

OCTOBER



Daniela Velazquez <daniela@goelastic.com>

Additional Bluegrass information

4 messages

Daniela Velazquez <daniela@goelastic.com>
To: Gil Corsey <gcorsey@wdrb.com>

Wed, Oct 7, 2020 at 2:13 PM

Hi Gil,

Thank you for the interview today.

The total investment amount is approx. \$9 million. We've invested approx \$2.5 million to date.

Total Sewer customers: 2,321 (includes single, residential and commercial)

Total Water customers: 336

What systems are currently operated owned and in the process of acquisition. All the information below is public and included in the rate case filing on the PSC website.

Owned and operated by Bluegrass Water to provide utility sewer service (with the exception of Center Ridge)	
System Name	County
Airview	Hardin
Brocklyn	Madison
Fox Run	Franklin
Great Oaks	McCracken
Golden Acres	Marshall
Kingswood	Bullitt
Lake Columbia	Bullitt
Longview/Homestead	Scott
Persimmon Ridge	Shelby
River Bluff	Oldham
Timberland	McCracken
Center Ridge	Calloway
Approved to provide sewer utility service (closing in October 2020)	
Arcadia Pines	McCracken
Carriage Park	McCracken
Marshall Ridge	McCracken
Randview	Graves

Pending Commission approval

Delaplain	Scott
Herrington Haven	Garrard
Springcrest	Jessamine
Woodland Acres	Bullitt

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Daniela Velázquez (She/Her/Hers) | Senior Public Relations Strategist
Director of Barbell Strategies
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goelastic.com | daniela@goelastic.com

Gil Corsey <gcorsey@wdrb.com>
To: Daniela Velazquez <daniela@goelastic.com>

Wed, Oct 7, 2020 at 2:41 PM

Did you happen to send his pic for a phoner gfx?

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CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Daniela Velazquez <daniela@goelastic.com>
To: Gil Corsey <gcorsey@wdrb.com>

Wed, Oct 7, 2020 at 2:44 PM



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Daniela Velazquez <daniela@goelastic.com>
To: Aaron Perlut <aaron@goelastic.com>

Thu, Oct 22, 2020 at 2:40 PM

Paducah is in McCracken County. Great Oaks and Timberland are both in McCracken. Basically, they were both out of environmental compliance for 2+ years each before Bluegrass stepped in.

Great Oaks WWTF

- Overhaul influent lift station
- Replace diffusers in aeration tankage
- Replace RAS lines from clarifier
- Replace blower
- Sand blast and repaint tankage, catwalks and railing
- Pump down aeration and clarifier due to trash and clean
- Install Mission Alarm and wiring with meter
- Smoke test system
- Install new sludge digester, with associated blower and aeration
- Collection system repair for I and I

- Fencing repair

What was the Condition of System at Acquisition?

The Great Oaks wastewater treatment facility is an extended aeration package plant. Reviewing the compliance history of the facility, the facility was in a state of significant noncompliance in the 9 quarters leading up to acquisition by BUOC. Under previous ownership, the facility regularly violated limits for BOD, Total Residual Chlorine, E. coli, Ammonia, and Total Suspended Solids.

Timberland (Joann Estates) WWTF (KY0083755)

- Clear and Regrade Berm, install rock on interior to prevent erosion
- Install Mission Monitoring
- Install Flowmeter with v-notch weir box
- Lift station overhaul
- Treatment facility cleanup and repair (Air headers, returns, patch welding, clarifier exp)
- Replace diffusers and blowers
- Install upgraded electrical service and panel
- Replace contact chamber (with plans to switch to PAA in the future)
- Rework yard piping
- Address Inflow and Infiltration (Collection system Repairs)

Future Improvements:

- Install new digester
- Install Mini MBBR for sludge reduction in lagoon
- Install aerator in lagoon

What was the Condition of System at Acquisition?

The Timberland wastewater treatment facility is an extended aeration package plant with a single polishing lagoon cell. In reviewing the compliance history of the facility, Timberland WWTF was in a state of significant non-compliance for all 12 quarters visible in the EPA history leading up to acquisition. This noncompliance included failure to meet limits for BOD, Total Residual Chlorine, E. coli, Ammonia, Dissolved Oxygen, and Total Suspended Solids as well as specific citation for Improper Operations and Maintenance of the facility.

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Daniela Velazquez <daniela@goelastic.com>

Questions from Kentucky reporter

6 messages

Daniela Velazquez <daniela@goelastic.com>

Wed, Oct 7, 2020 at 12:24 PM

To: Mike Duncan <mduncan@cswrgroup.com>, Josiah Cox <jcox@cswrgroup.com>

Hi Mike,

Can you share the number of customers we have in Kentucky?

Have we shared the proposed eight systems we're acquiring with the PSC?
What are the names and locations?

Thanks,

Daniela

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Daniela Velázquez (She/Her/Hers) | Senior Public Relations Strategist

Director of Barbell Strategies

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Daniela Velazquez <daniela@goelastic.com>

Wed, Oct 7, 2020 at 12:59 PM

To: Mike Duncan <mduncan@cswrgroup.com>, Josiah Cox <jcox@cswrgroup.com>

Hi Mike,

The table below is what I pulled from the filing. I just need the customer numbers.

Thanks!

Daniela

Owned and operated by Bluegrass Water to provide utility sewer service (with the exception of Center Ridge)	
System Name	County
Airview	Hardin
Brocklyn	Madison
Fox Run	Franklin
Great Oaks	McCracken
Golden Acres	Marshall
Kingswood	Bullitt
Lake Columbia	Bullitt

Longview/Homestead	Scott
Persimmon Ridge	Shelby
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Marshall Ridge	McCracken
Randview	Graves
Pending Commission approval	
Delaplain	Scott
Herrington Haven	Garrard
Springcrest	Jessamine
Woodland Acres	Bullitt

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Mike Duncan <mduncan@cswrgroup.com>
 To: Daniela <daniela@goelastic.com>, Josiah Cox <jcox@cswrgroup.com>

Wed, Oct 7, 2020 at 1:58 PM

Daniela,

The table below has customer counts. Use the 2021 column for totals.

For total capital investment, we have invested \$2.5mm so far and have approximately \$6mm planned for the systems owned and to be acquired.

Mike

	2020	2021
<u>Sewer Customers</u>		
Single Residential		
Airview	198	198
Brocklyn	72	72
Fox Run	35	35
Golden Acres	29	29
Great Oaks	158	158
Kingswood	131	131
Lake Columbia	33	33
Longview/Homestead	328	328

Persimmon Ridge	351	351
River Bluffs	180	180
Timberland	69	69
Arcadia Pines	25	25
Carriage Park	40	40
Marshall Ridge	38	38
Randview	52	52
Delaplain		296
Herrington Haven		20
Springcrest		42
Woodland Acres		104
Total Single Residential Units	1,739	2,201
Multi Residential		
Brocklyn	82	82
Total Multi Residential Units	82	82
Commercial (Flat)		
Persimmon Ridge	2	2
Randview		2
Total Multi Residential Units	2	4
Commercial/Industrial (Metered)		
Delaplain		34
Total Multi Residential Units	0	34
Water Customers		
Residential (Flat)		
Center Ridge	336	336
Total Residential (Flat) Units	336	336

From: Daniela Velazquez <daniela@goelastic.com>
Sent: Wednesday, October 7, 2020 12:59 PM
To: Mike Duncan <mduncan@cswrgroup.com>; Josiah Cox <jcox@cswrgroup.com>
Subject: Re: Questions from Kentucky reporter

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Daniela Velazquez <daniela@goelastic.com>
To: Bryar Keyes <bryar@goelastic.com>

Wed, Oct 7, 2020 at 2:02 PM

Huge favor — can you clean up this real quick to only include the 2021 table? I'm on a call and sharing my screen. Ugh.

Thanks

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Josiah Cox <jcox@cswrgroup.com>

Wed, Oct 7, 2020 at 2:05 PM

To: Mike Duncan <mduncan@cswrgroup.com>, Daniela <daniela@goelastic.com>

Daniela the total investment is projected at approximately \$9MM for Bluegrass.

Josiah Cox
Central States Water Resources
[1650 Des Peres Rd., Ste. 303](https://www.centralstateswaterresources.com)
[Des Peres, MO 63131](https://www.centralstateswaterresources.com)
Phone: 314-736-4672
Fax: 314-736-4743
www.centralstateswaterresources.com

From: Mike Duncan <mduncan@cswrgroup.com>

Sent: Wednesday, October 7, 2020 1:58 PM

To: Daniela <daniela@goelastic.com>; Josiah Cox <jcox@cswrgroup.com>

[Quoted text hidden]

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Daniela Velazquez <daniela@goelastic.com>

Wed, Oct 7, 2020 at 2:06 PM

To: Josiah Cox <jcox@cswrgroup.com>

Cc: Mike Duncan <mduncan@cswrgroup.com>

Thanks for the clarification, Josiah. Sending Gil, the reporter, this info in just a minute.

[Quoted text hidden]



BLUEGRASS WATER
Utility Operating Company

A CSWR Managed Utility

1650 Des Peres Road, Suite 303
Des Peres, MO 63131



**INFORMATION ABOUT YOUR WATER
AND WASTEWATER SERVICE**





Bluegrass Water UOC · Follow

October 2, 2020 · 🌐

Did you know... #FirstFriday See Less

America has a
silent water crisis.



Bluegrass Water UOC
Published by HeyOrca · October 5, 2020 · 🌐

Since acquiring water and wastewater systems in Kentucky, Bluegrass Water has invested more than \$2.5 million in much-needed improvements and upgrades with plans to invest nearly \$6 million more on additional improvements.

As a result, we filed a rate case proposal with the Kentucky Public Service Commission this month. (<https://bit.ly/3ljsHW>)

Edit

👍 10 💬 11 Comments 🔄 3 Shares

👍 Like 💬 Comment 🔄 Share 🌐

Most Relevant

Tom Jeffries
Yelp that is about right. You come in and buy several sewer plants that the previous owners neglected and just took the money. Now we have to pay for them to be repaired all over again.
Like · Reply · Message · 33w 🌐 2

Sara Goodman
Garbage, you knew the crap hole you were purchasing!!!! The



Bluegrass Water UOC

October 15, 2020 · 🌐

Today is **#NationalHandwashingDay**. This year's theme is "Hand Hygiene for All" to highlight the need for us to keep our hands clean. Explore ways to support this global initiative during **#COVID19** and see how this holiday started here: <https://bit.ly/343PLDg>



CENTRALSTATESWATERRESOURCES.COM

CSWR | Global Handwashing Day 2020: Hand Hygiene for All

The COVID-19 pandemic has emphasized how regular and thorough hand washing can save lives. Global Handwashing Day on October 15...



Worst of Kentucky Debrief and Timeline

TIMELINE:

JUNE

June 23 - Initial Outreach for Video Needs - Four Kentucky Systems Featured

JULY

July 23 - Elasticity Delivered First Version of Video (Josiah) - Requested Feedback on:

- Identifying the problems on these clips
- What text we should include on the video

July 27 - Shared Video with Todd and Jake - Requested Feedback on items listed above

July 27 - Jake shared with Jon Meany

July 28 - Jon provided feedback:

- *I feel like we are missing a lot here. She didn't include any of the video off the horrible effluent quality at golden acres or great oaks (CSWR Sharepoint - Properties\7 Kentucky\Bluegrass Water\Preconstruction Photos\video for worst of). I mean it has some issues, but missed a lot. None of the horribly corroded walkways at most of the package plants, no effluent video, and a lot of missing sites. If this is what we are stuck with we can make do.*
 - **Examples of timestamped situation notes**
 - 0:13 Brocklyn WWTP, degrading aeration plant, rusted tank structure and improperly functioning plant, sludge buildup throughout
 - 0:18 Brocklyn WWTP, beginning of shot degraded contact chamber, poor jury rigged piping throughout, overgrown lagoon with excessive duckweed growth and deteriorating structure (not visible is massive sludge buildup in lagoon), also erosion in the drainage trench on the site is visible and a major issue for the structure of the lagoon and package plant

AUGUST

Aug. 5 - Video with Client, awaiting approval

Aug. 19 - Title Cards Task Assigned

SEPTEMBER

Sept. 3 - Title Cards Drafted for internal review

Sept. 10 - Title Cards approved and sent to Creative

Sept. 17 - Updated Video sent

Sept. 18 - Feedback received from Todd Thomas

Sept. 20 - Daniela provided a meeting time, explained process thus far

Sept. 21 - Conference Call to Discuss - Jacob F. Todd T. and Jon M. gave feedback

Sept. 23 - Daniela followed up, asked for edits by Friday

Sept. 25 - Excel notes provided by Jon M.

Sept. 28 - Notes provided with feedback by Daniela to Creative

Sept. 28 Cont. - Feedback delivered to TJ for processing

Sept. 29 - Edits provided to video editor

Sept. 30 - Sent Updated Version, Made Changes:

- 1:19: Extra space between "steel" and comma
- 3:12 and 3:25: vegetation misspelled
- 6:02: active misspelled
- 7:23: insulation misspelled
- 8:58: Deteriorating misspelled
- 9:20: installation misspelled

Sept. 30 Cont. - Jon M. provided feedback:

- 1:00- Title and description wrong Title: Clarifier and Catwalks Description: Rusted steel, debris, improper piping
- 1:51 – Title wrong Title: Aeration Tanks
- 3:43 – Wrong facility this shot is from Lake Columbia, good shot good title and description needs to move from Great oaks to Lake Columbia
- 4:21 – Title wrong Title: Chemical Building

Sept. 30 Cont. - Todd T. approved of Jon's edits

OCTOBER

Oct. 1 - Sent final video to CSWR - Client pleased with final product

DEBRIEF

I. Review results versus expectations

A. What were the expectations on this?

1. *Thorough and expressive visualization of the poor conditions of the Bluegrass systems, the need for improvement and a drastic contrast to the changes made.*
2. *Understanding the full breadth of the situation and assessing it through video footage.*
3. *N: There was little communication for what we need to deliver from the outset, if they want something in deep detail and had communicated that, we would have been better prepared. What we had talked about was a 2 minute highlight reel showing how terrible things were in a high-level sense. We focused on that for the initial deliverable. That either wasn't what they expected or they didn't explain what they wanted or knew what they wanted till they started seeing it. The Ask needs to be more developed, asking the questions to set us on the proper path, and how we can make sure they know what they're asking on their side.*
4. *D: what would have been helpful information that you would/could/should need.*
5. *N: From putting it together on my end, it was to be a quick video of the worst parts of kentucky, to use in a presentation that would have voice over, it was a very broad idea, with not everything that needed to be included and what they wanted out of it.*
6. *AJ: Purpose, Duration, Who has decision making power in the project.*
7. *N: For the first cut, it was about level setting expectations.*
8. *D: this is about setting better procedure since we will be coming up to another situation like this for Louisiana.*
9. *Denny: Did we have a script for this?*
10. *Daniela: No, we had procedure, and they refused to use it.*
11. *N: We will need to go for the videos for this rate case with questions and clear goals for the projects and how we will accomplish that outcome. That needs to come from anyone that has feedback on this video. We need to ask for end goal product from the outset team. We need clarity and details on what we are trying to do and what we need to show. We also need clarity on where we should be drawing that from. Details are where it's at. Identifying from the outset who the stakeholders are, who has input.*
12. *Aaron: It sounds like we haven't been detail oriented enough with them, and they haven't with us, because we haven't been asking the right questions.*
13. *N: Yes, By and Large, we have to draw out of them when they don't know what they want. We suffice a single person's goal on it, without consulting the multiple team members who had different goals.*
14. *Aaron: Something we have dealt with, is three levels of people, who each have different styles of asking. We have Josiah, who is more vague with asks and desired goals and deliverables. Todd who gives some*

background from an engineering standpoint. Then there's the engineers, who Daniela has to work with the most on it. Todd doesn't pay as much attention while it's at the lower level and it becomes problematic because the oversight isn't included. With this one, we missed a few pieces that were asked of us. We aren't asking the right questions to begin with, the asks for new videos are done in the same breath as thirty other projects they ask for and we lapse in asking the questions.

15. *N: We need to be able to say "What are the right questions" and then documentation. We may need to get sign off on everything before things go into production. It could be an outline for whatever that piece will be, it will be very helpful for us to have a full blueprint of what the video projects need to be. This is like the shotlists that we are doing currently. That way we have milestones to cover ourselves and explain the processes should there be any questions about the different versions.*
16. *AJ: With organization and documenting, it's also holding the client accountable. With milestones, we can also keep the plan flowing. It's easier to revise excel than video and let the decisions be smaller decisions during the conversation. It's fine to have "Gotcha" moments where we can back ourselves and our decision making process.*
17. *Denny: I think there's internal confusion on that end, and shit rolls downhill, and then we get nailed to the cross, so when there's confusion about blame, it tends to come to us.*
18. *N: It's easy to say we need to do this because we don't communicate with the team, so we need to understand the barriers to getting these things seen. We know that everyone is communicating with a lot of people over there because of how the relationship works. We need to have a way to get sign off on all the pieces to get everyone over there on the same page.*
19. *Daniela: we need to slow down and get everyone at the table to sign on and agree. When I was speaking with Jon, it was a situation of keeping everyone else happy and appeasing everyone's desire about the project.*
20. *N: It seems like everyone on their side has the same amount of say and anyone can add anything what they want, and nobody was policing the process to keep it slimmed.*
21. *Daniela: That's something we need to work on because the engineers are content editors, Jake was tasked with a few things, then missed a few of the pieces that Todd and Josiah wanted involved. We need to get them to have a decision maker, which they don't until they get to the end of the project.*
22. *AJ: That can be the thing sometimes with a client that's a three-headed-beast, where we need to force them to make these approvals and hold them accountable to making the decision.*
23. *N: I don't envy the position, I know they don't do us any favors. Maybe it's not all their fault either, maybe we missed some things, maybe we didn't ask the right questions, maybe i should have dug in deeper, but when we start at a very simple thing and end at a very complicated thing.*
24. *Daniela: what we got from them originally was very different coming from Josiah, then it was from what Todd wanted. They didn't have clear*

expectations and desires. I could have pinned them to have the decision made and draw out of them the deliverable questions that we need to ask. This goes back to when they ask for something for consumers, like in Louisiana, we know they will want something like this project, and they will want a big before and after. Part of it is getting it out to them, what they really want.

25. N: *Do we need to get them on some sort of intake form?*
26. AJ: *Yes, we need that for every video*
27. Daniela: *I think to some degree that they really need to be pressed into process, and I realize that is part of my responsibility, but with the shot list, they were trying not to stick to it. If we make it something so formal, then it's not just an email process, and if we don't, they'll try to get out of it. They "Fly by the seat of their pants" a lot, besides Marty.*
28. AJ: *Are they blamers, finger-pointers, do they get along? Or do they blame share?*
29. Aaron: *Internally? They are very close and more relaxed with each other.*
30. AJ: *Do these requests come to Daniela, Bryar or Aaron?*
31. Aaron: *Usually Daniela or myself, they hate Bryar.*
32. AJ: *Can you blame them? Do these projects then come over to Daniela?*
33. Aaron: *Usually if they're bigger projects they go to Daniela, otherwise if they're shirt buying, I tend to do that myself.*
34. N: *I like seeing Bryar take notes in real time.*
35. Aaron: *I like Bryar's new Hair.*
36. Daniela: *With this we didn't deliver in their minds on time because of the importance of the rate-case situation and how huge this is to the success. This was a frustrating experience and it felt, not on time, in their minds.*
37. Aaron: *and that we missed a few things.*
38. AJ: *Do they have a bad taste in their mouths about us?*
39. Aaron: *I don't think so, Daniela had a conversation about the media with Josiah today and he thanked her for her help.*
40. Daniela: *we need them to understand that we aren't going to be the subject matter experts.*
41. AJ: *We may have to explain to them that we aren't subject matter experts, especially if they haven't dealt with us like that before.*
42. Aaron: *I told both of them that it doesn't work like that, my experience before we still need to get their feedback and know-how about it.*
43. N: *I don't know how to work gas lines.*
44. Daniela: *They expected us to know what was "Obvious" in the footage and photos, and it is time consuming to go through and establish what is in each shot and how to express that efficiently.*
45. N: *To that point, they expected us to know it all. Where we made traction was when I received documentation on what the titles and what we are highlighting. When it comes to production, the traction starts when we have the content, when they tell us what's-what. If we are looking at something like a berm with a muskrat infestation, I won't know to include that, because I don't know what the issues are that we need to highlight. We need them to explain the things in the proper nomenclature so that we can explain it best. From the outset we need a run of show for the video,*

a breakdown of the footage, by shoot and shot number, and then it can go to a videographer for production. This would be a far-less arduous project. It would have been more like the last two steps of the project rather than the first five. The first project was not what it needed to be by the end. The two have worlds of difference between them.

- 46. Daniela: TJ do you have any thoughts about what would help the process? Made it better? Made it easier?*
- 47. TJ: Once i got my mind around the excel document on what i was working with, it was pretty much paint by number. If we are going to reuse the text template for what we are seeing, I can rework that to import into Premiere, which will bring that text over and make the process much easier, which will save quite a bit of time. There wasn't a lot on my end that could have been streamlined. I put the clips where i needed to.*
- 48. N: We will need to put together a template, because we have another one of these coming up in the next few weeks for Louisiana. If we could get the materials you need to input, it would be about a day for production time for editing?*
- 49. TJ: On the KEntucky video, I sent six hours of post-time, because i was working with what you already had. It would be probably a day give or take*
- 50. N: If we get all that stuff up front, we can do it in five business days, even with edits all the way up to Josiah, rather than the two months.*
- 51. TJ: Just on my end, having that excel document shows where titles go, what is on the screen, what is on the different pieces, and that will greatly speed it up on my end.*
- 52. N: In the case of what we are doing here, if that format is correct, we can guide the engineers through that process, if we are talking a different video, similar to Elm Hills or a case study video, we still need to say "Here is what we want, here is the general outline, here is the script," move it through the production and follow that script we made for Elm Hills, differently than this one, because it was a first, which we can templatzie the process from here.*
- 53. Daniela: I know Mike understands, maybe not as much TOdd, but that the engineers need to provide the content. We need people to agree on the decisions and sign off, have a naming convention on the things in the video and photos, and then go from there.*
- 54. Aaron: we need to ask more questions, do you have someone on your team Nick to share with the meeting to get things in line?*
- 55. N: TJ would be the best likely, because he has worked on the account so much so far. There were creative decisions made that were creative, but the majority of it isn't a creative project. It needs to be pulled together through getting the content.*
- 56. Aaron: its more about being on the right page and getting our shit together.*
- 57. N: Chase was involved in writing the script, similar to Elm Hills, which he did voiceover for. He may be a good option.*
- 58. AJ: Daniela Bryar and I may need to put together an intake form, to delegate and get decisions made for the copyrighting, planning and*

getting things in line. We can put together an intake document and send it to creative for review. Can we put some time on the calendar to get these questions and form together?

59. Daniela: *We can do that together.*

B. To what extent were those expectations met?

1. *Majoritively, not all the worst situations were visualized, but most were.*

C. Were there any equity implications (positive or negative) from how we approached this?

1. *Elasticity team is at a knowledge-bound disadvantage, not having the understanding first-hand of the situations, status and qualities of the systems to record. Simply put we are not the subject matter experts on this.*

II. Evaluation and learning

A. What were the biggest factors in achieving/not achieving the results you got?

1. *Communication with the entire team, across both companies, with effective approval of the media to be used and put together.*

B. What went well? Why? What led to that success?

1. What would it take to replicate or build on that success next time?

C. What didn't go well? What needs to improve next time? Why?

1. What would it take to prevent or anticipate that issue next time?

D. What else can we learn from this (about the work, staff, your skill, our partners, etc.)?

E. Did we adequately meet the needs of everyone we were hoping to serve, without gaps or disparities? (bring an equity lens)

III. Next steps and recommendations for next time

A. What solutions will you/we try next time?

B. What questions need answering before next time?

C. What kind of support do you need next time?

Quick Debrief Agenda

If you're in a time crunch, remember these questions for a quick debrief:

- What went well? What didn't? Why?
- What should we do differently / similarly next time?

Additional Sample Debrief Questions

- What recommendations do you have for our team based on this process / these results?
- We had discussed making sure ____, but I noticed _____. What happened there?
- What was the best decision you made during this process? What can you learn from that? How can we build on that next time?
- What worked best about how we worked together on this? What didn't work well?
- What feedback do you have for me on this process?
- What was most motivating about this project? Least motivating?
- What did you learn about your own skills through this project?
 - Where did you grow in your own skill or confidence?
 - What skills do you want to build on or develop?



Dear Customer:

Many of us are still working from home, with kids learning remotely. This year has been difficult in many ways, but it doesn't mean we can't enjoy quality time together learning and experimenting.

At Bluegrass Water, we value water as a source of life. It's part of our everyday life, and it's something we so often take for granted. We can also learn about the world around us through water.



We have collected a few experiments to learn more about water. These experiments are designed to bring families together to understand water more, giving us an opportunity to learn and play. We have put together three experiments for you, one to learn about water quality, one for understanding saltwater better and one just for fun. You can read the first of them [here](#).

We also want to celebrate the upcoming holiday, the spookiest day of the year. If you didn't know about how water can raise a cemetery, check out [our blog](#).

We're here for any questions you have. Call us at 1-866-752-8982 or follow us on our [website](#), [Facebook](#) and [Twitter](#).





Bluegrass Water @BluegrassUOC · Oct 2, 2020

...

Did you know...

#FirstFriday 💡



0:05



Bluegrass Water @BluegrassUOC · Oct 5, 2020

...

Since acquiring water and wastewater systems in Kentucky, Bluegrass Water has invested more than \$2.5 million in much-needed improvements and upgrades with plans to invest nearly \$6 million more on additional improvements.



Bluegrass Water @BluegrassUOC · Oct 5, 2020

...

As a result, we filed a rate case proposal with the Kentucky Public Service Commission this month. (bit.ly/3lbjsHW)



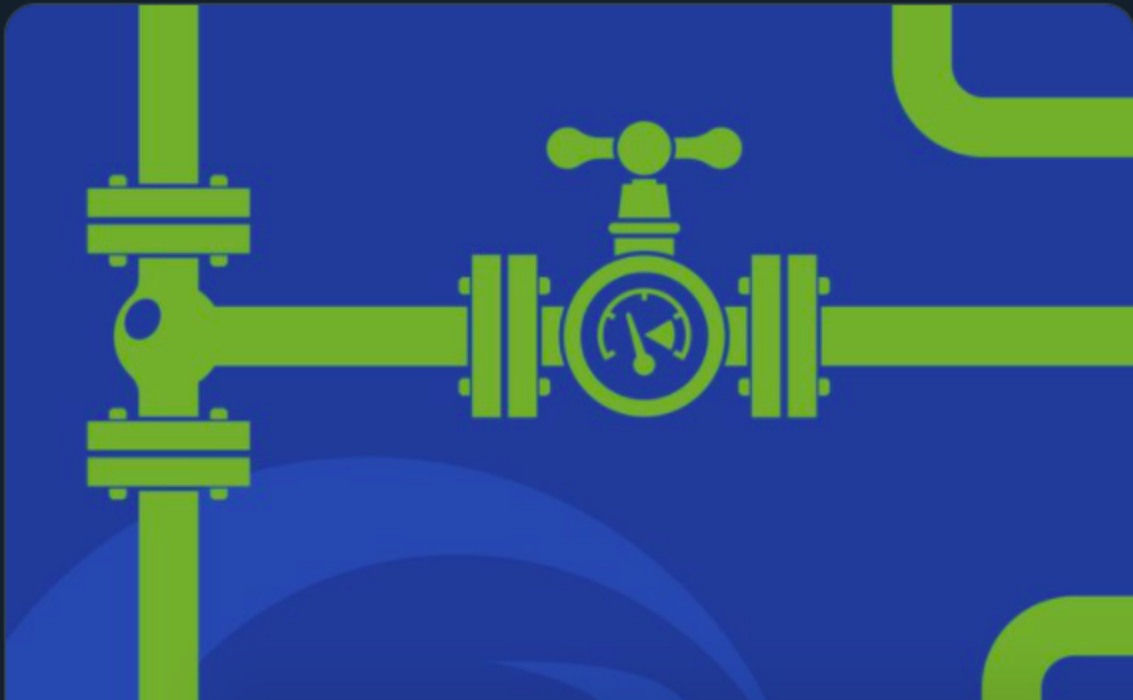


Bluegrass Water
@BluegrassUOC

...

Dear Bluegrass Water Residents,

Thank you for reaching out with your continuous feedback and concerns. After acquiring 11 systems, we are working to make necessary replacements and upgrades to improve your water and wastewater systems.





Bluegrass Water @BluegrassUOC · Oct 6, 2020



Replying to @BluegrassUOC

We want to provide an update on a few steps we are taking to bring safe, clean, and reliable resources:



Bluegrass Water @BluegrassUOC · Oct 6, 2020



Bluegrass Water has improved the Brocklyn system by:

- Smoke testing the system to identify primary sources of inflow and infiltration.

- Repairing the damaged dichlorination contact chamber and replacing diffusers.





Bluegrass Water @BluegrassUOC · Oct 6, 2020

The Airview system has been improved by the following:

- Smoke testing the collection system to identify leaks.
- Renovating the sludge hauling tank, repairing fences and sludge return lines coming from the clarifier.



1



Bluegrass Water @BluegrassUOC · Oct 6, 2020

Other Airview system improvements include:

- Removing trash and debris.
- Replacing the effluent pipe.
- Renovating the aeration treatment systems and repairing the access road leading to the facility.



1



Bluegrass Water @BluegrassUOC · Oct 6, 2020

Additional updates include:

- Installing a Mission alarm system that reports on ongoing equipment performance and immediately notifies operations and maintenance personnel of a system failure.



1



Bluegrass Water @BluegrassUOC · Oct 6, 2020

More updates include:

- We've cleaned the lagoon at Brocklyn to allow it to treat the effluent and improve the wastewater treatment coming out of the system.



1





Bluegrass Water @BluegrassUOC · Oct 6, 2020



More updates include:

- Repaired the access road leading to the facility to ensure emergency personnel can reach the facility access in all types of weather ensuring safe and reliable service to customers.



1



Bluegrass Water @BluegrassUOC · Oct 6, 2020



Our efforts here are not done. For more community tariff information, please visit us at: centralstateswaterresources.com/bluegrass-wate...





Bluegrass Water @BluegrassUOC · Oct 14, 2020



Did you know...

#WaterWednesday 

**Most of the
earth's surface
water is
permanently
frozen or salty.**

Source: rivers.gov



Bluegrass Water @BluegrassUOC · Oct 15, 2020



#NationalHandwashingDay is here! 🍷💧 More than ever, we all need to access soap and water to keep our hands clean. Take action during #COVID19 and learn how you can celebrate here:



CSWR | Global Handwashing Day 2020: Hand Hy...

The COVID-19 pandemic has emphasized how regular and thorough hand washing can save live...

centralstateswaterresources.com



NOVEMBER



To: Josiah Cox

From: Elasticity team

Subject: Media training feedback

Date: November 5, 2020

Overview

Thank you for making time for the media training session on October 29. As discussed during the initial presentation, we recognize your time is valuable. But we believe that as CSWR's chief brand ambassador, investing effort into preparation for media interviews is essential as we move forward and become more public-facing. As a review, we conducted three distinct interviews that included mock sessions related to:

1. Pending rate increases in Kentucky (seated).
2. Pending acquisitions in North Carolina (standing).
3. The impact of the COVID-19 pandemic on customer relationships (via Zoom).

In reviewing the video from each session, what follows are perceived strengths and opportunities.

Scenario #1: Pending rate increases in Kentucky

Strengths

- Led initial question responses with key messages regarding the company's mission focused on providing safe and reliable water.
- Infused data when appropriate, such as points from the WHO, and provided strong anecdotal evidence of what CSWR is finding as it proceeds in improvements and construction.
- Focus was overall attentive, with a firm but not overwhelming tone.
- Asked about the necessity of raising rates 300% and responded effectively by turning to the investments needing to be made, citing rates ultimately moving up to national averages.
 - **Note:** For future use, we recommend providing more specific data. This is Elasticity's responsibility. The average U.S. water bill is \$72.93 per month based upon 100 gallons per day (Source: Statista.com) and the average sewer bill in the U.S. can range from \$14.04 (Memphis) to \$135.57 (Seattle), according to Water and Waste Digest.
- When asked about customer recourse, spoke to the company track record of working with customers through payment plans, citing disconnection stoppage due to COVID. Also provided a strong response about the public comment period and process,



demonstrating that the voice of the customer matters. Additionally, effectively explained the timeframe and process without muddying the topic.

- Regarding the Attorney General investigation into the initial purchase, suggesting you “applaud” the AG office’s intervention was a strong response, demonstrating objectivity and need for third party oversight, as well as bringing to light the fact that state officials must understand CSWR has the “capabilities” and people who can solve problems encountered by consumers.

Opportunities

- Attention (and eyes) should always be focused directly on the reporter, not necessarily the camera, with the exception of Zoom interviews.
- It is acceptable to pause between making points and answering questions. It allows for a cleaner soundbite and allows the points to sound more emphatic.
- The brand Bluegrass Water was never used and it is important to localize each interview, if possible.
- Empathy was not demonstrated when responding to questions about 300% increases. It must be, to some degree, personalized. “I grew up in a small town in Missouri. I know what it’s like to just get by. It’s not lost on me.” Instead, the focus was on rates being artificially low.
- When asked again about consumers not being able to live in homes with a 300% rate increase, the response led with “infrastructure is hard” rather than empathizing on the hardships faced by consumers. When further pressed, the focus was on a crisis in water and wastewater. We must lead with empathy for the consumer and then transition to safety and a broader crisis.
- When asked about public assistance programs in Kentucky, you answered that you did not know the answer. It’s acceptable to answer that you do not have information. However, Elasticity must ensure you have this information. It is our responsibility. Kentucky has several options available for residents including:
 - **The Low Income Heating Assistance Program (LIHEAP)** A federally-funded program to help eligible low-income households meet their home heating and/or cooling needs that is used by some 150,000 Kentuckians.
 - **Project WARM** – This program is also offered across certain regions of Kentucky. It may be able to provide free energy conservation and weatherization services to residents and families of Louisville Kentucky and Jefferson County. Call 502-636-9276.
 - **Statewide Assistance Program** - The Department of Social Services Preventive Assistance Program initiative helps families with an energy bill payment of up to \$300 per family. In order to receive this financial assistance it is required that the payment would need to prevent the removal of a child from the family or the payment would need to assist in reuniting the child with the family.



Scenario #2 - Proposed Acquisition in NC

Strengths

- When asked about angst in the community due to acquisition, response focused on palpable angst in the community relative to system deficiencies, while also deflecting negative comments from residents, saying homeowners were focused on fixing the issues in the system.
- When a question suggested that Mountain Aire was not the typical acquisition target for CSWR, a redirect of the answer and clear explanation of how it does fit the bill.
- When asked whether CSWR goes from state to state cherry picking small utilities, offered a strong answer suggesting (paraphrasing), “The day of the mom and pop utility owner is over” due to more stringent regulations, environmental issues, and that many of these utilities are simply rotting in the ground. You were proud that CSWR is finding these communities so that you can provide quality and necessary water and wastewater services.
- When asked about rate increases vs. fixed income families, offered a humanizing, “I grew up in a small town.” Just say it with more kindness.
- Addressed why water costs so much, citing the cost differentiation between running larger and smaller utilities. Also provided an easy-to-understand example about any kind of “thing” that becomes outdated.
- In addressing specific improvements, first answered as an engineer but then clarified, saying, “and what that means...”

Opportunities

- Try not to shift from side to side when speaking on camera.
- Pace yourself, slow down and take full breaths before responding to an answer.
- Often lead answers with “absolutely,” which periodically was out of place.
- When asked about financial backing, lead with “New York private equity group.” Instead, perhaps respond, “Like most utilities, we have shareholders and investors.” If ultimately pressed as to who those investors may be, it is acceptable to offer that several private equity firms make up a portion of the investors, among others.
- We “engage with the community” can be made more personal. “We’re concerned with what our customers have to say and we’re always here to talk with residents.”
- When asked what your message is to residents, you led with, “We’re from the Show-Me State.” We must always reaffirm we are local.

Scenario #3 - Assisting Customers During COVID

Strengths

- Discussed being “ahead of the curve” as it pertains to customer relief during COVID.
- Kept eyes focused on the interviewer, which can be a challenge on Zoom.
- Good use of “we” -- letting the audience know that the company sees itself as part of the community when it comes to battling the COVID crisis.



- Demonstrated empathy when asked about the challenges (or “red tape”) in getting bill relief. Saying CSWR was taking the customer’s word for it. It came across folksy, very real, and sympathetic to hardships.
- Explained relief clearly and concisely: No interest, no late payments, dollar for dollar over a longer period of time.

Opportunities

- Interview began with a question about how are you helping customers during the pandemic and the answer led with “absolutely.” Instead, slow down, thank him for speaking with you. It is also good to vary the immediate responses, don’t use the same auto-response when asked a question.
- Make sure that your body is centered in the shot and that you aren’t leaning on one side more than the other so your shoulders are straight for the camera.



Bluegrass Water UOC

November 9, 2020 · 🌐



CSWR ensures any water we put back into the environment won't harm the surrounding plants and animals in our communities. Explore #STEM experiments to help you and your family learn about how water works: <https://bit.ly/32hxNf6>



About this website

CENTRALSTATESWATERRESOURCES.COM

CSWR | Water Family Fun: At-Home Experiments for Kids and Grownups



Bluegrass Water UOC

Published by HeyOrca

November 11, 2020 · 🌐

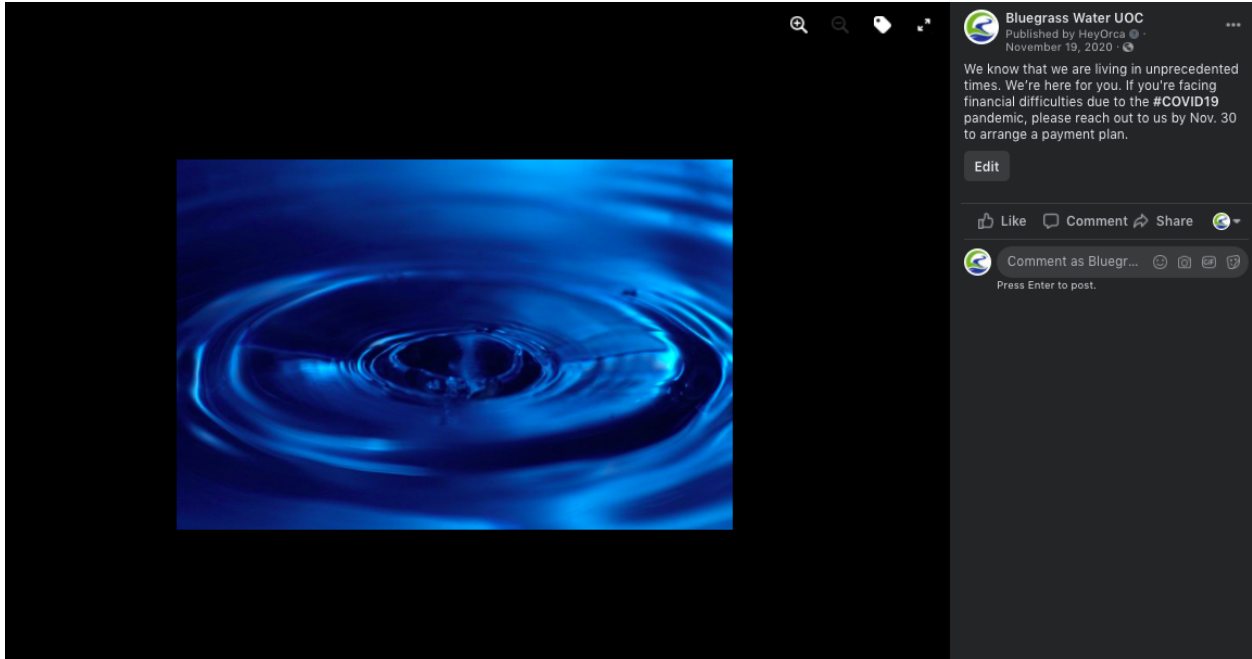
We honor all the brave people who've served! Thank you for your service. #VeteransDay

Edit

Like Comment Share

Comment as Bluegrass Water UOC

Press Enter to post.



 **Bluegrass Water UOC**
November 23, 2020 · 🌐

The benefit of investing in #WaterInfrastructure is having a safe and reliable system. Discover extra benefits here: <https://bit.ly/3frxEv7>



[CENTRALSTATESWATERRESOURCES.COM](https://www.centralstateswaterresources.com) About this website

CSWR | Investing in Water Infrastructure is an Investment in Your Community

Bluegrass Water UOC
Published by HeyOrca @ ·
November 25, 2020 ·

To Bluegrass Water residents at River Bluffs,


We greatly appreciate your feedback and messages. Our team is aware of the leak at the River Bluffs lift station located on a deep force main. We've discovered that the leak is very minor but has made the soil around the station damp.

Bluegrass Water UOC plans to complete repairs early next week to ensure you continue to have safe and reliable water resources.

Edit

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Press Enter to post.



Bluegrass Water UOC
Published by HeyOrca @ ·
November 30, 2020 ·

Reminder: If you're experiencing financial challenges due to the #COVID19 pandemic, please reach out to us by Nov. 30 to arrange a payment plan. Our team is here for you.


Edit

1 Comment

Like Comment Share

Most Relevant

Comment as Bluegr...
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Bluegrass Water UOC

November 30, 2020 · 🌐



We're back with our three-part blog series to help you understand how water works. Learn more at-home water activities for your family here: <https://bit.ly/3pV5ixU>



About this website

CENTRALSTATESWATERRESOURCES.COM

CSWR | More At-Home Experiments: Salt and Water

CSWR uses a variety of methods to purify water from the contaminants...



Dear Customer:

Every year, it seems like the cold weather sneaks up on us out of nowhere. One minute we're enjoying the autumnal sunshine and the next we're looking up the price of a flight to Mordor to escape the suddenly frigid temps. As winter rolls in, it's important to know the essentials when it comes to winter-proofing your water system.



Here are few tips to keep your pipes happy and healthy this winter:

Your first line of defense to protect your home inside is to prepare adequately outside. With Water being the fascinating compound it is, it has secret special abilities like expanding when it freezes. While this is great news for lovers of snow cones and sweet tea, it can spell disaster for your outdoor hoses and faucets. To prepare:

- Drain your hoses.
- Turn off and drain all sprinklers and irrigation systems.
- Shut off all of your outdoor faucets.
- Put insulated covers on your hose bibs.
- Protect your pipes from freezing.
- Fix drafty windows, doors, and drafty areas of your house that might let the cold air inside.

For more detailed tips on winter-proofing your water system and what to do after the first big freeze, check out our [blog](#).

We're here for any questions you have. Call us at 1-866-752-8982 or follow us on our [website](#), [Facebook](#) and [Twitter](#).





Bluegrass Water @BluegrassUOC · Nov 9, 2020

...

Water can help us learn about science and the environment around us.

🌍 Check out this [#STEM](#) experiment to learn about how water works:



CSWR | Water Family Fun: At-Home Experiments for Kids and Grown...

We know that water is essential for living. Here's the other thing about H₂O: it can teach us some interesting things about science, too! We ...

[🔗 centralstateswaterresources.com](https://centralstateswaterresources.com)



1





Bluegrass Water @BluegrassUOC · Nov 11, 2020

...

To all the brave people who've served, [#ThankYouForYourService](#)





Bluegrass Water @BluegrassUOC · Nov 19, 2020



We know that we are living in unprecedented times. We're here for you. If you're facing financial difficulties due to the [#COVID19](#) pandemic, please reach out to us by Nov. 30 to arrange a payment plan.



199 Tweets



Bluegrass Water @BluegrassUOC · Nov 25, 2020

To Bluegrass Water residents at River Bluffs,

We greatly appreciate your feedback and messages. Our team is aware of the leak at the River Bluffs lift station located on a deep forcemain.



Bluegrass Water @BluegrassUOC · Nov 25, 2020

We've discovered that the leak is very minor but has made the soil around the station damp.



Bluegrass Water @BluegrassUOC · Nov 25, 2020

Bluegrass Water UOC plans to complete repairs early next week to ensure you continue to have safe and reliable water resources.



Bluegrass Water @BluegrassUOC · Nov 30, 2020



Reminder: If you're experiencing financial challenges due to the [#COVID19](#) pandemic, please reach out to us by Nov. 30 to arrange a payment plan. Our team is here for you.



DECEMBER

[View this email in your browser](#)



BLUEGRASS WATER

Utility Operating Company

A CSWR Managed Utility

Dear Customer:

As we celebrate the end of 2020, we often cook delicious meals high in fat and grease. It is important that we handle this fat and grease carefully. Pouring it down the drain can wreak havoc on your pipes and give you a holiday headache.

You can do serious damage to your home's pipes and drain system by pouring grease down the drain. Alternatives include pouring grease into an empty can and throwing it out once it hardens, or mixing oils with used coffee grounds and then throwing it out.



[Here's more on the what, why and how to get rid of grease and oil safely.](#)

We want to wish you a very happy holiday season, and look forward to the new year, continuing to bring the safest and most reliable water to our customers.

May you and your family stay safe, happy and healthy.



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Bluegrass Water UOC

December 8, 2020 · 🌐



As #WinterSeason arrives, it's important to take precautions by winter-proofing your water system. Explore our helpful tips to protect your home and family: <https://bit.ly/2I8vxzU>



About this website

CENTRALSTATESWATERRESOURCES.COM

CSWR | Winter-Proof Your Home's Water System

Every year, it seems like the cold weather sneaks up on us out of...



Bluegrass Water UOC
Published by HeyOrca @ - December 10, 2020 · 🌐

Healthy at Home Utility Relief Fund provides support to Kentuckians affected by #COVID19 to assist with past-due water, wastewater, electric, or natural gas bills. Community Action Kentucky is partnering with #TeamKentucky to distribute funds statewide. This program is available until December 30, 2020.

For additional information, please visit our website at: <https://www.centralstateswaterresources.com/.../communit.../>

[Edit](#)

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Comment as Bluegr...

Press Enter to post.



Bluegrass Water UOC · Follow
December 10, 2020 · 🌐

#WaterFacts Did you know... See Less

**Water covers
about 71% of the
earth's surface.**

Source: usbr.gov





Bluegrass Water UOC


December 17, 2020 · 🌐



#Science can be educational and tasty, too. Learn about the principles of heat transfer with slurpees and teach your family a kid-friendly activity:

<https://bit.ly/39RQnPo>



 About this website

CENTRALSTATESWATERRESOURCES.COM

CSWR | Sweet Slurpee Science Activity For Kids

This experiment explores the principles of heat transfer and the...



Bluegrass Water UOC

December 21, 2020 · 🌐



Thank you for helping us donate to [Marine Toys for Tots Foundation](#) this holiday season! These generous contributions will bring a smile to children in need. [#ToysForTots](#)





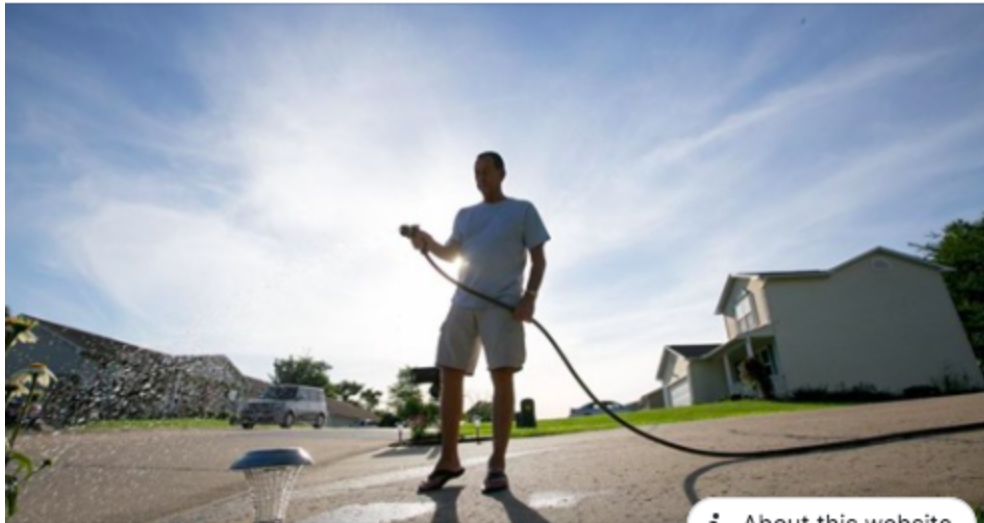
Bluegrass Water UOC

December 23, 2020 · 🌐



Our CEO, Josiah Cox, discusses our innovative efforts as a private solution to a public health problem. See how we're improving 200+ utilities around the nation: <https://bit.ly/3nJTCwE>

#WednesdayWisdom



About this website

STLTODAY.COM | BY DAVID NICKLAUS, ST. LOUIS POST-DISPATCH

Nicklaus: Acquisitive Des Peres firm sees opportunity in troubled water utilities

CSWR
Central States Water Resources

Why Do We Chlorinate Your Drinking Water?

Chlorination is a common treatment method that is used to disinfect water so that it's safe and clean. Microorganisms and pathogens can be found in water bodies, which can pass through water distribution systems. Each day it's important that we work together to take care of our water resources.

- Kills harmful waterborne pathogens, bacteria and viruses.
- Removes unpleasant tastes and odors.
- Disinfects water system pipes.
- Helps prevent biological growth and algae.

Facebook Twitter LinkedIn

Bluegrass Water UOC
December 30, 2020 · 🌐

#Infrastructure investments and wastewater treatment is vital for safe drinking water, our daily health, and the environment. Learn why: <https://bit.ly/34EIsTu>




WWW-THEVERGE-COM.CDN.AMPPROJECT.ORG

Sewage is still 'America's dirty secret'

We use cookies and other tracking technologies to improve your...



Bluegrass Water @BluegrassUOC · Dec 3, 2020

Want to know the importance of removing salt from saltwater?  Read our 2nd blog in our three-part series for more at-home activities for families:





CSWR | More At-Home Experiments: Salt and Wa...

CSWR uses a variety of methods to purify water from the contaminants that make their way in, ...

centralstateswaterresources.com



Bluegrass Water @BluegrassUOC · Dec 8, 2020

It's that time of the year again...cold weather.   So, protect your [#WaterSystem](#) and family with our helpful tips:



CSWR | Winter-Proof Your Home's Water System

Every year, it seems like the cold weather sneaks up on us out of nowhere. One minute we're ...

centralstateswaterresources.com





Bluegrass Water @BluegrassUOC · Dec 10, 2020

...

Healthy at Home Utility Relief Fund provides support to Kentuckians affected by #COVID19 to assist with past-due water, wastewater, electric, or natural gas bills. @ComActionKY is partnering with #TeamKentucky to distribute funds statewide.



Bluegrass Water @BluegrassUOC · Dec 10, 2020

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This program is available until December 30, 2020. For additional information, please visit our website at:
centralstateswaterresources.com/bluegrass-wate...

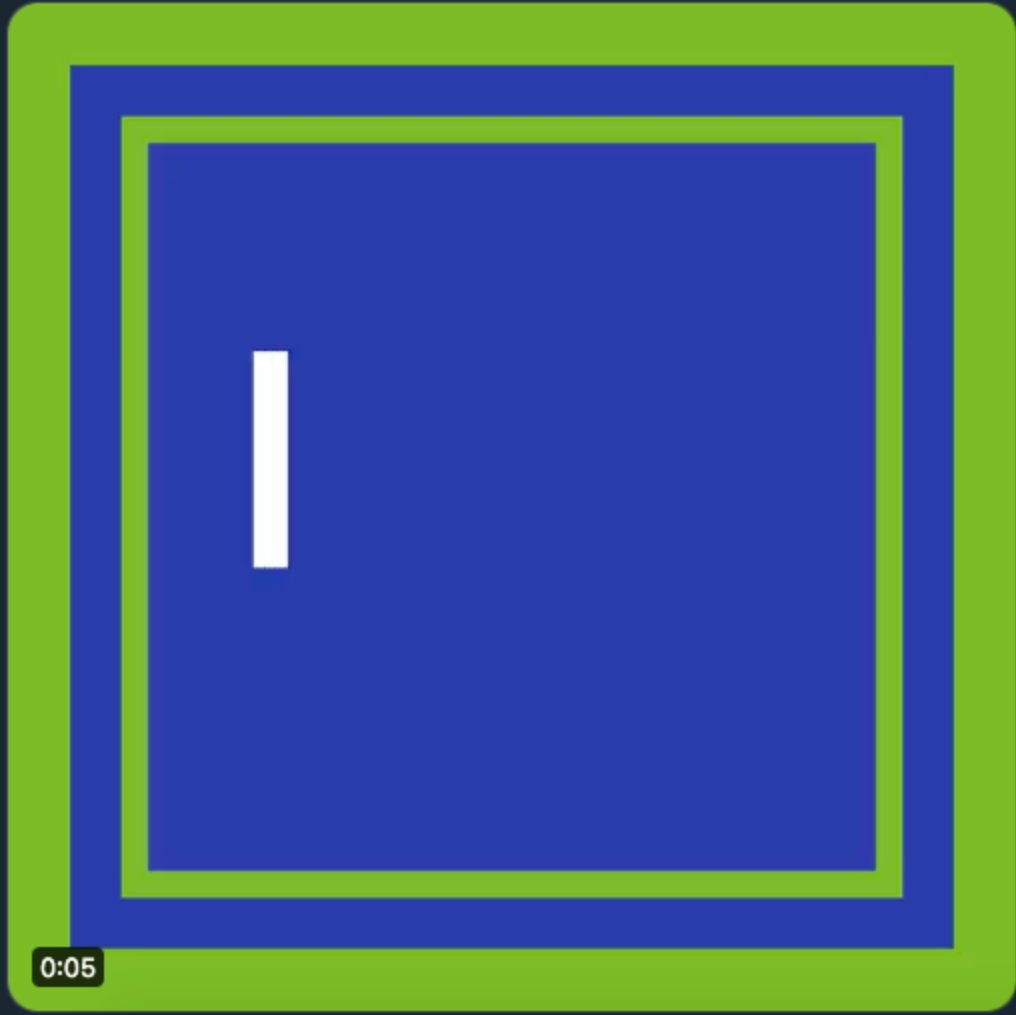


Bluegrass Water @BluegrassUOC · Dec 10, 2020



#WaterFacts 

Did you know...





Bluegrass Water @BluegrassUOC · Dec 17, 2020

Want to know the [#science](#) behind slurpees and water? 🇺🇸💧 Here's a kid-friendly activity to teach your family about the principles of heat transfer:



CSWR | Sweet Slurpee Science Activity For Kids

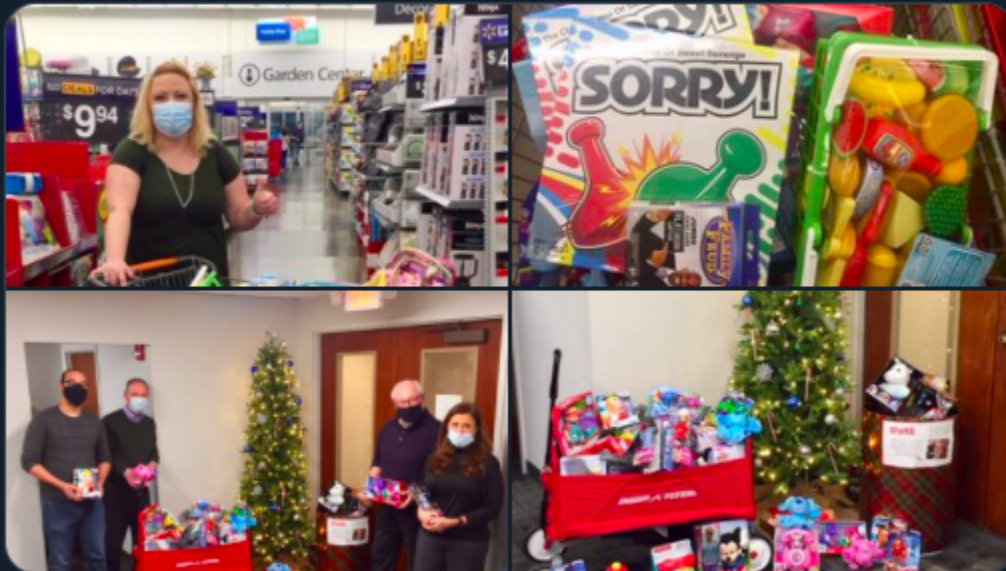
This experiment explores the principles of heat transfer and the endothermic reactions between ...

centralstateswaterresources.com



Bluegrass Water @BluegrassUOC · Dec 21, 2020

Thanks so much to everyone for helping us donate and support [@ToysForTots_USA](#) this holiday season! 😊





Bluegrass Water @BluegrassUOC · Dec 23, 2020

...

[#WednesdayWisdom](#) Our CEO, Josiah Cox, explains why our company is a private solution to a public health problem. 🌍 Find out how we're improving 200+ utilities nationwide:



Nicklaus: Acquisitive Des Peres firm sees opportunity in troubled wa...
Five-year-old Central States serves nearly 50,000 customers in five states

[stltoday.com](#)





Bluegrass Water @BluegrassUOC · Dec 28, 2020

Did you know why your drinking water is chlorinated? 🤔 Learn why below. #MondayThoughts



Bluegrass Water @BluegrassUOC · Dec 30, 2020

#Infrastructure improvements keep our drinking water and wastewater systems healthy. 🌞 Find out why: bit.ly/3hceE17

