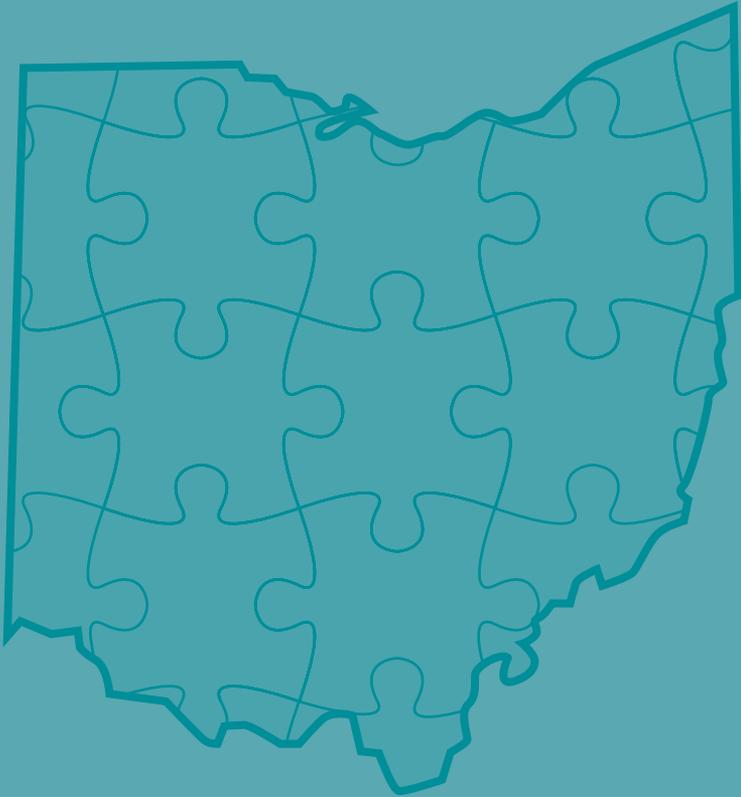


# Water and Wastewater Projects in 5 Stages

A Resource Directory for Small Communities





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## ◦ INTRODUCTION ◦

Water and wastewater projects can be complicated and challenging. As a public official you must comply with various laws, regulations and, if applicable, enforcement orders. This Resource Directory provides information on resources that can help you through the planning process and help you successfully manage your community's project.

Communities that have completed successful water and wastewater projects have five things in common:

- Early and constant communication with state agencies like Ohio EPA.
- Contact with funding sources as soon as project needs were identified to build relationships and explore financing options.
- Contact with technical experts early in the planning phase to ensure the appropriate design and effective implementation of the project.
- Involvement during the entire project.
- Coordinated long-term public involvement efforts to gain acceptance of the project by the community.

This Resource Directory covers 5 stages of water and wastewater projects. Communities in the later stages of a project can benefit from the information and instructions in the preliminary stages so be sure to review the entire directory. Each stage has an easy-to-use checklist to help keep you on track.

After each stage, we have included a list of supporting Resources. As you review the Resources, keep in mind that they serve several types of projects so each Resource may not be relevant for your project.

These projects can be stressful so be prepared to encounter conflicts. The information on preventative conflict resolution

## ◦ INTRODUCTION ◦

can help you prepare for and successfully manage conflict, strengthen your leadership and ensure that your project progresses smoothly.

The final section of the Resource Directory is an alphabetical quick-reference listing of Resources with contact information.

## ◦ **ACKNOWLEDGMENTS** ◦

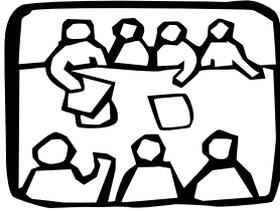
This Resource Directory is a collaborative effort between the Ohio Environmental Protection Agency and Ohio University's Voinovich School of Leadership and Public Affairs. The Resource Directory was developed with support from the W.K. Kellogg Foundation.

Special thanks to the members and staff of the Rural Communities Assistance Partnership (RCAP) and the Small Communities Environmental Infrastructure Group (SCEIG) for providing content information and guidance during the development of this resource.

Additional thanks to local officials and community leaders in various small communities across Ohio; their feedback was invaluable in making this a practical and useful guide.



## ◦ **STAGE 1: BUILD PUBLIC SUPPORT AND YOUR RESOURCE TEAM** ◦



Public involvement throughout a project gives a community ownership of the project.

An informed public is a great ally. Communities that understand their needs are more likely to accept the project, support your efforts and agree to new or increased user charges.

When forming your Resource Team be sure to consider all members of your community and include state and local agencies.

Once you have formed your Resource Team, rely on them to help you establish an action plan and identify ways to save money by providing services such as organizing public meetings.

### ◦ **HOW?** ◦

- Provide information early and often.
- Build trust over time. Consistently provide relevant and accurate information that people can count on and accept.
- Educate your community. Help them understand why you need an engineer and how the project improves public health.

## ◦ HOW? ◦

- Develop a positive working relationship with the media. Invite them to public meetings and ask for assistance to get information out to the community. If you already operate a facility, give them a tour.
- Advertise and encourage attendance to public meetings. Post notices in locations like the post office, the library or town hall. Announce meetings on local public access channels and radio.
- Identify a responsible community official. This person will coordinate meetings and facilitate important decisions.
- Identify key stakeholders. They should be community members (such as landowners, business owners, clergy, educators, etc.) as well as representatives of local and state agencies. Include your system operator if you have one.
- Involve county commissioners. Commissioners can help build community support and identify funding sources later in the project.
- Contact your state representative. Let him or her know about your community's project and need.
- Communicate with funding organizations. It is never too early to begin building relationships with these organizations. An organization is going to award a multi-million dollar grant or loan if they have a strong relationship with the recipient. See STAGE 4 for more information about establishing funding sources.
- Hold a kick-off meeting. Be sure to include all Resource Team members.

## ◦ **RESOURCES FOR STAGE 1** ◦

- American Council of Engineering Companies
- Appalachian Ohio Local Development Districts
- County Commissioners
- Governor's Office of Appalachia
- Local Health Departments
- Ohio Department of Development - Regional Community Development Representatives
- Ohio Department of Health
- Ohio Environmental Protection Agency
- Ohio Rural Water Association
- Regional Planning Commissions
- Rural Communities Assistance Partnership
- Rural Universities Program
  - Bowling Green University's Center for Regional Development
  - Miami University's Center for Public Management and Regional Affairs
  - Ohio University's Voinovich School, ILGARD
- Small Communities Environmental Infrastructure Group
- State Representatives
- USDA-Rural Development



## ◦ STAGE 2: DEVELOP A PLAN ◦



With good project planning, you'll have good project design. With a good project design, your project will turn out to be what your community needs and envisions.

## ◦ HOW? ◦

- As you begin planning and working on your project, be sure to keep detailed records of all project activity including:
  - Meetings with the community or engineers.
  - Details of the need or problem.
  - An inventory of existing water or wastewater systems.
  - Ideas or suggestions to address the need or problem.
- Contact Ohio EPA early to organize a pre-planning meeting.
- Begin assigning responsibilities to members of your Resource Team. Members can begin exploring funding opportunities or continue building relationships with funding agencies. Prepare a one-paragraph summary of your project for funding applications and other promotional needs. This summary should state the problem, describe existing facilities in the community and identify potential sites for the project.
- The Rural Communities Assistance Partnership (RCAP) has identified planning tips to help communities as they proceed through project planning and completion. We have adapted these tips to outline the process of a typical project.

**1.** Coordinate with Ohio EPA. The more you keep Ohio

## HOW?

EPA staff involved, the fewer questions they will have during plan approval.

**2.** Designate a lead local official or local resource person to review cost estimates, engineering plans, etc. Reviewing the information may prevent problems in the future. Keep records of everything and review them periodically to minimize the chance of errors.

**3.** Stay focused. Don't try to do too many projects at once. Focus on the most important project and complete it before beginning a new one.

**4.** Make sure the engineer is using the projected project bid year to estimate costs. This should alleviate the chance that bids will come in over the allowable 10% and prevent you from having to find additional financing or raise rates at the last minute.

**5.** Stay involved, this is your project! Your community will be responsible for the system once it's completed. Question your engineer, get answers, keep records and do not hesitate to make changes as required.

**6.** Involve and listen to the public. Hold regular public meetings and open houses, send out newsletters that include project information, and provide updates as new information is developed. Get the community's input and reaction to proposed alternatives. An involved public is more likely to accept and support the solution.

**7.** Maintain a written project schedule. Be sure to clearly list all tasks and completion dates. Water and wastewater projects are extremely complicated undertakings and it is very difficult to remember each task and dead-

## ◦ HOW? ◦

line without keeping it on paper. Update the schedule regularly and make sure everyone sticks to it.

**8.** Get help from those who have gone before you. There are many ways to solve problems so be flexible and explore all options. Contact Ohio EPA, RCAP, SCEIG, Local Development Districts, the Ohio Rural Water Association (ORWA) and other communities in Ohio who have completed similar projects. Find out how they solved the problem, how the system is operating now and things they would have done differently given the experience they have now. Schedule a tour of other facilities for community officials.

**9.** Remember upcoming system maintenance needs. The community will be responsible for operating and maintaining the system once it is completed. Work with your engineer to include adequate operation, maintenance and replacement costs in the budget. Proper operation, maintenance and repair are essential to be sure that your system will function for its useful life. Regularly scheduled maintenance is less expensive than responding to emergencies!

## ◦ RESOURCES FOR STAGE 2 ◦

- Appalachian Ohio Local Development Districts
- Local Health Departments
- Ohio Department of Natural Resources
- Ohio Environmental Protection Agency
- Ohio River Valley Water Sanitation Commission
- Ohio Rural Water Association
- Regional Planning Commissions



## ◦ STAGE 3: HIRE AN ENGINEER ◦



Hiring a project engineer can be a frightening prospect for some communities. Be sure you thoroughly research several engineering firms before making your final decision.

### ◦ HOW? ◦

- Communicate with your Resource Team, USDA-Rural Development, Ohio EPA and RCAP prior to signing any engineering contracts to make sure the project design is feasible and affordable.
- The following tips, provided by RCAP, will help you select and hire a project engineer.
  - 1.** Have a detailed project summary that specifically states the problem, a description of the existing facilities and ideas the community has for solving the problem (for example, potential sites where infrastructure could be located, type of infrastructure preferred, etc.). *Note: This task was part of STAGE 2.*
  - 2.** Identify community members to serve on an engineer selection committee. Members will review resumes, conduct interviews and recommend a firm to the Resource Team. The committee could include the sanitary engineer from your county, local community and economic development staff, a contractor or community member who understands water and/or wastewater projects, the local water/wastewater superintendent, the village administrator

## HOW?

or members of the legislative body who have experience with water and/or wastewater projects. Add other support members to get the job done. *Note: Part of this task was in STAGE 1.*

**3.** Develop a Request for Qualifications (RFQ). Many engineering firms only have experience with large systems that include components your system may not need. Be sure your engineer has experience with small systems. As part of their qualifications, ask prospective engineers to provide a one-page summary of their recommendations on how to solve your community's problem. Share those recommendations with funding sources to be sure that the proposed system is eligible for funding. Visit the following website for RFQ guidelines: <http://209.235.214.237/pdf/QBSmanual.pdf>.

**4.** In the RFQ request that engineering firms provide a five-year list of all water/wastewater projects they have designed. This is more effective than asking for references because you will get a list of all projects, not just the successful ones.

**5.** Insist that engineers meet with community officials, administrators, water or wastewater superintendents, etc. Take them on a preliminary tour of the community and project site before they submit their qualifications.

**6.** Challenge engineers to think on their feet. Have the committee develop a list of interview questions focusing on the type of project you need. The Ohio Design Professional Selection Law states that you cannot discuss costs for services until you have evaluated and ranked the competing firms according to the Qualifications-Based Selection criteria (for more information visit the American Council of Engineering Companies website at [www.acecohio.org](http://www.acecohio.org)).

## ◦ HOW? ◦

**7.** Plan to interview three to five firms. If possible, complete all interviews on the same day. Be sure to allow enough interview time, never less than 30 minutes, to get as much information as you need. Knowing what you are looking for ahead of time will make this process much easier. Each firm should do a brief presentation followed by questions from the community.

**8.** Make it clear to engineering firms that you want the project manager to attend the interview. Some important mental questions during the interview should be, “Can we work as a team with this person?” and “Do we have confidence in this person’s abilities?”

**9.** Advertise the RFQ as widely as possible. Send it to your local newspaper and to larger papers that serve nearby areas. Talk with other communities about engineers they have used and send the RFQ directly to those firms. Get a list of engineers from the American Council of Engineering Companies and send the RFQ to firms in your area.

**10.** Communities are not required to enter into a contract with the firm that ranks the highest after the interviews. If you cannot reach an agreement with the highest-ranked firm, the law states that you may contact firms ranked farther down the list until you are able to negotiate a fair price. If the community cannot reach an agreement with any of the firms interviewed, you must repeat the entire process.

## ◦ RESOURCES FOR STAGE 3 ◦

- American Council of Engineering Companies
- Rural Communities Assistance Partnership
- USDA-Rural Development



## ◦ STAGE 4: ESTABLISH FUNDING SOURCES ◦



Educate yourself to choose the right funding sources.

Your community will be responsible for repaying project loans. Since there are several funding options, it is important to create a funding package that will meet your project and your community's needs. Consider application deadlines, loan requirements, loan terms and variable interest rates when making decisions. The more you know the better chance you have of saving your community money.

### ◦ HOW? ◦

- Get on the SCEIG Finance Committee's meeting agenda. For a description of SCEIG, see the Resource Directory in the second section of this guide.
- Applications and proposals can vary greatly. In general, be prepared to provide the following items:
  - Description of the problem or need.
  - Description of the community - population, poverty rates, geographic location, educational levels, etc.
  - Description of your proposed solution including the process or plan you intend to use.
  - List of those responsible for each activity.
  - Project timeline.
  - Project budget.

## ◦ HOW? ◦

- Final project evaluation.
- Future maintenance plan.
- Future funding sources needed to keep your system going.

## ◦ RESOURCES FOR STAGE 4 ◦

### **PLANNING**

- Economic Development Administration
- Ohio Environmental Protection Agency
- Ohio Water Development Authority
- Rural Communities Assistance Partnership

### **DESIGN**

- Community Development Block Grant
- Economic Development Administration
- Ohio Environmental Protection Agency
- Ohio Public Works Commission
- Ohio Water Development Authority
- Rural Communities Assistance Partnership
- U. S. Army Corps of Engineers

### **CONSTRUCTION**

- Appalachian Regional Commission
- Community Development Block Grant
- Economic Development Administration
- Governor's Office of Appalachia
- Ohio Environmental Protection Agency

## ◦ RESOURCES FOR STAGE 4 ◦

- Ohio Public Works Commission
- Ohio Water Development Authority
- Rural Communities Assistance Partnership
- U. S. Army Corps of Engineers
- USDA-Rural Development
- U. S. EPA STAG Grant

### **OTHER RESOURCES**

- Appalachian Ohio Local Development Districts
- County Commissioners
- Ohio Emergency Management Agency
- Ohio Department of Health
- Regional Planning Commissions
- Small Communities Environmental Infrastructure Group Finance Committee
- U.S. Census data can be found at: [factfinder.census.gov](https://factfinder.census.gov)

## ◦ REALITY CHECK ◦

You have contacted the SCEIG, reviewed other funding resources in the guide and established funding deadlines for applications. With the help of your engineer, you have determined an estimate for your proposed solution to include with funding applications. Be sure that the information you submit is current. Now, let's get back to establishing an effective design with your engineer.



## ◦ STAGE 5: DESIGN, CONSTRUCT AND MAINTAIN A SYSTEM ◦



Active management throughout the project can avoid delays and problems. Be proactive. Consider upcoming system maintenance now to help prevent problems in the future.

Project management can include managing conflict. Prepare yourself by reading the Preventative Conflict Resolution section. Conflict resolution is a valuable skill that can apply to many situations.

### ◦ HOW? ◦

- Stay engaged in the design process. Review the signed engineering agreement to make sure you are getting what you paid for. Make sure the design is consistent with the completed planning work.
- Work with your engineer and attorney to develop a set of specifications to advertise for the project. Each funding agency requires certain documents in the bid materials, make sure you have identified and listed them before advertising.
- If applicable, continue to involve your water/wastewater operator. This person knows your system the best and will have practical knowledge about whether your engineer's proposal will work. If you do not currently have an operator but will need one after the project is complete, begin reviewing job descriptions and think about what type of person you need to hire.
- Throughout the project, ask yourself the following questions:

## ◦ HOW? ◦

- Who is responsible for properly operating and maintaining your project after construction is complete?
  - Are there written procedures instructing staff on exactly what to do?
  - Is your staff properly trained to carry out these directions?
  - Will you have the funds to fix problems that arise?
  - Will you have funds for routine operation, replacement and maintenance?
  - How will the community pay for continuing education necessary to maintain personnel certifications?
- Before completing project planning, be sure to answer the following questions:
- Do you need easements for the project?
  - Have you developed or updated the “User Charge System”?
  - Do you need to develop or update the “Sewer Use Ordinance”?
  - Prepare a maintenance plan. Conducting proper long-term maintenance will extend the life of your system.

## ◦ RESOURCES FOR STAGE 5 ◦

- Local Health Departments
- National Environmental Finance Center Network
- National Environmental Services Center
- Ohio Environmental Protection Agency
- Ohio River Valley Water Sanitation Commission
- Ohio Rural Water Association
- Ohio Water Environment Association

## ◦ **RESOURCES FOR STAGE 5** ◦

- Operator Training Committee of Ohio
- OSU Extension
- Rural Communities Assistance Partnership
- Small Communities Environmental Infrastructure Group-Curriculum Committee
- U. S. Army Corps of Engineers
- USDA-Rural Development
- U. S. Geological Survey

## ◦ **REALITY CHECK** ◦

At this point, you have a plan for operation and maintenance through the useful life of your new system. You have updated or established the user charge system and established an operation, maintenance and replacement fund. For wastewater projects, you have developed or updated your sewer use ordinance, if applicable.

Be sure you have reviewed the closeout terms of your grant or loan agreements. If your project involves hiring new operators, you should have developed a job description and plan to solicit potential candidates.

If things are not going quite as planned, review the following *Preventative Conflict Resolution* section. To successfully identify and resolve engineering service issues, refer to your signed engineering agreement. Address construction issues by reviewing and ensuring adherence to the project's specifications.



## ◦ PREVENTATIVE CONFLICT RESOLUTION ◦

The information in this section can help you prepare for and successfully manage conflict, strengthen your leadership and ensure that your project progresses smoothly. Installing a water or wastewater system can be a challenge and can put a lot of pressure on both you and the community. Whenever groups of people are trying to work together, especially under pressure, there is potential for disagreement.

### ◦ ***Can conflict be positive?*** ◦

Yes. By working together you and your team will find a solution and improve the quality of decisions about your project. If a conflict arises, more people may be motivated to get involved. While this may increase the amount of time your project planning takes, it's worth it since public involvement is one of your goals. Although solving conflicts may not be easy the process will make your group stronger. The conflict resolution skills you gain will be a great resource for your water or wastewater project and for the future of your community.

### ◦ ***What makes conflict?*** ◦

Conflict arises when a person or group feels that their property, values or goals are being threatened or treated unfairly. You are likely to encounter conflict when people do not understand why a change is necessary. This is more likely to occur if information is not shared with the public.

### ◦ ***How can you manage conflict?*** ◦

Provide opportunities for community members to participate and become involved in the project planning process. By taking this simple step you can greatly lessen the potential for conflict. To further prevent and manage conflicts, keep the following in mind:

## ◦ PREVENTATIVE CONFLICT RESOLUTION ◦

- Acknowledge conflict when it occurs. Communicate and come to an agreed solution or negotiate a compromise to keep the project moving and satisfy the needs of your community.
- Ignoring conflict will make people angry and cause them to lose interest and stop participating. The conflict will not go away without attention.
- Start with an open discussion. Be sure to listen, ask questions and accept constructive criticism. Stay focused on the issue not on individuals. Provide your audience with facts and information.
- In successful negotiation, everyone wins something. Search for points of common interest. It is more effective to emphasize things that all sides can agree on rather than being stuck on points where people have different opinions.

Conflict management is a great public service. It can strengthen your project and your community.

Adapted from: Ohio State University Extension Fact Sheet:  
<http://ohioline.osu.edu/cd-fact/l701.html>

An additional resource for Preventative Conflict Resolution:

- Ohio Commission on Dispute Resolution and Conflict Management: [disputeresolution.ohio.gov/governments.htm](http://disputeresolution.ohio.gov/governments.htm)

## ◦ NOTES ◦

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## ◦ RESOURCE DIRECTORY ◦

### **American Council of Engineering Companies (ACEC)**

ACEC Ohio

1650 Lake Shore Drive, Suite 200

Columbus, OH 43204

Phone: (614) 487-8844

Web: [www.acecohio.org](http://www.acecohio.org)

- Offers facilitation for the legally required “Qualification Based Selection” process.
- Advises local governments on developing a process to retain a consulting engineering firm best suited to assist with project design.

### **Appalachian Ohio Local Development Districts (LDD)**

- Helps local officials obtain funding and prepare plans and projects for water and wastewater initiatives in the 29 county Appalachian region.
- Serves as a liaison between small communities and state and federal funding agencies.
- Administers grant awards.

For more information contact your regional office from the list below:

### **Buckeye Hills - Hocking Valley Regional Development District (BH-HVRDD)**

Route 1 Box 299D

Marietta, OH 45750

Phone: (740) 374-9436

Fax: (740) 374-8038

Web: [www.buckeyehills.org](http://www.buckeyehills.org)

- Counties served: Athens, Hocking, Meigs, Monroe, Morgan, Noble, Perry, and Washington.

**Ohio Mid - Eastern Governments Association (OMEGA)**

P. O. Box 130

Cambridge, OH 43725

Phone: (740) 439-4471 or (800) 726-6342

Fax: (740) 439-7783

Web: [www.omegadistrict.org](http://www.omegadistrict.org)

- Counties served: Belmont, Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Jefferson, Muskingum, and Tuscarawas.

**Ohio Valley Regional Development Commission (OVRDC)**

9329 SR 220 East, Suite A

Waverly, OH 45690-9012

Phone: (800) 223-7491 (in Ohio), (740) 947-2853

Fax: (740) 947-3468

Web: <http://www.ovrdc.org>

- Counties served: Adams, Brown, Clermont, Fayette, Gallia, Highland, Jackson, Lawrence, Pike, Ross, Scioto, and Vinton.

**Appalachian Regional Commission (ARC)**

Contact your Local Development District, or ARC directly at:

Appalachian Regional Commission

1666 Connecticut Avenue, NW, Suite 700

Washington, D.C. 20009-1068

Phone (202) 884-7799

E-mail: [info@arc.gov](mailto:info@arc.gov)

Web: [www.arc.gov](http://www.arc.gov)

- Provides funding for construction of water and wastewater projects.
- Community must be located within the Appalachian region.

### **Community Development Block Grant Program (CDBG)**

The Office of Housing and Community Partnerships

Ohio Department of Development

77 South High Street

P.O. Box 1001

Columbus, OH 43216-1001

Phone: (614) 466-2285

E-mail: [ohcp@odod.state.oh.us](mailto:ohcp@odod.state.oh.us)

Web: [www.odod.state.oh.us/cdd/ohcp](http://www.odod.state.oh.us/cdd/ohcp)

- Grants can be used for construction of water and sewer systems.
- Funds are distributed through the Ohio Department of Development.
- Loans are available for project design.
- Offers a formula program that augments funding of infrastructure projects.

### **County Commissioners**

County Commissioners' Association of Ohio

Web: <http://www.ccao.org>

- Assistance in building community support.
- Help in determining a community's eligibility for the Community Development Block Grant Formula Program.

### **Economic Development Administration**

Economic Development Representative

Federal Building, Room 740

200 N High Street

Columbus, OH 43215

Phone: (614) 469-7314

Web: [www.doc.gov/eda](http://www.doc.gov/eda)

## ◦ RESOURCE DIRECTORY ◦

- Has resources to fund construction, revitalization and expansion of infrastructure projects such as water and sewer systems.

### **Governor's Office of Appalachia (GOA)**

77 South High Street

P.O. Box 1001

Columbus, OH 43216-1001

Phone: (800) 848-1300 or (614) 644-9228

E-mail: GOA@odod.state.oh.us

Web: [www.appalachiaohio.com/goa](http://www.appalachiaohio.com/goa)

- Advises local groups and residents about possible funding sources and city and regional planning programs.
- GOA's Community Development Representatives serve as liaisons between communities and resources.
- Serves as the conduit for grant distribution for the Appalachian Regional Commission and State Appalachian Development funds.
- Offers a "Distressed Counties Program" to the economically distressed counties identified by the Appalachian Regional Commission.
- Projects must focus on providing public facilities, especially clean drinking water systems and sanitary waste disposal.
- GOA provides planning grants and FLEX-E grants for wastewater infrastructure projects.

### **Local Health Departments**

Web-based directory of local Health Departments can be found at:  
<https://odhgateway.state.oh.us/LHDDirectory/NetMgr/NetMgr.aspx>

- Issues installation and operation permits for household sewage systems.
- Contact the local Health Department early in the planning phase.

### **National Environmental Finance Center Network**

U. S. EPA Region 5, Cleveland Office

Mail Code ME-W

25089 Center Ridge Road

Westlake, OH 44145

Phone: (440) 250-1711

Fax: (440) 250-1750

Web: [www.urban.csuohio.edu/glefc](http://www.urban.csuohio.edu/glefc)

- Provides training and technical assistance related to financial options and financial management.
- Offers a capital assets formula program.
- Provides small communities with full-cost pricing of water and sewer services at little or no cost.
- Areas of assistance include rate setting, capital replacement financing, financial management, and assessments concerning the impact of capital investments.

### **National Environmental Services Center**

P.O. Box 6064

West Virginia University

Morgantown, WV 26506-6064

Phone: (800) 624-8301 or (304) 293-4191

Fax: (304) 293-3161

Web: [www.nesc.wvu.edu](http://www.nesc.wvu.edu)

- Provides information about drinking water, wastewater, and solid waste management to communities serving less than 10,000 residents.
- Provides engineering assessments, technical assistance hotlines, databases and web based services.
- Serves as a clearinghouse of water and wastewater information.

## ◦ RESOURCE DIRECTORY ◦

- The National Environmental Training Center for Small Communities offers workshops on a variety of topics affecting small communities.

### **Ohio Commission on Dispute Resolution and Conflict Management**

77 S. High Street, 24th Floor

Columbus, OH 43215

(614) 752-9595

Web: [disputeresolution.ohio.gov/governments.htm](http://disputeresolution.ohio.gov/governments.htm)

- Provides dispute resolution programs and services to communities and state and local governments.
- Can assist in securing services from local mediation centers and impartial professional service providers.
- Offers a Public Disputes Program that provides grants to fund impartial third party dispute resolution assistance to elected and appointed government officials, community leaders, and the public to prevent, address, and resolve public policy issues.
- Offers short courses on negotiation and dispute resolution, group facilitation, and facilitative leadership.

### **Ohio Department of Development Regional Community Development Representatives (ODOD)**

Contact information for each regional office can be obtained from:

[www.odod.state.oh.us/Regionals.htm](http://www.odod.state.oh.us/Regionals.htm)

- Serves as a point of contact between ODOD and businesses and communities.
- Assists communities with application development.
- Serves the Small Community Environmental Infrastructure Group network.
- Administers Community Development Block Grant (CDBG)

## ◦ RESOURCE DIRECTORY ◦

### **Ohio Department of Health (ODH)**

Residential Water & Sewage Program, 5th Floor

P.O. Box 118

Columbus, OH 43216-0118

Phone: (614) 644-7181

Fax: (614) 466-4556

Web: [www.odh.state.oh.us](http://www.odh.state.oh.us)

- ODH Household Sewage Program provides technical assistance to local Health Departments and others on the siting, design, installation, operation and maintenance of household sewage systems for one, two and three family dwellings.
- ODH has funds to replace outdated fluoride feeding and testing equipment for public water systems.
- ODH Residential Water and Sewage Program focuses on public education and provides on site septic system information for home-owners and assistance agencies at: [www.odh.ohio.gov/odhPrograms/eh/sewage/sewpubs/sewpubs.aspx](http://www.odh.ohio.gov/odhPrograms/eh/sewage/sewpubs/sewpubs.aspx)

### **Ohio Department of Natural Resources (ODNR)**

Division of Water

2045 Morse Rd., Bldg. B-2

Columbus, OH 43229-6693

Phone: (614) 265-6758

E-mail: [water@dnr.state.oh.us](mailto:water@dnr.state.oh.us)

Web: [www.dnr.state.oh.us/water](http://www.dnr.state.oh.us/water)

- Depending on availability of funding, ODNR's Water Planning Unit can provide area or single community water quantity analysis, identifying current and projected public water supply deficiencies and suggesting source development alternatives.

### **Ohio Emergency Management Agency (OEMA)**

2855 West Dublin-Granville Road

Columbus, OH 43235-2206

## ◦ RESOURCE DIRECTORY ◦

Phone: (614) 889-7150

Fax: (614) 889-7183

E-mail: [ohioema@dps.state.oh.us](mailto:ohioema@dps.state.oh.us)

Web: [www.ema.ohio.gov/ema.asp](http://www.ema.ohio.gov/ema.asp)

- Provides financial and technical assistance to communities that have experienced a locally declared physical disaster.
- Assistance covers reconstruction resulting from a physical disaster.

### **Ohio Environmental Protection Agency (Ohio EPA)**

- Offers various types of community assistance (funding and technical assistance).
- Helps communities implement projects and maintain compliance.
- Outreach program includes the following types of funding and technical assistance for water and wastewater systems:

#### **Drinking Water Funding Assistance:**

Drinking Water, Water Supply Revolving Loan Account (WSRLA): Below market rate loans including hardship rate loans to eligible public water systems for improvements to eliminate public health threats and comply with federal and state drinking water laws and regulations.

- Helps communities plan, design, and construct the project.
- Offers a lower interest rate for small communities including hardship rates for communities that meet the program criteria.
- Started implementation on Disadvantaged Community Loan Program (DCLP) in October 2006. Program offers low interest, extended term financing with up to a thirty-year term and principal forgiveness.

## ◦ RESOURCE DIRECTORY ◦

Drinking Water, Emergency Loan Fund (DWELF): Provides short-term, interest-free loans up to \$25,000 to qualified public water systems to address “threats of contamination”.

For more information on WSRLA or DWELF loans, contact:

Ohio EPA, Division of Drinking and Ground Waters

Phone: (614) 644-2752

Web: [www.epa.state.oh.us/ddagw/dwaf.html](http://www.epa.state.oh.us/ddagw/dwaf.html)

### **Wastewater Funding Assistance:**

- Water Pollution Control Loan Fund (WPCLF): Below market rate loans for projects to protect or improve public health and water resources.
  - Helps communities plan, design, and construct the project.
  - Offers a lower interest rate for small communities including hardship rates for communities that meet the program criteria.
  - The Village Capital Improvement Fund (VCIF): Provides zero percent loans up to \$25,000 for planning and \$50,000 for the design of water supply and wastewater treatment projects.

Ohio EPA, Division of Environmental and Financial Assistance

Phone: (614) 644-2798

Web: [www.epa.state.oh.us/defa/](http://www.epa.state.oh.us/defa/)

### **Technical Assistance:**

- Water Pollution Control Loan Fund (WPCLF):
  - Partners with communities to assist in planning, design and construction.
  - Helps in the planning and implementation stages of the project.
  - Assists with public meetings.

## ◦ RESOURCE DIRECTORY ◦

- Helps identify long term and cost effective solutions.
- Assists in developing a user charge system.
- Assists with flow evaluation and troubleshooting.
- Helps research new technologies

Ohio EPA, Division of Environmental and Financial Assistance

Phone: (614) 644-2798

Web: [www.epa.state.oh.us/defa/tech\\_assist.html](http://www.epa.state.oh.us/defa/tech_assist.html)

- The Municipal Wastewater Assistance Program is to assist communities in problem identification and resolution regarding the compliance of existing facilities.
- Assistance includes performance optimization of wastewater treatment systems and troubleshooting procedures of the operation and maintenance of the wastewater treatment systems.

Ohio EPA, Division of Surface Water, Permits and

Compliance Section

Phone: (614) 644-2001

Web: [www.epa.state.oh.us/dsw/compl\\_assist/muniassfaq.html](http://www.epa.state.oh.us/dsw/compl_assist/muniassfaq.html)

### **Ohio Public Works Commission (OPWC)**

65 East State Street; Suite 312

Columbus, OH 43215

Phone: (614) 466-0880

Web: [www.dot.state.oh.us/ProgramResource/ohio\\_public\\_works\\_commission.htm](http://www.dot.state.oh.us/ProgramResource/ohio_public_works_commission.htm); [www.pwc.state.oh.us](http://www.pwc.state.oh.us)

- Assists in financing public infrastructure system projects under the State Capital Improvements Program (SCIP).
- Provides grants, loans and financing for local debt support and credit enhancement.
- Eligible projects include improvements to water supply systems, wastewater systems, storm water collection systems and solid

## ◦ RESOURCE DIRECTORY ◦

waste disposal facilities.

- OPWC also has a wellhead protection program.

### **Ohio River Valley Water Sanitation Commission (ORSANCO)**

5735 Kellogg Avenue

Cincinnati OH 45228

Phone: (513) 231-7719

Web: <http://orsanco.org>

- Operates monitoring programs to check for pollutants and toxins that may interfere with specific uses of the Ohio River.
- Conducts special studies to address emerging water quality issues.
- Provides Ohio River data and water-related educational publications to small communities.
- Communities must be located in the Ohio River Drainage way.

### **Ohio Rural Water Association (ORWA)**

55 Whites Road

Zanesville, OH 43701

Phone: (740) 455-3911 or (800) 589-7985

Fax: (740) 455-3899

E-mail: [orwa@ohiowater.org](mailto:orwa@ohiowater.org)

Web: [www.ohiowater.org/orwa/index.htm](http://www.ohiowater.org/orwa/index.htm)

- Provides water and wastewater assistance to rural communities through equipment loans and training seminars. Equipment includes leak detection equipment, line locaters, in-line cameras and fire hydrant flow-pressure gauges.
- Provides smoke testing, flow monitoring and camera inspection programs.

## ◦ RESOURCE DIRECTORY ◦

- Training seminars include water and wastewater topics tailored to requests.

### **Ohio Water Development Authority (OWDA)**

480 S. High Street

Columbus, OH 43215

Phone: (614) 466-5822 or (877) 693-2123

Web: [www.owda.org](http://www.owda.org)

- Provides financial assistance to local governments and private companies through numerous programs designed to meet environmental infrastructure financing needs.
- Provides funds for planning, design and construction of water and wastewater projects.
- To qualify the community must demonstrate the ability to repay the loan.

### **Ohio Water Environment Association**

870 High Street, Suite 15

Worthington, OH 43085

Phone: (614)-888-8168

Fax: (614) 888-8165

Web: [www.ohiowea.org](http://www.ohiowea.org)

- Offers workshops throughout the year for communities of all sizes.
- Annual membership is required.
- New members are offered a reduced affiliate membership rate for up to three years.

### **Operator Training Committee of Ohio (OTCO)**

3972 Indianola Avenue

Columbus, OH 43214-3158

## ◦ RESOURCE DIRECTORY ◦

Phone: (614) 268-6826

Fax: (614) 268-3244

Web: [www.ohiowater.org/otco/index.htm](http://www.ohiowater.org/otco/index.htm)

- Primarily focused on designing, developing and delivering various types of training programs.
- Serves individuals in water and wastewater utility occupations working in business, industry or government.
- Resources and manuals are available for sale.

### **OSU Extension**

For more information please contact your county's OSU extension office at <http://extension.osu.edu/counties.php>

- To qualify for partnership with the OSU Extension a community must be located in a county served by a local Health Department.
- Has developed examples of successful small community water and wastewater system models.

### **Regional Planning Commissions**

#### **Miami Valley Regional Planning Commission (MVRPC)**

One Dayton Centre, Suite 260

One South Main St.

Dayton, OH 45402

Phone: (937) 223-6323

Fax: (937) 223-9750

Web: [www.mvrpc.org](http://www.mvrpc.org)

- MVRPC provides air and water quality planning services.
- Assists with GIS technology in producing population and flow loads for wastewater treatment facilities as well as natural drainage boundaries of these systems.

## ◦ RESOURCE DIRECTORY ◦

- Eligible counties include: Greene, Miami and Montgomery.

### **Bel-O-Mar Regional Council**

P.O. Box 2086

Wheeling, WV 26003

Phone: (304) 242-1800

Fax: (304) 242-2437

E-mail: [belomar@belomar.org](mailto:belomar@belomar.org)

Web: [www.belomar.org](http://www.belomar.org)

- Interstate regional planning and development council of governments.
- Helps communities find funding sources.
- Provides grant-writing services for small communities with water and wastewater infrastructure needs.
- Membership is required.
- Eligible county: Belmont.

### **Brooke-Hancock-Jefferson Metropolitan Planning Commission (BHJ)**

124 North Fourth Street

Steubenville, OH 43952

OH Phone: (740) 282-3685

WV Phone: (304) 797-9666

Web: [www.bhjmpc.org](http://www.bhjmpc.org)

- Works to build and maintain water and sewer infrastructure.
- Serves as a liaison to state and federal government agencies and assists in the administration of their programs.
- Provides grant-writing services to obtain funding for water and wastewater projects.
- Eligible County: Jefferson.

## ◦ RESOURCE DIRECTORY ◦

### **Eastgate Regional Council of Governments**

5121 Mahoning Ave.

Austintown, OH 44515

Phone: (330) 779-3800

Fax: (330) 779-3838

E-mail: [moreinfo@eastgatecog.org](mailto:moreinfo@eastgatecog.org)

Web: [www.eastgatecog.org](http://www.eastgatecog.org)

- Represents small communities by incorporating their wastewater infrastructure needs into area water quality management plans.
- Serves as the Water Quality Management Agency for Mahoning and Trumbull counties.

### **Northeast Ohio Areawide Coordinating Agency (NOACA)**

1299 Superior Avenue

Cleveland, OH 44114-3204

Phone: (216) 241-2414

Fax: (216) 621-3024

E-mail: [servicereq@mpo.noaca.org](mailto:servicereq@mpo.noaca.org)

Web: [www.noaca.org](http://www.noaca.org)

- Focuses on wastewater projects.
- Eligible counties: Cuyahoga, Geauga, Lake, Lorain and Medina.

### **Northeast Ohio Four County Regional Planning and Development Organization (NEFCO)**

180 East South Street

Akron, OH 44311-2035

Phone: (330) 252-0337; (614) 888-8168

- Focuses on wastewater projects.
- Provides assistance with project planning, locating funding options, applications, obtaining funding eligibility status, administration of grants and guidance for elected officials and wastewater infrastructure projects.

## ◦ RESOURCE DIRECTORY ◦

- Eligible counties: Portage, Stark, Summit and Wayne.

### **Ohio-Kentucky-Indiana Regional Council of Governments (OKI)**

720 East Pete Rose Way, Suite 420

Cincinnati, OH 45202

Phone: (513) 621-6300

Fax: (513) 621-9325

E-mail: [plan@oki.org](mailto:plan@oki.org)

Web: [www.oki.org](http://www.oki.org)

- Develops collaborative strategies, plans and programs in the tri-state area.
- Eligible counties: Butler, Clermont, Hamilton and Warren.

### **Toledo Metropolitan Area Council of Governments (TMACOG)**

P.O. Box 9508

Toledo, OH 43697-9508

Phone: (419) 241-9155 ext 126

Fax: (419) 241-9116

Web: [www.tmacog.org](http://www.tmacog.org)

- Focuses on wastewater projects.
- Coordinates “208” sewage facility planning (does not cover Fulton County).
- Identifies funding options.
- Provides guidance for elected officials.
- Eligible counties: Fulton, Lucas, Wood, Ottawa and Sandusky.

### **Rural Communities Assistance Partnership (RCAP)**

3308 S.R. 555

Little Hocking, OH 45742

Phone: (740) 989-0596

Fax: (740) 989-0148

Web: [www.wsos.org](http://www.wsos.org); [www.glracap.org](http://www.glracap.org)

## ◦ RESOURCE DIRECTORY ◦

- Offers trainings and workshops for small communities.
- Participates in a network of technical and fiscal community action agencies.
- Provides communities with a fiscal blueprint for sewer and water projects.
- Assists in recommending acceptable rate fees for each project phase.
- Supports communities in hiring a consulting engineer.
- Assists with planning, assessment, and construction.
- Cities under 10,000 people are served free of charge.
- Cities over 10,000 people can contract RCAP on a consultation fee basis.
- Subscribe to RCAP monthly newsletter/ebulletin at [www.water-trust.org](http://www.water-trust.org).
- RCAP's Toolkit is available at:  
[www.glracap.org/ohio/index.php?page\\_name=Toolkit](http://www.glracap.org/ohio/index.php?page_name=Toolkit)
- Offers a National Revolving Loan Fund that provides short-term financing to pre-development costs associated with water and wastewater projects.

### **Rural Universities Program**

#### **Bowling Green State University's Center for Regional Development (CRD)**

109 South Hall

Bowling Green, OH 43403

Phone: (419) 372-8710 or (866) 562-7277

Fax: (419) 372-8494

E-mail: [crd@bgsu.edu](mailto:crd@bgsu.edu)

Web: [www.bgsu.edu/organizations/crd/index.htm](http://www.bgsu.edu/organizations/crd/index.htm)

## ◦ RESOURCE DIRECTORY ◦

- Serves as a liaison between communities and agencies or organizations that can provide expertise and assistance.

### **Miami University's Center for Public Management and Regional Affairs**

2 Harrison Hall

Miami University

Oxford, OH 45056

Phone: (513) 529-6959

Fax: (513) 529-6939

E-mail: [cpmra@muohio.edu](mailto:cpmra@muohio.edu)

Web: [www.cpmra.muohio.edu](http://www.cpmra.muohio.edu)

- Engages in applied public policy and management research, technical assistance services, training and education, and database development in the areas of public management and capacity building, local government economic development, planning, and public program evaluation and policy research.
- Targeted activities for environmental infrastructure and water/sewer include:
  - Technical assistance regarding environmental infrastructure planning and financing.
  - Functions as administrative liaison for public works integrating committee.
  - Facilitates development of drinking water source protection plans.
  - Conducts infrastructure development training for local officials.

### **Ohio University's Voinovich School of Leadership and Public Affairs**

The Ridges, Building 22

Athens, OH 45701

Phone: (740) 593-4388

## ◦ RESOURCE DIRECTORY ◦

Web: [www.ilgard.ohiou.edu](http://www.ilgard.ohiou.edu); [www.voinovichcenter.ohio.edu](http://www.voinovichcenter.ohio.edu)

- Provides watershed management planning and water quality training to municipalities, state and local agencies and watershed groups.
- Facilitates a partnership of Mayors and welcomes participation by communities outside of the current service area.
- Facilitates community planning projects.

### **Small Communities Environmental Infrastructure Group (SCEIG)**

480 S. High Street

Columbus, OH 43215

Phone: (614) 466-5822 or (877) 693-2123

Web: [www.sceig.org](http://www.sceig.org)

- Network of funding and technical assistance support organizations in Ohio working collaboratively on community environmental infrastructure needs.

### **SCEIG committees of particular interest to small communities include:**

#### **Decentralized Wastewater Work Group (DWWG)**

Ohio RCAP

P.O. Box 23078

Toledo, OH 43623

Phone: (419) 841-8904

Web: [www.wsos.org](http://www.wsos.org); [www.glracap.org](http://www.glracap.org)

- Provides information and education to small communities and wastewater professionals interested in alternative wastewater solutions.

#### **Finance Committee**

Ohio EPA Division of Environmental and Financial Assistance

## ◦ RESOURCE DIRECTORY ◦

P.O. Box 1049  
Columbus, OH 43216-1049  
Phone: (614) 644-2798

- Provides information about funding resources.
- Members of the Finance Committee include funding agencies.
- Contact SCEIG to find out about the next financing meeting.

### **Curriculum Committee**

Extension Water Quality Specialist  
The Ohio State University  
590 Woody Hayes Drive  
Columbus, OH 43210  
Phone: (614) 292-6007

### **Senior Project Manager, CPMRA**

2 Harrison Hall  
Miami University  
Oxford, OH 45056  
Phone: (513)529-6959  
Fax: (513) 529-6939

- Provides training and resources to SCEIG members and small communities.
- Works to identify alternative models that may be successful in small communities.

### **Coordinating Committee**

Senior Engineer, OWDA  
480 S. High Street  
Columbus, OH 43215  
Phone: (614) 466-5822 or (877) 693-2123  
Web: [www.owda.org](http://www.owda.org)

## ◦ RESOURCE DIRECTORY ◦

- Addresses issues common to all funding agencies such as environmental reviews and data sharing.

### **State Representatives**

- <http://www.house.state.oh.us/jsp/Representatives.jsp>
- Have access to Federal appropriations funds to support infrastructure projects

### **U. S. Army Corps of Engineers (COE)**

Huntington District PM-PD-S

Phone: (304) 399-5802

Web: [www.usace.army.mil](http://www.usace.army.mil)

Buffalo District

1776 Niagara Street

Buffalo, NY 14207

Cleveland Project Office/Ohio Area Office

Phone: (216)685-1200

Fax: (216)522-2470

Email: [Public.Affairs@lrb01.usace.army.mil](mailto:Public.Affairs@lrb01.usace.army.mil)

Web: <http://www.lrb.usace.army.mil/>

- Supports small communities in achieving water resource goals.
- Participates in cost sharing measures with the Federal government.
- Percentages of cost sharing vary by project.
- Projects include water and wastewater infrastructure, stream bank/shoreline protection, water supply, floodplain management, water related planning assistance, emergency response to natural disasters and other congressionally appropriated projects.
- The Planning Assistance to States program assists local governments in project planning.

## ◦ RESOURCE DIRECTORY ◦

- The Huntington COE assists communities in determining if a potential project has a federal interest that could result in a larger federally funded project.

### **U. S. Census Bureau**

Web: [factfinder.census.gov](http://factfinder.census.gov)

- Provides demographic info (population, income, etc.)

### **U. S. Department of Agriculture Rural Development (USDA-Rural Development)**

USDA-Rural Development

Federal Building, Room 507

200 North High Street

Columbus, OH 43215

Phone: (614) 255-2391

Web: [www.rurdev.usda.gov/oh](http://www.rurdev.usda.gov/oh)

- Communities with less than 10,000 residents are eligible.
- Provides grants, loans and other support for community infrastructure.
- Primarily finances construction projects.
- Offers two funding programs:
  1. The Guaranteed Loan Program.
  2. The Direct Loans and Grants Program.

### **U. S. Department of Agriculture, Natural Resources Conservation Service (USDA, NRCS)**

NRCS-Ohio State Office

200 N. High St. Room 522

Columbus, OH 43215

Phone: (614) 255-2500

Web: [www.oh.nrcs.usda.gov](http://www.oh.nrcs.usda.gov)

## ◦ RESOURCE DIRECTORY ◦

- Provides information on 14-digit watersheds, Geographical Information Systems (GIS), National Resources Inventory (NRI), and soils to aid in project planning.

### **U. S. Environmental Protection Agency**

Ohio EPA, Division of Environmental and Financial Assistance  
P.O. Box 1049  
Columbus, OH 43216-1049  
Phone: (614) 644-2798

- Responsible for the National Environmental Finance Center Network.

#### **STAG grant**

- Funding is for regulatory partners to address environmental and public health threats.
- Make initial contact for applications for this program through your local Congressional Office or U. S. Senator. Contact information may be found at: [www.house.state.oh.us/jsps/Representatives.jsp](http://www.house.state.oh.us/jsps/Representatives.jsp) and [www.senate.state.oh.us/senators](http://www.senate.state.oh.us/senators) respectively.
- Ohio EPA administers these appropriated grants.

### **U. S. Geological Survey (USGS)**

The Ohio Water Science Center  
USGS Building  
6480 Doubletree Avenue  
Columbus, OH 43229-1111  
Phone: (614) 430-7700  
Fax: (614) 430-7777  
E-mail: [dc\\_oh@usgs.gov](mailto:dc_oh@usgs.gov)  
Web: [www.usgs.gov/state/state.asp?State=OH](http://www.usgs.gov/state/state.asp?State=OH)

- Assists communities with data collection and interpretation.

## ◦ RESOURCE DIRECTORY ◦

- Supports planning installation of water or wastewater treatment facilities.
- Assists in applications for a National Pollutant Discharge Elimination System (NPDES) permit.

## ◦ **STAGE CHECKLIST** ◦

Use this checklist to be sure you have completed each STAGE.

### ◦ **STAGE 1: Build Public Support and Your Resource Team** ◦

- Form a Resource Team including community members, state and local agencies and local officials.
- Build trust with the community and media. Encourage them to attend meetings.
- Share information early and often.
- Identify key stakeholders.
- Build relationships with funding organizations, state resources and elected officials. Get their input and support for the project.
- Hold a kick-off meeting.

### ◦ **STAGE 2: Develop a Plan** ◦

- Keep detailed records of all project planning meetings and research.
- Contact Ohio EPA to schedule a pre-planning meeting.
- Assign tasks to Resource Team members.
- Develop a one-paragraph project summary for funding applications and promotional needs.
- Designate a lead official or resource person.
- Stay focused and involved.
- Research engineering firms and begin selection process.
- Maintain a written project schedule.
- Hold regular public meetings and get community input and reactions to proposed alternatives.

## ◦ STAGE CHECKLIST ◦

- Get help from other communities.
- Make note of upcoming maintenance needs.

## ◦ STAGE 3: Hire an Engineer ◦

- Communicate, communicate, communicate.
- Develop detailed project summary and specifications.
- Designate an engineer selection committee.
- Develop and advertise a request for qualifications (RFQ) For guidelines, go to:  
<http://209.235.214.237/pdf/QBSmanual.pdf>.
- Interview and rank candidates.
- Negotiate a contract and hire an engineer.

## ◦ STAGE 4: Establish Funding Sources ◦

- Create a funding package. Be sure to consider application deadlines, loan requirements, loan terms and variable interest rates.
- Get on the SCEIG Finance Committee's meeting agenda.
- Determine an estimated project cost.
- Prepare funding applications and proposals.
- Submit applications and proposals to funding organizations.

## ◦ STAGE 5: Design, Construct and Maintain a System ◦

- Stay engaged in the design process. Be familiar with all aspects of your engineering agreement and ensure that everyone sticks to it.
- Develop a set of specifications to advertise the project.
- Identify and prepare all documents required by funding organizations.

## ◦ STAGE CHECKLIST ◦

- Prepare for project completion. Ensure that you will have the expertise, financing and personnel needed to run and maintain your new system.
- Prepare a maintenance plan.
- Obtain easements.
- Develop or update the user charge system.
- Develop or update the sewer use ordinance.
- Establish a continuing education program for operators and staff.



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