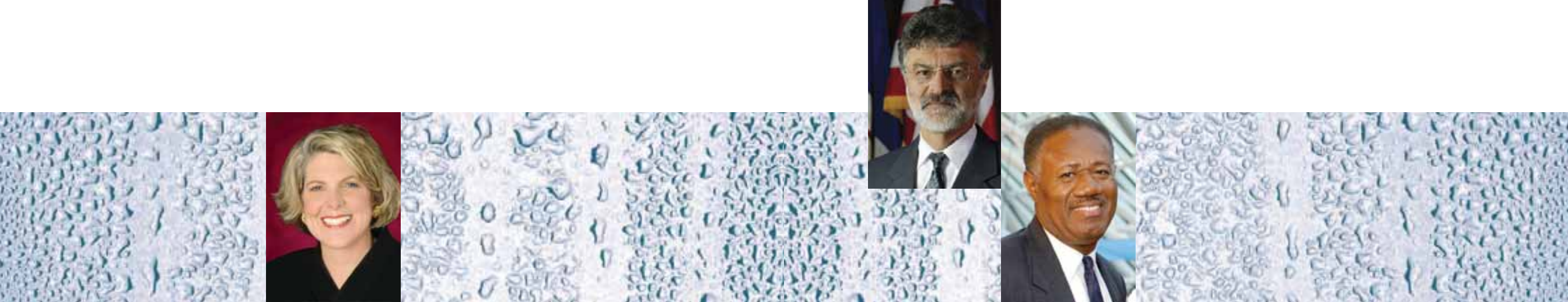


Good to the last

drop

Squeezing every drop of value from each dollar to assure every drop of drinking water is healthy and reliably delivered.



### From the Mayor

Now and then in our busy lives it's a good idea to pause and remember how much we rely on city services to maintain our standard of living. We are particularly fortunate that the City of Cleveland has such a talented and dedicated workforce providing reliable services every day of every year.

The Division of Water is an excellent example of that commitment, with 1,200 employees working diligently and cost-effectively to provide water to more than 1.5 million Greater Cleveland residents. The past few years have been a particular challenge to the Division of Water, since usage and revenue have declined for a number of unavoidable reasons. But by developing innovative solutions and following a strategic financial plan, Cleveland still has access to one of the finest water supply systems in the country.

As we look to the future, it would be important to continue to assure all our residents of dependable, safe and healthy water for all needs—personal, residential and commercial. Congratulations to the Division of Water for being such prudent stewards of this most valuable resource.

Sincerely,

Jane L. Campbell  
Mayor, City of Cleveland

### From City Council

In these challenging times, the wise fiscal management of our public services is more important than ever. That's why we are so proud of the civil servants who meet the needs of Cleveland and northeast Ohio with an outstanding record of achievement, both operationally and financially.

All the people at the Division of Water work continuously to provide the constant supply of drinking water that is necessary for our region to grow and prosper. Their efforts have established a standard of performance that is recognized throughout the country as exceptional.

As we look forward to the reality of future challenges, we'd like to pause and salute the men and women of the Division of Water who work tirelessly for all of us. Once again, a job well done!

Sincerely,

Frank Jackson [left]  
President, Cleveland City Council

Roosevelt Coats [right]  
Chairman, Public Utilities Committee, Cleveland City Council



## From the Director & the Commissioner

Squeezing our resources to make sure that Greater Cleveland enjoys a plentiful and reliable supply of quality water has been the reality of 2004. Despite a cool, wet summer that resulted in declining consumption and revenues, the Division of Water continued to meet current strategic needs in order to maintain our reputation as one of America's top water utilities. Building on the vision of our strategic plan and our refined awareness of security and energy vulnerabilities, the Division of Water addressed both operational and capital needs within the financial constraints posed by reduced consumption.

However, our staff did not allow these challenges to deter them from maintaining focus on the future responsibilities of this great water system. Projects started in 2004 included strategic initiatives to protect public health through monitoring of the water pipe network, maintaining our hallmark status as a member of the elite "Partnership for Safe Water" at our treatment plants, and installing emergency generators at all treatment and pumping stations.

We are taking seriously our responsibility as stewards of the incredible asset that is the Cleveland Water System.

Management of this asset requires a sound financial strategy, especially in light of the conservative trends in water consumption in Cleveland and nationwide.

Although a rate increase will likely be needed, additional funding cannot be the only answer. Consequently, CWD is aggressively pursuing ways to control costs, attract and retain customers and understand the elements of our costs of service. At the same time, we are attempting to verify the value associated with the wide variety of programs and services CWD provides to its customers, so that a fair and equitable rate structure can be developed. As we reflect on the successes of 2004, we look forward to the challenges of 2005 and beyond.

As always, we maintain our commitment to our customers and our city: to continue the reliable delivery of high quality, safe drinking water.

Sincerely,

J. Christopher Nielson [left]  
Commissioner, Division of Water

Julius Ciaccia, Jr. [right]  
Director, Department of Public Utilities

## Directory of Officials

Jane L. Campbell, Mayor  
Chris Ronayne, Chief of Staff  
Darnell Brown, Chief Operating Officer

### Cleveland City Council

Frank G. Jackson, President	Roosevelt Coats, Ward 10
Valerie J. McCall, Clerk of Council	Michael D. Polensek, Ward 11
James Knight, Ward 1	Anthony Brancatelli, Ward 12
Robert J. White III, Ward 2	Joe Cimperman, Ward 13
Zachary Reed, Ward 3	Nelson Cintron, Jr., Ward 14
Kenneth L. Johnson, Ward 4	Emily Lipovan Holan, Ward 15
Frank G. Jackson, Ward 5	Kevin Kelley, Ward 16
Patricia Britt, Ward 6	Matthew Zone, Ward 17
Fannie M. Lewis, Ward 7	Jay Westbrook, Ward 18
Sabra Pierce Scott, Ward 8	Dona Brady, Ward 19
Kevin Conwell, Ward 9	Martin J. Sweeney, Ward 20
	Michael A. Dolan, Ward 21

### Department of Public Utilities

Julius Ciaccia, Jr., Director

### Division of Water

J. Christopher Nielson, Commissioner  
Marlene Sundheimer, Deputy Commissioner

### Assistant Commissioners

Alex Margevicius, Engineering  
Annette R. Pope, Administration  
Rolfe Porter, Plant Operations  
Melinda L. Raimann, Budget & Information Technology  
Sharonda Denson, Customer Account Services  
Dwight D. Wilson, Distribution Maintenance

### Division of Utilities Fiscal Control

Dennis A. Nichols, Commissioner  
Michael A. Jones, Contoller





Investing in the

# future

because people who rely  
on water depend on us.

It's been true ever since 1856 when the City of Cleveland began to operate its waterworks system. It was true at the turn of the century when the city decided to build the five-mile crib in Lake Erie, and it is true today: An investment in the municipal water system, when managed wisely, can prove invaluable for decades to come.

Back in 1904 when the crib was completed, the new water intake station cost \$873,000 (that would amount to almost \$18 million in 2004 dollars). It must have been a difficult decision to spend such an enormous amount of money in that era, but the technological advancement those funds paid for drastically reduced and soon eliminated annual deaths from typhoid fever, commonly caused by contaminated drinking water.

Fast forward 100 years and that five-mile crib, which was fully automated in 1960 and renovated in the 1990s, continues providing a supply of fresh water (along with three other water intakes) for 1.5 million Greater Cleveland customers within the 640 square mile service area of the Cleveland Division of Water. A century has passed since that initial expenditure for the crib, encompassing the construction in the 1920s of the Division (later rededicated as the Garrett A. Morgan) and Baldwin water filtration and treatment plants. Thirty years later, the Nottingham and Crown water treatment plants were added to the system, along with the many other necessary investments in the system that continues to serve us today.

**“It has been said a cynic knows the price of everything and the value of nothing. There should be no cynics about water.”**

Five-mile crib on Lake Erie

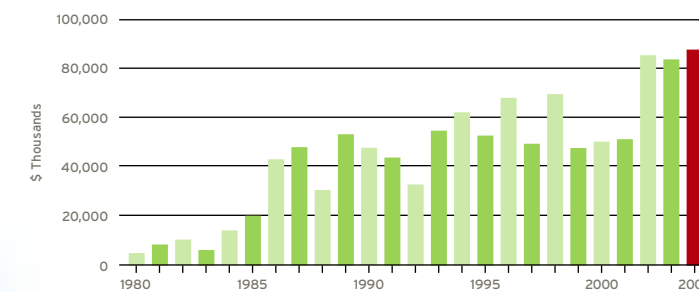
But the fact is, new and challenging decisions must still be made as the Division meets current fiscal needs and prepares to take on future responsibilities. These needs and responsibilities go far beyond just delivering water through pipes. Even though people often take their water supply for granted, the value of water is clearly beyond debate (imagine even a single day without safe drinking water to use as desired).

The Division realizes that it has a significant public health and safety role to play, in addition to helping preserve a vibrant, business-friendly economic environment. Thus,

we are committed to a multi-year program of capital improvements, while managing current and future debt, to assure the area a reliable supply of top-quality water. Indeed, nearly 40% of the Division's annual operating budget goes toward capital improvements.

Since the early 1980s, the Division of Water has been moving forward with a multi-year, multi-million dollar capital improvement program (CIP). The Division has spent in excess of \$1 billion on capital improvements since 1980 and it has project commitments of approximately \$715 million for the years 2005 through 2014.

**CIP EXPENDITURES** Total CIP Expenditures 1980-2004 \$1.14 billion



In the early stages of the program, the Division concentrated on upgrading and adding to the infrastructure necessary to deliver water to the outlying sections of our service area. This period also included the rehabilitation of the Garrett A. Morgan Filter Plant, which was followed by the renovation and expansion of the Crown Water Works Plant.

The Division is currently proceeding with a \$750 million Plant Enhancement Program (PEP), which is upgrading and modernizing all four of its water treatment and production facilities. As the Plant Enhancement Program moves toward completion, the Division's capital program will turn its emphasis toward improving our pumping and storage facilities and the 5,000 miles of pipe which comprise its supply and distribution system, many of which may be approaching the end of their useful life.



Baldwin Plant







Some of the largest customers of the Division of Water



Photo courtesy of Mittal Steel U.S.A.

In addition, the continuing expenses for operations, maintenance and administration exert a strong draw on Division finances. The aging infrastructure, from trunk mains and pump stations to storage tanks and the wide-ranging distribution system, requires constant and costly repair and rehabilitation. Also, due to required technological enhancements in many areas, from computerized plant monitoring and reporting systems to the use of hand-held computers in the field, the need for focused personnel training is at an all-time high. Only by investing in the human capital throughout our 1,200-employee work force can the Division realize the efficiencies promised by the new technologies now available.



**Challenges to be met.**

These funding challenges have been made more daunting by the declining consumption of water within the Division's service area and the resulting decrease in revenue to the Division. In fact, water consumption, which has steadily declined over the last 30 years, has dropped by a remarkable 17% in the last five years. When the last Rate Study was developed in 1999, no one could have predicted the confluence of conditions that led to this decrease including the curtailment of usage by a number of industrial plants, the installation of water-conserving devices in new construction, and less seasonal usage.

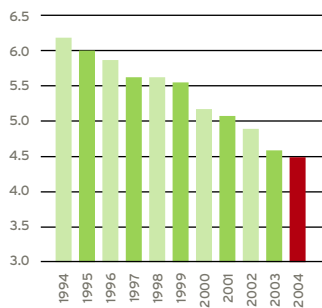
Even with this funding shortfall, the Division has worked determinedly to squeeze every drop of value out of each dollar. This report will detail many of the actions and programs initiated by the dedicated people of the Division of Water to control costs by working more efficiently, curbing expenses and discovering new revenue streams. Of course, there will always be uncontrollable costs and, as any homeowner or business owner knows, the costs for energy, medical coverage and many other categories are

continually rising. Despite similar increases, CWD operation and maintenance expenses have only increased an average of 4.1% per year over the last five years.

In order to be proactive, the Division is in the process of developing a Comprehensive Financial Plan (CFP) for 2006-2011. Sound financial management requires long range planning, and this CFP will provide a systematic approach to the issues facing the Division in the next six years, including in-depth studies of water rates, costs of service, water system expansion opportunities, and new products and services. The CFP will also address the feasibility of installing automatic meter reading systems, tied to a conversion to monthly billing, and an audit of the levels of unmetered water. This plan will provide vital information and will help establish a financial blueprint beyond the end of this decade.

The goal is to sustain the Division now and prepare for all reasonably foreseeable future contingencies. By combining improved work practices with new technologies and the implementation of a new water rate schedule, these goals can be reached. As the five-mile crib proves every day, an investment in water pays enormous dividends to every man, woman and child in our region.

AVERAGE CONSUMPTION PER QUARTERLY BILL IN MCFs (1 MCF = 7,500 gallons)



Bill processing



Meeting  
current  
needs with  
creativity and

# c ommitment

**D**uring 2004, the Division developed many projects and programs to maintain sustainability, continually searching for new and better ways to work smarter while also working hard. The driving force behind this effort is its Strategic Business Plan, which identifies goals and tracks progress on all initiatives developed by the Division's organizational units and sections. This fully accountable plan is continually monitored to make sure all projects are furthering the overall objectives of the Division.



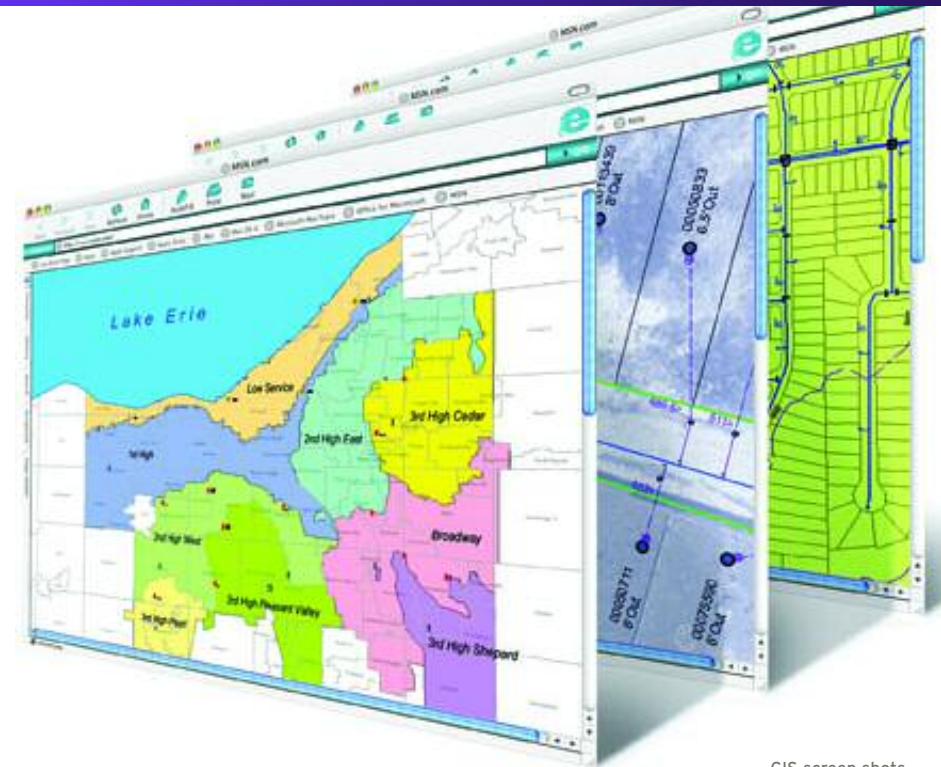


Garrett A. Morgan Plant

### Meeting water quality regulations.

Partnership for Safe Water is a unique cooperative program developed by EPA, American Water Works Association (AWWA), Association of Metropolitan Water Agencies (AMWA), National Association of Water Companies, and Association of State Drinking Water Administrators. Partnership encourages and assists United States water plants to voluntarily enhance their water systems performance for greater control of Cryptosporidium, Giardia and other microbial contaminants. CWD has maintained Partnership for Safe Water at our Nottingham plant for five years. Two other plants in our network (Crown and Morgan) were certified in 2004 by Partnership for Safe Water, a major accomplishment. After completion of major construction at Baldwin, Partnership status is anticipated in early 2006.

Partnership encompasses plant-by-plant evaluations that review the basics of how a plant was originally designed and engineered. Then, Plant Operations evaluates how to best run the water plant to maximize water quality. The result is high quality water available to all Cleveland Water customers.



GIS screen shots

### In the field.

We are now in year two of implementing the citywide enterprise Geographic Information System (GIS), which will convert all mapping using fly-over visual images to create a computerized plot for all utility lines, cables, sewer lines and water mains everywhere in the region. The benefits of this program include faster response to water system events, enabling online approval of some permits, more efficient routing of staff responding to customers requesting assistance or service, and improved utilization of staff since personnel can work from accurate maps. In another realm, GIS mapping helped identify areas hardest hit by the blackout of 2003.

A few customers wind up using water that isn't being metered—unintentionally or otherwise—and we needed to bring those customers to account. Therefore, we created a Tampering Section dedicated to following up on turnoffs to ensure that customers pay their bills in a timely manner. As a result, this section generated more than \$800,000 in 2004. Also, the shutoff threshold was reduced to \$100, which increased cash flow and made it easier for our customers to restore their service, since the amount due wasn't allowed to increase to an astronomically high level.

The Division also embarked on a pilot Meter Right-Sizing Program, to determine the correct size of meters, along with identifying accounts with oversized meters. The correct sized meters, at the appropriate sites, are more accurate and generate more appropriate billings. This pilot program has proven very successful and will be fully implemented over the next five years.

### CREATIVE SOLUTION:

#### > Job clusters

**In order to work smarter, we're using our work management system to cluster jobs in the field so that they can be accomplished in less time, at less cost. Pipe repair and cement work can be scheduled through our computers so that similar jobs in a small geographic area can be done at the same time, saving on gas and staff hours, freeing our personnel to be more productive on a daily basis.**







CREATIVE SOLUTION:

> **More efficient warehouses**

We have been analyzing the purchasing patterns of our warehouses and eliminating purchasing duplications where possible. For instance, instead of three different warehouses all ordering multiple fire hydrants, traffic cones or other items, one warehouse does all the ordering and the other warehouses maintain a two-week inventory. This reduces the up-front money being spent and also increases bid accuracy. Information gained can also be used to decide on consolidation of warehouses.



Security at the Division of Water

**Security is Key.**

With the potential of water system service breaks and security needs utmost in many people's minds, the Division moved ahead on many fronts to increase the safety and stability of the water supply. Beginning in 2005, back-up generators will be installed at all plants, at a cost of \$25 million, to maintain the water system even in the event of a wide-ranging energy disruption.

Also, a \$25 million security project was initiated and is still in progress, including a network of cameras, target-hardened windows and doors, enhanced fences and perimeter monitoring, and a comprehensive plan for access control. In addition, a new IT and Security building will be constructed to serve as a centralized location for coordinating security at all CWD facilities, as well as for dispatching security officers. Serving CWD, Cleveland Public Power and Water Pollution Control, the Utilities Security force is comprised of more than 70 security officers who patrol all facilities and are ready to respond to any threat.

A comprehensive Division-wide Emergency Response Plan is currently being revised and is scheduled to be issued in 2005, to make sure everyone may consistently respond to any event that could disrupt service to our customers.



Phone training

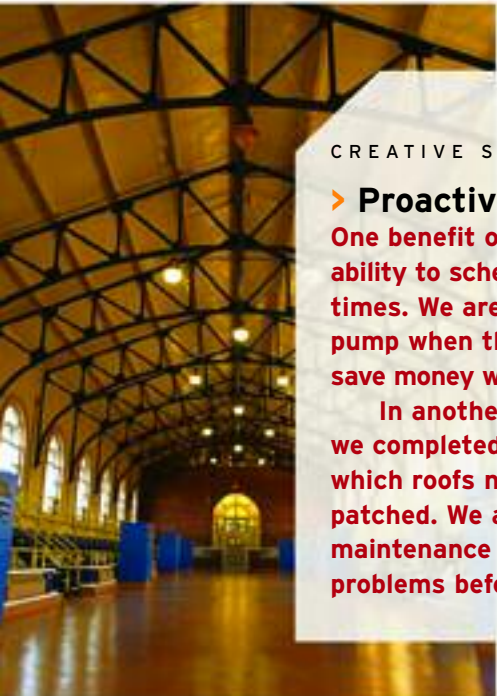
**In the offices.**

In terms of administrative infrastructure, a \$3.5 million Internet Protocol (IP) Telephony phone system was planned in 2004 and will be installed in 2005, with phones using the same network as the computers. This will decrease the number of phone lines while enhancing customer service response by recognizing the customer's incoming phone number and immediately accessing their account information. The result: questions are answered faster and

calls can be routed more efficiently. Call data can also be used to help shift work schedules to match the volume of incoming calls.

New financial software is assisting with budget preparation and can show trends and reveal data, allowing better predictions for financial allocations. The Work Management System and Inventory Control software has an inventory module that assists in order placement and cuts down on expensive excess inventory.





CREATIVE SOLUTION:

> **Proactive plants**

**One benefit of the proactive use of high technology is the ability to schedule plant activities at the most cost-efficient times. We are evaluating off-peak pumping, so we can pump when the electricity rates are lowest and thereby save money without impacting the water distribution system.**

**In another example of saving money by being proactive, we completed a comprehensive roof report and determined which roofs needed replacement and which ones could be patched. We also implemented an annual roof preventive maintenance program to identify and repair small roof problems before they became large roof problems.**

Garrett A. Morgan Plant

**At the plants.**

As part of the Plant Enhancement Program (PEP) initiative, a Plant Computer Control System (PCCS) that cost \$4.7 million is being installed at the Morgan, Baldwin and Nottingham Plants. By collecting data from multiple nodes throughout the plant, the PCCS enables the staff to closely monitor and control all aspects of plant operations, then execute required functions. For example, a filter can be backwashed in a programmed sequence simply by pushing a button on the console. This data source also means maintenance can be accomplished on a preventive rather than a reactive basis, avoiding costly component failures. In addition to the new controls, new filters, chemicals, pumps and tanks have been installed to increase plant quality control and efficiency. To date, \$350 million worth of improvements have been completed through 2004 as part of the 10-year Plant Enhancement Program.

In addition, we have discontinued the use of liquid chlorine at two water treatment plants, Nottingham and Baldwin, by using sodium hypochlorite. This less volatile mixture makes both the plants and the surrounding communities safer. The remaining two plants will be converted in the future.

**Putting people first—employees and customers.**

In an effort to make sure our talented team members are always responsive to customer needs, the Division

instituted a program called Developing Efficient and Effective Work Practices (DEEP). This management development program encompasses many units and sections, focusing first on repair crew response to leaks and breaks, including safety and environmental units, and covering many elements of the process, such as budgeting and procurement, to keep the staff working at an optimum level.

Customer service is also being re-engineered, with an eye to eventually merging the call centers into one locally centralized call center for Customer Account Services and Water Distribution and Maintenance. Initially, training and operational manuals are being compiled to help anyone assisting a customer to either answer a simple question (“What hours is the office open?”) or, in the case of a more complicated query, to route it to the right person without multiple transfers. This will save money, as well as providing the customer with better service.

It is also our goal to provide a superior level of customer service, including notifying customers – early and often – when the Division will be providing services, doing repairs or responding to water delivery disruptions.

A computerized employee information system, centralizing all employee information, will help target training needs and clarify Division expectations for each staff member. And once our personnel are fully trained, they need to be recognized for a job well done. We have started incentive programs for people in the customer service areas, both office-based and in the field, to recognize and reward people who deal courteously with customers (sometimes a challenging task) and who follow safety guidelines. In terms of personnel safety, 2004 was a banner year with incident numbers decreasing by half from the previous year.



DEEP meeting



CREATIVE SOLUTION:

> **Financial opportunities**

**The Division took advantage of market conditions in 2004, by refinancing \$175 million in outstanding debt. These lower rate bonds will save the Division \$13.5 million in debt service expenses, compared to the higher rate bonds they replaced.**





Preparing with

# purpose

for future responsibilities

In today's world, the municipal utility that doesn't prudently lay the groundwork for the future will soon find itself in a financially untenable position. That's why all our sections have been developing plans for the future that will create attractive advantages, both fiscally and professionally, for the Division.



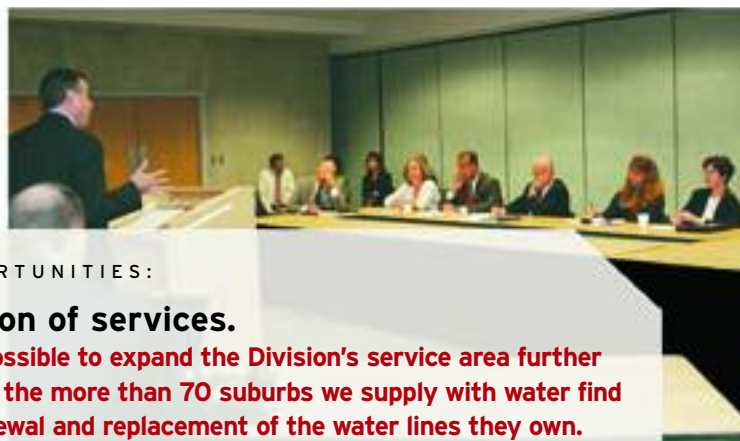
**Energy management.**

To maximize the use of energy resources, the Division is actively working to hire a new Sustainability Manager, who will be charged with analyzing our processes and finding ways to improve energy efficiency. In one instance, the feasibility of wind power is being studied through the installation of a wind monitoring tower on the Lake Erie crib.

Future plans include Operation Optimization, a comprehensive program to educate our operators on the most efficient way to run our pumps. CWD's present power costs for pumping water are approximately \$18 million per year. We will also be hiring a field energy manager to monitor our energy use. By enriching the database and knowing when to turn on certain pumps under specific conditions, the Division will be able to lower energy consumption and still remain flexible enough to respond to particular water system needs.

**Exploring new sources of revenue.**

As part of the Comprehensive Financial Plan project, the Division will be studying other means for generating additional revenue, in the development and marketing of new products and services, whether they are water-related or not. New or existing customers could benefit from a range of options such as bottled water, point-of-use devices, or a water line insurance program. Innovative ideas such as these may help us maintain fiscal responsibility and meet future needs more easily.



**CHALLENGES & OPPORTUNITIES:**

**> Regional expansion of services.**

**In the future, it may be possible to expand the Division's service area further into the suburbs. Many of the more than 70 suburbs we supply with water find it difficult to fund the renewal and replacement of the water lines they own. As part of our Comprehensive Financial Plan, we will explore how CWD can help and how we can address rate equity issues in the suburbs. We will continue to work with the Suburban Water Council of Governments to identify mutually beneficial ways to address these and other issues of concern. And we are considering the initial investment to extend service into communities further away, which will stabilize consumption, promote regional economic development and provide the Division a return on investment in a 10 to 15 year timeframe.**

**Technology initiatives to improve customer service.**

We are updating our computer system's Local Area Networks (LAN) and Wide Area Networks (WAN), and switching to larger lines to handle the increased data flow. We plan to enhance the basic network and to hire qualified information technology (IT) staff. This will support the operation and maintenance of the computerized systems that have been brought on-line in the last several years.

A new Customer Information System (CIS) will help personnel track information and make better decisions. This will save money over time. By giving us better access to customer account information, enabling us to provide efficient service delivery, by providing proactive notification of repairs and outages.



Automatic Meter Reading by CWD employee

There will be a major push towards converting to automatic meter reading (AMR) and monthly billing, especially for commercial accounts, just like the electric and natural gas utilities. This will afford a more stable process for budgeting, allowing us to implement different rate agreements into different billing cycles, and respond to customers' information requests more readily. With AMR, internal business processes can be streamlined and the data can then be used in a variety of ways to analyze trends, identify problem accounts, create new services and interface with other computer systems. A study to determine the feasibility of converting to AMR with monthly billing is another task under the financial planning project.

In addition, AMR and CIS can help us communicate with individual customers while better serving our suburban partners (we can provide billing services to such cities, creating a new revenue stream to defray costs of the project).



CHALLENGES & OPPORTUNITIES:

> **Charging for services rendered.**

Part of our overall plan is to move to rates based on the services people use, not just on where they live. Over time, the number of billing districts may be increased to nine from the current four to reflect the real usage of water throughout the system. We also plan to charge for specific services, such as turn-ons and turn-offs, instead of having everyone absorb those expenses. Charges for investigations and permits could also be applied to individuals and businesses requesting those efforts, thereby lessening the burden on others. These ancillary fees and charges will be studied under the Comprehensive Financial Project.



Customer Service

looked at all alternatives for curtailing expenses, a rate increase will be necessary to deal with the inescapable demands of a water system with an aging infrastructure. We want the rate increase to be fair and manageable for each of our

customers, while providing the Division the necessary financial resources to continue to provide exceptional water service to the community.

We believe CWD has been and continues to be a superior steward of this precious natural resource. And we look forward to working with all parties in securing the optimum water rate package that will meet everyone's needs for the next six years.

**Succession planning: William Strong and Sharonda Denson.**

In a fast-response, critical outcome business such as ours, it is of ultimate importance that we have thoroughly capable people in all key positions at all times. But the fact is, 35% of Division managers are eligible to retire within the next five years. To confront the knowledge and experience gap, we are focusing on succession planning in order to smooth the transition to the new and talented people who will be filling these critical roles.

A case in point is William Strong, long-time Assistant Commissioner of Customer Account Services. Bill, who started out at the Division as a messenger in the mail room, will be retiring in 2005 after 35 years of service. But he and the rest of the Division have made sure that his replacement is fully prepared and ready to step into his role. Sharonda Denson will be the new Assistant Commissioner, relying on her 21 years with the Division (she started as an Office Machine Operator) to maintain continuity within the section. All along, Bill had a "game plan" for achieving his goals, making certain everyone knew what needed to be achieved. The planning of his succession is a perfect example of how CWD uses its people fully and effectively. While Bill Strong will be sorely missed by friends and colleagues throughout the Cleveland Water System, he has prepared his staff to address their future responsibilities. Well done Bill, and best wishes for continued success in your retirement.



Bill Strong and Sharonda Denson



Training Session

**Training for the 21st century.**

As technology becomes more pervasive in all aspects of our industry, we are required to enhance our training programs so that the value of every dollar spent on hardware and software is fully realized. To that end, we first evaluate where our people are, in regards to a particular functional area, and then offer training to fill in their weak areas. This is in contrast to "one size fits all" training of the past, where the information was often ill-matched to the audience. Our individual training approach will customize the lessons and optimize the results in a much quicker time frame.

**Asset management**

The Division intends to develop a formal asset management program as part of its overall strategic business plan. The purpose of this asset management program will be to assess the condition of CWD's assets – including water plants, secondary stations and piping – to determine and then implement a systematic approach for repairs, rehabilitation or replacement. By always being aware of the condition of our assets, we will be able to conduct scheduled and preventive maintenance proactively and cost-effectively while minimizing unexpected and costly problems, and extend their useful lives.

Asset management will help CWD meet its future needs, as we will always have ongoing capital expenditures such as the completion of the Plant Enhancement Program and modernization of our billing system.

**Meeting customer expectations.**

Our customers want continually better service along with the fulfilled expectation of receiving safe, clean drinking water every time they turn on the faucet. And that is precisely what the Division intends to provide. Even though we have explored all avenues to keep rates down, and have



## What Is The Value Of Drinking Water?

Most people would agree that drinking water is essential to life and is valuable. However, because water is readily accessible and inexpensive we often take it for granted, thus diminishing its value; but a lot more goes into defining the value of water than the price.

Defining water's value is not easy because it means different things to different people. For example, some people equate price to value. Since a diamond is expensive, it has high value. On the other hand, if a person is stranded in the desert, a glass of water is priceless. As your water supplier, three key factors help us define the value of water:

- 1. Quality** - Safe drinking water protects public health, sustains life and has healing powers.
- 2. Availability** - Water is unlimited and available upon demand.
- 3. Multiple Uses** - Water is used for cooking, irrigation, ecology, sanitation, beautification, electrical power and recreation.

Drinking water costs less than buying other natural resources such as dirt, gravel, plants, trees, natural gas or gasoline.

In Cleveland, a gallon of tap water costs less than a penny. Purifying water and getting it to you straight from the tap, is how we achieve our goals. So remember, a lot more goes into defining the value of water than just the price.