



**Smart Management for  
Small Water Systems**

# **Water Utility Workforce Development**

Bangor, Maine

November 30, 2016



American Water Works  
Association

This program is made possible under a  
cooperative agreement with EPA.



[www.efcnetwork.org](http://www.efcnetwork.org)



## About the Environmental Finance Center Network (EFCN)

The Environmental Finance Center Network (EFCN) is a university-based organization creating innovative solutions to the difficult how-to-pay issues of environmental protection and improvement. The EFCN works with the public and private sectors to promote sustainable environmental solutions while bolstering efforts to manage costs.

## The Smart Management for Small Water Systems Program

This program is offered free of charge to all who are interested. The Project Team conducts activities in every state, territory, and the Navajo Nation. All small drinking water systems are eligible to receive free training and technical assistance.

### What We Offer

Individualized technical assistance, workshops, small group support, webinars, eLearning, online tools & resources, blogs



## The EFCN Project Team

- Environmental Finance Center at The University of North Carolina at Chapel Hill
- EFC West
- Environmental Finance Center at Wichita State University
- New England Environmental Finance Center at University of Southern Maine
- Southwest Environmental Finance Center
- Syracuse University Environmental Finance Center





## Areas of Expertise

- Asset Management
- Energy Management Planning
- Financial Management
- Leadership Through Decision-making and Communication
- Managing Drought
- Water Loss Reduction
- Collaborating with Neighboring Communities
- Multi-funding
- Water Conservation
- Management and Finance 101
- Climate Resiliency
- Workforce Development





## Small Systems Blog

Learn more about water finance and management through our Small Systems Blog! Blog posts feature lessons learned from our training and technical assistance, descriptions of available tools, and small systems “success stories.”


### Common Blog Topic Areas

- Asset Management
- Energy Management
- Enhancing Regulatory Compliance
- Fiscal Planning & Rate Setting
- Funding Coordination
- Managerial & Financial Leadership
- Water Loss Reduction
- Water System Collaboration



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Blog




**Magdalena, New Mexico: A Success Story from the Smart Management for Small Water S**

Written by: Allison Perch Allison Perch is a Program Coordinator with the Environmental Finance Center. The financial health of its water system is at risk? This is the question that Stephanie Finch, the town clerk a



**The Virtuous Cycle: Internal Energy Revolving Funds for Small Water Systems**

Written by: David Tucker David Tucker is a Project Director with the Environmental Finance Center at the pay for energy efficiency and renewable energy, helping cut utility costs? As energy is often the largest v



**Smart Management for Small Water Systems Program Newsletter | Fall 2015**

View Full Issue The Environmental Finance Center Network has published the third issue in a series of o

[efcnetwork.org/small\\_systems\\_blog/](http://efcnetwork.org/small_systems_blog/)



# Webinars

- *Successful Communication with your Board*
- *Completing an Energy Audit- What You Need to Do Your Own*
- *Ask the Expert: Asset Management, How to Begin*
- *Keys to Recruiting Qualified Water Utility Staff*
- *Determining the Risk: Asset Mgmt Risk Analysis & Tools*
- *Are Your Rates Too High? Affordability of Water Rates*
- *Succession Planning*



# Today's Topics

- How did we get here?
- Selling the Water Story
- Recruitment
- Retention
- Succession Planning



# Who Works in Water?

All of us “work in water”

How did you get into the water business?  
What is your story?



# Two Stories



# Who Works in Water?

What people in your organization work in water? Let's make a list.

How critical are these people to your operations? How easy will it be to replace them?

# Strategic Planning

- Organization
- Mission
- Resources



## Workforce Planning

- Data
- Profiles
- Projections



## Human Capital Investment

- Reskilling
- Redeploying
- Recruiting
- Retraining



# Human Capital Management



# Are You Ready for People to Leave?

- Retirement
- Leaving for a different job
- FMLA
- Other circumstances...



# Why is it Hard to Meet the Water Operator Demand?





# New York Water Environment Association Survey

2015 survey of  
300 water operators  
and 13 managers  
on operator needs  
and recruitment  
challenges



# Operator-Identified Challenges

- Lack of management support and insufficient communication
- Time needed to become certified and compensation
- Tight budgets, loss of staff, lack of public appreciation, and few opportunities for advancement

# Manager-Identified Challenges

- Many current employees are not interested in obtaining higher levels of certification
- Candidates holding high school diplomas or GEDs often struggle to pass the grade 3 and 4 certification exams



# Both Say

- Inadequate pool of certified operators to meet present replacement needs
- Stronger science and math skills, while having soft skills like management capabilities and other desirable characteristics are needed in candidate pools

# Time for an Exercise

Workbook  
Pg 4-5

