



April 30, 2021

Water Utilities as Anchor Institutions

*Exploring how utilities add to the
social, economic, and
environmental fabric of
community*





Poll Results

Utility: 26%
State or Local Government: 33%
Federal Government: 17%
Consultant: 14%
Water Association/Organization: 4%
Other: 6%

Opening Poll

Please indicate the sector that you work in:

- Utility
- State or Local Government
- Federal Government
- Consultant
- Water Association/Organization
- Other

*If you do not see a poll window pop up, please use the **Chat function** to type in your answer.*

Welcome & Overview of Anchor Institutions



Leslie Corcelli

U.S. EPA Office of Wastewater Management



Michelle Madeley

U.S. EPA Office of Community Revitalization



What are Anchor Institutions?

- Public service entities—like hospitals, universities, or utilities—which are **tied to a location due to infrastructure or mission**
- Entities that **provide critical services** and vital assets to improve **economy, health, environment and well-being in communities**
- Organizations that **provide active civic leadership** and **participate in and add to the public life and character** of their community

Water Leader Contributors

Andy Kricun

US Water Alliance

Cathy Bernardino Bailey

Greater Cincinnati Water Works

Cathy McCague, Josh Phillips

High Line Canal Conservancy

Charlotte Katzenmoyer, Tanya Dierolf

Capital Region Water

Diane Taniguchi-Dennis

Clean Water Services

Emily C. Prescott, Howard Carter, Emily Roy, Stacy Thompson

Saco Water Resource Recovery Department

Jeremiah Johnson

Beckley Sanitary Board

Kevin Shafer

Milwaukee Metropolitan Sewerage District

Todd Danielson

Avon Lake Board of Municipal Utilities

Tom Sigmund

NEW Water

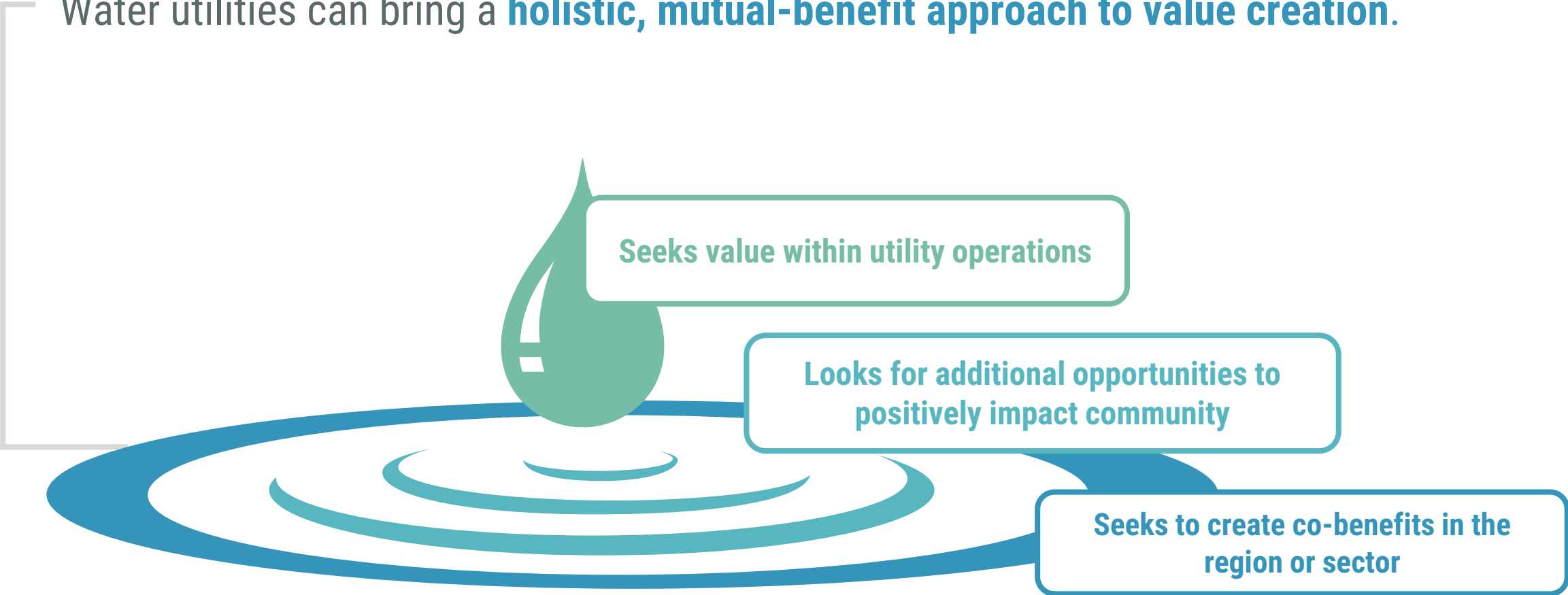
Tyler Antrup

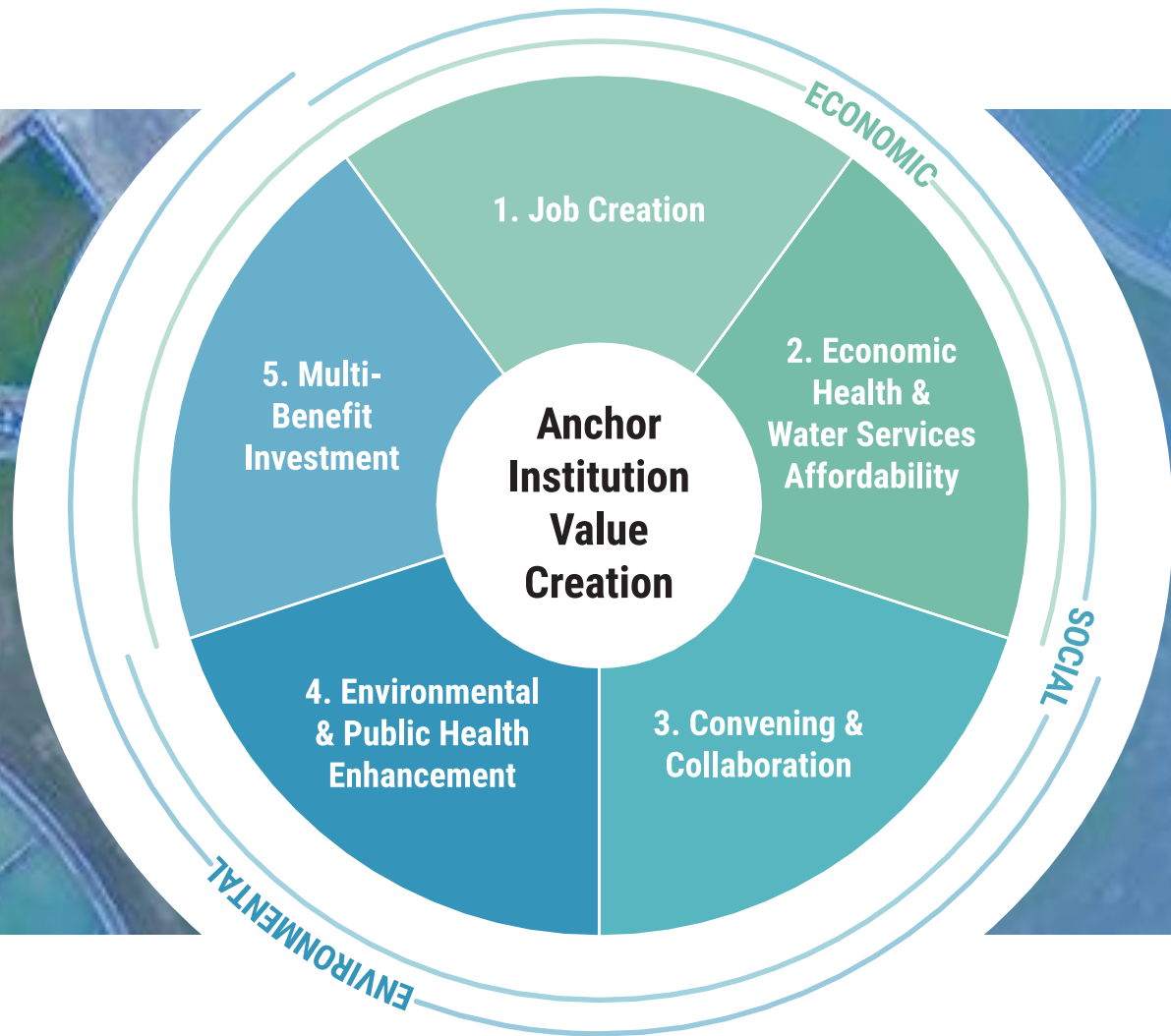
Sewerage and Water Board of New Orleans

Tyler Richards

Gwinnett County Water Resources Department

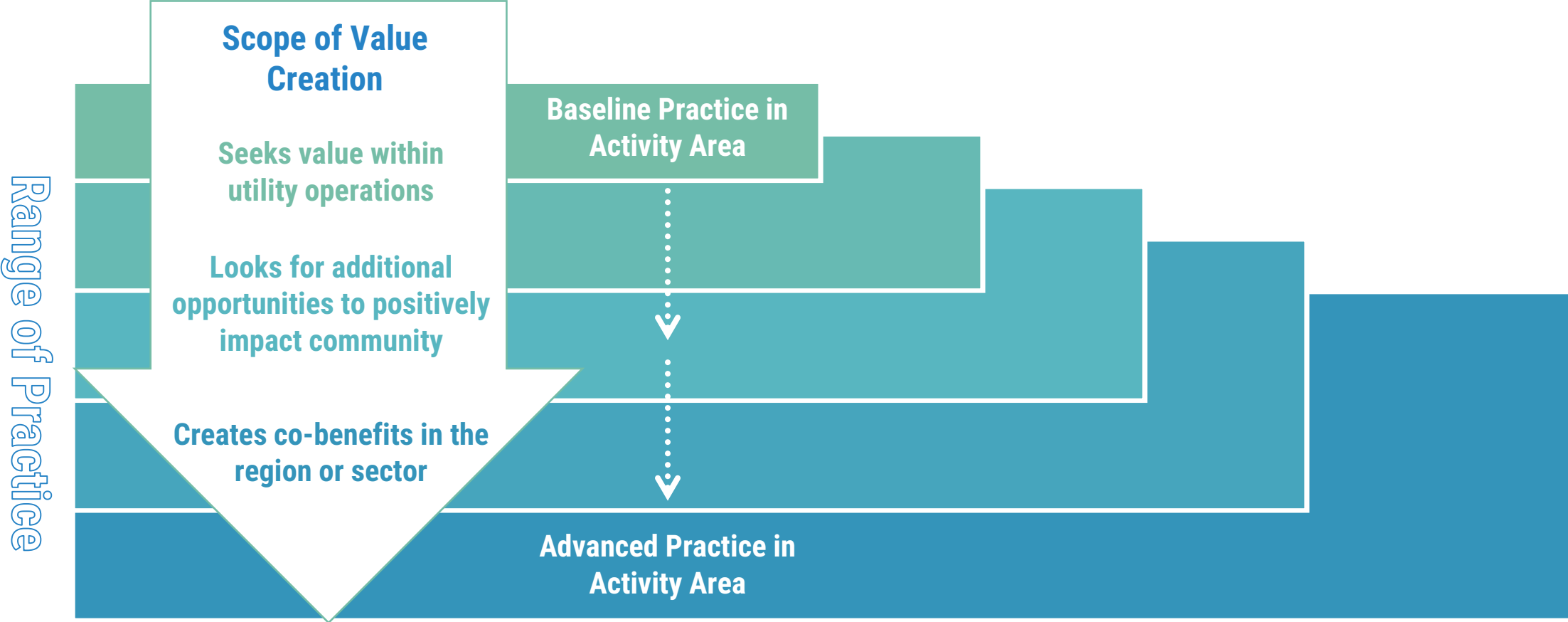
Water utilities can bring a **holistic, mutual-benefit approach to value creation.**





**What activity areas
are indicative of a
water utility anchor
institution?**

Activity Area



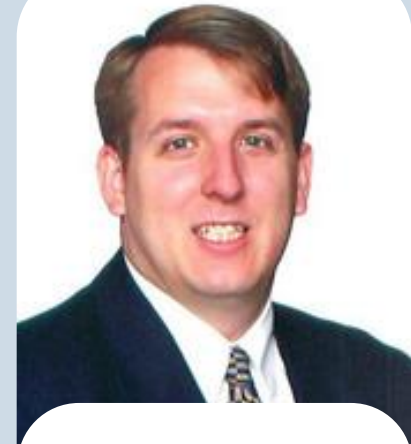
Today's Speakers



**Charlotte
Katzenmoyer**
Capital Region Water



Cathy Bailey
Greater Cincinnati
Water Works



Jeremiah Johnson
Beckley Sanitary
Board



Charlotte Katzenmoyer
CEO of Capital Region Water



CAPITAL REGION™

WATER

Investing in our community from raindrop to river

April 30, 2021

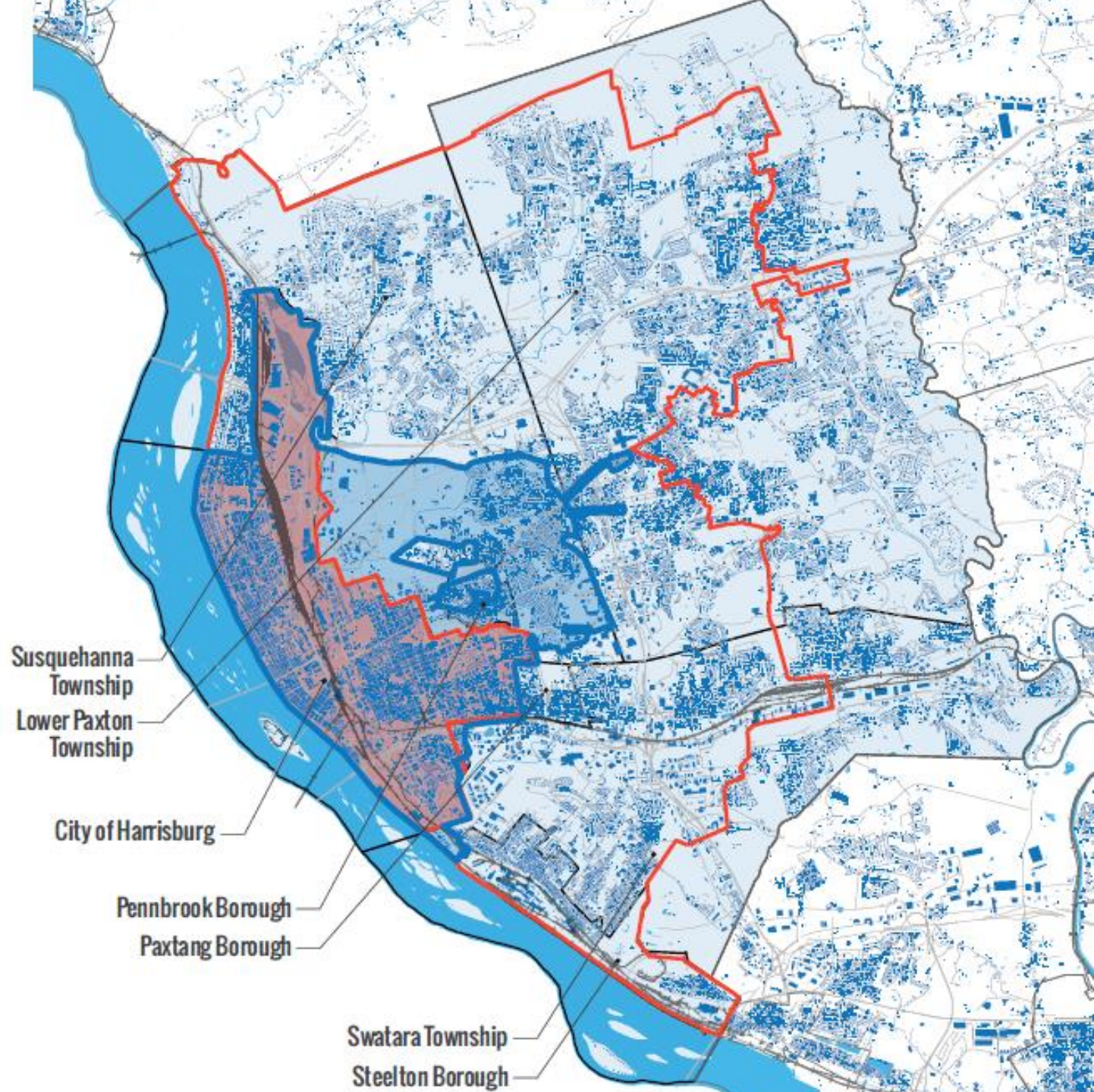


Where we are

Drinking Water
~ about 60,000

Wastewater
~ about 120,000

Stormwater
~ about 50,000



Our Guiding Principles

- Protect Public Health By Balancing Wastewater and Stormwater Responsibilities and Requirements
- Optimize Opportunities and Benefits for Capital Region Water's Infrastructure and Community
- Be Affordable



COLLECTION SYSTEM
REHABILITATION
AWTF / CONVEYANCE
SYSTEM RENEWAL

SYSTEM REHABILITATION



WET WEATHER CONTROL

CSO REDUCTION
SSO / UNAUTHORIZED
RELEASE MITIGATION
STREAMBANK
STABILIZATION





A COMMUNITY-BASED APPROACH TO GREEN INFRASTRUCTURE



COMMUNITY GREENING CONCEPTS

GREEN PARKS



Green Parks

CLOVERLY HEIGHTS PARK

- Annual runoff capture:
 - ~257,965 gal/yr (\$1.27/gal/yr)
 - 4.09 Greened Acres
- Final Cost:
 - Total Project - \$529,708
 - GSI Costs - \$328,366



Green Parks

ROYAL TERRACE PARK

- Annual runoff capture:
 - ~60,065 gal/yr (\$4.45/gal/yr)
 - 0.88 Greened Acres
- Final Cost:
 - Total Project - \$444,073
 - GSI Costs - \$267,289



Green Parks

PENN & SAYFORD PARK

- Annual runoff capture:
 - ~15,200 gal/yr (\$5.00/gal/yr)
 - 0.16 Greened Acres
- Final Cost:
 - Total Project - \$205,167
 - GSI Costs - \$76,888

Before





COMMUNITY GREENING CONCEPTS

GREEN NEIGHBORHOODS





COMMUNITY GREENING CONCEPTS

GREEN VACANT LOTS



Green Vacant Lots

SUMMIT TERRACE NEIGHBORHOOD

- Transformation of 12 vacant lots
- Beautify underserved neighborhood through community greening
- Removal Contaminants: Top 2 ft of soil elevated levels of arsenic, lead, and total chromium



Green Vacant Lots

SUMMIT TERRACE NEIGHBORHOOD

- Annual runoff capture:
 - ~950,000 gal/yr (\$0.40/gal/yr)
 - 1.15 Greened Acres
- Final Cost:
 - Total Project - \$409,431
 - GSI Costs - \$200,000





COMMUNITY GREENING CONCEPTS
GREEN SCHOOLS





COMMUNITY GREENING CONCEPTS

GREEN STREETS



Green Streets

3RD STREET

- Construction of approximately 30 stormwater facilities
- Annual runoff capture:
 - ~ 207,000 gal/yr
 - ~ 2.30 Greened Acres



Green Projects on Tap

- **GREEN PARKS/STREETS**

- Under Construction
 - 4th and Dauphin Park
 - South Allison Hill GSI

- **GREEN COMMUNITY CENTERS**

- In Development
 - Camp Curtin YMCA
 - Bellevue Park
 - SW Pond Retrofits

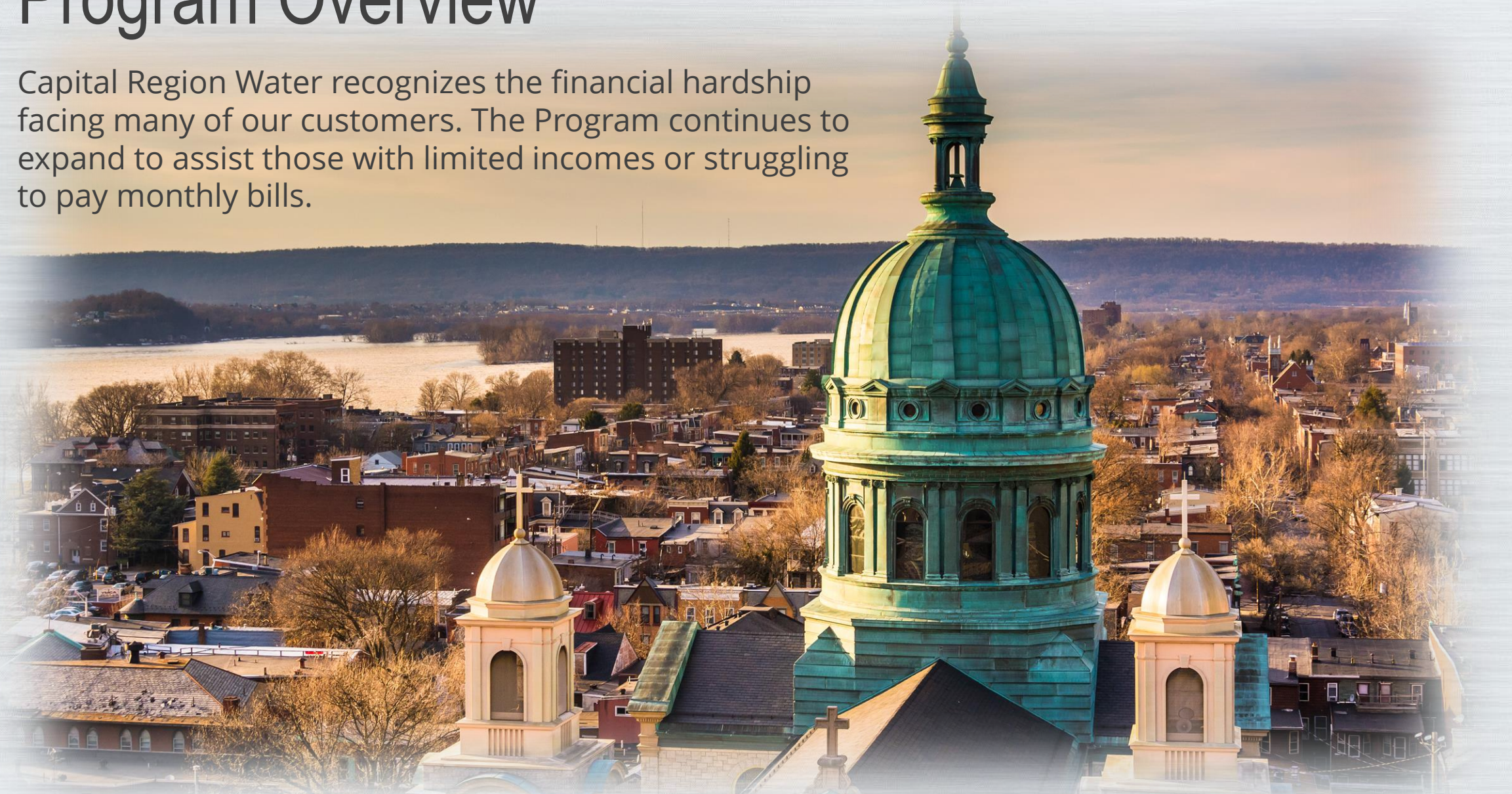


CUSTOMER ASSISTANCE PROGRAM

www.capitalregionwater.com/customerassistance

Program Overview

Capital Region Water recognizes the financial hardship facing many of our customers. The Program continues to expand to assist those with limited incomes or struggling to pay monthly bills.



Program Components

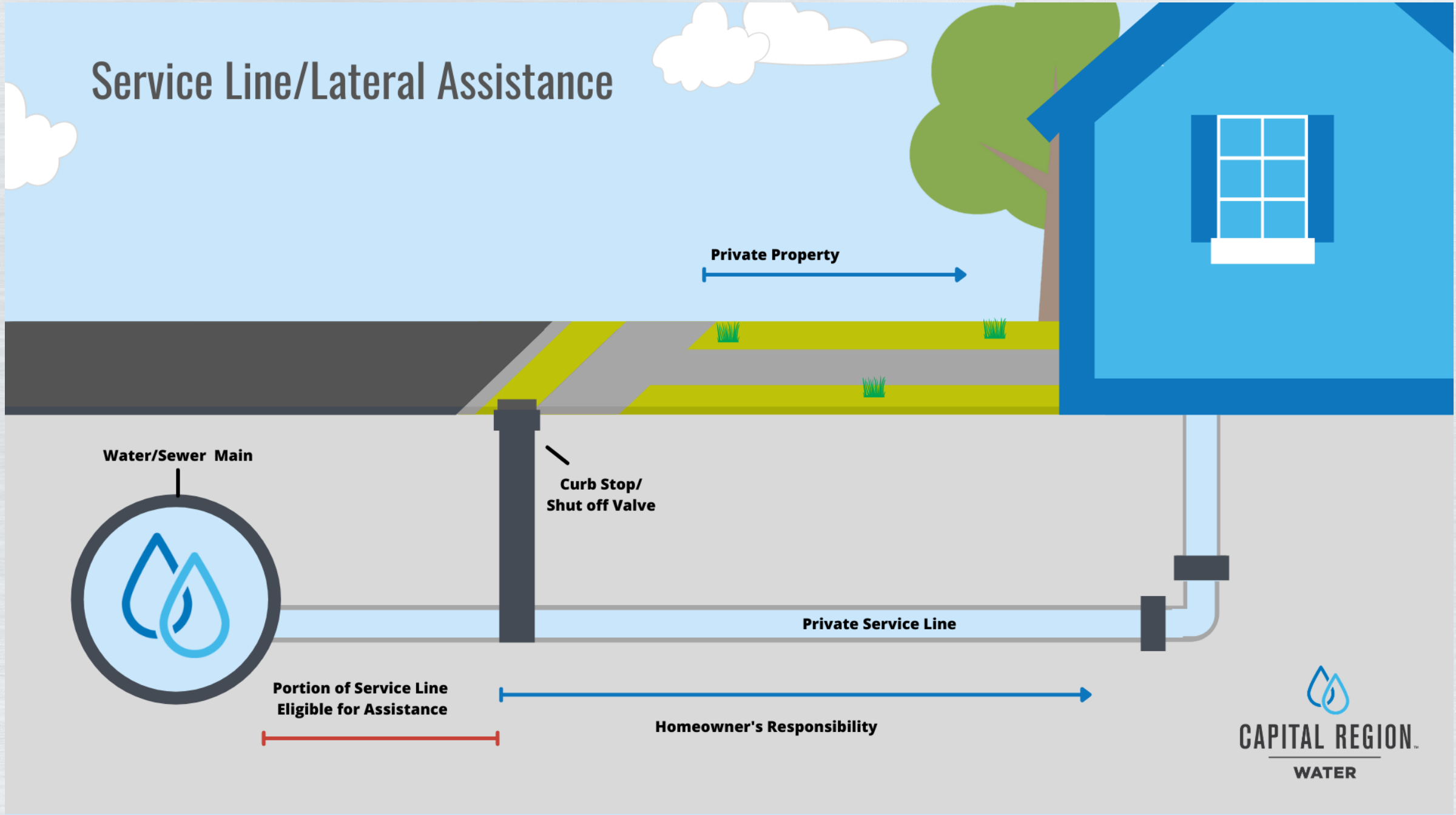


- Payment Plan Agreements
 - Mutually agreed upon payment schedules
- Leak Adjustments
 - Bill adjustment for a water leak or break that would not be detected with reasonable diligence
- Emergency Medical Condition Confirmations
 - 30-day service postponement of service termination in the event of a certified medical condition
- Winter Shutoff Moratorium
 - Water terminations suspended between Dec. 1 and Mar. 31 for low-income residential customers and residential customers with steam heat

Program Components (continued)

- Tapping Fee Relief
 - Fee relief for projects associated with affording housing initiatives
- Service Line/Lateral Assistance
 - Assistance replacing/repairing drinking water lines and wastewater laterals for the portion under the street
 - Consider adding a service line coverage endorsement to your homeowner's insurance policy
- Credit Assistance Program
 - Annual assistance to low-income **residential** customers at or below 150% of the Federal Poverty Level
 - \$200 credit (\$100 for drinking water charges; \$100 for wastewater charges)
 - Customers qualifying for similar assistance programs may also qualify for this program
 - The credit will appear on the customer's bill as a one-time adjustment. Current eligibility documentation will ensure annual credit assistance

Service Line/Lateral Assistance



Private Property

Water/Sewer Main

Curb Stop/
Shut off Valve

Private Service Line

Portion of Service Line
Eligible for Assistance

Homeowner's Responsibility

Credit Assistance Request

Requester Name: _____ **Account Number:** _____
Requester Address: _____
Mailing Address: *(If Different from Requester Address):* _____
Residential Property Type (Select One): Owner Occupied Rental/Tenant Occupied
Property Owner Name: _____
Contact Person *(If Different from Requester Name):* _____
Phone Number: _____ **Email Address:** _____
How did you learn about the Program? CRW Communication CRW Customer Service Service Provider
 Other *(Specify):* _____

The following documents are accepted as proof of eligibility. Please select from the list below and attach the relevant information*:

- Low-Income Home Energy Assistance Program (LIHEAP) Award Letter
- Supplemental Nutrition Assistance Program (SNAP) Award Letter
- Pennsylvania Rent Rebate Program Award Letter
- UGI Assistance Program Confirmation
- PPL Electric Assistance Program Confirmation

If you are income-eligible, but do not have an award letter or program confirmation, please contact Capital Region Water to review other acceptable forms of documentation.

***Note: Any and all of the above items must be current and submitted annually.**

By signing this Request, the Requester gives permission to Capital Region Water or its authorized agent to verify their eligibility and agrees to abide by the Rules and Regulations of Capital Region Water and any provisions governing the terms and conditions of the Customer Assistance Program.

Signature of Requester

Date

Please complete and return. Electronic submissions are preferred at CAP@capitalregionwater.com. Mail hard copies to: Capital Region Water, Customer Service Center, 100 Pine Drive, Harrisburg, PA, 17103.

After your Request is reviewed, written notice will be provided explaining your eligibility and the assistance you will receive. Please allow 30 days for a response.

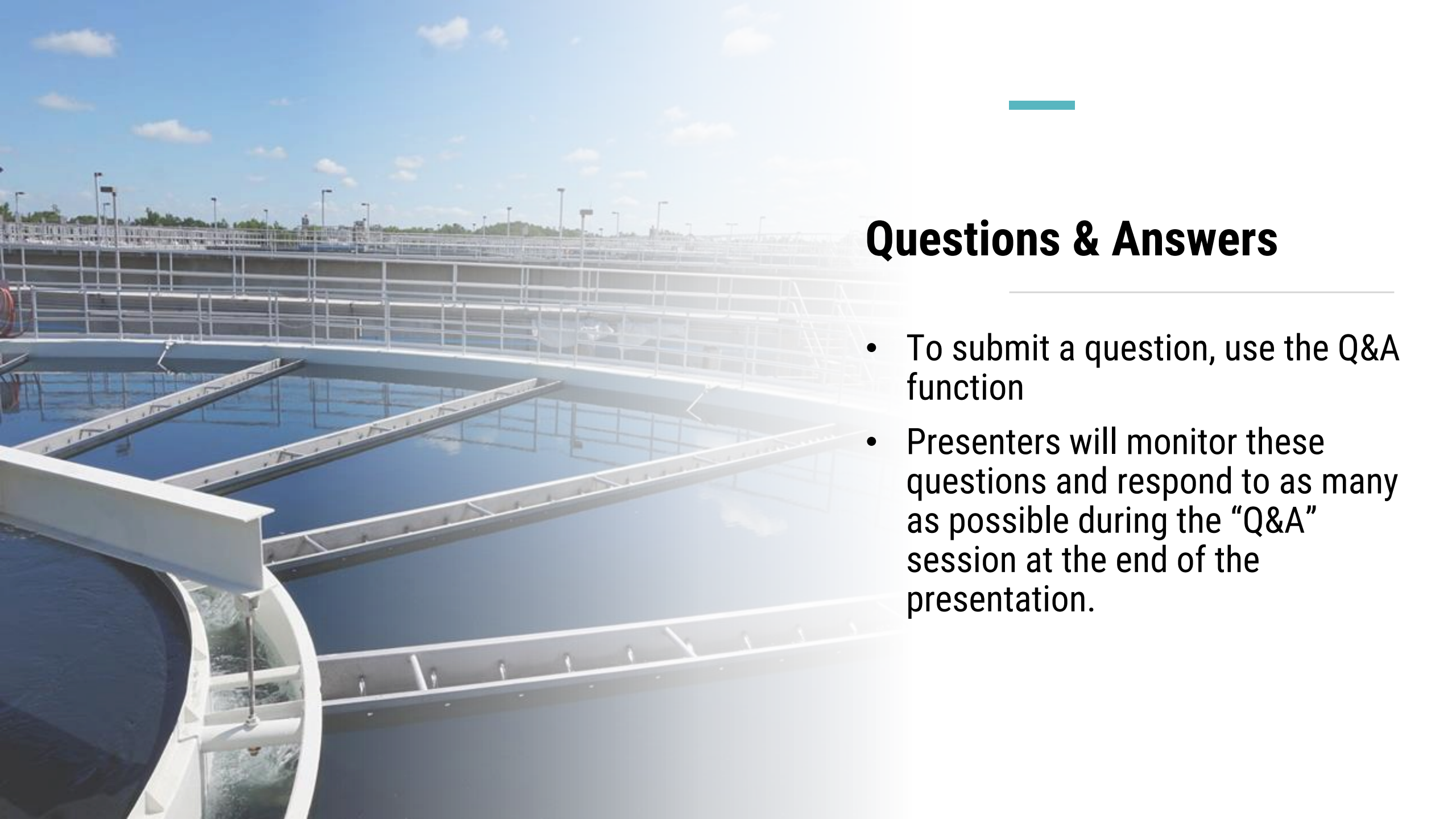
Capital Region Water Use Only

Proof of Eligibility: Yes No
Assistance Approved: Yes No **Amount/Term:** _____
CRW Approval: _____
Signature Title Date



CAPITAL REGION™

WATER



Questions & Answers

- To submit a question, use the Q&A function
- Presenters will monitor these questions and respond to as many as possible during the “Q&A” session at the end of the presentation.



Cathy Bailey
*Executive Director of the
Greater Cincinnati Water
Works*

Greater Cincinnati Water Works as an Anchor Institution...

- Choose Courage over Comfort
- Willing to have difficult conversations
- Realize the phrase 'we've always done it this way' stands in the way of breakthrough change in the organization
- Seek to meet community members where they are



Greater Cincinnati Water Works as an Anchor Institution...

Two examples of how we
serve as an anchor
institution

- Shutoffs
- Lead Service Line Replacement Program



nati



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2019001

MOTION

Explore the feasibility of banning public utility com
customers who have their service interrup
who provide electricity, gas, w

Should Shutoffs go away?

- In 2019, a Councilmember introduced a motion
- Disconnection fees and shutoff practices for all utilities in the City should go away
- She said utilities are shutting off service more in predominantly African American neighborhoods

Hard pill to swallow

- That's not true. = 1st reaction
- That can't be the case; we've always done it this way. = 2nd reaction
- She doesn't know our practices. = 3rd reaction
- Here we go again; race card for shutoffs? = 4th reaction
- **FOLLOW THE DATA**

	Percentage	2018 Unique	
	0.62%	25	
05	0.43%	138	
16	5.28%	24	
89	3.28%	152	
33	0.70%	52	
68	2.54%	146	
4	1.88%	4	
10	1.87%	17	
26	2.46%	58	
3	96	3.14%	153
93	12	0.60%	39
77	768	3.92%	650
06	156	3.39%	172
30	12	0.74%	34
25	6	0.96%	5
62	7	1.06%	15
35	2	0.27%	5
5	20	0.69%	71
13	0.56%	54	
140	1.46%	225	
5	0.91%	3	
6	0.87%	11	
287	6.63%	347	
17	1.77%	19	
53	9.20%	65	
	3.70%	58	
	3.13%	176	

Business Process Explanation

- Team explained how they tried different changes to improve, but nothing would stick long or stay

- Explained various scheduling practices, review of data, maximizing time offsite

- Sliced the data various ways, by neighborhood, municipality

PER CINCINNATI WATER WORKS
DELINQUENT SHUTOFFS BY NEIGHBORHOOD
August 2016 to February 2019

	quarterly 2016 Total AUG-DEC	quarterly 2017 Total	monthly 2018 Total	monthly 2019 Total JAN-FEB	Grand Total	AVG. PER MONTH/31 MO.
	17	23	26		66	2.13
	258	251	159	1	669	21.58
	12	34	39	3	88	2.84
	30	62	58		150	4.84
ILL/SOUTH AVONDALE	148	273	221	2	644	20.77
IRNIA	1	3	2		6	0.19
RAL BUSINESS DISTRICT	20	33	29		82	2.65
VIOT	64	132	218	12	426	13.74
RMONT	2		1		3	0.10
IFTON	74	146	90	2	312	10.06
DLERIAN TWP	264	445	817	81	1607	51.84
OLLEGE HILL/NORTH COLLEGE HILL	182	290	221	3	696	22.45
OLUMBIATWP	32	50	40		122	3.94
ORRYVILLE/MT. AUBURN	86	145	120		351	11.32
OVEDALE/DELHI TOWNSHIP	238	284	303	2	827	26.68
ROSBY	6	16	5		27	0.87
UMMINSVILLE/NORTHSIDE	133	174	301	10	618	19.94
IEERPARK	26	64	59		149	4.81
ELHITWP	195	346	306	7	854	27.55
OWNTOWN/NORTH/LIBERTY HILL	25	29	20	1	75	2.42
ST END	30	65	58	1	154	4.97
TWOOD	53	85	91	2	231	7.45
WOOD PLACE	113	191	151	4	459	14.81
STON	119	193	216	6	534	17.23
ALE	12	8	7		27	0.87
	18	23	24		65	2.10
ARK	219	194	269	13	695	22.42
		1			1	0.03
	74	109	96	3	282	9.10
	31	28	26		85	2.74
	248	448	477	11	1184	38.19
		1			1	0.03
	1				1	0.03
	44	64	65		173	5.58
	1		2		3	0.10
		1			1	0.03
	55	80	104	6	245	7.90
	7	14	15		36	1.16

Neighborhood: North Fairmount

- Most shutoffs
- 11% of accounts shutoff
- Neighborhood is 80% African Americans
- MHI = \$26,000 (2010 census)
- 50% housing for renters
- 31% of housing is vacant
- Many areas with blight
- Given the # of shutoffs, we are in this neighborhood often



Neighborhood: Millvale

- # 3 on list with most shutoffs
- 10% of accounts in neighborhood are shutoff
- Another neighborhood absent growth
- 90% of residents are African American
- Plenty of apartment buildings
- No steady growth underway
- One of the higher renter occupied areas, 89%
- MHI = \$15,543
- Given the # of shutoffs, we are in this neighborhood often



Neighborhood: Hyde Park

- #47 in water shutoffs
- 0.5% of accounts shutoff in 2019
- Affluent 92% Caucasian resident neighborhood
- Not in this neighborhood often for shutoffs
- Others eligible in neighborhood for shutoff



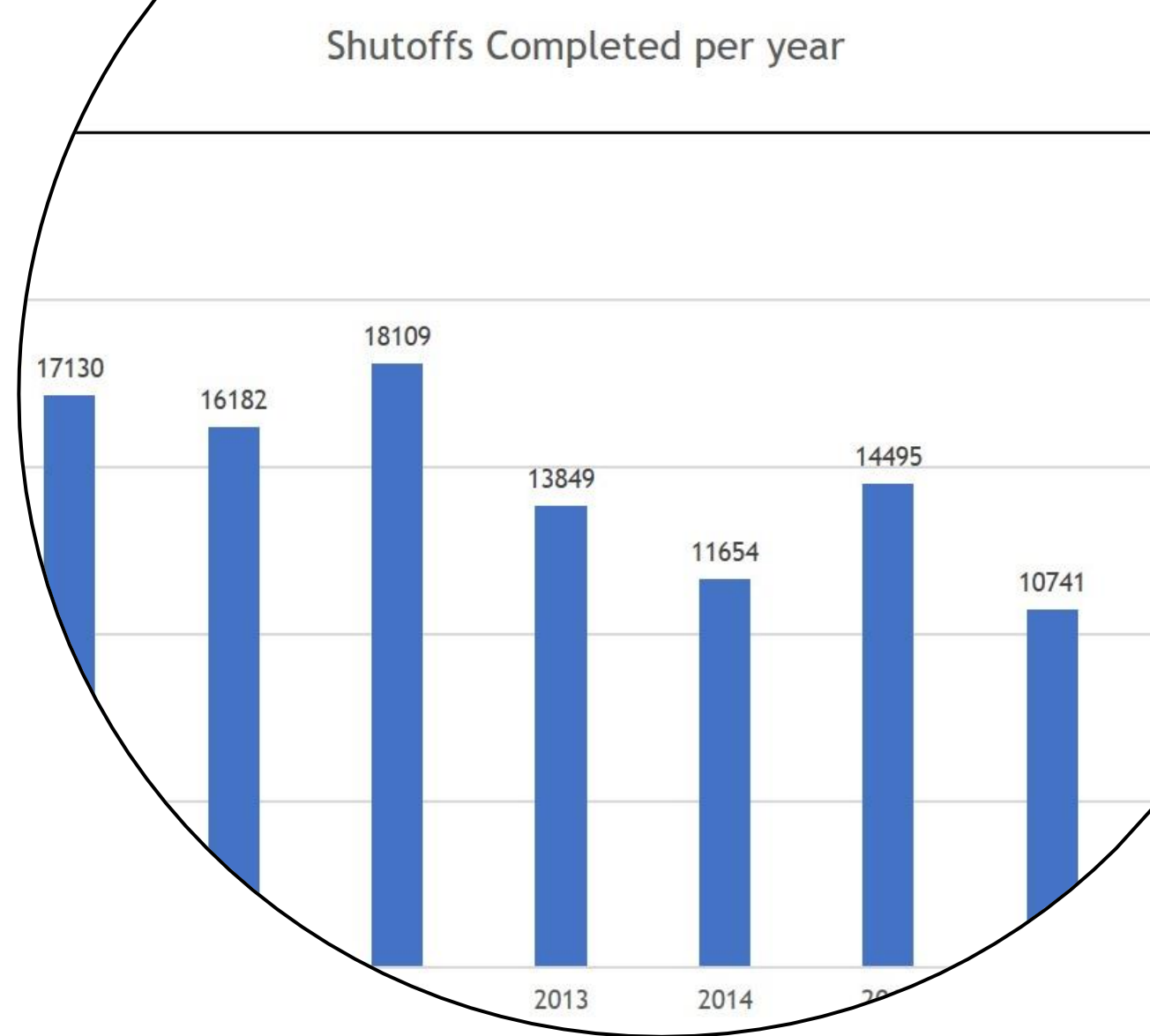
Neighborhood: Mt. Washington

- # 48 on the water shutoff list
- 0.46% of accounts shutoff in 2019
- Larger neighborhood
- MHI = \$48,000
- 88% of residents are Caucasian
- Older homes, pleasant quiet neighborhood



Shutoff Data

- So, we followed the data (shutoffs, census, demographics)
- We were going to specific neighborhoods more for one reason or another
- While we were there, additional shutoffs would be performed to maximize the ride to the neighborhood



Shutoff Data

- We would find ourselves in the same neighborhoods over and over for one reason or another, so we repeatedly maximized our time there
- Although eligible for shutoff in other neighborhoods, the other shutoffs didn't take place as we didn't go to those neighborhoods as often and didn't maximize our work there

Count Of Shut off	Completed Date Year	FA_ID	ACCT_ID	SP_ID	Family Units	CITY
7	2017	6807693276	7868810000	6800343697		CINCINNATI
6	2017	2970614114	3766606921	2970276497	1	CINCINNATI
6	2017	3496847688	1471520000	3490291859		CINCINNATI
6	2017	0274470694	2130915209	0270127138	1	CINCINNATI
6	2017	1371424613	3141110000	1370116703	1	CINCINNATI
6	2017	1926410687	9585200000	1920141637	3	CINCINNATI
6	2017	7768678291	9932780662	7760187280	1	CINCINNATI
6	2017	7625907313	3979100000	7620206946	1	CINCINNATI
6	2017	5472975046	5321020000	5470132504	1	CINCINNATI
6	2017	6151242384	5902020000	6150255271	1	CINCINNATI
6	2017	7921443399	0786500000	7920033805	1	CINCINNATI
6	2017	6706910446	9012800000	6700301399	1	CINCINNATI
6	2017	6210397195	5223800000	6210352333		CINCINNATI
6	2017	9940901405	5475310000	9940321746	1	CINCINNATI
5	2017	1658660737	9229300000	1650127549	3	CINCINNATI
5	2017	7496439279	2680800000	7490372045	1	CINCINNATI
5	2017	8551054754	1528210000	8550250243		CINCINNATI
5	2017	9044664559	9570110000	9040169918	1	CINCINNATI
5	2017	4382180346	9290600000	4380194234	1	CINCINNATI
5	2017	0120575408	7700517440	0120204703	1	CINCINNATI
5	2017	6344471028	2640600000	6340233389	1	CINCINNATI
5	2017	3174665301	0435600000	3170278883	1	CINCINNATI
5	2017	4232835899	4732110000	4230182060	1	CINCINNATI
	2017	4793437323	5262110000	4790342904	1	CINCINNATI
	2017	2837243656	8562900000	2830238882		CINCINNATI
	2017	4080767443	6340100000	4080358		CINCINNATI
		7421495294	5453300000			CINCINNATI

What did the data say?

7 out of 10 neighborhoods

where more African American residents lived and more shutoffs occurred due to our business process flow

We changed our business processes to help customers on the front end to avoid the delinquency path all together

Neighborhood	Shutoffs	Unique shutoffs	Population	African American Population	Caucasian Population	Hispanic Population
	122	11.01%	1812	79.86%	16.39%	1.82%
	114	10.80%	2368	56.50%	37.37%	3.59%
	30	10.09%	2399	90.00%	5.46%	1.58%
	72	9.20%	2445	79.63%	16.69%	3.68%
	8	7.27%	1916	86.69%	6.99%	5.38%
57	447	6.63%	15340	38.31%	51.98%	6.88%
24	36	5.96%	801	93.51%	3.87%	0.50%
102	136	5.35%	8779	64.64%	29.91%	2.88%
286	410	5.17%	17155	23.88%	69.85%	4.08%
313	431	4.33%	29950	48.31%	45.89%	2.92%
13	16	4.19%	1075	21.86%	65.49%	5.02%
25	33	3.80%	2340	11.45%	84.74%	1.84%
1	21	3.46%	680	22.21%	75.44%	1.76%
1	201	3.39%	14133	62.41%	33.96%	1.15%
1	117	3.28%	12466	89.13%	7.48%	1.14%
1	115	3.13%	9158	67.83%	28.08%	2.25%
1	59	2.91%	6440	86.15%	11.35%	0.65%
1	126	2.74%	7467	36.32%	59.22%	1.65%
1	53	2.71%	4847	69.11%	25.09%	2.48%
1		2.54%	6972	92.50%	4.62%	1.03%
1		2.46%	2733	21.66%	66.04%	1.2%
1			4640	36.12%	56.90%	

LEAD SERVICE LINE REPLACEMENT PROGRAM



- Initial program developed
- Talked with customers and community leaders to get feedback on program
- Feedback revealed that we were headed down a path that likely helped more white residents, but black residents shared the program would still stop many from affording the line replacement

LEAD SERVICE LINE REPLACEMENT PROGRAM-COMMUNITY MEETINGS

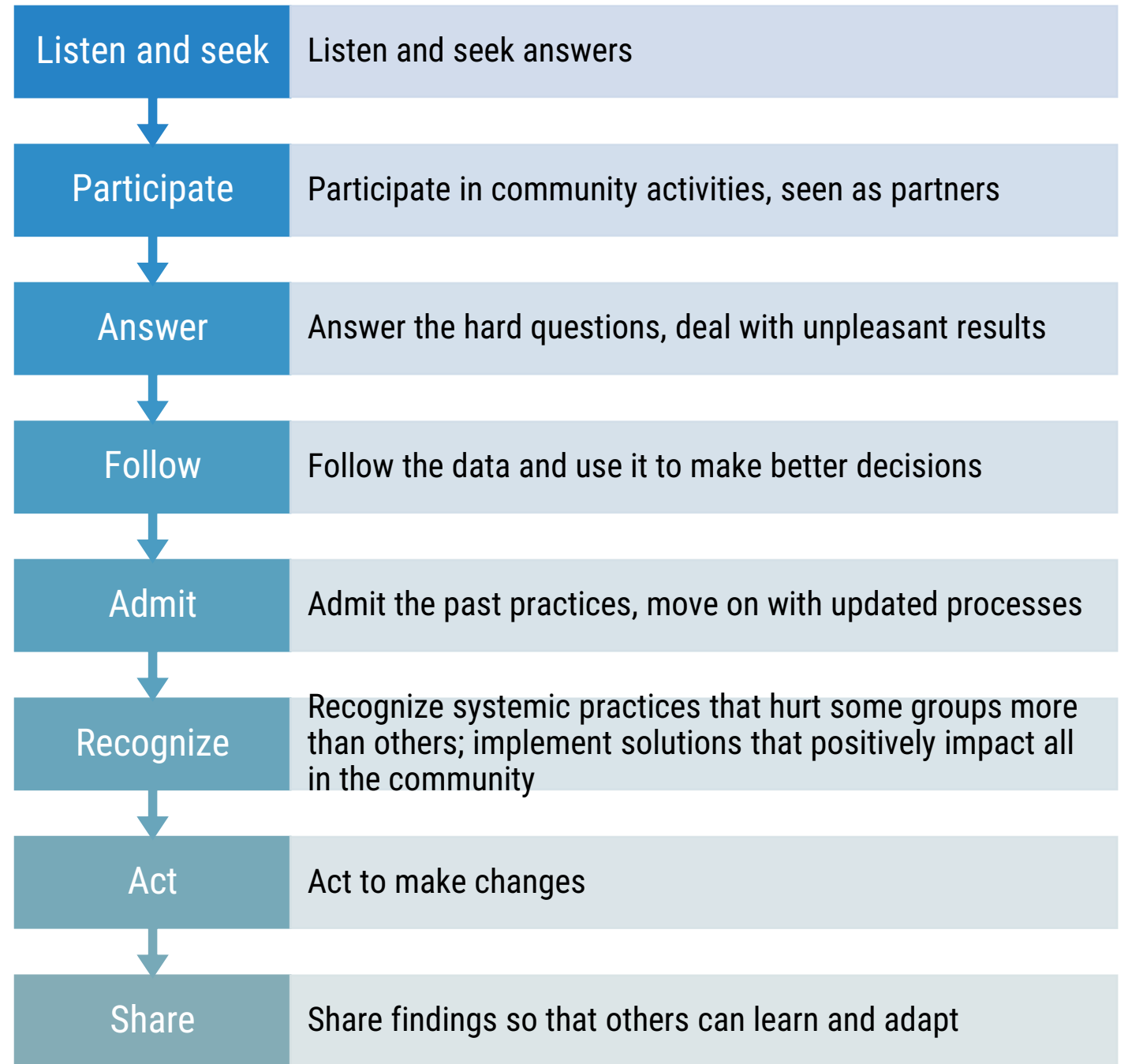
- Assured them we heard what they said
- Courage over comfort allowed us to have additional conversations
- Developed a program that helped the majority and not select groups
- Established a customer assistance program
- Program helps and shows that we care about providing solutions for ALL members of our community

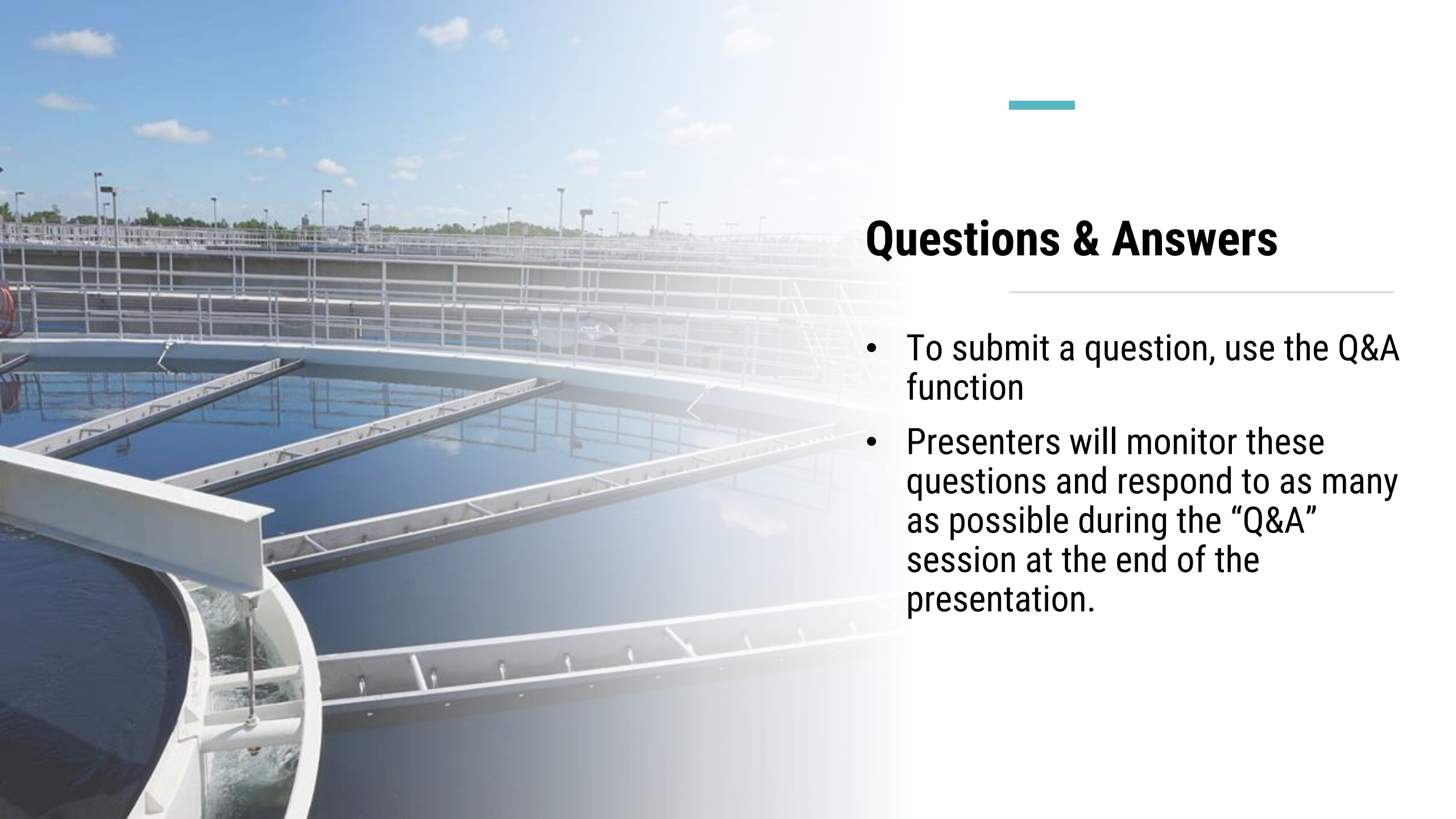


Greater Cincinnati Water Works



As an Anchor institution, we...





Questions & Answers

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BECKLEY
SANITARY
BOARD



Jeremiah Johnson
*General Manager of Beckley
Sanitary Board*

Environmental & Public Health Enhancement: The Keystone Role of A Small Water Utility

Jeremiah O. Johnson
General Manager



The Stream . . . Start There . . .End There

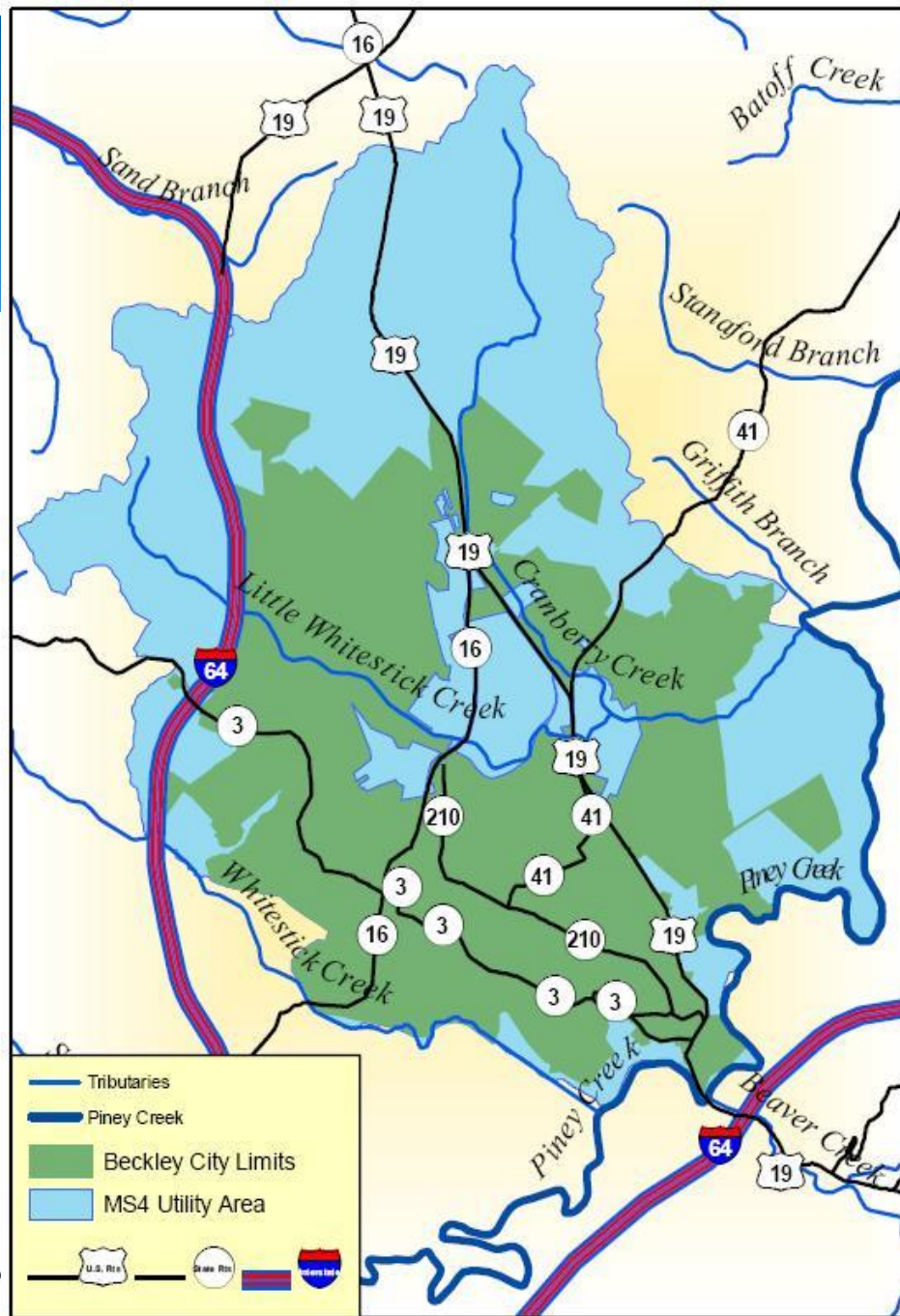


Today's Talking Points

- * Our Utility's Keystone Collaborator Journey Towards Local Environmental & Community Health Improvement
- * Collaboration as a Core Value – Partnership Examples
- * Key Takeaways
- * Discussion/Questions

Who is Beckley Sanitary Board?

- * Municipal Wastewater and Stormwater Utility serving the Greater Beckley Area
- * Beckley is a Southern WV city that functions as the regional commercial, medical and education hub
- * We have been operating for over 80 years
- * 42 employees
- * 7,500 sanitary customers/10,500 stormwater
- * ~\$8 million operating budget
- * 8 MGD plant



- First WV Stormwater MS4 NDPES Permit (Year 2004)

- Permit based on urban watershed concept

- 12,268 acres or 19.2 square miles

- City of Beckley - 5,888 acres or 9.2 square miles

- Extrajurisdictional Areas – 6,380 acres or 10 square miles



Collaboration – A Core Utility Value

- * MS4 Permit Requirement for Public Involvement
- * BSB Facilitated Formation of the Piney Creek Watershed Assn to help meet that requirement
- * Prior to that BSB was well siloed & had an adversarial history with environmental groups
- * Overcoming Internal and External Skepticism
- * Being An Anchor Institution, we were positioned to assemble broad-based capacity

Piney Creek Watershed Assn.

- * 2004 - \$5,000 Seed grant
- * 2021 – 501c3; 2 paid staff members; manage multiple 6 figure federal grants
- * 17-year record of successful projects



Example PCWA Projects

- * Stormdrain marking
- * Household Hazardous Waste Collection Events
- * Rainbarrel Workshops
- * Demonstration raingarden
- * Stream cleanups
- * Pet Waste Stations
- * Constructed Wetlands
- * Volunteer Monitoring Program



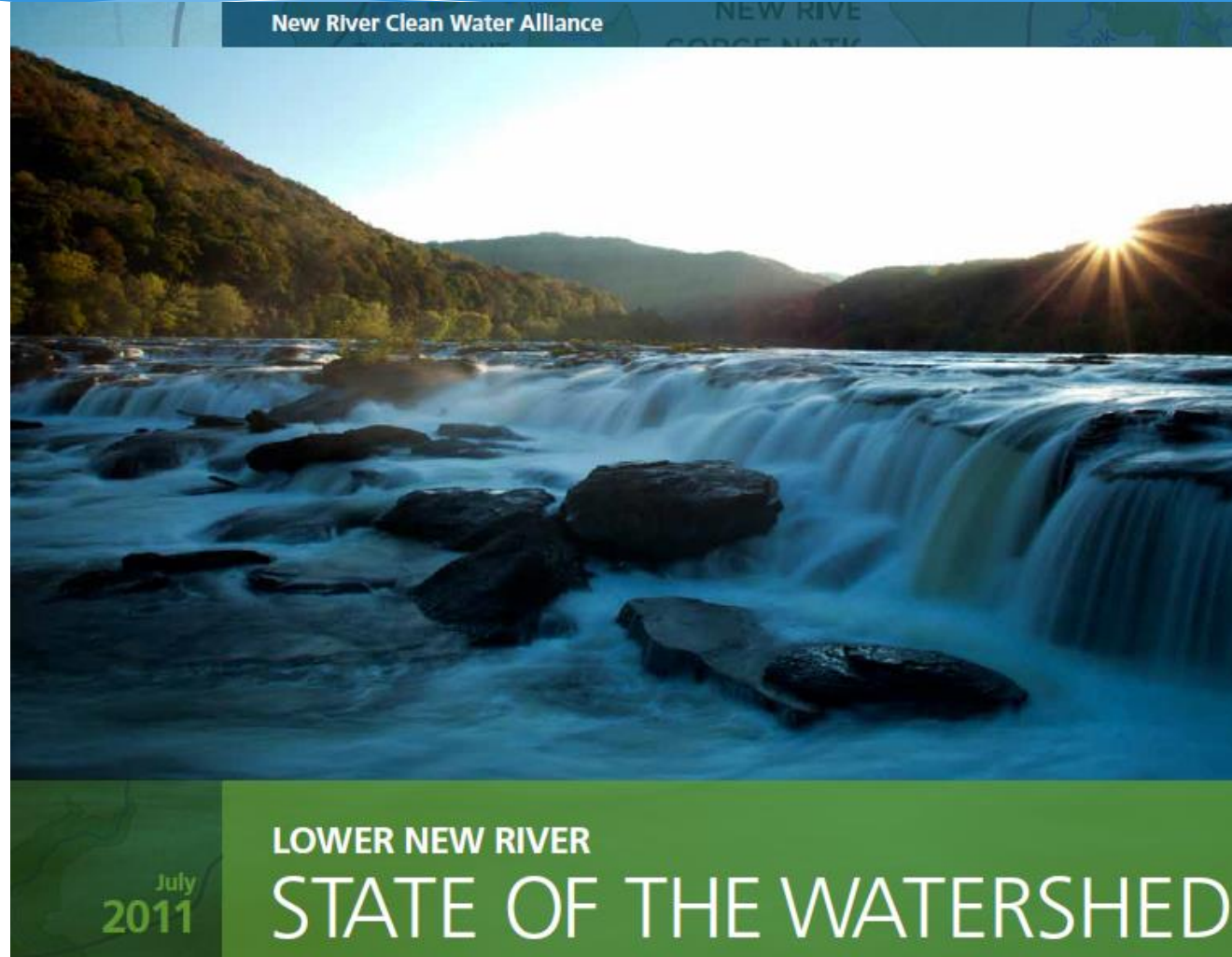
Collaborative Volunteer Monitoring



Morris Creek Watershed – Dartmouth College Alternate Spring Break



New River Clean Water Alliance – Infrastructure Investment Advocacy



Boy Scouts National Jamboree Community Service Projects



Public Health – Workplace & Community Wellness



Piney Creek Trail Development



Creative Collaboration: How We Instilled the Value

- * Problem: Need Better Rainfall Data
- * Traditional Siloed Utility Solution:
 - * Need More Rain Gauges –
 - * Challenging in Siting them; Telemetry;
 - * Funding them and on and on. –
 - * These challenges make solving problem hard
- * So how did BSB solve the problem?

Water Watch



Opportunities Abound

- * “Green Jobs” Development – Green Infrastructure installation/maintenance
- * Investment into Entrepreneurs (i.e. crowdsourcing; venture capital)
- * Shared Risk for Innovative Public Projects



Takeaways: Why Collaborate?

- * Modern Environmental Era – Conservation 2.0
 - * We all have Limited Resources
 - * Affordability is now constant concern
 - * Integrated Planning – Rewire our decision making to target our water quality investments to projects that have the largest env. benefit
 - * Low Investment – High Return Projects may not be what public entities have traditionally funded
 - * Understand that generally large portion of the watershed land area is privately held as are sources of pollution

Takeaways: Why Collaborate?

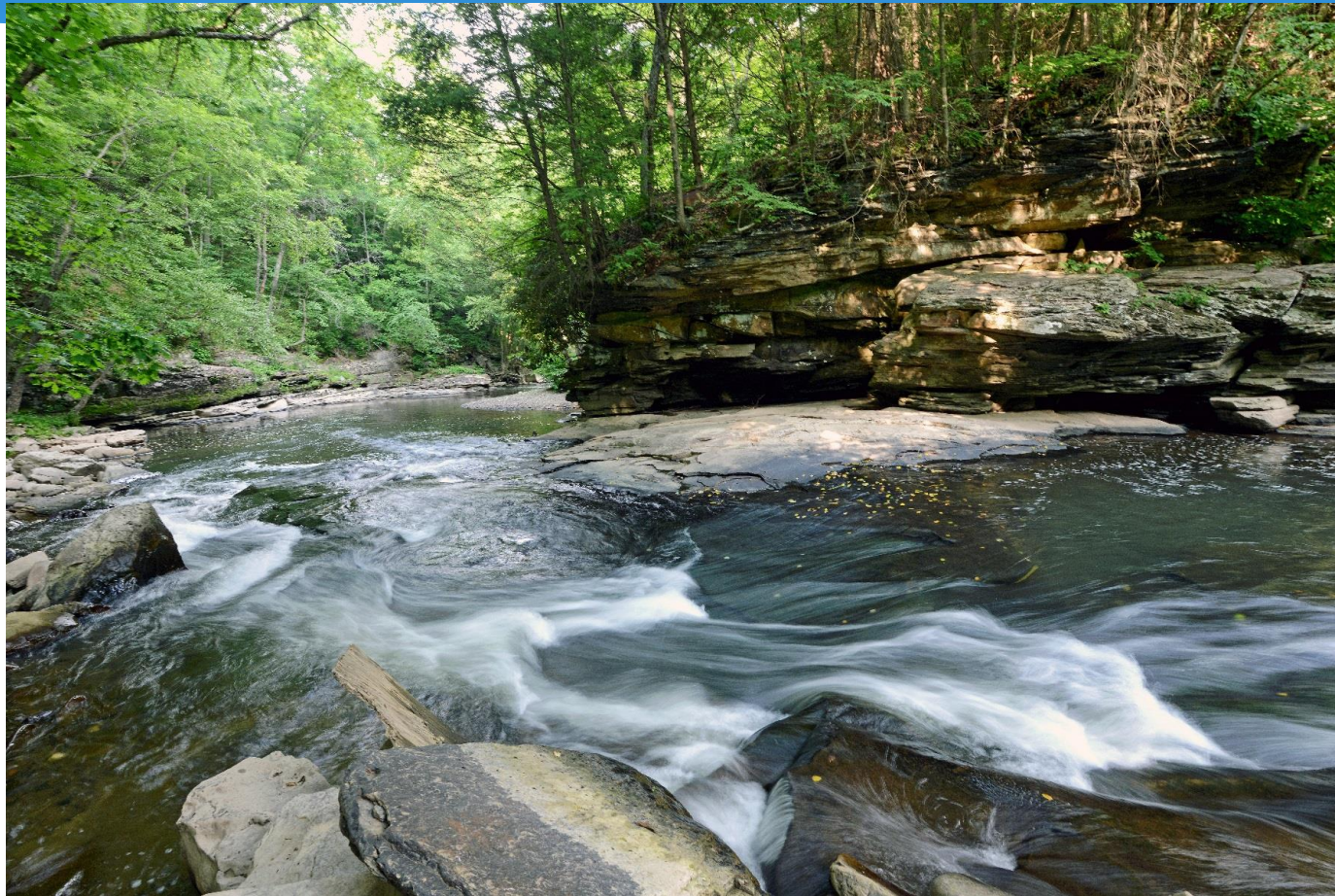
- * Amplify Resources
- * Increase the likelihood of success
- * Projects produce mutual benefits beyond clean water
- * Build & Leverage Community Goodwill

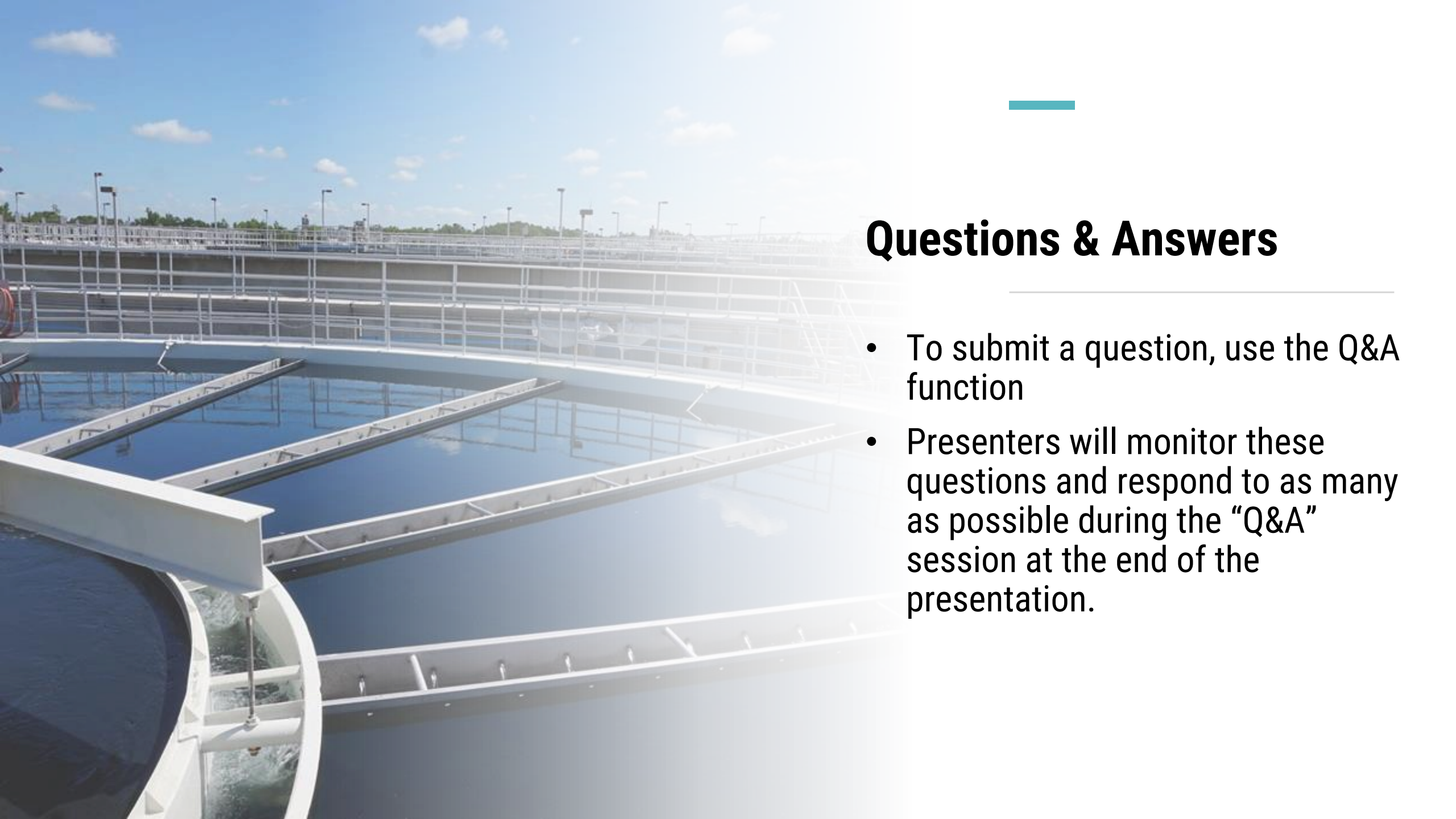
Takeaways: Emerging Trends

- * Workforce Development/Succession Planning
- * Community Service Opportunities
 - * Alternate Sentencing
 - * Day Report Centers
 - * Drug Courts
 - * Faith Based Drug Addiction Treatment Centers
 - * Mentoring Programs



The Stream . . . Start There . . .End There





Questions & Answers

- To submit a question, use the Q&A function
- Presenters will monitor these questions and respond to as many as possible during the “Q&A” session at the end of the presentation.

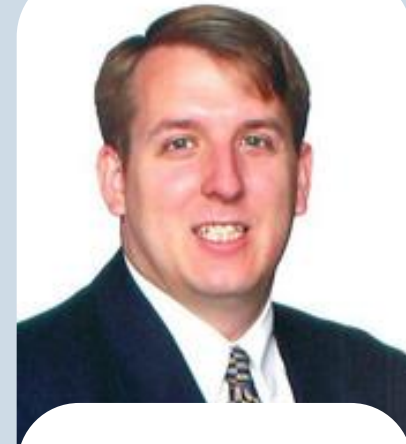
Presenter Discussion and Additional Q&A



**Charlotte
Katzenmoyer**
Capital Region Water



Cathy Bailey
Greater Cincinnati
Water Works



Jeremiah Johnson
Beckley Sanitary
Board



April 30, 2021

Thank you for attending today's webinar!

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