



PWSD #1

Short Term Plan

2024

DECEMBER 7 , 2023

48 James River Road
Kimberling City, MO

PWSD1STONECOUNTY.COM



Contents

Executive Summary	01
PWSD #1 Mission	02
District Map	03
Team Structure	04
1 Year Goals	05
Recommendations	10
Conclusion	11

◆

Executive Summary

The Public Water Supply District #1 (PWSD 1) is pleased to provide its district members with a one-year plan. This plan is designed to show our members the existing functions of PWSD with recommendations on future sustainability of the public water supply district.

PWSD 1 was established in October 1968. We are one of seven (7) water districts within the city limits of Kimberling City and are the largest water district in the city. PWSD 1 currently supplies water to 853 customers which includes residential, commercial and non-profit organizations.

The goals and recommendations are based off of the following:

1. The mission of PWSD as defined by their Mission Statement
2. A water consolidation study performed by Olsson and Associates in 2010
3. An engineering study performed by Olsson and Associates in 2017.
4. Information gathered during meetings with current board members and PWSD employees.

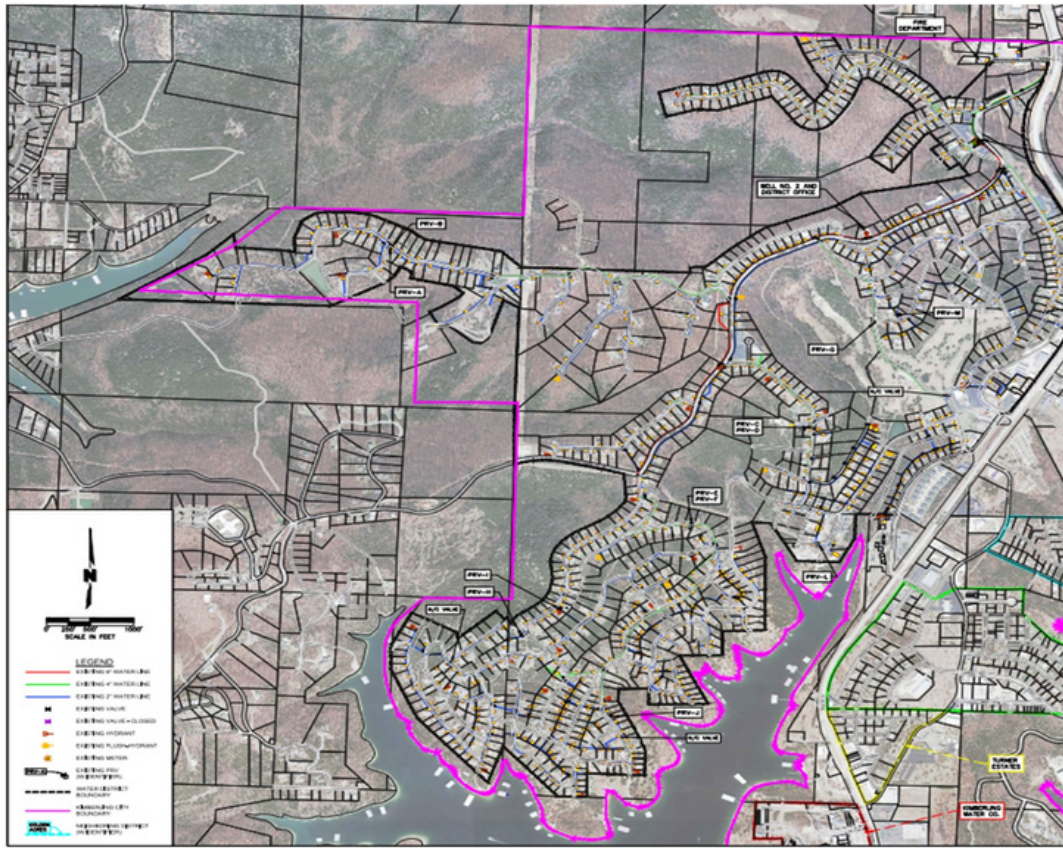
The initial purview of this committee was to develop a one, three and five-year plan for operation of the water district. After researching and studying information provided, it became clear that much more information is needed and decisions regarding the direction of the water district need to be made to develop a feasible plan beyond one-year. A long-range plan must include input from the public, public meetings and is not an undertaking that can be done in a matter of a few months. Therefore, the committee determined, based on the information obtained and the timeframe needed to have a completed plan, we can only present a one-year plan at this time.

Let's begin...



Mission

At PWSD 1 of Stone County, we are committed to providing safe, high-quality water services to our community while maintaining a standard of excellence in customer service and environmental conservation.

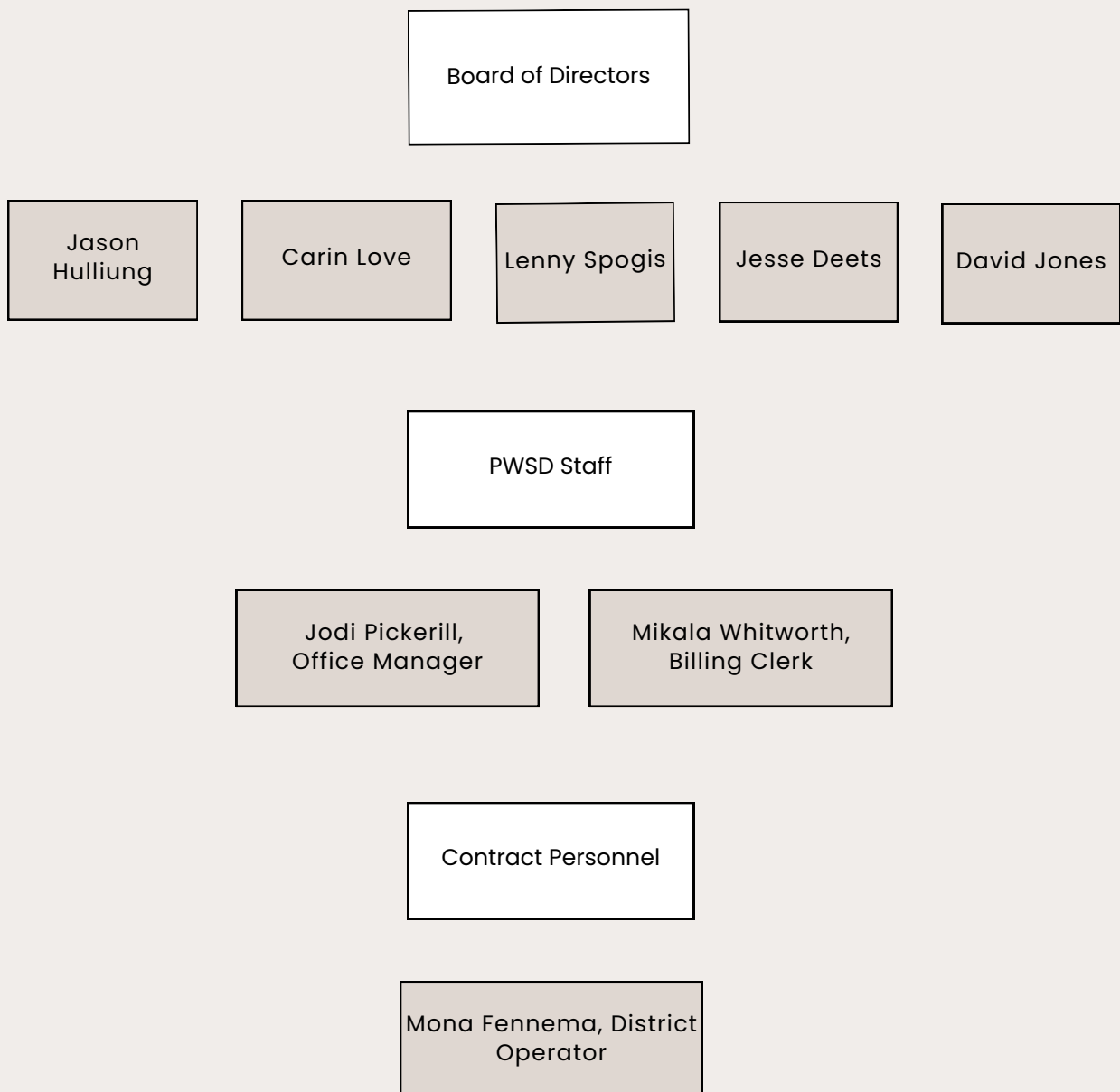


District Map



Team Structure

PWSD #1 is governed by a five-member Board of Directors. Office staff is made up of an office manager, billing clerk and operator. The PWSD #1 staff strives to provide excellent customer service. The office is staffed Monday through Friday between the hours of 8:30 a.m. and 4:30 p.m. The office is closed daily from 12:00 p.m. - 1:00 p.m.





Goals - Year 1

Goal 1: Maintain Water System

Goal 2: Efficient and Environmentally Conscious Operations

Goal 3: Increase Revenues

Goal 1 Breakdown

Maintain the Water System

The most important function of PWSD 1 is to consistently provide clean water to its residents. To do so requires consistent monitoring and maintenance of the system. This is also important to ensure water quality that meets state and federal requirements. The U.S. Environmental Protection Agency has regulatory authority to protect water quality and sets the standards which are then delegated to each state to implement these standards. The Department of Natural Resources is the regulating agency for Missouri and has oversight over the water district. At no fault of the existing staff, it appears the district is only able to operate in reactive mode rather than being in the position of being proactive and planning for future improvements. This negatively effects efficient maintenance and operation of the public water system and puts the district at risk of major disaster and the inability to recover financially or environmentally.

Steps To Make Goal 1 Happen

1. Identify solutions and costs to meter zones properly to accurately track water loss and operate more efficiently
2. Automate system to provide failure notifications
3. Identify, document and track daily/weekly/monthly/quarterly/annual maintenance tasks and testing.
4. Consolidate tracking into reports or spreadsheets that can be easily filed and referenced.
5. Phase out manual systems and automate as budget allows
6. Track monthly (by well, pump, etc) to see trends and alert to issues
 - a. Gallons Pumped
 - b. Hours Pumped
 - c. Chemical Usage
 - d. Electrical Consumption
 - e. Water Loss
7. Retain a contract with outside vendor for additional services at a contracted price to help control budget

Goal 2 Breakdown

Efficient Operations

The office staff works independently under the direction of the PWSD Board. Much of their work is done manually and as efficiently as possible with the resources available at the time. Many tasks have been learned by doing the work as they did not have the luxury of being trained before previous administration left employment. Overall, they have done well with the tools and resources available, but much more needs to be done for efficient operations. A major hurdle to this success is the lack of financial resources to be able to afford the training, hardware and software systems needed to set them up for success. Their success directly effects the success of the infrastructure of PWSD.

Steps To Make Goal 2 Happen

1. Identify possible software upgrade solutions for billing
2. Ensure proper backup processes and procedures for all systems are documented.
 - a. Create, document, and adopt a formal business continuity plan
 - b. Create, document, and adopt a formal business disaster plan
3. Update and revise job descriptions for all positions, making consistent and adhering to EEOC (Equal Employment Opportunity Commission) guidelines.
4. Policies
 - a. Human Resources
 - i. Attendance
 - ii. Overtime/Compensatory Time
 - iii. PTO, Leave, Sick Leave, Maternity, Holidays, Bereavement
 - iv. Workplace Drug & Violence
 - v. Harassment
 - vi. Inclement Weather
 - vii. Expenses
 - b. PWSD policies
 - i. Create a uniform and consistent policy manual with index
 - ii. Do current policies in the manual need to be formally adopted by the current board or will they be held up in court? Were they officially voted on by the board and are there meeting minutes to back them up?
 - iii. Place policies on website for customers
 - iv. Expand policies for administrative controls over the website and social media. For example, who will have control and what the expectations are for engagement and content.
 - v. What new policies need to be adopted
 - vi. Create redundant systems for data preservation with a chain of access for emergencies

Steps to Make Goal 2 Happen (Continued)

5. Backup Operator

- a. Identify and hire a person/company that is a licensed operator that can (and will) perform physical repairs /fixes to the system when needed.
- b. Determine if heavy equipment experience is necessary or preferred. Determine if cost of heavy equipment ownership is feasible or if rental would be more budget friendly. Ownership through a short-term lease could be an option.
- c. Research and retain third-party vendors capable of emergency response or support for the selected backup operator. Require MOU or execute contract for this service.

6. Board of Directors

- a. Review, revise, and adopt new by-laws that reflect current operations, legalities, and efficient operation of the district
- b. Research and retain experienced legal counsel, keep on retainer
- c. Adhere to current laws for board elections
- d. Be transparent – post all Board meeting minutes on website
- e. Keep all Board meeting agenda and minutes filed electronically, in a consistent format

7. Safety/Security – discuss with staff to address any concerns

- a. Locked barrier between customer area and staff office area?
- b. Back door into office needs a code lock and kept locked at all times
- c. Document accident/health emergency procedures
- d. Ensure all smoke alarms and fire extinguishers are checked quarterly, document verification

8. Retain experienced legal counsel to advise on by-laws, contracts and any other legal matters. Legal counsel should be hired under an RFQ and all experience taken into consideration, even if not directly pertaining to non-profit water districts.

Goal 3 Breakdown

Increase Revenues

The only revenue source for operation of PWSD is residential/commercial water usage. With this being the case, it is extremely important for periodic rate studies to be completed and determine if rates are keeping up with demand. An increase in water rates is not popular with residents, but it is also important for them to know how the lack of funding is effecting their water system and its operation. The water district has applied for grants in the past. Grants are very competitive but are a very necessary supplement to funding a water system. The district must keep searching for grants to apply for, particularly for infrastructure or engineering. If a grant application is denied during one cycle, continue applying for future cycles. The water district must have multiple sources of revenue beyond customer billing but customer billing must also be in line with current rate structures.

Steps To Make Goal 3 Happen

1. Rates

- a. Send an RFP out for proper rate study
- b. Engineering reports are needed for projected costs of operating the system on a daily basis, placing revenue into a capital expense fund, projected costs to fix what is broken now, and a plan for future line repair/replacement.

2. Financial/Technical Assistance

- a. Research expense to update 2017 Olsson Engineering Report
- b. The Board needs to write an RFQ to seek engineering assistance if updated report is not sufficient
- c. Write an RFQ to retain a contract with an on-call engineering firm
- d. Board to research and document financial assistance options to pay for studies above.

3. Educating Customers

- a. Current Budget
- b. Current water loss, cost of water loss, rate scales and status of the system.
- c. Extent of repairs/replacement over the last 3-years
- d. Cost of future repairs/replacement of lines
- e. Need to show the current financial status is not sustainable for the future



Recommendations

The committee makes the following recommendations:

- Based on Information gleaned from financial documents reviewed, recommendations from the 2010 Water Consolidation Study and the 2017 Engineering Study, the water district cannot be sustained under the current funding level. Significant changes in revenues must be the main priority.
- PWSD 1 cannot continue to operate in reactive mode.
- A rate study must be done to complete a long-range plan. Beyond year one, it cannot be determined what improvements to the system need to be made without having a good financial snapshot of how much revenue is needed to make improvements/maintain the system.
- Environmental conservation is part of the mission statement, but the amount of water loss the district shows and has shown for many years is not in line with this mission. The district must find a way to reduce the leak rate.
- A water line replacement program needs to be developed.
- A Capital Expense fund needs to be created and a capital project plan needs to be put into place.
- The Board needs to be more transparent to its citizens. All meeting minutes, agendas, audits should be made available on the website.
- There is a deficit shown in the 2022 audit but no explanation as to why. This needs to be explained to the citizens in the district.
- The Board Bylaws need to be updated.
- Residents must be kept up to date on the state of the water system. If the faucets turn on and water comes out, people are happy and think things are great. Residents must get past this concept and understand what is actually happening in the district with the system.



Recommendations

- There is one water consolidation study from 2010 and one engineering study from 2016 that PWSD paid to have completed, yet there are no records available detailing what, if any of the recommendations have been implemented. This needs to be reported to the residents.
- The Board must give the residents the choice of maintaining the status quo knowing the issues at hand or dissolution and sale to an entity that has the resources to not only make needed improvements to the water system for efficiency, but also be able to make improvements to the water district for growth. Currently, the district is one major disaster away from bankruptcy and residents do not realize it.
- Customers should be a priority. Hold regular public meetings with customers at a larger venue (community center, senior center, library) on a quarterly basis to explain issues and let customers ask questions.



Conclusion

Long-term planning is about thinking ahead to the future to help guide decisions made today. It is a tool for an organization to use to plan responsibly for the future and should not be taken lightly. It shows customers a commitment to the success of an organization and where resources should be utilized to reach the outlined goals. PWSD #1 is at a crossroads in planning for its future. There are many concerning issues that need to be addressed immediately, but lack of resources is a detriment to addressing these issues leaving the water district in a vulnerable position. The current position of PWSD is not fault of any staff or Board member today. It is due to many years of neglect by previous administrations.

The existing Board is in a position to take the information presented in this plan and setting the district up for some much needed success by taking the recommendations seriously and allowing the residents of the district to decide the best direction for the life of the water system.



Long Range Plan Committee:

Korina Branson Jones

Virgil Moore

Jerry Harmon

Richard Gardner

Dawne Gardner





Public Works Water District #1

PWSDSTONECOUNTY@YAHOO.COM
WWW.PWSDISTONECOUNTY.COM

