

HILLSDALE IMPROVEMENTS WORKSHEET

Key Management Area: Financial Viability

<p>Why was this management area ranked 'low achievement'?</p>	<ul style="list-style-type: none"> • Revenues are not adequate to pay the bills and build reserves • Incomplete asset inventory that includes current condition assessment, criticality, expected useful life, current value and replacement costs • Insufficient operation and maintenance (O&M) funding • Insufficient capital improvement plan (CIP) • Insufficient reserve funding • Insufficient short and long term funding strategy • No formal asset management plan (AMP) is in place
<p>What will constitute 'high achievement' in this management area?</p>	<ul style="list-style-type: none"> • Completing the asset inventory and include current condition assessment, criticality, expected useful life, current value and replacement costs (also addressed in Infrastructure Stability Improvements worksheet) • Having revenues adequate enough to sustain the utility without having to borrow from the general fund • Developing and implementing an AMP (also addressed in Infrastructure Stability worksheet). An AMP will help in addressing the issues with: <ol style="list-style-type: none"> 1. O&M funding 2. Reserve funding 3. Short and long term funding strategies 4. CIP planning • Having an energy audit conducted to assess current energy usage and potential savings
<p>What are the causes of your achievement gap?</p>	<ul style="list-style-type: none"> • Insufficient understanding of what it takes to own, manage and operate the wastewater infrastructure • Rates were not regularly reviewed and adjusted to match inflation • Insufficient communication/outreach with and involvement from customers • Failure of Town Board to adequately focus on infrastructure and plan for the future

<p>What changes will the utility need to make to improve performance?</p>	<ul style="list-style-type: none"> • Review/adjust rates annually (per inflation, etc.) • Conduct a rate study/analysis conducted regularly (every 3 to 5 years) • Develop an equivalent dwelling unit (EDU) schedule that is fair, defensible and understandable (flow meters and more) • Better educate current and future board members and the public on the importance of proper utility management and funding • Once developed, use the AMP to make budgets and other financial decisions
<p>What will be the biggest challenges to performance improvement?</p>	<ul style="list-style-type: none"> • Changing the mindset of and gaining support from elected officials and customers regarding proper utility management and funding • Developing, implementing and funding an AMP • Dedicating staff and time toward improvement activities
<p>Who will need to be involved for these changes to take place?</p>	<ul style="list-style-type: none"> • WWTP operators • Wastewater Sustainability Committee members • Town Board • Town Clerk • New York Rural Water Association (NYRWA) • Town Code/Building/Zoning Officer
<p>How could you track your performance progress?</p>	<ul style="list-style-type: none"> • Develop a System Management Improvement Plan and track goals and milestone dates met/revised • Require wastewater infrastructure updates/reports to the monthly Town Board meeting agenda including financials • Regular status reports/updates to the Board and District residents from the Committee and/or those working on the System Management Improvement Plan • Regular status reports/updates to the Board from the Town Clerk and WWTP operator(s)
<p>Are there resources that you are aware of that support improving performance in this management area?</p>	<ul style="list-style-type: none"> • Association of Towns • United States Environmental Protection Agency (USEPA) • United States Department of Agriculture – Rural Development (USDA – RD) • NYRWA • National Rural Water Association (NRWA) • NRWA Utility Management Certification Study Guide • Water Environment Federation/New York Water Environment Association (WEF/NYWEA) • The Environmental Finance Center at Syracuse University • Resource listing in Appendix III of the Rural and Small Systems Guidebook to Sustainable Utility Management