



# Roles and Responsibilities

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# Session Overview

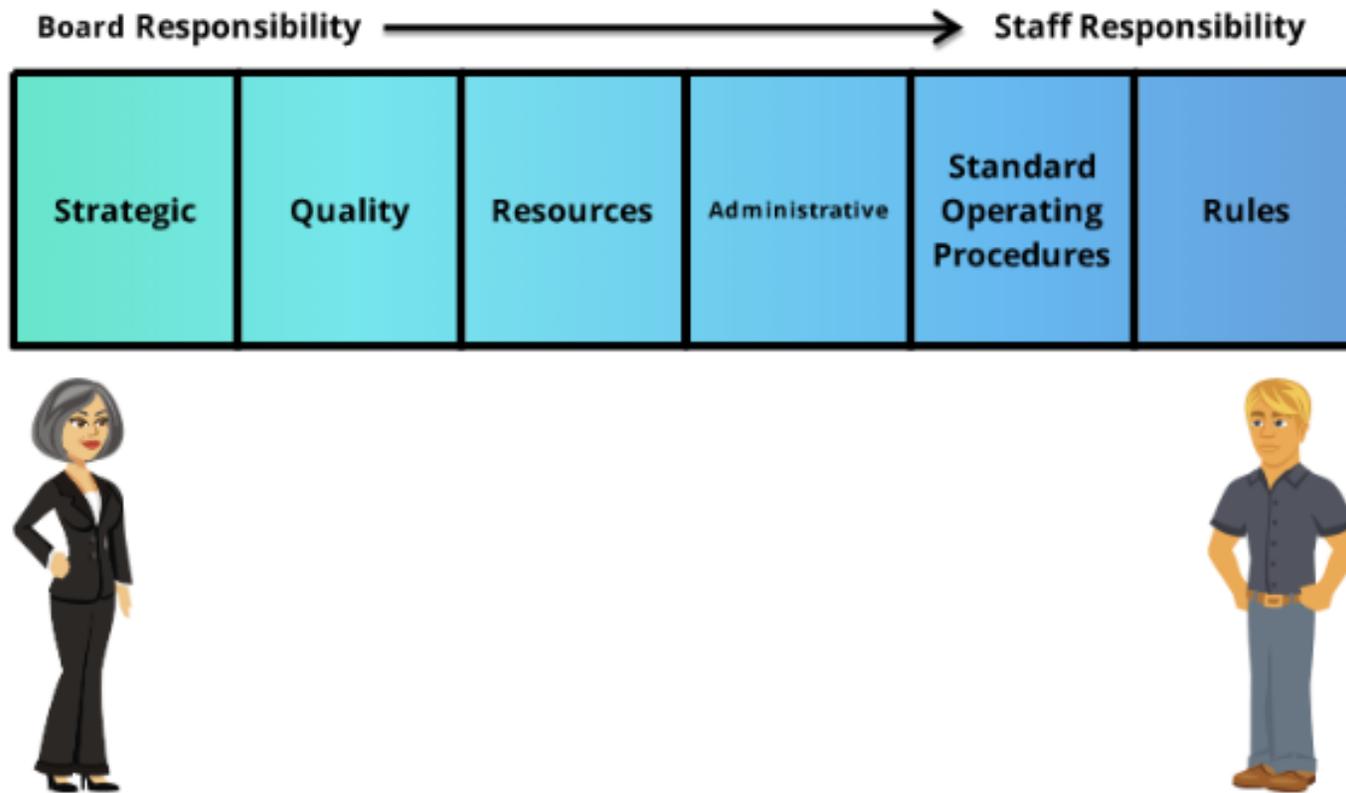
- Common components of a water system and their importance
- What is the role of the board, and what is the role of staff?



# Difference Between Staff and Board Roles and Responsibilities

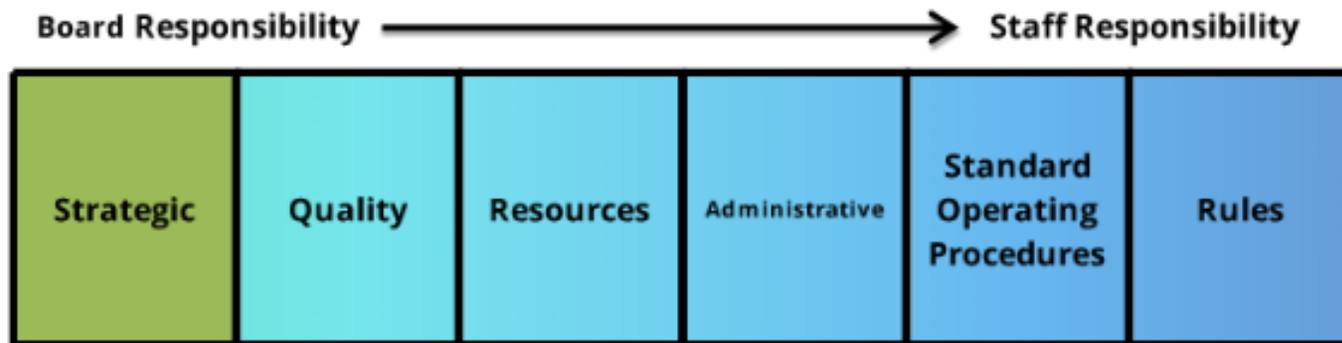


## Difference Between Board and Staff Roles and Responsibilities





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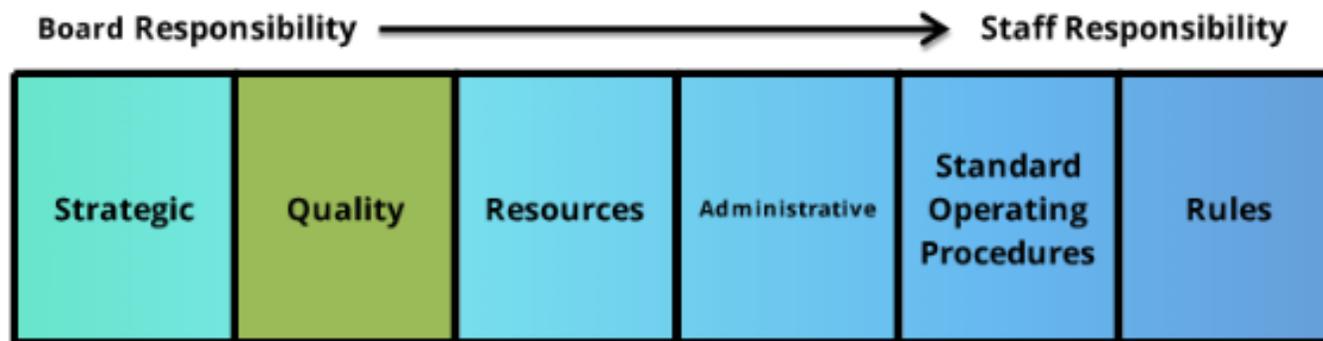


Decisions affecting long-term priorities such as mission, institutional direction, values, priorities, and principles.





## Difference Between Board and Staff Roles and Responsibilities

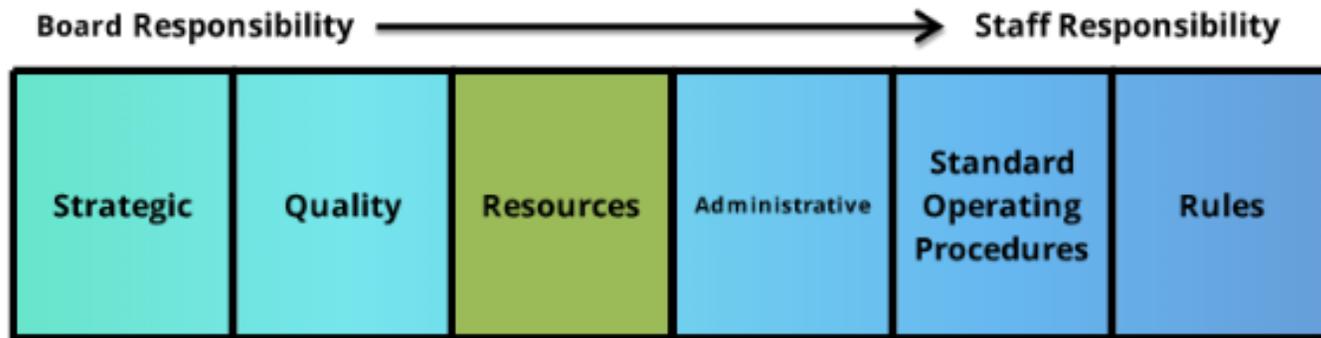


Decisions affecting who are the organization's primary clientele, types of services, and delivery systems that focus on the relationship of programs and departments to overall mission.





## Difference Between Board and Staff Roles and Responsibilities

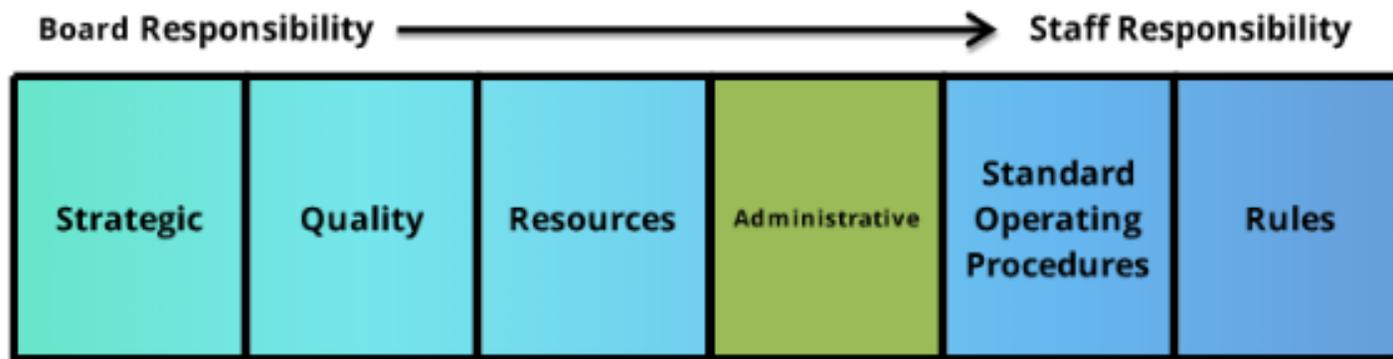


Decisions affecting planning, budgeting, financing, marketing, and personnel. Budget approval process, and setting rates & fees.





## Difference Between Board and Staff Roles and Responsibilities

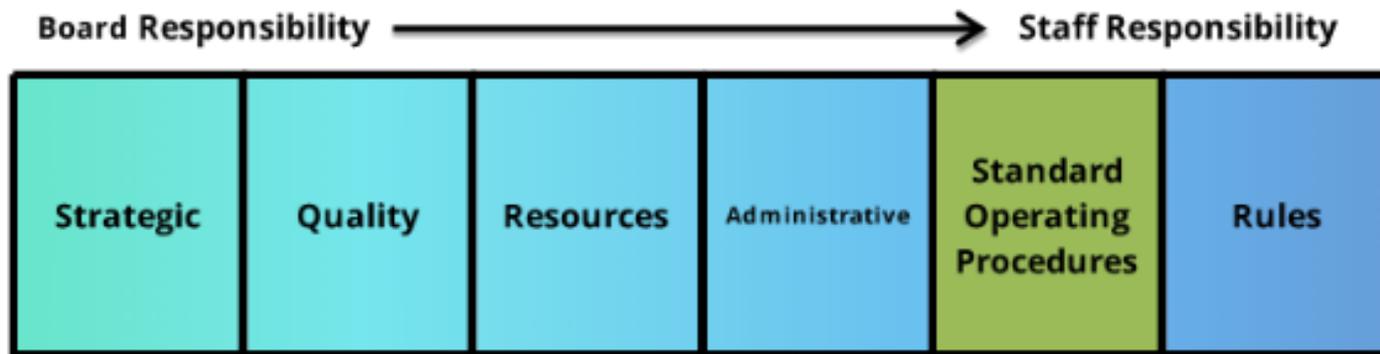


Decisions affecting day-to-day practices. Participation in community activities, selection of contractors, and inter-local agreements.





## Difference Between Board and Staff Roles and Responsibilities

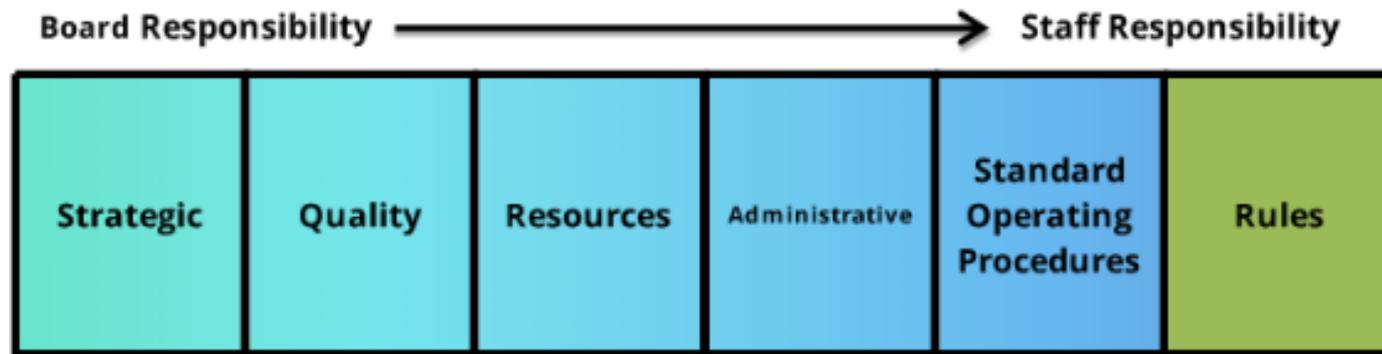


Decisions affecting procedures used to handle routine transactions and normal form, process, method, and application of policies.





## Difference Between Board and Staff Roles and Responsibilities

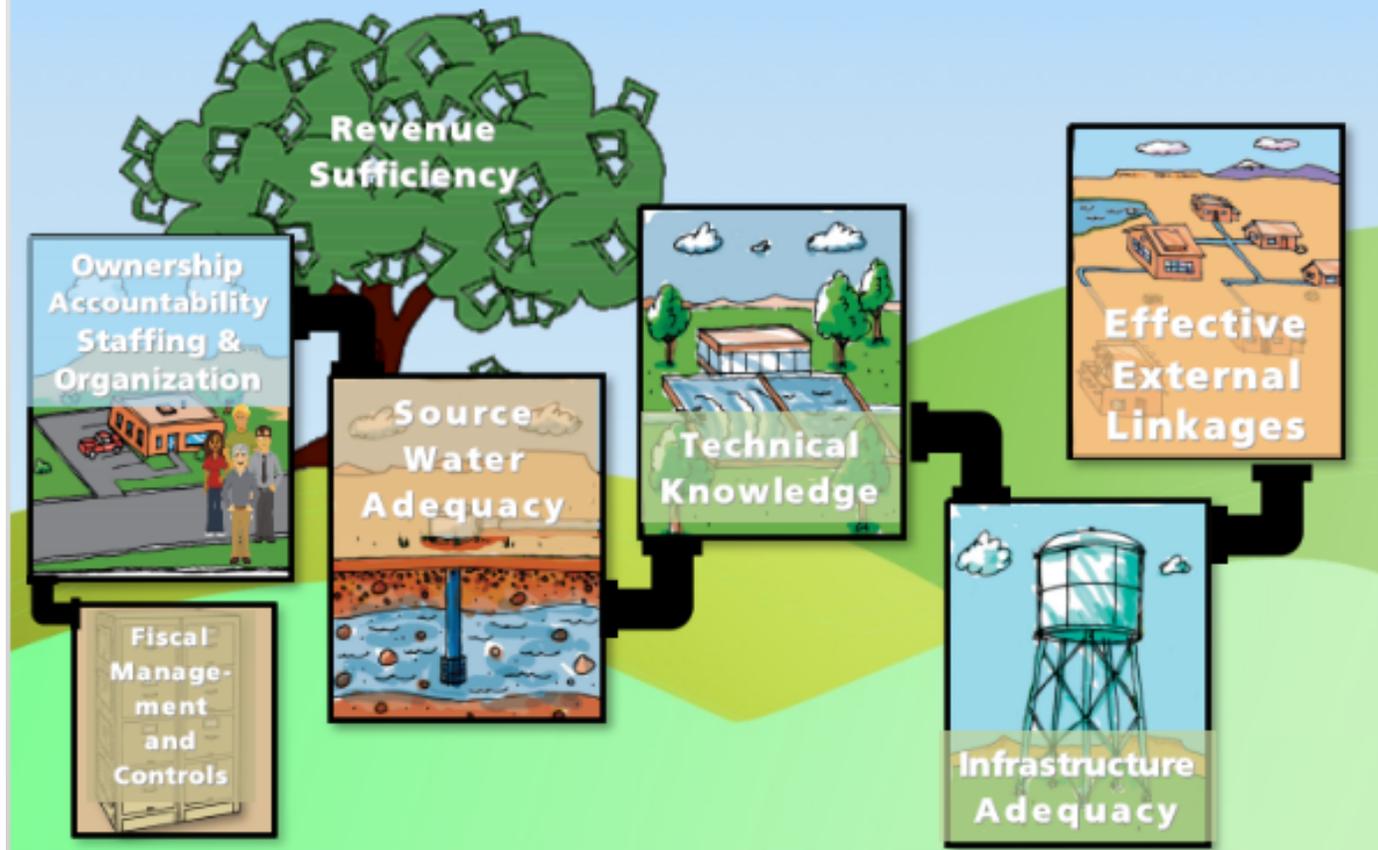


Decisions and regulations that guide or prescribe everyday conduct (parking, smoking areas, dress, etc.).





# What is a Water System?





# 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

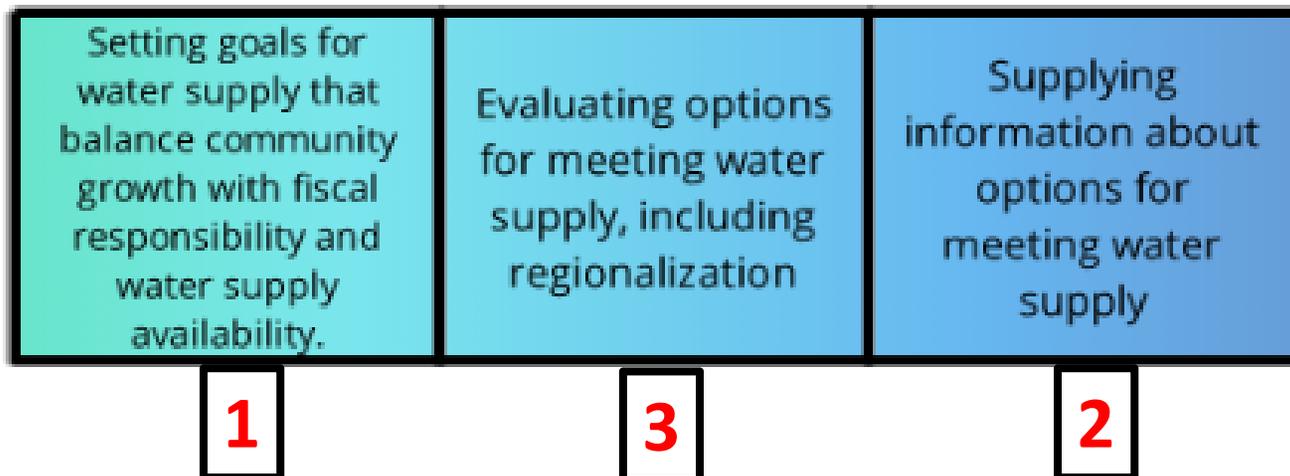
## Water Supply



Board Responsibility



Staff Responsibility





# 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



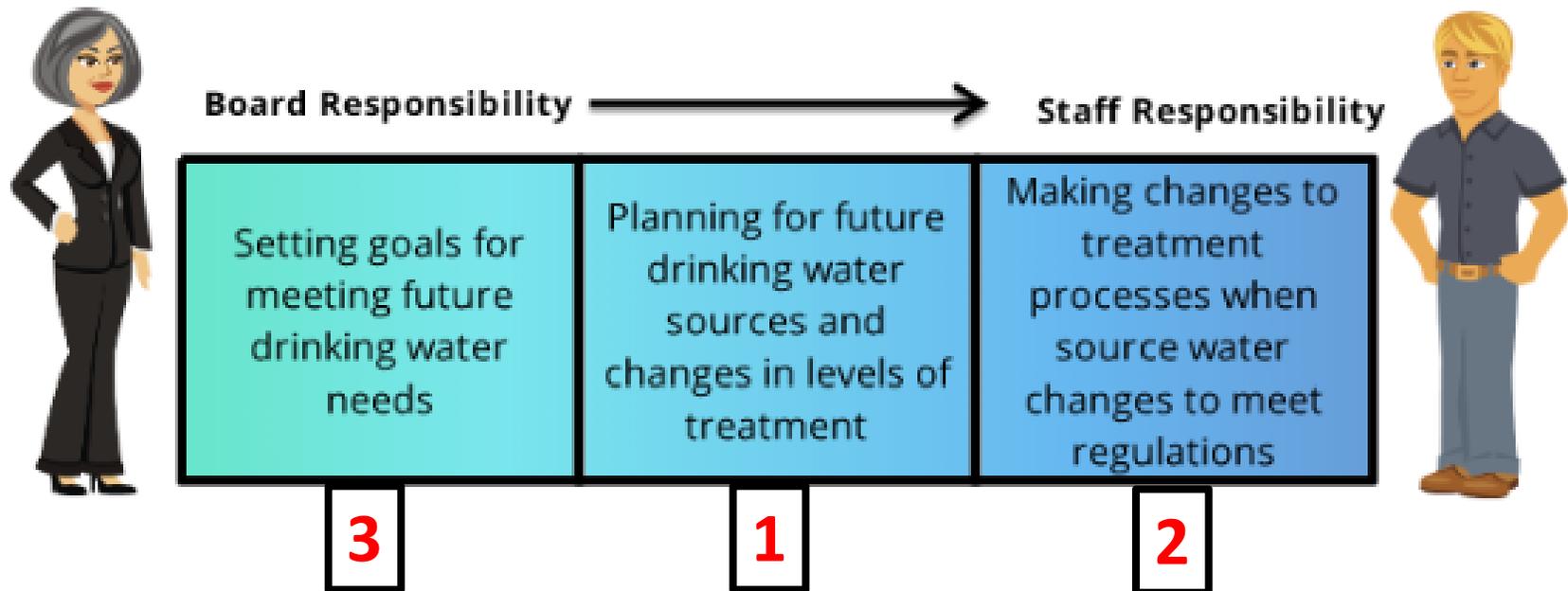
Staff Responsibility





# 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

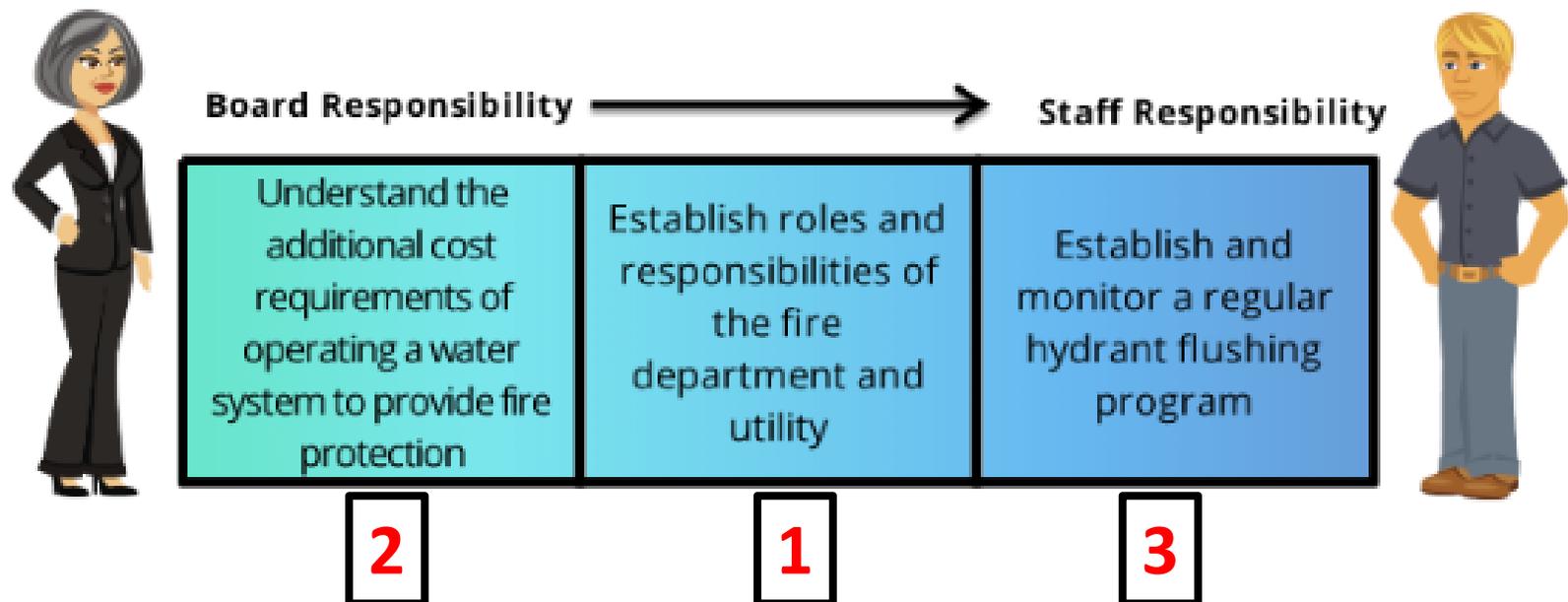
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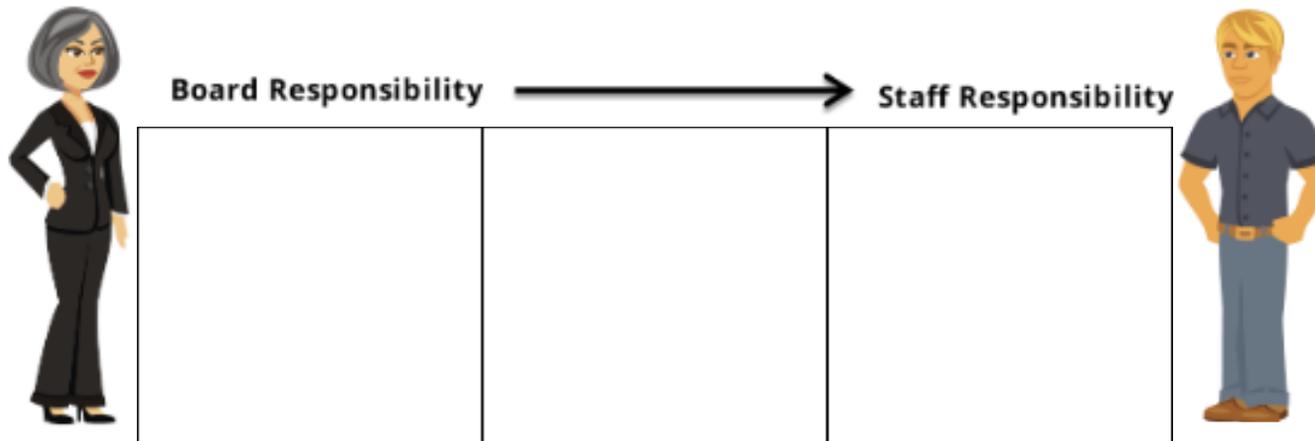
# Our Recommendation

## Water Quality and Fire Flow





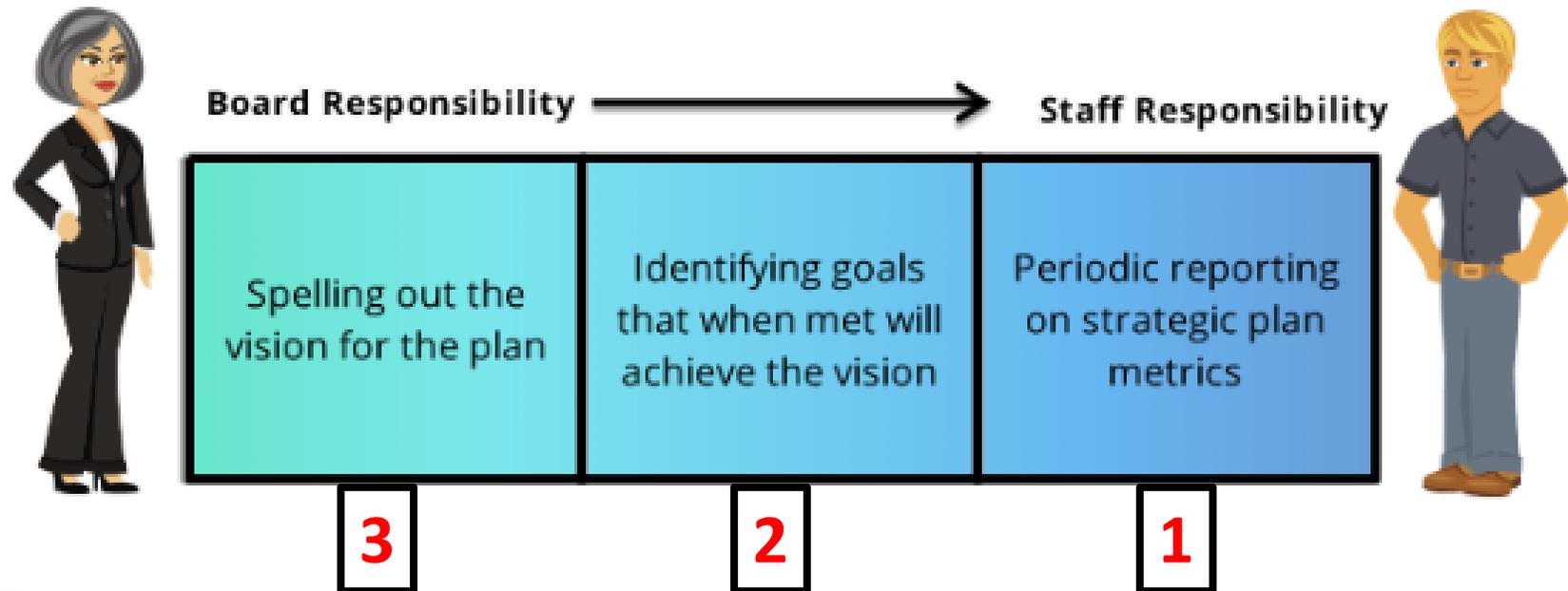
## Strategic Planning (Capital Planning)





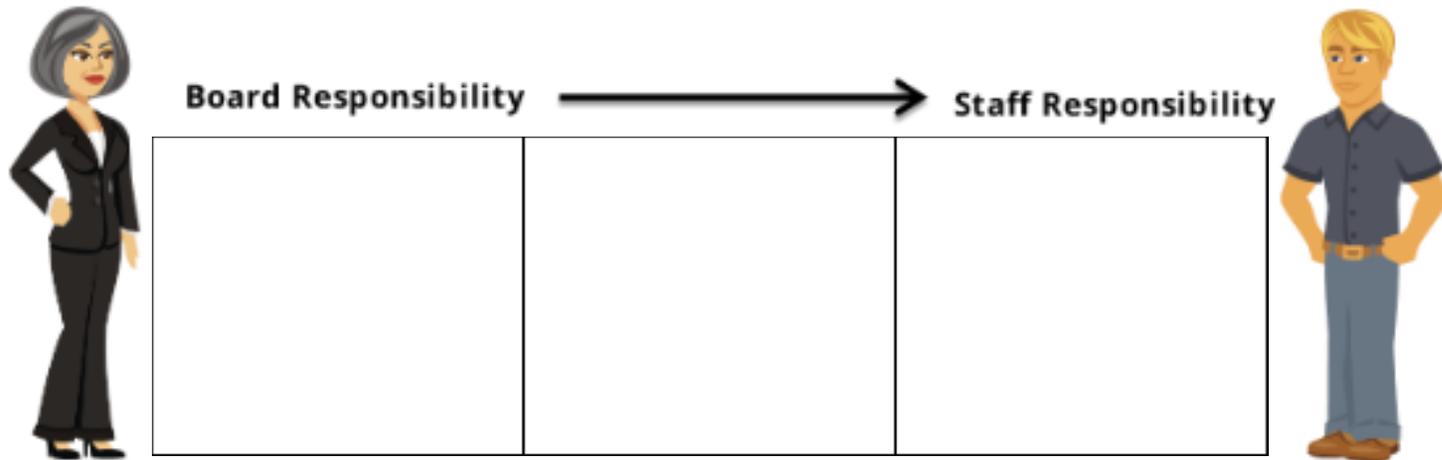
# Our Recommendation

## Strategic Planning (Capital Planning)





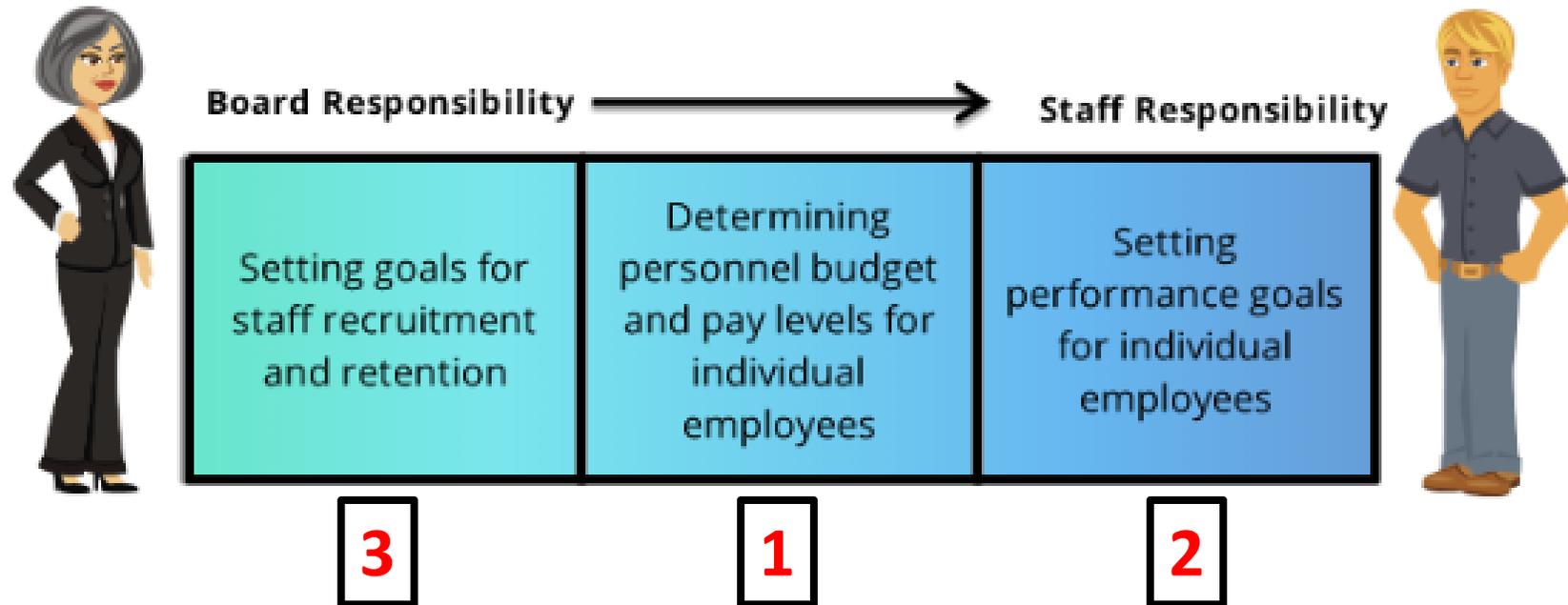
# Human Resources





# Our Recommendation

## Human Resources





# Public Relations

1

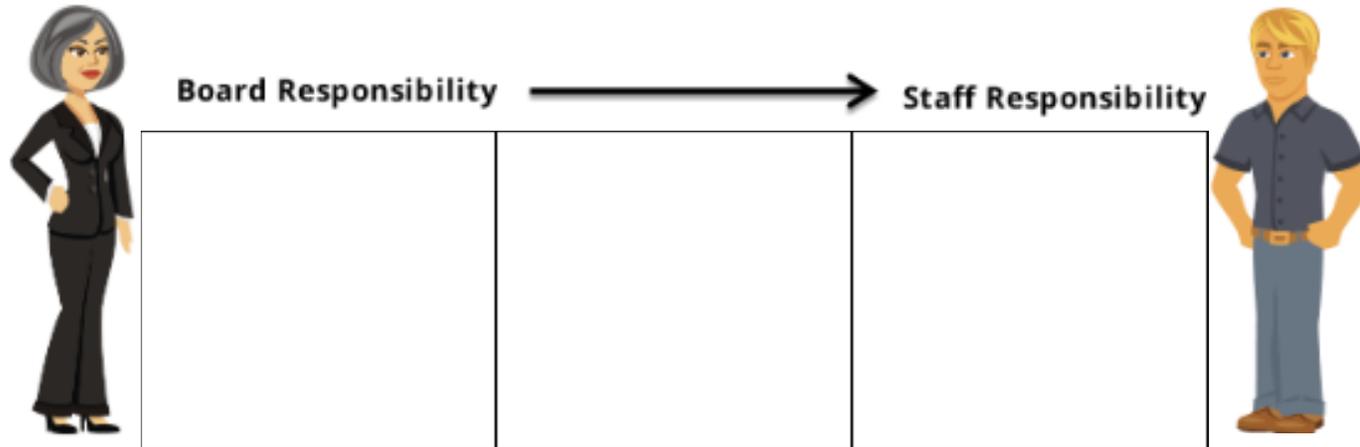
Description of a new customer program to the public

2

Setting a tone for utility communications with the public

3

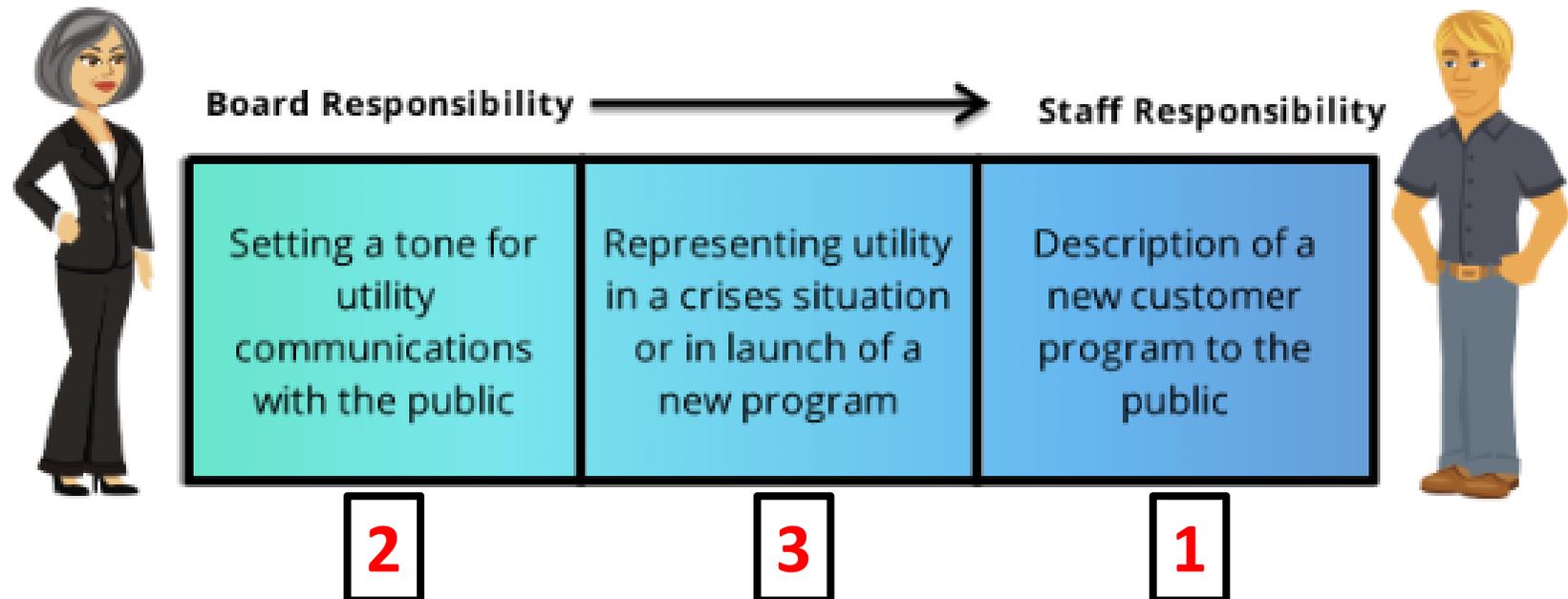
Representing utility in a crises situation or in launch of a new program





# 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**

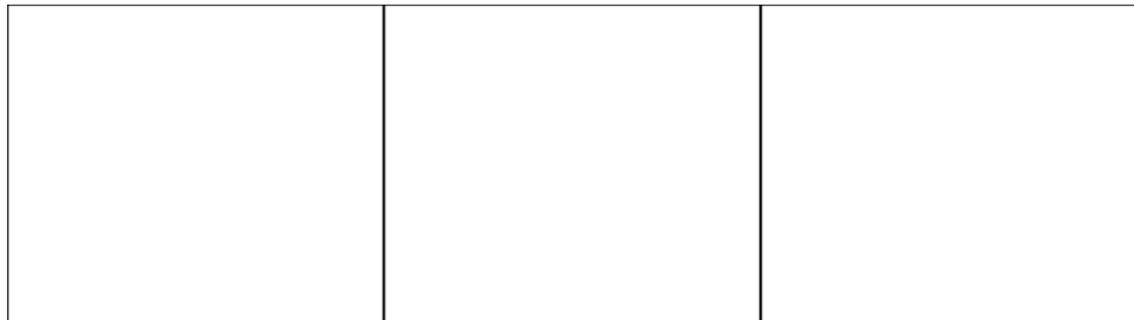
Setting policy for delinquent payment cut-offs



**Board Responsibility**



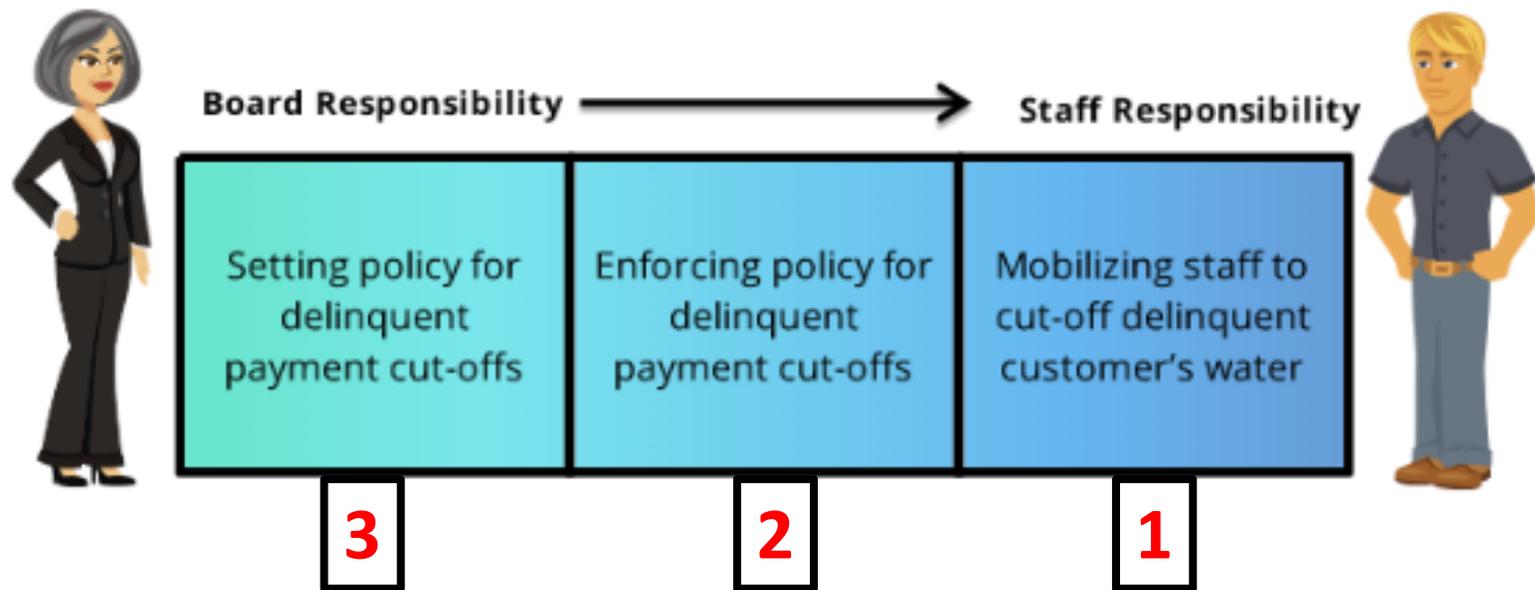
**Staff Responsibility**





# Our Recommendation

## Financial Management/Collections





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