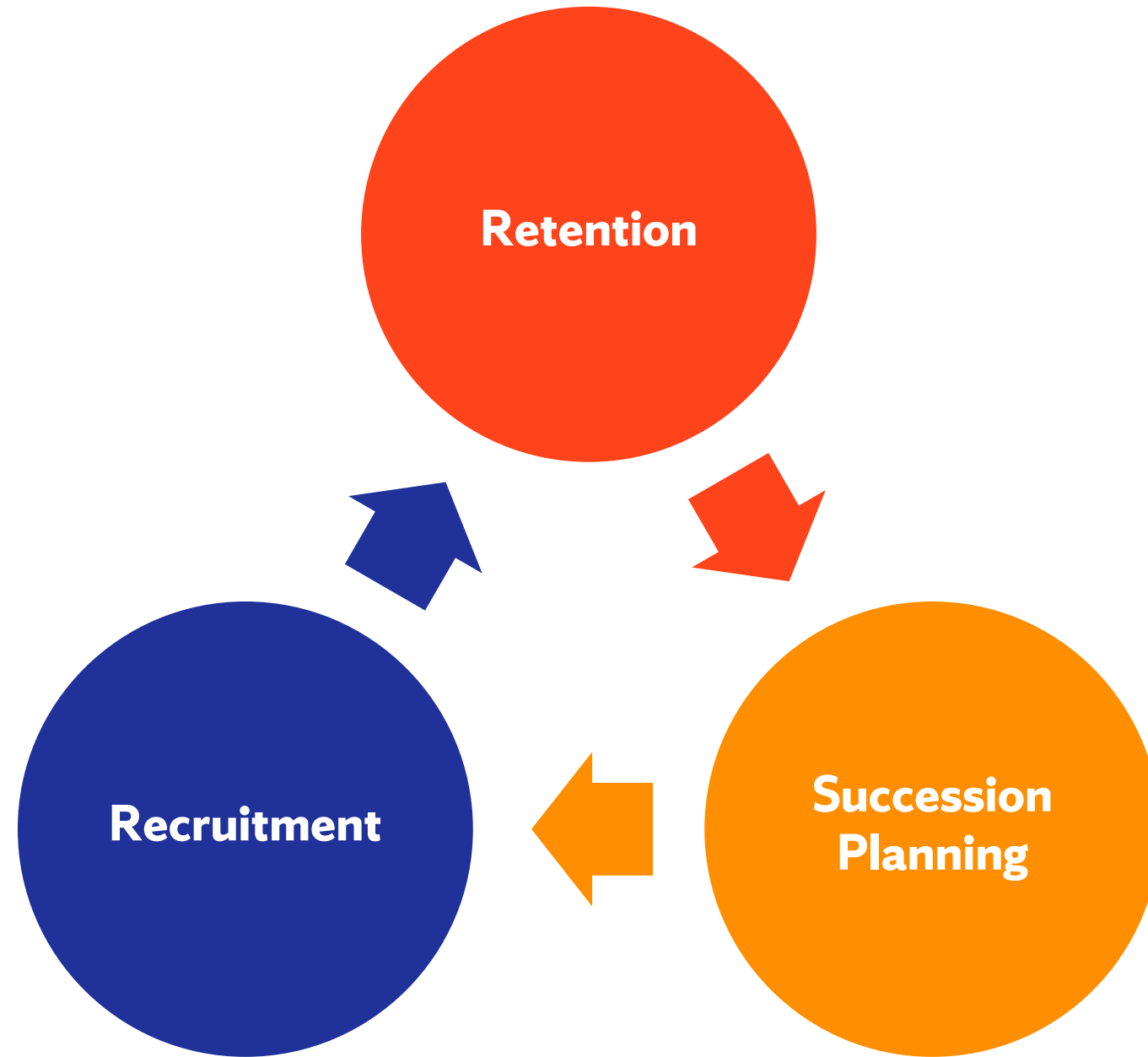


The workforce is changing

<https://www.visualcapitalist.com/charted-how-generations-will-shape-the-workforce-by-2035/>



Workforce Planning



What's Keeping You Up at Night?



Mentimeter

Three Ways to Participate:



*Scan the QR code using
your phone camera*



Click the link in the chat



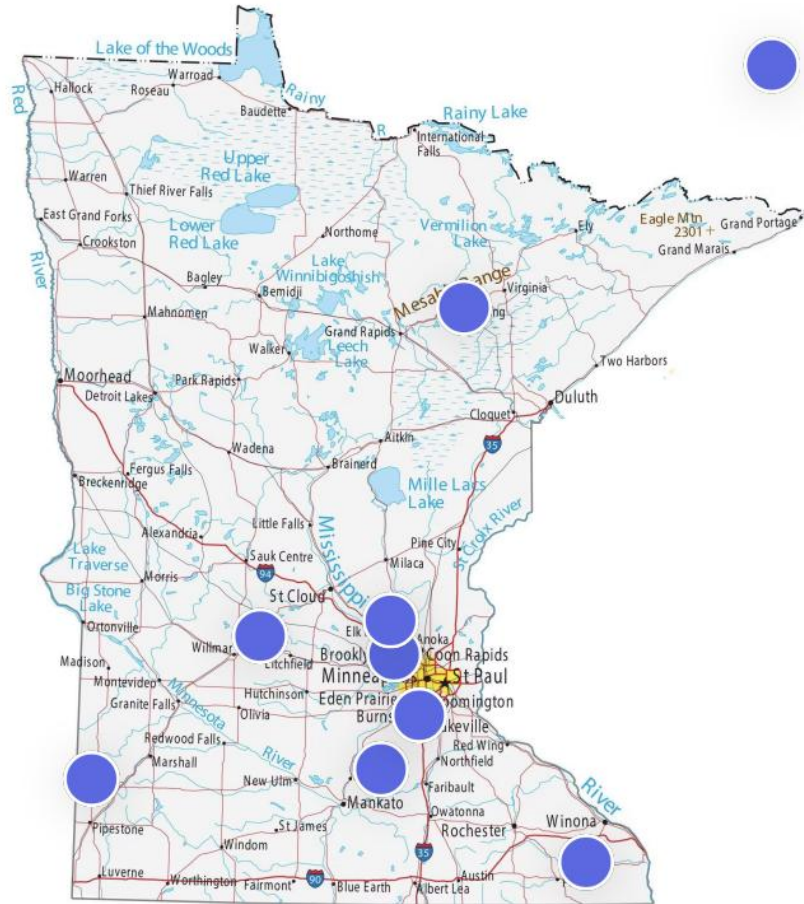
*Go to **www.menti.com** and
enter the code **3167 7333***

1. First, who's in the Zoom? Please share your role and/or title:

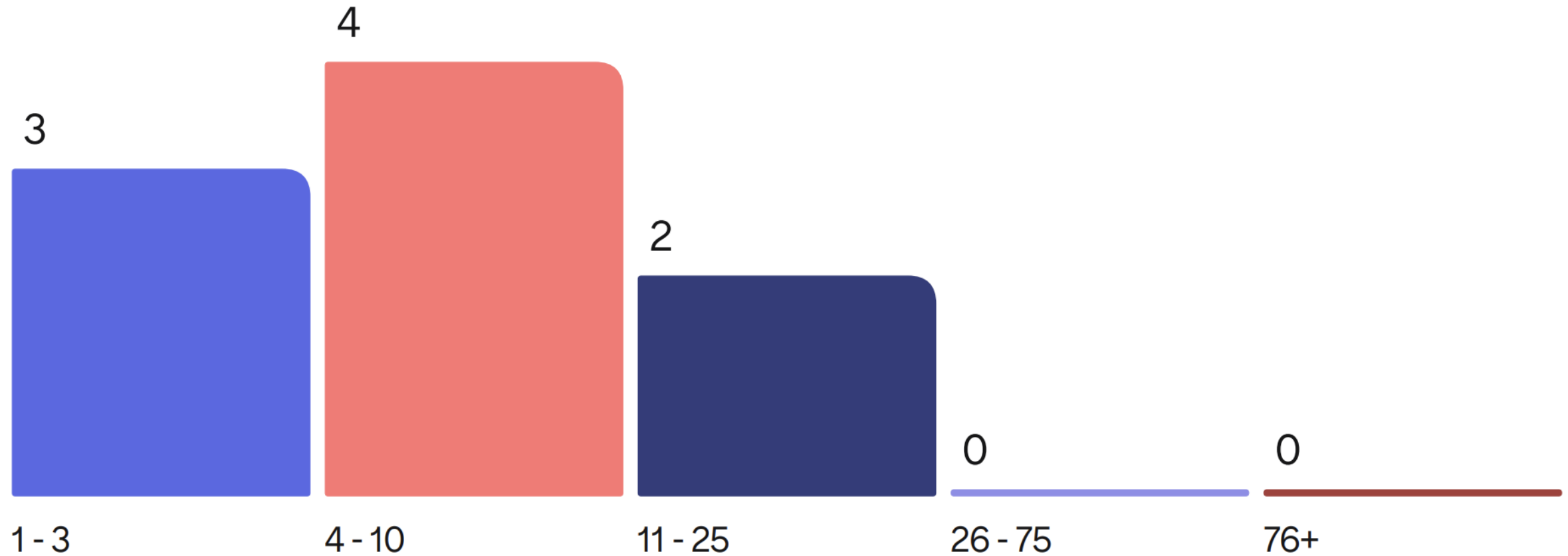
public works director
utilities supervisor operator
water production foreman manager
hr generalist
maintenance
operations manager
program manager



2. Where are you calling from?

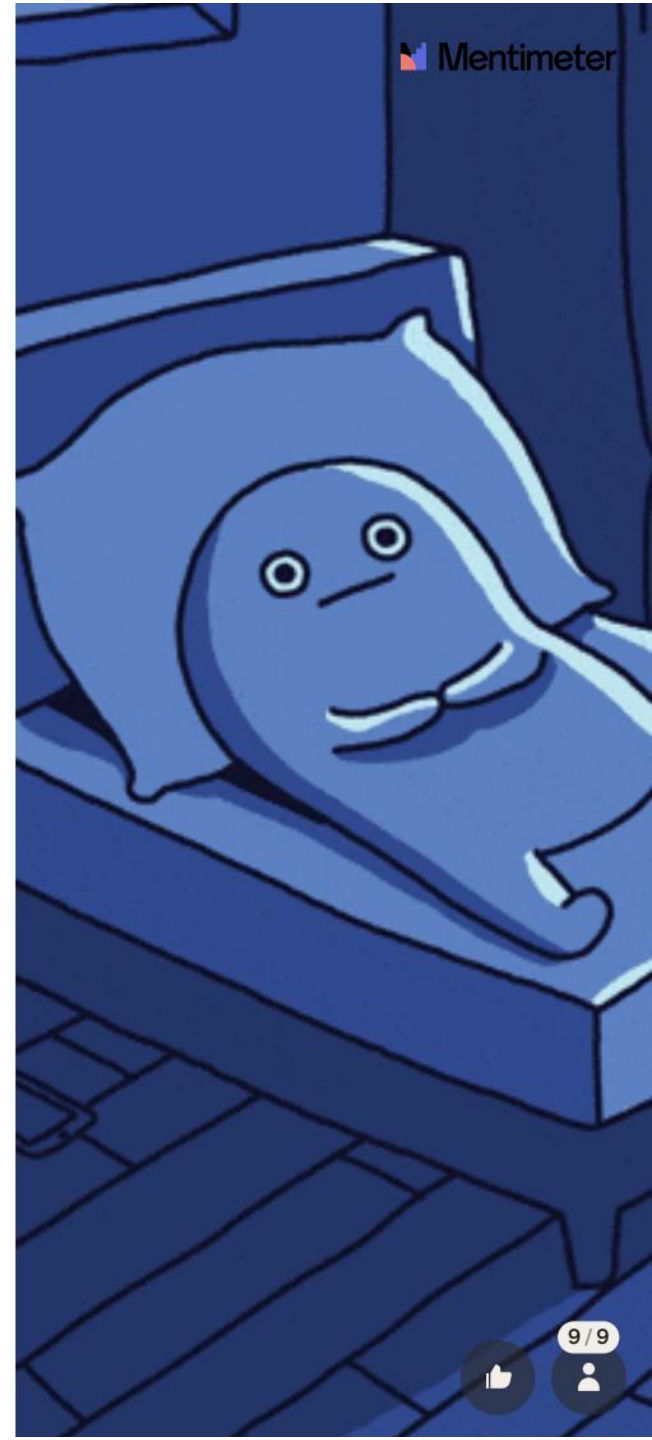


3. How many people work for your water utility/department?

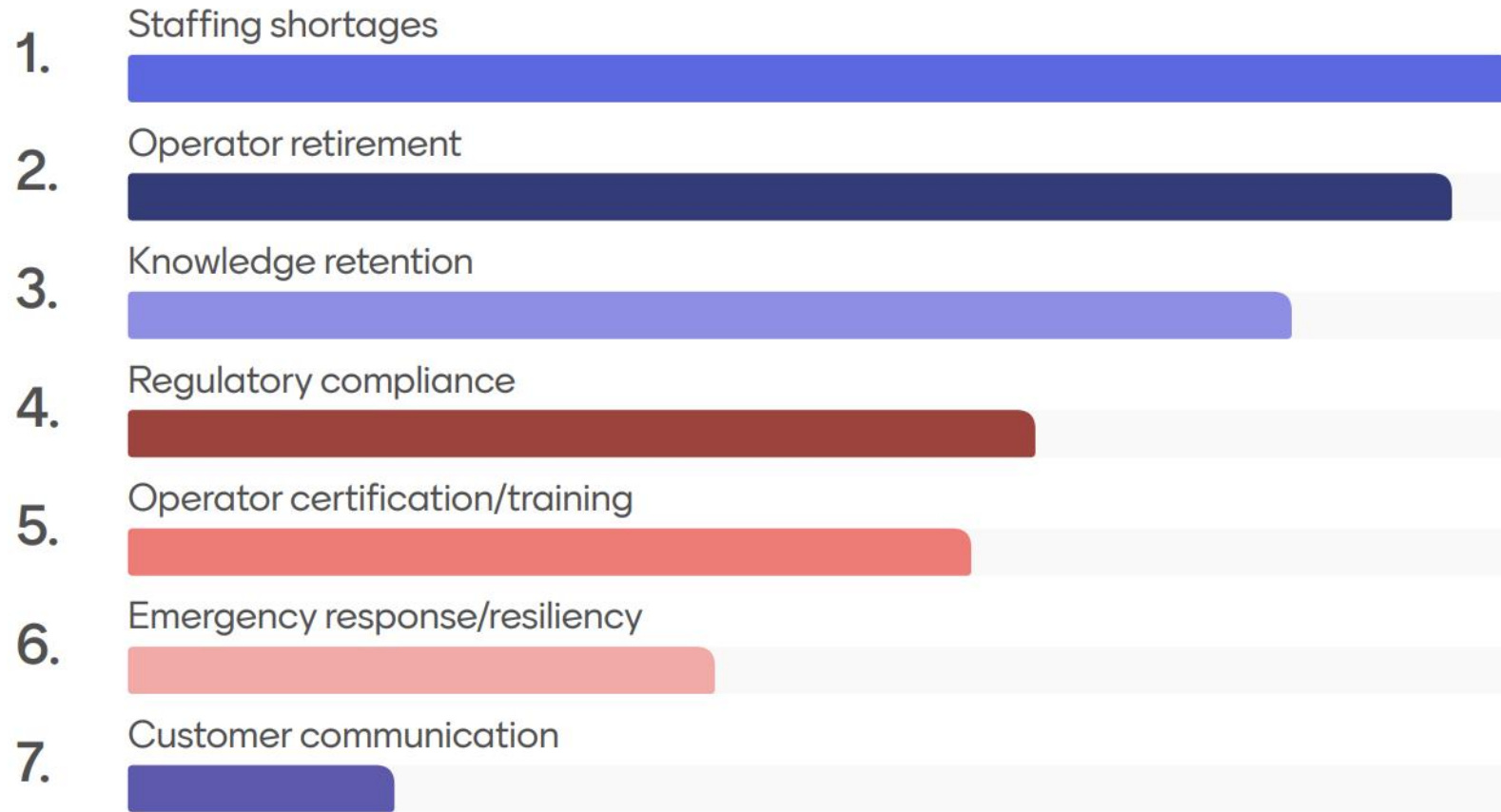


4. So, what's keeping you up at night?

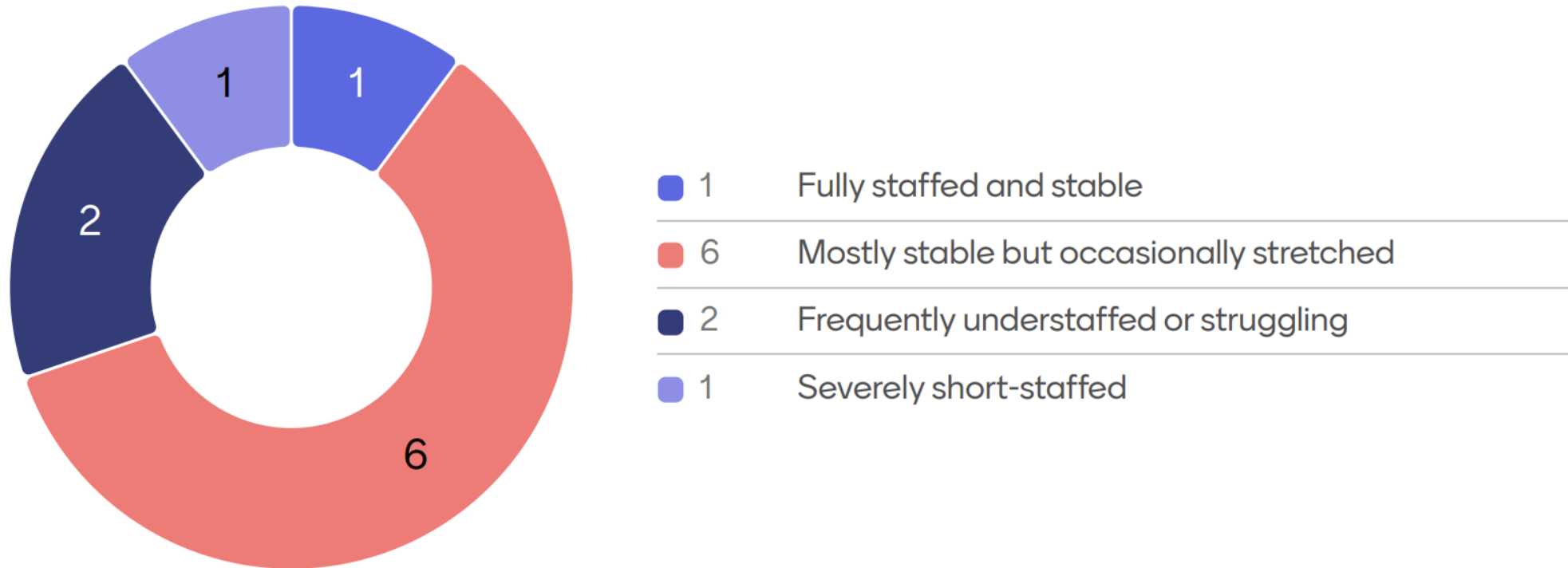
old infrastructure
here to learn from others
changing regulations
retirements
not enough staff
workload
low staff
retirements in 3 years
limited skillsets ksas
funding availability
aging system
limited workforce pool
office politics
aging sewer system
funding



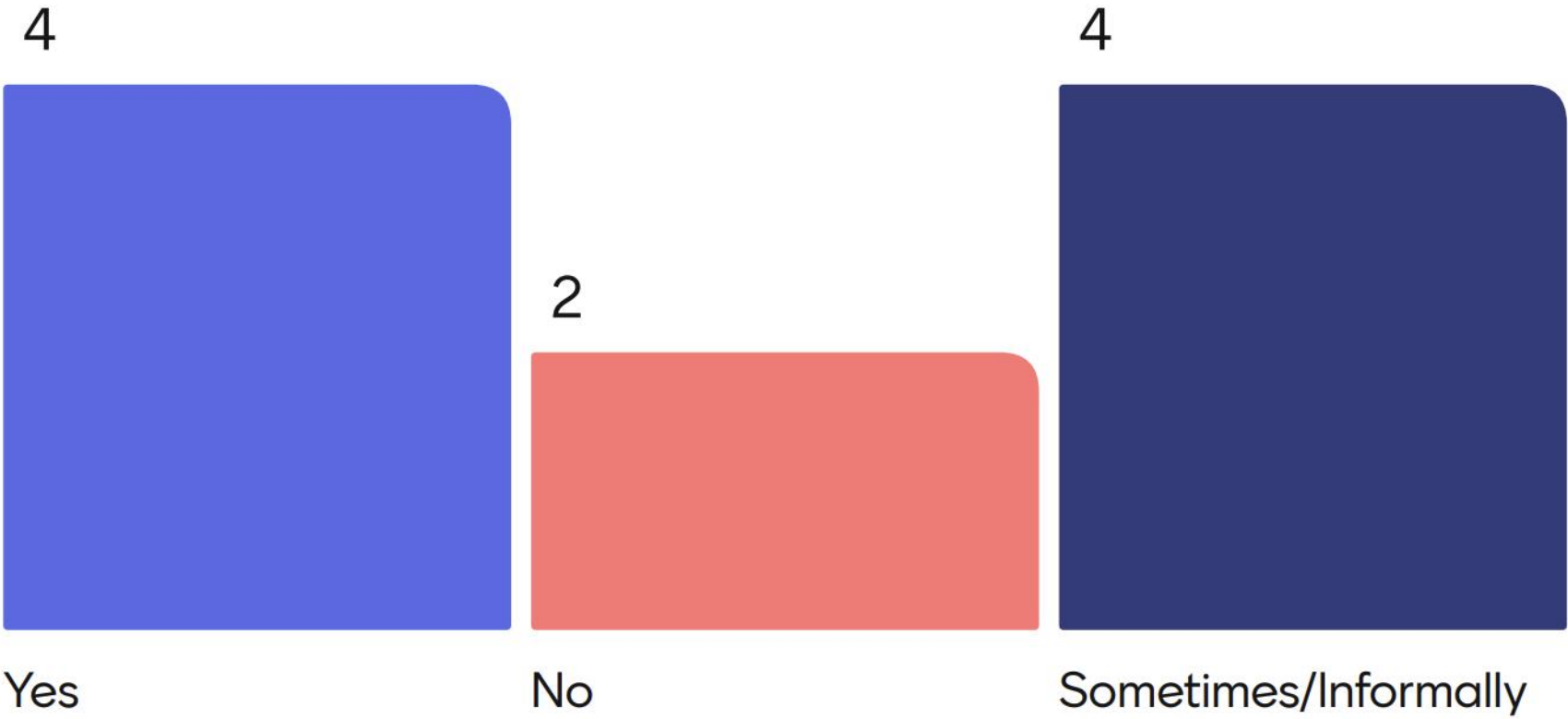
5. Rank your utility's top workforce challenges.



6. How would you describe your utility's capacity to meet daily operational needs?



7. Does your utility currently share resources with neighboring systems or organizations in the region?



8. What barriers are preventing you from building partnerships or sharing resources? (ex: municipal agreements)

Unsure

Time

We don't have the tools or equipment to offer to others like they can offer to us

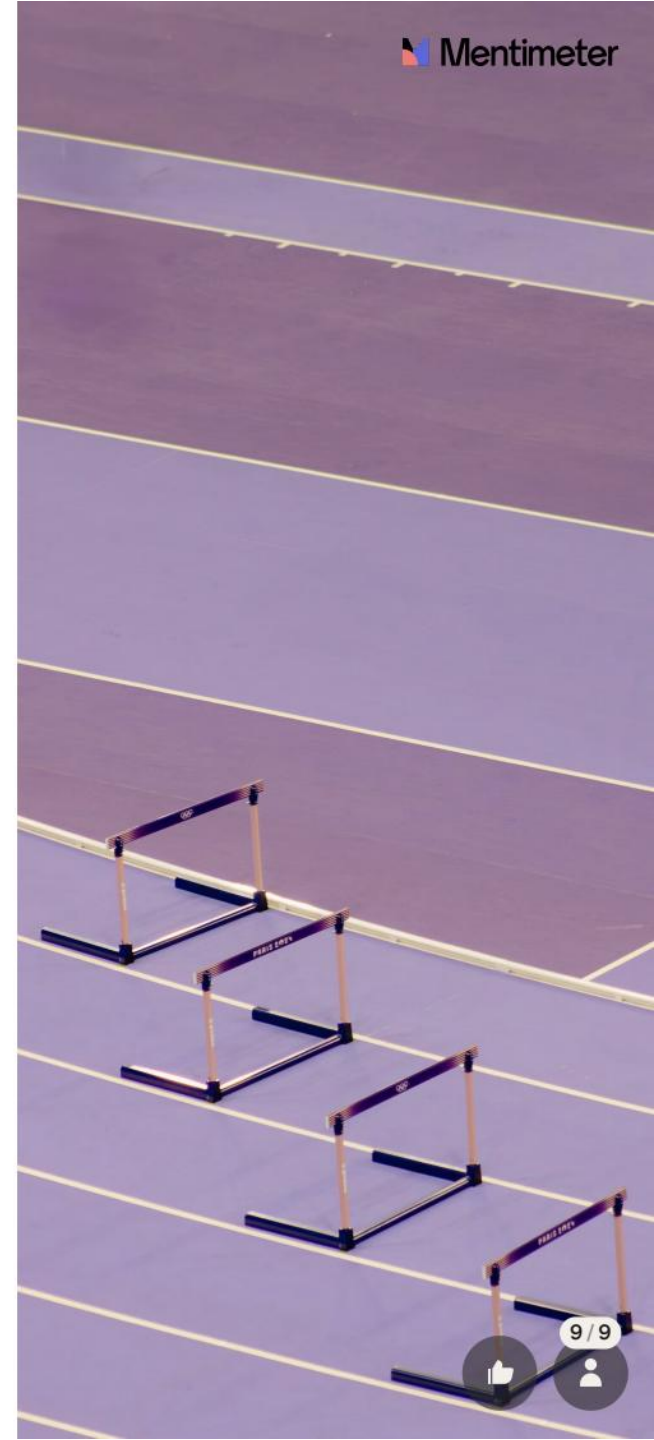
politics, funding

Time

Politics, risk

We have 2 wells and our own septic Drainfields (3) servicing 202 mobile homes.

limited resources; funding, mutual agreements



8. What barriers are preventing you from building partnerships or sharing resources? (ex: municipal agreements)

Risk: If tool were to fail and someone would get hurt, the city would be liable

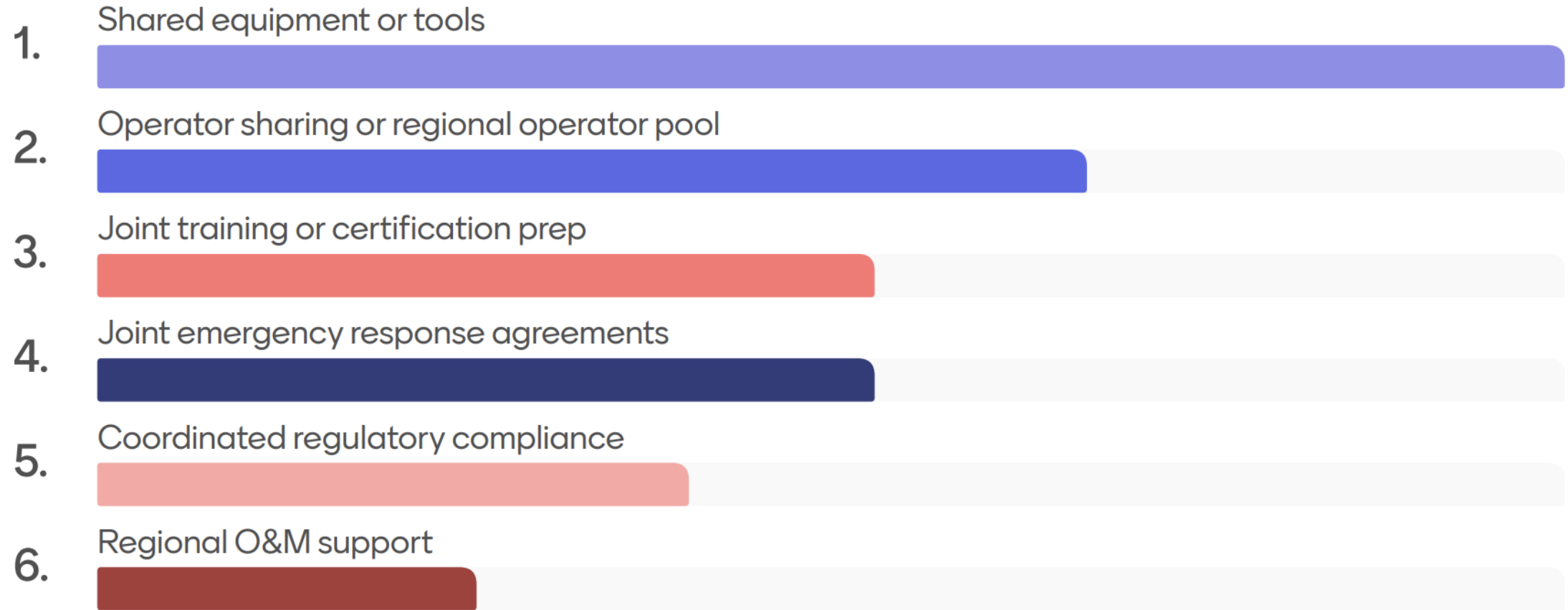
Time

Equipment

9. What resources are you already sharing or would be willing to share?

specialized equipment
labor-operators -clerks
vacuum truck
equipment
water and sewer
water correlator
meter reading technology
people
jetter
hydrant flushing tools
boom truck

10. How useful would the following resources be for your utility?





Practical Strategies for **Workforce Planning**

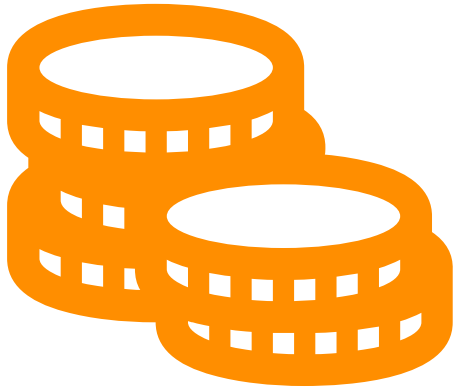
Workforce Retention

“An organization’s ability to prevent **employee turnover**, or the number of people who leave their job in a certain period, either voluntarily or involuntarily.”

Source: [netsuite.com](https://www.netsuite.com)



Why focus on retention?



**Retaining your current staff
will always be less costly
than hiring new ones**



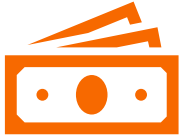
Are you doing well?

Try this easy formula:

(# of employees at the **end** of a set time period / # of employees at the **start** of a set time period)

x 100 = retention rate %

Common Reasons We Stay



Fair pay & benefits



Growth & advancement



Supportive culture



Flexibility



Feeling valued



Compensation Isn't Just Pay



Health
Benefits



Retirement



Vacation
Time



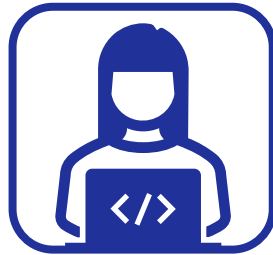
Sick Days



Parental
Leave



Flexible
Schedule



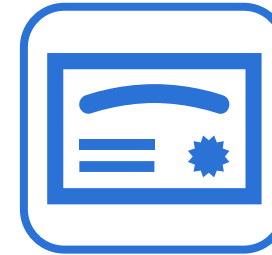
Tele-
commuting



Wellness



Training
Stipends



License
Renewal

Total compensation = all the ways you support your employees

People Stay Where They Feel Respected and Valued

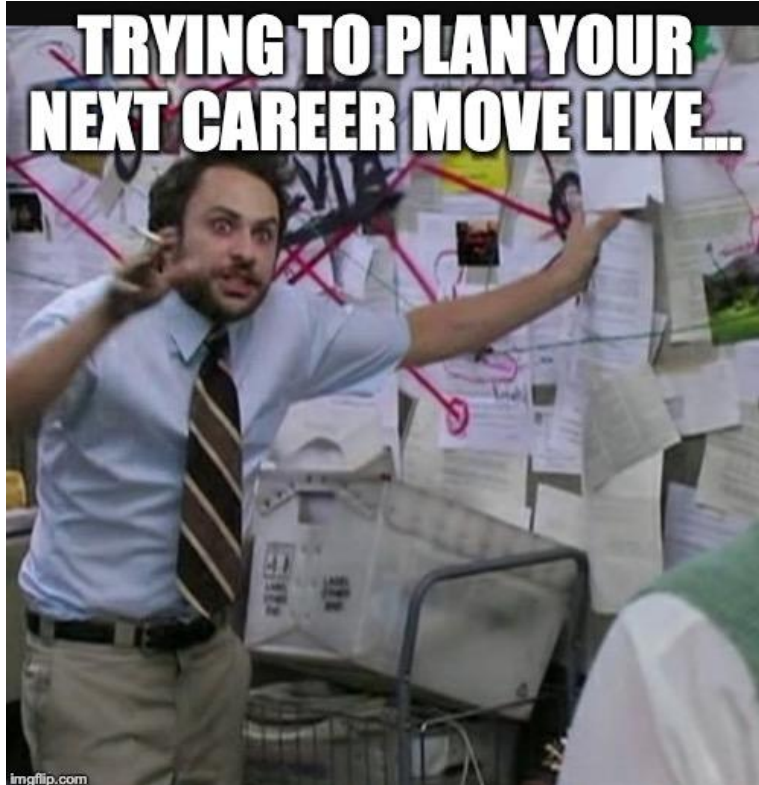
- Positive team culture = higher retention
- Respect, frequent communication, and trust matter
- Help staff feel heard and supported



Good pay will never solve a toxic work environment



Offer Growth and Career Pathways

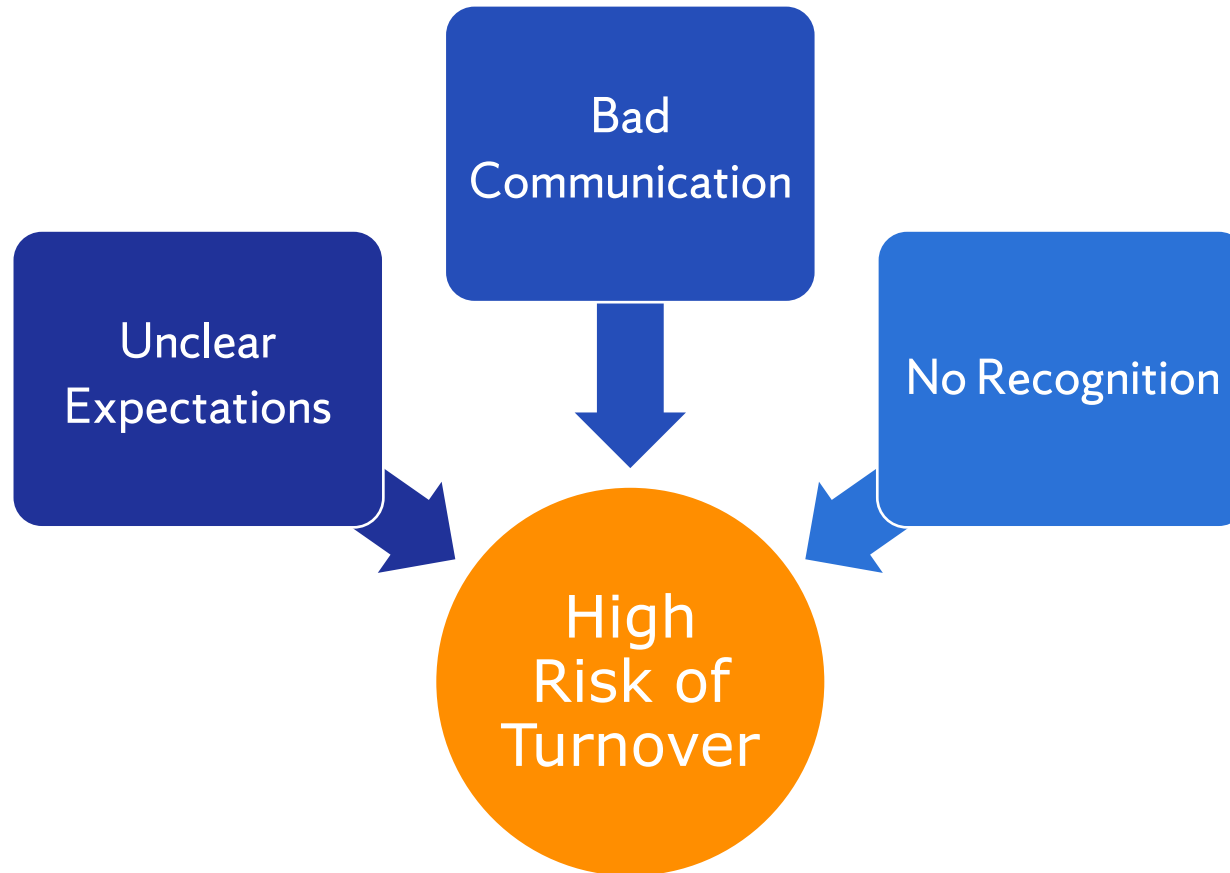


- Encourage training and development
- Talk about long-term goals and advancement pathways during check-ins
- Let staff know you see their potential

Career ladders = retention ladders

Management Matters

“People Don’t Quit Jobs, They Quit Managers”



- Poor management is a top driver of turnover
- Great managers build loyalty and retention
- People management deserves training!

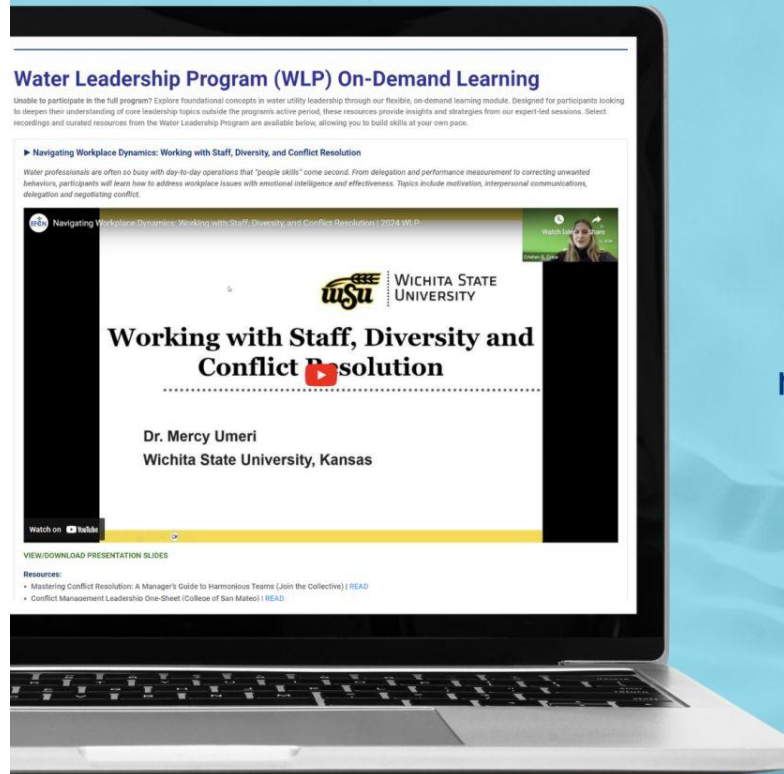
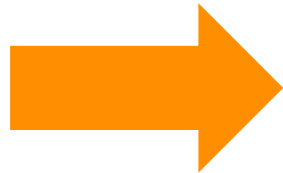


On-Demand Leadership Learning

Curated materials from
the *EFCN Water
Leadership Program*

Visit:

efcnetwork.org/water-leadership-program



Water Leadership Program: On-Demand Learning Module

Enhance your water utility
leadership skills with our
**NEW On-Demand Learning
Module!** Access expert
insights and curated
resources at your own pace.

LEARN MORE



efcnetwork.org/water-leadership-program



An aerial photograph of a wastewater treatment plant, featuring several large circular aeration tanks with radial internal structures. The image is overlaid with a semi-transparent blue filter.

Succession Planning

What is Succession Planning?

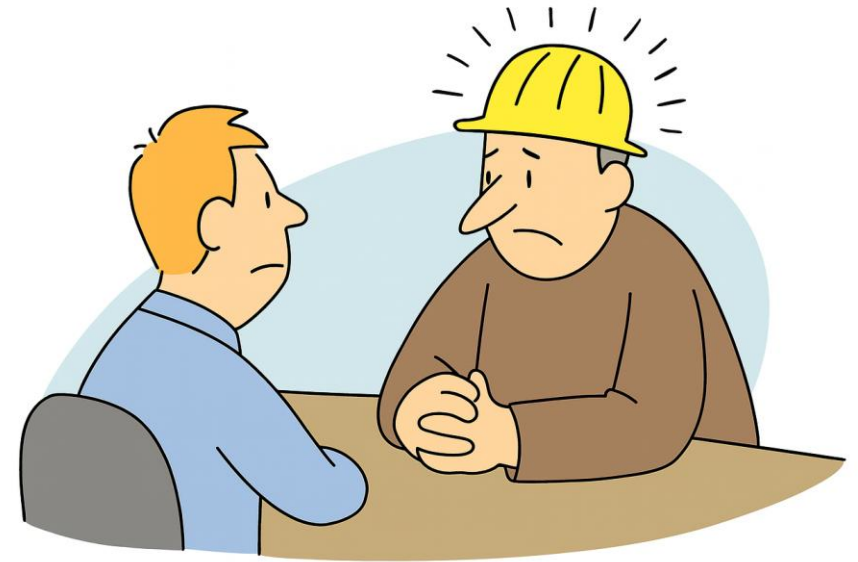
Someday, all of this could be yours, but I still haven't created a succession plan...



A systematic approach to **ensure continuity** by identifying potential successors for **critical work positions**

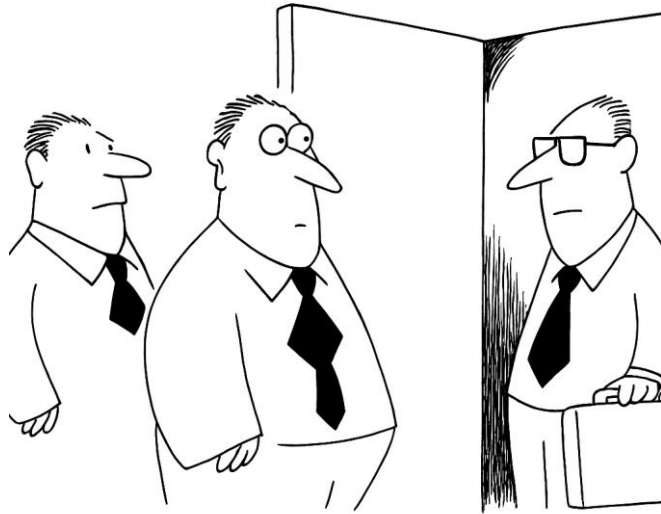
Benefits of Succession Planning

- Ensures skilled employees for key positions
- Supports employee development and advancement
- Avoid service disruptions
- Facilitates knowledge transfer
- Improves employee retention

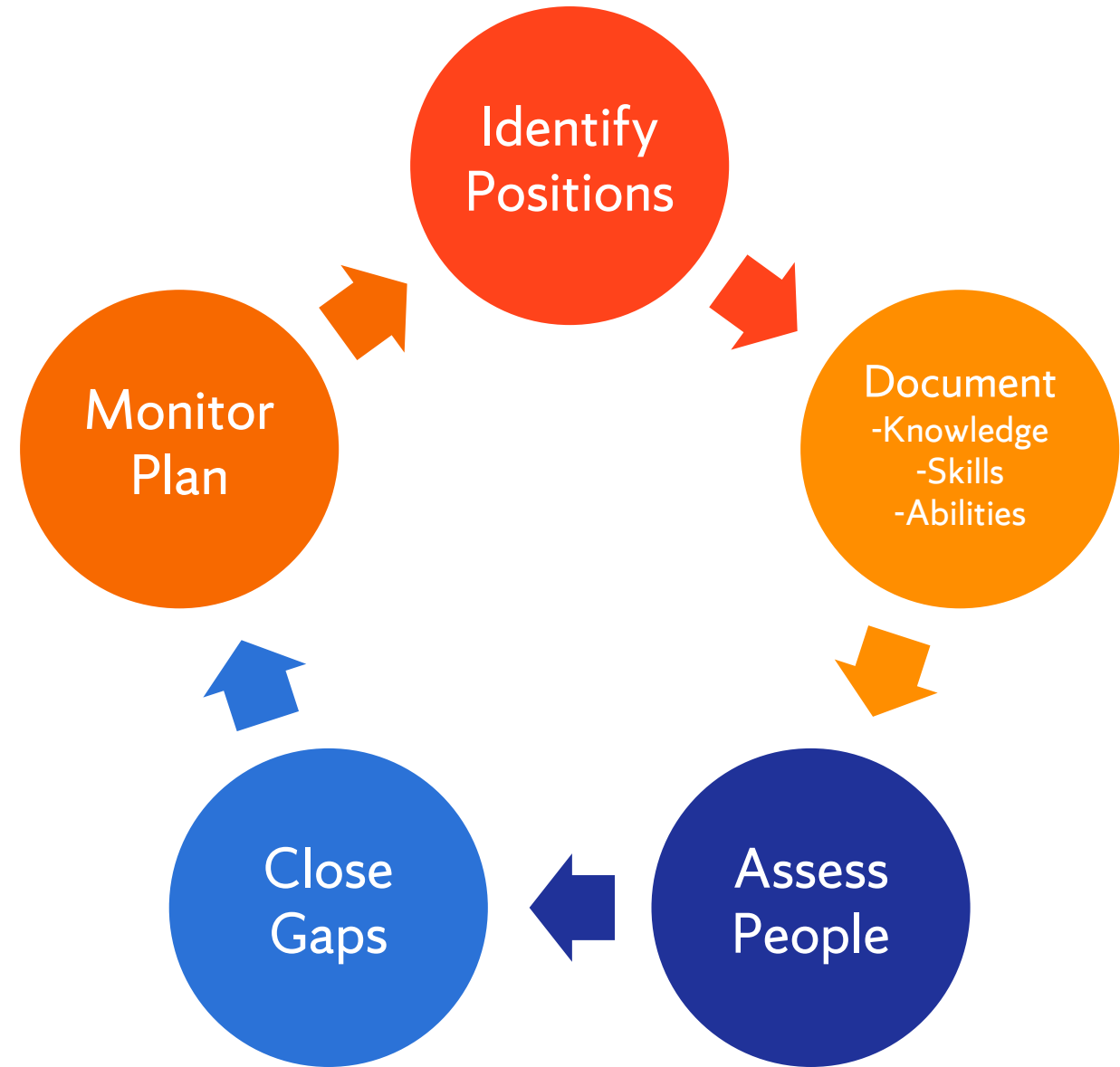


Our succession plan is we don't talk about it.

Developing a Succession Plan



"That's the closet for our backup CFO."



Start with a Gap Analysis



- Next 5-10 years
- Focus on critical tasks
- Community demographics
- Regulatory changes



Pick Your Target



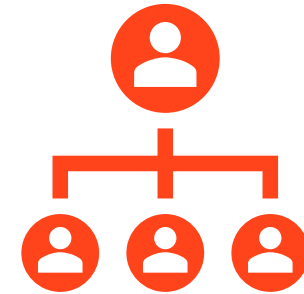
Individual

Understand how an employee's current strengths align with the skills needed for their role



Team

Identify where team abilities meet or fall short of what's required to deliver key functions



Organization

Evaluate whether your overall workforce has the capacity to meet present and future demands

Pinpoint Important Skills

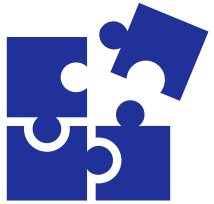


Identify the **knowledge, skills,** and **abilities** each role should have





Compare to Current Skills



Look for gaps between what's needed and what staff can do today.

Not sure what skills you already have? Use:

- Staff surveys
- One-on-one conversations
- Supervisor input and performance reviews
- Training needs assessments





Prioritize the Most Critical Skills

Which skills matter the most?

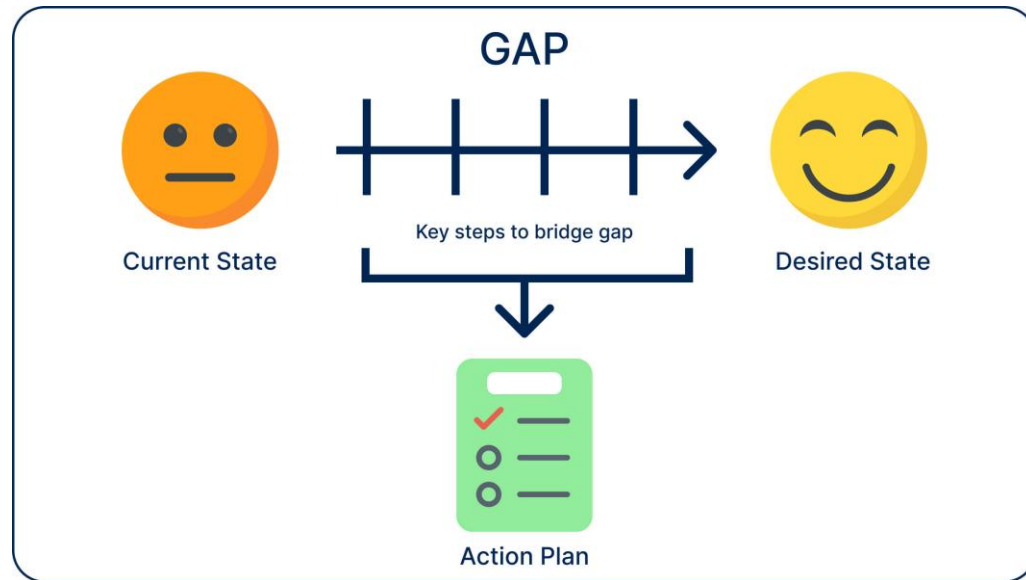
Ask yourself:

- Is this gap affecting performance, safety, or compliance?
- How much time, money, or risk is involved?
- Is this skill needed soon due to retirements, regulations, or system upgrades?





Plan to Bridge the Gap

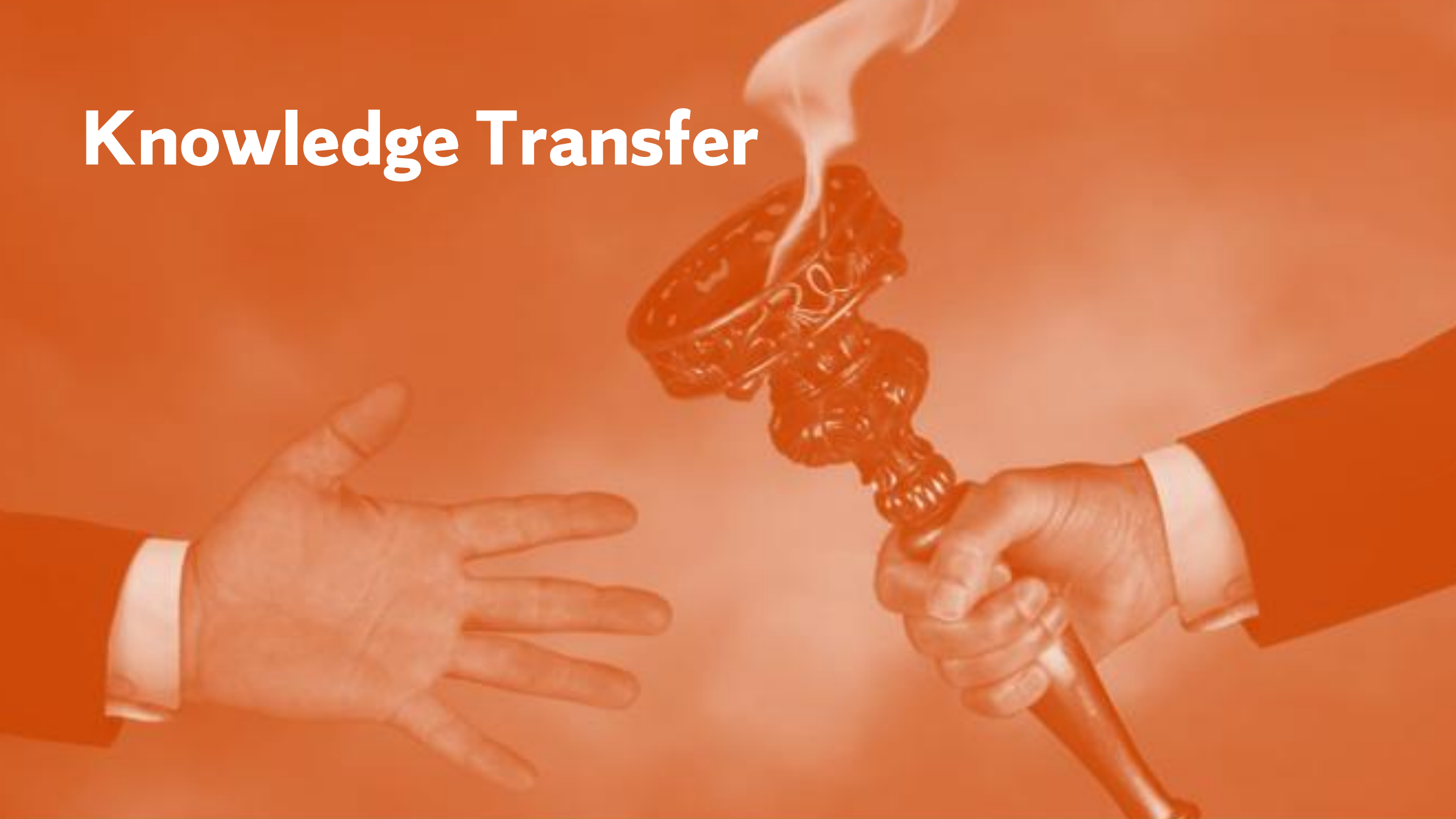


Consider a mix of strategies:

- *Hiring*
- *Mentorship*
- *Training and development*

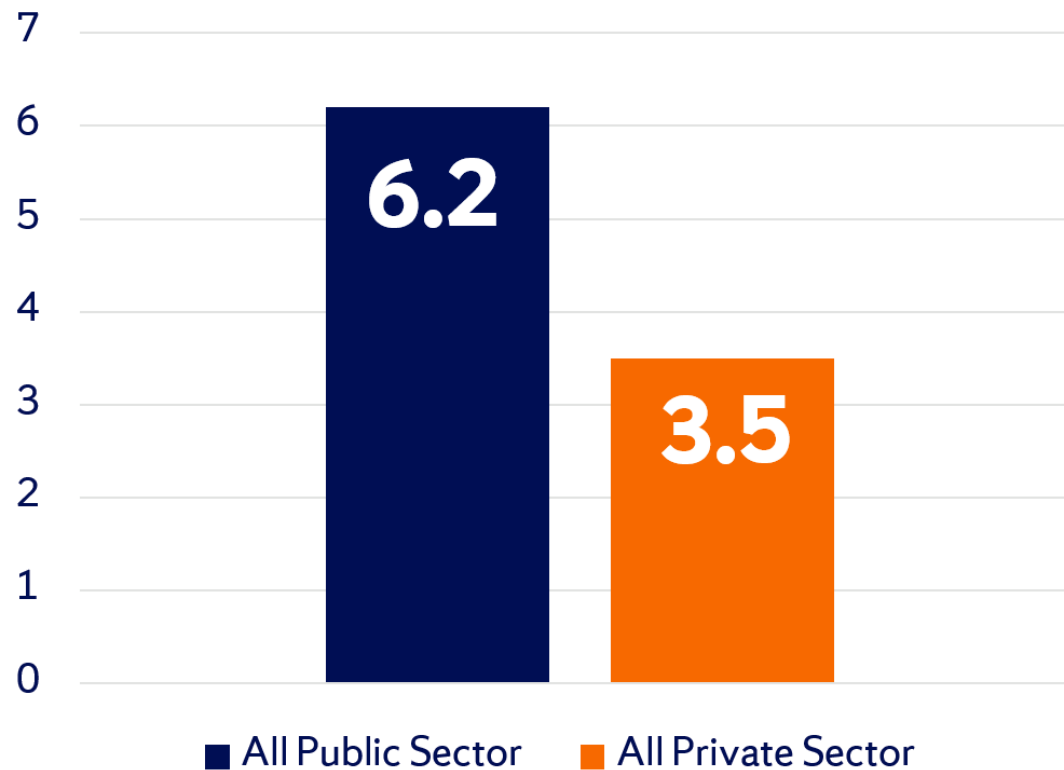
Choose the right tools based on urgency, budget, and available resources.

Knowledge Transfer



Turnover Hurts More When Experience Runs Deep

Median Years of Tenure for Wage and Salary Workers in January 2024



Employees with long tenure carry unique, **practice-based expertise** built through experience



New hires may take up to **two years** to reach the productivity level of departing experienced staff

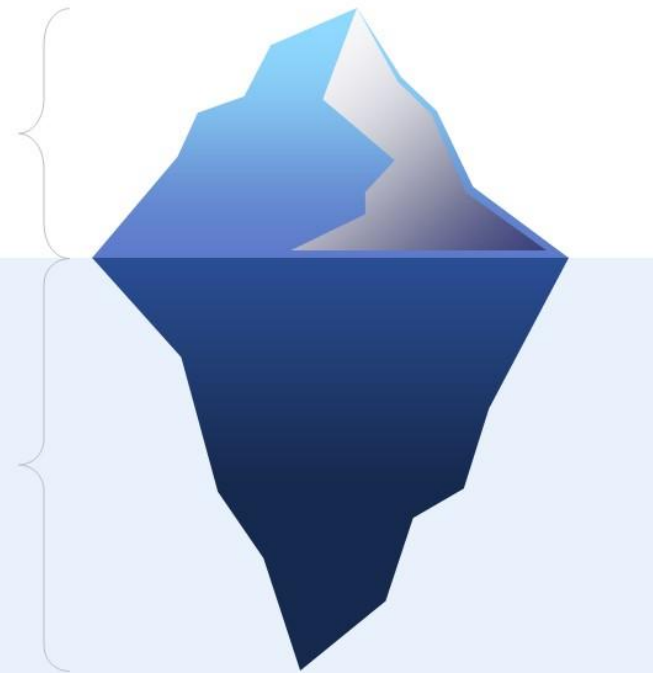
Explicit vs. Tacit Knowledge

Explicit Knowledge:

- ✓ Manuals
- ✓ Documents
- ✓ Procedures
- ✓ How-To-Guides
- ✓ Videos
- ✓ Databases
- ✓ How-To-Guides
- ✓ Notes
- ✓ Records

Tacit Knowledge:

- ✓ Individual Skill
- ✓ Expertise
- ✓ Education
- ✓ Experience
- ✓ Ideas
- ✓ Insights
- ✓ Intuition
- ✓ Observations
- ✓ Cultural Beliefs
- ✓ Values
- ✓ Attitudes
- ✓ Mental Models



Readily transferrable to others

Known but not always articulated

Methods for Transferring Knowledge



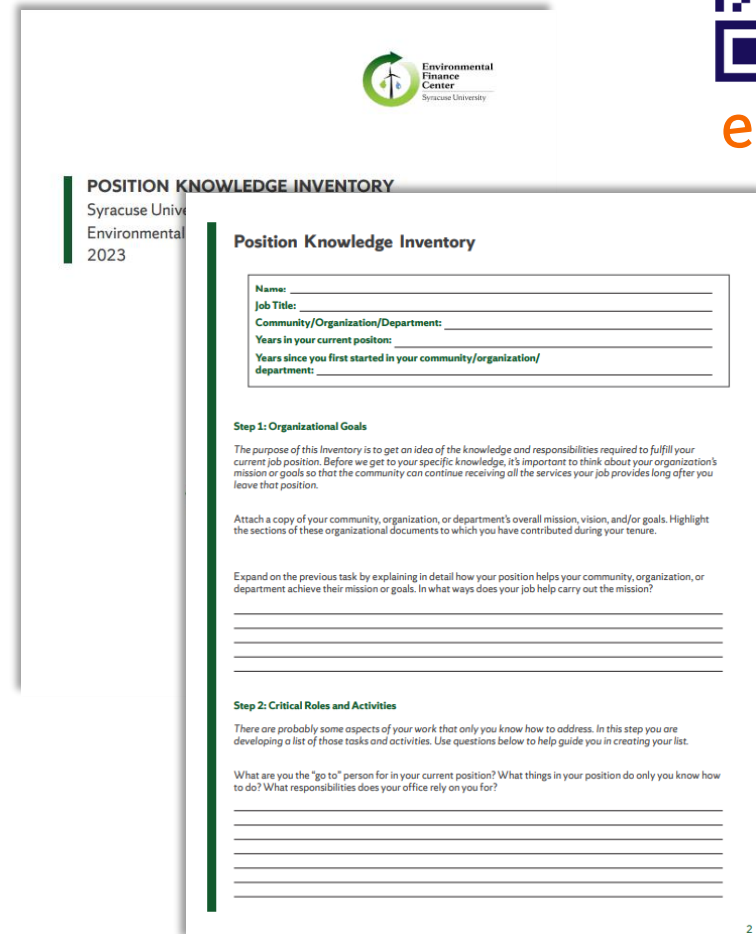
- Overlapping positions
- Desk manuals
- Pictures & video
- Interviews
- Work teams
- Job shadowing

Try a Position Knowledge Inventory



efc.syr.edu

- Captures the unique skills, knowledge, and responsibilities tied to each role
- Helps identify what is known and what is undocumented
- Can be used to document institutional know-how, guide succession planning, and safeguard critical workflows



The screenshot shows a digital form titled "POSITION KNOWLEDGE INVENTORY" from the Environmental Finance Center at Syracuse University. The form includes a header with the center's logo and name. Below the title, it lists "Syracuse University", "Environmental Finance Center", and "2023". The main section is titled "Position Knowledge Inventory" and contains a form with fields for "Name:", "Job Title:", "Community/Organization/Department:", "Years in your current position:", and "Years since you first started in your community/organization/department:". Below these fields, there are two main sections: "Step 1: Organizational Goals" and "Step 2: Critical Roles and Activities". "Step 1" includes a paragraph explaining the purpose of the inventory and a section for attaching organizational documents. "Step 2" includes a paragraph explaining the purpose of the inventory and a section for listing critical roles and activities. The form is designed to be filled out by individuals in various roles within the community or organization.

<https://efc.syr.edu/wp-content/uploads/2023/03/Position-Knowledge-Inventory.pdf>

At a minimum... capture the basics:



- Usernames and passwords
- Assigned assets
- Updated manuals
- Contact info for vendors

Resources for Training & Staff Development



**Great Lakes
Environmental
Infrastructure Center**

Environmental Finance Center for Region 5



American Water Works Association
Minnesota Section



Minnesota Municipal Utilities Association



NRWA™





Recruitment: Job Portals & Postings

Communicate Your Values



Your mission, visuals, and story should be matched to your target audience's values

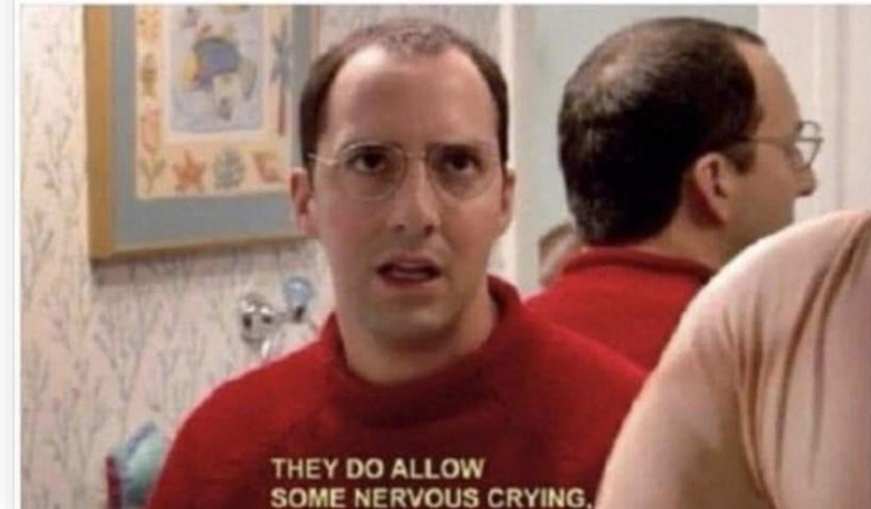
- Environmental Stewardship
- Public Service
- Community Sustainability
- Work-Life Balance
- Learning and Development

Offer (and Emphasize) Personal Benefits

Going beyond the \$\$\$

- Flexible schedule
- Vacation time
- Compressed work week
- Time off for volunteering
- Training and conferences

Friend: My job has pretty good benefits - 401k, vacation & catered lunches. What about yours?
Me:



Use Visuals



JOB DESCRIPTION JOB TITLE: Wastewater Plant Operator

DEPARTMENT: Water & Sewer

RESPONSIBLE TO: Chief Wastewater Plant Operator

JOB CONTENT: Performs work as directed for the successful operation and maintenance of CUB's wastewater treatment plant equipment, buildings and sites. Under direction of the Chief Operator, strives to assure plant effluents meet or exceed all State and Federal regulations. Performs inspections, sample and data collection, laboratory tests and plant maintenance as assigned.

DUTIES AND RESPONSIBILITIES:

1. Monitors and controls process equipment for proper operation and chemicals to ensure effluent water meets or exceed all State & Federal regulations.
2. Understand and stay current with the State & Federal regulations requirements.
3. Collect and record data for record maintenance/reporting to designated state agencies
4. Monitor treatment process for compliance, inspect the equipment, monitor conditions, meters, and gauges to determine plant load requirements/functionality
5. Work in multiple areas of the plant and on different shifts as needed
6. Performs general maintenance including cleaning, construction, mechanical, electric, instrumentation etc...
7. Assists/Performs in administration functions of various treatment chemicals, weekly and daily report generation.
8. Maintain bulk chemical inventory
9. Installs, tests and repairs equipment throughout plant facilities as directed.
10. Collects samples performs laboratory tests and interpretation of the results according to all State & Federal Regulations.
11. Work on process improvement projects and standard operation procedures.
12. Ability to extract, evaluate and utilize data for process improvement from all applicable resources
13. Performs preventive, predictive and emergency maintenance on plant facilities/equipment.
14. Communicates with Chief Operator, coworkers and others effectively.
15. Performs housekeeping, cleaning, painting, mowing, etc. to assure outstanding plant appearance.
16. Performs duties in a safe manner. Adheres to all CUB safety policies.
17. Personal and work site safety in a construction environment.



JOB DESCRIPTION JOB TITLE: Wastewater Plant Operator

DEPARTMENT: Water & Sewer

RESPONSIBLE TO: Chief Wastewater Plant Operator



WHY WORK WITH US:

Impactful Work: Play a key role in ensuring clean water and a healthier environment for our community. Your contributions directly enhance public health and support local ecosystems.

Community Focus: We pride ourselves on fostering a strong sense of community. Join a team that values collaboration, innovation, and service to our

neighbors.

Career Development: We offer ongoing training and professional development opportunities, helping you grow your skills and advance your career in a rewarding field.

DUTIES AND RESPONSIBILITIES:

1. Monitors and controls process equipment for proper operation and chemicals to ensure effluent water meets or exceed all State & Federal regulations.
2. Understand and stay current with the State & Federal regulations requirements.
3. Collect and record data for record maintenance/reporting to designated state agencies
4. Monitor treatment process for compliance, inspect the equipment,





[Canva.com](https://www.canva.com)
Free version offers
tons of job
flyer/poster
templates, stock
images, etc.

Other graphic/document
design platforms (Microsoft
Word, Google Docs, Adobe,
etc.) also work





What do you hear?



Johnson County Wastewater · Follow

Johnson County Wastewater · Original audio

 We are hiring line repair and construction team members! If you are interested in playing an important role in maintaining your community's clean wa... [See more](#)







Johnson County Wastewater · Follow

Johnson County Wastewater · Original audio

 We are hiring line repair and construction team members! If you are interested in playing an important role in maintaining your community's clean wa... [See more](#)



That's the sound of

WORK/LIFE BALANCE

A PERSON-CENTERED CULTURE

GREAT PAY AND BENEFITS

ENVIRONMENTAL PROTECTION



Johnson County Wastewater · Follow

Johnson County Wastewater · Original audio

 We are hiring line repair and construction team members! If you are interested in playing an important role in maintaining your community's clean wa... [See more](#)





Johnson County Wastewater, KS
(Not bad, but could be better)



POV: Public Works got a
disposable camera
for the week



Carrollton Public Works, TX
Great example of authenticity, **creativity**,
and leveraging **online trends**

Keep Using Traditional Job Boards

Traditional job boards still dominate (even for younger generations)

- Don't forget about student career platforms and engagement: *Handshake, career fairs, and university career centers*

indeed

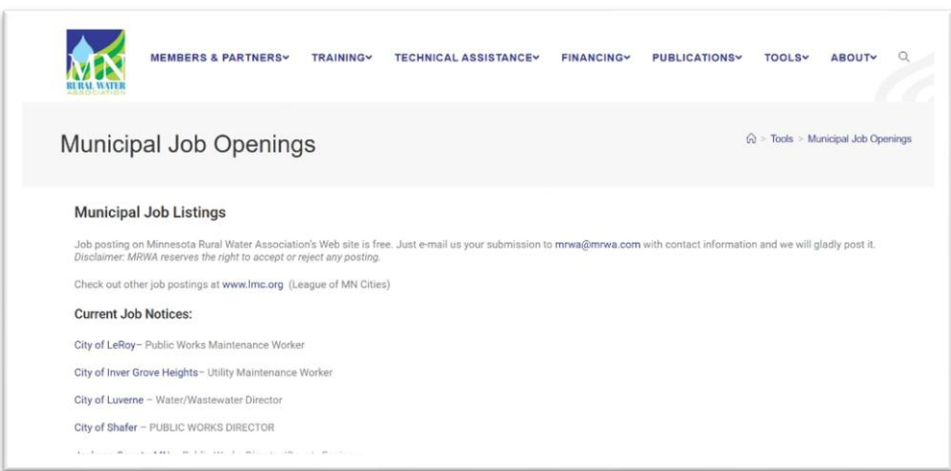
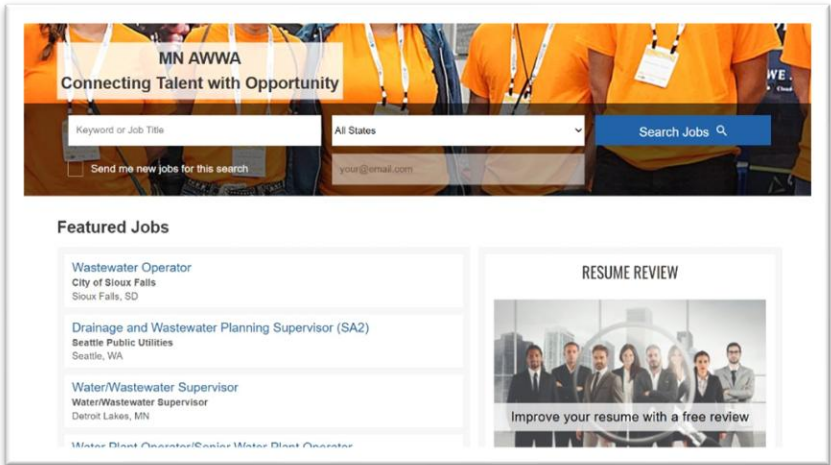
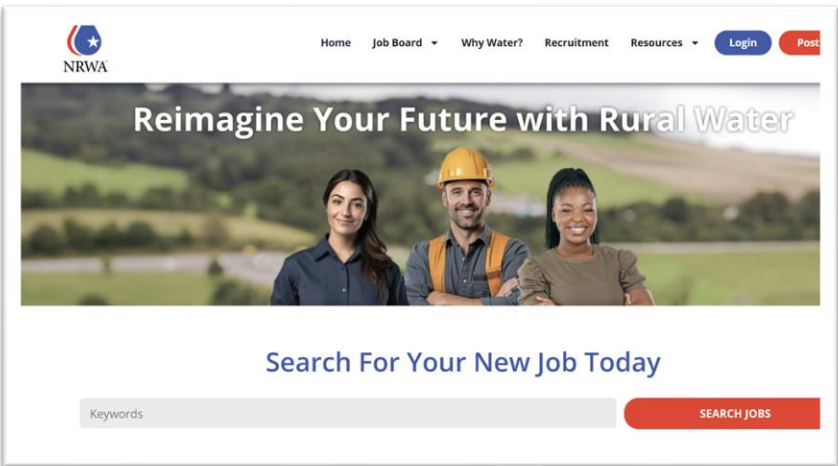
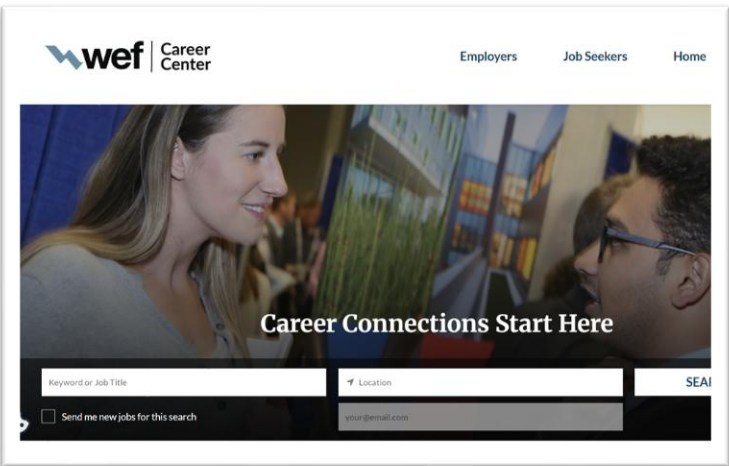
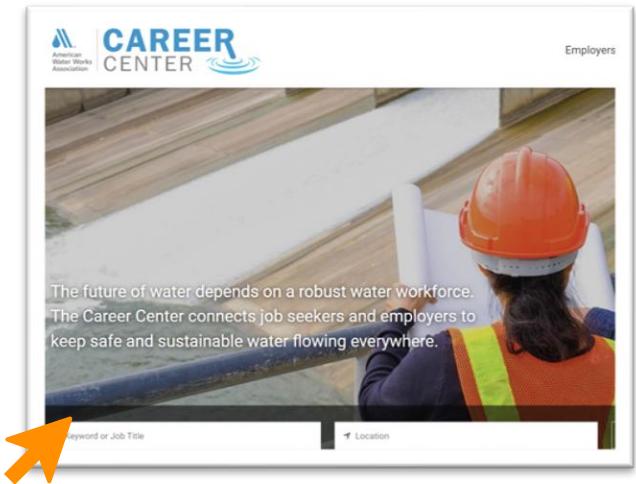

glassdoor

Handshake

MONSTER

 ZipRecruiter®

Industry-Specific Job Portals: Drinking Water & Wastewater



Don't Overlook Social Media

Social media as a **search tool** is rapidly evolving

- *Treat social media as supplementary, especially when looking to build a pipeline of young talent*

Linked 

 Instagram

 YouTube

 TikTok

 facebook

Other Outreach Channels that Work



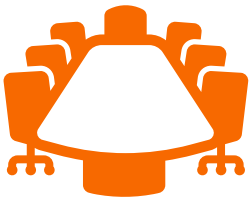
Community colleges,
technical schools



Unions and labor
groups



Community-based groups,
local non-profits



Economic Development
Organizations / Workforce
Development Boards



Industry/interest-specific online
portals like [Josh's Water Jobs](#),
[Idealist](#), or [Green Jobs Board](#)



Veteran
organizations

Plant the Seeds Early: Future Water Leaders

Get K-12+ students curious about water careers now

- Partner with **local schools** to host tours, classroom talks, and internships
- Visit the FWL **Educator's Resource Hub** for ready-to-go lesson plans, videos, and career materials



Learn More:
[efcnetwork.org/resources/
educators-resource-hub](https://efcnetwork.org/resources/educators-resource-hub)





Collaborative Solutions for Small Systems

Why Consider Regional Collaboration?



Infrastructure Challenges | *ex. aging, failing pipes or facilities*



Capacity Challenges | *ex. growth, changes in population resulting in changes in demand*



Emergency Needs | *ex. emergency personnel, capacity*



Economies of Scale | *ex. efficiency, rate stability*



Disasters and Changing Conditions | *ex. drought, contaminated sources*

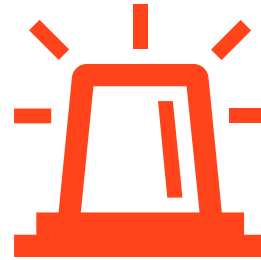
An aerial photograph of a wastewater treatment plant, featuring several large circular aeration tanks with radial internal structures. The image is overlaid with a semi-transparent dark blue filter.

Regional Collaboration Can Take Many Forms

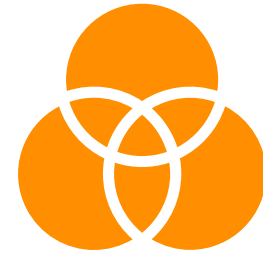
Options for Regional Collaboration



Interlocal
Cooperation



Emergency
Connections



Consolidation

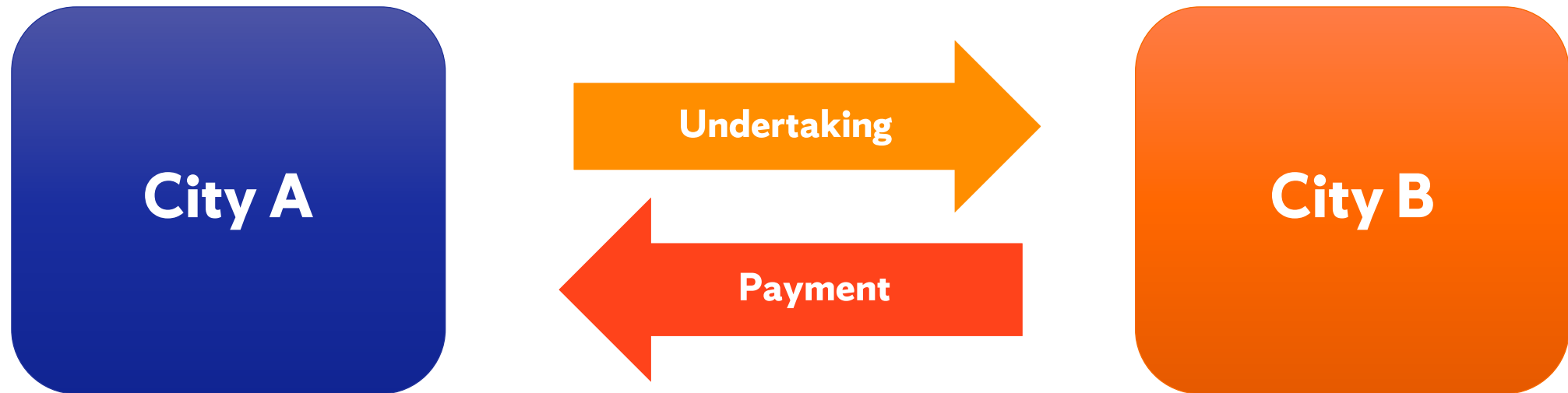
An aerial photograph of a wastewater treatment plant, featuring several large circular aeration tanks with radial walkways and central mechanical structures. The image is overlaid with a semi-transparent blue filter.

Interlocal Cooperation

3 Forms of Interlocal Cooperation

On Behalf of Another

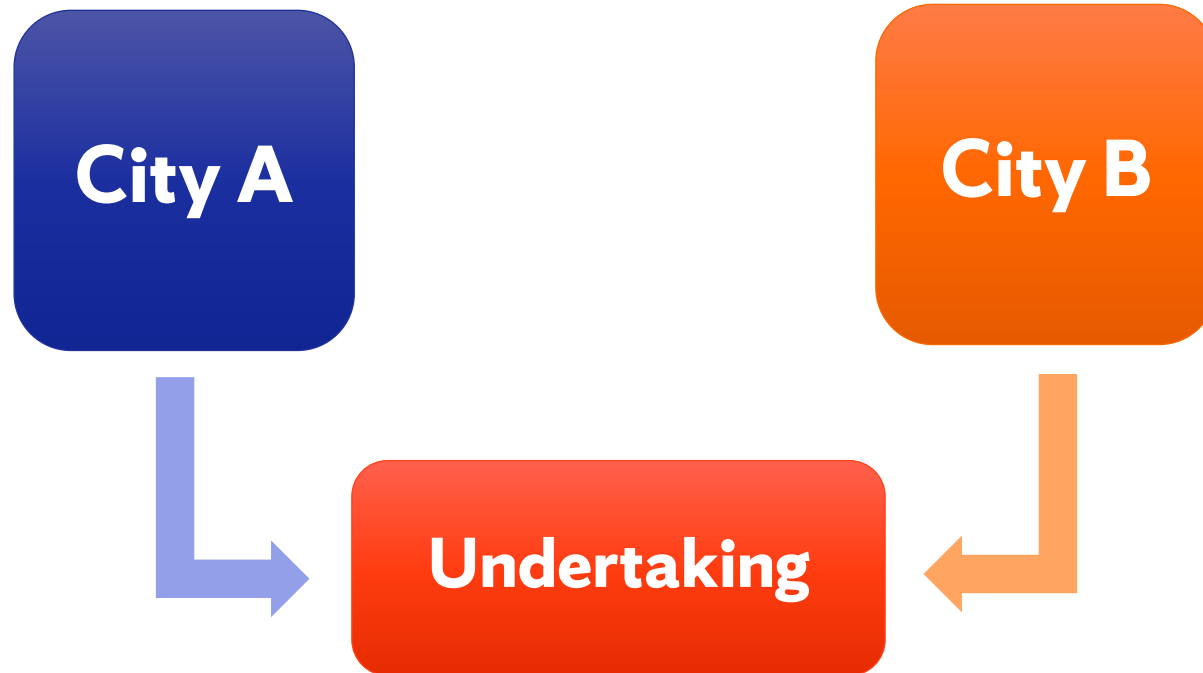
Retain independent legal authorities and one unit performs the undertaking for another



3 Forms of Interlocal Cooperation

Jointly

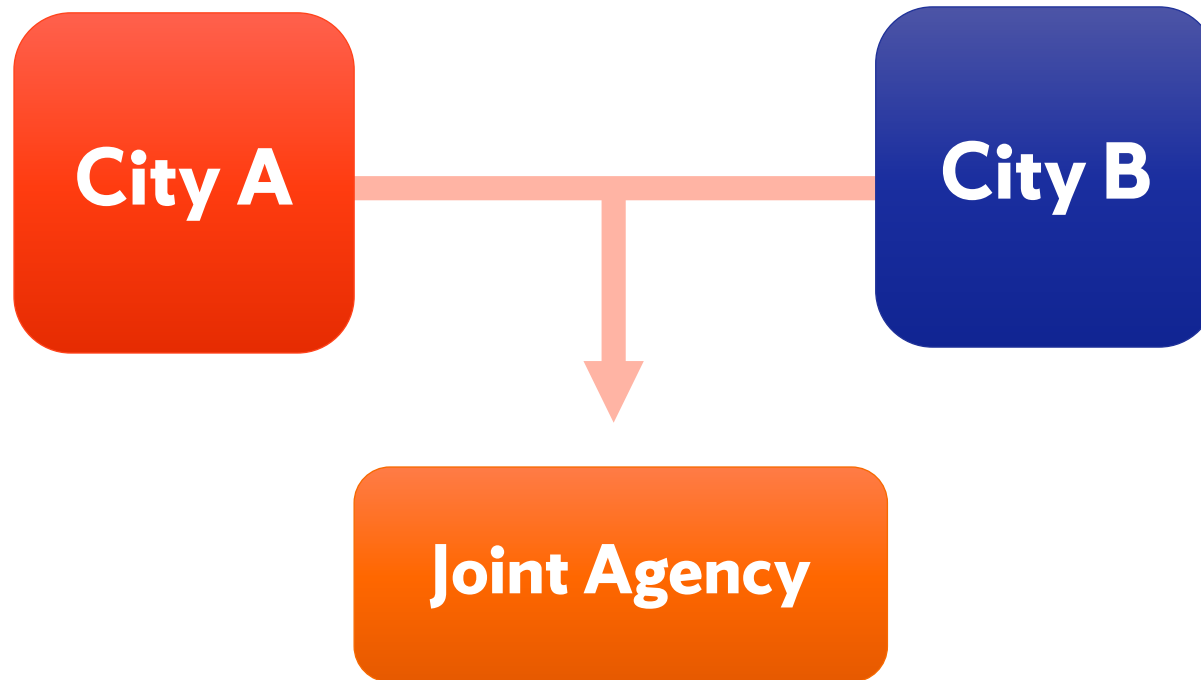
Retain independent legal authorities and agree to perform undertaking collaboratively



3 Forms of Interlocal Cooperation

Joint Agency

Confer independent legal authorities on joint agency to perform undertaking



Minnesota Joint Powers Act

Governmental Units “may **jointly or cooperatively exercise any power common to the contracting parties**”

- *Minn. Stat. §471.59(1)(a) (2025).*

If a governmental unit cannot exercise the power on its own, **it cannot do so through a joint powers agreement**

The power **must** be common to both parties to be exercised jointly



Who can enter a Joint Powers Agreement?

“any governmental unit”



or any other political or governmental subdivision in Minnesota

Minn. Stat. §471.59(1)(b)

What must the agreement contain?

1. The **purpose** of the agreement
2. The **power** that will be exercised jointly
3. The **way** the power will be exercised
4. The method for disbursing **funds** (if applicable)
5. The **accountability** of funds and reporting
6. The discussion of **liability**
7. The manner in which **property** will be distributed if the agreement is terminated (if applicable)

Minn. Stat. §471.59(2)-(5)



Joint Boards (optional)

- Created by the governmental units that established the agreement
- Must be made of representatives from all governmental units in the agreement
- Has the power to **issue obligations, leverage indebtedness, and use proceeds** to carry out goals of the board
- Limitations:
 - “may not pledge the full faith and credit or taxing power of any of the governmental units that established the joint board”



"Item three, does anyone have the slightest idea what 'governance' means?"

Minn. Stat. §471.59(11)



Emergency Connections

Emergency Connections: 3 Types



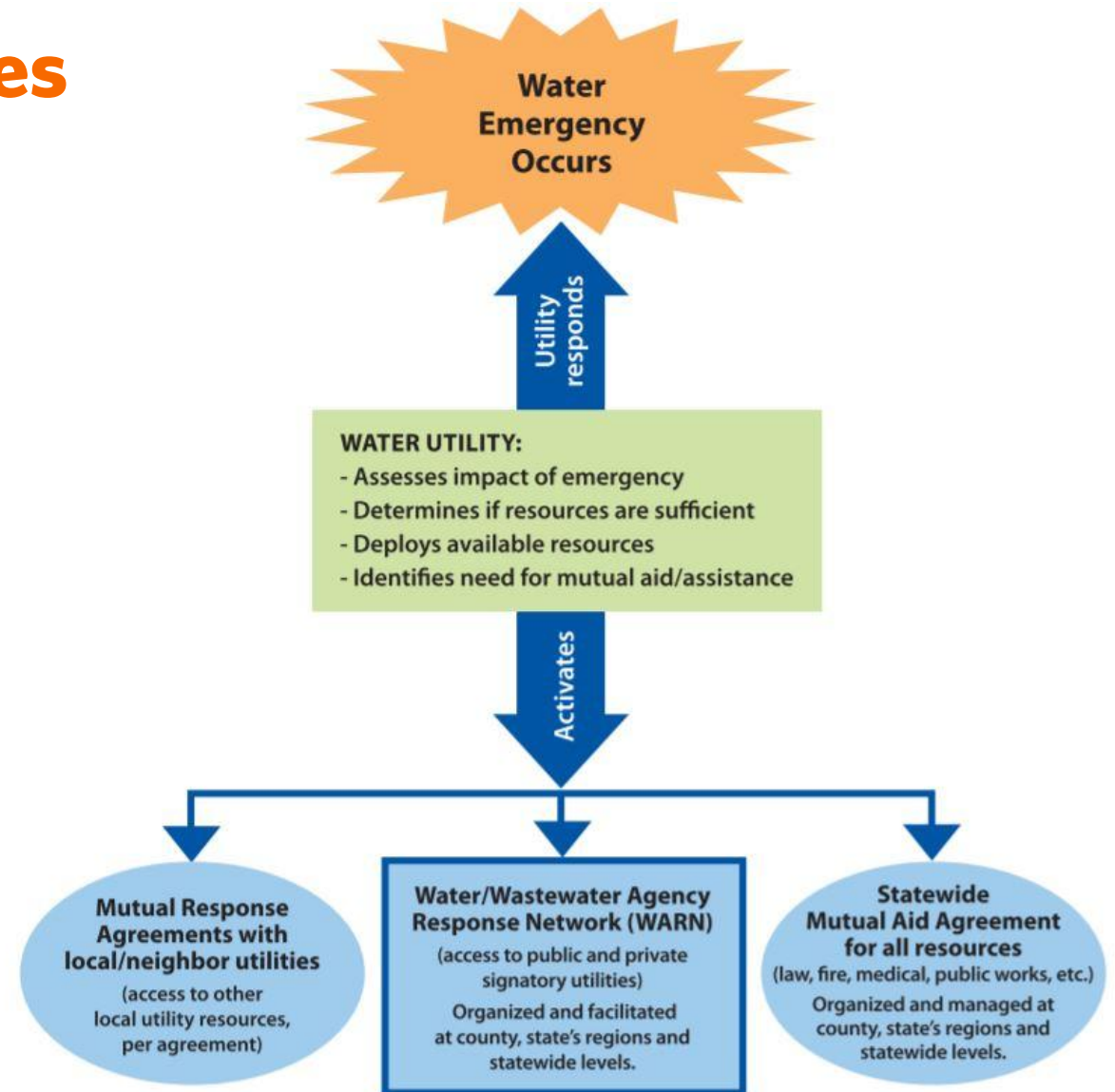
Mutual Response Agreements



Water/Wastewater Agency Response Networks (WARNs)



Statewide Mutual Aid



Emergency Connections | Mutual Response Agreements

- Established with local, neighboring or nearby cities or utilities.
- If this approach is pursued, it's important to detail the relationship in a contract with explicit details including:
 - The parties
 - The responsibilities of each party
 - How the emergency response will occur
 - Any financial responsibilities of the parties



Emergency Connections | MNWARN

(Minnesota Water and Wastewater
Agency Response Network)



Why are WARNs beneficial?

- More membership means greater likelihood of a successful emergency response
- Increased pool of finances, supplies, equipment, and personnel
- No obligation to send resources
- The legal agreements can be tailored to specific system needs

1 **Model Mutual Aid and Assistance Agreement for Intrastate**
2 **Water/Wastewater Agency Response Network (WARN)**
3
4 *This Model Agreement contains procedures and standards for a water and wastewater utility*
5 *Mutual Aid and Assistance Program. The Model is based on existing water and wastewater*
6 *utility Mutual Aid and Assistance agreements implemented in California, Florida, Texas,*
7 *Louisiana, South Carolina, Oregon, Georgia, and Pennsylvania. While the Model shares some*
8 *similarities with each of the eight agreements, it is a unique document in and of itself.*
9
10 *Creating an agreement for Mutual Aid and Assistance involves a number of policy decisions.*
11 *The Model Agreement proposes specific approaches to Mutual Aid and Assistance Program*
12 *issues; however, reasonable minds will differ as to whether the approaches presented in the*
13 *model are the best. Accordingly, notes are included for each provision of the Model Agreement.*
14 *These notes highlight significant issues that arise in the drafting of a mutual aid and assistance*
15 *Program and how the Model Agreement approaches those issues. The notes also explain why*
16 *certain provisions are included in the Model Agreement.*
17
18 *Representatives of the water and wastewater industry can use this Model Agreement as a tool*
19 *to facilitate discussion on drafting an Intrastate Mutual Aid and Assistance agreement that best*
20 *illustrates their needs. However, while each intrastate steering committee may revise portions of*
21 *this Agreement, it is important to note that this Model Agreement allows for inclusion and*
22 *eventual connection with a national interstate mutual aid and assistance agreement. Because*
23 *mutual aid and assistance programs require standardized operational procedures, consistency*
24 *between the intrastate agreements is critical. Thus, major modifications to this Agreement*
25 *would preclude using it for connection with an interstate program for mutual aid and assistance*
26 *program.*
27
28 **AGREEMENT**
29
30 This Agreement is made and entered into by public and private Water and Wastewater Utilities
31 that have, by executing this Agreement, manifested their intent to participate in an Intrastate
32 Program for Mutual Aid and Assistance.
33
34 Statutory Authority – (cite authorizing state statute, if any) This Agreement is authorized under
35 Section XXX of the (state revised statutes on mutual aid) which provides that Water and
36 Wastewater Utilities may contract with each other to provide services.

* Image from EPA, <https://www.epa.gov/waterutilityresponse/mutual-aid-and-assistance-drinking-water-and-wastewater-utilities#3>

Emergency Connections | Statewide Emergency Aid

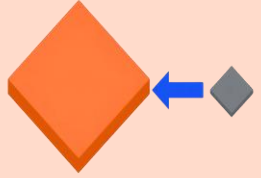
- Organized and provided on the state, county, and local government level
- Minnesota Statewide Public Works Mutual Aid Agreement (2018)
 - No membership cost
 - Requesting parties can select the resources that best meet their needs
 - They can also individually call upon a participating party
 - No obligation to send resources



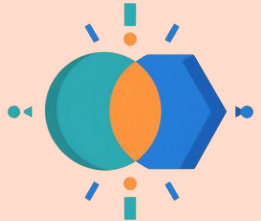
An aerial photograph of a wastewater treatment plant, featuring several large circular clarifiers with radial support structures. The image is overlaid with a semi-transparent blue filter. The word "Consolidation" is centered in a bold, orange font.

Consolidation

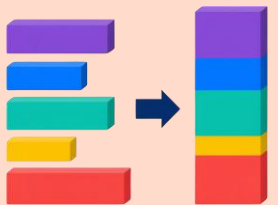
Forms of Consolidation



Direct Acquisition - a high-capacity utility absorbs another.



Joint Merger - two or more utilities (often of similar capacity) consolidate to become a new entity that is jointly owned.



Balanced Merger - hybrid of the other two types. Participating parties create a governance structure that allows for the previously existing utilities to participate in decision-making.

Questions To Ask Before Formalizing A Partnership

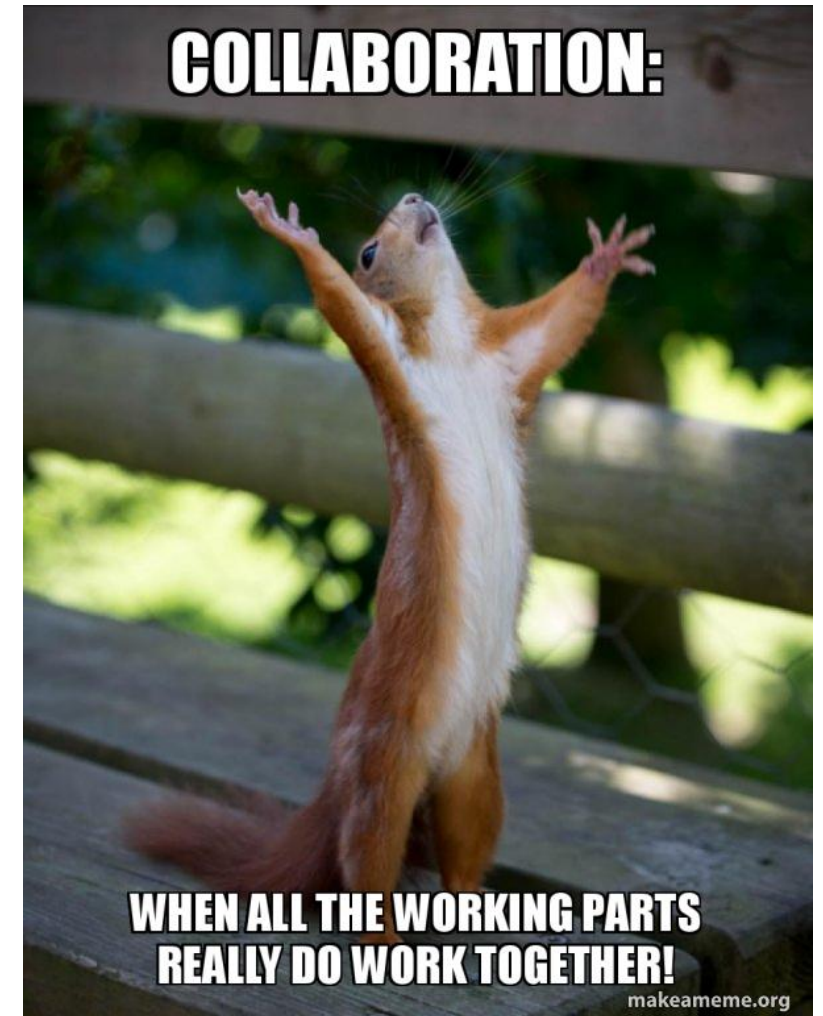
- Feasibility of Consolidation Options
- Value of Physical Assets of the Systems
- Outstanding Obligations and Responsibilities
- Governance Structure for Consolidated Utility
- Board Representation for Utility
- Resolving Disputes
- Impact on Customer Rates

Why is this important?
Sets the stage for all that follows



Why Regional Approaches Can Help

- Economies of scale and efficiencies
- Promise of economic development
- Access to capital from investors
- Revenue stability
- Better water quality
- Increased capacity
- Higher operating efficiencies
- Lower rates
- Reduced regulatory penalties



An aerial photograph of a water treatment plant, featuring several large circular clarifiers with radial support structures. The image is overlaid with a semi-transparent blue filter.

Minnesota Water Workforce Peer Roundtable

Water Workforce Peer Roundtable

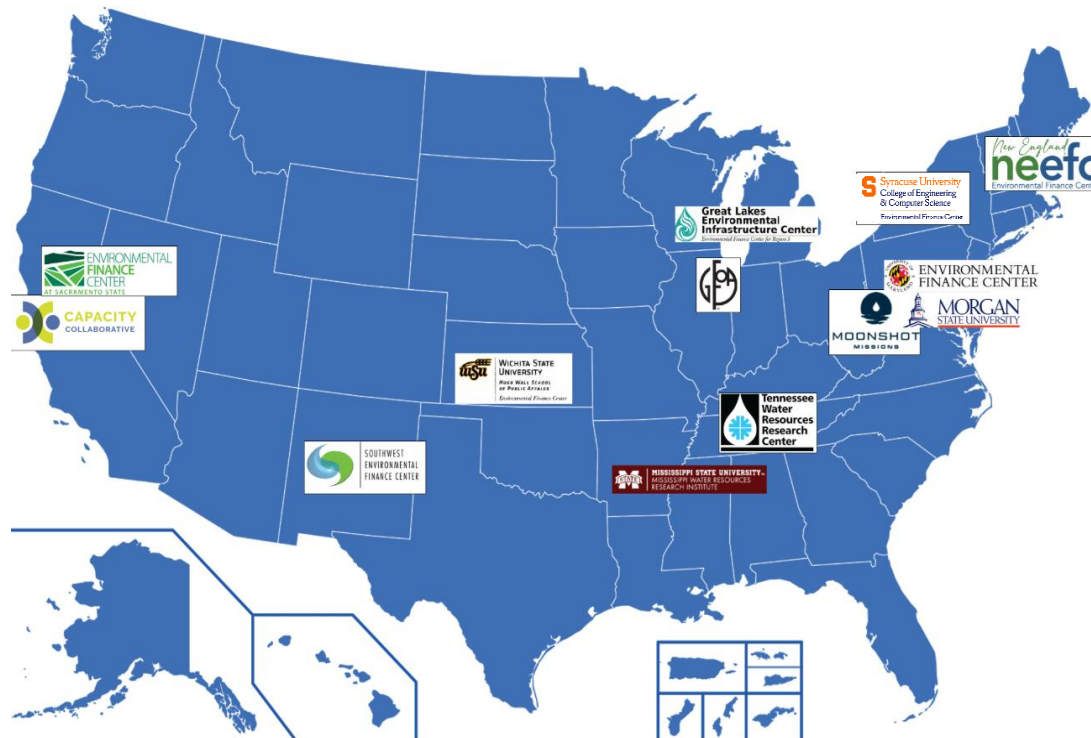
- Can regional partnerships help address the staffing shortages, training needs, or emergency coverage in your system? Why or why not?
- How can industry groups, state agencies, or TA providers best support workforce partnerships? Can you identify at least one system or organization to partner with?
- After hearing this presentation, what resources, training, or shared services do you think would help your utility the most?
- Has your opinion on regional partnerships changed? Are there any ideas from today that you plan to bring back to your utility?

An aerial photograph of a water treatment plant, featuring several large circular tanks with radial support structures. The image is overlaid with a semi-transparent orange filter. Centered on the image is the text "You don't have to do it alone!" in a bold, white, sans-serif font.

**You don't have to
do it alone!**

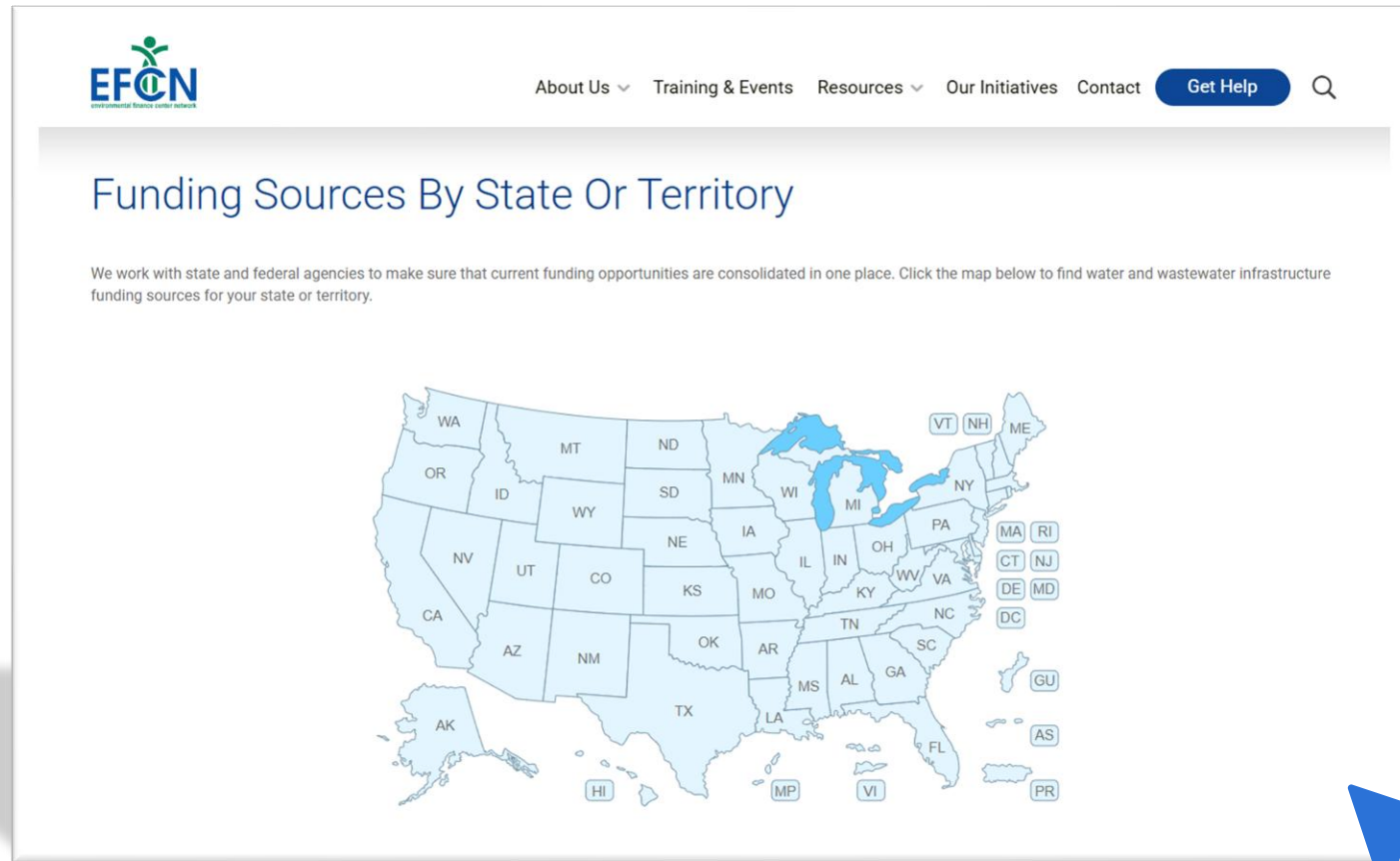
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You Don't Have to Do it Alone!



**Great Lakes
Environmental
Infrastructure Center**

Environmental Finance Center for Region 5



American Water Works Association
Minnesota Section



Minnesota Municipal Utilities Association



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Thank You!

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