



MONROE COUNTY  
WATER AUTHORITY



EVERY. DROP.

COUNTS

ANNUAL  
REPORT  
2024



## BOARD OF DIRECTORS



Scott D. Nasca  
Chairperson



Matthew J. Fero  
Vice-Chairperson



Marcia Van Vechten  
Treasurer



Timothy L. Barbeto



Sheila R. Mason



Sheryal A. Volpe



David A. Young Jr.



## TO OUR CUSTOMERS

Some daily experiences are so automatic they are more than an expectation – they are a given. Flip the switch and the light turns on. Turn the key and the car starts. Twist the faucet and clean water flows.

At MCWA, we know a lot about that third example. It's the priority part of our mission statement. To achieve it, we embrace the theme of this year's report – **Every. Drop. Counts.**

It all relies on strict adherence to stringent measurements, calculations, and standards met every day by our 212 skillful and dedicated employees.

The following pages offer a number of examples, from the productivity increases garnered by a new water tank constructed in Pavilion, to the extraordinary efforts we make to provide excellent customer service. Also included is a description of our water main replacement program that helped MCWA experience fewer main breaks than the national average.

By focusing on operational and infrastructure efficiency in 2024, MCWA has been able to meet the needs of our ratepayers and the community we serve.

It all relies on strict adherence to stringent measurements, calculations, and standards met every day by our 212 skillful and dedicated employees.

We consistently reinvest our annual revenues back into the system at a double-digit percentage. Our customers pay approximately 20 percent below the national average. This not only helps our typical ratepayer, but encourages water-intensive companies to locate and stay in our area.

Some people like to say "it's all about the numbers." At MCWA, we couldn't agree more.

*Nicholas A. Noce*

Nicholas A. Noce  
Executive Director

*Scott D. Nasca*

Scott D. Nasca  
Chairperson

Monroe County Water Authority received the J.D. Power Award for ranking the highest in customer satisfaction with midsize water utilities in the Northeast region.

### MISSION STATEMENT:

The Monroe County Water Authority is a not-for-profit public benefit corporation that reliably provides quality, affordable water that fosters economic vitality and enhanced quality of life for Monroe County and area communities who request service.

### MANAGEMENT TEAM

Nicholas A. Noce  
Executive Director

Larry M. Magguilli  
Deputy Executive Director

Diane L. Hendrickson  
Personnel Director

Christopher J. LaManna, P.E.  
Director of Production & Transmission

Amy A. Molinari  
Director of Finance & Business Services

Stephen M. Savage, P.E.  
Director of Engineering

Stephen T. Trotta  
Director of Operations



EVERY. DROP.



Our water quality laboratory staff perform more than 4,500 microbiological, chemical and physical tests each month from locations throughout our distribution system.

In order to fulfill our mission of bringing quality, affordable water to some 790,000 people in Monroe County and beyond, it's certainly true that "every drop counts."

For us, however, that's far more than a catchy slogan. It's a constant reminder of how critically important it is to count, to measure, to apply specific metrics, to meet stringent standards and goals.

This report looks at examples from the myriad of calculations we make every day so that quality, affordable water at a customer's tap can virtually be assured.

COUNTS



### When One is Better than Three

As a regional water supplier, we are constantly looking for ways to apply economies of scale to benefit our customers. We don't necessarily look at municipal boundaries, but rather how best to serve an area. And such opportunities often come when servicing a small town or village.

In 2024, for example, we were able to increase efficiency, water quality, and water pressure in a portion of our service area by replacing three existing storage facilities and two pump stations with one new water storage tank constructed in the small Town of Pavilion, NY (pop.  $\approx$  700). This allowed one water storage facility to replace one pump station and one storage facility in Pavilion, as well as replacing two water storage tanks in the nearby Village of LeRoy and one pump station in the Town of LeRoy.

In this case, two existing tanks were "aging out," reaching the end of their useful service life, and a water clear well located in a building in need of extensive maintenance. The new tank is in Pavilion, and the resulting raised pressure zone is mainly in LeRoy.

According to Steve Savage, MCWA Director of Engineering, the new tank was positioned so the high water level in the tank was at an elevation of some 1,070 feet, roughly 40 feet higher than the two tanks replaced.

"The additional elevation translates to a 15- to 20-pound increase in water pressure throughout the distribution area," Savage said. "This is good for many reasons, including

'fire flow' and water quality. The higher tank elevation allows this tank to work in conjunction with another tank of similar elevation, which allows for less restricted movement of water. This results in slightly higher flow of water available for fighting fires."

He also noted that "when we operate this tank, the water level fluctuates by 25 to 30 feet – a large part of the volume of water in the tank – and this movement of water keeps it fresh."

Savage said the location for the new tank is at the same site as the former Village of LeRoy Water Treatment Plant, but at a higher elevation. This made the existing water storage facility at a lower elevation no longer necessary.

"In addition," he said, "the new tank and configuration made existing booster pumping stations in two different locations obsolete."

"We were glad to take this opportunity to increase water pressure and quality while reducing the cost of unneeded and outdated pieces of infrastructure," Savage said. "And now we have one tank to maintain instead of three tanks and two pump stations."



### When 16.8 is Better than 17.8

One metric we watch extremely closely is the measurement of our performance against the national median for similar sized utilities for number of water main breaks per 100 miles of pipeline per year.

With 3,500 miles of pipeline, some in excess of 100 years old, this presents a real challenge. Yet, over the years, our proactive approach has allowed us to do better than that national median for system integrity. In 2024, we experienced 16.8 water main breaks per 100 miles of pipe versus a national average of 17.8.

This record is directly attributable to our proactive water main replacement program. This initiative requires us to increase the amount of water main that we replace or rehabilitate each year, and to also increase the budget for it annually in order to keep up with the ever-rising costs of construction.

In 2018, we took a critical look at the status of our water system in relation to the status of the industry regarding the integrity of the system. We decided we needed a solid long-term strategy, backed by long-term budget support. As a result, the MCWA Board of Directors approved a "100-Year Plan" to address our needs and to manage the infrastructure.

The 100-year timeframe was based upon the longest life-cycle assets we have, which are water mains. If we could replace or rehabilitate one percent of our mains each year – roughly 35 miles of pipe – we would address all the mains in 100 years.

Given inflationary costs, that basically calls for an increase in the "repair/replace" budget every year, and we are still in the process of ramping up this effort. We're not at our 35-mile per year target yet, but the plan is in place to get there. Even so, we've been able to do better than the industry as a whole in this category, and we intend to improve every year.

Another key factor and challenge in our planning and budget is the fact that our system is not only very large, but growing each year.

Consider the applications to MCWA for new service in 2024 alone: 68 new industrial/commercial and 688 new residential customers.

### When 17% Far Exceeds 2%

In order to properly and appropriately care for this huge infrastructure, we follow a set of principles. Each year, MCWA establishes performance measurements – essentially internal goals – that assess our effectiveness in meeting our mission.

One of those measurements is to reinvest a minimum of 2% of annual revenues in the renewal and replacement efforts for our infrastructure. In 2024, our annual operating revenue was \$93.4 million, yet our investment in renewal and replacement was \$16.2 million.

In other words, we invested 17% of our operating revenue, well above our goal of 2%.

Amy Molinari, MCWA Director of Finance and Business Services, also points out that the 17% investment is “cash capital funded, which means we are not relying on bonds to fund our infrastructure investment. This helps us keep customer rates low because we are not paying unnecessary interest costs.”

### When Our Cost is 20% Below National Average

In 2024, the national median cost for water service customers was \$48.24 per month. MCWA customers paid, on average, \$38.18 per month – some 20 percent lower than the national average.

In addition to comparing our performance to a national median, we also benchmark against our peers in New York State. In 2024, MCWA's cost for customers was ranked as the sixth-lowest among 17 water providers.

### When 13.3 is Far Better than 120

In most circumstances, the phrase “taken for granted” is not necessarily a good thing. It often describes something overlooked, undervalued or generally unappreciated.



To appreciate the vastness of our system, consider we maintain 3,477 miles of water mains, 27,514 hydrants, 50 water storage facilities (48 tanks, 2 reservoirs), and 48 pump stations.

Still, our goal in serving customers is to have them, basically, take us for granted – to understand when they turn on the tap in their homes, high quality, potable water will be there immediately, with decent pressure and at an affordable price. That's what our Mission Statement promises.

Given that, many customers may easily go months or years before having a reason to call us. Occasions do arise, of course, that result in phone

MCWA

17%

### REINVESTMENT

#### Maintaining infrastructure

Our goal is to implement a budget that reinvests a minimum of 2% of annual revenues in the renewal and replacement of our infrastructure. In 2024, MCWA's reinvestment in infrastructure replacement was approximately 17%.

MCWA

0

### RELIABILITY

#### Supply capacity outages over 4 hours

Continuity of production capacity is paramount. In 2024, MCWA had no unplanned outages lasting more than four hours that led to a significant reduction in capacity.

MCWA

16.8

National Median

17.8

(for utilities of similar size)

### SYSTEM INTEGRITY

#### Water main breaks/100 miles of pipeline

The AWWA benchmark for system integrity is less than 17.8 combined leaks and breaks per 100 miles of pipeline per year. MCWA's distribution system includes 3,477 miles of water main.



calls, such as a billing question or perhaps an inquiry about MCWA activity in the caller's neighborhood.

We take great pride in our rapid, "live person" response to such calls. We do not have an automated answering system, one of those devices that leads callers to a menu of choices that may or may not eventually lead one to a real person at the other end of the line.

When an MCWA customer calls, a live person answers in an average of 13.3 seconds. The national average? Two minutes....120 seconds.

Better yet, in the vast majority of instances, the person answering the phone will be able to handle the caller's question without needing to transfer the call or offer to call back later.

"The incoming calls are handled by 12 employees in our Customer Service area," said Molinari. "They can answer questions ranging from billing, to water main breaks, to engineering projects in the field, and beyond. They go through several months of rigorous training before they are ready to answer calls from customers."

Molinari added that other areas of the company do an excellent job of feeding information into this Customer Service group, making them aware, for example, of where MCWA crews might be working in a neighborhood or when and where they are responding to a water main break.

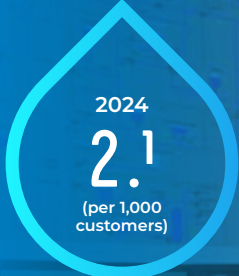
"This two-way communication allows those on the phones to respond to the customer without needing to transfer the call internally," she said.

In situations where a caller reports a possible leak or a problem in an area of which Customer Service is unaware, a quick call is made to inform the correct department of a possible problem and a return call is made to the customer.

The dedication of the phone operators and all areas of Customer Service were key factors in 2024 when MCWA won the J.D. Power Award for ranking number one in customer satisfaction among midsize water utilities in the Northeast region.

The study measured overall satisfaction in eight core dimensions, and MCWA ranked number one in six of those, including quality and reliability; trust; ease of doing business; total monthly cost; people, and resolving problems or complaints.

Our Shoremont Water Treatment Plant is manned 24/7/365 to monitor the treatment and distribution of an average 60 million gallons of water supplied each day.



QUALITY

# of inquiries/1,000 customers

MCWA's Customer Service Information System includes tracking mechanisms for categorizing and measuring the number of customer calls specific to water quality.



COST

2024 rate comparison

MCWA customers pay less per month than our neighbors.

Onondaga County	\$45.98
Erie County	\$44.04
City of Rochester	\$40.56

RESPONSIVENESS

Call center wait time (seconds)

MCWA answers your calls faster. In 2024, the average wait time for customers to talk to a customer service representative was a fraction of the national median.

EFFICIENCY

Accounts per employee

In 2024, MCWA employees handled nearly double the number of customer accounts as the national median.





## OPERATING STATISTICS (2015-2024 unaudited)

	2015	2016	2017
<b>Total Water Output (Million Gallons)</b>			
Lake Ontario Production	18,063	18,483	16,552
Miscellaneous Purchases & Production	144	156	155
<b>Active Customers</b>			
Retail	182,394	183,651	184,718
Wholesale	18,125	18,608	18,570
<b>Total</b>	<b>200,519</b>	<b>202,259</b>	<b>203,290</b>
<b>Water Sales (Million Gallons)</b>			
Residential & Commercial	12,686	13,729	12,466
Large Commercial & Industrial	2,382	2,588	2,505
Wholesale	1,375	1,512	1,461
<b>Total</b>	<b>16,443</b>	<b>17,829</b>	<b>16,432</b>
<b>Water Purchases (Net Exchange)</b>	<b>2,361</b>	<b>2,983</b>	<b>3,537</b>
<b>Revenues (000s omitted)</b>			
Residential & Commercial	\$48,987	\$53,741	\$52,189
Large Commercial & Industrial	5,308	5,901	5,865
Wholesale	2,829	3,205	3,245
<b>Total Metered</b>	<b>57,124</b>	<b>62,847</b>	<b>61,299</b>
Fire Service	1,250	1,275	1,299
Interest Earnings	98	145	193
Federal Int. Subsidy Series 2010B Taxable Build America Bonds	1,852	1,865	1,876
Other	3,608	3,608	2,773
<b>Total</b>	<b>\$63,932</b>	<b>\$69,740</b>	<b>\$67,440</b>
<b>Operating Expense (000s omitted)</b>			
Production/Transmission	\$12,282	\$13,102	\$12,673
Engineering	3,554	3,709	3,448
Facilities, Fleet & Operations	12,933	11,671	12,831
Finance & Business Services	6,036	6,136	6,494
Administration	8,217	8,629	7,437
<b>Total</b>	<b>\$43,022</b>	<b>\$43,247</b>	<b>\$42,883</b>
<b>Net Revenue</b>	<b>\$20,910</b>	<b>\$26,493</b>	<b>\$24,557</b>
<b>Cash Capital Program</b>	<b>\$16,443</b>	<b>\$18,878</b>	<b>\$14,662</b>
<b>Capital Lease Payments</b>	<b>\$641</b>	<b>\$620</b>	<b>\$586</b>
<b>Water Revenue Debt Service</b>	<b>\$10,619</b>	<b>\$10,837</b>	<b>\$10,863</b>
<b>Coverage Excluding Obligations on Lease Facilities</b>	<b>1.97</b>	<b>2.44</b>	<b>2.26</b>



2018	2019	2020	2021	2022	2023	2024
17,761	16,400	17,622	18,146	18,265	17,498	18,140
162	155	143	173	156	258	271
185,751	186,311	187,498	188,375	189,134	190,056	190,949
24,449	24,775	28,905	30,042	25,590	30,515	29,979
<b>210,200</b>	<b>211,086</b>	<b>216,403</b>	<b>218,417</b>	<b>214,724</b>	<b>220,571</b>	<b>220,928</b>
13,031	12,509	13,506	12,850	13,130	12,364	12,866
2,532	2,465	2,141	2,236	2,286	2,133	2,184
1,515	1,518	1,551	1,813	1,884	1,949	1,998
<b>17,078</b>	<b>16,492</b>	<b>17,198</b>	<b>16,899</b>	<b>17,300</b>	<b>16,446</b>	<b>17,048</b>
3,211	3,242	3,045	2,705	3,041	3,154	3,301
\$55,737	\$56,587	\$63,284	\$63,986	\$67,471	\$68,745	\$74,360
6,520	6,644	6,222	6,855	7,346	7,306	7,797
3,673	3,848	4,024	4,728	4,788	5,385	5,657
<b>65,929</b>	<b>67,079</b>	<b>73,530</b>	<b>75,569</b>	<b>79,605</b>	<b>81,436</b>	<b>87,814</b>
1,312	1,333	1,361	1,357	1,378	1,433	1,517
1,005	1,571	722	74	1,417	5,092	6,579
1,860	1,833	1,798	1,906	1,711	1,523	1,610
2,780	2,743	2,935	3,976	3,959	4,490	4,074
<b>\$72,886</b>	<b>\$74,560</b>	<b>\$80,346</b>	<b>\$82,882</b>	<b>\$88,070</b>	<b>\$93,974</b>	<b>\$101,594</b>
\$14,479	\$13,275	\$14,161	\$13,839	\$15,949	\$15,611	\$17,009
3,786	3,423	4,237	3,534	3,250	4,515	5,044
13,728	13,046	14,873	13,398	13,890	14,161	15,634
6,824	6,961	8,449	7,416	6,973	7,658	7,946
4,671	4,149	4,049	10,441	3,776	3,963	4,257
<b>\$43,488</b>	<b>\$40,854</b>	<b>\$45,769</b>	<b>\$48,628</b>	<b>\$43,838</b>	<b>\$45,908</b>	<b>\$49,890</b>
\$29,398	\$33,706	\$34,577	\$34,254	\$44,232	\$48,066	\$51,704
\$16,345	\$13,502	\$15,266	\$13,487	\$13,504	\$22,699	\$28,359
\$341	\$331	\$0	\$0	\$0	\$0	\$0
<b>\$11,511</b>	<b>\$11,899</b>	<b>\$11,078</b>	<b>\$11,936</b>	<b>\$11,958</b>	<b>\$11,876</b>	<b>\$11,834</b>
2.55	2.83	3.12	2.87	3.70	4.05	4.37



## CUSTOMER BASE

LARGE COMMERCIAL AND INDUSTRIAL	Sales 1000 Gallons
Lidestri Foods Inc. (2 meters)	302,997
Xerox	170,613
Rochester Institute of Technology (3 meters)	155,280
Six Flags Darien Lake	78,141
Wegmans-1500 Brooks Ave. (2 meters)	53,802
Tech Park Owner LLC ( 2 meters)	50,639
Nortera Foods USA Inc (formerly Bonduelle) - Bergen (2 meters)	46,752
Bonnaterre Farms	41,270
St. John Fisher University	27,040
Subtotal	926,534
Remaining 373 Accounts	1,423,673
<b>Total</b>	<b>2,350,207</b>

WATER DISTRICTS	Customers by Town	Sales 1000 Gallons
Genesee County	10,560	855,833
Wayne County Water & Sewer	9,100	333,144
Village of Brockport	1,845	224,609
Sea Breeze Water District	3,044	216,340
Village of Hilton	1,800	132,476
Livingston County Water & Sewer	38	66,238
Village of Victor	1,004	64,668
Town of Clarendon	908	44,427
Village of Holley	1,000	33,414
Town of Murray	375	16,318
Town of Canadice	293	10,104
Town of Farmington	12	593
<b>Total</b>	<b>29,979</b>	<b>1,998,164</b>

RESIDENTIAL AND SMALL COMMERCIAL	Customers by Town	Sales 1000 Gallons
Town of Greece	33,772	2,182,876
Town of Henrietta	13,989	1,038,684
Town of Irondequoit	16,686	1,032,539
Town of Perinton	14,310	935,635
Village of Fairport	2,074	122,290
Town of Webster	14,539	927,606
Village of Webster	1,659	136,063
Town of Penfield	12,994	916,705
Town of Brighton	10,154	863,892
Town of Pittsford	9,222	689,848
Village of Pittsford	673	40,142
Town of Gates	10,515	657,534
Town of Chili	9,801	617,514
Town of Victor	4,941	388,819
Town of Ogden	5,222	310,308
Village of Spencerport	1,334	86,960
Town of Parma	3,907	209,596
Village of Hilton	195	6,305
Town of Hamlin	2,738	158,474
Village of East Rochester	2,409	140,852
Town of Clarkson	1,915	127,389
Town of Mendon	2,040	127,255
Village of Honeoye Falls	901	66,150
Town of Sweden	1,440	123,180

	Customers by Town	Sales 1000 Gallons
Town of Riga	1,225	73,714
Village of Churchville	913	43,167
Town of LeRoy	849	66,361
Village of LeRoy	1,700	102,047
Town of Rush	1,151	61,180
Town of Pembroke	632	58,655
Village of Corfu	288	11,927
Town of Wheatland	631	53,825
Village of Scottsville	755	50,140
Town of Bergen	561	40,293
Village of Bergen	418	21,802
Town of Richmond	1,093	40,537
Town of Kendall	844	35,674
Town of Stafford	623	29,024
Town of Byron	680	28,986
Town of West Bloomfield	306	27,704
Town of Darien	382	20,524
Town of Pavilion	343	19,423
Town of Caledonia	32	3,099
Village of Caledonia	10	1,072
Town of Bethany	39	1,163
Town of East Bloomfield	20	1,053
Town of Covington	11	910
Town of Lima	12	786
<b>Total</b>	<b>190,949</b>	<b>12,699,682</b>



## FINANCIAL HIGHLIGHTS

<b>WATER SALES</b> (million gallons)	<b>2024</b> <b>Metered</b> <b>Consumption</b>	<b>Increase</b> <b>(Decrease)</b> <b>From 2023</b>
Residential & Commercial	12,865.8	501.7
Industrial	2,184.0	51.4
Water Districts	1,998.2	49.7
City of Rochester	3,300.5	145.6
<b>Total</b>	<b>20,348.5</b>	<b>748.4</b>

<b>OPERATING REVENUES</b> (000s omitted)	<b>2024</b> <b>Actual</b>	<b>Increase</b> <b>(Decrease)</b> <b>From 2023</b>
Residential & Commercial	\$74,360	\$5,614
Industrial	7,797	491
Water Districts	5,657	272
Fire Service	1,517	84
Other	4,073	(417)
<b>Total</b>	<b>\$93,404</b>	<b>\$6,044</b>

<b>OPERATING EXPENSES</b> (000s omitted)	<b>2024</b> <b>Actual</b>	<b>Increase</b> <b>(Decrease)</b> <b>From 2023</b>
Operating Departments		
Administration	\$ 4,257	\$ 294
Production/Transmission	17,009	1,398
Engineering	5,044	529
Facilities, Fleet & Operations	15,634	1,473
Finance & Business Services	7,946	288
<b>Total</b>	<b>\$49,890</b>	<b>\$3,982</b>



To review our audited  
financial statements,  
please visit

**mcwa.com**





MONROE COUNTY  
WATER AUTHORITY

475 Norris Drive  
Rochester, New York 14610-0999

RETURN SERVICE REQUESTED

## 2024 CUSTOMER SURVEY RESULTS

MCWA  
**95%**

of customers  
had their questions  
answered in one call and  
reported a positive customer  
service experience overall

MCWA  
**96%**

of customers  
said their rep was  
knowledgeable and were  
able to easily schedule a  
convenient service time

MCWA  
**97%**

of customers  
said their rep was friendly  
and courteous and were  
satisfied with the employee's  
service call explanation