

Key Management Area	Management Area Description	Step 1: Rate Achievement (Low – High)	Step 2: Rank Priority (Low - High)
1. Waste Water Resource Adequacy	<ul style="list-style-type: none"> • My utility is able to meet the sanitation needs of its customers now and for the reasonable future. • My utility understands its relationship to the quality of the receiving water. 	<p>MEDIUM</p> <ul style="list-style-type: none"> + Treatment plant is currently operating at between 33% and 50% of design capacity. + Town Board understands the need to provide proper sanitation services to promote economic development and protect the environment. - Moderate to major outside district development may be hindered by capacity. 	<p>HIGH</p> <p>The treatment plant has the capacity to sustain the current districts needs. The treatment plant has excess capacity to support minimal in district development. There is potential for development outside the district. Utilizing the excess treatment plant capacity will need to be looked at and addressed on a continuous basis.</p>
2. Product Quality	<ul style="list-style-type: none"> • My utility is in compliance with permit requirements and other regulatory or reliability requirements. • My utility meets local community expectations for the treated effluent and process residual that it produces. 	<p>HIGH</p> <ul style="list-style-type: none"> + System meets SPDES permit requirements on a consistent basis. 	<p>LOW</p> <p>Strive to maintain the current consistent compliance record.</p> <p>Continue to monitor the potential for inside and outside district development and address concerns as needed.</p>
3. Customer Satisfaction	<ul style="list-style-type: none"> • My utility provides reliable and affordable services. • My utility is responsive to customer needs and emergencies. • Customers are satisfied with the services my utility provides. • My utility has procedures in place to receive and respond to customer feedback in a timely fashion. 	<p>MEDIUM</p> <ul style="list-style-type: none"> + Customers are generally satisfied with the services provided. +/- Basic procedures to receive, address and resolve customer complaints are in place. - Most customer complaints revolve around the cost of service (affordability). - There are some issues with the installation of the septic tanks and controls/tank alarms. 	<p>HIGH</p> <p>The procedures to receive address and resolve complaints should be enhanced to include better documentation of time, material, etc.</p> <p>Improve public outreach (also see Key Management Area #9 – Stakeholder Understanding and Support and Key Management Area #10 – Financial Viability).</p>
4. Community Sustainability & Economic Development	<ul style="list-style-type: none"> • My utility is aware of and participating in local and regional community and economic development planning activities. • My utility's goals also help to support overall watershed and source water protection, and community economic goals. 	<p>MEDIUM</p> <ul style="list-style-type: none"> + Town Board understands the need to provide proper sanitation services to promote economic development and protect the environment. +/- Town Supervisor and Town Board members have some involvement with local and regional community and economic planning activities. 	<p>MEDIUM</p> <p>Town officials need to be more involved in local and regional community and economic development planning activities (also see Key Management Area #9 – Stakeholder Understanding and Support).</p> <p>The Town is encouraged to join the New York Water/Wastewater Agency Response Network (NYWARN).</p>

5. Employee & Leadership Development	<ul style="list-style-type: none"> • My utility recruits, develops and retains a competent workforce. • Opportunities exist for employee skills development and career enhancement. (Continuing education). • Job descriptions, performance expectations, and codes of conduct are established. 	<p>MEDIUM</p> <ul style="list-style-type: none"> + The Town encourages WW personnel to attend local training sessions. + The Town has assembled a competent and dedicated workforce. + Clerk attends training events regularly. +/- Town Board attend board development training seminars occasionally. +/- Basic job descriptions exist - No written performance expectations or codes of conduct. 	<p>MEDIUM</p> <p>Retaining a qualified and content work force is essential for the continued sustainable operation and maintenance of the WW infrastructure. Job descriptions should be updated to be more plant specific.</p> <p>Performance expectations and codes of conduct should be developed.</p> <p>An educated and informed Town Board is essential for the continued sustainable management of the WW infrastructure. Town Board members should be encouraged to attend board development conferences and trainings on a regular basis.</p>
6. Operational Optimization	<ul style="list-style-type: none"> • My utility has assessed its current energy usage and performed an energy audit. • My utility has minimized resource use and resource loss (treatment chemical use). • My utility has SOP's in place for efficient and effective O&M. • My utility understands, has documented, and monitors key operational aspects of the system (process control testing). 	<p>MEDIUM</p> <ul style="list-style-type: none"> + The treatment plant does not use any chemical additives. + Basic operational aspects such as flow and compliance testing are tracked. +/- There are basic standard operating procedures (SOP). +/- There is a basic written operation and maintenance (O&M) plan. - No energy audit has been performed. 	<p>HIGH</p> <p>Review/update/expand SOP's and O&M plan.</p> <p>Conduct an energy audit of the treatment plant and residential pumping equipment to identify potential energy savings (also see Key Management Area #10 – Financial Viability).</p>
7. Infrastructure Stability (asset management)	<ul style="list-style-type: none"> • My utility has inventoried its current system components, condition, and cost. • My system has a plan in place for repair and replacement of system components. 	<p>LOW</p> <ul style="list-style-type: none"> + Spare parts are adequate - Incomplete asset inventory (includes current condition, criticality, expected useful life, current value, replacement costs). -Insufficient O&M funding. -Insufficient capital improvement plan (CIP). Insufficient reserve funds. - Reactive rather than proactive maintenance strategy. 	<p>HIGH</p> <p>Inventory spare parts.</p> <p>Complete the critical asset inventory that addresses current condition, criticality, expected useful life, current value, replacement costs. (also see Key Management #10 – Financial Viability).</p> <p>Develop and implement a formal asset management plan (AMP) using information from the critical asset inventory (also see and Key Management Area #10 – Financial Viability).</p>
8. Operational Resiliency	<ul style="list-style-type: none"> • My utility has conducted an all hazards vulnerability assessment 	<p>MEDIUM</p> <ul style="list-style-type: none"> +/- A basic mutual aid 	<p>MEDIUM</p> <p>Determine if a written/signed</p>

<p>(safety, natural disasters, environmental risks, etc.).</p> <ul style="list-style-type: none"> • My utility has prepared an all hazards emergency response plan. • My Utility is a member of NYWARN. 	<p>agreement exists between the Town and Columbia County (unsure if it is a written/signed agreement).</p> <ul style="list-style-type: none"> - A wastewater specific vulnerability assessment (VA) has not been performed. - A wastewater specific emergency response plan (ERP) has not been developed. 	<p>mutual aid agreement exists between the Town and Columbia County. Address as appropriate.</p> <p>A wastewater specific VA should be performed, and an ERP developed.</p> <p>Consider participating in NYWARN.</p>
<p>9. Stakeholder Understanding & Support</p> <ul style="list-style-type: none"> • My system actively engages with local decision makers, community, watershed (where relevant), and regulatory representatives to build support for its goals, resources, and the value of the services it provides. • My utility performs active customer and stakeholder outreach and education to understand concerns and promote the value of clean and safe water. 	<p style="text-align: center;">LOW</p> <p>+/- Initial public outreach efforts were good but have fallen by the wayside.</p> <ul style="list-style-type: none"> - Currently, public outreach efforts are insufficient. - Insufficient public involvement. 	<p style="text-align: center;">HIGH</p> <p>Develop and distribute short informational messages that can be included with the sewer bills, included in newsletters, on the Town's website and made available at the Town Hall. Utilize electronic and social media to reach a larger audience and reduce costs.</p> <p>Improve efforts to involve the public in decisions that may impact them. (also see Key Management Area # 3 – Customer Satisfaction).</p>
<p>10. Financial Viability</p> <ul style="list-style-type: none"> • The rates that my utility charges are adequate to pay our bills, put some funds away for the future, and maintain, repair, and replace our equipment and infrastructure as needed. (O&M, debt servicing, and other costs are covered) • My utility discusses rate requirements with our customers, board members, and other key stakeholders. • My utility has developed and implemented an Asset Management Plan (AMP) 	<p style="text-align: center;">LOW</p> <ul style="list-style-type: none"> - Rates are not adequate to pay the bills and build a small reserve. - Incomplete asset inventory (includes current condition, criticality, expected useful life, current value, replacement costs)- Insufficient O&M funding. - Insufficient CIP. - Insufficient reserve funds. -Insufficient long-term funding strategy. 	<p style="text-align: center;">HIGH</p> <p>A critical asset inventory that addresses current condition, criticality, expected useful life, current value and replacement is needed in order to develop and implement a formal AMP (also see Key Management Area # 7 – Infrastructure Stability and Key Management Area # 3 -Customer Satisfaction).</p> <p>Conduct an energy audit of the treatment plant and residential pumping equipment to identify potential energy savings (also see Key Management Area # 6 – Operational Optimization).</p>