

HOO SIER PIPELINE

WINTER/SPRING 2019



The official publication of the Alliance of Indiana Rural Water



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RURAL WATER

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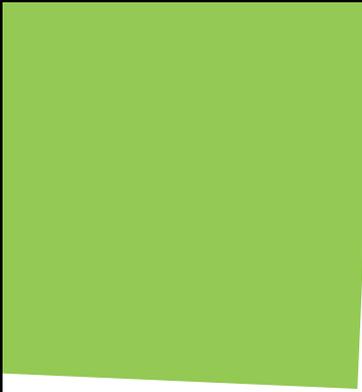


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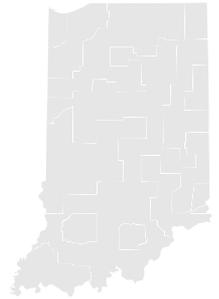
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Todd Gardner
Alliance Board President

Filling the Gap

This has been an exciting year to be the President of the Alliance of Indiana Rural Water. The year started with our Executive Director and few of Alliance Board Members going to Washington, DC. Making the trip with us were the 2017 Indiana Best Tasting Water winners from the City of Connersville. Along with rural water associations from all 50 States, we took to Capitol Hill. We talked with our State Congressman and Congresswoman sharing and addressing the needs facing rural Indiana. The trip was a success and the message of rural water was heard. The government supported rural America by passing a budget that included funding for the USDA and the SRF and EPA.

The Alliance of Indiana Rural Water was the first state to sign on to the nationally registered Water & Wastewater Operator Apprenticeship Program. This apprenticeship program will assist our members with filling the employment gaps our industry is going to face in the next few years. BBP Water Corporation has signed on two Water Apprentices, both new employees hired within the past two years: Daniel Jones and Nick Hines. Nick has a degree in Public Affairs with a major in Environmental Management, and Daniel came to BBP Water after starting his career in the veterinary field. Nick will be completing the Apprenticeship Program in one year, with credit received from his previous schooling. Dan will complete the program in two years.

At BBP Water, we are excited to have these young men in the apprenticeship program. They both attended the



Apprentices at the NRWA WaterPro Conference.

National Rural Water Association WaterPro Conference this fall in Fort Worth Texas, along with Catlyn Helmuth from Lagrange Utilities and Nick Wolf from Steuben Lakes Regional Waste District, with his general manager, Bryan Klein. They attended training classes and received National Recognition for being the first Apprentices in the National Program. As a manager, I see the apprenticeship program as a perfect fit for our industry. We can fulfill the on-the-job training requirements with existing staff, and, during this period, the apprentice is a working productive team member for our organization. We will soon be hiring another field staff member, and I will be signing that person onto the program also.

I spoke at the Association of State Drinking Water Administrators (ASDWA) conference this summer on behalf of rural utilities throughout Indiana. They had members from across the county in attendance at Indianapolis. I was honored to be asked to speak about job retention and challenges facing Rural Utilities with them. I met a few great folks from the EPA and I had the opportunity to discuss the Water/Wastewater Apprenticeship program with them.

This past week I was asked to participate in a National Water Sector Workforce convening in Alexandria, VA. EPA Water Sector Director Jim Horne and many other individuals have spent over a year working to put this workforce together. They did an exceptional job. The water industry was very well represented from across the entire spectrum. I was honored to represent Rural Water from Indiana at this event. I was one of the topic speakers along with Mustafa Dozier who was representing DC Water. Rural Water and DC Water couldn't be farther apart on the spectrum size-wise, but it was surprising to see the similarities in the culture and the goals we all strive for in job retention. It is indeed an issue that unites us all. ★

"I just wanted to thank you for giving Dan and me this opportunity. This has been an incredible experience that has made me even more proud of what I do. We learned a great deal at the conference about financial policies, internal workings, and new technologies.

I know all of this was not cheap. Thank you. We also made a lot of new friends from the alliance and fellow members of the NRWA. Getting to know you all made me feel like I truly belong." – **Nicholas Hines**

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-Tom Reese, GM (retired), Northern Ohio Rural Water



Connie Stevens
Executive Director

Growing And Improving

Wow, 2018 was a busy year! From the busy 2018 legislative session, outstanding Conferences, Expos and Leadership Summit to gaining three new employees. Kelly Cordell started in April as the Assistant Executive Director, Bob Deig is our new Energy Efficient Circuit Rider, and we now have a third Water Circuit Rider for Indiana who will focus on the western side of the state. And...let's not forget the nationally recognized Water/Wastewater Apprenticeship Program. All of these things have been a "big deal" for Team Alliance and therefore, our membership.

So let's take a peek of what 2019 will bring. This year's legislative session is a Budget Year and will be a longer session. One item that will be discussed is the recommendations of the Water Infrastructure Task Force. I had the honor of serving on this taskforce along with 10 other folks involved in the water and wastewater industry. It is our hope that these recommendations will encourage a

line item in the state's budget for water/wastewater infrastructure needs. I will be at the statehouse every week during session and will keep you posted on water/wastewater discussions.

One of Kelly Cordell's responsibilities will be working with utility systems that want to utilize the apprenticeship program. If your utility has one or more people planning to retire in the next two to five years, you may want to consider a succession plan. It is a challenge to get good, knowledgeable people to fill those positions. We are happy to help you with developing your own plan.

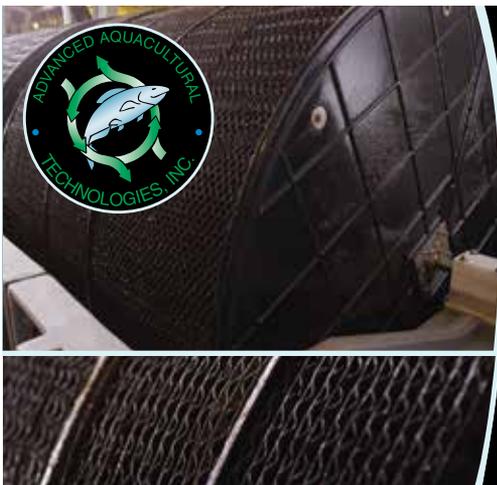
Bob Deig has hit the ground running with the energy efficiency evaluations. Although he only started on August 6, 2018, by November he had already completed seven utility system assessments. It doesn't cost you anything for him to evaluate your system and provide you with energy cost savings ideas. He will also inform you of any rebates or cost incentives offered through

your electric supplier. Bob has been a great fit for Team Alliance and our mission to help you find solutions for your utility.

David Adkins is our new Water Circuit Rider. He lives in Spencer, Indiana and brings a lot of well-rounded knowledge to the team, such as management, operations & maintenance, implementation of a backflow prevention program, proper testing, monitoring and reports. He holds DSL, WT3, WT4 certifications, and has a Class 1 Wastewater certification. Please welcome him if you get the chance.

We will also be gathering a list of anyone in the water/wastewater industry who will be retiring in 2019. We want to acknowledge them for the great work they have done over the years and talk with them about the "legacy" they hope to leave behind.

It is our goal to provide you with quality training/solutions and resources to help you do your jobs more effectively or efficiently. We are always looking for ways we can improve, so please let us know if you have a recommendation. ★



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PART OF THE ALLIANCE FAMILY

By Kelly Cordell, Assistant Executive Director

I am excited about my new position as the Assistant Executive Director of the Alliance of Indiana Rural Water, which I started on April 2, 2018. For the previous 25 years, I worked for in the Facility Services/Grounds department for the Ancilla Domini Sisters located in Plymouth Indiana. I always told everyone that, "Ancilla was my home away from home." I absolutely loved my job and lived their Mission/Vision and Values during my tenure.

Over those 25 years, I saw many challenges they faced as they grew. The Ancilla Domini Sisters have their own wastewater treatment plant and public water system. A small private rural community supplies water to their entities, including college dorms,

a convent, apartments, a nursing home, and a conference and retreat center.

During my time there, I gained knowledge about both the water and wastewater systems. The addition of the college dorms led to the need for a pedestal water tower. While working there I attended classes and graduated from the college with a two-year degree. I subsequently pursued and received my Bachelor's Degree in business management.

I started volunteering for the Alliance of Indiana Rural Water in 2014, by helping out at their Spring and Fall Conferences, and loved attending classes. I got to know some operators, managers, and vendors while helping out in the exhibit hall. I soon realized I wanted to learn more and really enjoyed volunteering for

the AIRW. I would use my vacation time and pay my own way to go to NRW conferences.

I really enjoy what the Alliance stands for and their role in helping small rural utilities. Alliance of Indiana Rural Water staff members have a positive attitude when it comes to helping others in the industry succeed. My passion for the industry grew as I listened to those talk about what they do. I felt like I was a part of the Alliance family and as if I had known everyone for years. Everyone I met always shared a story of their challenges but was passionate about their role as an operator. I am excited to take on this new role and help others in the water and wastewater industry. My goal is to help others succeed. ★

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By Bob Deig,
Energy Efficiency Circuit Rider

Helping Utilities Save Money

I am Bob Deig, Energy Efficiency Circuit Rider with the Alliance. The Energy Efficiency Program is a new Alliance program that is supported by the National Rural Water Association through the United States Department of Agriculture Rural Development. If you schedule a no-cost energy assessment, I will come to your plant, perform a walk-through to gather operating schedules, gather information from all of your equipment and calculate information from your energy bills in regards to costs and usage. I will then prepare a report, meet with you to discuss money savings, rebate and funding opportunities. This will enable you to implement operational or energy savings upgrades or help preparing budgets to make future improvements.

The primary goal of the Energy Efficiency Program is to assist rural and small community water and wastewater utility systems in evaluating their energy needs, consumption and costs; recommend measures to reduce energy consumption; and identify funding sources for improvements. Many of your energy providers will provide rebates for upgrading your facilities with energy efficient technologies.

It is estimated that water and wastewater treatment plants accounts for 4% of the nation's energy consumption. Aeration in wastewater treatment plants account for 50% to 70% of electrical use in these facilities, while pumping is the largest energy consumer in water treatment plants.

The majority of wastewater treatment plants run their aeration blowers 24 hours a day. Do you need to operate these blowers continuously? What are your dissolved oxygen levels? If they are high, then the blower operation times can be reduced by manually shutting off blowers, using timers, or operating the blowers with an on-line dissolved

oxygen meter to regulate motor run times or speeds.

Many water plants have motors that are oversized, while manual and/or control valves are throttled back to lower flow or to reduce water hammer when pumps startup. These situations are ideal candidates for Variable Frequency Drives (VFDs). By installing VFDs, piping will be protected from sudden water surges and energy consumption will be reduced by lowering motor speed that is proportional to proper water flow.

Many times, Town Managers, Clerk-Treasurers, etc. are the only individuals who know the energy costs for treatment plants. I believe that Superintendents,

operators and treatment specialists should know the costs to operate their plants.

At an energy cost of 0.08 cents per kilowatt-hour, it cost \$46,700 to operate a 50 horsepower motor continuously for a year. I encourage treatment plant operators to run their plants as if they are paying the energy bills! Education is key for each system's energy costs, demand charges, and available rebates. Every energy provider has different opportunities, but each have representatives that are willing to help you save money.

I encourage you to contact me if you have questions or to set up an energy assessment of your utility. I look forward to meeting and working with you to save money! ★

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Fall Conference Recap



Thanks to you, we had a fantastic event, with almost 400 people in attendance! Thank you to everyone who participated in the conference at the exquisite Grand Wayne Convention Center. On Tuesday evening, we welcomed everyone with dinner and drinks; it was a great time to mingle, get the “lay of the land” and get ready for the conference!

Attendees arrived Wednesday morning to coffee, donuts and a welcome ceremony before going off to their preferred track of classes: administrative, water or wastewater. Wednesday’s luncheon featured the finals for the Best Tasting Water in Indiana contest. Fort Wayne City Utilities was crowned the tastiest in the state and will move on to compete in the Great American Water Taste Test in Washington, DC next year at the National Rural Water Association’s Rural Water Rally.

After classroom sessions concluded for the day, the exhibitor reception kicked off with food, drinks, and a brand new game! Water World Jeopardy was unveiled with our own game show host, Rex Trebek (AKA Rex Blanton)! Eight contestants lined the stage to battle for the cash prize and bragging rights as Jeopardy Champion. After it was all said and done, Gene Eaton from Napoleon Community Rural Water walked away as the champ! Then, as if that wasn’t enough, we ended the evening with a hospitality event in the hotel lobby! It was a great time to wind down from a full day of classes while mingling with peers and friends.

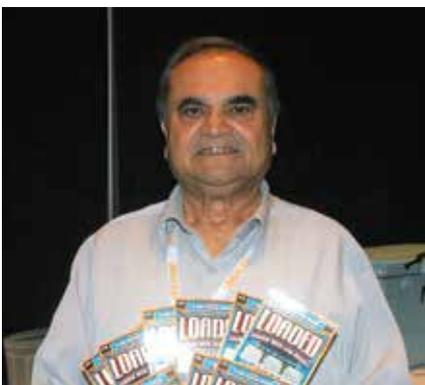
Thursday, everyone woke up to a delicious hot breakfast buffet before starting in on another day of classes. But first, our Annual Membership Meeting included the election of four new board members. Tim Doersam,

Floyd Ogden, and Darrel Baker were all elected for another term. Faith Willoughby from the Town of Chalmers was newly elected to fill the vacancy left by Terry Hafstrom’s retirement. In addition, associate members voted in a new Associate board member: Dave Harvey from Water Solutions Unlimited will join our board in 2019. Welcome to both Faith and Dave.

The conference wrapped up with the announcement of the Sportsman’s Raffle prize winners. Over \$3400 in tickets were sold for the Sportsman’s Raffle, with proceeds donated to WaterPac!. This year’s Grand Prize Winner was Nick Hines from BBP Water, who walked away with a rolling Craftsman tool chest AND \$500 cash! Cory Ritter from Angola claimed the shotgun for his own!

Thank you to all our attendees, speakers, vendors, and sponsors for helping make this another fantastic event! ★





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2018 LEADERSHIP SUMMIT RECAP

Focus | Perspective | Empowerment



This year's Leadership Summit was on August 2 & 3, 2018 in beautiful Bloomington, Indiana. Utility decision makers – board and council members, managers, and the like were in attendance for this fantastic event. Networking was the name of the game as attendees learned about succession planning, HR, cybersecurity, engaged in round-table discussions and much more! A special thank you to all our speakers, attendees and vendors for making the event such a success!



Dear Attendee:

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An **Awards Luncheon** on Wednesday will honor the best in the industry. If you know someone who deserves recognition, make sure to complete our Award Nomination Form in this packet!



Plan on having some fun during the reception in the Exhibit Hall on Wednesday evening. As classes conclude for the day, we invite everyone to gather in the exhibit hall for games, drinks, food, and the Sportsman's Raffle!



Later Wednesday evening, join us for a **bowling hospitality event!** Downstairs at Pluto's Alley - we'll have bowling, pizza, and drinks!



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You **really** don't want to miss out on this year's Spring Conference—so, **don't hesitate to make your plans to attend.**

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Technical Sessions

What follows is a *tentative* list of topics and invited speakers.

WEDNESDAY, MARCH 13

THURSDAY, MARCH 14

8:00 a.m. - 9:00 a.m.

Water Session

Water Service Tubing Education and Options

Austin Gentry
REHAU_MUNICIPEX

Wastewater Session

Biological Phosphorus Removal Microbiology and Case Studies
Ryan Hennessy - Midwest Contract Operations

9:15 a.m. - 10:15 a.m.

Water Session

Flexible Drop Pipe - Maximizing the Life & Performance of Your Water Well

Jim Lowry - Hose Solutions

Wastewater Session

Lagoon Optimization for 2020 and Beyond
Tom Hinde - Air Diffusion Systems

10:45 a.m. - 11:45 a.m.

Water Session

What's Going on with Surface Water Systems?

Stacy Jones, Peter Poon, Mitt Denney, and Jim Sullivan - IDEM

Wastewater Session

Proper Design and Application of Effluent Sewers

Jerry VanAuker- Orenco Systems, Inc.

1:15 p.m. - 2:15 p.m.

Water Session

OSHA's Focus Four (Part 1)

Alex Edwards - Bailey Safety Inc.

Wastewater Session

Utilizing Micro Nutrients in Activated Sludge Treatment

Pat Beamon - Brenntag Mid-South Inc.

2:45 p.m. - 3:45 p.m.

Water Session

OSHA's Focus Four (Part 2)

Alex Edwards - Bailey Safety Inc.

Wastewater Session

Hydraulic Impact on Activated Sludge Quality and Sedimentation

Barbara Smith - Wastewater 101, LLC

8:30 a.m. - 9:30 a.m.

Water Session

Innovation in Lead Service Line Replacement Programs

Erica Walker - 120 WaterAudit

Wastewater Session

Pressure Sewer Systems: A Cost Effective & Viable Alternative for Wastewater Collection (Part 1)
Keith McHale - Environment One Corporation

10:00 a.m. - 11:00 a.m.

Water Session

Inside an IDEM Sanitary Survey Inspection

Lucio Ternieden - IDEM

Wastewater Session

Pressure Sewer Systems: A Cost Effective & Viable Alternative for Wastewater Collection (Part 2)
Keith McHale - Environment One Corporation

11:15 a.m. - 12:15 p.m.

Water Session

Groundwater Contamination with PERC
The Journey from Discovery to Treatment

Lori Young - Curry & Associates, Inc.
Todd Gardner - BBP Water Corp.

Wastewater Session

Reporting to IDEM: How to Make Everyone Happy!

Mark Stanifer, Rene Repar, and Steven Beason
IDEM

1:30 p.m. - 2:30 p.m.

Water Session

R.T.C.R. for the RTCR

Andrea Lengerich - IDEM

Wastewater Session

Take a Little More Off the Top

Todd Latchaw - Nexom

2:45 p.m. - 3:45 p.m.

Water Session

Source Water Protection

Toby Days - Alliance of Indiana Rural Water

Wastewater Session

Repurposing Existing Facilities to Meet Changing Needs

Eric Smith & Jeremy Burch - HWC Engineering

AGENDA AT A GLANCE

Tuesday, March 12, 2019

Noon	Board of Directors Meeting
to 3:00 pm	Early Registration / Attendee Packet Pick-Up
to 6:00 pm	Pre-Conference Hospitality Event (fun, food, & drinks AT LEGENDZ)
11:00 pm	

Wednesday, March 13, 2019

to 7:00 am	Registration Desk Open in Lobby
5:30 pm	
7:45 am	Opening Remarks Coffee & Donuts
to 8:00 am	Concurrent Training Sessions
9:00 am	Break - Foyer
to 9:15 am	Concurrent Training Sessions
10:15 am	Exhibit Hall Grand Opening
to 10:45 am	Concurrent Training Sessions
11:45 am	Awards Luncheon
to 1:15 pm	Concurrent Training Sessions
2:15 pm	Break in Exhibit Hall
to 2:45 pm	Concurrent Training Sessions
3:45 pm	Reception in Exhibit Hall Fun, Food, Drinks & Sportsman's Raffle!
to 5:15 pm	
8:00 pm	Bowling Event - Pluto's Alley
to 10:00 pm	

Thursday, March 14, 2019

to 7:00 am	Registration Desk Open in Lobby
3:00 pm	
to 7:00 am	Hot Breakfast Buffet in Exhibit Hall
8:30 am	
8:00 am	Opening Remarks <i>WIN a Kindle Fire!</i>
to 8:30 am	Concurrent Training Sessions
9:30 am	Break in Exhibit Hall
to 10:00 am	Concurrent Training Sessions
11:00 am	Break in Exhibit Hall
to 11:15 am	Concurrent Training Sessions
12:15 pm	GRAND PRIZE DRAWING in Exhibit Hall
to 12:30 pm	
12:30 pm	Lunch - On Your Own
to 1:30 pm	Concurrent Training Sessions
2:30 pm	Break - Shotgun Raffle
to 2:45 pm	Concurrent Training Sessions
3:45 pm	

5 TOTAL CONTACT HOURS WEDNESDAY

5 TOTAL CONTACT HOURS THURSDAY

Technical Registration

March 13 & 14, 2019

Please print or type.

List all attendees and indicate the type of registration desired.

On-line registration is available with invoicing option!

Please email or fax completed forms:

Email: alliance@inh2o.org • Fax: 317-736-6676

Host Hotel
 French Lick Resort
 8670 West State Road 56
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RESERVATIONS:
 888-936-9360
 www.frenchlick.com
ROOM RATE: \$127/night
GROUP CODE: 0319AIR
Room Block Rate Expires 2/11/19

Utility / Company _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Email _____

Please list ALL Attendees and specify registration type for each:

Name _____	FIRST-TIME ATTENDEE	FULL	WED. ONLY	THURS. ONLY	SPOUSE/ GUEST	Attending LUNCH?
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					

Registration Rates

Full Registration

Two (2) days of technical sessions; and Pre-Conference Hospitality Event (Tues.); Exhibit Hall Access, Awards Luncheon (Wed.); Reception (Wed.); Hospitality Bowling Event (Wed.); Hot Breakfast Buffet (Thurs.)

Wednesday ONLY

Technical sessions; Exhibit Hall Access; Awards Luncheon and Reception; Hospitality Bowling Event

Thursday ONLY

Technical Sessions; Exhibit Hall Access; Hot Breakfast Buffet

Spouse / Guest Registration

Pre-Conference Hospitality Event (Tues.); Exhibit Hall Access; Awards Luncheon (Wed.); Reception (Wed.); Hospitality Bowling Event (Wed.); Hot Breakfast Buffet (Thurs.)

Member		Non-Member	
Before March 4, 2019	After March 4, 2019	Before March 4, 2019	After March 4, 2019
\$150	\$175	\$250	\$275
\$120	\$145	\$220	\$245
\$95	\$120	\$195	\$220
\$75	\$100	\$125	\$150



Please list any dietary restrictions:

Method of Payment

Please send invoice Enclosed is my check # _____

NUMBER ATTENDING AWARDS LUNCHEON (WED.) _____

Pay with Credit Card Card # _____

Exp Date _____ Name on Card _____ Billing Zip _____

CVV# _____ Signature _____

Total \$ _____

Registration forms must be returned to the Alliance office no later than March 4, 2019 for "Early Bird" registration prices.

All refunds will incur a \$15 cancellation fee. ■ No refunds after March 6, 2019

Phone: 317-789-4200 • Fax: 317-736-6676 • Email: alliance@inh2o.org • Address: P.O. Box 789, Franklin, IN 46131

Admin. / Regional Districts

March 13 & 14, 2019

Please print or type.

List all attendees and indicate the type of registration desired.

On-line registration is available with invoicing option!

Please email or fax completed forms:

Email: alliance@inh2o.org • Fax: 317-736-6676

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RESERVATIONS:

888-936-9360
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ROOM RATE: \$127/night
GROUP CODE: 0319AIR

Room Block Rate Expires 2/11/19



Utility / Company _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Email _____

Please **list ALL Attendees** and specify registration type for each:

Name	FIRST-TIME ATTENDEE	FULL	WED. ONLY	THURS. ONLY	SPOUSE/ GUEST	Attending LUNCH?
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					
Name _____	<input type="checkbox"/>					

Registration Rates	Member		Non-Member	
	Before March 4, 2019	After March 4, 2019	Before March 4, 2019	After March 4, 2019
Full Registration Two (2) days of technical sessions; and Pre-Conference Hospitality Event (Tues.); Exhibit Hall Access, Awards Luncheon (Wed.); Reception (Wed.); Hospitality Bowling Event (Wed.); Hot Breakfast Buffet (Thurs.)	\$150	\$175	\$250	\$275
Wednesday ONLY Technical sessions; Exhibit Hall Access; Awards Luncheon and Reception; Hospitality Bowling Event	\$120	\$145	\$220	\$245
Thursday ONLY Technical Sessions; Exhibit Hall Access; Hot Breakfast Buffet	\$95	\$120	\$195	\$220
Spouse / Guest Registration Pre-Conference Hospitality Event (Tues.); Exhibit Hall Access; Awards Luncheon (Wed.); Reception (Wed.); Hospitality Bowling Event (Wed.); Hot Breakfast Buffet (Thurs.)	\$75	\$100	\$125	\$150



Please list any dietary restrictions:

Method of Payment

Please send invoice Enclosed is my check # _____

Pay with Credit Card Card # _____

Exp Date _____ Name on Card _____ Billing Zip _____

CVV# _____ Signature _____

NUMBER ATTENDING AWARDS LUNCHEON (WED.) _____

Total \$ _____

Registration forms must be returned to the Alliance office no later than March 4, 2019 for "Early Bird" registration prices.

All refunds will incur a \$15 cancellation fee. ■ No refunds after March 6, 2019

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Administrative / Regional Districts Registration

WEDNESDAY, MARCH 13

8:00 a.m. - 9:00 a.m.

Preparing for Personnel Changes

Tyler Henke
Ziptility

Future-proof your utility with these easy-to-implement record keeping best practices.

9:15 a.m. - 10:15 a.m.

How to Fund Your Utility Building Project

Steven Brock
Therber Brock & Associates

Learn which low cost funding programs are available and learn their requirements.

10:45 a.m. - 11:45 a.m.

Is Your Workplace Safe?

Maureen Dyke
Rickers

This session will cover many possible workplace safety issues not covered under normal OSHA safety rules, but rather more personal one on one type threats to employees. Performing a "Threat Assessment" to expose possible weaknesses in your employee protection plans, such as Active Shooter, Line of Sight for receptionists and much more. Also, how to establish written policies that include all of the above items will be covered.

1:15 p.m. - 2:15 p.m.

Succession Planning

Scott Ham
Silver Creek Water Corporation

Water and wastewater boards, and managers will see techniques used for planning, financing, and competing for qualified replacements of key leadership positions within the utility. There will be interactive and high energy examples of a succession plan to help prepare water and wastewater utilities for future operations. Attendees will see the benefits of embracing ideas for operating, if there is a need to replace management and key positions due to retirement, emergencies or other retention issues. This information was developed as a follow up from the Alliance Leadership Summit held in 2018.

2:45 p.m. - 3:45 p.m.

Legislation and Legal Fights: What Every Manager of a Water and Wastewater Utility Should Know

Parvin Price
Barnes & Thornburg LLP

The presentation will focus on legislative changes (and proposed changes) that affect the water and wastewater industry throughout Indiana. The discussion of legislation will be intertwined with the discussion of actual cases that affect the water and wastewater industry in Indiana. The purpose of this presentation is to identify issues, the managers of these utilities should be aware of, in order to avoid pitfalls for their utility.

THURSDAY, MARCH 14

8:30 a.m. - 9:30 a.m.

The Coming Infrastructure TIDAL WAVE PLAN or REACT

Gerry Harstine
ServLine

One problem that impacts all aspects of the water and wastewater industry is aging infrastructure. Water utilities average 240,000 water main breaks per year wasting over 2 trillion gallons. Additionally, residents lose another 1.3 trillion gallons due to leaks. We are going to look at approaches that utilities can start to employ right away. Waiting and evaluating is not a good approach at this time because the longer you wait the bigger the problem becomes. The time for evaluating has passed, if we don't act now it will truly be too late.

10:00 a.m. - 11:00 a.m.

Fraud Prevention Techniques for Utility Offices

Daniel Dundon and Stephanie Putnam
Ampstun

According to the Association of Certified Fraud Examiners, internal control weaknesses were responsible for nearly half of frauds. Nobody expects fraud to occur within their office, however, with some key knowledge and planning, fraud risk can be reduced. This session will provide information and guidance to office managers, board members or superintendents.

11:15 a.m. - 12:15 p.m.

Asset Management

Camille Meiners
State Revolving Fund Loan Program

This presentation will include information related to SRF's Asset Management Program Requirements and Guidance.

1:30 p.m. - 2:30 p.m.

Dollars and Cents: Ways to Save and be More Resourceful to the Last Drop

Rochelle Owen and Jennifer Bullock
USDA, Rural Development

In this presentation, USDA, Rural Development staff will provide information about components to a preliminary engineering report (PER) which can benefit a community and the operation of their system. Highlights will include actions a community can take even before they have hired an engineer and are looking for project funding. Topics will range from energy use and assets to operators and documents communities can leverage to be their own best advocate.

2:45 p.m. - 3:45 p.m.

Exploring Rate Affordability

Jeff Rowe
Umbaugh

Aging infrastructure, inadequate maintenance programs, polarization of household income and population shifts are just several driving factors affecting utility rates and charges. This in part is why utility bill increases have been and continue to outpace general inflation. As a result, municipalities are beginning to question the affordability of their rates and charges. This presentation will explore the definition of affordability and affordability analysis used to assess affordability on a local level. We will also discuss various customer assistance programs (CAP's) that are being utilized by municipalities to help defray utility costs to customers that are impacted the most by utility rate increases. Finally, we will present a current comparison of water and sewer rates in the State of Indiana.

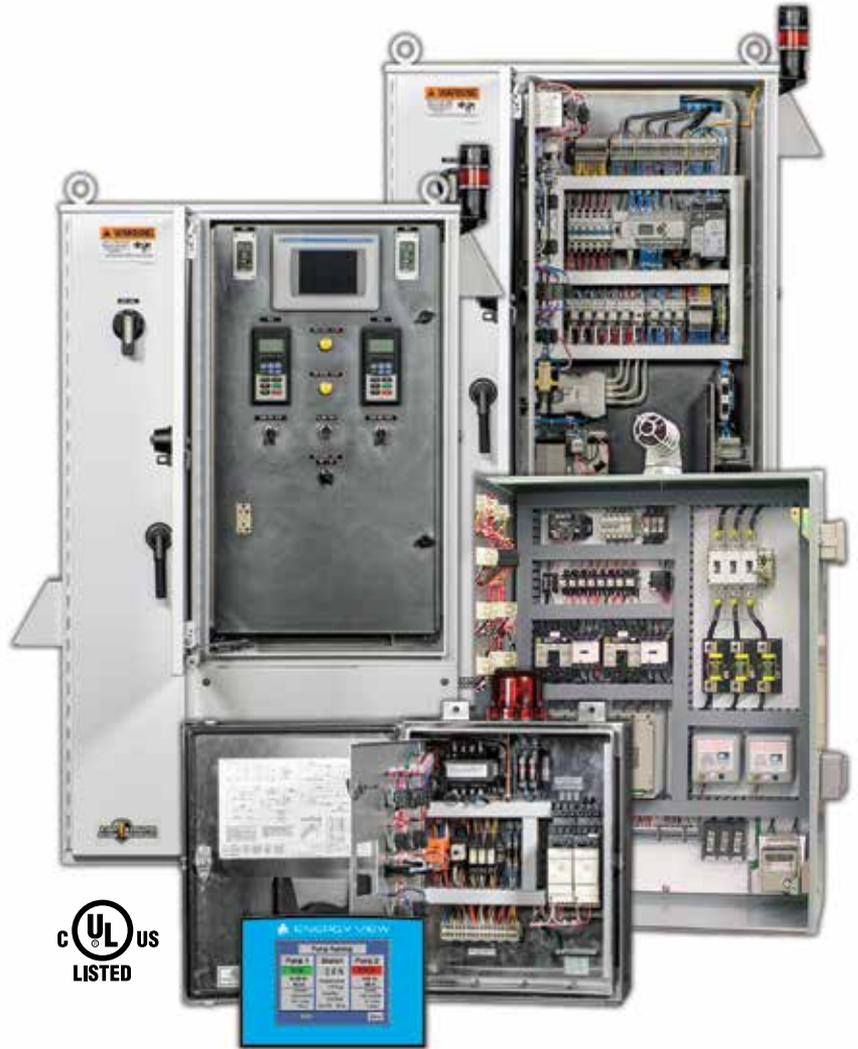
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2019 AWARD NOMINATION FORM



Do you know someone who is doing a great job?
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OF COURSE YOU DO!!!
Indiana has the best and most dedicated
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Recognizing the outstanding contributions of rural water & wastewater professionals is one of the highlights of the Alliance's Annual Spring Conference. Each year the Alliance of Indiana Rural Water presents awards in recognition of outstanding performance.

Award winners in each category will be honored on Wednesday, March 13th during the Awards Luncheon. Please take advantage of this chance to recognize someone for a job well done! To assist the Alliance Awards Committee in selecting deserving individuals, please fill out the form below; attach additional pages if necessary.

Nominations must be received by February 11, 2019.

Please select ONLY ONE:

- | | | |
|---|--|---|
| <input type="checkbox"/> Water System Operations Specialist of the Year | <input type="checkbox"/> Wastewater System Operations Specialist of the Year | <input type="checkbox"/> Steward of the Environment Award |
| <input type="checkbox"/> Manager of the Year | <input type="checkbox"/> Administrative Professional of the Year | |

Nominee's Name: _____

Job Title: _____ Shirt Size (Circle One): **S M L XL 2XL 3XL**

System Name: _____

Nominator: _____

Telephone Number of Nominator: _____

1. How long has nominee been employed with system?
2. What are the responsibilities of the nominee in his / her current position?
3. What is / are your primary reason(s) for nominating him / her for this award?
4. Please indicate what type of training the nominee has received:
5. Please list awards or certificates the nominee has received:
6. What contributions has the nominee made to the improvement of his / her system?
8. Will the nominee be attending the conference? Yes No
One award in each category will be presented. You may nominate one person per form.
(Please copy this form and submit one for each person you wish to nominate.)

Send to: alliance@inh2o.org OR Fax: 317-736-6676 OR P.O. Box 789, Franklin, IN 46131

Nominations MUST be received by February 11, 2019 to be considered.

*The Alliance reserves the right to publish names and photos of all awards winners in future publications.

2018 SCHOLARSHIP Clay Shoot / Golf Outing RECAP



The 2018 Scholarship Golf Outing & Clay Shoot was a fun-filled success! We had an exciting clay shoot and played a full day of golf with a sell-out event! Matt Lenz of Aqua Indiana won first prize for the Clay Shoot this for the second year in a row, and the First Insurance Group Team won the golf tournament.

Our famous longest drive contest was conducted while sitting on a toilet once again. Teams donated \$20 to the scholarship fund for a chance to hit the longest drive... the only catch was you had to sit on a toilet while hitting the ball!

The prize for the longest drive was a new golf bag; but the biggest reason to participate was that, on their next shot, participants got to drop their ball 165 yards from the hole on a par 5 – not to mention all the fun we had and great pictures it created.

Thank you to all our sponsors and everyone who attended for helping to make the clay shoot & golf outing a success!

Clay Shoot Sponsors

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Golf Tournament Sponsor

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Beverage Cart Sponsors

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- LWG

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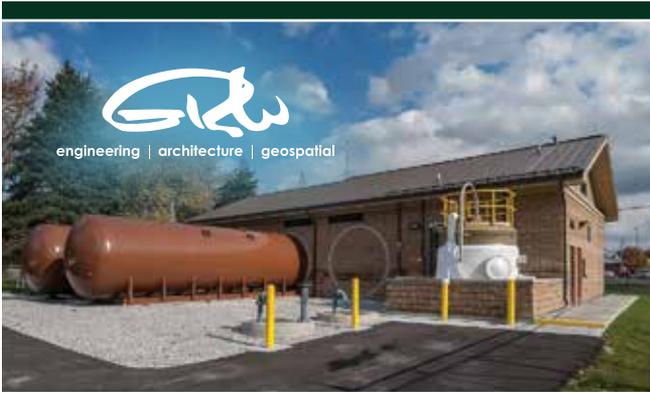


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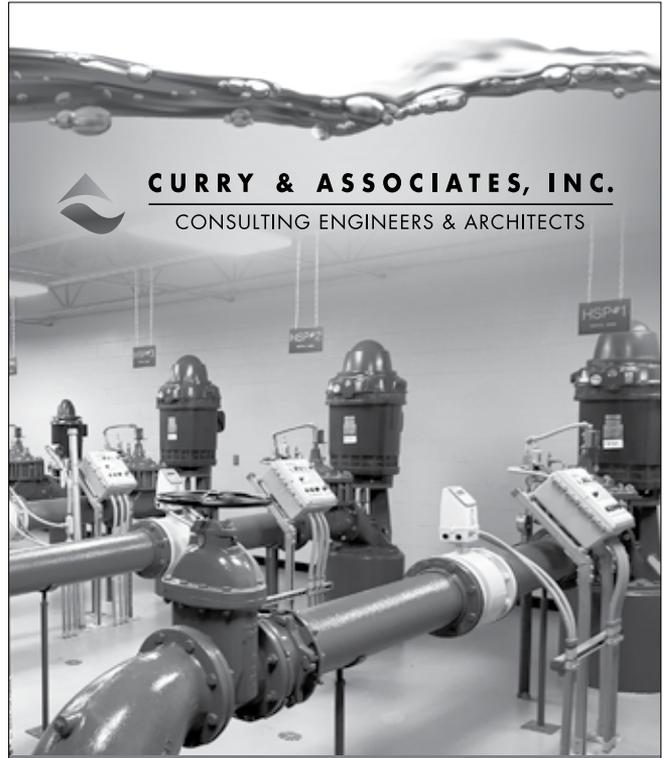
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Scholarship Application

(Please Print or Type)

A. Personal Information

Name: (Last) _____ (First) _____ (MI) _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

B. Member Information *(Applicant must be a dependent child of a system employee of a water or wastewater voting utility)*

Utility Name: _____

Employee Name: _____

Applicant's relationship to employee: _____

C. High School Information *(Transcript must be submitted with application)*

School Name: _____ Graduation Date: _____

Address: _____ City: _____ State: _____ Zip: _____

GPA: _____ SAT Score (total): _____ Class Rank: _____ out of: _____

Attach a typed list of school and community activities, awards and honors, and other special recognition you have received during the last four (4) years.

D. Work Experience *(Describe any work experience during the last four (4) years)*

E. College / University Information *(Applicant must be enrolling as a first-year college student)*

School Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Please indicate: _____ 4 Year College/University
_____ Vocational/Technical School
_____ 2-Year Community/Junior College
_____ Other, Specify: _____

Major Course of study: _____
(Priority will be given but is not limited to water/wastewater related studies)

F. Financial Information

Please indicate which of the following income ranges matches your gross family income:

_____ Under \$30,000 _____ \$30,000 - \$50,000 _____ \$50,000 - \$70,000 _____ Over \$70,000

If you are receiving other known financial aid/scholarships, please itemize by name and amount.

Name: _____ Amount: _____

Name: _____ Amount: _____

Name: _____ Amount: _____

If there are any family circumstances that influence your need for financial assistance, please describe:

G. Essay

On a separate page in 250 words or less. **(Please type)**

Write a brief essay on your goals as they relate to your education, career, and future plans.

H. Certification

In submitting this application, I certify that the information provided is complete and accurate to the best of my knowledge. False information will result in revocation of any scholarship granted.

Applicant's Signature: _____

Date: _____

Parent's/Guardian's Signature: _____

Date: _____

OFFICIAL RULES

This scholarship will be made to defray the cost of educational expenses at an accredited institution of higher learning approved by the Alliance of Indiana Rural Water. Disbursement of the money will be made upon presentation of proof of enrollment (transcript or invoice.) Scholarship money will be paid directly to the scholarship winner. Applicants must be a first-year college student enrollee and cannot have received a prior scholarship from the Alliance of Indiana Rural Water. Applicant must also be a citizen or legal resident of the United States, a resident of the state of Indiana and a **dependent child of a system employee of a water or wastewater voting utility**. In order to be eligible, applicant must complete the application form in its entirety and return it to the Alliance by the entry **postmark deadline, January 31, 2019**. Scholarship recipients will be selected based on the number, length of commitment and quality of leadership in school and community activities, awards, honors, academic records, career goals, work experience and financial need. **Application must be signed by both applicant and parent/guardian before submission**. Applicants will be evaluated on a comparative basis at the sole discretion of the committee. All decisions are final. Application materials and decisions of the committee shall be confidential. Acceptance of scholarship constitutes permission to use recipient's name and/or likeness for purpose of promotion. No transfer of scholarship is permitted. Applicant must plan to attend an accredited school in the fall of 2019. Recipients will be notified by mail. Family members of employees of the Alliance of Indiana Rural Water and/or members of the Board of Directors are not eligible.

Mail application, transcript(s), & essay to:

(must be postmarked by January 31, 2019)

Alliance of Indiana Rural Water

P.O. Box 789
Franklin, IN 46131

OR Email application, transcript(s), & essay to:

(must be received by January 31, 2019)

alliance@inh2o.org

CHECKLIST

- Completed application
- Essay
- Academic transcript
- School & community activities
- Awards & honors
- Certification signatures

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Retaining Talented and Valuable Employees

Kevin Wenzel, Wastewater Circuit Rider

Last spring, I visited a utility department that was having trouble retaining their employees because they kept losing them to other cities that could afford to pay more. When discussing this issue I mentioned one way to stop employees from leaving is to match what other cities were paying. A lot of utilities cringe when that is suggested. However, with the shortage

of operators as they retire, a utility has to try to keep their own – especially when a utility has already invested the time and money to train an individual.

I sat down with the utility manager and we brainstormed other ideas of how to keep him from losing employees. One idea is to make sure the employees feel appreciated. For example, if they have been working on a water leak or sewer

line in bad weather since the wee hours of the morning, give them the afternoon off with pay. Convince your board that their employees are valuable. Promote within and submit positive articles in the local paper about your utilities and their staff. They are not just ‘ditch diggers’ and plant operators.

Upper management then sat down and discussed what they could do. They realized that personnel needed equipment skills, tool skills, and work skills to perform these jobs. They also had to be hard working and gritty. As well, they had to have the required certifications.

They decided to create a tiered pay structure for each department so each employee knew what they needed to accomplish in order to “climb the ladder,” and make more money. Each tier laid out what skills or certification an employee had to acquire in order to finish that tier. So now a new employee knows what they have to do to move up the ladder. Current employees had their seniority figured in as well. With this tiered pay structure, employees can’t complain if they do not think they are making enough money. Each tier is laid out for them, so they know what they have to do to move up and increase their pay.

Only time will tell if this plan works for the system. It will be interesting to see. Hopefully their plan is a plan other systems could adapt so as to entice and retain employees in this challenging time, a time when we know operations specialists are going to be scarce. ★

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Are You Ready?



By Joe Frazier, Circuit Rider

As it has been said, the baby boomers are retiring. Some systems have found out all too soon that they should have hired a replacement sooner. As I prepare for my upcoming retirement, I'm thinking about the legacy I want to leave behind. How can I help the next person do this job to the best of their ability? After all, if we have worked hard to build a good reputation of an organized and well-run operation, it would be a shame to see it fall short quickly. Our legacy would be short lived.

Systems need to make sure all records and maps are up to date. Is your Emergency Response Plan (ERP),

list of contractors, Standard Operating Procedures (SOP) and all the little 'quirks or specialties' about your system documented for the new person to carry on? Some of you have been doing these jobs for 20, 30 or 40 years. There are a lot of things in your head that you do every day, without thought. There are so many things that are important to running

a water/wastewater system, we cannot prepare in just a couple of months. This will take time. Alliance of Indiana Rural Water has an apprenticeship program in place that can help you be prepared for the changing of the guard. You can contact our office for more details on this program at 317-789-4200 or 1-888-937-4992. ★

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State Revolving Fund and Asset Management



By Sherri Winters, Water Programs Director

Senate Bill 362 states: “Regulation of water and wastewater systems. Provides that a public utility, conservancy district, or regional water or sewage district that is organized as a legal entity after June 30, 2018, to provide water or wastewater service to the public is subject to the jurisdiction of the Indiana utility regulatory commission for the period of 10 years beginning on the day on which it is organized as a legal entity. Amends the laws concerning the wastewater revolving loan program and the drinking water revolving loan program to require a demonstration that each participant to which a loan would be made has the financial, managerial, technical, and legal capability of operating and maintaining its system and has developed or is in the process of developing an asset management program. Establishes new requirements for water treatment plants and wastewater treatment plants applying to the department of environmental management for the issuance or amendment of a permit, including a cost-benefit analysis, a capital asset management plan, and a cybersecurity program.”

So what does that mean to you? Well, let’s focus on the second statement regarding amending the laws concerning the state revolving loan fund (SRF). Any public water supply or wastewater system applying for SRF money will be required to complete an asset management plan beginning July 1, 2018. SRF requires that you certify completion of this plan by the time your loan closes.

What is an ‘asset management plan’ (AMP)? It is a program developed and implemented by your utility to demonstrate financial, technical and managerial capability of operating and maintaining your water or wastewater system.

The intent of SB 362 is to assure that you know what assets you have, where your assets are, what your assets are worth and how you can plan for sustainability for your utility. You must plan for the next 20 years. In other words, what physical assets do you have including chemicals, equipment (including vehicles) and personnel to name a few. A very detailed analysis of these assets must be documented.

In order for this to be accomplished, it will require collaboration among water/wastewater staff, financial staff and governing members (board/mayor, etc.). Information needed is information you already have in one form or another. It will require pulling all of that information into a more concise format. The resulting plan should be easily accessed but does not need to be ‘pretty.’ Develop a plan where you can access necessary information for yourself and for SRF staff upon request. It may be time-consuming but very much worth it!

At a minimum, the following must be provided: 1) A map of your system 2) An inventory and assessment of system assets 3) Development of an infrastructure inspection, repair, and maintenance plan, including a plan for funding such activities 4) An analysis of the customer rates necessary to support the AMP 5) An audit performed at least every two years 6) Demonstration that the participant the technical, managerial, legal and financial capability of operating and maintaining its water or wastewater system.

Because this is a very detailed plan, it is best to view the guidance and checklist on the SRF website. There are also tables that can be used to assist with analysis of your assets as well as assign financial value. That website is

www.in.gov/ifa/srf/2376.htm or go to the SRF webpage via www.IN.gov and enter a search for SRF and/or Asset Management. Then proceed to the ‘Asset Management Program Guidance and Documents’ link.

Something to consider is that establishing a good AMP can also assist with a rate study. Also, if you have a good GIS mapping system, you may be able to obtain much of your information by pulling reports from it. If you find yourself looking to fund a future project, please take a look at these documents and begin gathering information. Your consultants and engineers will likely assist you through this process. But you may also contact Alliance staff for assistance and guidance at 888-937-4992. There are many benefits of having a good AMP whether you are looking to finance a project, or not. You just have to start! ★

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Municipal Versus Industrial Exam Review

By Rex Blanton, Wastewater Training Director

After offering 18 Municipal Wastewater Certification Exam Review classes over the last five years, The Alliance of Indiana Rural Water recently completed its first attempt at an Industrial Wastewater Certification review for United States Steel in Gary. Needless to say, it was very different in preparation and approach for the students due to the fact no Alliance staff has worked at an Industrial Waste Treatment facility. I worked at a metal plating factory shortly after high school, but long before the National Pretreatment Program was implemented. That came about after the Clean Water Act in 1972.

It has always been very easy for our instructors to communicate experiences and learned processes and procedures in the wastewater profession from the municipal side of things. After all, it is a natural process that accelerates with providing an environment for the bacteria to grow and flourish as they perform the job of breaking down the organics and assisting in the reduction of nutrients. As simple as that may

sound, the activated sludge process is very complex in nature and must be adjusted according to the strength of the wastewater, temperature, pH, etc. Along with these items and different designs of the conventional activated sludge process – as well as rules and regulations, lab, and some math – Alliance instructors have been able to convey to students the necessary information to successfully pass all levels of municipal certifications.

Offering instruction for the industrial exam that covers all sorts of treatment processes was a challenge the Alliance accepted to offer education opportunities to further the careers of all Indiana wastewater professionals. In the last two years, several companies in the state have sent employees to our municipal sessions in hopes of obtaining information on the activated sludge processes. Some specific industries (dairy and meat processing) use the activated sludge process to reduce organic loads to the publicly operated treatment works. However, for the most

part, industrial facilities are unfamiliar with the process. The employees attending the municipal sessions have been very successful with the IDEM Industrial Exams.

US Steel in Gary and other industries in the state are faced with some of the same problems as municipalities, including an aged workforce and no replacements for their soon-to-rotate certified operators. By taking a proactive approach to the problem when they reached out to Ivy Tech, who then contacted the Alliance, US Steel is preparing for the future. Ten of their employees attended the 30-hour course and have applied to sit for the exam. Depending on experience and education, they are sitting for the A, B or D Exams. The Alliance is looking forward to receiving reports of passing grades on the exams in the near future.

With the completion of the Industrial Exam Review Course in Gary, The Alliance has a basis for future sessions to assist all industries in the state with not only their certification exam preparation, but also their continuing education contact hours as well. It is just a start to the learning process for instructors to become familiar with industrial certifications, but previous Alliance municipal instructors had to start somewhere. So, if you are an industry looking for assistance in this endeavor or know of operators looking to expand their knowledge and expertise with an industrial certification, please contact The Alliance of Indiana Rural Water. ★

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MORE BRAIN TEASERS

By Gordon Myer, Water Circuit Rider



When I did an article entitled brain teasers for a previous Pipeline, my main purpose was to get people thinking about all of the material that they had learned in the past that may have slipped back into one of the dark crevices located deep inside their brains. I received numerous good feedback responses on the article and was asked to do it again. So here we go with a few more questions. Maybe you remember the answers or need to dust the books off. Either way it is always good to jog the old brain.

1. True or False, It is more desirable to have a grid or looped distribution system instead of a dead-end system.
2. Convert .0765 ppm (parts per million) to ppb (parts per billion).
 - a) .0000765 ppb
 - b) 76.5 ppb
 - c) 765 ppb
 - d) 7.65 ppb
3. Chlorine gas is
 - a) Lighter than air
 - b) The same as air
 - c) Heavier than air
 - d) None of the above
4. What do you combine chlorine with to produce chloramines?
 - a) Sodium Chloride
 - b) Hydrofluorocilic Acid
 - c) Potassium Permanganate
 - d) Ammonia
5. What is Total Organic Carbon (TOC)?
 - a) Filter Aid
 - b) Coagulant Aid
 - c) A measure of the amount of carbon in water
 - d) The amount of carbon produced daily

Bonus Question:

Under which President was the Environmental Protection Agency (EPA) established?

- a) Richard Nixon
- b) John F. Kennedy
- c) Theodor Roosevelt
- d) Alfred E. Newman

Once again these were just a few questions to massage the old brain muscle. If I can be of any assistance please feel free to contact me at gmyer@inh2o.org. ★

The answers are as follows:
 1. True – Dead-end water mains can cause taste and odor water quality problems, while grid or looped water distribution systems permit greater water flow to an area.
 2. b) 76.5 ppb (to convert ppm to ppb multiply .0765 ppm by 1,000 or move the decimal point three places to the right)
 3. c) Chlorine gas is two times heavier than air.
 4. d) Ammonia.
 5. c) Measure of the amount of carbon in water.
 Bonus: a) The EPA was established under Richard Nixon in 1970. (a quick note if you picked D – Alfred E. Newman you read way too much MAD Magazine as a youngster)



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How to SUCCESSFULLY Solicit a Rate Analysis

By Carl Brown, President, *GettingGreatRates.com*

Author's Note: I am a utility rate analyst. It is self-serving to tell you how to solicit rate analysis services. But, you would do well to consider this approach.

When you “solicit” to buy a utility rate analysis, engineering for a bridge, a tractor, or toilet paper, you are seeking the best result, the cheapest to purchase result, or some compromise of the two. That is “Solicitation 101.” But, you need a little more.

Utility rate analysis is a service that, even the largest, most active utilities use only infrequently. Others use rate analysis even less. Most of the people responsible for soliciting rate analysis have never done it before. So, I ask you, rate analysis solicitor, how are you going to do this right, first time, no practice?

Most people fall back on the engineering request for qualifications

or request for proposals. Let’s call those an “RFPQ.”

The RFPQ is usually a 15 to 20-page long document that requires timetables and milestones, resumes, insurance coverage, deliverables, and more. Responses are often 100+ pages. Far be it from me to tell folks how to acquire engineering services. I’m not an engineer. I’m a utility rate analyst. But, I do know enough about both to say, engineering and rate analysis are different.

As Stephen Covey, the management and self-improvement guru advised, “Start with the end in mind.” Decide what you want to end up with and write it down in a statement. I recommend

this, “We want to have rates that are appropriately simple or complex, adequate and fair.”

Whatever your end-goal is, write it down. Tell it to your prospective analyst(s) or give it to them in a short solicitation.

But, I need to back up. Before doing anything else, call the rural water association. Ask, “Who is a rate analyst?” And, “Who do you recommend?” They may balk on the second question, but watch their eyes, their body language.

Now that you know *who* to solicit, consider this before you write up a big RFPQ: Rate analysts know rate analysis. You don’t need to tell us how to do it. Just tell us your goal, you know, that statement



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three paragraphs ago, and we will tell you how we plan to get you there. Thus, at its simplest, you should call and tell me, or us:

1. Your goal, and
2. Response requirements – deadline, who to send it to, how to send it (e-mail is best), how the fees should be structured (lump-sum is good, hourly usually is not), professional liability insurance required, guarantee required, who to contact with questions, and maybe a bit more. If you put this into writing, it should not take much more than two pages.

What do you accomplish by keeping it short and sweet?

- You reduce your conceptualizing and writing work. No need to know how rate analysis is done. Just state your goal and the response requirements.
- You reduce the chances you will mess up.
- You reduce the chances of picking a non-rate analyst or an aspiring rate analyst. That would be a big mess up. (Yes, we need more and new rate analysts, but let them get training

and do their experimentation on someone else's dime.) When you give no guidance on what to do and how, responders must figure those things out. Experienced rate analysts do that all the time. The others don't.

You have your solicitation written, now what?

1. Don't mail or e-mail it out to the world. That invites unnecessary responses for you to sift through. That increases your chances of... you guessed it... messing up. Instead,
2. Call the one or few analysts identified by the association. Tell the analyst your goal and the response requirements, then let them take it from there.
3. Consider responses and options. A fair-minded, logical read of the proposal(s), something you need no training in rate analysis to do, should reveal "your" analyst.
4. Decide, and move forward. Well, first, run that decision by the association. They likely know something you don't. And, they don't want you to mess up.

That is the low-work, low-bureaucracy approach. Short of having an analyst who was vetted by an organization like the association, it is the most effective, too.

If you absolutely, positively must have more process than that, visit <https://gettinggreatrates.com/freebies/rag.pdf> and download the "Rate Analyst Guide." This guide will lead you through the solicitation process in several variations. It even has a link to a two-page solicitation template in Microsoft Word. Plug in your details and your RFP is written.

Utilities rarely solicit for rate analysis. When they do, they often do it ineffectively. Don't be one of those.

Carl Brown is President of *GettingGreatRates.com*, which specializes in rate analysis for water, sewer and other utilities. The firm serves as the RATES Program rate analyst for the Colorado, Kansas, New Mexico, North Dakota, Virginia and Wyoming rural water associations. Contact: (573) 619-3411; carl1@gettinggreatrates.com. ★

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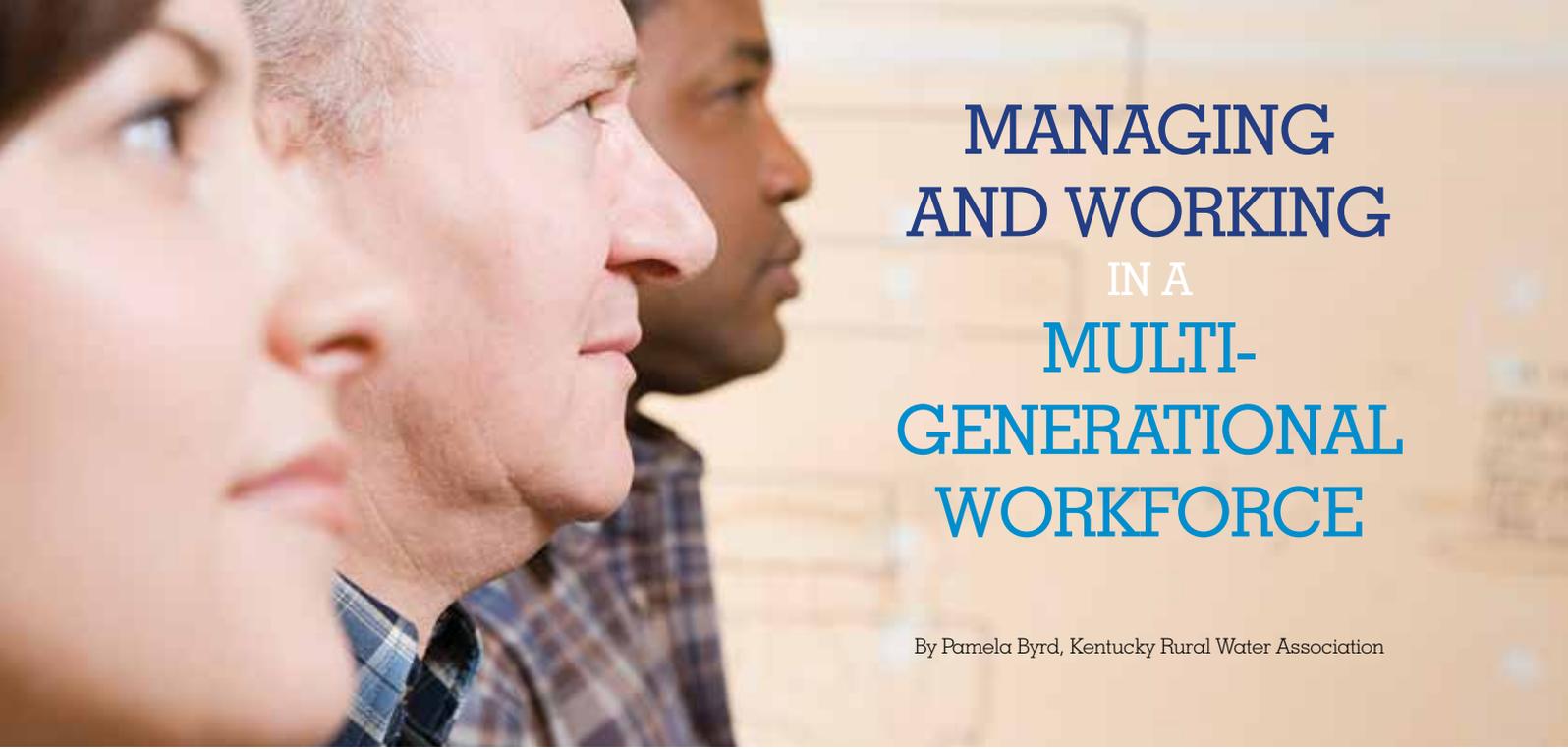
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MANAGING AND WORKING IN A MULTI- GENERATIONAL WORKFORCE

By Pamela Byrd, Kentucky Rural Water Association

According to the Oxford Dictionary, a generation is defined as 1) all of the people born and living at about the same time, regarded collectively, and 2) the average period in which children grow up and have children of their own.

Sociological events that happen when one reaches economic adulthood create lifelong attitudes toward jobs, money, and savings. Similarly, sociological events that happen when one is becoming an adult influence core values about permissiveness, tolerance, and gender roles. Most psychologists agree that many of these core values are carried through life largely unchanged. What this means is there is a generational predisposition that must be overcome, eliminated, or taken advantage of. Sweeping generalizations about any generation will not describe each individual member of the generation.

The Generations in America's current workforce are classified as:

- Veterans (Born 1922-1945)
2% of workforce
- Baby Boomers (Born 1946-1964)
29% of workforce
- Generation X (Born 1965-1982)
33% of workforce
- Generation Y (Born 1983-1997)
35% of workforce
- Generation Z (Born after 1997)
1% of workforce

Each generation differs in social, political, and economic influences, family structure and influence, education, values, and work ethic. They have different attitudes regarding preferred leadership approach, communication style, and motivational buttons. They differ on how they interact with others, their preferred approach to feedback, and their view toward the company or organization. In other words, one leadership or management approach will not fit all.

The Veterans represent only 2% of the workforce, but they are present in many management positions, boards or commissions. Their leadership and experience are still important. This generation experienced the world through war and re-building. Their hard work and vision created an America as we know it today. Many were raised by turn-of-the-century farmers. They brought a strong work ethic into the factories of an industrialized society. They grew up during lean times and consider work a privilege. This generation believes you earn your own way through hard work. They were willing to put in long, grueling hours to get ahead. They are characterized as being very civic-minded and loyal to their country and employer. Many worked for the same employer their entire life. They were raised in a paternalistic environment

and were taught to respect authority. They were and are good team players and generally don't ruffle any feathers or initiate conflict in the workplace. They believe you move up the ladder by hard work and perseverance.

Of all five generations in today's workplace, the Veterans are slow to change their work habits. As a whole, they are less technologically adept than the younger generations. Their leadership style represents being direct and in control and adhering to a command structure. They appreciate communicating face-to-face or in official memos. They don't do well with e-mails. They are slow to make decisions, wanting all the facts and time to study them before they do.

Baby Boomers represent 29% of the workforce. This group is optimistic and team oriented. They think job status and symbols are important, are always learning, are loyal, tend to be workaholics, are open minded, embrace the value of "inclusive" leadership and also prefer face-to-face communication. They were the first group to be graded for "getting along well with others." Their vast numbers meant much competition, so they work till the job's done, no matter how late. They were raised by parents who told them they could have it all and do anything they wanted to do.

The Baby Boomer generation represents over 85 million people across

North America. This generation is often divided into two groups due to its size, which includes first half and second half boomers. The division is used to distinguish between those born in the 1940s and early 50s who actively participated in the events of the 60s and those born in the mid 1950s and early 60s who were too late to actively participate in Woodstock and other cultural movements.

As children of Veteran parents, Baby Boomers enjoyed a child-focused upbringing. They were wanted by their parents who had sacrificed in order to be able to indulge them and raise them in a new era of possibilities. As children of the 1940s and 50s, Baby Boomers grew up in optimistic, positive times. America was booming after the war, with the highest fertility rates in almost 200 years and the greatest economic expansion this country had ever experienced. They were accustomed to being in the spotlight and learned that, due to their size, they could influence traditional systems to bend to accommodate their needs.

Their sheer numbers influenced the expansion of suburbia and the building of new hospitals and schools. As Baby Boomers matured they had a strong willingness to prove themselves to their parents who had sacrificed for their freedom. Their careers became their symbol of value and worth. They worked longer work-weeks than generations before them and believed that success would come through continual learning and growth. Mass numbers = highly competitive. They are great team players and love meetings.

Nearly 70 million workers from the Baby Boom generation will retire by 2025. This projected exodus has employers scrambling to find ways to attract, manage, and retain workers from the younger generations.

Generation X represents 33% of the workforce and is the first generation to really experience their mothers being in the workforce. This was a direct result of Boomers thinking they could have it all and going in deep debt to have it. So, the wives went to work to help pay the bills. Generation X was the first to be known as "latchkey children," kids who took care of themselves and

watched their parents forge a new work environment. As the divorce rate increased, they experienced broken homes and growing up without both parents being present full-time. Family job losses and the effects on their homes, government program cuts, parents working for years at one company only to have that company relocate outside of the country, made this group of people very skeptical. They don't place a lot of faith in the institutions that their traditionalist

grandparents and boomer parents created and helped build.

Generation X's attitudes and skepticism have also been shaped by current events and the media. Since they have had to take responsibility for themselves, trust can be a real issue for them. This generation witnessed the gas shortages of the 1970s, sharply rising crime rates in urban areas, and the Chicago Tylenol murders. It was the first generation required to check Halloween candy for razor blades.

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They also witnessed the start of the AIDS crisis and the Iran-Contra scandal. Generation X shows less respect to authority figures. This may be a direct result of the unstructured homes they lived in as children. They keep a constant lookout for hypocrisy and self-importance. They're very skeptical and far less daring when it comes to spending their money. They like to play it safe. This is a generation that is constantly "looking for an affinity and a sense of connection."

Generation X was the first generation to grow up with widespread computer technology. They are also the first generation that has always had television as a part of their daily life, so they are more moved by visual images than the written word. Generation X learns best through multimedia, such as television, graphics, and computers. This generation can easily manage more than one stimulus at a time, and the spoken word alone seems dated and boring. Tell them what you want done and leave them alone to accomplish it. Many are unwilling to compromise family and quality of life for a career. This generation is motivated to

learn, work at a fast pace, and not hold on to traditions. Be ready to be flexible.

Generation Y represent 35% of the workforce and, interestingly, recent studies suggest that many don't consider themselves as adults until 30 years old, while some don't believe they are one until 40. As they delay moving out of their parents' home, getting a job and paying their own bills, the age of adulthood has been pushed back. Some experts suggest that Generation Y stay children for so long because they have been coddled by their parents and have had things 'too good.' This generation is the most supervised generation ever.

The new generation of employees – Generation Y have reputations for enthusiasm and impatience, especially once they're seized by the motivation to accomplish something. You can put their energy to good use by understanding what they're looking for on the job. Workers who grew up in the age of Facebook and Twitter expect their words to be heard. You can set reasonable limits, but don't ignore their questions and ideas completely. Be available when they have something important to say.

Generation Y is accustomed to having information at their fingertips through sites like Google and Wikipedia. They also tend to be curious about the people they work with, so it's helpful to be open and communicate as much as you can about the association or organization's goals and direction, and don't be aloof – let them know you're a human with interests outside of the workplace too. This generation is comfortable working in teams, but many of them prefer to tackle problems on their own at first, then collaborate to share solutions and brainstorm ideas before presenting suggestions to an authority figure.

Generation Y expects to have access to all levels of the organization, and to be able to communicate across departmental boundaries. Realize that they may not understand why they can't just walk into the CEOs office whenever they feel like it. At the same time, do your best to eliminate barriers that get in the way of effective collaboration.

Generation Y now has more workers in the work force than any other generation; quickly replacing Baby

Boomers. Demographers have estimated that there are approximately 80 million people making up Generation Y in the United States, and some projections show that they could account for nearly 46 percent of the US workforce by 2020.

Generation Z represents only 1% of the current workforce. While many members of Generation Z are still too young to participate in the labor force, they are set to take the place as the youngest generation in the workforce. They appear to have a stronger entrepreneurial spirit, are less motivated by money, are less entitled and will be better prepared for jobs than their Generation Y counterparts.

Surprisingly, given that they have grown up entirely in the digital age they appear to prefer in-person communications over electronic tools such as instant messaging and video-conferencing. Even though they prefer face-to-face interactions, a recent survey showed that as much as 20 percent of Generation Z said they would prefer telecommuting and working at home over a corporate workspace, compared to just 11 percent of respondents from Generation Y.

Their characteristics seem to show them to be more realistic instead of optimistic, they are likely to be more career-minded, and they can quickly adapt to new technology to work more effectively. Amazingly, this generation is appearing to have similar characteristics of their Veteran great grandparents.

There are more pronounced differences between the generations today than ever before. What can one expect with the dramatic changes in our world in the last 60 years? Being aware of these differences can help individuals tailor their message for maximum effect, regardless of the task, or the relationship – be it family, friends, or workplace peers.

Good business is based on understanding others. The majority of us think the correct way, and the only way, is our way! In business, as well as in personal life, that is just not true. To work effectively and efficiently, to increase productivity and quality, one needs to understand generational characteristics and learn how to use them effectively in dealing with each individual in the workplace. ★

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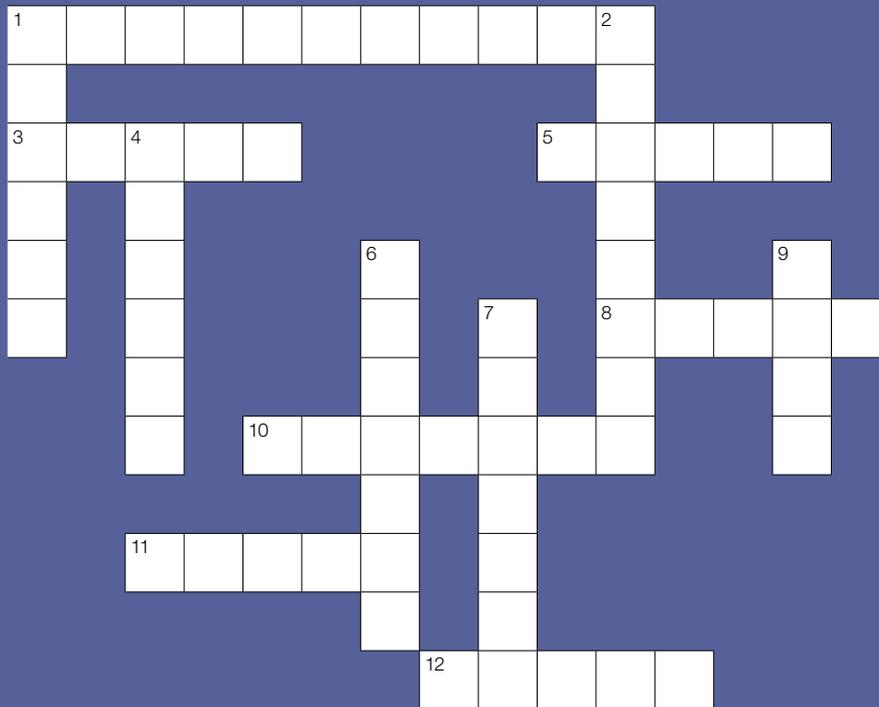
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- 5. Large body of salt water.
- 8. Like a stream.
- 10. To contaminate.
- 11. Not dirty.
- 12. To consume water by mouth.

DOWN

- 1. F.O.G. stands for fats, oils, and _____.
- 2. To add water to an aquifer.
- 4. Vapor in the atmosphere forms _____.
- 6. Marshy area.
- 7. Water holding formation.
- 9. A 'tube' used to pump groundwater. ★

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2. Dunes State Park
3. Lakeland RSD
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