



Smart Management for  
Small Water Systems

# Keys to Effectively Managing, Financing & Operating Your Utility

October 4, 2017 | Alcoa, TN

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



American Water Works  
Association

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



## **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 Program Team will conduct 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 Small Systems Program Team

- Environmental Finance Center at The University of North Carolina at Chapel Hill
- Environmental Finance Center at Wichita State University
- EFC West
- New England Environmental Finance Center at the University of Southern Maine
- Southwest Environmental Finance Center at the University of New Mexico
- Syracuse University Environmental Finance Center
- Environmental Finance Center at the University of Maryland
- American Water Works Association (AWWA)



UNC  
ENVIRONMENTAL  
FINANCE CENTER



WICHITA STATE  
UNIVERSITY  
HUGO WALL SCHOOL  
OF PUBLIC AFFAIRS  
*Environmental Finance Center*



SOUTHWEST  
ENVIRONMENTAL  
FINANCE CENTER



Environmental  
Finance  
Center  
*Syracuse University*



ENVIRONMENTAL  
FINANCE CENTER



American Water Works  
Association

# Areas of Expertise



Asset Management



Rate Setting and Fiscal Planning



Leadership Through Decision-making and Communication



Water Loss Reduction



Energy Management Planning



Accessing Infrastructure Financing Programs



Workforce Development



Water Conservation Finance and Management



Collaborating with Other Water Systems



Resiliency Planning



Managing Drought




# 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.”

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

Sign Me Up

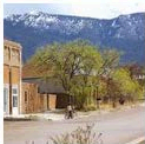
**EFcN**  
environmental finance center network

Innovative Finance Solutions for Environmental Services

HOMEABOUTWORKSHOPS & WEBINARSASSISTANCERESOURCESBLOGARCHIVESQ


BLOG

Blog




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

Written by: Allison Perch Allison Perch is a Program Coordinator with the Environmental Finance Center at the University of North Carolina. What can a small town do when the financial health of its water system is at risk? This is the question that Stephanie Finch, the town clerk and treasurer for the ...



**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 University of North Carolina. How can small (and large) water systems pay for energy efficiency and renewable energy, helping cut utility costs? As energy is often the largest variable expense in a water system's operating ...



**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 quarterly newsletters. The Fall 2015 Program Newsletter announces



# AGENDA



Introductions

Managerial Capacity

Financial Capacity

Operational Capacity

Wrap up

Evaluations

A blue-tinted photograph of industrial machinery, possibly a large pipe or valve, serves as the background for the top portion of the slide.

# Who I am and how to contact me

- Dawn Nall
- Program Manager
- Southwest Environmental Finance Center
- [dnall@unm.edu](mailto:dnall@unm.edu), (865) 210-5604
- [southwestefc.unm.edu](http://southwestefc.unm.edu)



# Capacity Development

*Water system capacity means the ability of a system to **plan for, achieve, and maintain** compliance with drinking water standards now and into the future.*



# 3 Components of Capacity Development

## Managerial

Clear Roles, Effective Policies, Thorough Planning

## Financial

Budgeting, Accounting, Planning, Internal Controls

## Technical

Infrastructure, Source, Standards, Rights, Operators

# Legal Framework

## Duty of Care



- Exercise good judgement
- Make decisions based on available information & resources

## Duty of Loyalty



- Decide & act in good faith
- Make decisions in the best interest of the utility

## Duty of Obedience



- Obey the law
- Make decisions that are faithful to the mission, bylaws & policies of the utility



# Public Water Systems

Provide **safe** drinking  
water at most  
**appropriate cost**

- ✓ **Water Quality**
- ✓ **Reliability**
- ✓ **Affordability**





# What Law Keeps My Water Safe?



## Safe Drinking Water Act

passed by congress in 1974

EPA granted the role of administering the SDWA to the states:

- Permit, monitor, report & enforce
- Training and technical assistance

**TN**

Department of  
**Environment &  
Conservation**







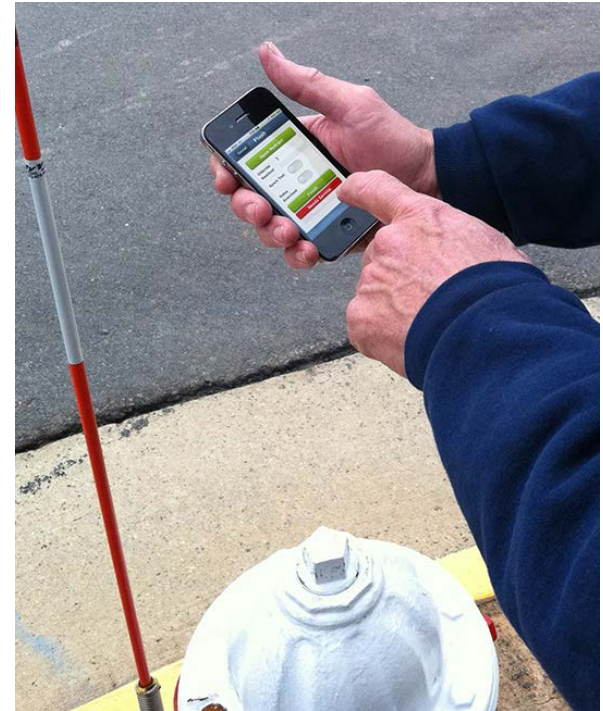
# Board Member Roles & Responsibilities

- Be a good **team member**
- Develop **long-term goals** that protect health and financial sustainability
- Set **policies** for effective and legal system operation
- Set customer service goals
- Oversee finances
- Act transparently
- Communicate to customers



# Staff (manager, administrator, clerk) Roles & Responsibilities

- Run the system (day-to-day tasks)
- Implement & enforce policies
- Maintain financial records
- Operate, maintain, repair, manage & replace assets
- Implement a water loss control program
- Practice energy efficiency
- Provide customer service
- Keep the board informed



# Customers Roles and Responsibilities

## Be wise consumers

Install water efficient devices

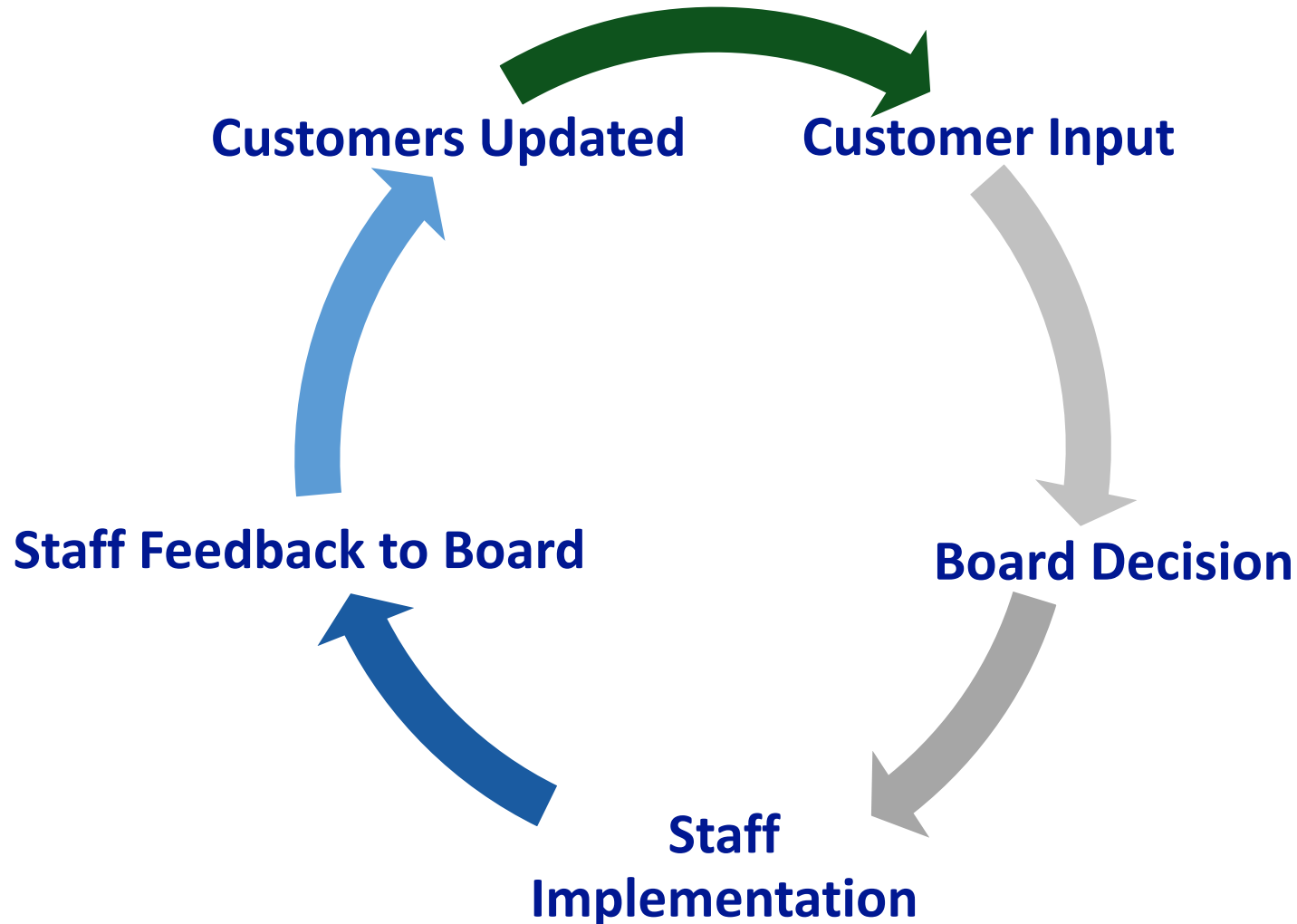
Fix leaks

Understand the importance of the water utility

Communicate the desired level of service



# Board & Staff Relationship



# Mission Statements



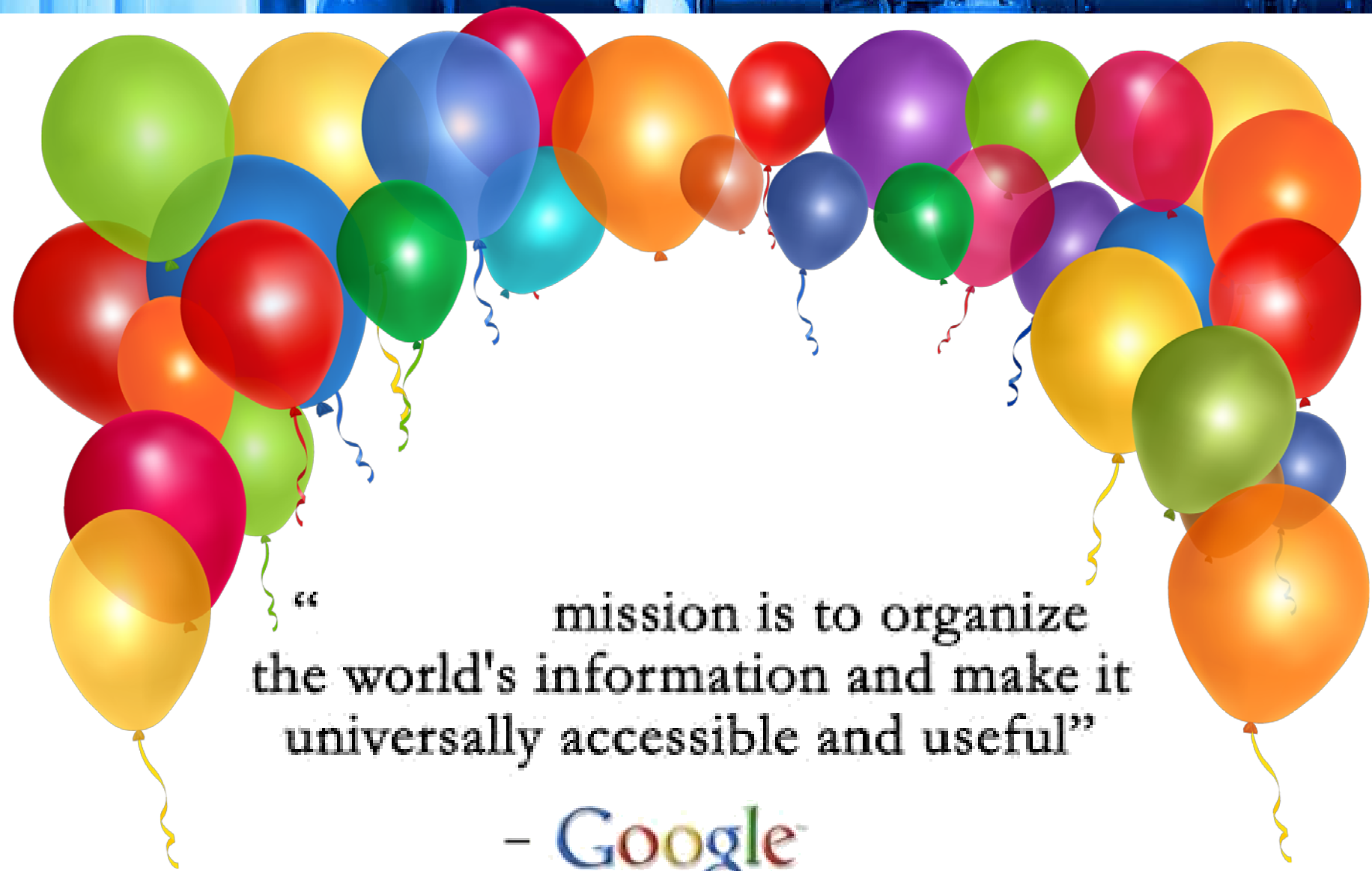
"That's our mission statement."

# Mission Statements

## The Good and the Bad

A Good Statement...		A Bad Statement...
Uses language your constituents use.	↔	Uses jargon, doesn't understand your audience.
Is emotionally stirring.	↔	Is logical and cold.
Communicates the "why."	↔	Communicates only the "what" or "how."
Is concise.	↔	Is really long.
Is a single, powerful sentence.	↔	Is a rambling paragraph.
Sounds good spoken out loud.	↔	Is full of clauses and hard to say.
Is memorable.	↔	Is forgettable.
Surprises.	↔	Is dull.
Is actionable.	↔	Can't be quantified.
Is specific.	↔	Is vague.





“ mission is to organize  
the world's information and make it  
universally accessible and useful”

– Google



- To improve life **here**,
- to extend life to **there**,
- to find life **beyond**.

**NASA**





Ideas worth  
spreading

**TED**



- To refresh the world
- To inspire moments of optimism and happiness
- To create value and make a difference



The Water Department develops and maintains the infrastructure and personnel who strive to provide a high level of service through accurate utility billing, increased technological enhancements, and a greater emphasis on customer solutions, while planning for the needs of a growing and diverse community.



**The Water Utilities Department provides the citizens of Longview with outstanding water service through accuracy, technology and mindfulness for the future.**



# WaterOne



Water District No. 1 of Johnson County

**We provide a safe, reliable,  
high-quality water supply with  
superior service and value.**



**But do I really need a mission statement? Does it actually matter?**





# Everyone needs to know where the organization is headed & everyone needs to be on the same page

Not as obvious as it seems

Some goals are contradictory; which one matters most?

Board needs to provide support for the things it cares about



# Mission Statement Exercise







**Answer these questions with one-to-three word responses:**

**What do we do?**

**How do we do it?**

**Whom do we do it for?**

**What values do we work for?**



# Exercise

**What do we do?**

*provide drinking water*

**How do we do it?**

*Using technology, teamwork, customer-focused, with pride*

**Whom do we do it for?**

*Citizens, families, children*

**What values do we work for?**

*Health, safety, community, reliability*



provide Health pride  
drinking families  
Citizens safety customer-focused children  
community reliability  
healthy teamwork  
technology water



*For awesome word clouds:*

**Wordle.com**




GIRL GUIDES  
AUSTRALIA

**OUR MISSION**  
is to empower  
girls and young women  
to grow into confident  
self-respecting  
responsible  
community members.




Page 2 of 2

**Your utilities bill**  
Statement Date May 3, 2012

**JOHN DOE**  
Your account number 12345678  
For service at 100 1011 AVE NW  
EDMONTON AB

**Details of your previous payments**

Amount of your last bill	\$103.67
Payment by EDI on Mar 22	-103.67
Amount overdue from your last bill	\$0.00

**Details of your new charges**

**WATER AND WASTEWATER TREATMENT**  
Provided by EPCOR Water Services Inc.

Meter reading on May 1 (actual)	3913.0
Meter reading on Apr 2 (actual)	-3876.0
Amount of water you used, in cubic metres	37.0

**Water Charges**

Basic monthly water service charge	\$6.55
Cost of water you used	
10.00 m <sup>3</sup> at 164.35¢ per m <sup>3</sup>	16.44
25.00 m <sup>3</sup> at 179.55¢ per m <sup>3</sup>	44.89
2.00 m <sup>3</sup> at 226.91¢ per m <sup>3</sup>	4.54
<b>Subtotal of Water Charges</b>	<b>\$72.42</b>

**Wastewater Treatment Charges**

Basic monthly wastewater treatment service charge	3.12
---	------

**DRAINAGE**  
Provided by Drainage Services

Basic monthly service charge	\$4.65
Sanitary charges, based on total water used of 37.0 m <sup>3</sup> :	
37.0 m <sup>3</sup> at 88.87¢ per m <sup>3</sup>	32.88
Savings this month from Seasonal Pricing (Your average monthly winter usage is 30.00 m <sup>3</sup> )	1.78 CR
Stormwater (area x development intensity x runoff coefficient x rate)	8.01
624.118 m <sup>2</sup> x 1.00 x 0.50 at 2.5898¢ per m <sup>2</sup>	
<b>Your total drainage charges</b>	<b>\$43.76</b>

**WASTE SERVICES**  
Provided by Waste Management Services

Monthly waste services fee SF Apr 2-May 3	\$33.20
<b>Your total waste services charges</b>	<b>\$33.20</b>

**TOTAL NEW CHARGES** \$173.34

**For your information**

PLEASE ALLOW THREE BUSINESS DAYS NOTICE FOR



# Goal Setting

- Shape direction for future
- Build team commitment
- Foundation for accountability & performance
- Mobilize people & resources towards the goals and mission

an **idea** is just a  
DREAM until you  
**write it down...**  
**THEN** it's a  
**goal.**



# SMART Goals

**S** **Specific**: Who? What? Why? Clear. No ambiguous language.

**M** **Measurable**: Use numbers. How much? How many?  
Indicates when goal is accomplished.

**A** **Attainable**: Is the goal reasonable? It should be within reach, but maintain a high standard.

**R** **Realistic**: Is it worthwhile? Will it meet the need? Does it fit other goals and mission?

**T** **Time-bound**: Include a time limit. Prompt good time management.



**Are these goals SMART Goals?**





**Are you a good goal or a  
needs improvement goal?**

**Upgrade treatment plan  
to meet new arsenic  
standards by 2020.**



**Are you a good goal or a  
needs improvement goal?**

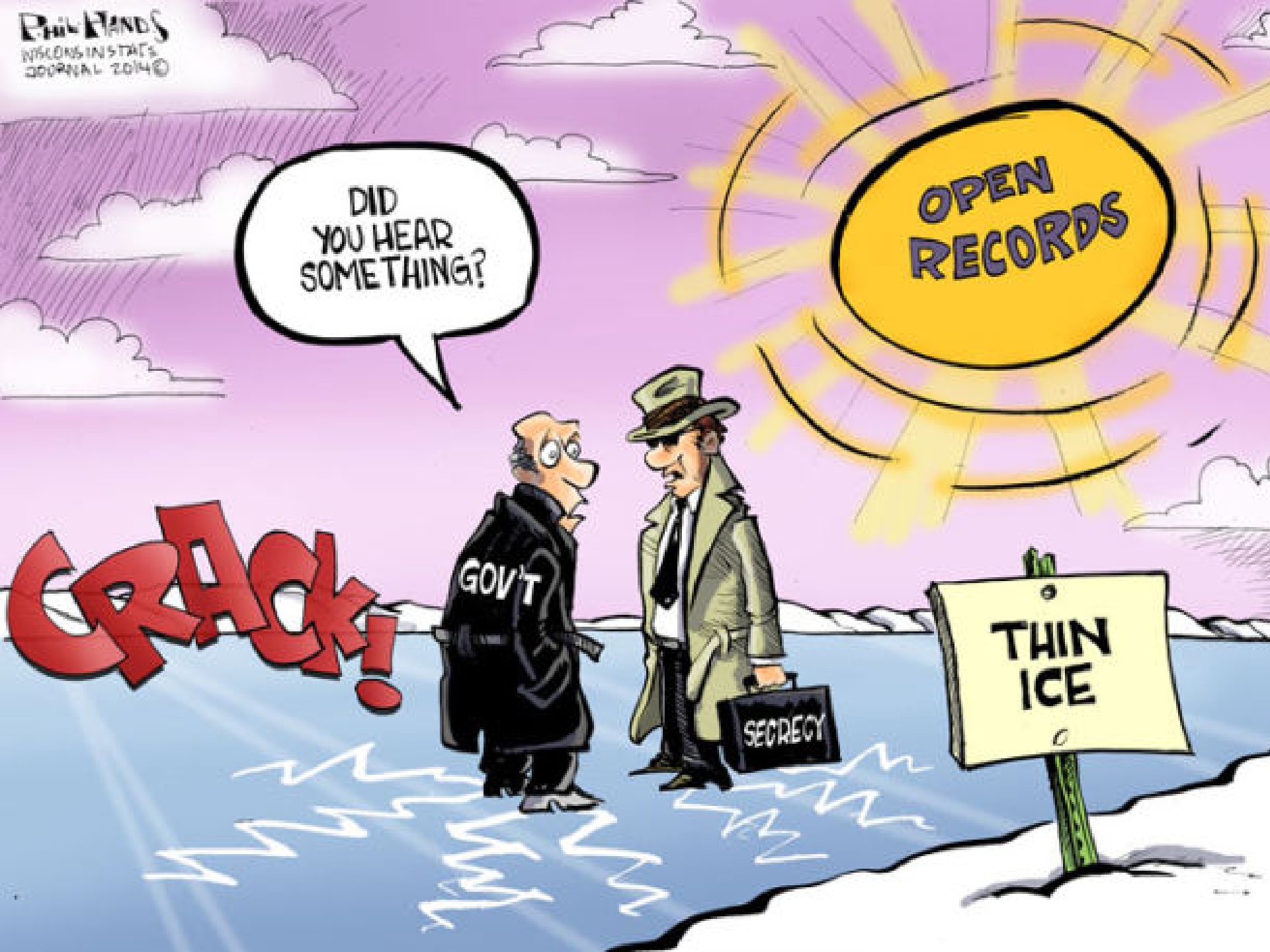
**We wish to provide  
good water.**

"Water is the most  
important element in  
life.

Because without it,  
you can't make  
coffee."

-Carrie Bradshaw



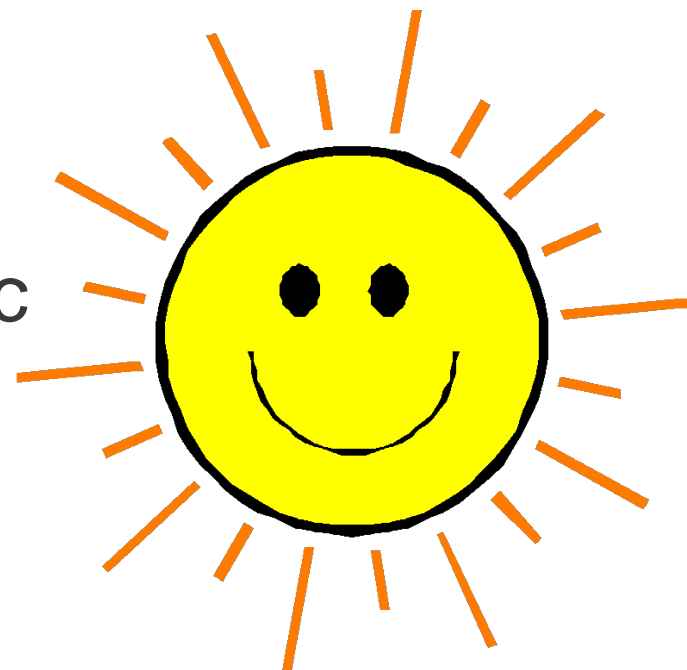


# Open Meetings and Open Records

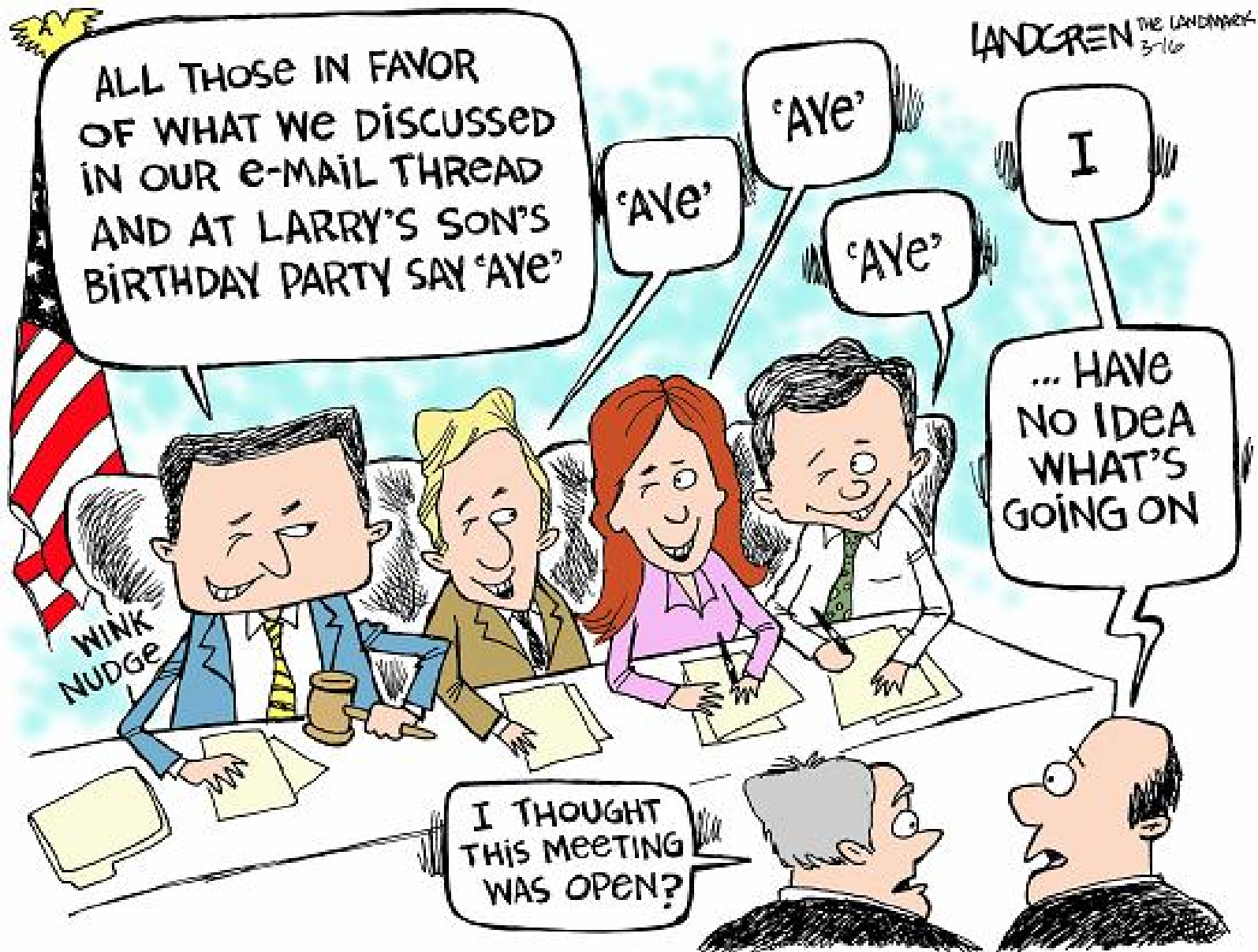
Water Board = Public Agency

## Sunshine Law

- Conduct business in public
- Open to all
- When in doubt – be open



Transparency builds public trust





A blue-tinted photograph of industrial machinery, possibly a large pipe or valve, serves as the background for the top portion of the slide.

# Tennessee

- Open Meetings / Open Records Counsel
  - Recent rule changes
  - Contact your attorney to be certain you are current
  - Contact the state with any questions

## Contact Information

---



**John Greer**  
*Utilities Specialist*

Comptroller of the Treasury  
Suite 1700, James K. Polk Bldg.  
505 Deaderick St.  
Nashville, TN 37243  
Phone: (615) 747-5260  
[utilities@cot.tn.gov](mailto:utilities@cot.tn.gov)

# Ethics

*It takes 20 years to build a reputation and five minutes to ruin it.*

- Warren Buffett

*How will it look on the front page of tomorrow's newspaper?*

- George Pyle

Former Hutchison City Manager



# Formal Code of Ethics

- Provides guidelines to prevent unethical behavior
- Avoids appearance of impropriety
- Encourages transparency in board decision making
- Fosters public trust





# Code of Ethics Example

## **Unified Government of Wyandotte County – Kansas City, Kansas Division 2. CODE OF ETHICS\***

### **Sec. 2-251. Declaration of policy.**

It is the policy of the unified government that the proper operation of democratic unified government requires that unified government representatives be independent, impartial, and responsible to the people; that unified government decisions and policy be made in proper channels of the unified government structure, that public office not be used for personal or private gain or the gain of another; and that the public have confidence in the integrity of the unified government. In recognition of these goals, a code of ethics for all the unified government representatives is adopted.

(Ord. No. O-75-09, § 1, 10-1-2009)

### **Sec. 2-252. Findings and purpose.**

#### *(a) Findings.*

(1) The mayor/chief executive officer (CEO) and the unified government board of commissioners recognize that the representative form of government is dependent on the trust of the people in their public officials.

(2) The citizens of the unified government are dependent on their unified government representatives to preserve the safety, health, and welfare through the fair and impartial enforcement of laws, imposition of taxes, and expenditure of public funds.



# Code of Ethics Example

## Ethics for School Board Members

As a member of the Board, I shall promote the best interests of the District as a whole and, to that end, shall adhere to the following ethical standards:

### Equity in attitude

- I will be fair, just, and impartial in all my decisions and actions.
- I will accord others the respect I wish for myself.
- I will encourage expressions of different opinions and listen with an open mind to others' ideas.

### Trustworthiness in stewardship

- I will be accountable to the public by representing District policies, programs, priorities and progress accurately.
- I will be responsive to the community by seeking its involvement in District affairs and by communicating its priorities and concerns.
- I will work to ensure prudent and accountable use of District resources.
- I will make no personal promise or take private action that may compromise my performance of my responsibilities.





# Conflict of Interest

- Board members owe their organizations the duty of loyalty (remember first thing this morning?), which means acting in the best interests of the organization
- Prior to joining a board, you must disclose any personal or business relationship that is in conflict with this duty of undivided loyalty, whether direct or indirect, actual or potential.
- If a transaction is presented to the board in which you have a direct or indirect personal or business interest, you must disclose that conflict of interest to the board, remove yourself from any board discussion, and not vote on the matter.
- Board chairs should ask their board members and officers to sign conflict of interest statements at the start of each year in order to document existing or potential conflicts.
- We recommend that the board adopt a conflict of interest policy and review it at least annually.



# Ethical Choices

## Things to Avoid ... and Topics to Include in a Code of Ethics

- Conflict of Interest
- Acceptance of gifts or hospitality
- Investments in firms being regulated by your city
- Close association with organizations/people seeking benefits
- Favoring friends or relatives (nepotism)
- Use of government equipment, supplies, employees or time for personal use
- Using position to influence for personal gain

## Contact Information

---



**John Greer**  
*Utilities Specialist*

Comptroller of the Treasury  
Suite 1700, James K. Polk Bldg.  
505 Deaderick St.  
Nashville, TN 37243  
Phone: (615) 747-5260  
[utilities@cot.tn.gov](mailto:utilities@cot.tn.gov)

# Effective Teams

## Characteristics of a Good Team

- Mission & objectives clearly understood
- Members show up & participate
- Open & honest communication
- Conflict is resolved
- Supportive & respectful environment for differences





**Think about a time you were on a team?**





- ✓ Did I **participate** actively in the discussions? Why or Why not?
- ✓ Did I help keep the discussions **on track**?
- ✓ Did I **listen** to others? Why or Why not?
- ✓ Did I feel **comfortable** disagreeing with others? Why or Why Not?
- ✓ Did I feel **comfortable** when others disagreed with me? Why or why not?
- ✓ Did I **use my knowledge and skills** during the session to help the group get its work done?





# Effective Meetings

- Meet regularly
  - Weekly, biweekly, monthly or quarterly
- Meet at the same time and place
  - Specify in by-laws or ordinances
- Agendas
  - Send to board, those requesting notice & media
- Prepare
  - Have staff provide memos to explain issues and recommendations on the agenda
- Time Management
  - Meetings with a purpose
  - Everyone's job to stay on target

# Agenda Example

## AGENDA

[Board Meeting]

*Date | time* [Date | time] | *Meeting called by* [Name]

### Board members

[Name, Title] | [Name, Title] | [Name, Title] | [Name, Title] | [Name, Title] | [Name, Title] | [Name, Title]

Time	Item	Owner
[Time]	Welcome	[Owner]
[Time]	Old business and approval of last meeting's minutes	[Owner]
[Time]	Vote on new Secretary	[Owner]
[Time]	Discuss parent openings on advisory committees - any response from newsletter?	[Owner]
[Time]	Vote on proposed Budget	[Owner]
[Time]	Principal's Report	[Owner]
[Time]	Break	[Owner]



# ***Robert's Rules of Order***

## **Parliamentary Procedure – How Boards Make Decisions**

### **Benefits for the Board**

- Fast & efficient meetings
- Credibility
- Ensures legality
- Everyone has a chance to be heard
- Provides order
- Guides who can speak when

### **Benefits for the Public**

- Ensures will of majority
- Ensures minority will be heard
- Protects rights
- Makes meetings easy to follow & understand



# Managerial Capacity

**The utility's institutional and administrative capabilities.**

Utilities with good managerial capacity are:

- ✓ Organized, well-run & efficient
- ✓ Accountable & transparent
- ✓ Responsive to customers
- ✓ Effective policy makers and implementers
- ✓ Short- & long-term planners

# Part 2 – Managerial Capacity Overview

Personnel Policies

Purchasing Policies

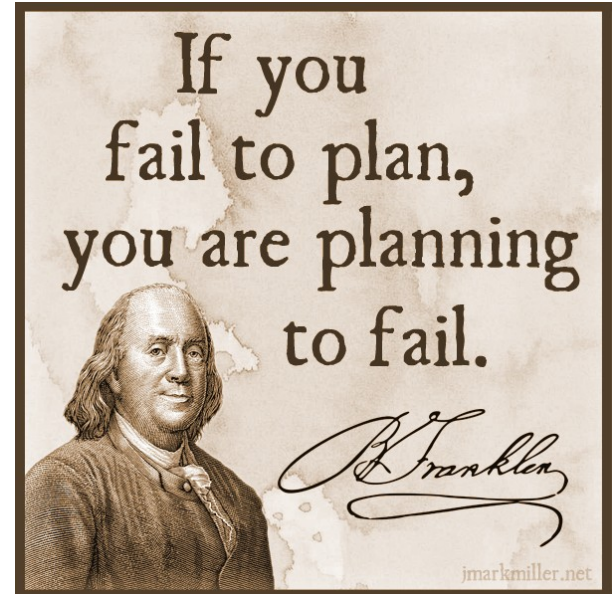
Contracts

Asset Management

Communicating with Customers

Level of Service

Customer Service Policy



# Policies & Procedures

Board – Sets Policies

Staff – Implements Policies

Both – Write Policies



Read them

Review regularly

Provide copies to all staff & the board



## Benefits

- Attracts qualified employees
- Decreases disturbance as staff changes
- Attracts qualified contractors
- Instills customer confidence and trust



# Personnel Policies

*Employees are a utility's most valuable asset*

Sets staff expectations

Uniform direction for staff and management

Instill confidence, trust & satisfaction





# Purchasing Policies



Ensure public funds are used efficiently.

Guide to staff for procuring goods & services

- Optimize price savings
- Buy quality products
- Value vendor relationships
- Comply with state, federal and audit standards

A blue-tinted photograph of industrial machinery, possibly a water treatment plant, featuring large pipes and mechanical components.

# Contracting for Services

## Tips for contractual relationships

- Be sure the qualifications fit the job exactly
- Check credentials, talk to other systems
- The contractor works for the board (not the other way around)
- Recommendations may not always be the right ones for your utility
- When in doubt get a second opinion

# Contract Types

1. **Price Only Bidding** – chemicals, pipe, etc
2. **Request for Proposals** – spells out exactly what you want
3. **Request for Qualifications** – helps determine qualified term to issue at hand





# Construction

## Design-Bid-Build

3 parties, 2 contracts

1. Utility – Designer
2. Utility - Builder

Designer oversees the builder

Disputes between designer & builder could cost time and money

## Design-Build

3 parties, 1 contract

1. Utility – Designer & Builder

Designer & builder are contractually obligated to work together

Designer is not watching out for utility since they are in the boat with the builders



# Asset Management

Asset Management is maintaining a  
**desired level of service**

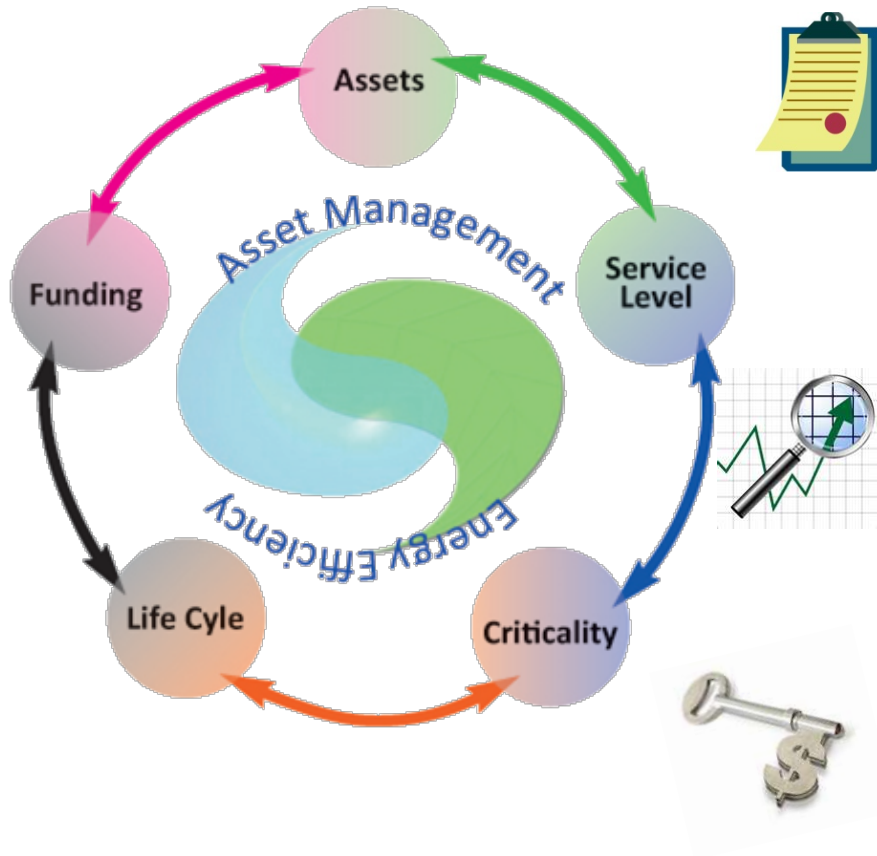
*(what you want your assets to  
provide)*

At the lowest **life cycle cost**

*(best appropriate cost – not “no cost”)*



# Five Core Components of Asset Management



Current State of the Assets

Level of Service



Criticality



Life Cycle Costing



Long-Term Funding





# Level of Service (LOS)



LOS is how a utility will operate to meet customer expectations.

- What assets will provide
- How they will perform



**Ask**



**SET GOALS**



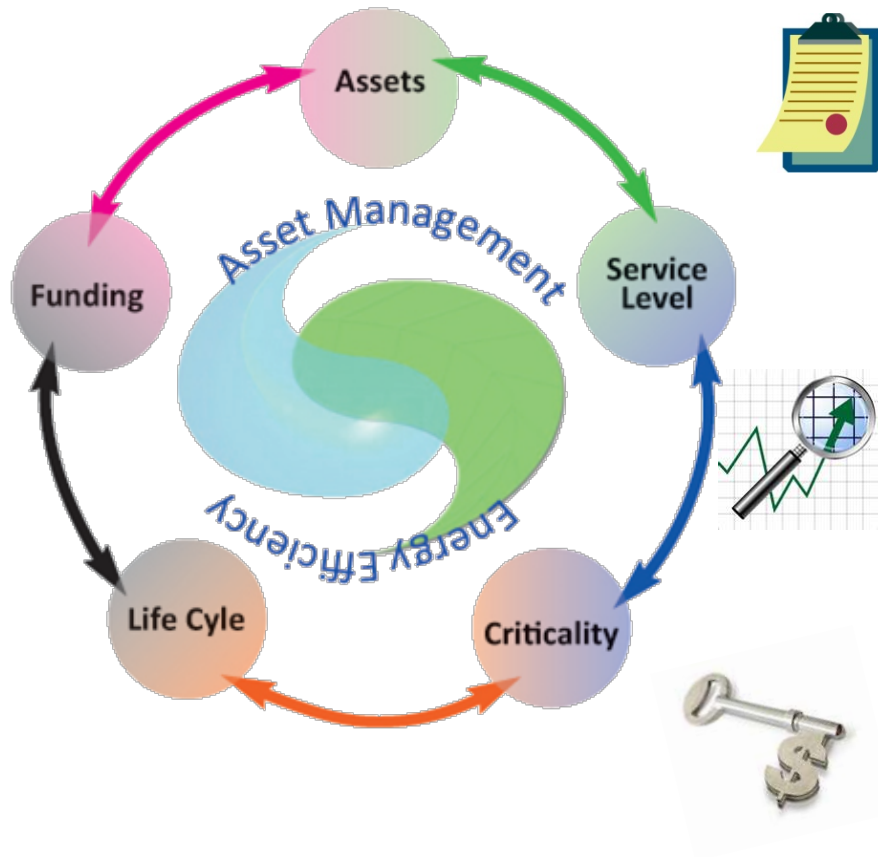
**TELL**



**TRACK**



# Five Core Components of Asset Management



Current State of the Assets

Level of Service



Criticality



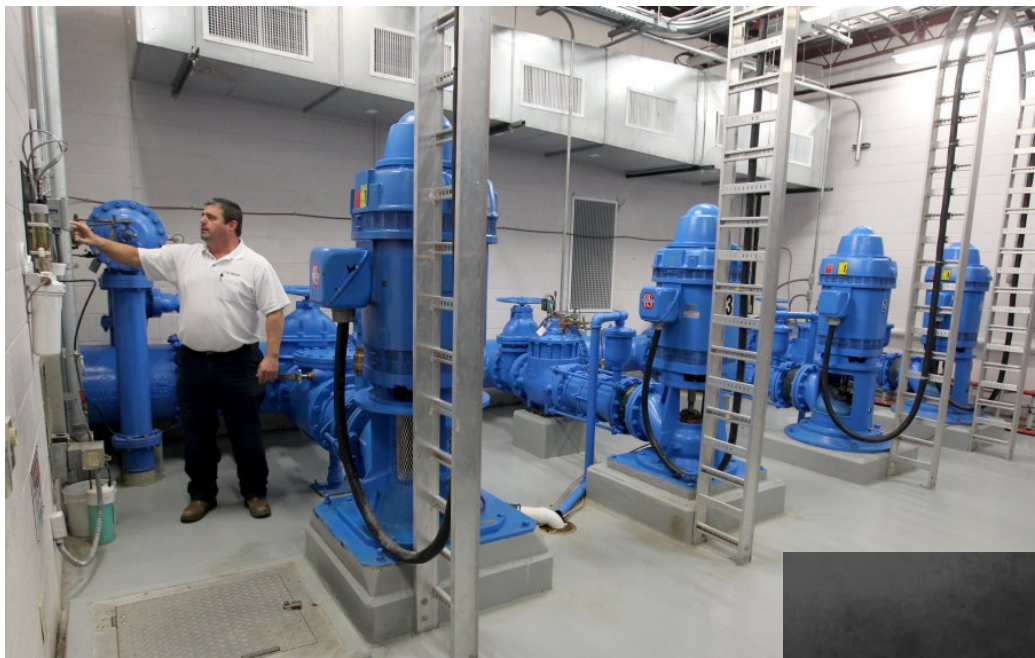
Life Cycle Costing



Long-Term Funding

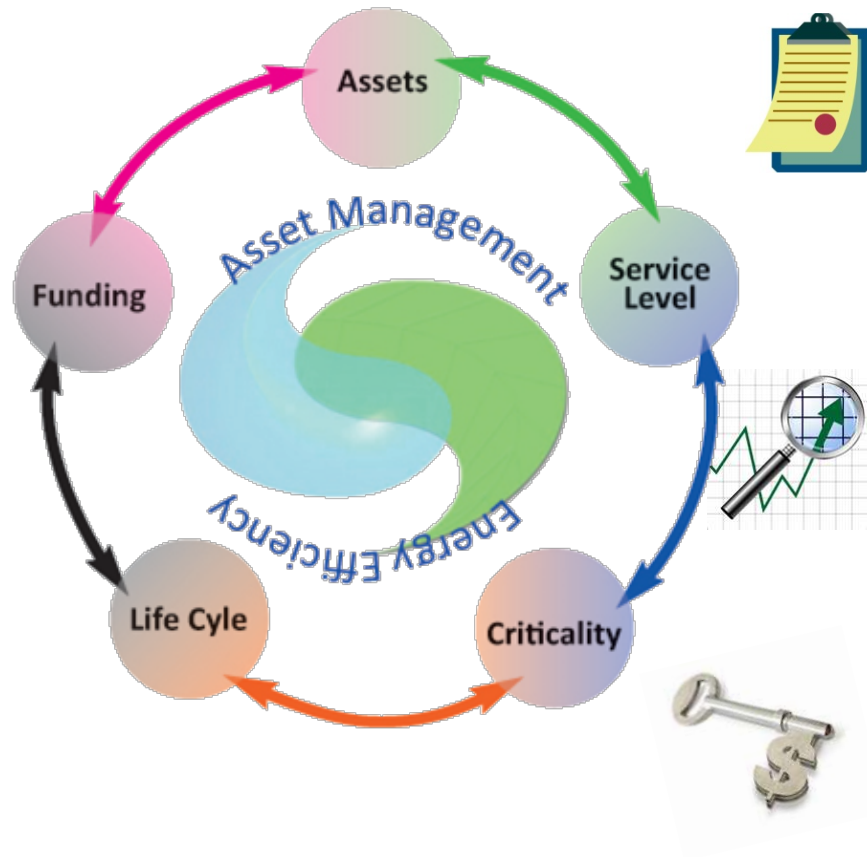








# Five Core Components of Asset Management



Current State of the Assets

Level of Service



Criticality



Life Cycle Costing



Long-Term Funding



# Communicating with Customers

Bill stuffers

Billboards

Classes

Consumer Confidence  
Report

Mailers

Newspapers

Phone calls

Posters

Radio/TV

Social media

Special meetings

Surveys



*Don't let the water utility be your  
community's best kept secret*

Think of customers as partners



It's all about the story  
**and how we tell it**



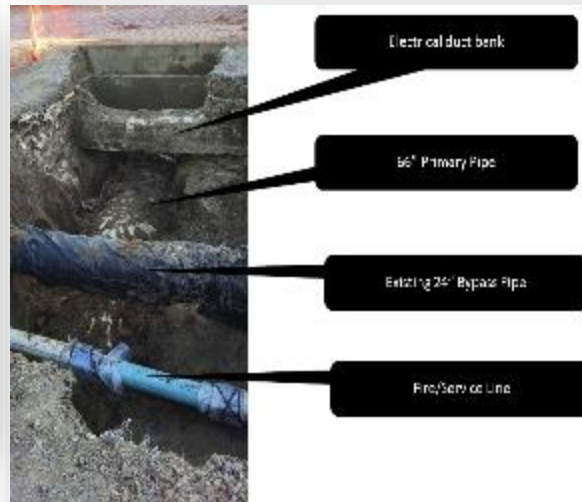


# Water is...

**“In the  
Background”**



**Complicated**



**Political**



An ornate, gilded wooden frame with intricate carvings of acanthus leaves, scrolls, and floral motifs. The frame is rectangular and surrounds a central white area.

Reframe the Message






What does  
the frame of  
this picture  
tell you is  
going on?



How does a different frame change what you think is going on?



A man in a white shirt is shown from the side, looking down at the ocean. In the background, several offshore oil rigs are visible on the water. The text "The damage beyond the spill" is overlaid on the left side of the image.

The damage  
beyond  
the spill

If you don't frame the message.....

....the message will frame you

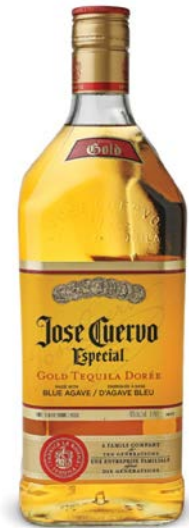


# How Do We Get Others Excited About – Or At Least Interested in – Water?






# What Approaches Do Advertisers Use to Sell Products?





**Water's A Hard Product to Sell  
Using these Approaches....**

**ISN'T IT????**



# Do you know how often you turn me on?

If only the water faucet could talk to us. It might remind us how often we turn to it for safe water to drink, to wash our clothes, to prepare our food, to provide us with the everyday quality of life we enjoy. It might remind us that the water pipes below our streets make so many everyday conveniences possible.

Our water bills pay to keep our community tap water safe, reliable and there for us — 24/7 without fail. For more information about what your tap water delivers, visit *[insert utility web address here]*.



**Only Tap Water  
Delivers™**

(Place Utility  
Logo Here)

Presented in cooperation with



American Water Works Association

A close-up, high-speed photograph of water being sprayed, creating a dense pattern of droplets and bubbles. The water is captured in mid-air, giving it a textured, almost crystalline appearance. The background is dark, making the bright, white water stand out.

When showering, make it a

Quickie.

Shorten showers – save 2.5 gallons per minute.



#DroughtSF

We're in a drought! Hetch Hetchy  
water – too good to waste.  
[sfwater.org/conservation](http://sfwater.org/conservation)



San Francisco  
**Water Power Sewer**  
Services of the San Francisco Public Utilities Commission

Shaking the handle won't fix the  
leak even if you

# Jiggle it.

Repairing home plumbing leaks – can save  
hundreds of  
gallons a day.

We're in a drought!  
Hetch Hetchy water –  
too good to waste.  
[sfwater.org/conservation](http://sfwater.org/conservation)



**San Francisco  
Water Power Sewer**

Services of the San Francisco Public Utilities Commission



#DroughtSF



# GARDENS GONE WILD

Use native, water-efficient plants. It's a DROUGHT.

**BAWSCA**  
Bay Area Water Supply & Conservation Agency



Hetch Hetchy  
Regional Water System

[bawasca.org/DROUGHT](http://bawasca.org/DROUGHT)



# GO FULL FRONTAL

Upgrade your washer. It's a DROUGHT.

[sfwater.org/DROUGHT](http://sfwater.org/DROUGHT)



San Francisco  
Water Power Sewer  
Services of the San Francisco Public Utilities Commission



# WATER IS...

# WORKSHOP





























**\$2.95**



**\$8.00**



**\$0.00003**







***Find your customers where they spend their time***





# Consumer Confidence Reports



## Our Watershed Protection Efforts

Our Goshen Water Utility is working with the community to increase awareness of better waste disposal practices to even further protect the sources of our drinking water. We are also working with other agencies and with local watershed groups to educate the community on ways to keep our water safe. Household hazardous waste collections are held at the Elkhart County Correctional Facility near the intersection of CR 7 and CR 26 (Enter off of CR 7). Hours of collections are 8 a.m. to 3 p.m. the first Saturday of every month.

## Help Keep Pharmaceuticals out of the Water

You can help keep our water free of certain contaminants by properly disposing of your pharmaceuticals. The City of Goshen has a pharmaceutical drop-off available at the Goshen Police Department, 111 E. Jefferson Street.

A green drop-box is located in the Police Department lobby. Drop-off hours are 8 a.m. to 5 p.m. Monday through Friday.

City of Goshen  
308 N. Fifth Street  
Goshen, IN 46528



## 2016 Goshen Water Utility

# Consumer Confidence Report

KENT HOLDREN, WATER SUPERINTENDENT, (574) 534-5306

## Delivering Excellence

Clean and safe drinking water is a top priority for the City of Goshen. To make sure you are well informed about your water, the Goshen Water Utility provides this annual report that outlines the quality of our drinking water, what it contains, and how its quality compares to Environmental Protection Agency (EPA) and State of Indiana standards.

### About our Water

Goshen is committed to provide you with all the information you may want to know about the quality of the water you drink. You can ask questions about water quality at the Goshen Board of Public Works and Safety meeting every Monday at 2 p.m. Meetings are conducted at 111 E. Jefferson St., Goshen, IN.

All information contained in this report was collected in 2015 and reported in accordance with rules and regulations of the Indiana Department of Environmental Management (IDEM) and the United States Environmental Protection Agency (USEPA).

### Our Water Origins

The Goshen Water Department has two groundwater treatment plants. The North Plant (308 N. Fifth St.) has six wells and four high-pressure pumps that can produce 5.9 million gallons of water per day. The Kercher Plant (1513 Eisenhower Drive N.) has three wells and three high-pressure pumps that can produce 5.1 million gallons per day. Goshen is located on the Kankakee Outwash and Lacustrine Plain, which is in the Northern Moraine and Lake Region.

### Goshen's Water is Safe

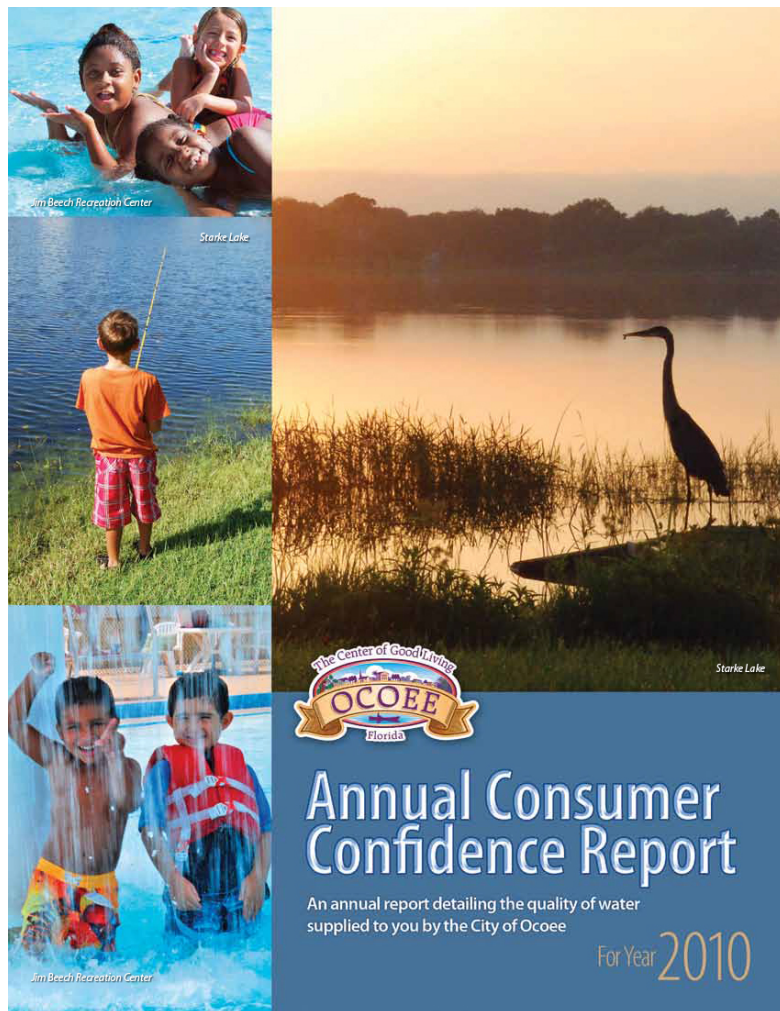
Drinking water, including bottled water, may reasonably be expected to contain at least

continued on page 2

## EN ESPAÑOL

Este informe contiene informació'n muy importante sobre la calidad del agua potable que usted consume. Por favor traduzcalo, o hable con alguien que lo entienda bien y pueda explicarle.

# Consumer Confidence Reports







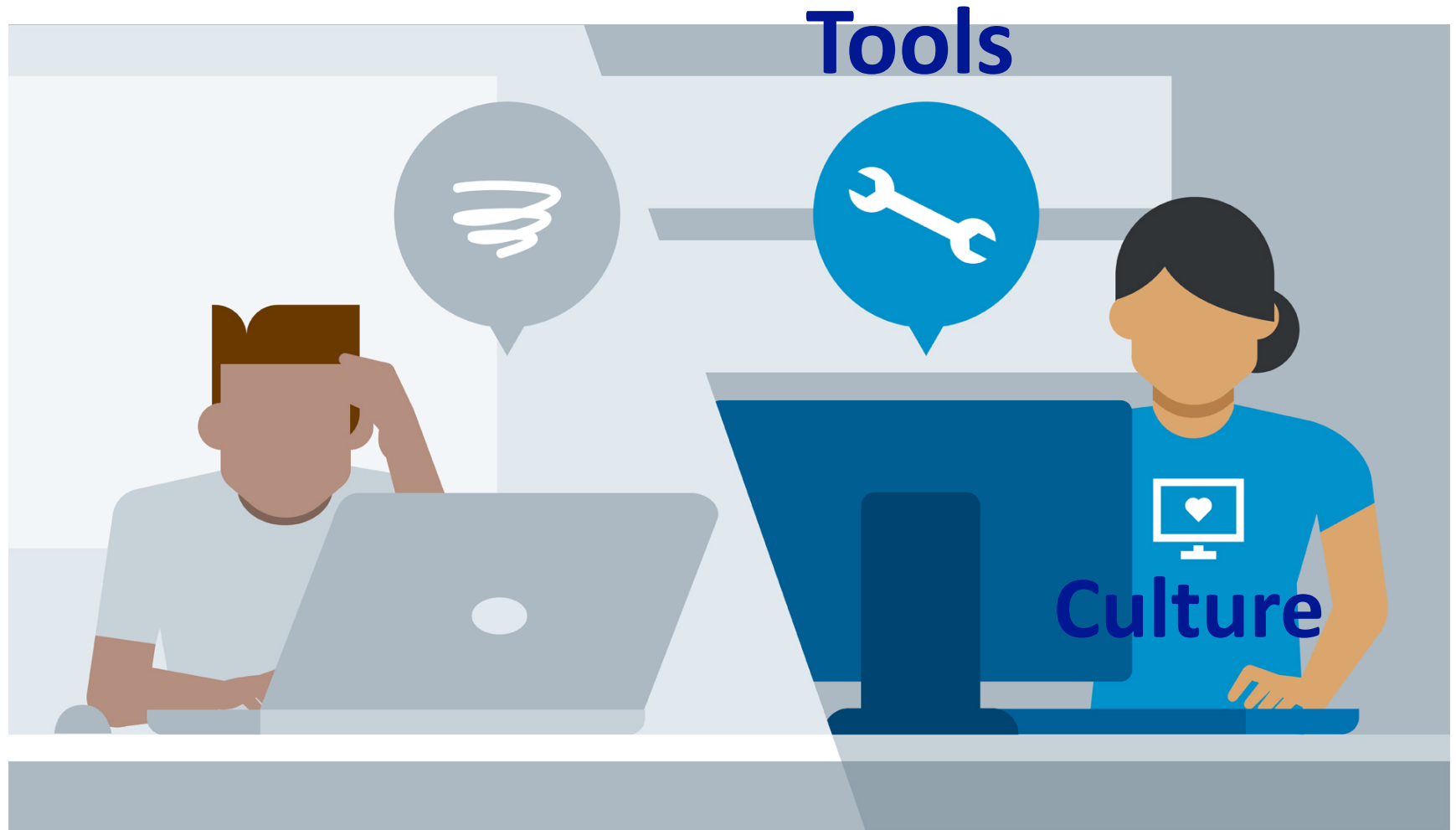
# Customer Service Policy

- Should be easy to understand
- Detail rates
- How to get/quit/transfer service
- How to pay a bill
- What happens if payments are not made
- Where to go with questions
- Emergency plans



*Customers ARE a utility's business*

# Customer Service






**From what we've talked about so far this morning, what 1-3 things is your utility really good at?**

- A. Defining board & staff roles**
- B. Being an Effective Team**
- C. Mission Statement & Goals**
- D. Board Training**
- E. Effective Meetings**
- F. Legal Stuff (KOMA/KORA, SSI)**
- G. Personnel Policies**
- H. Purchasing Policies**
- I. Customer Communication**
- J. Customer Service Policies**





**From what we've talked about so far this morning, what 1-3 things does your utility need to work on?**

- A. Defining board & staff roles**
- B. Being an Effective Team**
- C. Mission Statement & Goals**
- D. Board Training**
- E. Effective Meetings**
- F. Legal Stuff (KOMA/KORA, SSI)**
- G. Personnel Policies**
- H. Purchasing Policies**
- I. Customer Communication**
- J. Customer Service**

