



## **MANAGEMENT PLAN**

### **Effective November 15, 2023**

**439 Water Supply Corporation** is a Member-owned, nonprofit Corporation organized to furnish drinking water supply for general rural and domestic purposes in central Bell County, Texas. 439 WSC has obtained a Certificate of Convenience and Necessity #10001 to provide water service.

Membership in the Corporation and service of water is provided to all applicants who comply with provisions of the Corporation's tariff. 439 WSC will respond to community needs for water service, as its resources permit and as requests are tendered. Its service area and Members are represented by an elected Board of Directors who are Members and are not paid for their service.

### **ROLE OF THE MEMBER**

The Member of 439 WSC is the foundation of governance for the Corporation. Members are those applicants who:

1. have applied for and received a Membership from the Corporation; and,
2. are receiving water service from the Corporation.

The Members elect five (5) of their number to serve as the Corporation's Board of Directors. Directors, ("Board") are elected for two-year terms on a staggered basis. They, in turn, elect a President, Vice-President, and Secretary-Treasurer from among the Board membership.

The Corporation Members have adopted Bylaws which establish the rights of Members, establish Membership voting rights, provide for annual and regular meetings, provide for the election of Board, provide for reserve accounts, and other important regulations of the Corporation. A copy of the Bylaws is available to each Member upon request.

### **ROLE OF THE BOARD OF DIRECTORS**

The Board of Directors of the 439 WSC is responsible for the following areas:

1. The Board defines the stated purpose of the Corporation and sets goals.
2. The Board establishes policy in the context of applicable State law, the approved Water Utility Tariff, and Corporation precedent.

3. The Board reviews and approves objectives, policies, plans, and programs designed to accomplish the Corporation's goals including, but not limited to, personnel, financial, operational, maintenance, expansion, and custom service.
4. The Board is responsible for:
  - a. Assuring the development of adequate water resources to serve the geographic area covered by its Certificate of Convenience and Necessity.
  - b. Providing a reliable supply of potable water, which consistently meets or exceeds the standards established by applicable regulatory agencies.
  - c. Maintain all components of the water resource, treatment, storage, and distribution system at the highest possible standard, consistent with sound fiscal and operational procedures and within applicable regulatory standards.
  - d. Expanding and/or enhancing the water system to meet the service requirements of additional Members in a fiscally sound manner.
  - e. Providing for the conservation and protection of water resources for the beneficial use of all, at the most reasonable cost and consistent with sound operating procedures.
5. The Board sets policies and approves procedures for the Corporation. To assist the Board in managing the Corporation, it has created two independent branches of management, the Director of Operations and the Business Manager, ("Senior Management"). Although the Board is directly involved in many of the key management decisions:
  - a. The Board delegates much of the responsibility, authority and accountability to implement its policy decisions to Senior Management;
  - b. The Board authorizes Senior Management to delegate some of its responsibility, authority, and accountability to the Corporation's additional staff as approved by the Board;
  - c. Senior Management remains directly responsible to the Board for all responsibilities and duties within its specific division;
  - d. Senior Management and the Corporation's additional staff, collectively ("Staff") assist the Board in reaching policy decisions by:
    - i. identifying areas which require policy decisions from the Board,
    - ii. providing information on the possible outcomes of their decisions,
    - iii. assuring that the Board has the authority to make the decision, and
    - iv. confirming that decisions conform with applicable laws, the approved Water Utility Tariff, industry best practices and precedent.
    - v. The Board may seek additional expertise in legal, financial, technical, management, or political areas from consultants, regulatory agencies, and others.
    - vi. Policies and procedures adopted by the Board are communicated to the Staff and, as applicable, to its Members, at regular monthly Board of Directors meetings. They then become part of the Corporation's operating procedures and are to be documented by Staff and remain in effect until either changed by Board action or modified because of changing internal or external conditions.
6. The Board employs Staff and may contract with specialized professional consultants deemed necessary for the orderly conduct of its business.

- a. The Board defines the relationships and limits of its authority delegated to the Senior Management and retained professional consultants in areas including, but not limited to, financing, employment of subordinate staff, purchases of supplies or equipment contracting for special services and disposal of Corporation assets.
  - b. The Board authorizes all hiring of additional employees considering the recommendation of Senior Management and sets all personnel policies, compensation and benefits and assures their consistent and non-discriminatory implementation by management.
  - c. The Board acts as a grievance committee either directly from or for appeals from Staff, Members, potential members and the public concerning all matters of concern including implementation of Board-adopted policies and procedures.
  - d. The Board assures the integrity of the policy making/policy implementation functions through continuous assessment of its role and relationship with Staff.
4. The Board is responsible for supervising and evaluating the performance of the Senior Management.
  - a. The Board shall receive all required monthly operating and financial reports from the Senior Management.
  - b. The Board reviews personnel recommendations and actions made by the Senior Management.
  - c. The Board evaluates the Corporation's performance under the Senior Management's direction and determines appropriate rewards or corrective measures.
5. The Board raises and manages funds and holds property for the benefit of the Corporation and its Members.
  - a. The Board assures that water rates and charges are based on bona fide cost of service and good stewardship principles.
  - b. The Board assures that control mechanisms are established to assure proper acquisition, dispersal, and auditing of financial and other resources.
  - c. The Board assesses, adopts, and communicates the need for changes in rates and charges, based on revenue requirements, cost-of-service analysis, planning needs and recommendations from Senior Management.
  - d. The Board provides for an annual audit of the Corporation's finances and implements recommendations from the Auditor as specified in its management letter accompanying the final report.
  - e. The Board assures a comprehensive listing of all assets and liabilities, Member equity, Inter- local Cooperation agreements and the like and regularly reviews such documents to assure their accuracy and to fulfill the Board's fiduciary responsibilities.
  - f. The Board is responsible for regular and continuing communication with members so that the governing body is familiar with policies, procedures, plans, and programs and can make informed decisions regarding their investment.

## **ROLES OF SENIOR MANAGEMENT**

The Senior Management of 439 WSC are responsible for implementing policies and procedures adopted by the Board of Directors and for carrying out day-to-day organizational, operational, financial, personnel, and customer service objectives, policies, plans and programs.

1. Following adoption of a policy and procedures by the Board, Senior Management shall document the policy, update documents as necessary, and implement the policy and assure day-to-day compliance. Where policy is inadequately defined, unclear in terms of administration, or dated because of changing conditions, Senior Management is required to obtain clarification or redefinition from the Board.
2. Implementation clarification and redefinition of policies and procedures are coordinated with and include commentary and advice from Staff, professionals and, as appropriate, Members through established communication channels.
3. Senior Management recommend operating goals and objectives consistent with the Board's established Corporation goals.
4. Senior Management has authority, is responsible, and will be accountable for the planning, organizing, directing, controlling and communicating ongoing operations of the Corporation as established by the Board. The Board delegates these areas of authority, assures responsibility, and expects accountability in all matters. The Board shall evaluate the performance of Senior Management in all matters including in these delegated areas.
5. Senior Management is to inform all Board members; ensure that all Board members have sufficient information about routine operations and finances so as to make informed decisions; and recommends new programs or resource requirements for Board approval. This includes, but is not limited to, compliance with current policy and applicable regulations, long and short-range goals, personnel and administrative policies, financial status, operating rules and procedures, problem identification and problem resolution strategies, projects, and future directions for the Corporation.
6. Senior Management shall prepare and submit work plans to accompany the annual budget. The work plans include goals for achievement of stated Board goals, cost and staffing requirements, proposed changes associated with service and regulatory mandates, proposed changes in Corporation contracts and other matters that the Board needs in order to make informed decisions.
7. Senior Management is responsible for hiring, termination, personnel management, compensation, and training in compliance with Corporation policy, applicable law and regulations, subject to the advice and consent of the Board.

8. Senior Management shall assist in policy-making by supplying information and recommendations for Board action and by seeking clarification or modification of existing policies. All Corporation policies must be approved by the Board in open session of the Board.
9. The job descriptions are as follows:

### **DIRECTOR OF OPERATIONS (DO)**

#### **GENERAL**

This is hands on work, including executive management responsibilities for the overall goals, efficiency and effectiveness of operations and operational compliance of the 439 Water Supply Corporation. The DO directs participates in and effectively coordinates the operations, meter reading, maintenance, repair, construction, equipment management, and modifications of water distribution systems, including regulatory reporting and compliance, and all other day to day operations of the Corporation (excluding the business operations, see Business Manager description below); recommends policy, procedures, and regulatory and best practice changes/updates concerning system operations to the Board; assures orderly development of the Corporation's services within the framework of adopted policy, budget and available resources; and support the operations of the Business Manager. The DO is the face of the Corporation regarding operational related issues. It is the responsibility of the DO to respond to customer complaints, update customers as to inquiries they have made, and maintain all reporting required by applicable regulation, law and best practices.

Work normally is accomplished in a 40-hour week, but this management position is expected to expand such time as is required to complete the administrative, management, coordination, and emergency requirements of the operations water system. The DO is expected to attend all Board meetings, annual membership meetings, special called meetings, and workshops called by the Board. The DO shall represent the Corporation in civic and utility industry organizations, as directed by the Board. Supervision of the DO is provided by the Corporation's Board, which evaluates performance, sets compensation, directs policy, and acts as a resource for the DO. Strong individual work ethic, initiative, exercise of judgment, discipline, and continued education in management, operations, best practices, training, and personnel is required.

The DO is responsible to plan, organize, direct, and coordinate allocating materials, equipment, and personnel to provide effective, efficient and economical water services. This includes selecting, training, assigning, and evaluating personnel; preparing and administrating operating and maintenance budgets; developing operating policies and procedures involving operational procedures and customer service problems and preparing performance and operational reports. It also includes monitoring and assisting consultants to the Board in expansions, replacement, long-term planning for the water system including treatment and quality management; cost-effective financing of capital improvements and continuing.

evaluation of budget and debt-service requirements; rate making requirements for water services, monitoring of consultant or outside contract activities associated with modification or system development; and interface with regulatory and legislative issues and organizations affecting the Corporation's goals, including any impacts to the Corporation's policies, procedures, bylaws, and Tariff.

The DO is responsible for marketing the Corporation's products and services within its CCN; interfacing with the Corporation's Board; interfacing with customers, Members, contractors, and general management of daily operations of Corporation water distribution facilities and equipment.

## **EXAMPLES OF WORK PERFORMED**

1. Manages the operational external affairs of the Corporation according to budgeted resources and program requirements. Plans, organizes, directs and coordinates all operations, maintenance, repair and modification activities for water distribution and treatment within the guidelines set down by regulatory agencies, Board policy, and accepted industry safety and financial standards.
2. Assures the technical, professional, and operational adequacy of all Corporation systems. Plans, organizes, directs, and controls the procedures and methods used to efficiently, effectively and economically accomplish the Corporation's activities as set forth by the Board of Directors.
3. Assures that quality and quantity of water distribution and treatment provided through the Corporation's facilities or water supply contracts meets or exceeds all Federal, State and local requirements for portability stream standards. Assures that the Corporation complies with all applicable regulations for public water utilities.
4. Meets with Corporation's Board at all regular, special, and annual meetings. Provides reports on operations, personnel, capital programs, system development. and regulatory and legislative issues. Provides supporting materials to the Business Manager for Agendas and reports in a timely manner. Provide new Board Members with an orientation to the Corporation and their responsibilities and provides all Board Members with information required in the exercise of their duties as Corporation officers.
5. Actively participates in development of capital and operations/maintenance budgets for the Board's approval in conjunction with consultant recommendations and organizational data. Recommend changes in financing, additions or changes to the O&M budget, and other economic actions needed for sound financial operations; assure appropriate monthly operating reports accurate and complete.
6. Develop and recommend long-range finance programs, including regular cost of service analysis, rate schedules, cost-recovery programs, and the like. Regularly provide the Board with information on costs of providing water service, anticipated new regulatory requirements which will affect costs, and the like in a timely manner so that Corporation rate-making can be completed in a fiscally responsible manner.

7. Explain the services of the 439 Water Supply Corporation to existing and potential customers by direct involvement. Coordinates community information projects, oversees ongoing public information efforts. meet with civic and citizen groups and regulatory agencies as may be required.
8. Recommend the need for various consulting and contractor services that may be needed to meet the goals of the Corporation. Requests proposals for services and materials from consultants, contractors, and suppliers; evaluates proposals for content, applicability, and cost-effectiveness; makes recommendations to the Board concerning the qualifications of firms and the appropriateness of the pricing. Monitors the activities of selected consultants and contractors to assure that the Corporation obtains products and services within the established project budgets.
9. Represents the Corporation in coordinating new construction, permit requirements, related technical matters, inspection of construction, quality assurance and water safety testing. Coordinate water suppliers, river authorities, municipalities, consultants, and regulatory entities.
10. Represent the Corporation in coordinating with developers and builders on projects, fees, tap locations, inspections and plan review, as well as other operations procedures adopted by the Corporation.
11. Assures adequacy of design for new construction projects and assures compliance with approved specifications when implemented. Manages ground water drainage control and conservation of natural resources within accepted professional guidelines and regulatory requirements.
12. Selects and directly supervises the Corporation's operations staff. Directly participates in the selection operations employees and makes employment recommendations to the Board for its approval. Assigns personnel and assures training and performances review in functional areas through appropriate subordinates; reviews and evaluates personnel and program performance including weekly and monthly operations reports, absences, personnel actions, budget expenditures and the like.
13. Identifies and resolves functional and personnel problems; participates in establishing and implementing safety procedures and work standards to insure correct and efficient operations and high levels of productivity.
14. Plans, schedules, and delegates major field operations projects undertaken by the Corporation or outside contracts; assures proper supervision under established policies; reviews and approves all invoices and bills presented by contractors for payment.
15. Maintains inventory and control systems for field equipment, materials, supplies, meters, and related appurtenances.
16. Develops appropriate methods and procedures for providing quality utility services and for effective and efficient maintenance and service. Assures coordination of field and office activities and proper communication with Members when field work circumstances permit or so require.
17. Assists in resolving customer service inquiries related to operations. Monitors office/field/Member communications and establishes positive customer and public information programs for the Corporation.
18. Prepares and presents oral and written reports for the Board, community groups, professional consultants, and regulatory and industry agencies.

19. Recommends changes in Corporation policies and procedures based on operational data and sound management principals. Implements policies established by the Board and assures compliance with adopted policies by employees, contractors, suppliers, other agents, and Members.
20. Represents the Corporation in all dealings with regulatory agencies. Monitors all operations to assure compliance with established law and regulations governing public utility services. Provides regular interface with regulatory agencies and legislators concerning rules and laws affecting the Corporation, including expert commentary regarding regulation having direct or indirect impact on water resources, treatment, or quality of the Corporation's service. As directed by the Board, assures that all legislators from the service area are aware of and understand environmental legislation related to and affecting the Corporation.
21. Approves or recommends changes in Corporation policies and procedures. Approves all human and material resources actions or expenditures related to operations. Conducts periodic review of daily staff work to assure that it complies with Corporation standards.
22. Develops and implements safety policies and procedures. Assures compliance with safety rules and provides training to promote an accident-free work environment. Investigates all personal and equipment accidents and prepares reports concerning causes and prevention methods. Maintains statistics concerning lost-time injuries, Worker Compensation claims, and the like.
23. Performs other duties as directed by the Corporation's Board of Directors.

### **BUSINESS MANAGER (BM)**

#### **GENERAL**

This executive management position is responsible for the overall goals, efficiency, and effectiveness of 439 Water Supply Corporation regarding all business-related concerns. Manage the Corporation's business affairs by implementing and assuring compliance with policies of the Board of Directors; directs and coordinates financial controls, programs and practices; coordinates with DO concerning the operations, maintenance, and repair and modification of water distribution systems of the Corporation; recommends policy and procedures concerning system operation and management to the Board of Directors as appropriate, and assures orderly business management of the Corporation's services and information within the framework of adopted policy, budget , available resources, industry best practices and applicable law and regulation.

Work normally is accomplished in a 40-hour week, but this management position is expected to expand such time as is required to complete the administrative, management, coordination, and production requirements of the position. Additionally, the BM is expected to attend all Board Meetings, workshops, annual meetings and called meetings. Minimal direct supervision is provided by the Board, which evaluates performance, sets compensation, and policy concerning all business-related activities. Strong individual initiative, exercise of good judgment in the management of programs, personnel, policy, fiduciary responsibilities, and customer service is required.



The BM shall plan, organize, direct, and coordinate allocating materials, equipment, and personnel to provide effective, efficient and economical business management of the Corporation. This includes selecting, training, assigning, and evaluating personnel; preparing and administrating operating and maintenance budgets; developing operating policies and procedures involving operational procedures and customer service problems and preparing financial reports. It also includes monitoring and assisting consultants to the Board of Directors in auditing; capital management, and continuing evaluation of budget and debt- service requirements; rate recommendations to insure the sound financial condition of the Corporation; support the DO in monitoring of consultant or outside contract activities associated with modification or system development and interface with regulatory and legislative issues and organizations affecting the Corporation's goals and future business.

The BM is also responsible for explaining the Corporation's products and services within its CCN to Customers, Members, potential Members and Developers; interfacing with the Corporation's Board; and general management of daily operations of Corporation business affairs.

## **EXAMPLES OF WORK PERFORMED**

1. Manages the operational, financial, and external business affairs of the Corporation in concert with the Board and according to established policy, budgeted resources, and program requirements. Plan, organizes, directs, and coordinates all business operations within the guidelines set down by regulatory agencies, Board policy, accepted industry best practices, and financial standards.
2. Assures the technical, professional, and operational adequacy of all Corporation business systems. Plans, organizes, directs and controls the procedures and methods used to efficiently, effectively and economically accomplish the Corporation's business activities as set forth by the Board.
3. Assures that the Corporation complies with all applicable regulations for public water utilities concerning customer and employee privacy.
4. Meets with Corporation's Board at all regular, special, and annual meetings. Provides reports on operations, financing, personnel, capital programs, system development and regulatory and legislative issues as requested by the Board. Assures that an Agenda for Board meetings is prepared and published in accordance with applicable law; provides supporting materials and Agendas to Board Members in a timely manner. Assures the Board Meetings are completely documented according to applicable law and board policy. Provides new Board Members with an orientation to the Corporation's business affairs and their responsibilities and provides all Board Members with information required in the exercise of their duties as Corporation officers.
5. Actively participates in development of capital and operations/maintenance budgets for the Board's approval in conjunction with consultant recommendations and organizational data. Monitors adopted financial programs to assure that the Corporation pays for capital improvement and ongoing operations and maintenance in a cost-effective and fiscally prudent manner. Recommends changes in financing, additions or changes to the O&M budget,

and other economic actions needed for sound financial operations; assures financial accountability management and appropriate monthly reports.

6. Develops or recommends long-range finance programs, including regular cost of service analysis, rate schedules, cost-recovery programs and the like. Regularly provides the Board with information on costs of providing water service, anticipated new regulatory requirements which will affect costs, and the like in a timely manner so that Corporation rate-making can be completed in a fiscally responsible manner.
7. Coordinates community information responses, oversees ongoing public information efforts. and regulatory agencies.
8. Recommends the need for various consulting and contractor services by the Corporation for Board approval as requested. Requests proposals for services and equipment related to the business operations of the Corporation from consultants and suppliers; evaluates proposals for content, applicability, and cost-effectiveness; makes recommendations to the Board concerning the qualifications of firms, services, or equipment. Monitors the activities of selected consultants and contractors to assure that the Corporation obtains products and services within the approved contracts.
9. Selects and directly supervises the Corporation's office staff. Directly participates in the selection of all employees and makes employment recommendations to the Board for its approval. Assigns personnel and assures training and performances review in functional areas through appropriate subordinates; reviews and evaluates personnel and program performance including weekly and monthly operations reports, absences, personnel actions, budget expenditures and the like.
10. Identifies and resolves functional and personnel problems; participates in establishing and implementing safety procedures and work standards to insure correct and efficient operations and high levels of productivity.
11. Establishes and maintains control system for financial, human resource, Corporate records, and Member requirements. Monitors and assures the integrity of operational and fiscal control systems.
12. Develops appropriate method and procedures for providing quality utility services and for effective and efficient maintenance, service, and billing programs. Coordinates field and office activities and supports the DO in proper notification of Members when work circumstances permit or so require.
13. Resolves business related customer service inquiries when required. Monitors office/field/Member communications to insure positive customer service and public perception of the Corporation.
14. Prepares and presents oral and written reports for the Board, professional consultants, and regulatory and industry agencies.
15. Recommends changes in Corporation policies and procedures based on financial and operational data and sound management principals. Implements policies established by the Board and assures compliance with adopted policies by employees, contractors, suppliers, other agents, and Members.

16. Monitors all business operations to assure compliance with established law and regulations governing public utility services. Provides regular interface with regulatory agencies and legislators concerning rules and laws affecting the Corporation, including expert commentary to the Board regarding regulation having direct or indirect impact its business.
17. Recommends changes in Corporation policies and procedures. Approves all human and material resources actions or expenditures. Conducts periodic review of daily staff work to assure that it complies with Corporation standards.
18. Develops and implements safety policies and procedures to protect the employees, customers, and resources of the Corporation. Reports to the Board all personal and equipment accidents and prepares reports concerning causes and prevention methods prepared by the DM. Maintains statistics concerning lost-time injuries, Worker Compensation claims, and the like.
19. Performs other duties as directed by the Corporation's Board of Directors.

**BOARD APPROVED THIS 15<sup>th</sup> DAY OF NOVEMBER 2023**

**ATTEST**

\_\_\_\_\_ **Secretary-Treasurer**

\_\_\_\_\_ **President**

## 439 WSC Job Descriptions

### **Director of Operations, (DO):**

This position is a hands-on position in addition to being responsible for field administration, planning, reporting, and policy administration centered around the operations of the company and works hand in hand with the Business Manager. DO is responsible for making recommendations to the Board for hiring and terminating operations employees and for determining compensation packages. DO is responsible for the utility's customer service and directly interfacing with Customers, Developers, and Members concerning all items related to operations, expansions, water safety, workorders, meter reading, and customer complaints and concerns. The DO is the face of the Corporation in all matters related to operations. Additionally, the DO is responsible for public relations and must be familiar with corporate, local, state and federal compliance policies. The DO provides back up to the ADO for time off and should be competent in all procedures, duties, and responsibilities of the ADO. The DO reports directly to the board of directors and supervises distribution and operations employees, contractors, and other consultants. This position is also responsible for implementing the utility's long-range plans and policies and other items identified by the Management Plan and as directed by the Board. This position requires a state operator's license.

### **Assistant Director of Operations, (ADO):**

The ADO reports directly to the DO and assists with all the DO duties as requested and specific assigned projects. The ADO is the primary system operator and is responsible for routine operation and maintenance of water facilities including treatment, processes, pump station repairs, compliance sampling and testing, meter reading, and repairs in the distribution system. This position requires a state operator's license.

In addition to being the primary hands-on operator (see below), this position is responsible for managerial tasks for the field operators, including oversight and collection of regulatory water samples, compiling data for monthly operating reports, oversight of the other operators and providing human resources recommendations for the hiring, termination, and performance evaluations of field staff.

The ADO should be familiar and reasonably competent in all duties of the DO. In the absence of the DO, the ADO shall be responsible for the management duties typically handled by the DO on a temporary basis. The ADO is responsible for completing the task and duties required to operate the distribution system in compliance with all applicable policies, procedures, and applicable regulations. The DO and ADO work together to establish these tasks, policies, and procedures.

The DO and ADO work together to establish the delegation of shift duties, and human resources and evaluation recommendations for operations employees.

### **Distribution/ Field Technician (Operator):**

Operator are responsible for routine operation and maintenance of water facilities, including possible additional disinfection treatment processes, facility repairs, compliance sampling and testing, collecting meter readings, conducting line locates for other utilities doing construction near the distribution lines, flushing water mains and repairs in the distribution system. Additionally, distribution operators may provide supervision for contract and non-licensed workers. This position requires a state operator's license.

## 439 WSC Job Descriptions

### **Maintenance Technician/Meter Reader: (MT)**

MTs are responsible for performing preventative and regular maintenance work as directed by the ADO. MTs operate facilities under the direction of the DO/ADO. MTs must possess strong working knowledge of line maintenance, valves, meters, chemicals, controls, and other treatment procedures. Mts are responsible for accurately reading water meters and recording water usage. A MT is to be also responsible for detecting and reporting system problems such as leaks, defects, and illegal connections and for locking meters for nonpayment. This position requires a state operator's license.

### **Laborer (Utility Service Worker):**

Laborers may be responsible for ground maintenance, system repairs, excavation equipment operation or meter installations or replacements. Laborers must be directly supervised by a licensed operator.

### **Business Manager (BM):**

BM reports directly to the Board of Directors and in conjunction with the Director of Operations, manages the day-to-day activities of the Corporation from the business management perspective. The BM make direct reports to the Board, DO, ADO, auditor and others as directed by the Board. This position is responsible for the performance of all administrative functions at the utility, including, maintenance of financial records, billing, bank deposits, payroll, cash management, customer service, payment of vendors, collections of receivables, and coordinating administrative schedules. The BM serves in a supervisory role for all other administrative personnel.

### **Assistant Business Manager/Accounting Clerk (ABM):**

ABM is responsible for assisting the BM with billing, collections, settlements, payables and other accounting and administrative functions. The ABM is active in all aspects of business operations including but not limited to, answering phones, processing new accounts, account changes, helping with new service or transfer service requests, and assisting customers with making payments, processing reports, issuing receipts, fielding questions and complaints, coordinating work orders and interfacing with operations staff.

### **Customer Service Representative:**

This position's primary role is interfacing with the system's customer base. Primary responsibilities include assisting customers with their inquiries and requests, as well as fielding complaints. Duties can also include answering phones, processing new accounts, account changes, helping with new service or transfer service requests, and assisting customers with making payments, processing reports, issuing receipts, fielding questions and complaints, coordinating work orders and interfacing with operations staff.

### **Receptionist:**

The receptionist is responsible for answering phones, referring callers to the appropriate person, taking messages, and greeting visitors. Additionally, the receptionist may be responsible for other clerical and Customer service-related duties.