Towards Managing Change: Understanding Public Utility Model in “Rural Water Supply”

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9.3 JJM Guidelines

A public utility is an undertaking that provides essential services. JJM envisages a mindset change in the provision of drinking water supply services. The service provision should change from 'infrastructure development approach' to a 'utility based approach'. For this, it is required to re-orient both engineering and other human resources. This would be undertaken through customized orientation programme, exposure visits, etc. It would be duty of such institutions to provide water supply to every rural household under JJM as per the service standards prescribed for both quantity and quality. They would also be responsible for collecting water tariff/ user charges as prescribed and timely address the public grievances arising out of such service provision. The personnel managing the water supply services at all levels, i.e., village, GP, district and State, need to be provided with customized training and leadership programmes so as to enable them to discharge their role in managing these utilities.

How can water and wastewater utility managers make informed decisions and practical, systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs for the utility and the community it serves?

TEN KEY MANAGEMENT AREAS

- Product Quality
- Customer Satisfaction
- Employee & Leadership Development
- Operational Optimization
- Financial Viability
- Infrastructure Stability
- Operational Resiliency
- Community Sustainability & Economic Development
- Water Resource Adequacy
- Stakeholder Understanding & Support

PRODUCT QUALITY:

The system is in compliance with permit requirements and other regulatory or reliability requirements. It meets its community's expectations for the potable water or treated effluent and process residuals that it produces. The system reliably meets customer, public health, and ecological needs.

Produces "fit for purpose" **water and other recovered resources** (e.g., energy, nutrients, biosolids) that meet or exceed full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs. Products include treated **drinking water, treated wastewater effluent, recycled water, stormwater discharge, and recovered resources**

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CUSTOMER SATISFACTION:

The system is informed about what its customers expect in terms of service, water quality, and rates.

Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels.

Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies. Customers are satisfied with the services that the system provides.

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EMPLOYEE & LEADERSHIP DEVELOPMENT:

The system recruits and retains a workforce that is competent, motivated, and safe-working.

Opportunities exist for employee skill development and career enhancement, and training programs are in place, or are available, to retain and improve their technical and other knowledge.

Job descriptions and performance expectations are clearly established (in writing), and a code of conduct is in place and accepted by all employees.

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OPERATIONAL OPTIMIZATION:

The system ensures ongoing, timely, cost-effective, reliable, and sustainable performance in all aspects of its operations.

The key operational aspects of the system (e.g., pressure, flow, quality) are documented and monitored.

It minimizes resource use, loss, and impacts from day-to-day operations.

It has assessed its current energy use and water loss and performed related audits.

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FINANCIAL VIABILITY:

The system establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues.

Rates are adequate to pay its bills, put some funds away for both future capital expenditures and unanticipated issues, and maintain, repair, and replace its equipment and infrastructure as needed.

The system discusses rate requirements with its customers, decision making authorities, and other key stakeholders

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INFRASTRUCTURE STABILITY:

The system understands the condition and costs associated with its critical infrastructure assets.

It has inventoried its system components, conditions, and costs, and has a plan in place to repair and replace these components.

It maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable level of risk.

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OPERATIONAL RESILIENCY:

The system ensures that its leadership and staff members work together to anticipate and avoid problems.

It proactively identifies legal, financial, non-compliance, environmental, safety, security, and natural threats to the system. It has conducted a vulnerability assessment for safety, natural disasters, and other environmental threats, and has prepared an emergency response plan for these hazards.

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COMMUNITY SUSTAINABILITY & ECONOMIC DEVELOPMENT:

The system is active in its community and is aware of the impacts that its decisions have on current and long-term future community health and welfare.

It seeks to support overall watershed, source water protection, and community economic goals, where feasible.

It is aware of, and participates in, local community and economic development plans.

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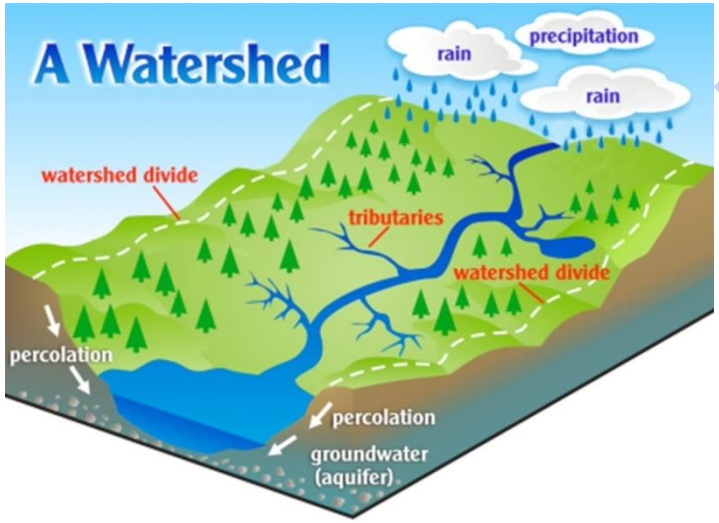

WATER RESOURCE ADEQUACY:

The system ensures that water availability is consistent with current and future customer needs.

It understands its role in water availability and manages its operations to provide for long-term aquifer and surface water sustainability and replenishment.

It has performed a long-term water supply and demand analysis and is able to meet the water and sanitation needs of its customers now and for the reasonable future.

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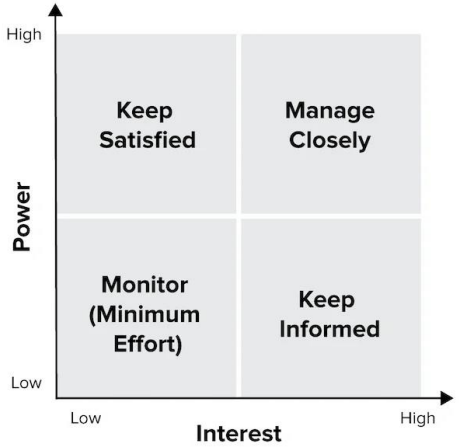

STAKEHOLDER UNDERSTANDING & SUPPORT:

The system actively seeks understanding and support from decision making bodies, community members, and regulatory bodies related to service levels, operating budgets, capital improvement programs, and risk management decisions.

It takes appropriate steps with these stakeholders to build support for its performance goals, resources, and the value of the services that it provides.

The system performs active outreach and education to understand concerns and promote the value of clean, safe water and the services the utility provides, consistent with available resources.

Rate Achievement for Each Management Area

"How are we doing?"

Rank Importance of Each Management Area

"How important is this to our system?"

Plot Results to Identify Critical Areas for Improvement

"What are the most important areas for us to focus on as we move forward?"


Thank You