

W. Reed Gusciora  
Mayor



Dr. Shing-Fu Hsueh, P.E., P.P.  
Director

**CITY OF TRENTON**  
DEPARTMENT OF WATER AND SEWER

December 11, 2018

Dear Mayors, Officials, and Health Officers:

As you know, Trenton Water Works (TWW) is under two Administrative Consent Orders (ACOs) #NEA 18001-1111001 and #NEA 18002-1111001. TWW follows the requirements in these ACOs diligently, is in close communication with the NJDEP, and responds to all questions and requests for additional information. We have incurred violations, for which we notified our customers. We are committed to improving our water quality and the interaction with and confidence of our consumers, including those in Trenton, Hamilton, Ewing, Lawrence and Hopewell.

Since the inauguration of Mayor Reed Gusciora on July 1, 2018, the City of Trenton has taken several major immediate actions to improve the operation and management of the Trenton Water Works:

1. The following individuals joined TWW as core management team members: The Director is **Dr. Shing-fu Hsueh, P.E., P.P.**, former New Jersey Department of Environmental Protection Director of Water Quality for the State of New Jersey, former Mayor of West Windsor, and licensed planner and professional engineer; and the Assistant Director is **Kristin Epstein, P.E.**, a professional engineer with 10 years of environmental regulatory compliance experience, plus 10 years of management experience. Dr. Hsueh appointed Management Specialist **Michael Walker**, a public-relations veteran with 25 years experience in the public sector, who is helping TWW design a robust communications platform to engage customers, residents and stakeholders. And finally, **Lori Gallon**, with more than 20 years experience across multiple city-government departments, will help implement customer-service improvements using technology and additional human resources. Consequently, TWW has improved our response and interaction with the NJDEP, Board of Public Utilities (BPU), City of Trenton leadership, and Municipal leadership.
2. An independent Department of Water and Sewer was created, with Dr. Hsueh as Director. The new status as a department allows Dr. Hsueh to have a full seat at the table for the City of Trenton's Mayoral meetings. It gives the department more control over purchasing, staffing, budgeting and projects. TWW is no longer a division within the Department of Public Works.

3. Under new leadership, the departmental management structure has been re-organized and critical staffing and resource needs have been identified. TWW is strongly emphasizing customer service and public relations, and holds weekly management meetings.
4. TWW has initiated several improvement actions at the water-filtration plant, including cleaning of the SuperPulsators (100% complete); cleaning and relining of chlorine contact basins (40% complete); installation of computer monitoring system improvements (100% complete); Operating procedures and asset management updates (30% complete); chemical feed evaluations (50% complete); design of raw water intake structure (10% complete); and design of building improvements (100% complete).
5. Several actions in the water-distribution system have also been initiated, including flushing and cleaning of water mains (100% complete); hydrant inspection (100% complete); hydrant repair and replacement (90% complete); exercising valves (80% complete); draining and cleaning of storage tanks (80% complete); and testing of emergency interconnections (100% complete).
6. TWW supervisors have attended training in FEMA - Incident Command System and specific and general emergency actions. We are in the process of updating our emergency-response plans and actions based on these trainings.
7. TWW conducted public-information sessions in all the municipalities that we serve. Customers were given the opportunity to ask questions, and TWW staff, including the director, water-filtration-plant engineer, distribution technician, licensed water-utility operator, and customer-service supervisor, were available to answer them.
8. TWW notified customers in need of lead service line replacements, and started to recruit participants in the program for all municipalities. A website was created to answer customer questions about lead service lines: [www.twwleadprogram.com](http://www.twwleadprogram.com).
9. TWW posted job opportunities for engineers, meter workers, repairers, water-treatment-plant operators, laborers, customer-service representatives, supervisors, mechanics, heavy-equipment operators, chemists, lab technicians, administrative secretary, chief-safety officer, and comptroller. Interviews and the hiring process are ongoing; we expect to fill several new positions.
10. Water-quality parameters are tested at more than 150 locations throughout the system, complying with all NJDEP and EPA sampling and reporting requirements.

In the coming months, TWW is planning these additional actions:

1. Raw Water Intake design – to reduce the amount of debris, such as branches and ice, flowing into the filtration plant.
2. Chlorine Contact Basin cleaning – to reduce the required amount of chlorine chemical required.
3. Corrosion Control Treatment installation - to reduce leaching of lead from pipes into the drinking water throughout the distribution system.
4. Filter Media Bed Replacement – to improve efficiency of dirt removal.
5. Lead Service Line Replacements – work on this project will start in April 2019 and is targeting 2,600 customers. As of now only 1,400 are enrolled. We will conduct more promotional activities.
6. Replacement of the customer-service phone and management system; training of customer-service representatives – to improve customer experience including wait time, data management and response.
7. Addition of remote readers on meters – to decrease the number of estimated bills and move toward more timely feedback to customers regarding potential water leaks and other concerns.
8. Re-evaluation of the Reservoir Cover Project – to seek alternatives, including latest technologies and green-energy enhancements.
9. Hiring more staff – to handle regulatory compliance, customer relations and education and new initiatives.
10. Training classes for current and new staff – to continually seek self-improvement and knowledge.
11. Training programs for potential employees – working with Mercer County Community College and other groups to create a pipeline of future employees from the City of Trenton and surrounding communities.
12. Establishment of the Laboratory Advisory Group – to design a state-of-the-art water analysis laboratory.
13. Implementation of cyber-security recommendations – to protect our vital resources.

14. Roll out of the Code Red notification system – to give accurate and timely notices to our customers.
15. Revision of the master Emergency Response Plan and Emergency Communications Plans – to follow the latest FEMA and EPA guidelines.
16. Hosting more public-information sessions (anticipated: January – Trenton, February – Hamilton, March – Lawrence, April – Ewing, May – Hopewell) – to improve customer relations and public education and to gather feedback from our customers.
17. Rollout of the TWW website with customer-payment portals, FAQs, educational videos, etc. – to interact with our customers and give them a better experience with TWW.

We are available any time to meet or discuss the progress update.

Sincerely,



Kristin Epstein, P.E.  
Assistant Director

CC: Dr. Shing-Fu Hsueh, P.E., P.P.  
*Director*

Michael Walker  
*Management Specialist*

Andrew Pappachen  
*W-4 Operator of Record*