



Roles and Responsibilities

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Session Overview

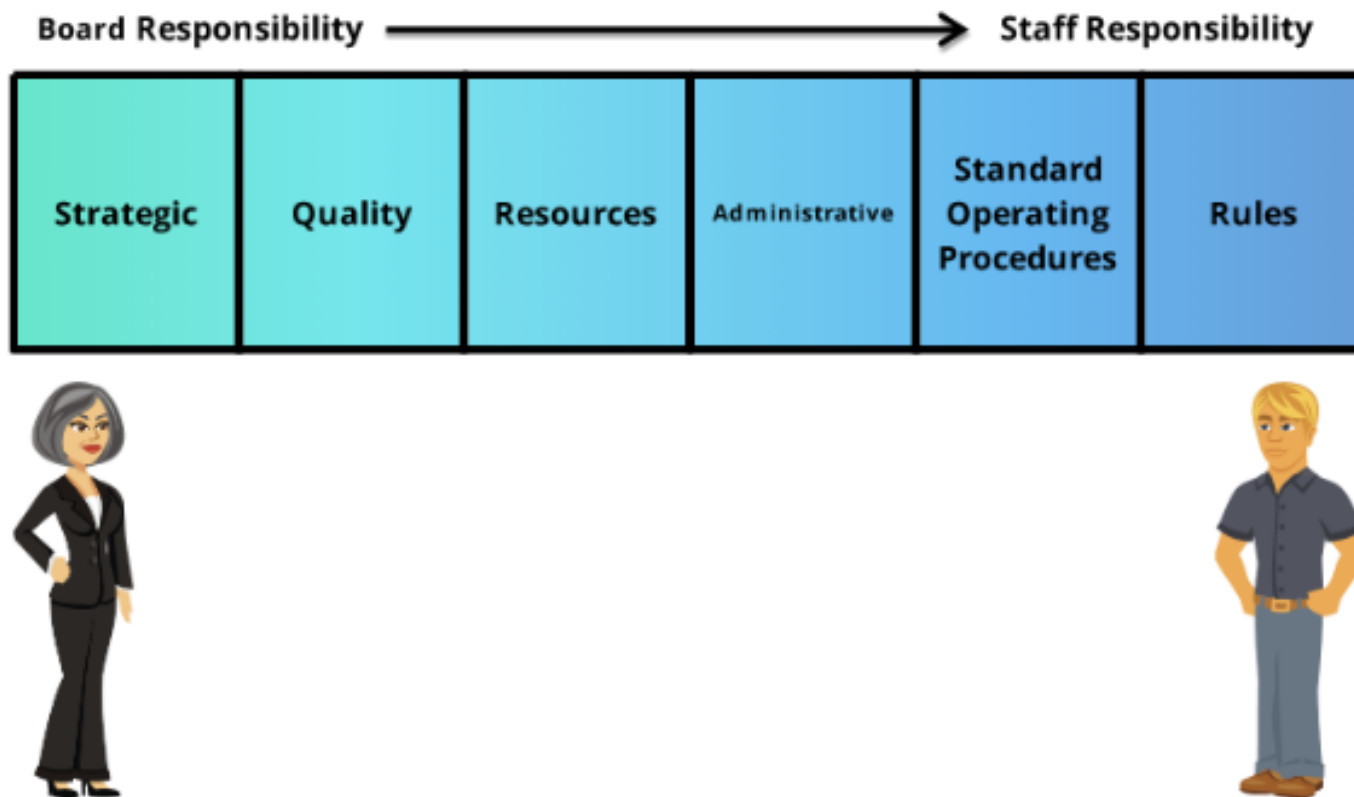
- Common components of a water system and their importance
- What is the role of the board, and what is the role of staff?



Difference Between Staff and Board Roles and Responsibilities

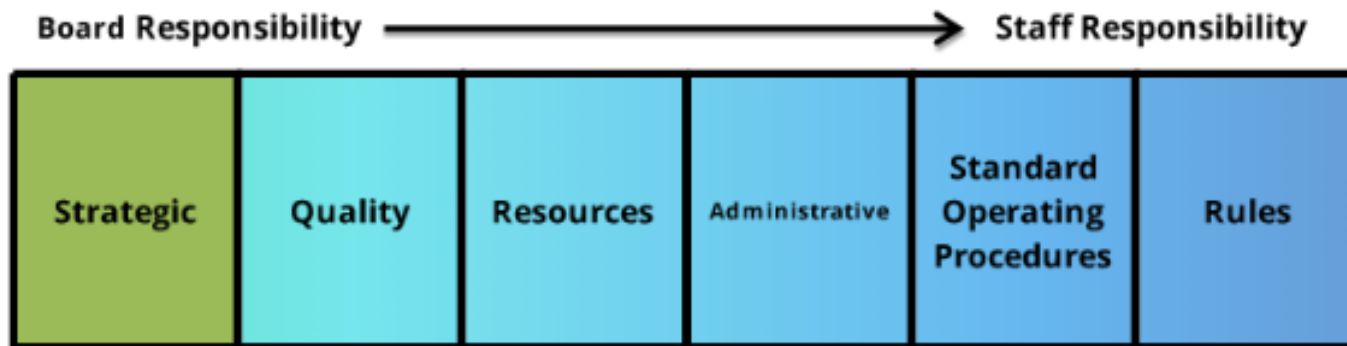


Difference Between Board and Staff Roles and Responsibilities





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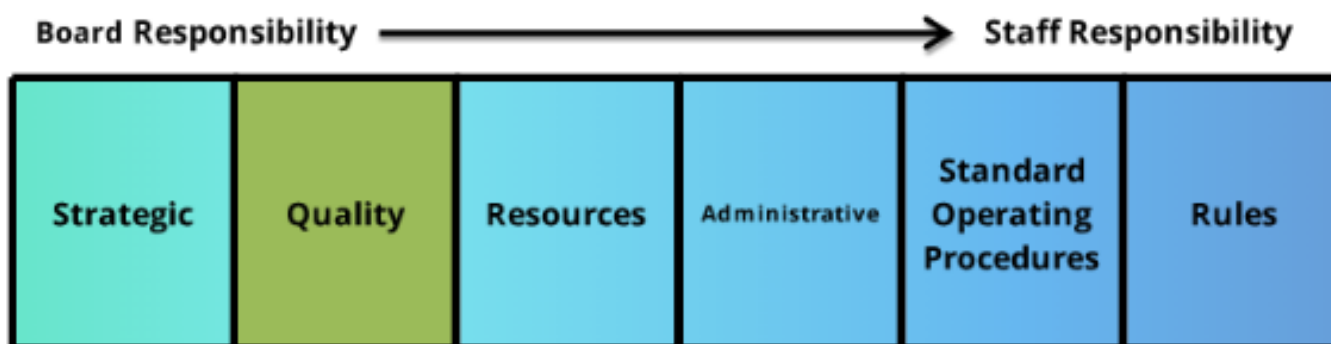


Decisions affecting long-term priorities such as mission, institutional direction, values, priorities, and principles.





Difference Between Board and Staff Roles and Responsibilities

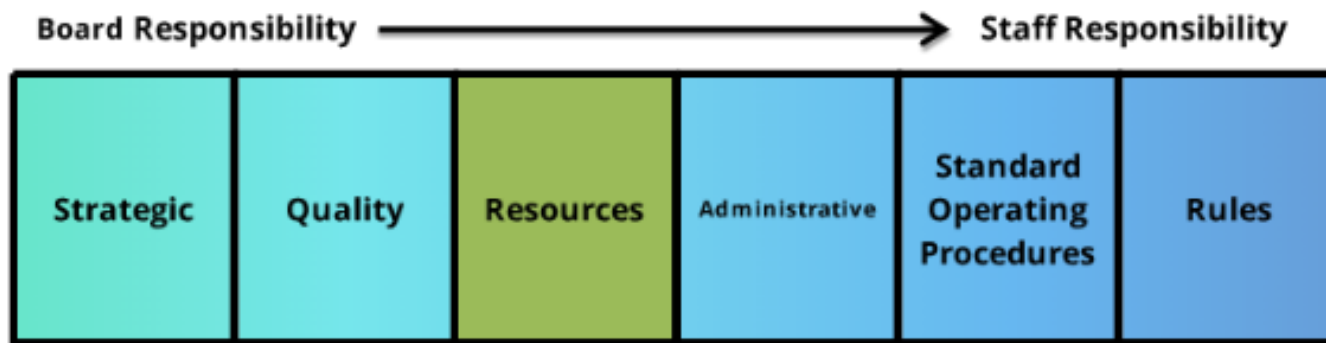


Decisions affecting who are the organization's primary clientele, types of services, and delivery systems that focus on the relationship of programs and departments to overall mission.





Difference Between Board and Staff Roles and Responsibilities

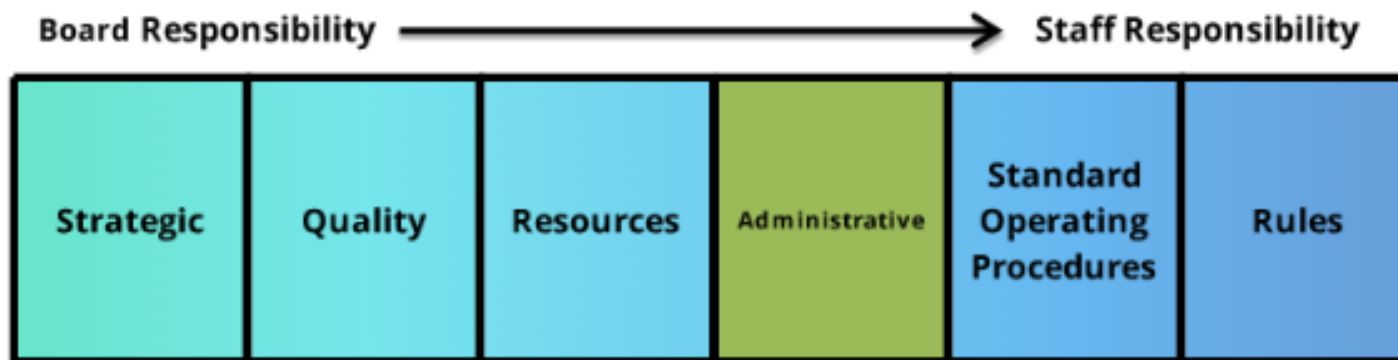


Decisions affecting planning, budgeting, financing, marketing, and personnel. Budget approval process, and setting rates & fees.





Difference Between Board and Staff Roles and Responsibilities

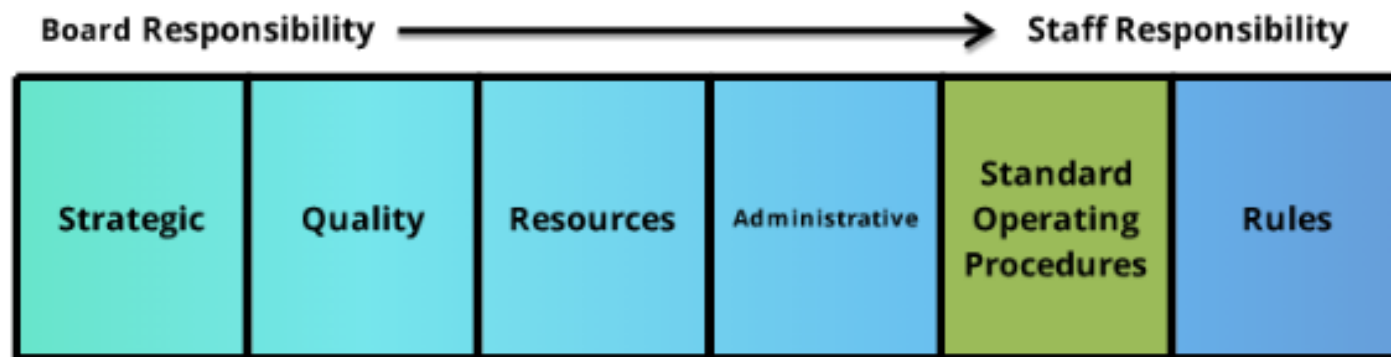


Decisions affecting day-to-day practices. Participation in community activities, selection of contractors, and inter-local agreements.





Difference Between Board and Staff Roles and Responsibilities

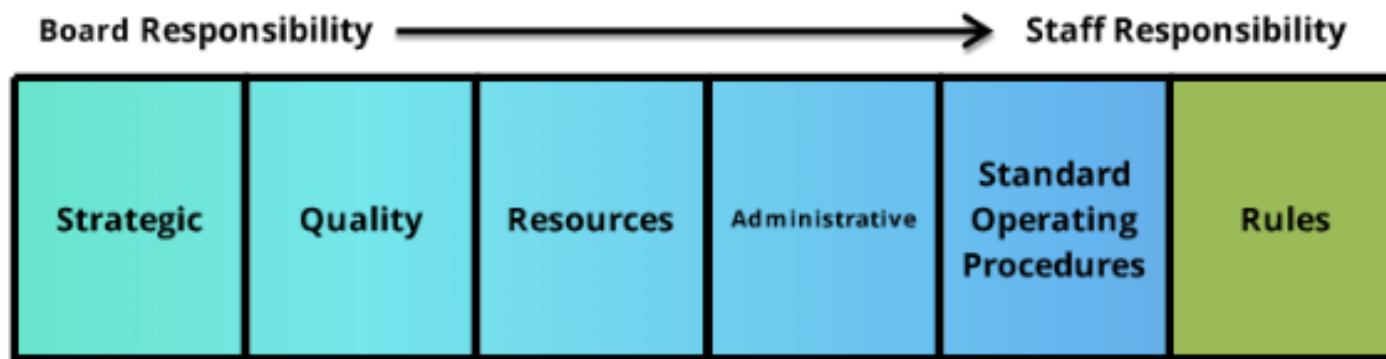


Decisions affecting procedures used to handle routine transactions and normal form, process, method, and application of policies.



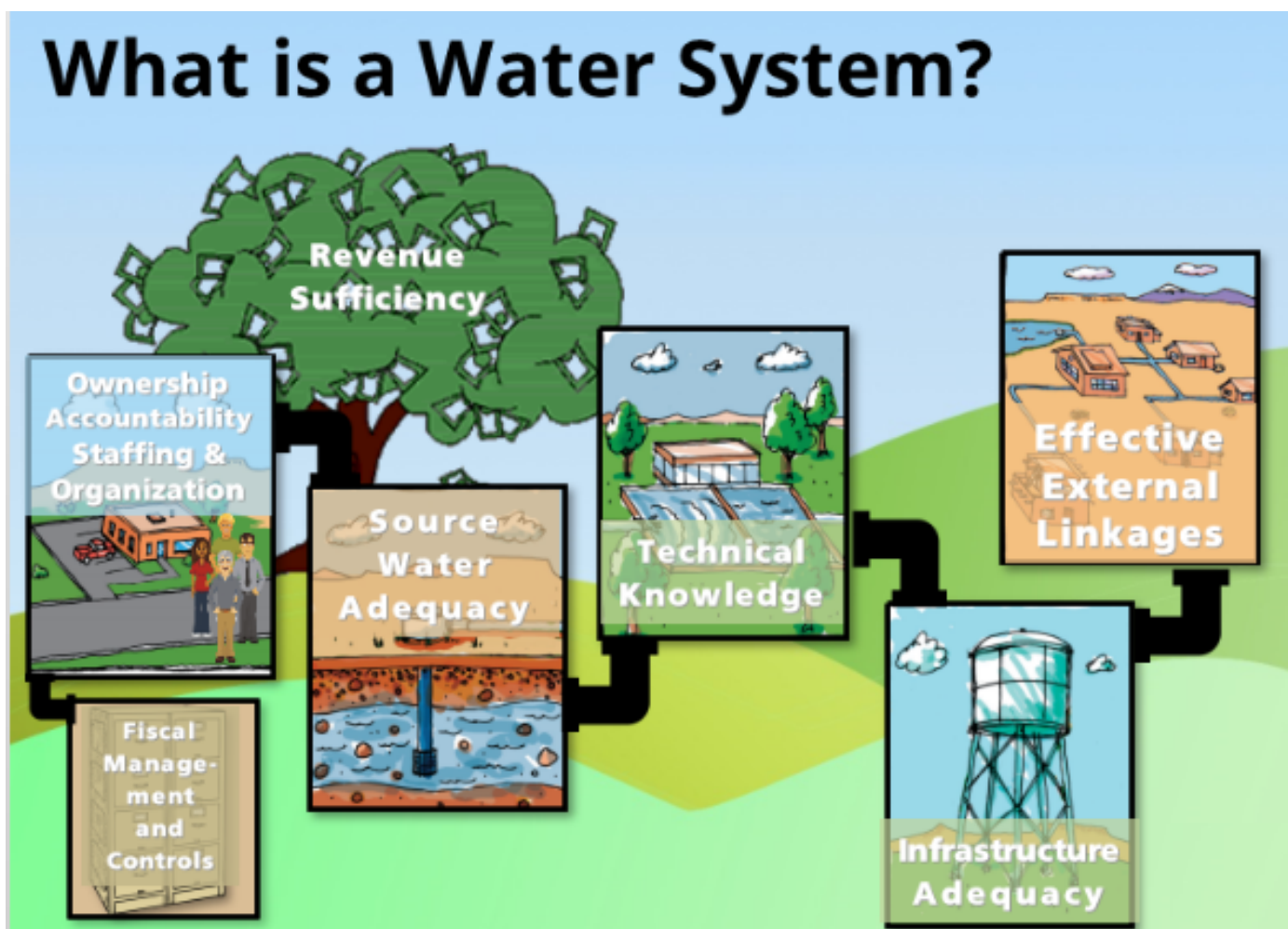


Difference Between Board and Staff Roles and Responsibilities



Decisions and regulations that guide or prescribe everyday conduct (parking, smoking areas, dress, etc.).







Source Water Adequacy

- Where does your water come from?
- How much treatment is necessary?
- Quality of your water source?
- Do you have backup supplies?
- Supply vs. highest day of demand

★ Water Audits



Technical Knowledge

- Staff must have proper information and certifications
- Sampling—are there violations?
- Operations and maintenance program and emergency response procedures



Infrastructure Adequacy

- Infrastructure needs to be replaced as it ages or there could be a risk to public health
- Inspection schedule?
- Record of maintenance

★ Inventory of assets



Infrastructure Adequacy

- Fire flow responsibilities
 - Hydrant flushing program
 - Flow testing
 - Pressure monitoring



Board Accountability

- Ultimate responsibility
- What is your governance structure?
- Clear duties assigned to each manager, operator, and personnel



Customer Communication

- Informed customers are the best advocates for the system

★ Helpful to have a system-wide spokesperson who is respected



Customer Communication

- Consumer Confidence Report
- SDWA requires public notification if
 - Water does not meet standards
 - Water is not tested on time
 - Water system is granted a variance or exemption from standards



Revenue Sufficiency

- Having a positive net income is a sign of financial capacity
- Do you need to increase revenues, reduce costs, or both?



Revenue Sufficiency

- Review budgets annually, but have a longer financial planning horizon
 - Set aside money for long-term needs

★ Review adequacy of rates annually—as costs go up, so too should rates



Revenue Sufficiency—“Full Cost Pricing”

- Operations & maintenance expenditures
- Taxes and accounting costs
- Contingencies for emergencies
- Principal and interest on long-term debt
- Reserves for capital improvement
- Source water protection



The Budget

- Financial mission statement of the system
- Close look at revenues and expenses—best done by staff
- Board has the final sign-off

★ 5 year projections



Creditworthiness and Fiscal Controls

- Follow accounting principles
- Establish a good credit history
- Keep records on water use, number of customers, leaks, etc.

★ Policies for collection of delinquent accounts



Group Exercise



Water Supply

1

Setting goals for water supply that balance community growth with fiscal responsibility and water supply availability.

2

Supplying information about options for meeting water supply

3

Evaluating options for meeting water supply, including regionalization



Board Responsibility



Staff Responsibility

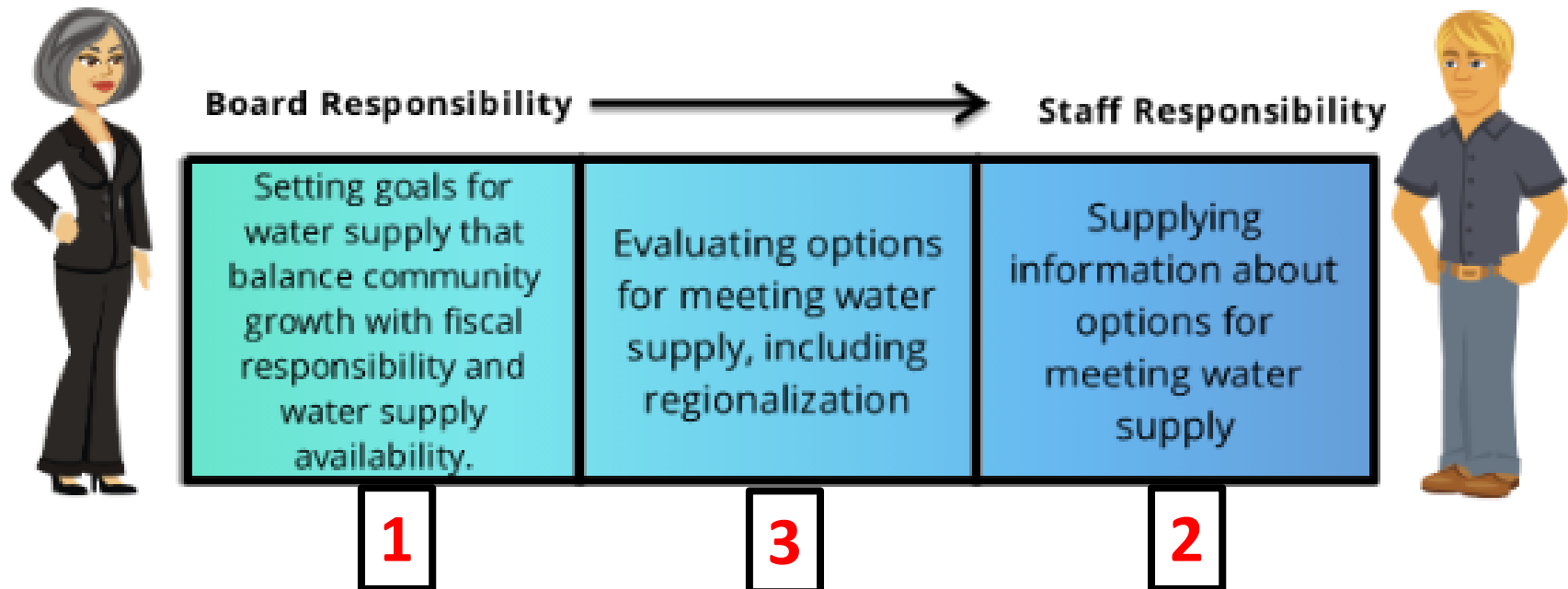


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Our Recommendation

Water Supply





Compliance with Drinking Water Standards

1

Planning for future drinking water sources and changes in levels of treatment

2

Making changes to treatment processes when source water changes to meet regulations

3

Setting goals for meeting future drinking water needs



Board Responsibility



Staff Responsibility

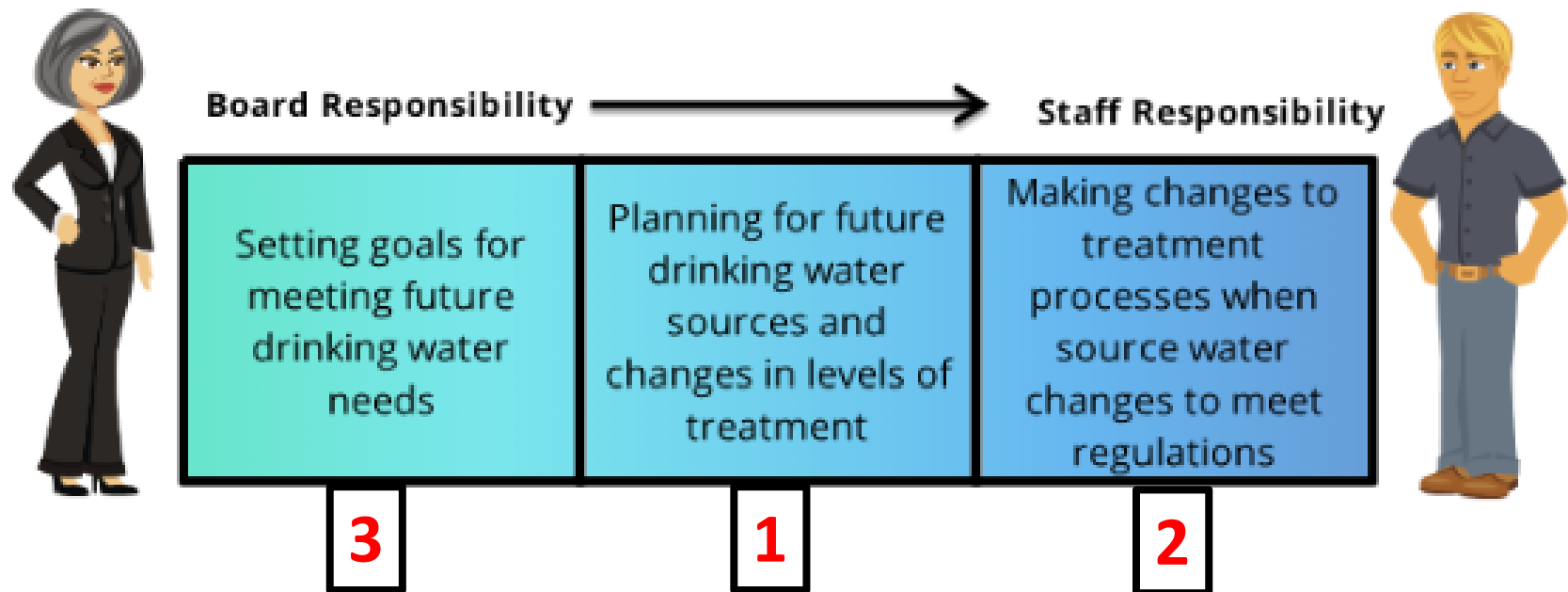


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Our Recommendation

Compliance with Drinking Water Standards





Water Quality and Fire Flow

1

Establish roles and responsibilities of the fire department and utility

2

Understand the additional cost requirements of operating a water system to provide fire protection

3

Establish and monitor a regular hydrant flushing program



Board Responsibility



Staff Responsibility

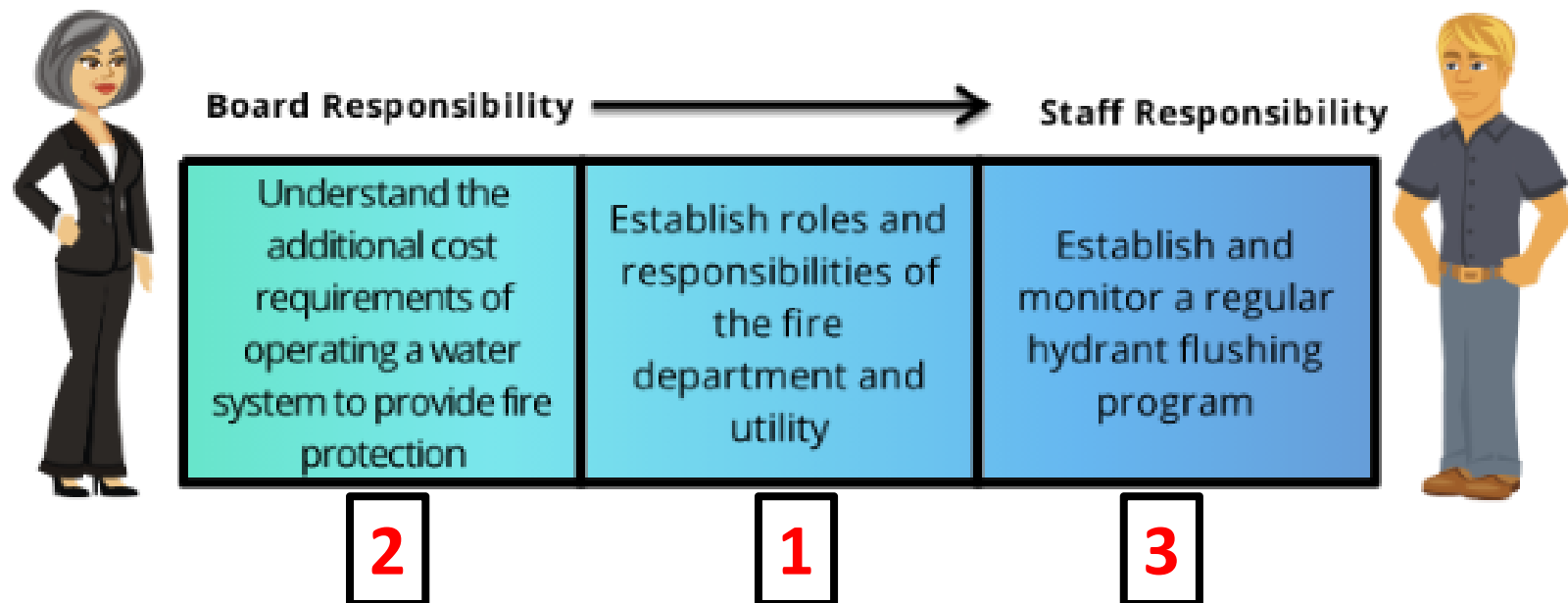


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Our Recommendation

Water Quality and Fire Flow





Strategic Planning (Capital Planning)

1

Periodic reporting
on strategic plan
metrics

2

Identifying goals
that when met will
achieve the vision

3

Spelling out the
vision for the plan



Board Responsibility



Staff Responsibility

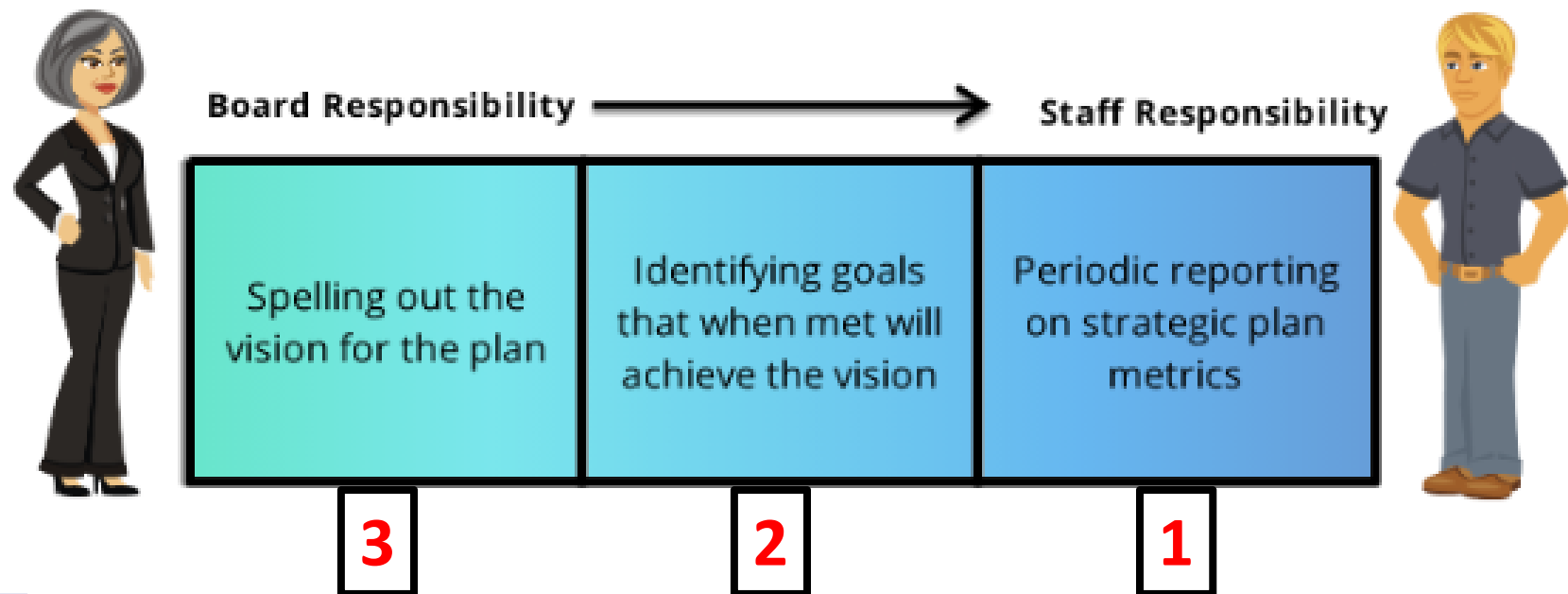


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Our Recommendation

Strategic Planning (Capital Planning)





Human Resources

1

Determining personnel budget and pay levels for individual employees

2

Setting performance goals for individual employees

3

Setting goals for staff recruitment and retention



Board Responsibility



Staff Responsibility

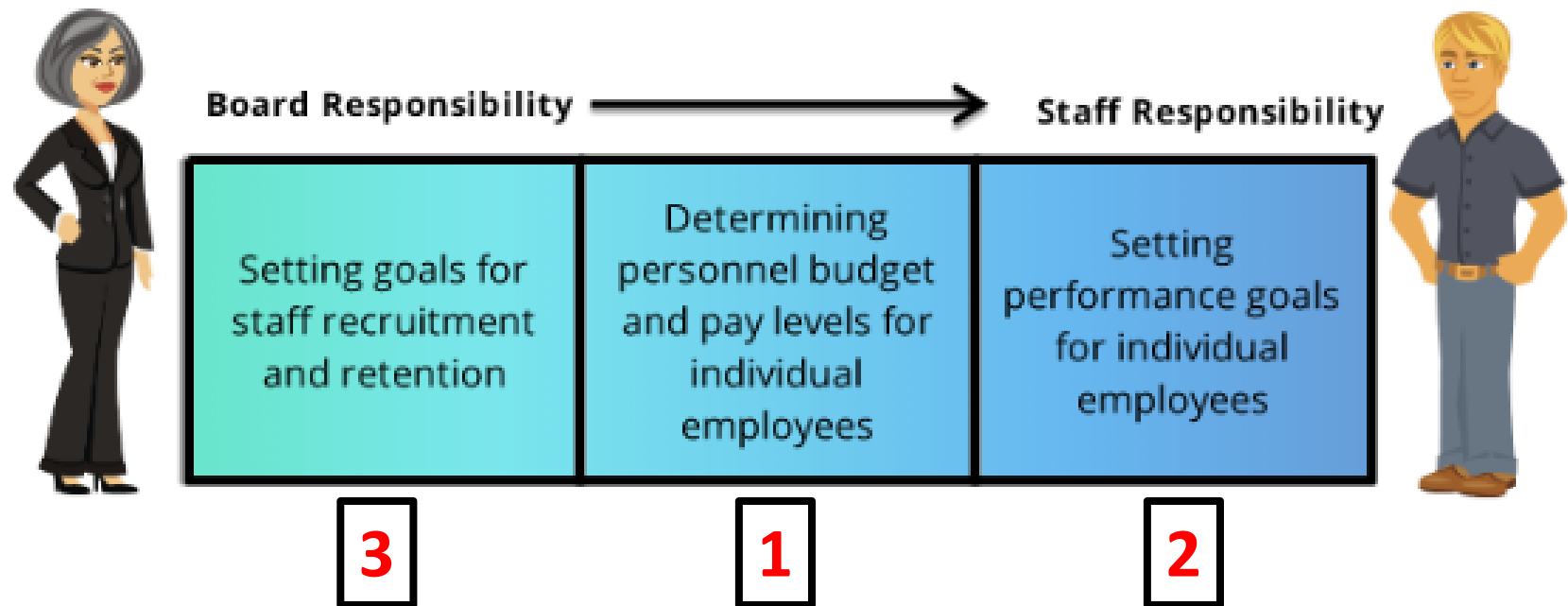


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Our Recommendation

Human Resources





Public Relations

1

Description of a
new customer
program to the
public

2

Setting a tone for
utility
communications
with the public

3

Representing utility
in a crises situation
or in launch of a
new program



Board Responsibility



Staff Responsibility

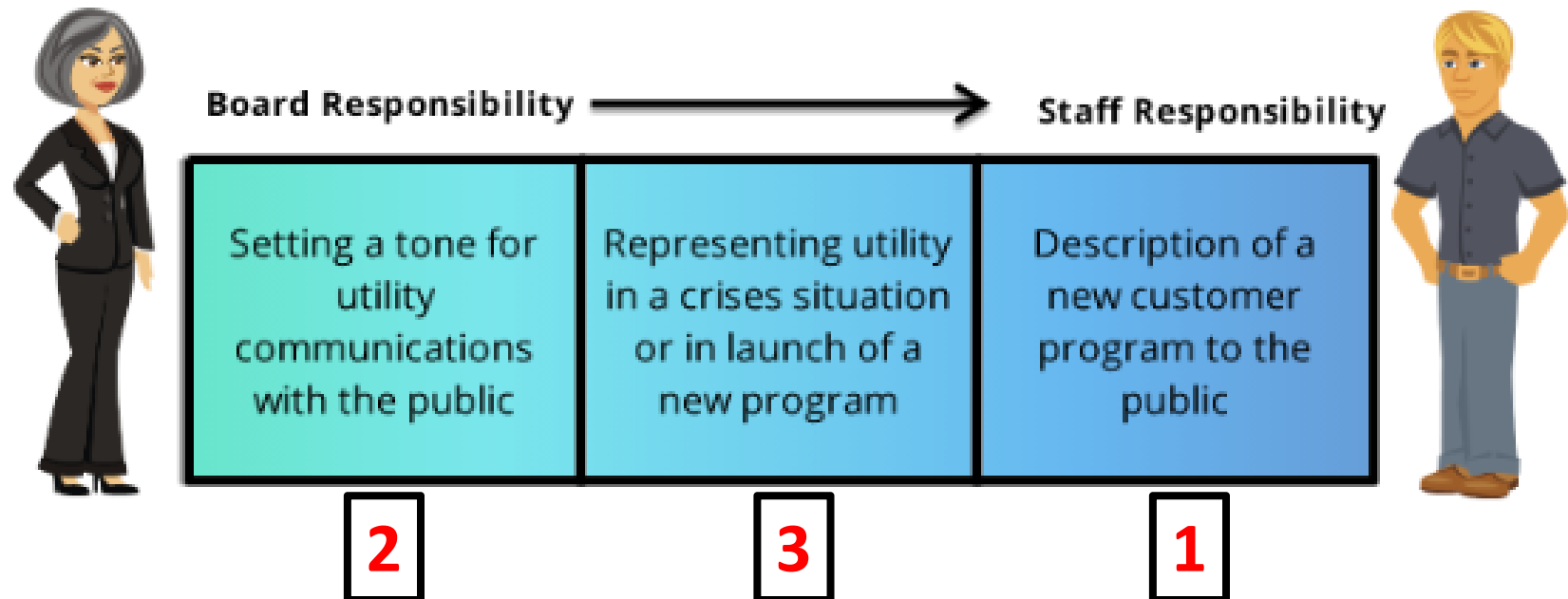


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Our Recommendation

Public Relations





Financial Management/Collections

1

Mobilizing staff to
cut-off delinquent
customer's water

2

Enforcing policy for
delinquent
payment cut-offs

3

Setting policy for
delinquent
payment cut-offs



Board Responsibility



Staff Responsibility

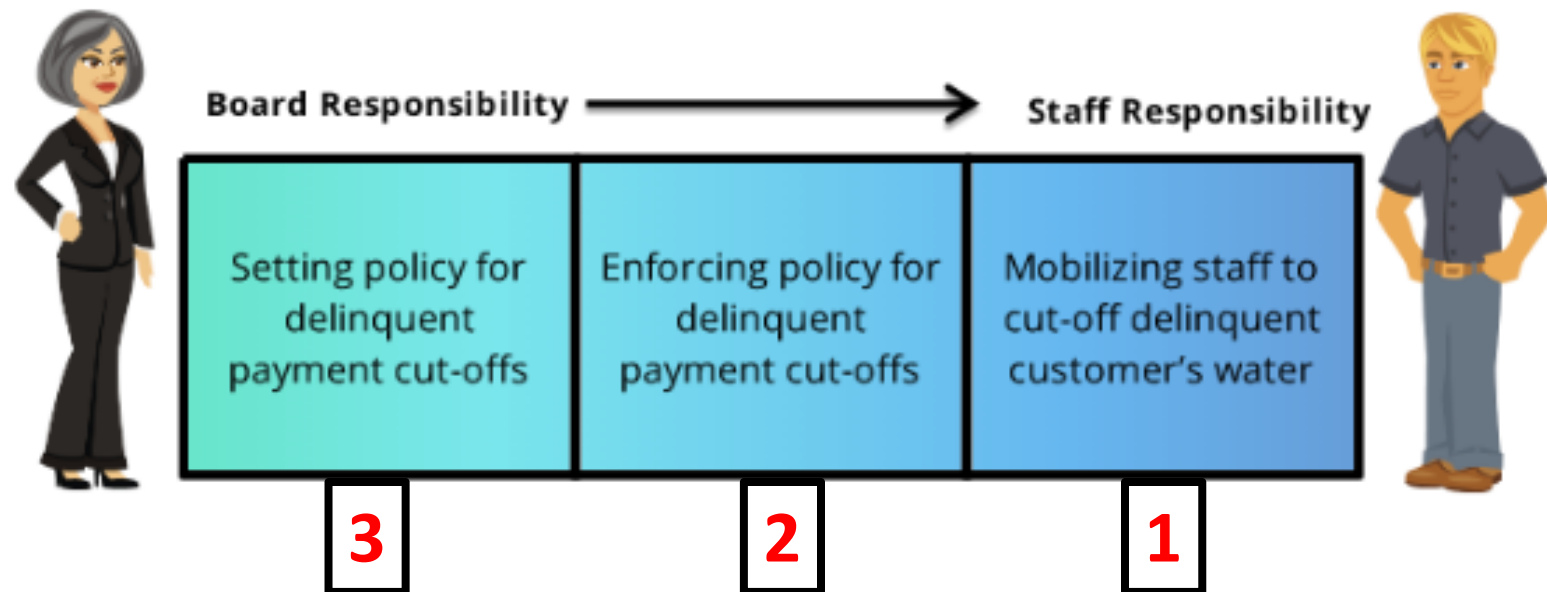


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Financial Management/Collections





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