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Manage for Success
California State University, Sacramento
(3.5 Continuing Education Units)

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COURSE DESCRIPTION

This course addresses members of a leadership group, the executive team, that works together to make decisions on how the utility can best serve the community. Topics such as executive management, asset management, finance and rates, workforce development, and community engagement are explored with a focus on stewardship of the utility's and community's resources.

COURSE OUTLINE

This course presents concepts and skills needed to sustainably lead drinking water and wastewater utilities into the future with a focus on stewardship of utility and community resources.

Chapter 1, Executive Management
Learning Objectives

1. Describe how to build an executive team with a diverse range of abilities and talents.
2. Discuss how to develop, implement, and create buy-in to the utility's mission, vision, values, and strategic goals.
3. Recognize the steps of thorough decision-making and problem-solving processes.
4. Explain various issues within the management of people and assets, including levels of authority, delegation, planning, and organizational structure.

The main purpose of this chapter is to provide an overview of the roles and functions of the executive team in a water sector utility.

Chapter 2, Asset Management
Learning Objectives

1. Describe the steps of compiling an asset management plan.
2. Explain how to develop level of service (LOS) agreements that address regulations, physical limitations, and measurable external and internal goals; how to use various economic approaches to selecting a LOS; and how to communicate the LOS to customers.
3. Discuss the process of developing an asset inventory that includes an assessment of each asset's condition.
4. Discuss life-cycle costing as a tool to better budget a utility's expenses.
5. Explain how to optimize O&M and capital investments and how to use adaptive management to improve functional outcomes and resource expenditures.

The main purpose of this chapter is to guide utility leaders through creating, using, and maintaining an asset management program at a water sector utility.

Chapter 3, Finances and Rates

Learning Objectives
1. Explain the executive team's role in managing expenses, capital improvement plans, and long-term financial planning.
2. Discuss utility rate-setting, additional revenue sources, and grants and loans for capital expenditures.
3. Explain the benefits of partnerships with other utilities, private contractors, and vendors in financial management.
4. Describe various reports, ratios, and other measurements for monitoring the financial health of the utility.
5. Discuss the importance of financial controls such as budgets and financial policies.

The main purpose of this chapter is to guide utility leaders in ensuring the long-term financial viability of a water sector utility.

Chapter 4, Resiliency, Sustainability, and Security
Learning Objectives
1. Explain how resiliency, sustainability, and security apply to planning for and reducing the impacts of potential emergencies, hazards, and threats.
2. Summarize vulnerability and risk assessments and their use in emergency and action plans.
3. Describe how to assess and revise organizational practices and policies for sustainability over time.

The main purpose of this chapter is to guide utility leaders in planning for and reducing the impacts of potential emergencies, hazards, and threats.

Chapter 5, Workforce Development and Community Engagement
Learning Objectives
1. Discuss the relationship among time and work order tracking, short- and long-term planning, and workforce planning.
2. Describe workforce development strategies for hiring, employee retention, and employee development.
3. Recognize issues important to supervising.
4. Describe various community engagement strategies.
5. Discuss strategies for implementing improvements to the organization.

The main purpose of this chapter is to guide utility leaders in workforce development and planning, communication and interaction with the community, and strategies for organizational improvement.

TIME ASSIGNMENT

Text pages: The content from the training manual used in this course, *Manage for Success*, includes 260 pages. The average word count on a page from the training manual is 525 words. The training manual used for this course contains text, tables, graphs, illustrations, math example problems, section questions, and chapter review questions to enhance the presentation of information and the student learning experience. The course is designed for students to spend the same amount of time reading the tables, graphs, and illustrations as they spend reading the equivalent amount of related chapter text. Therefore, each page is assumed to contain the equivalent of 525 words. The average reading speed is

130 words per minute; therefore, each page is projected to require four minutes of student time for each reading.

Math example problems: The course contains 1 math example problem. The projected average time to solve each math problem is 3 minutes.

Section questions: The course contains 191 section questions, located in the "Check Your Understanding" sections integrated throughout the chapter text. These questions enable students to self-assess their understanding of a section's material before proceeding to the next section. The projected average response time is 2 minutes per question.

Chapter review questions: The course contains 155 review questions, located in the "Chapter Review" at the end of each chapter. Question types include fill-in, multiple choice, and matching. The projected average response time is 2 minutes per question.

Objective test questions: The course contains 175 test questions. There is 1 objective test per chapter. The projected average response time is 2 minutes per question.

Course component	Number of component units		Minutes required to complete component unit		Total time assignment for component
Text pages	260	×	4	=	1,040
Math example problems	1	×	3	=	3
Section questions	191	×	2	=	382
Chapter review questions	155	×	2	=	310
Objective test questions	175	×	2	=	350
					2,085 minutes
					34.8 or 35 hours