

This presentation premiered at WaterSmart Innovations

watersmartinnovations.com



IDENTIFYING, CODING AND CLASSIFYING INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL WATER USERS



WATERSMART INNOVATIONS 2019

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Alan Plummer Associates, Inc.



REFLECTIONS



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HOW CAN YOU UNDERTAKE A MAJOR PLUMBING RETROFIT AT A HIGH SCHOOL AND END UP DOUBLING WATER USE?

When you find that a meter bypass has been open for the last five years



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WHEN DOES A WATER OR ENERGY AUDIT MAKE NO ECONOMIC SENSE?

When the building is vacant or no longer exists.



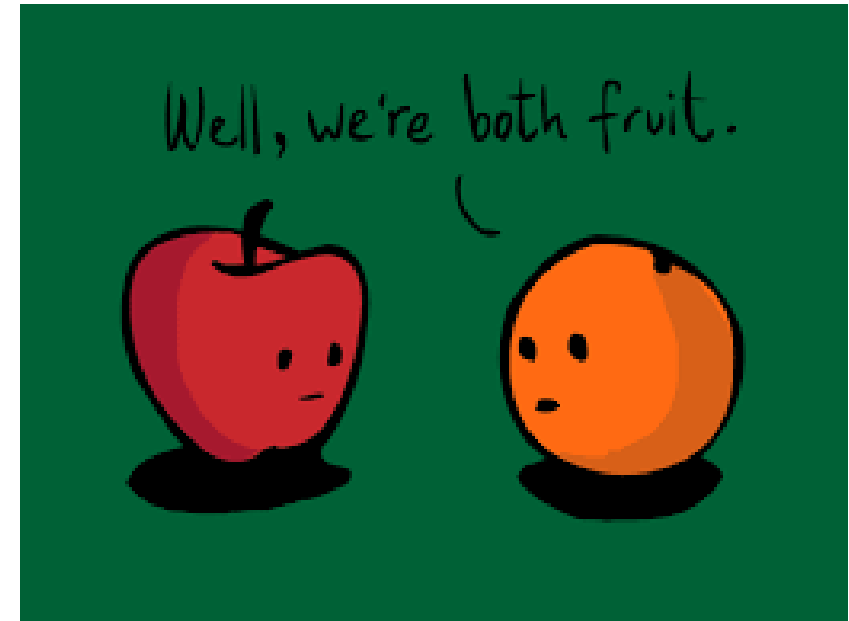
WHEN DOES A COOLING TOWER ALMOST ELIMINATE BLOWDOWN, BUT SAVES NO WATER?

When the float valve
is stuck wide open.



WHEN DO SIDE BY SIDE COMPARISONS FAIL TO WORK?

When you compare
apples to oranges.



IT IS NOT WHAT IT IS?

No, It is Not!

It Is What *It* Is



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KNOW THY CUSTOMER

No two customers are ever the same.



PURPOSE

- **Classification and Categorization ICI Water Use**
- **Identification of Trends in Consumption**
- **Identification of Outliers**
- **Benchmarking and Identification of Major Drivers**
- **Identification of the Potential for Future Reductions**
- **Determination of Specific Targets**



DEALING WITH DISCREPANCIES



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EXAMPLE OF COMMON ICI CUSTOMER DATABASE

TYPICAL DISCREPANCIES

- **Changes in account entries over time**
- **Varying Units of Measurement**
 - Cubic Feet
 - CCF
 - Gallons
 - 100 Gallons
 - kGal
- **Missing and Incorrect Data**



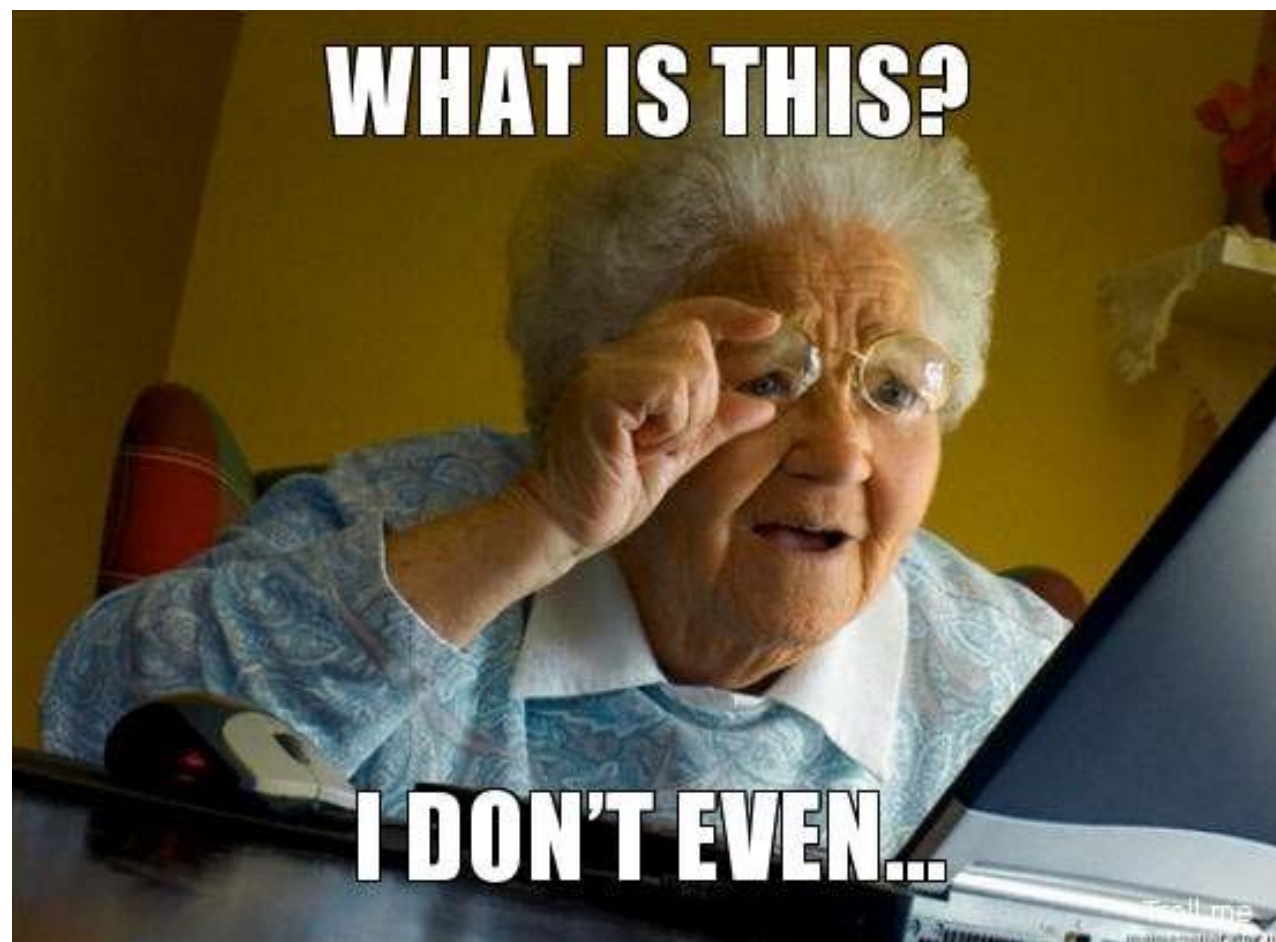
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WHERE IS IT?

- Mailing Address, Meter Address or Business Address?
- Same Address, Different Entry?
- Completely Wrong Address
- Misspelling



WHAT IS IT?



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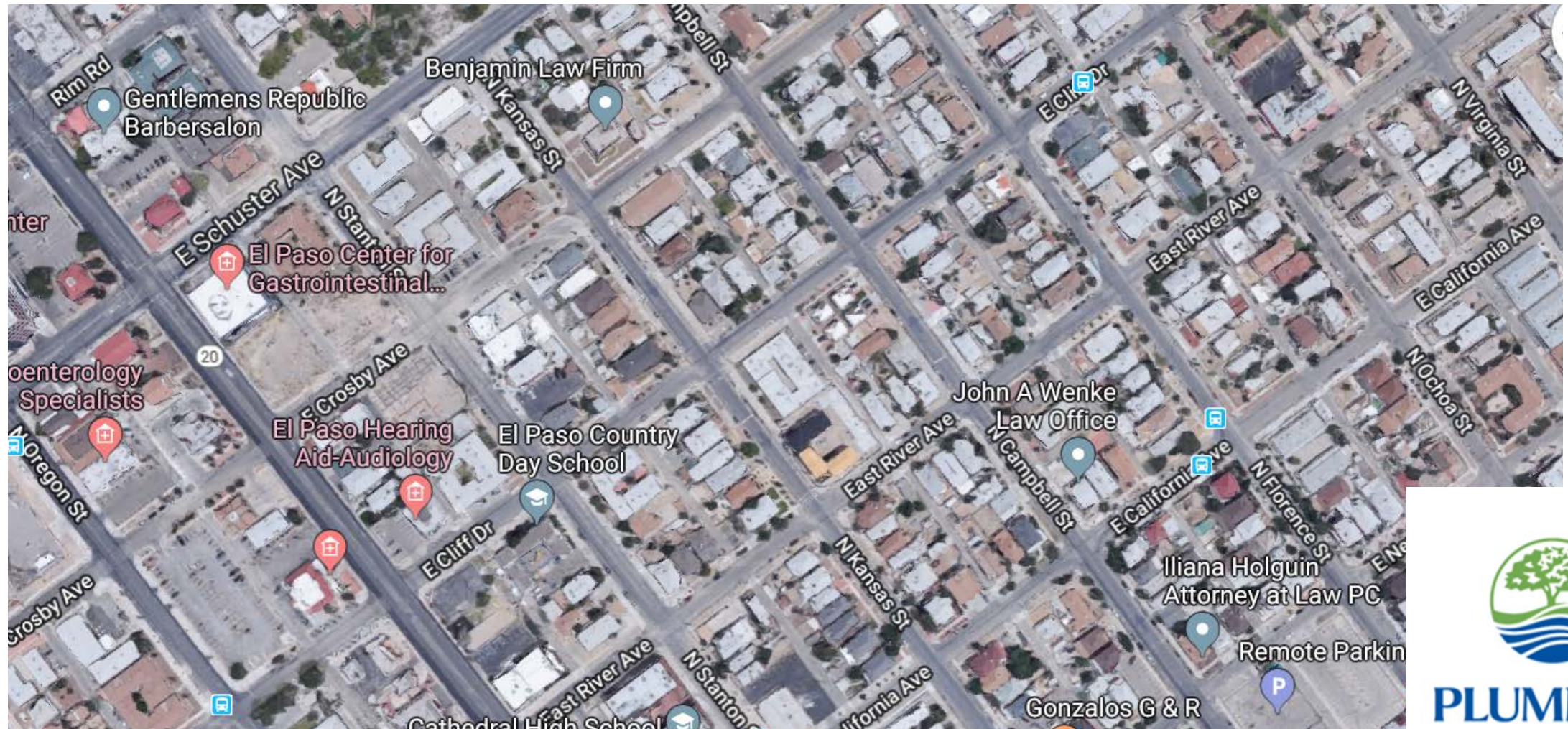
WHAT IS IT?

- **Account Name – Is it?**

- Misspelled?
- Abbreviated?
- Inconsistent?
- Wrong?
- Slang?
- Numbers?
- Property Owner?



IDENTIFYING THE CUSTOMERS

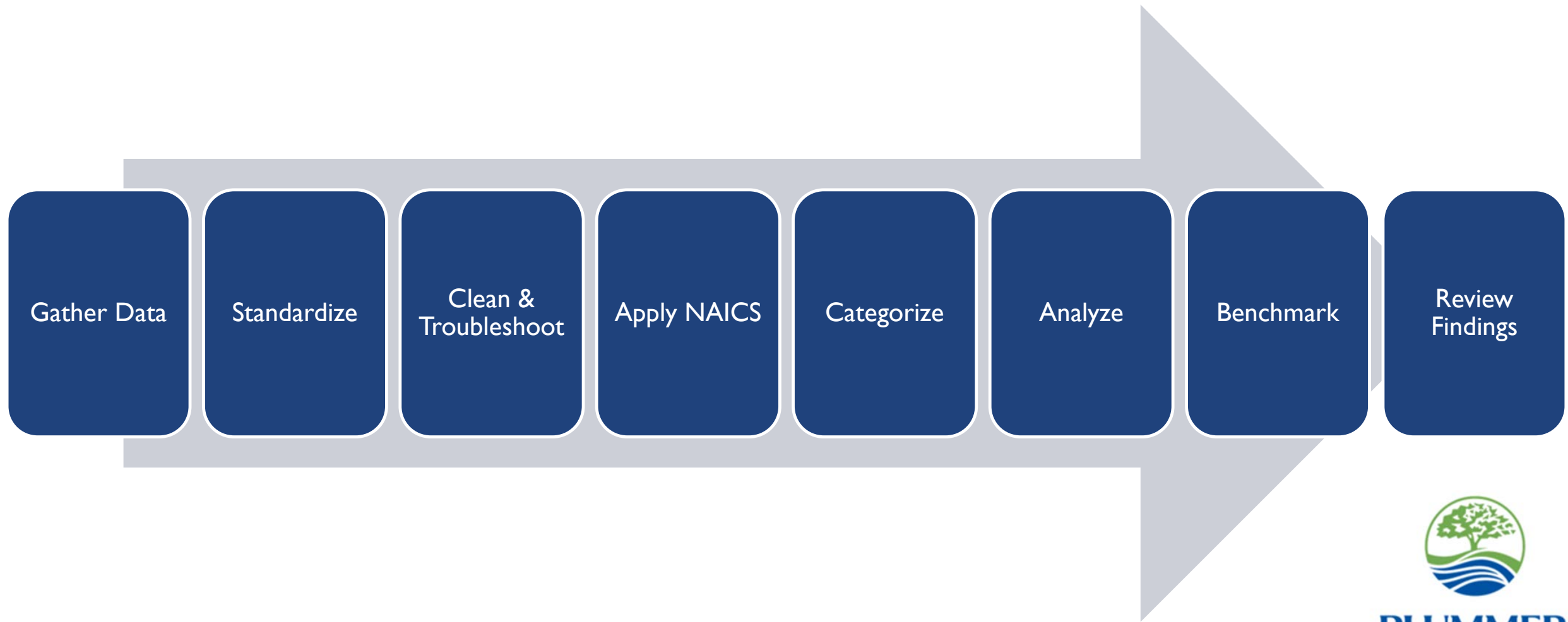


STILL IDENTIFYING THE CUSTOMER



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THE PROCESS



WHAT IS NAICS?

- **North American Industry Classification System (NAICS)**
 - Process of assigning businesses 2 to 6-digit codes that refer to a specific sector or sub-sector of an industry
- **Designed for business information, not water meters. For that reason, the application of codes in our NAICS categorization and analysis is based on the business activity that uses the most water from a water meter**



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WHY CARE ABOUT NAICS CODING?

- Can be used to provide more specific information about a water utility's ICI customer base
- Allows water consumption standards to be established, meaning businesses that are outliers (high or low/no water users) within their specific industry can be identified
 - These usually fall through the cracks and allow room for additional conservation efforts
- Used by TWDB and TCEQ



WHAT DOES NAICS CODING LOOK LIKE?

NAICS Code	TCEQ ICI Category*	Type of Business	Specialty (2017 NAICS US Title)
541330	COMMERCIAL	PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES	ENGINEERING SERVICES
561510	COMMERCIAL	ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES	TRAVEL AGENCIES
611110	INSTITUTIONAL	EDUCATIONAL SERVICES	ELEMENTARY AND SECONDARY SCHOOLS
622110	INSTITUTIONAL	HEALTH CARE AND SOCIAL ASSISTANCE	GENERAL MEDICAL AND SURGICAL HOSPITALS
335911	INDUSTRIAL	MANUFACTURING	STORAGE BATTERY MANUFACTURING
335912	INDUSTRIAL	MANUFACTURING	PRIMARY BATTERY MANUFACTURING
531110	MULTIFAMILY*	REAL ESTATE AND RENTAL AND LEASING	LESSORS OF RESIDENTIAL BUILDINGS & DWELLINGS

DEFINITIONS

- **Commercial use** - The use of water by a place of business, such as a hotel, restaurant, or office building. This does not include multi-family residences or agricultural, industrial, or institutional users.
- **Industrial use** - The use of water in processes designed to convert materials of a lower order of value into forms having greater usability and commercial value, and the development of power by means other than hydroelectric, but does not include agricultural use.
- **Institutional use** - The use of water by an establishment dedicated to public service, such as a school, university, church, hospital, prison, or government facility. All facilities dedicated to public service are considered institutional regardless of ownership
- **Multifamily use** – Use of water by apartments, retirement homes, nursing homes, and other long-term living facilities.



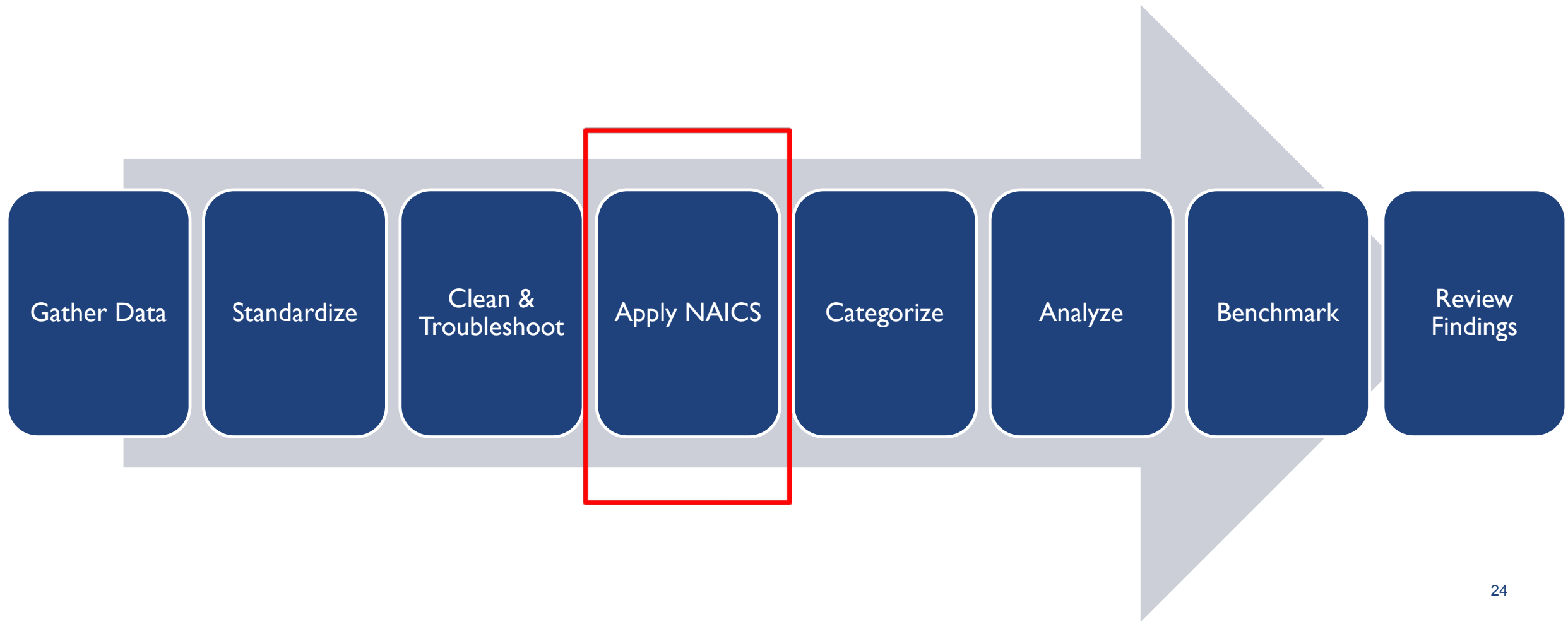
NAICS.COM

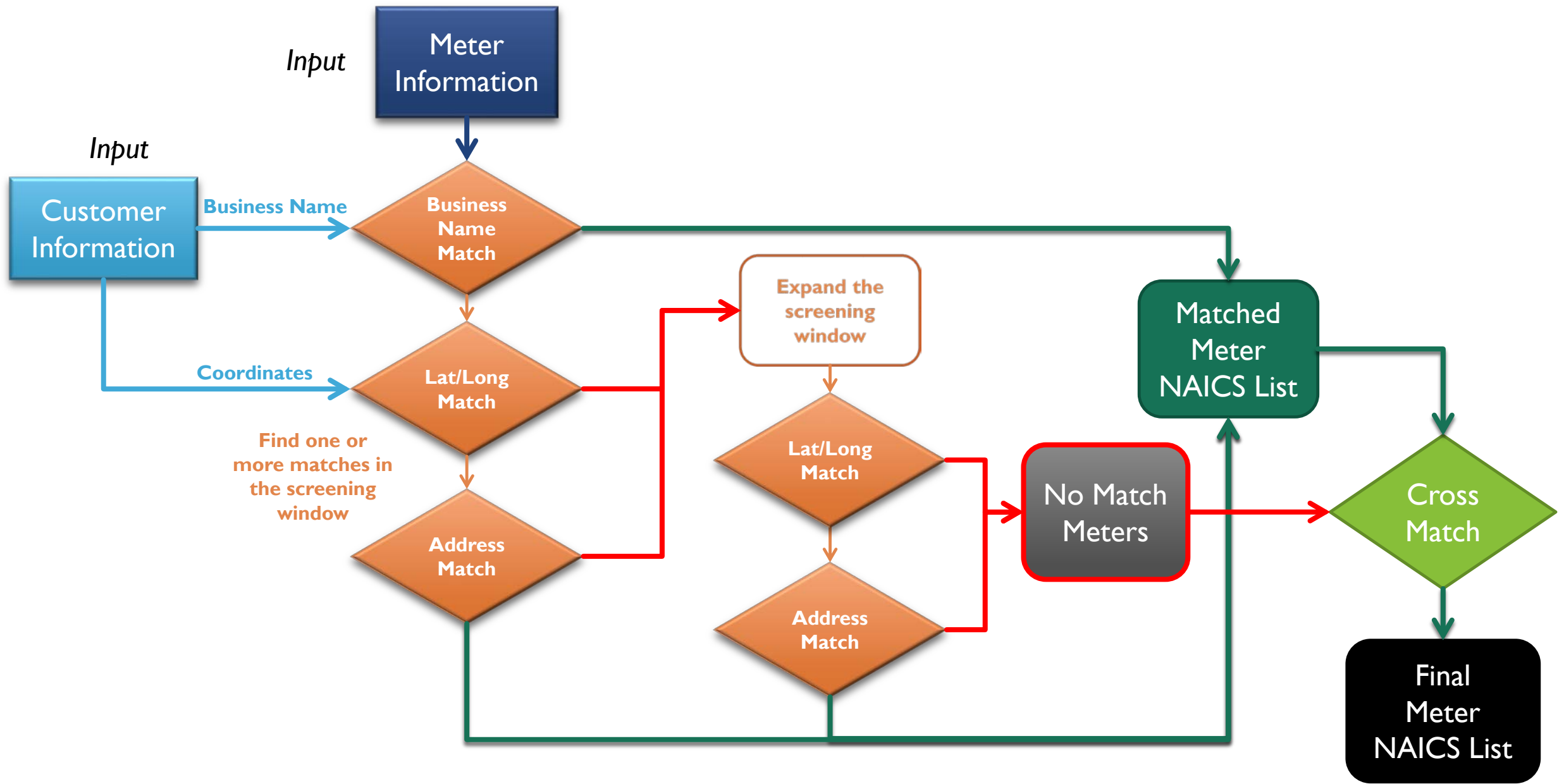
www.NAICS.com



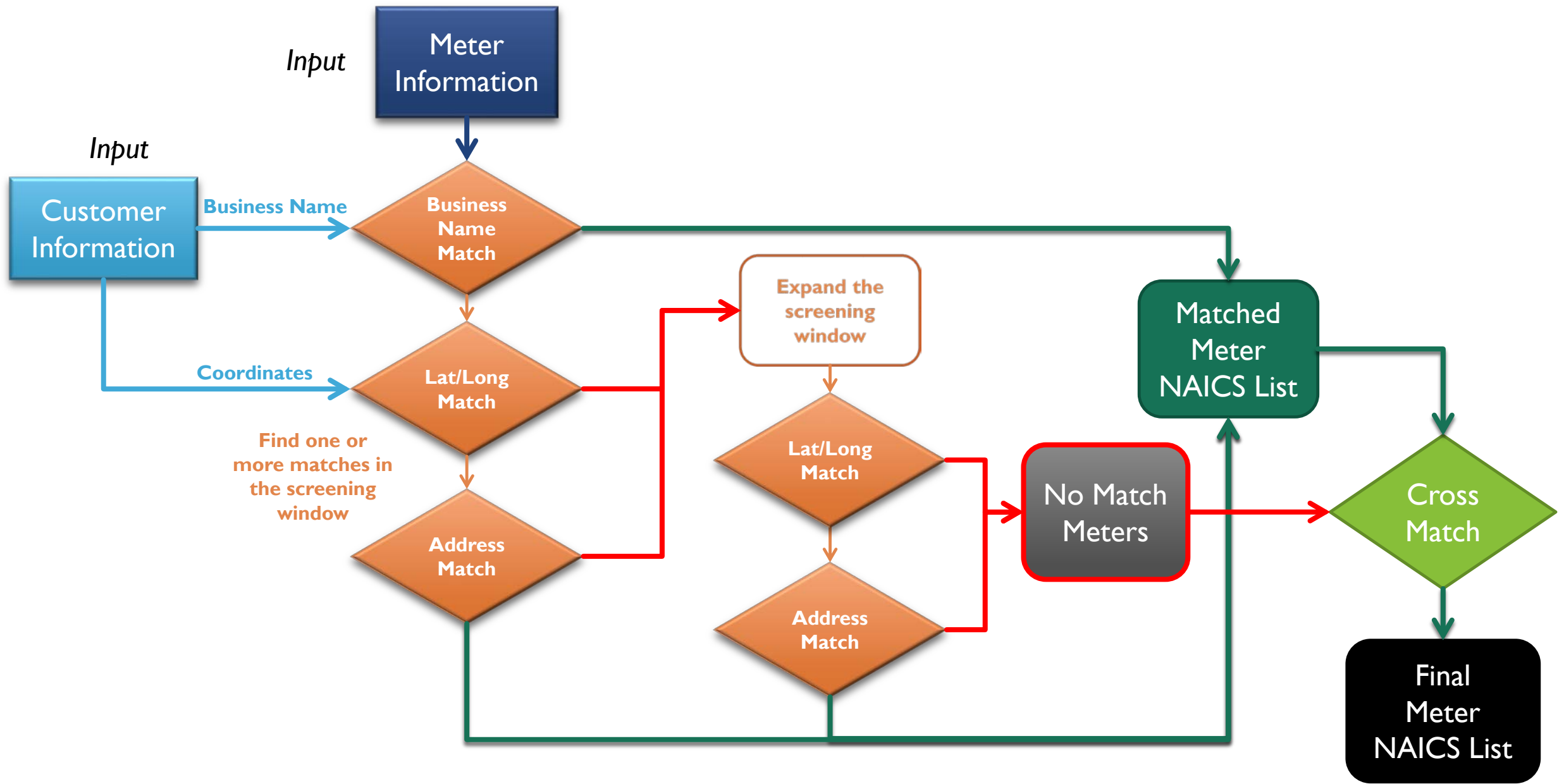
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THE PROCESS



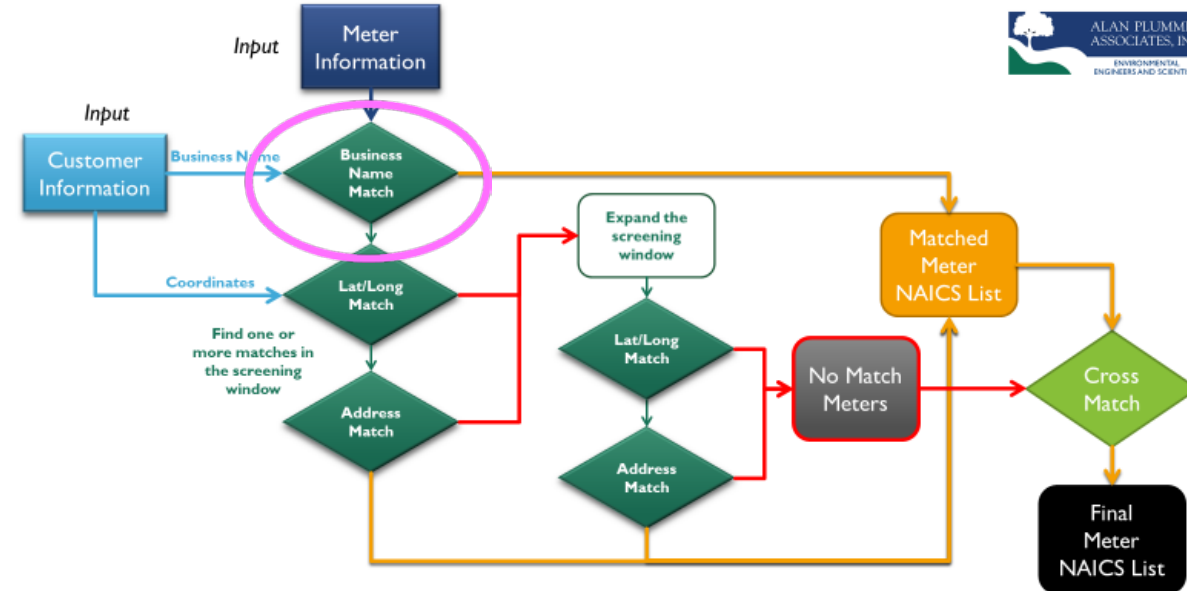


ALGORITHM ILLUSTRATION



ALGORITHM ILLUSTRATION

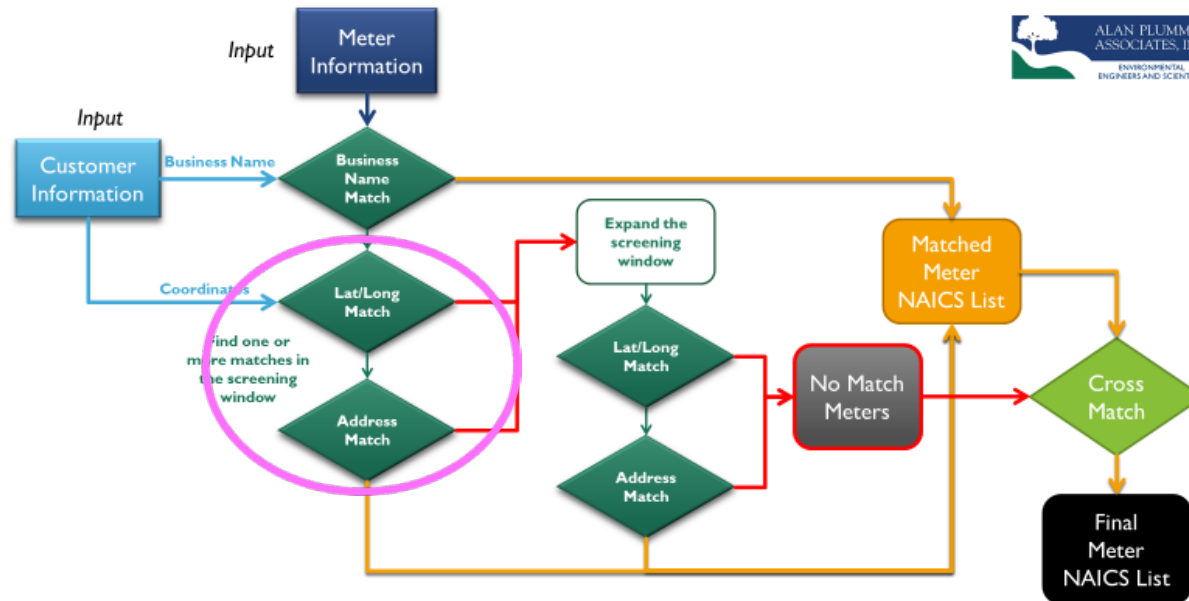
BUSINESS NAME MATCHING



ALGORITHM ILLUSTRATION

- **Frequent Word Finder**
 - LLC, CO., LLC, Assoc.,
- **Meaningful Words**
 - ISD, HOA, Church, Restaurant
- **Business Name does not always match Customer Name of Record**
- **The most common ways of naming a business is using the place's/city's name**
 - San Marcos Premium Outlet, Allen Mobile Service, Austin Pets Alive...etc.
 - Only provides geographical information
- **Including these words may reduce the accuracy of matching:**
 - Jack Corporation <-> Jason Corporation
 - Receives very high match score from the matching function since the word "Corporation" takes a huge portion of the business name.

GEOGRAPHICAL MATCH



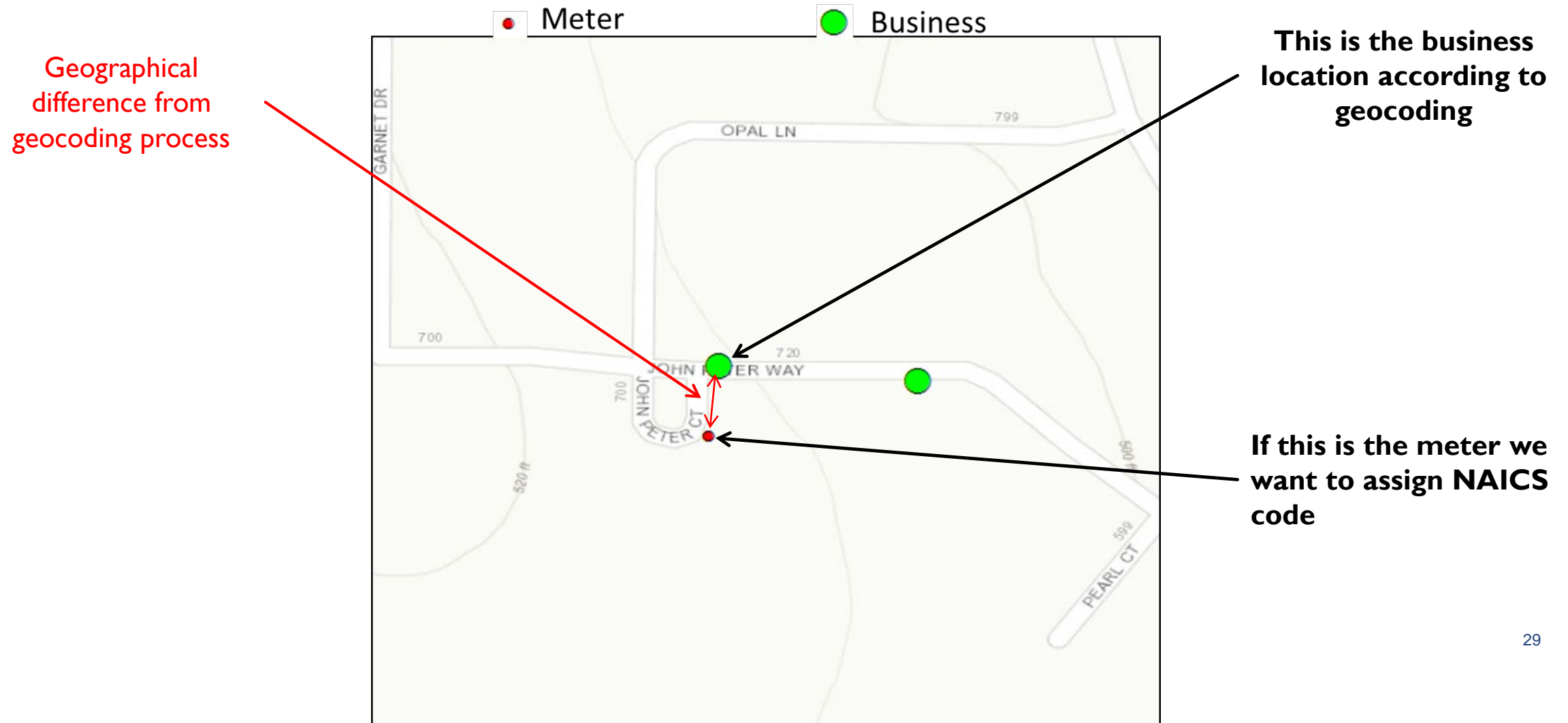
ALGORITHM ILLUSTRATION

- Provided addresses are geocoded
- 100 m² screening window to find a geographical match

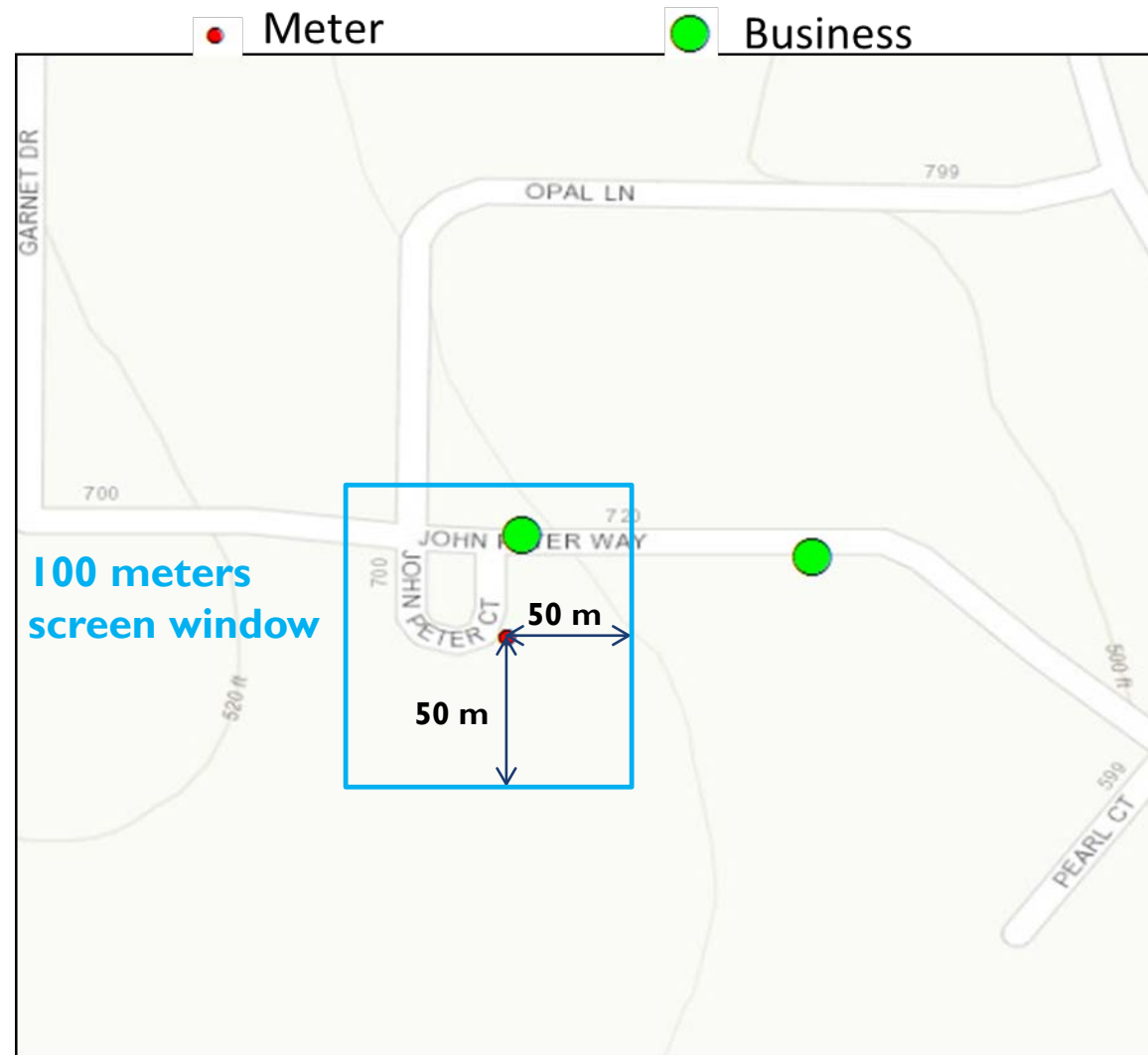


PLUMMER

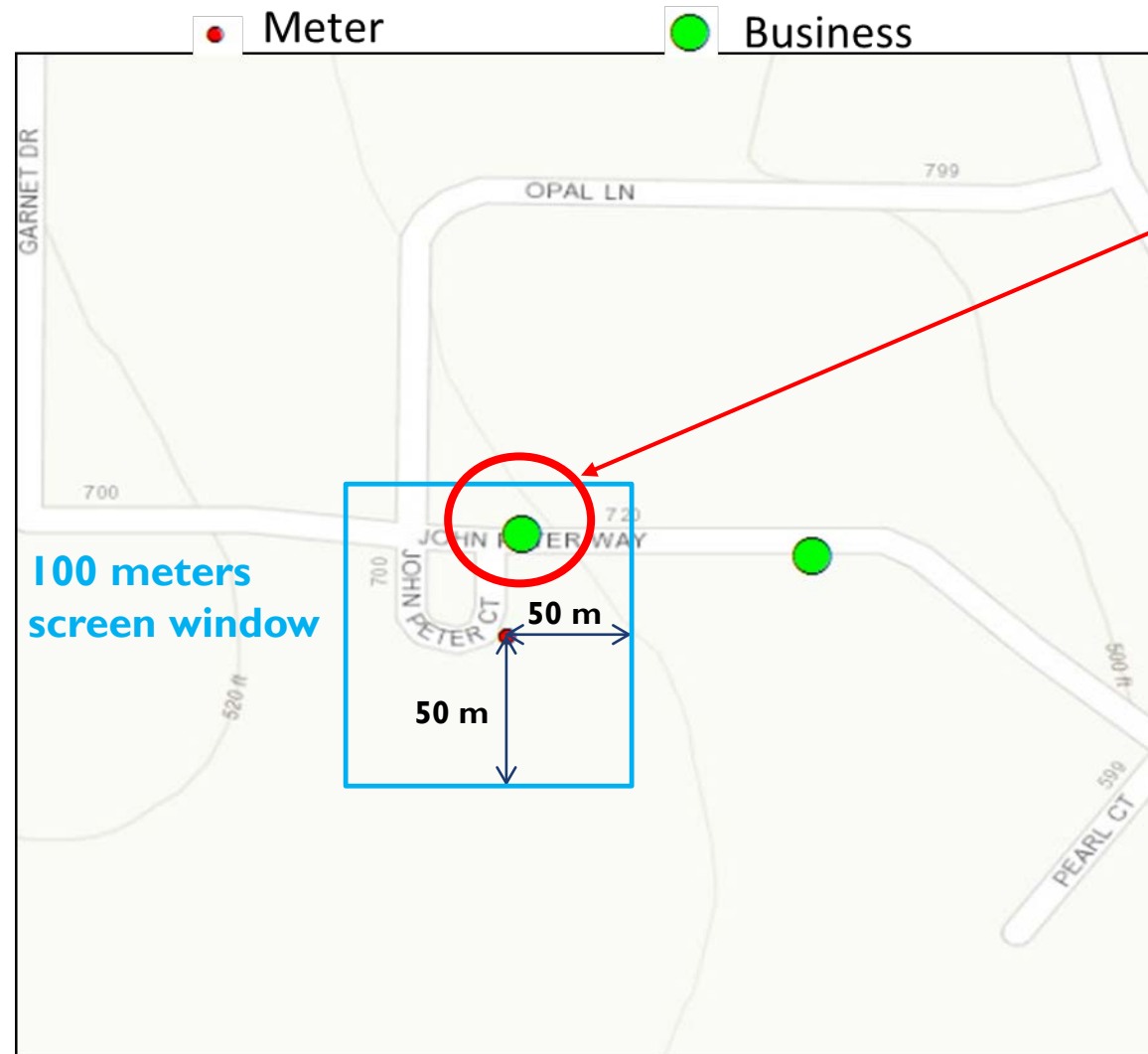
REAL-CASE GEOGRAPHICAL MATCH



REAL-CASE GEOGRAPHICAL MATCH

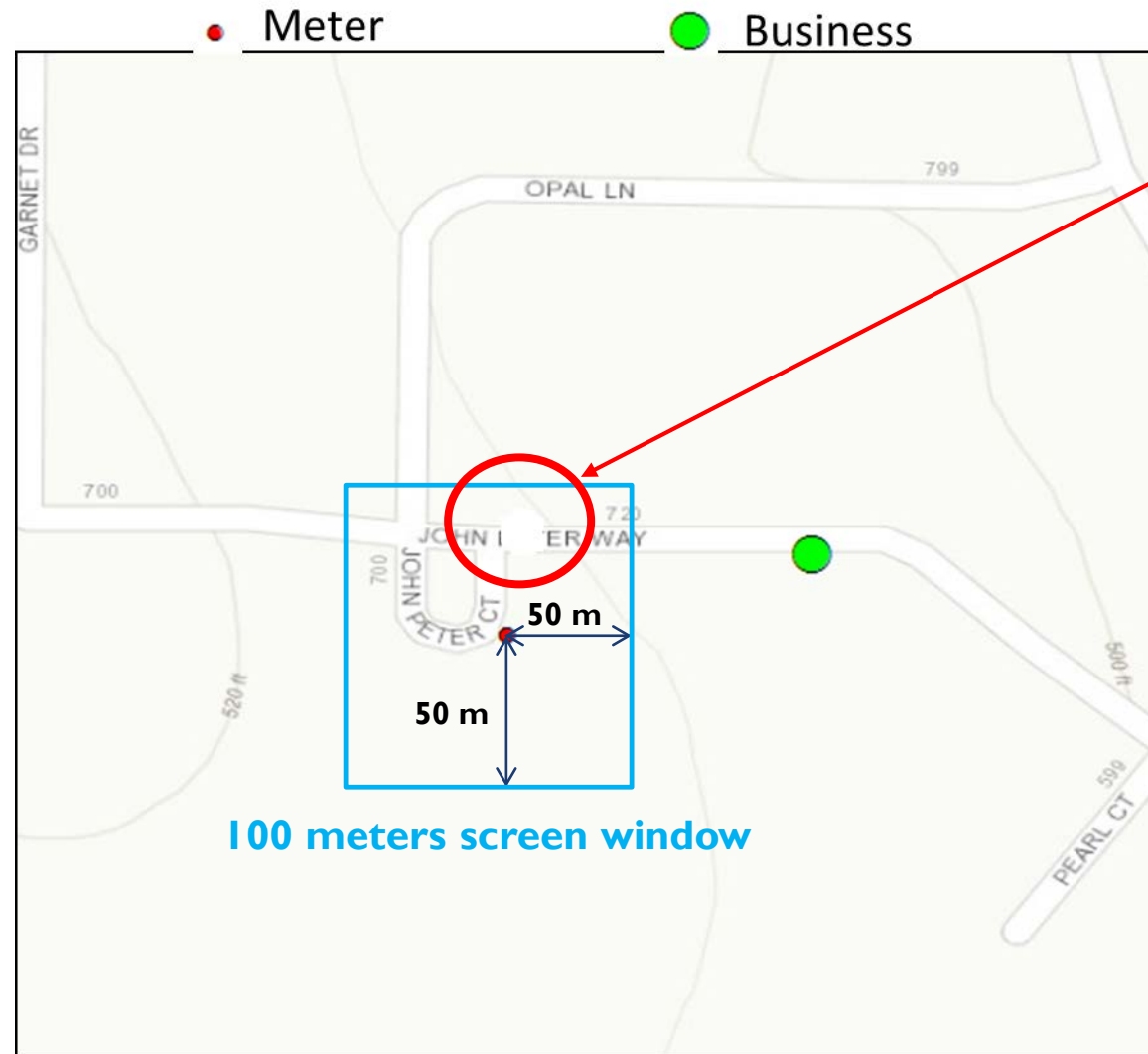


REAL-CASE GEOGRAPHICAL MATCH

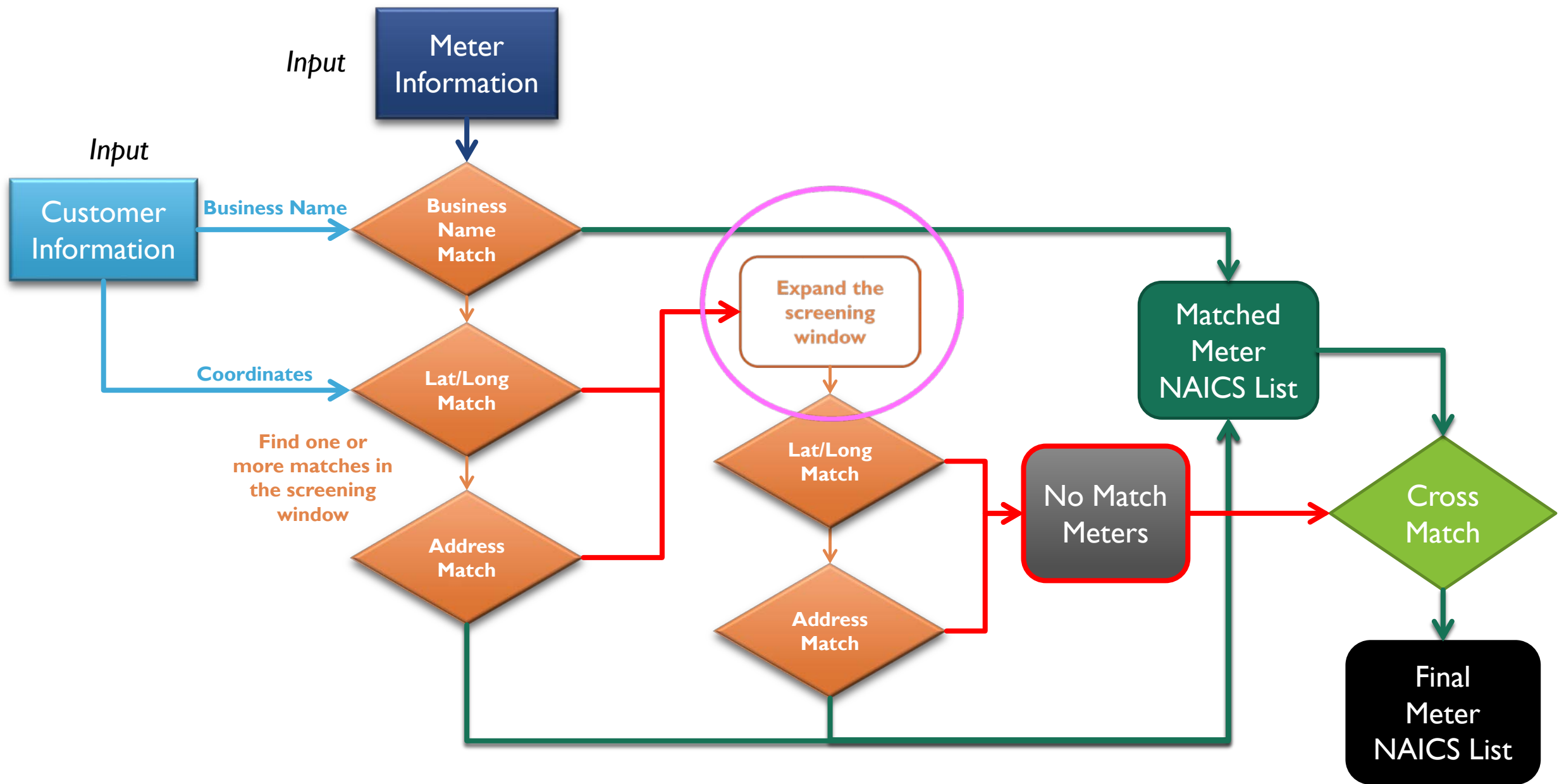


Find one (or more) business(es) in the screening area

REAL-CASE GEOGRAPHICAL MATCH

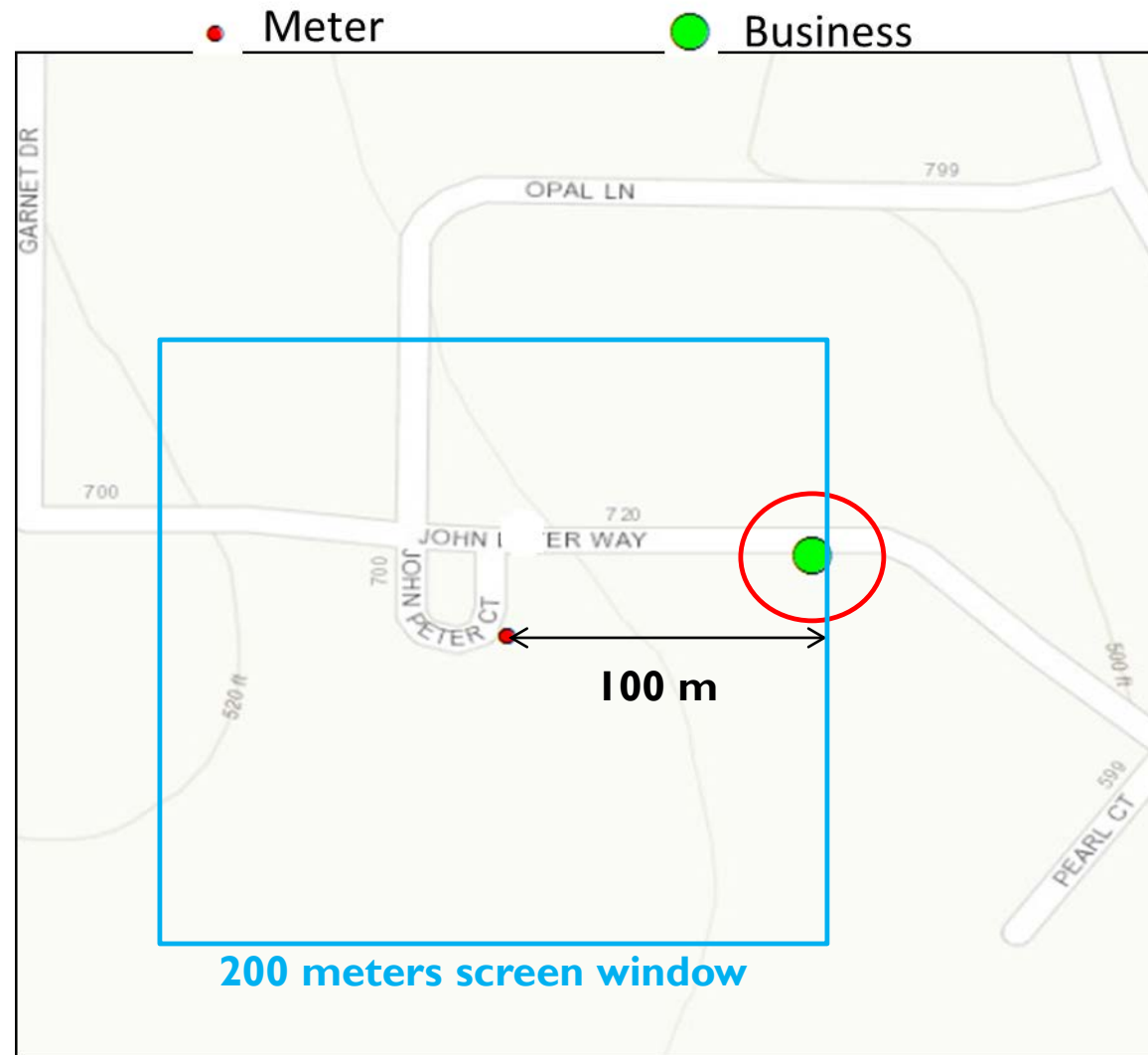


If no business is found...

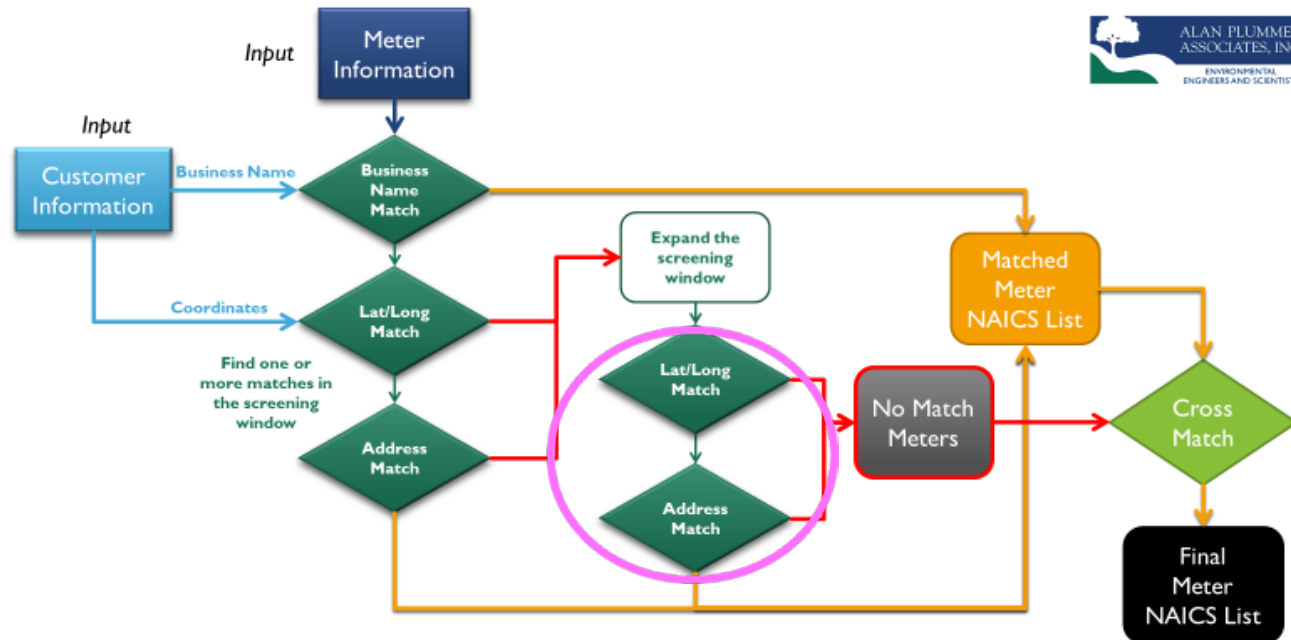


ALGORITHM ILLUSTRATION

REAL-CASE GEOGRAPHICAL MATCH



STREET ADDRESS MATCH

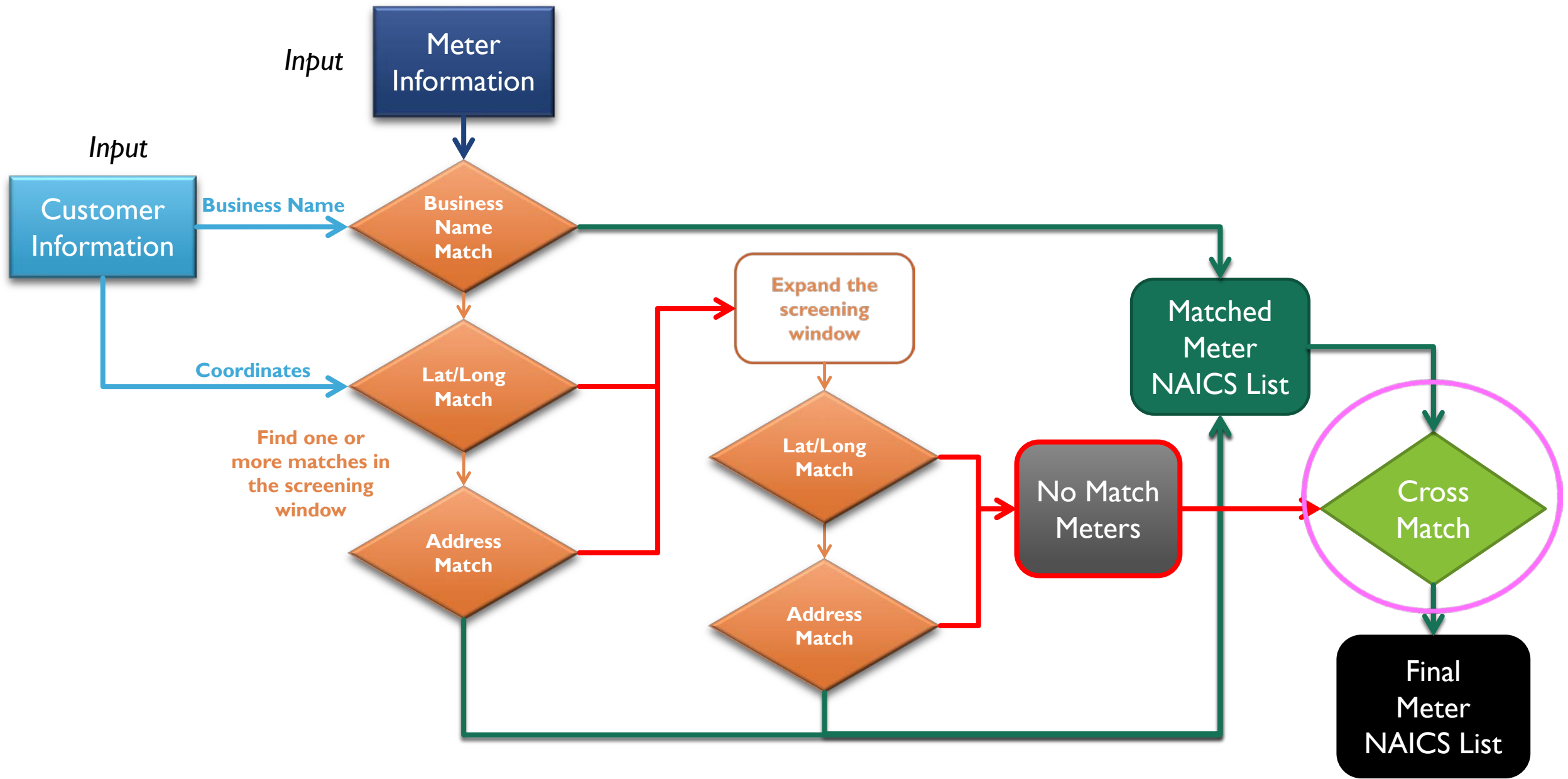


ALGORITHM ILLUSTRATION

- Check the street address to see if the meter is referring to the right business
 - Street Number
 - Street Name

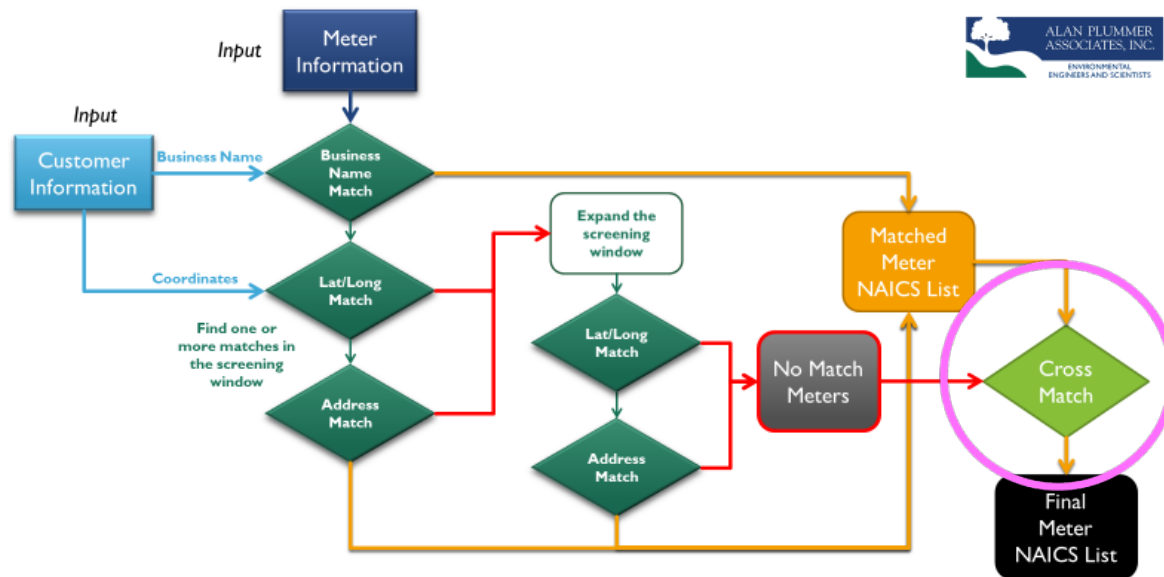


PLUMMER



ALGORITHM ILLUSTRATION

CROSS MATCH



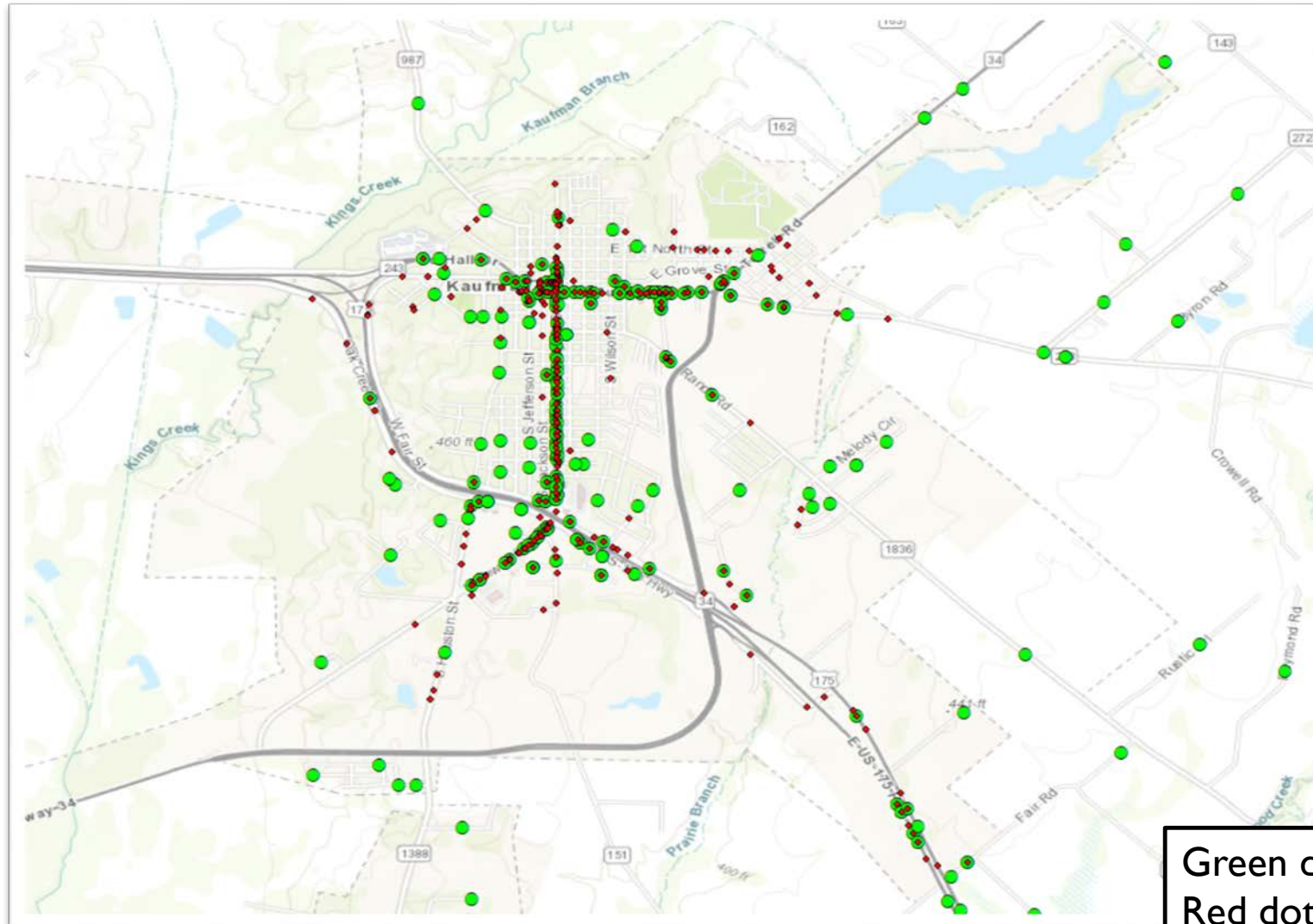
ALGORITHM ILLUSTRATION

- Can be regarded as the second check in this algorithm.
- The purpose of this step is to check if there are any “not matched” meters have the same customer name in the “matched” meter customer name list.



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WHAT DOES GEOCODING LOOK LIKE?



Green dots: geocoded businesses
Red dots: geocoded meters

DUN & BRADSTREET OPTIMIZATION

Business Name	Street Name	State	Telephone	Density	Industry					
A	A	A	B	A	Z	B	F	A	Z	B
Street #	City	Mailing Address	ZIP Code	Uniqueness						



PLUMMER

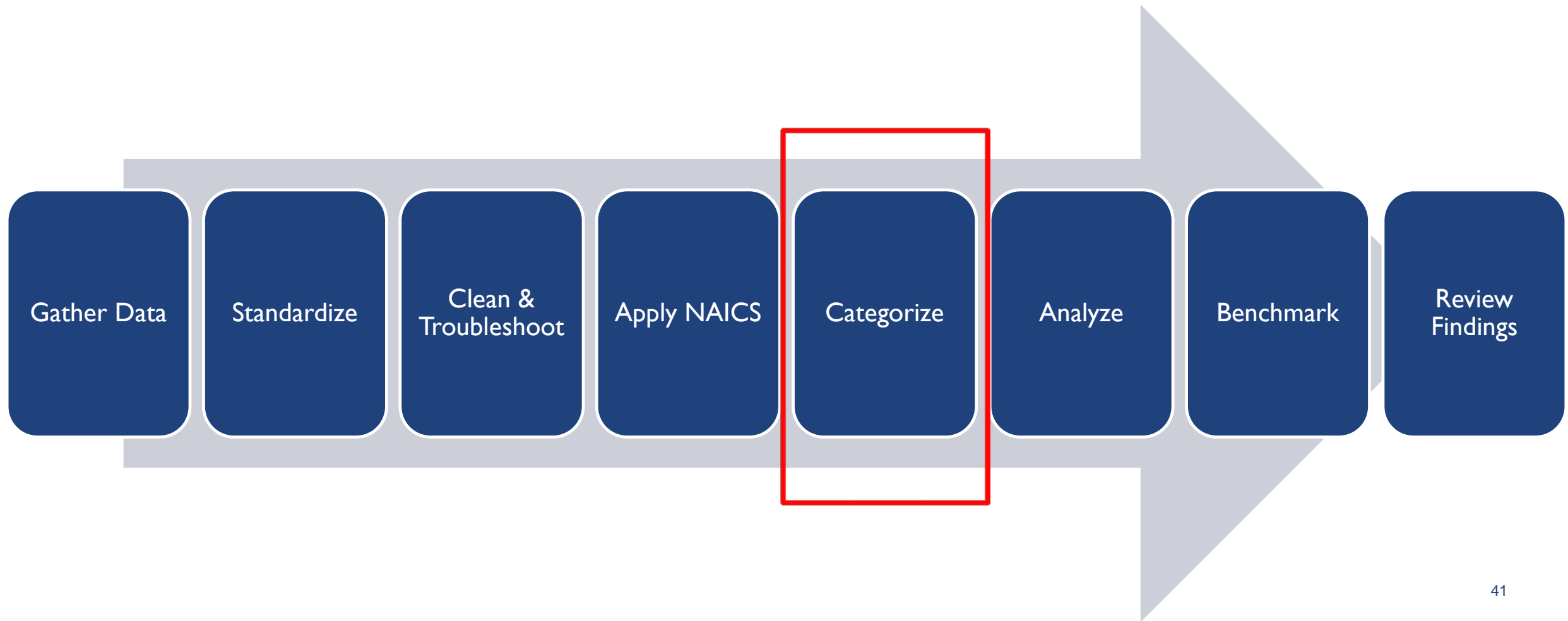
WHAT WE'VE LEARNED

- **Some NAICS codes hardcoded in script to any meter with “HOA” (531110) and “CHURCH” (813110) in the customer name.**
- **Accuracy constrained by the quality and quantity of the provided customer data.**
 - Misspellings (e.g. medium vs Median; customer names)
 - Inconsistencies in naming
 - Abbreviations (e.g. PLM)
 - Little to no business information (business owner/customer vs business name)
 - Missing data



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THE PROCESS



WHAT DOES NAICS CATEGORIZATION LOOK LIKE?

<u>Code</u>	<u>Industry Title</u>
11	Agriculture, Forestry, Fishing and Hunting
21	Mining
22	Utilities
23	Construction
31-33	Manufacturing
42	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate Rental and Leasing
54	Professional, Scientific, and Technical Services
55	Management of Companies and Enterprises
56	Administrative and Support and Waste Management and Remediation Services
61	Educational Services
62	Health Care and Social Assistance
71	Arts, Entertainment, and Recreation
72	Accommodation and Food Services
81	Other Services (except Public Administration)



WHAT DOES NAICS CATEGORIZATION LOOK LIKE?

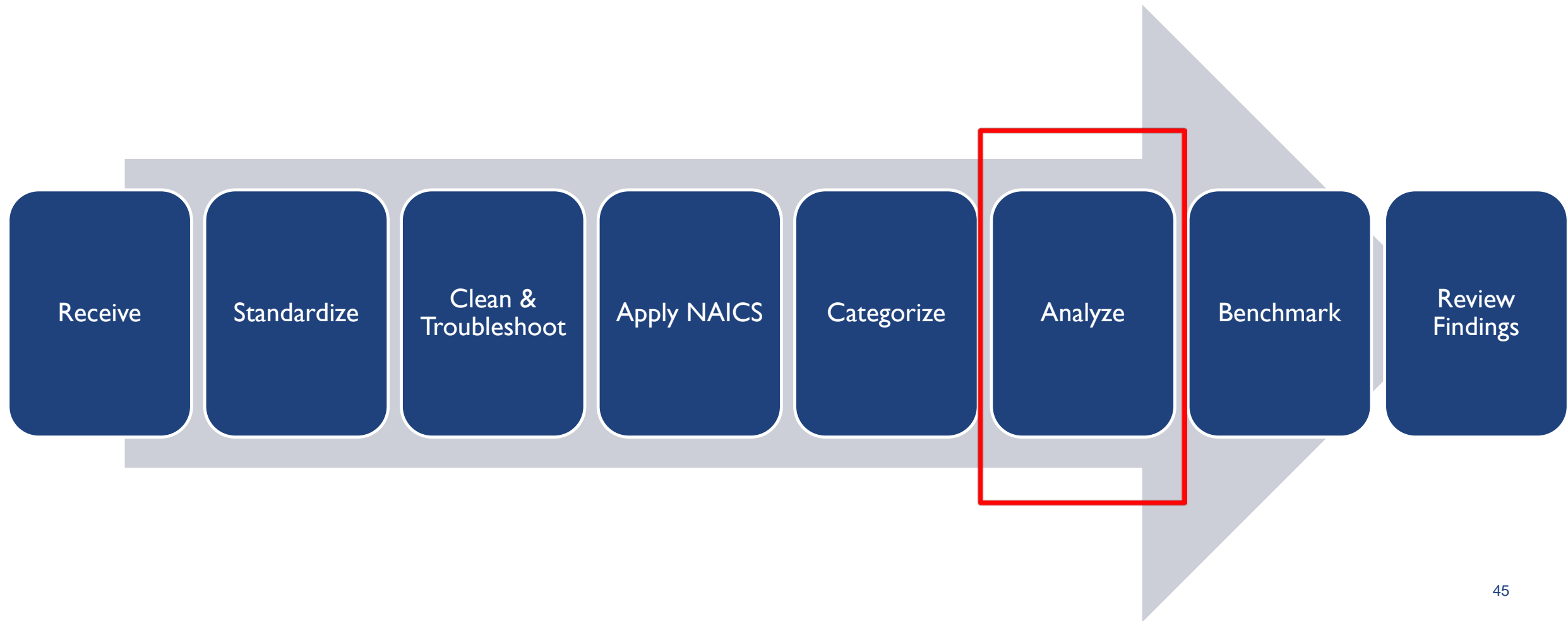
<u>Codes</u>	<u>Titles</u>
44-45	Retail Trade
4411	Automobile Dealers
441110	New Car Dealers
441120	Used Car Dealers
4412	Other Motor Vehicle Dealers
441210	Recreational Vehicle Dealers
441222	Boat Dealers
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers
4413	Automotive Parts, Accessories, and Tire Stores
441310	Automotive Parts and Accessories Stores
441320	Tire Dealers
4421	Furniture Stores
442110	Furniture Stores
4422	Home Furnishings Stores
442210	Floor Covering Stores
442291	Window Treatment Stores
442299	All Other Home Furnishings Stores



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THE PROCESS

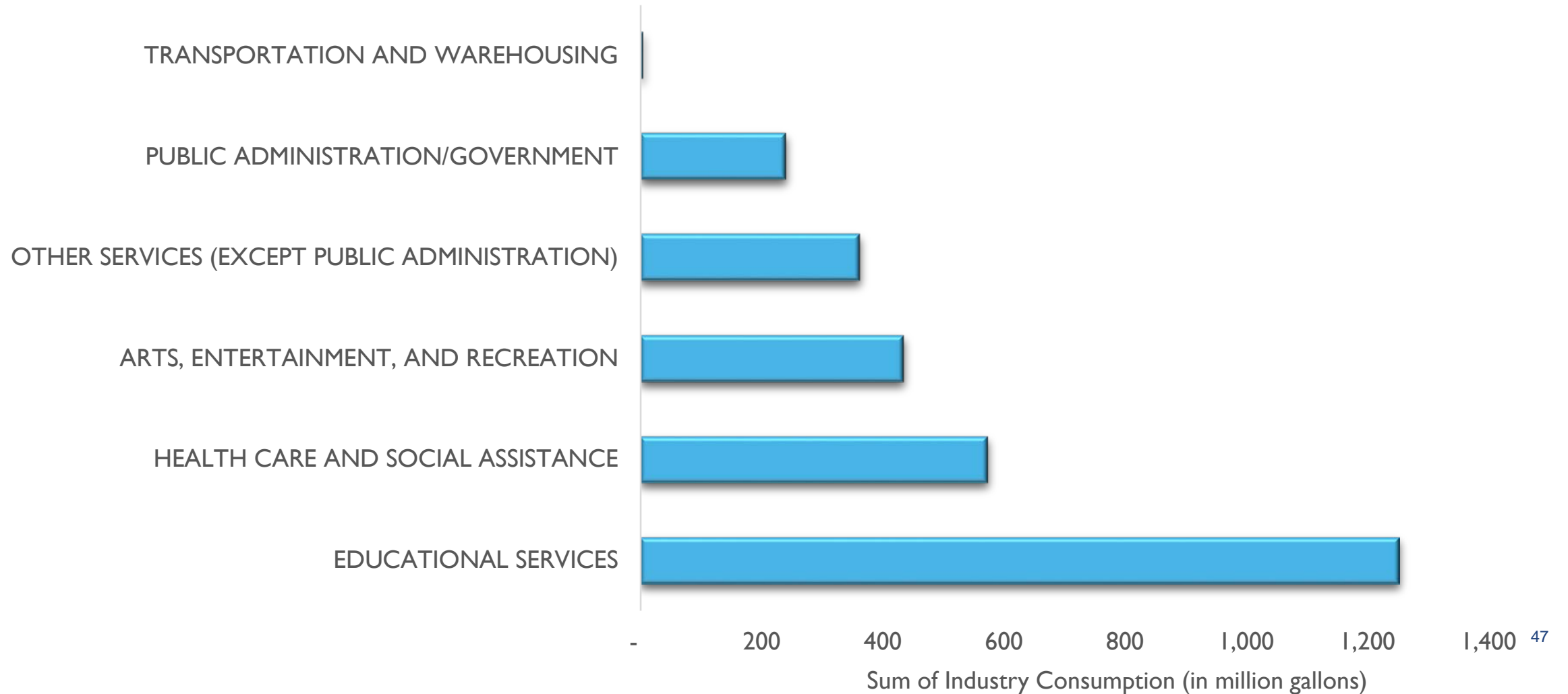


THE FINDINGS

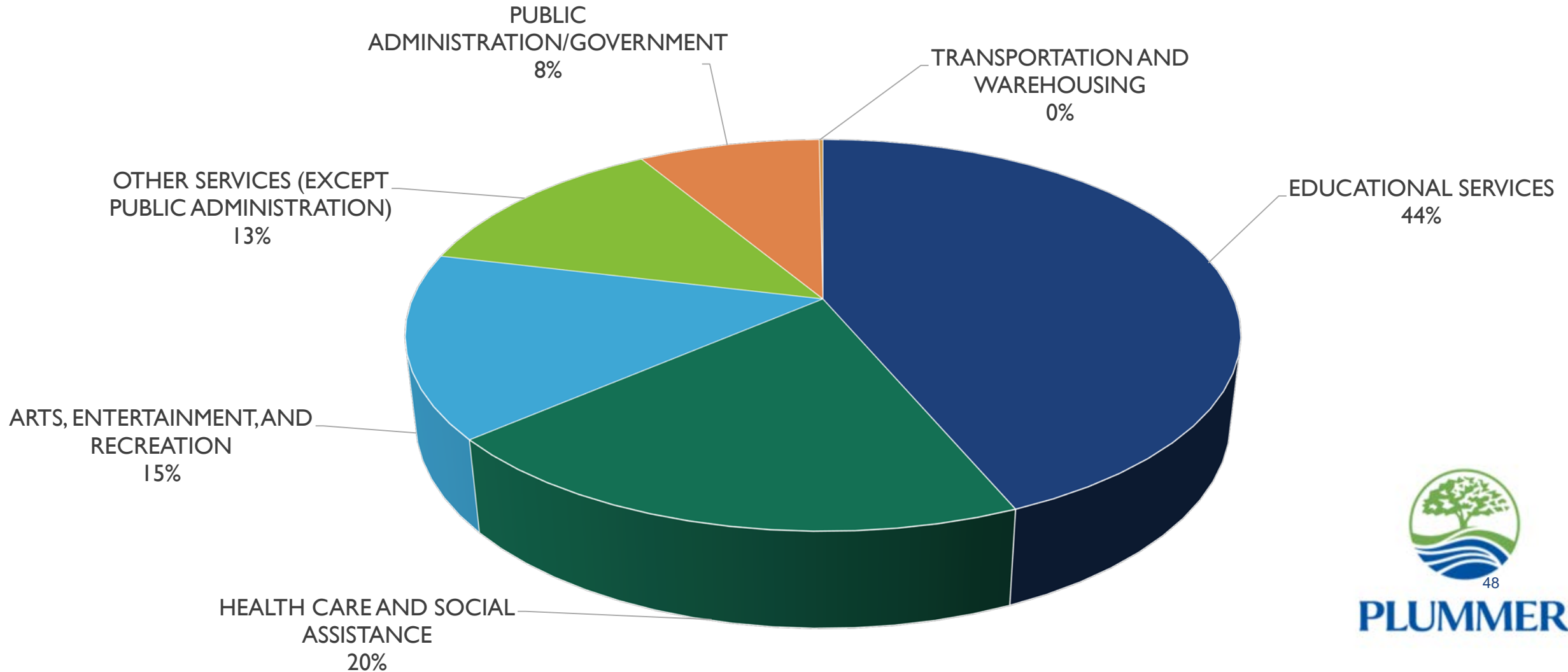


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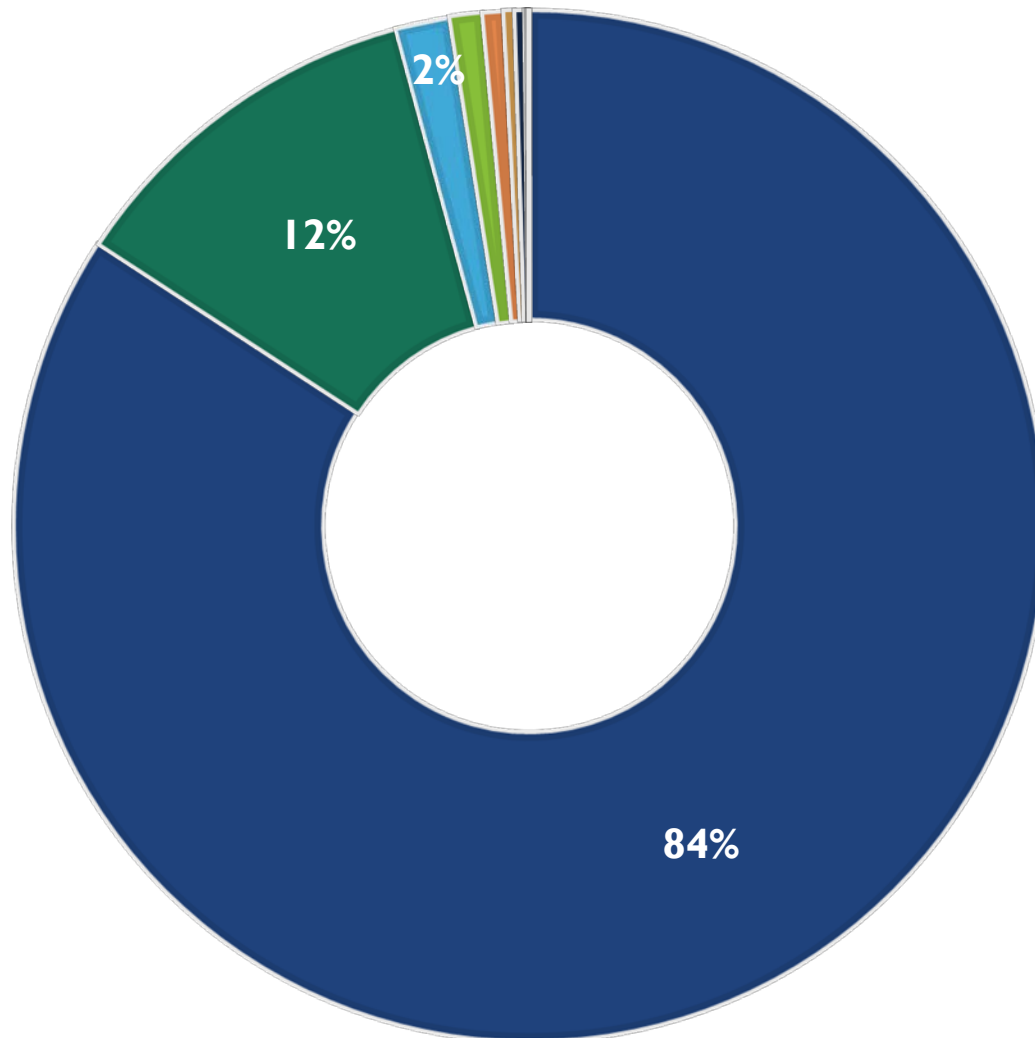
INSTITUTIONAL WATER USE BY BUSINESS TYPE



INSTITUTIONAL WATER USE BREAKDOWN

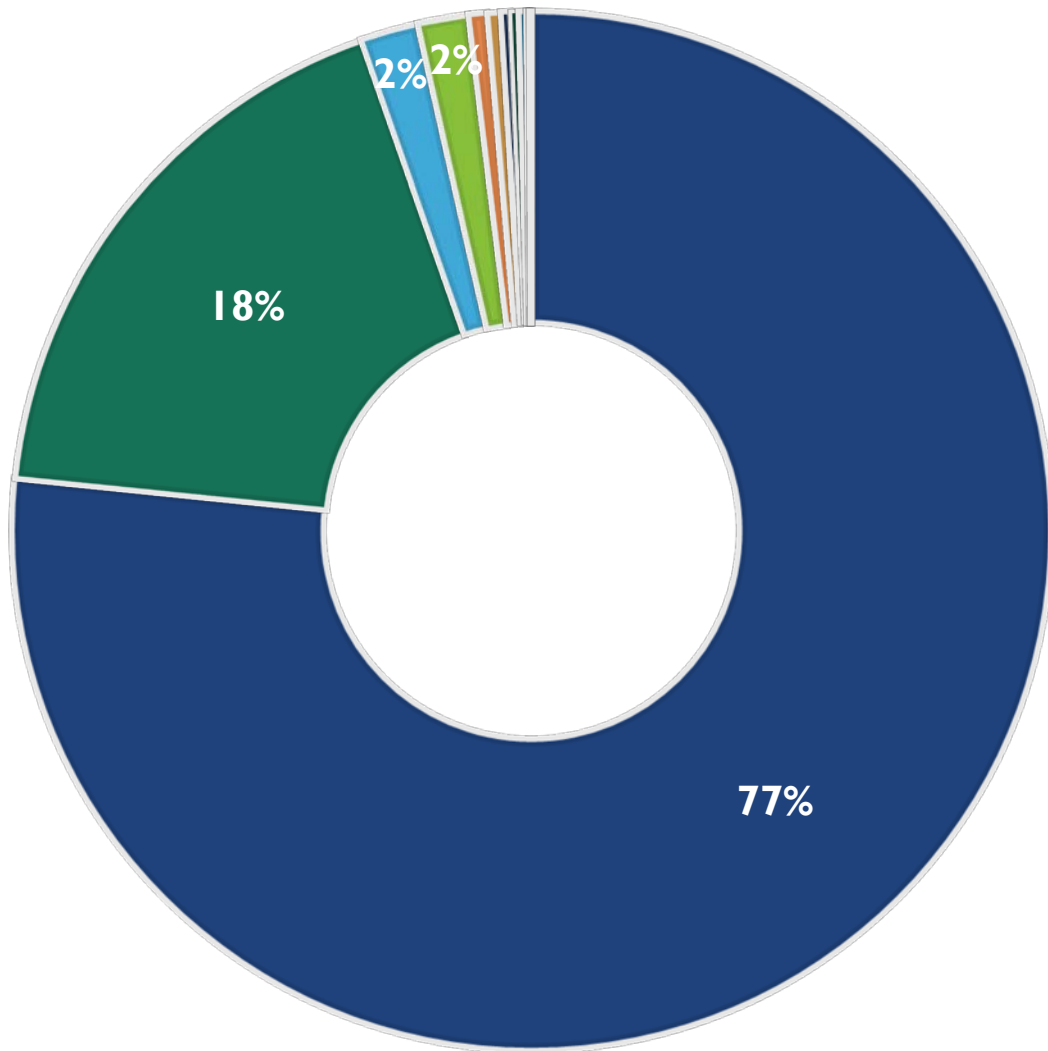


INSTITUTIONAL EDUCATIONAL SERVICES WATER USE



- ELEMENTARY AND SECONDARY SCHOOLS
- JUNIOR COLLEGES
- OTHER TECHNICAL AND TRADE SCHOOLS
- COLLEGES, UNIVERSITIES, AND PROFESSIONAL SCHOOLS
- ALL OTHER MISCELLANEOUS SCHOOLS AND INSTRUCTION
- SPORTS AND RECREATION INSTRUCTION
- FINE ARTS SCHOOLS
- EDUCATIONAL SUPPORT SERVICES
- AUTOMOBILE DRIVING SCHOOLS
- COSMETOLOGY AND BARBER SCHOOLS
- FLIGHT TRAINING
- EXAM PREPARATION AND TUTORING

INSTITUTIONAL – ARTS, ENTERTAINMENT, & RECREATION WATER USE

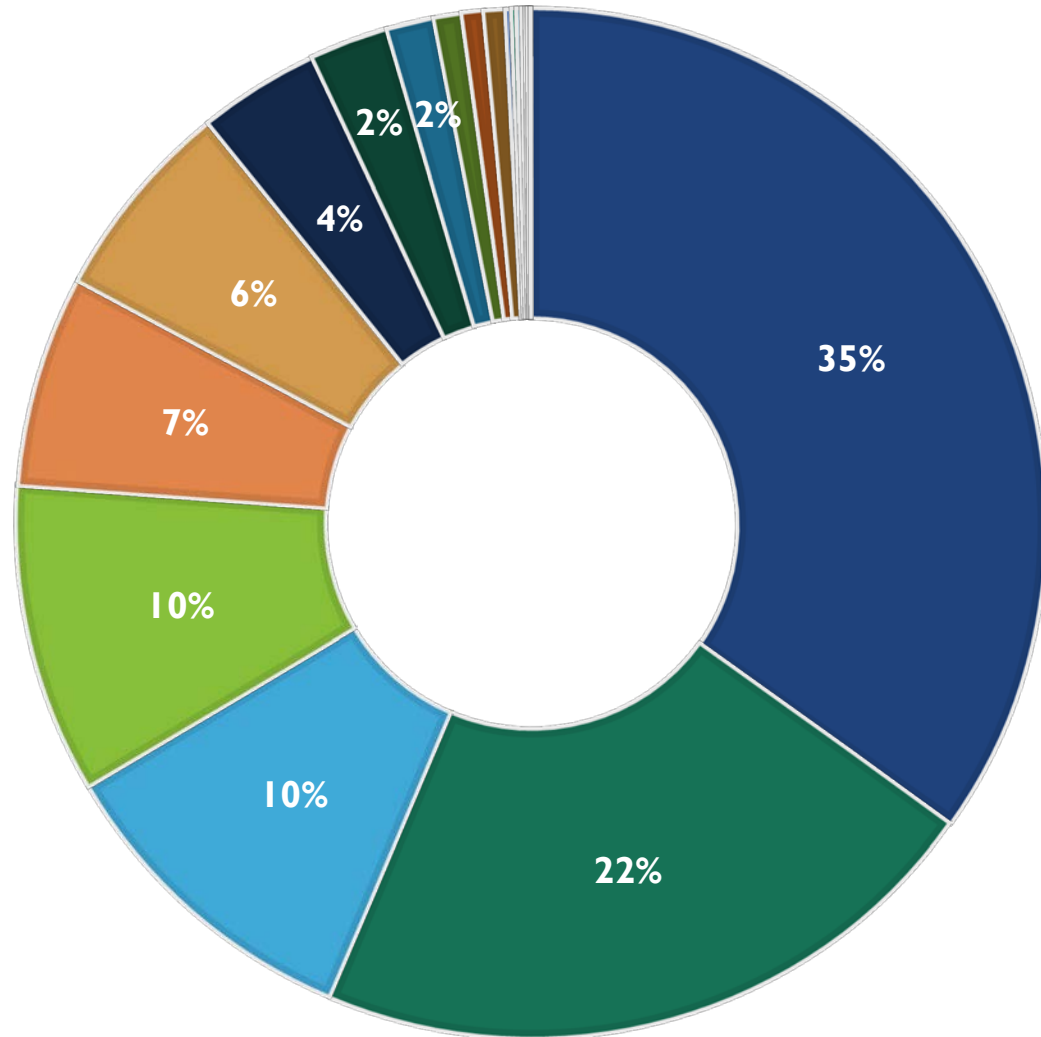


- NATURE PARKS AND OTHER SIMILAR INSTITUTIONS
- GOLF COURSES AND COUNTRY CLUBS
- SPORTS TEAMS AND CLUBS
- PROMOTERS OF PERFORMING ARTS, SPORTS, AND SIMILAR EVENTS WITH FACILITIES
- HISTORICAL SITES
- ZOOS AND BOTANICAL GARDENS
- RACETRACKS
- PROMOTERS OF PERFORMING ARTS, SPORTS, AND SIMILAR EVENTS WITHOUT FACILITIES
- OTHER SPECTATOR SPORTS
- DANCE COMPANIES
- MUSEUMS
- MUSICAL GROUPS AND ARTISTS
- OTHER PERFORMING ARTS COMPANIES



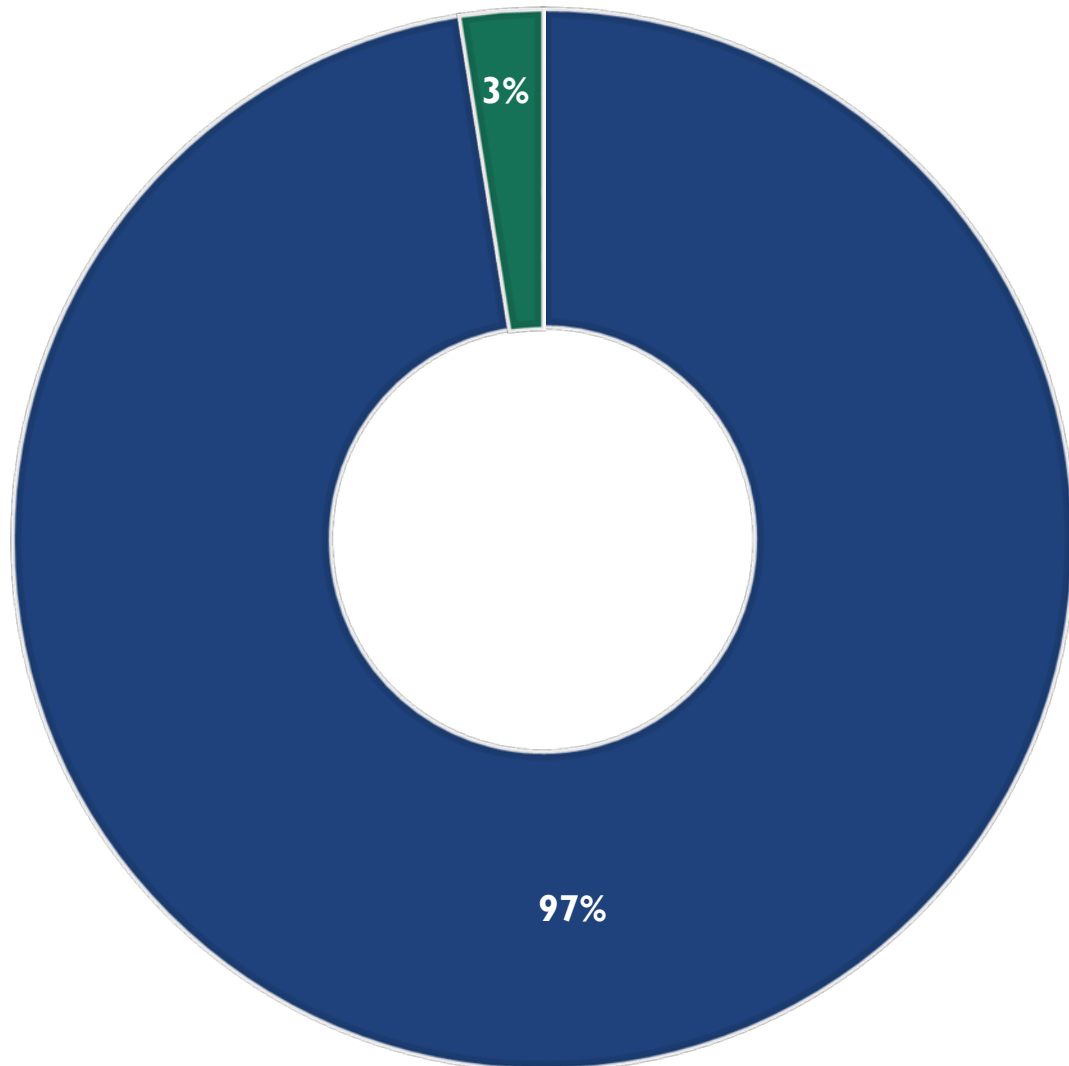
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INSTITUTIONAL – PUBLIC ADMINISTRATION/GOVERNMENT WATER USE



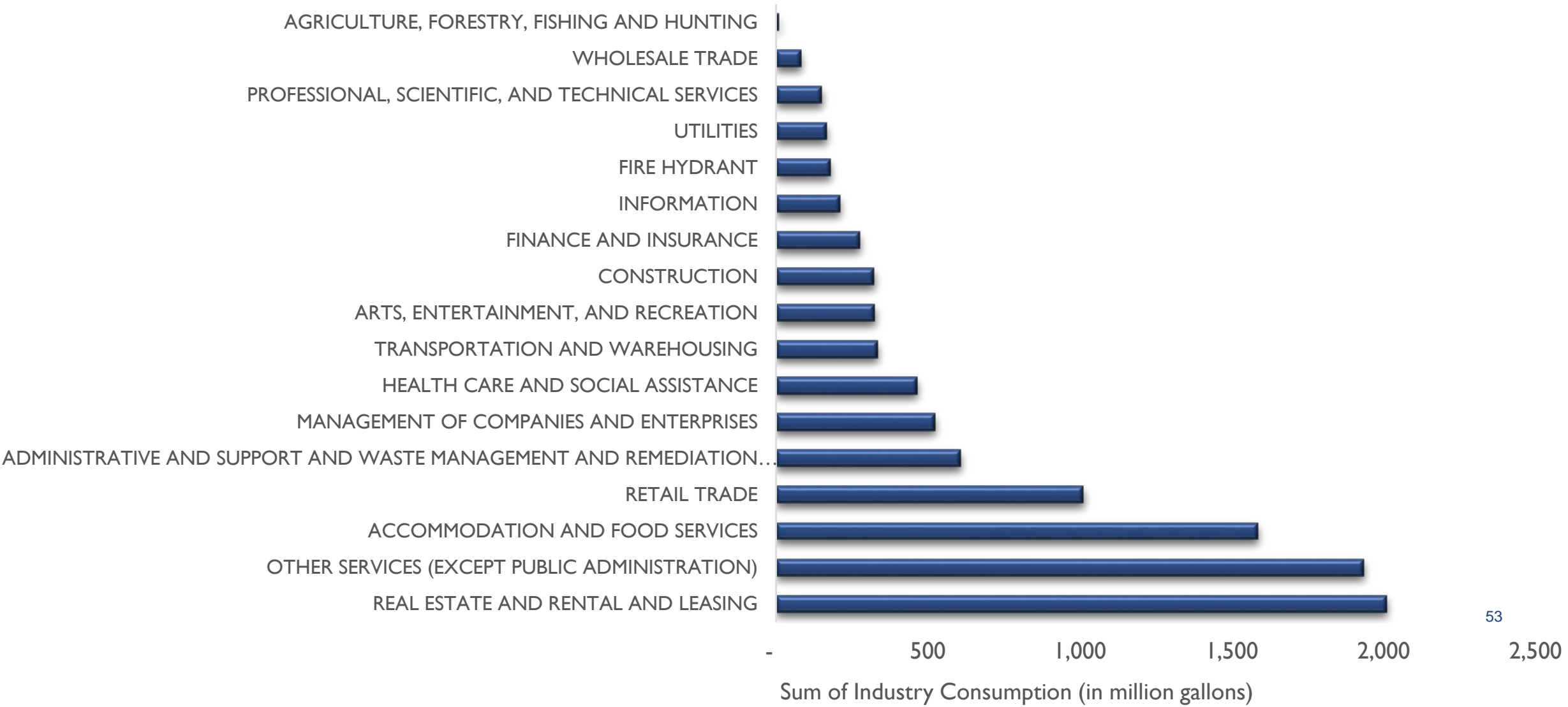
- CORRECTIONAL INSTITUTIONS
- REGULATION AND ADMINISTRATION OF TRANSPORTATION PROGRAMS
- POLICE PROTECTION
- FIRE PROTECTION
- COURTS
- ADMINISTRATION OF PUBLIC HEALTH PROGRAMS
- EXECUTIVE OFFICES
- ADMINISTRATION OF EDUCATION PROGRAMS
- LEGISLATIVE BODIES
- ADMINISTRATION OF HUMAN RESOURCE PROGRAMS (EXCEPT EDUCATION, PUBLIC HEALTH, AND VETERANS' AFFAIRS PROGRAMS)
- OTHER GENERAL GOVERNMENT SUPPORT
- PUBLIC ADMINISTRATION
- OTHER JUSTICE, PUBLIC ORDER, AND SAFETY ACTIVITIES

INSTITUTIONAL – HEALTH CARE & SOCIAL ASSISTANCE WATER USE

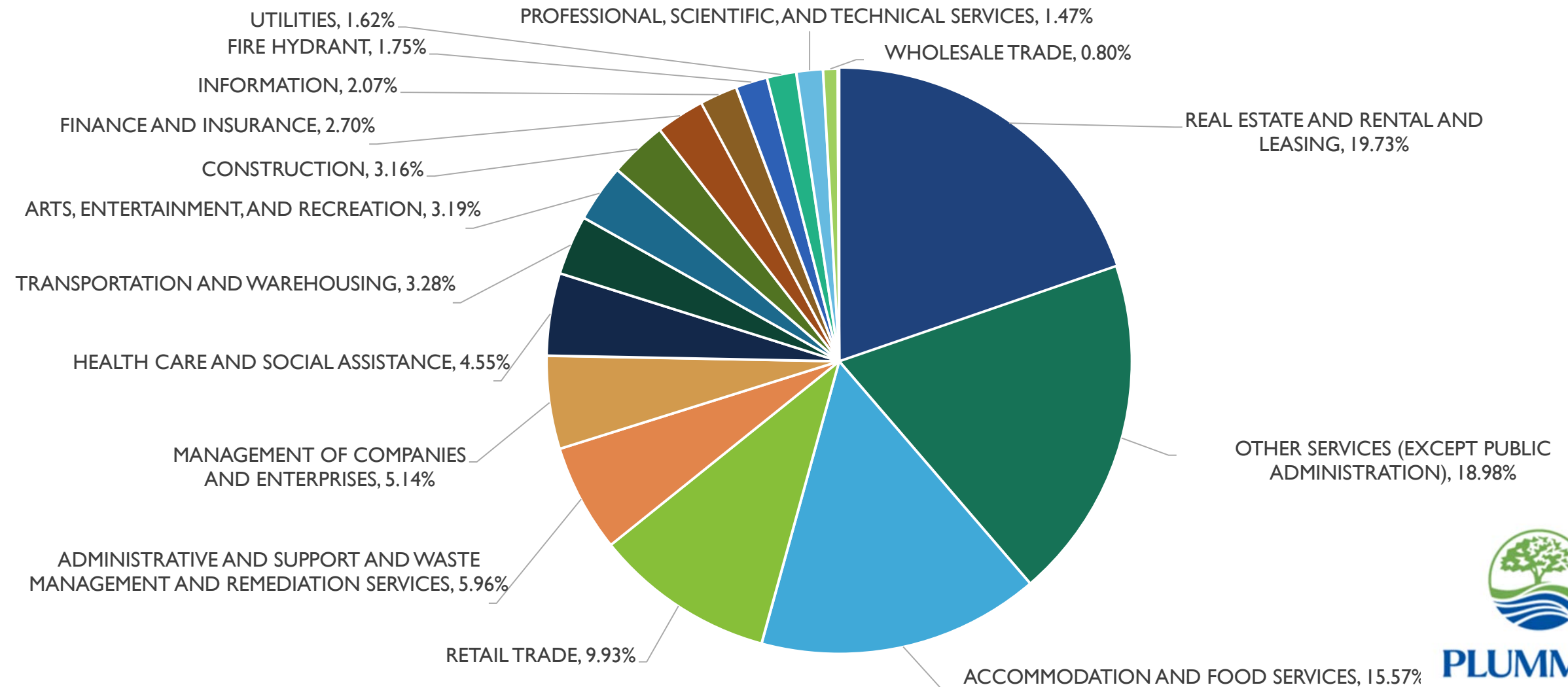


- GENERAL MEDICAL AND SURGICAL HOSPITALS
- SPECIALTY (EXCEPT PSYCHIATRIC AND SUBSTANCE ABUSE) HOSPITALS

COMMERCIAL WATER USE BY BUSINESS TYPE

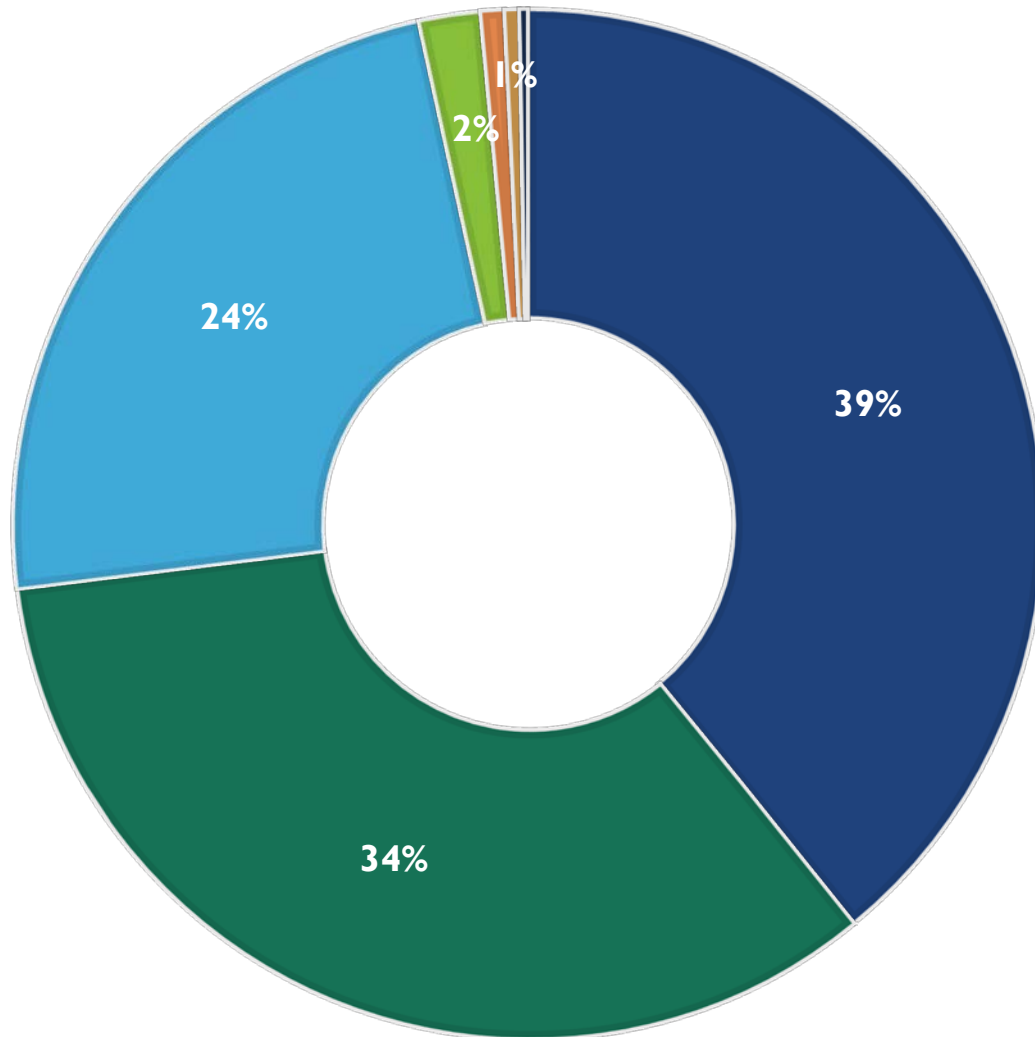


COMMERCIAL WATER CONSUMPTION



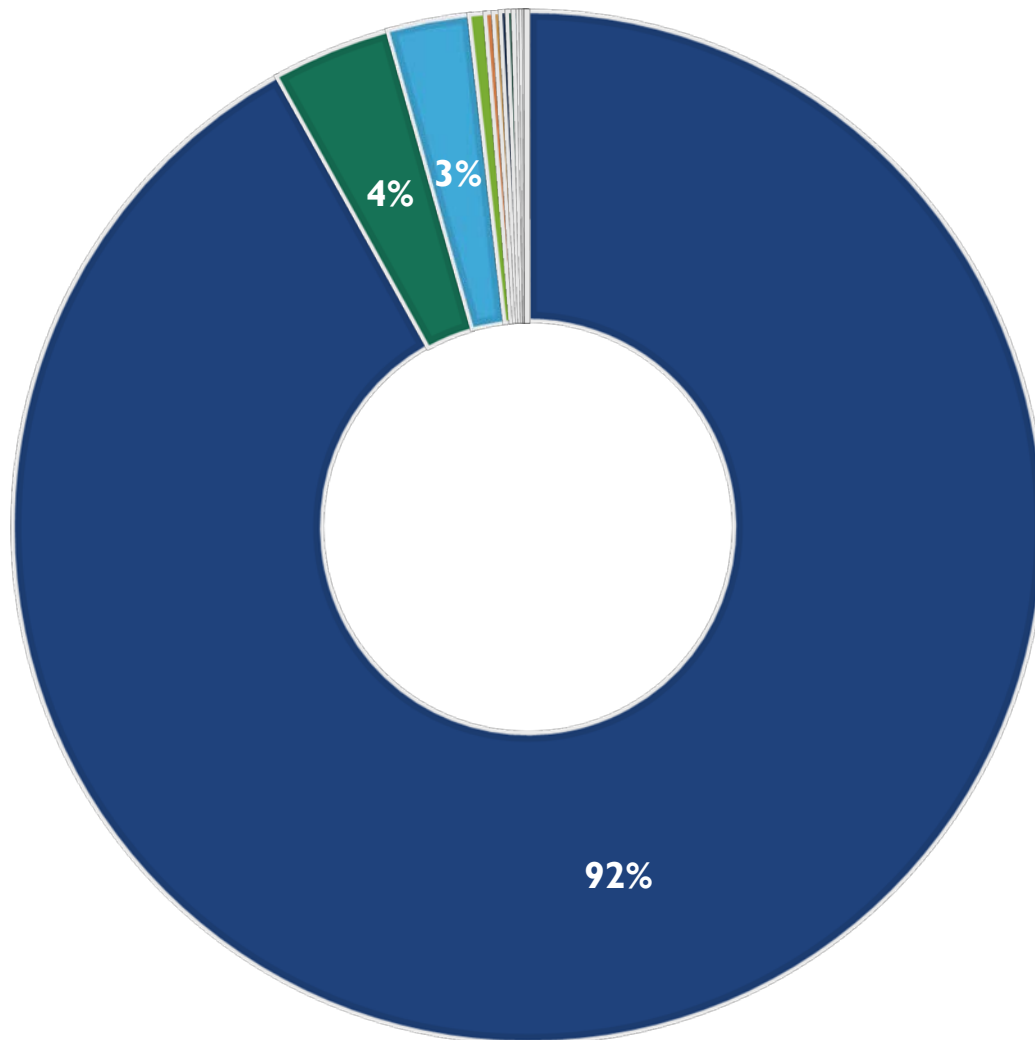
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COMMERCIAL – ACCOMMODATION & FOOD SERVICE



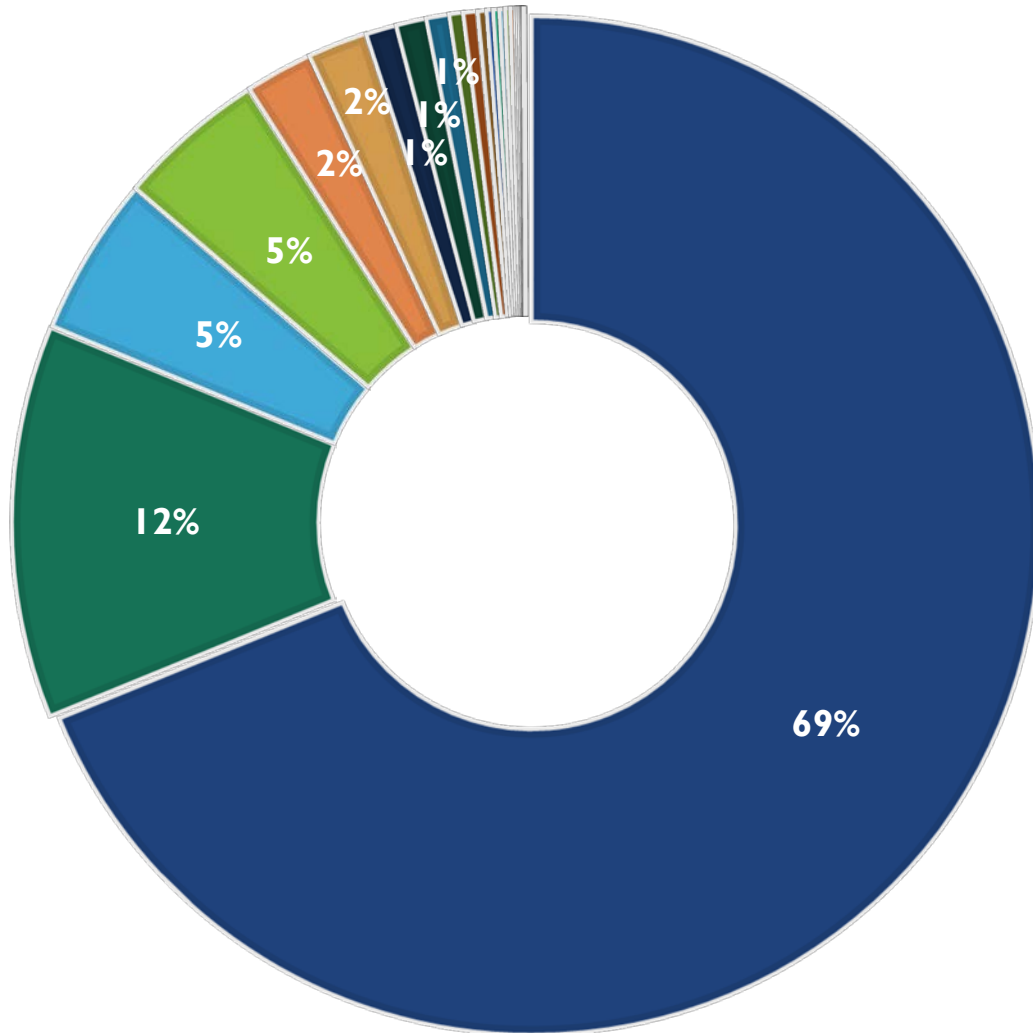
- HOTELS (EXCEPT CASINO HOTELS) AND MOTELS
- FULL-SERVICE RESTAURANTS
- LIMITED-SERVICE RESTAURANTS
- CAFETERIAS, GRILL BUFFETS, AND BUFFETS
- SNACK AND NONALCOHOLIC BEVERAGE BARS
- DRINKING PLACES (ALCOHOLIC BEVERAGES)
- CATERERS
- RV (RECREATIONAL VEHICLE) PARKS AND CAMPGROUNDS
- MOBILE FOOD SERVICES

COMMERCIAL – REAL ESTATE & RENTAL & LEASING



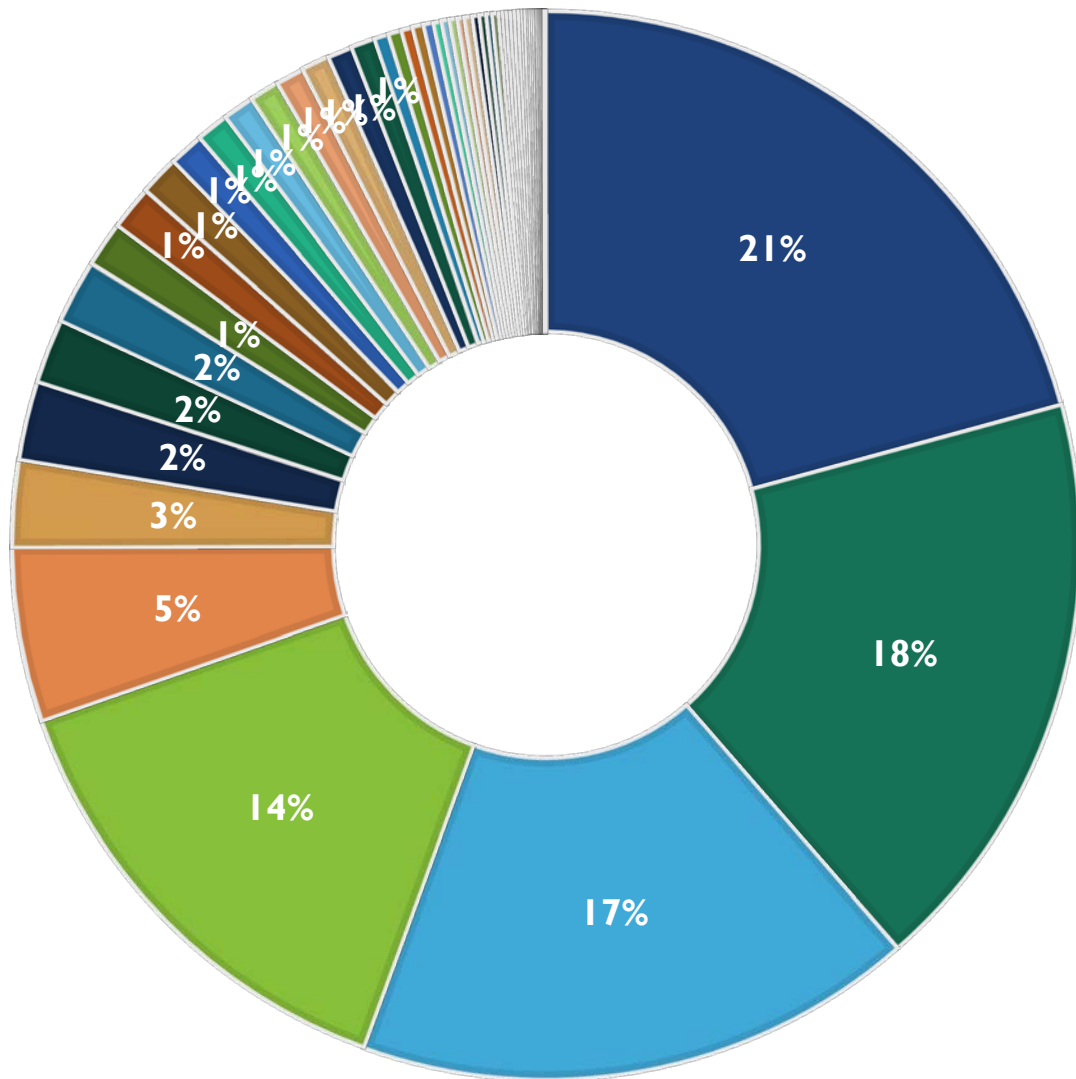
- LESSORS OF NONRESIDENTIAL BUILDINGS (EXCEPT MINIWAREHOUSES)
- LESSORS OF OTHER REAL ESTATE PROPERTY
- LESSORS OF MINIWAREHOUSES AND SELF-STORAGE UNITS
- TRUCK, UTILITY TRAILER, AND RV (RECREATIONAL VEHICLE) RENTAL AND LEASING
- OFFICES OF REAL ESTATE AGENTS AND BROKERS
- OTHER COMMERCIAL AND INDUSTRIAL MACHINERY AND EQUIPMENT RENTAL AND LEASING
- CONSTRUCTION, MINING, AND FORESTRY MACHINERY AND EQUIPMENT RENTAL AND LEASING
- NONRESIDENTIAL PROPERTY MANAGERS
- OFFICES OF REAL ESTATE APPRAISERS
- PASSENGER CAR RENTAL
- VIDEO TAPE AND DISC RENTAL
- RESIDENTIAL PROPERTY MANAGERS
- OFFICE MACHINERY AND EQUIPMENT RENTAL AND LEASING
- CONSUMER ELECTRONICS AND APPLIANCES RENTAL

COMMERCIAL – OTHER SERVICES



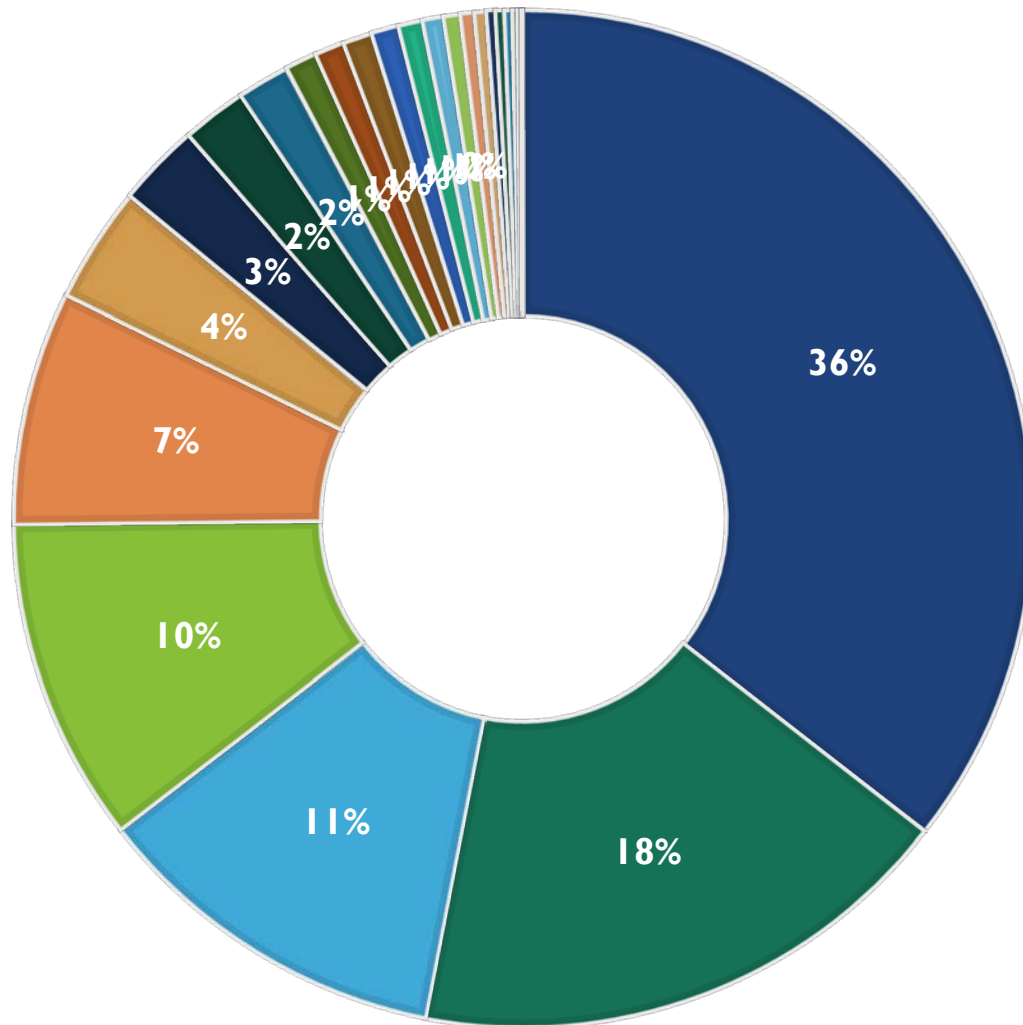
- OTHER SIMILAR ORGANIZATIONS (EXCEPT BUSINESS, PROFESSIONAL, LABOR, AND POLITICAL ORGANIZATIONS)
- CAR WASHES
- LINEN SUPPLY
- COIN-OPERATED LAUNDRIES AND DRYCLEANERS
- DRYCLEANING AND LAUNDRY SERVICES (EXCEPT COIN-OPERATED)
- GENERAL AUTOMOTIVE REPAIR
- AUTOMOTIVE BODY, PAINT, AND INTERIOR REPAIR AND MAINTENANCE
- PET CARE (EXCEPT VETERINARY) SERVICES
- BEAUTY SALONS
- CIVIC AND SOCIAL ORGANIZATIONS
- AUTOMOTIVE OIL CHANGE AND LUBRICATION SHOPS
- CEMETERIES AND CREMATORIES
- CONSUMER ELECTRONICS REPAIR AND MAINTENANCE
- NAIL SALONS

COMMERCIAL – RETAIL TRADE



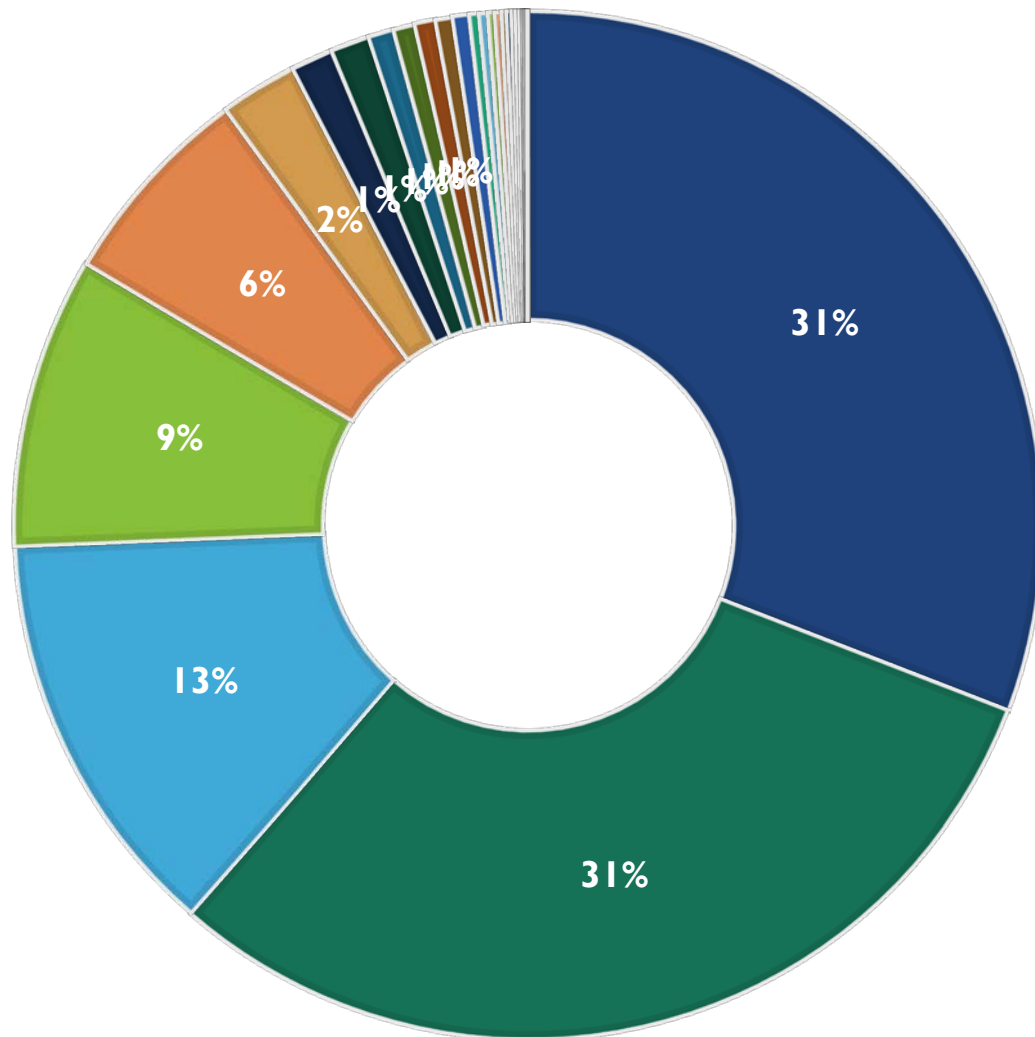
- DEPARTMENT STORES
- NEW CAR DEALERS
- GASOLINE STATIONS WITH CONVENIENCE STORES
- SUPERMARKETS AND OTHER GROCERY (EXCEPT CONVENIENCE) STORES
- HOME CENTERS
- USED CAR DEALERS
- PHARMACIES AND DRUG STORES
- WAREHOUSE CLUBS AND SUPERCENTERS
- AUTOMOTIVE PARTS AND ACCESSORIES STORES
- NURSERY, GARDEN CENTER, AND FARM SUPPLY STORES
- TIRE DEALERS
- PET AND PET SUPPLIES STORES
- USED MERCHANDISE STORES
- FAMILY CLOTHING STORES
- FURNITURE STORES
- ALL OTHER GENERAL MERCHANDISE STORES
- ALL OTHER HOME FURNISHINGS STORES
- ELECTRONICS STORES
- SPORTING GOODS STORES
- CONVENIENCE STORES
- HOBBY, TOY, AND GAME STORES
- SHOE STORES
- MEAT MARKETS
- ALL OTHER MISCELLANEOUS STORE RETAILERS (EXCEPT TOBACCO STORES)
- BEER, WINE, AND LIQUOR STORES
- OTHER DIRECT SELLING ESTABLISHMENTS
- CONFECTIONERY AND NUT STORES
- RECREATIONAL VEHICLE DEALERS
- MOTORCYCLE, ATV, AND ALL OTHER MOTOR VEHICLE DEALERS
- FLOOR COVERING STORES
- BOAT DEALERS
- BOOK STORES
- FRUIT AND VEGETABLE MARKETS
- SEWING, NEEDLEWORK, AND PIECE GOODS STORES

COMMERCIAL – CONSTRUCTION



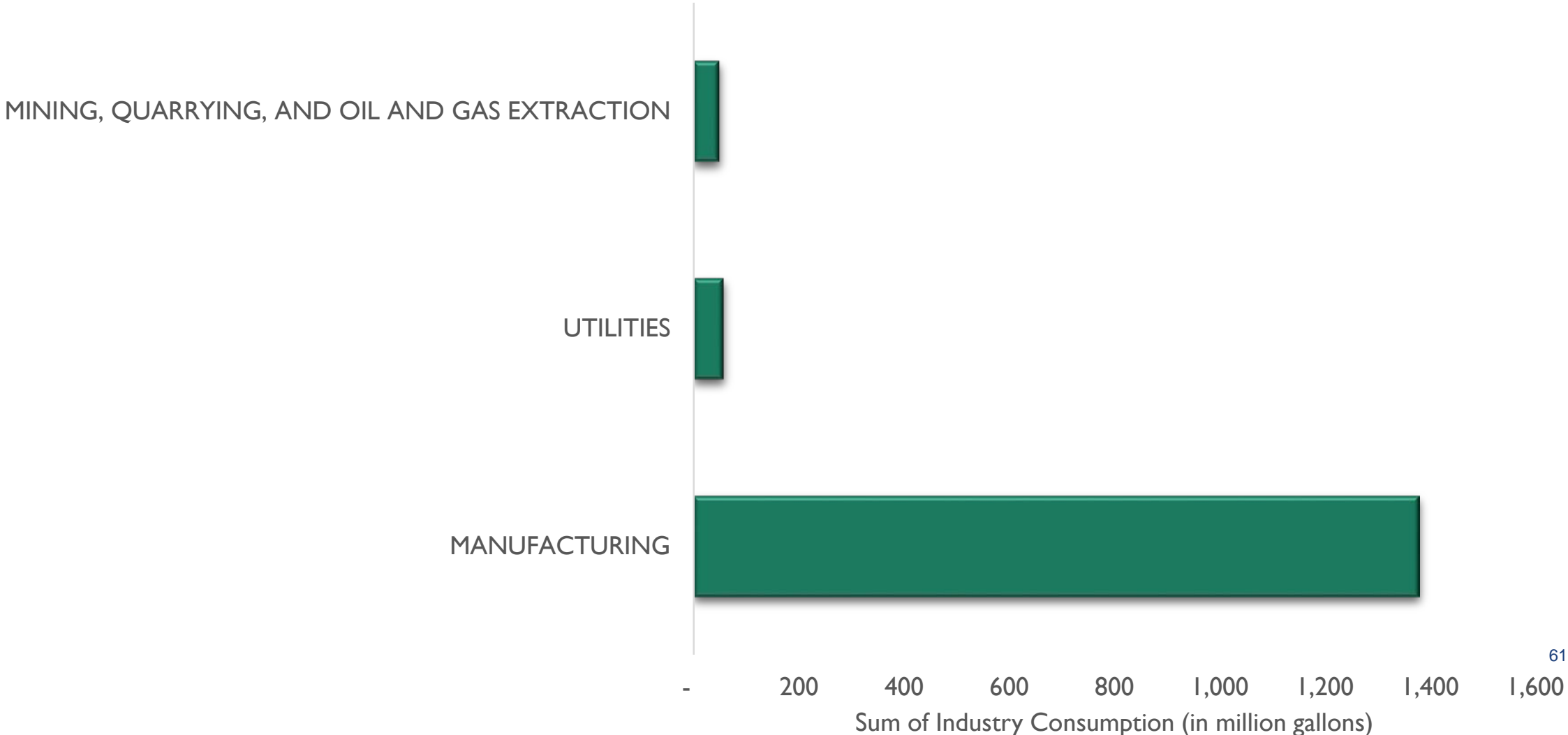
- COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION
- DRYWALL AND INSULATION CONTRACTORS
- NEW MULTIFAMILY HOUSING CONSTRUCTION (EXCEPT FOR-SALE BUILDERS)
- NEW SINGLE-FAMILY HOUSING CONSTRUCTION (EXCEPT FOR-SALE BUILDERS)
- LAND SUBDIVISION
- RESIDENTIAL REMODELERS
- ALL OTHER SPECIALTY TRADE CONTRACTORS
- NEW HOUSING FOR-SALE BUILDERS
- PLUMBING, HEATING, AND AIR-CONDITIONING CONTRACTORS
- ROOFING CONTRACTORS
- FLOORING CONTRACTORS
- OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION
- MASONRY CONTRACTORS
- ELECTRICAL CONTRACTORS AND OTHER WIRING INSTALLATION CONTRACTORS
- FINISH CARPENTRY CONTRACTORS
- HIGHWAY, STREET, AND BRIDGE CONSTRUCTION
- POURED CONCRETE FOUNDATION AND STRUCTURE CONTRACTORS
- WATER AND SEWER LINE AND RELATED STRUCTURES CONSTRUCTION
- OTHER BUILDING FINISHING CONTRACTORS
- GLASS AND GLAZING CONTRACTORS
- STRUCTURAL STEEL AND PRECAST CONCRETE CONTRACTORS
- SITE PREPARATION CONTRACTORS
- PAINTING AND WALL COVERING CONTRACTORS
- COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION
- SIDING CONTRACTORS
- FRAMING CONTRACTORS
- TILE AND TERRAZZO CONTRACTORS
- INDUSTRIAL BUILDING CONSTRUCTION
- OTHER BUILDING EQUIPMENT CONTRACTORS

COMMERCIAL – HEALTH CARE AND SOCIAL ASSISTANCE

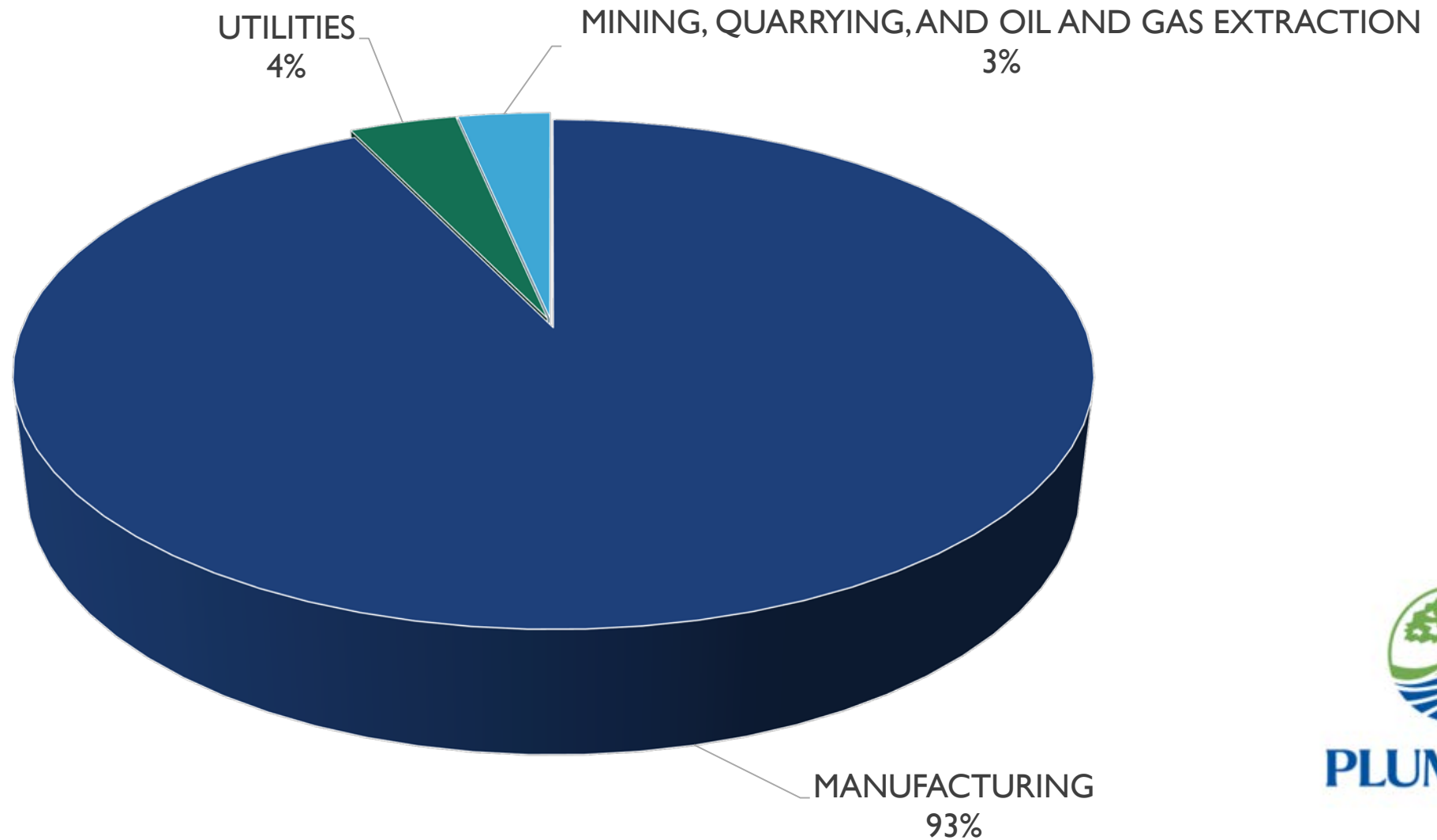


- CHILD DAY CARE SERVICES
- OFFICES OF PHYSICIANS (EXCEPT MENTAL HEALTH SPECIALISTS)
- KIDNEY DIALYSIS CENTERS
- OFFICES OF DENTISTS
- FREESTANDING AMBULATORY SURGICAL AND EMERGENCY CENTERS
- OTHER INDIVIDUAL AND FAMILY SERVICES
- OFFICES OF OPTOMETRISTS
- TEMPORARY SHELTERS
- SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES
- MEDICAL LABORATORIES
- CHILD AND YOUTH SERVICES
- OFFICES OF CHIROPRACTORS
- ALL OTHER MISCELLANEOUS AMBULATORY HEALTH CARE SERVICES
- OFFICES OF PHYSICAL, OCCUPATIONAL AND SPEECH THERAPISTS, AND AUDIOLOGISTS
- OUTPATIENT MENTAL HEALTH AND SUBSTANCE ABUSE CENTERS⁶⁰
- OFFICES OF ALL OTHER MISCELLANEOUS HEALTH PRACTITIONERS

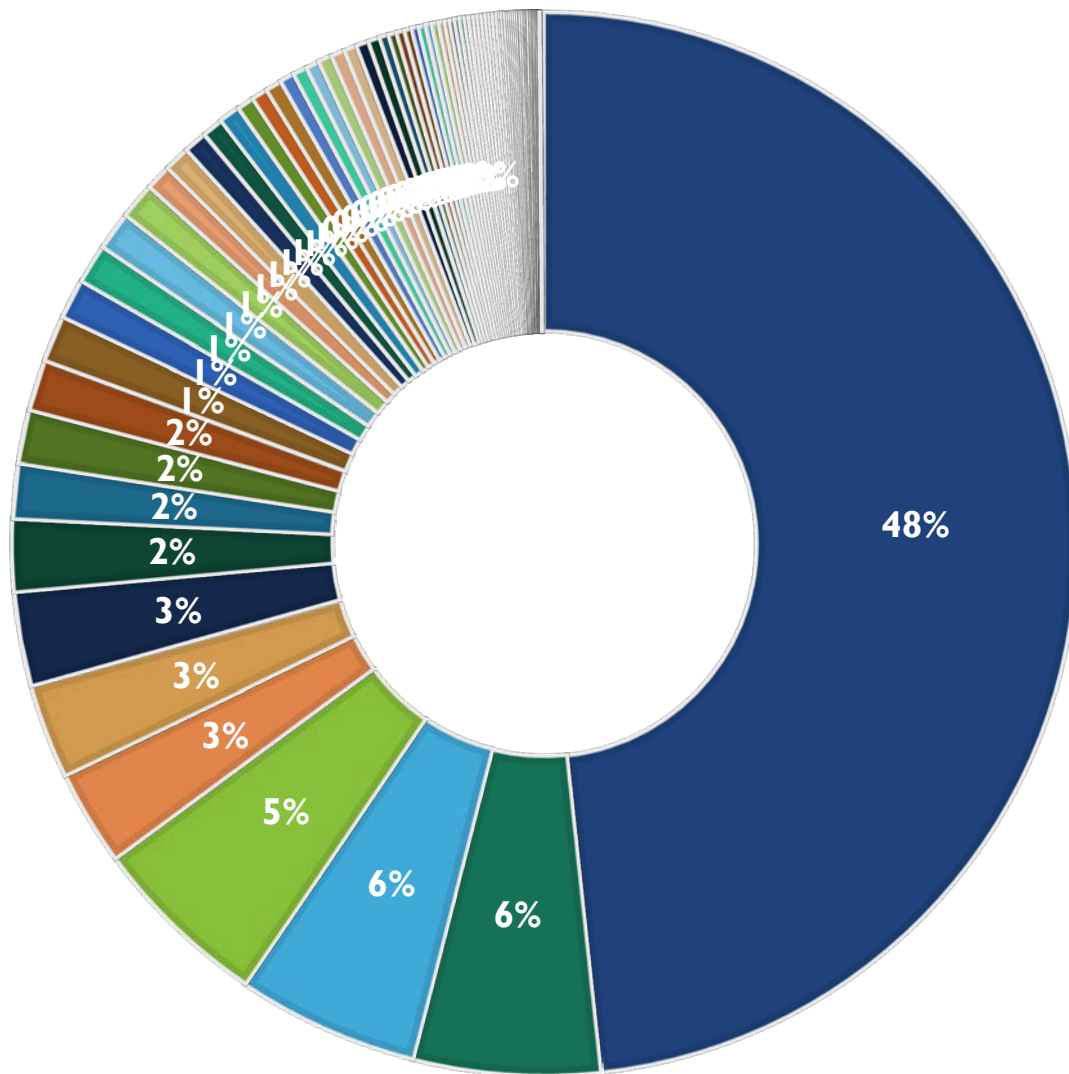
INDUSTRIAL WATER USE BY BUSINESS TYPE



INDUSTRIAL WATER CONSUMPTION

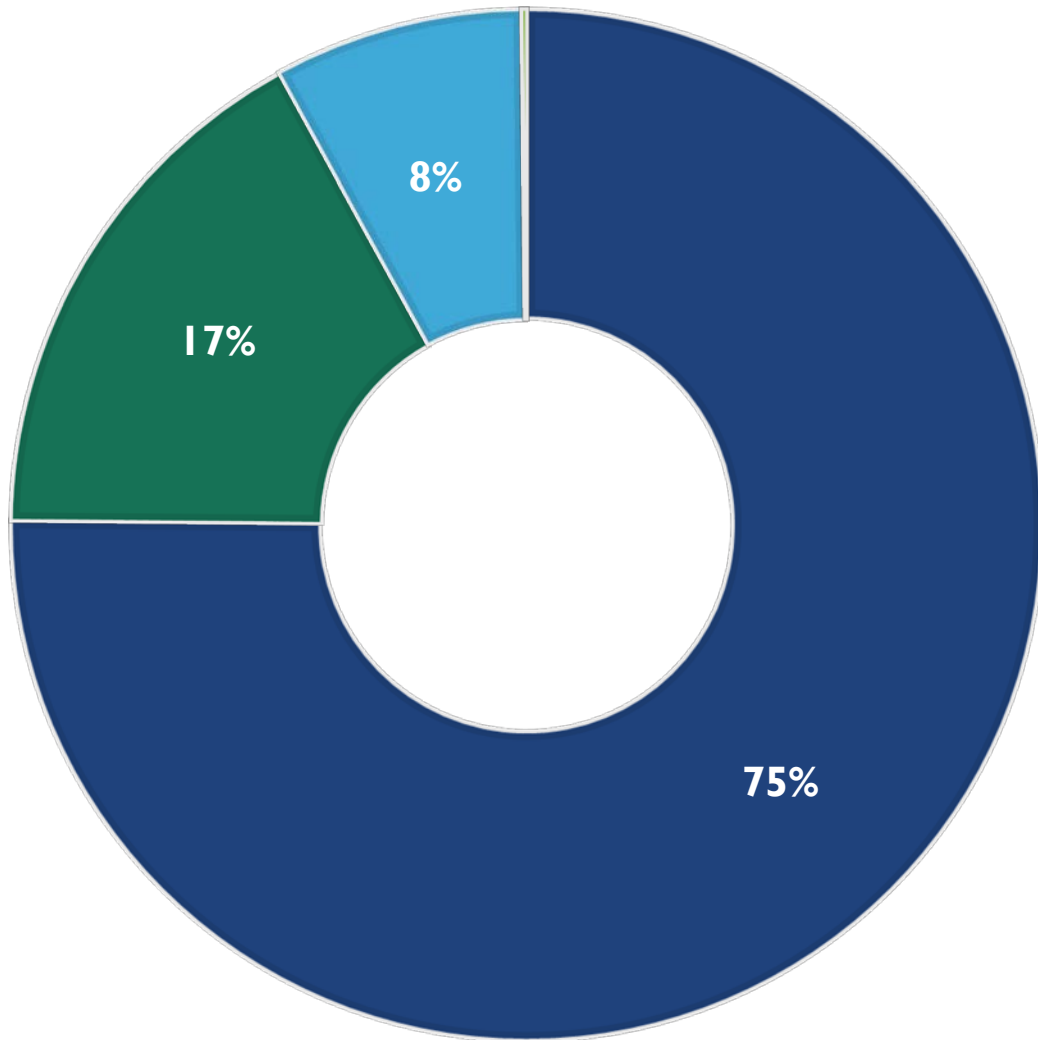


INDUSTRIAL – MANUFACTURING



- SOFT DRINK MANUFACTURING
- GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING
- READY-MIX CONCRETE MANUFACTURING
- FROZEN SPECIALTY FOOD MANUFACTURING
- SEMICONDUCTOR AND RELATED DEVICE MANUFACTURING
- CORRUGATED AND SOLID FIBER BOX MANUFACTURING
- ICE CREAM AND FROZEN DESSERT MANUFACTURING
- COMMERCIAL PRINTING (EXCEPT SCREEN AND BOOKS)
- OTHER FABRICATED WIRE PRODUCT MANUFACTURING
- SEMICONDUCTOR MACHINERY MANUFACTURING
- ALL OTHER PLASTICS PRODUCT MANUFACTURING
- ALL OTHER MISCELLANEOUS CHEMICAL PRODUCT AND PREPARATION MANUFACTURING
- CUT STONE AND STONE PRODUCT MANUFACTURING
- COMMERCIAL BAKERIES
- ADHESIVE MANUFACTURING
- OTHER MOTOR VEHICLE PARTS MANUFACTURING
- OTHER ELECTRONIC COMPONENT MANUFACTURING
- ALL OTHER MISCELLANEOUS FABRICATED METAL PRODUCT MANUFACTURING

INDUSTRIAL – MINING, QUARRYING, OIL + GAS EXTRACTION



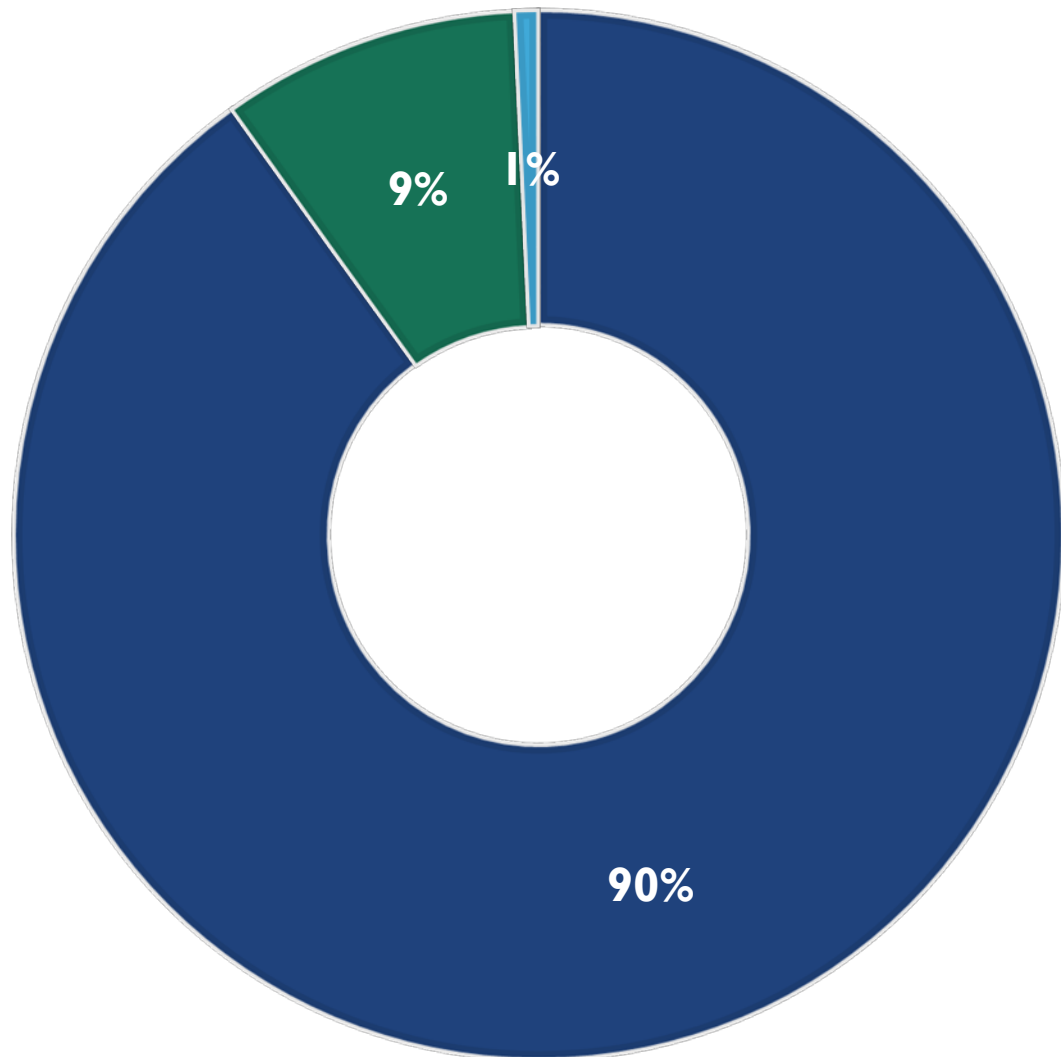
■ CRUSHED AND BROKEN LIMESTONE MINING AND QUARRYING

■ CRUSHED AND BROKEN GRANITE MINING AND QUARRYING

■ SUPPORT ACTIVITIES FOR OIL AND GAS OPERATIONS

■ OTHER CHEMICAL AND FERTILIZER MINERAL MINING

INDUSTRIAL – UTILITIES

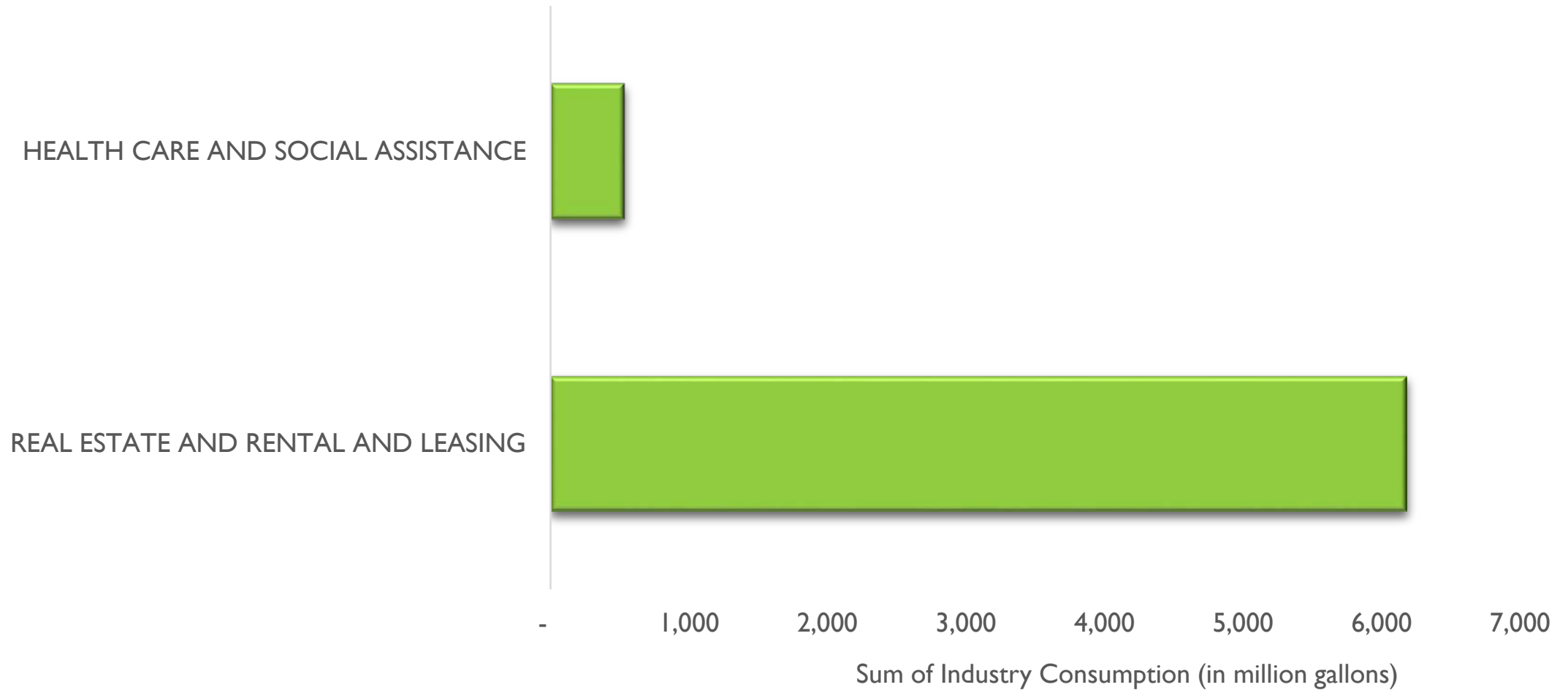


■ NATURAL GAS DISTRIBUTION

■ ELECTRIC POWER DISTRIBUTION

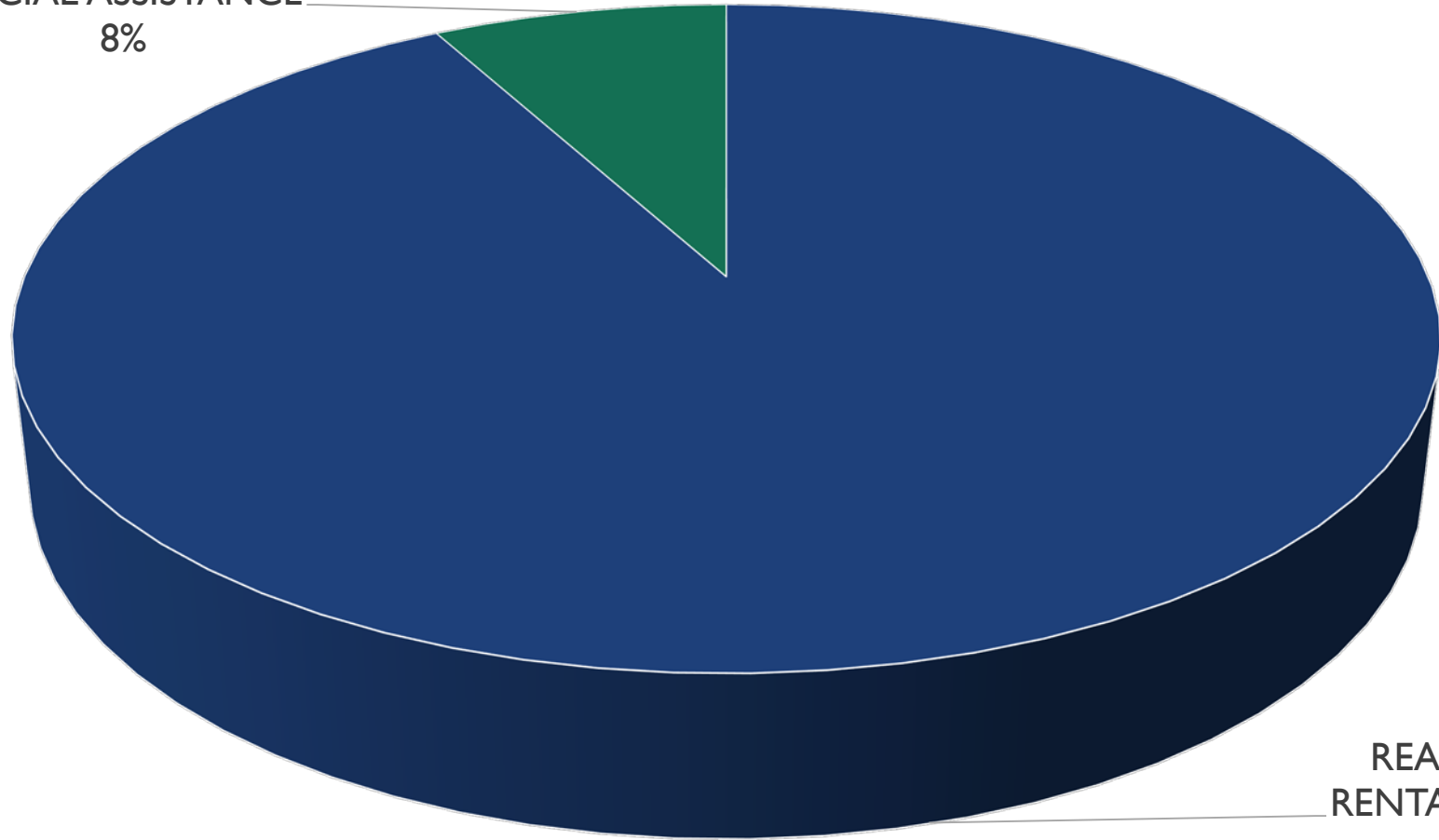
■ OTHER ELECTRIC POWER GENERATION

MULTIFAMILY WATER USE BY BUSINESS TYPE



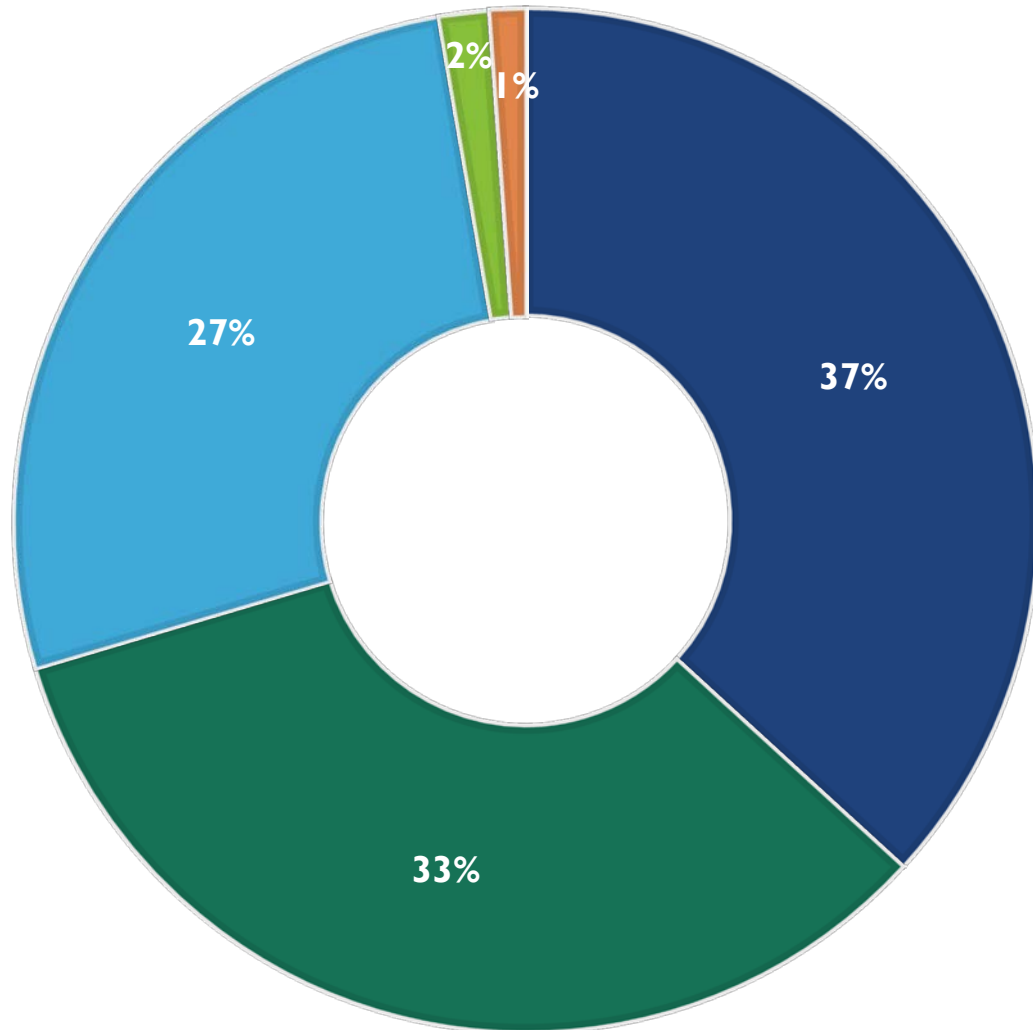
MULTIFAMILY – WATER USE BREAKDOWN

HEALTH CARE AND
SOCIAL ASSISTANCE
8%



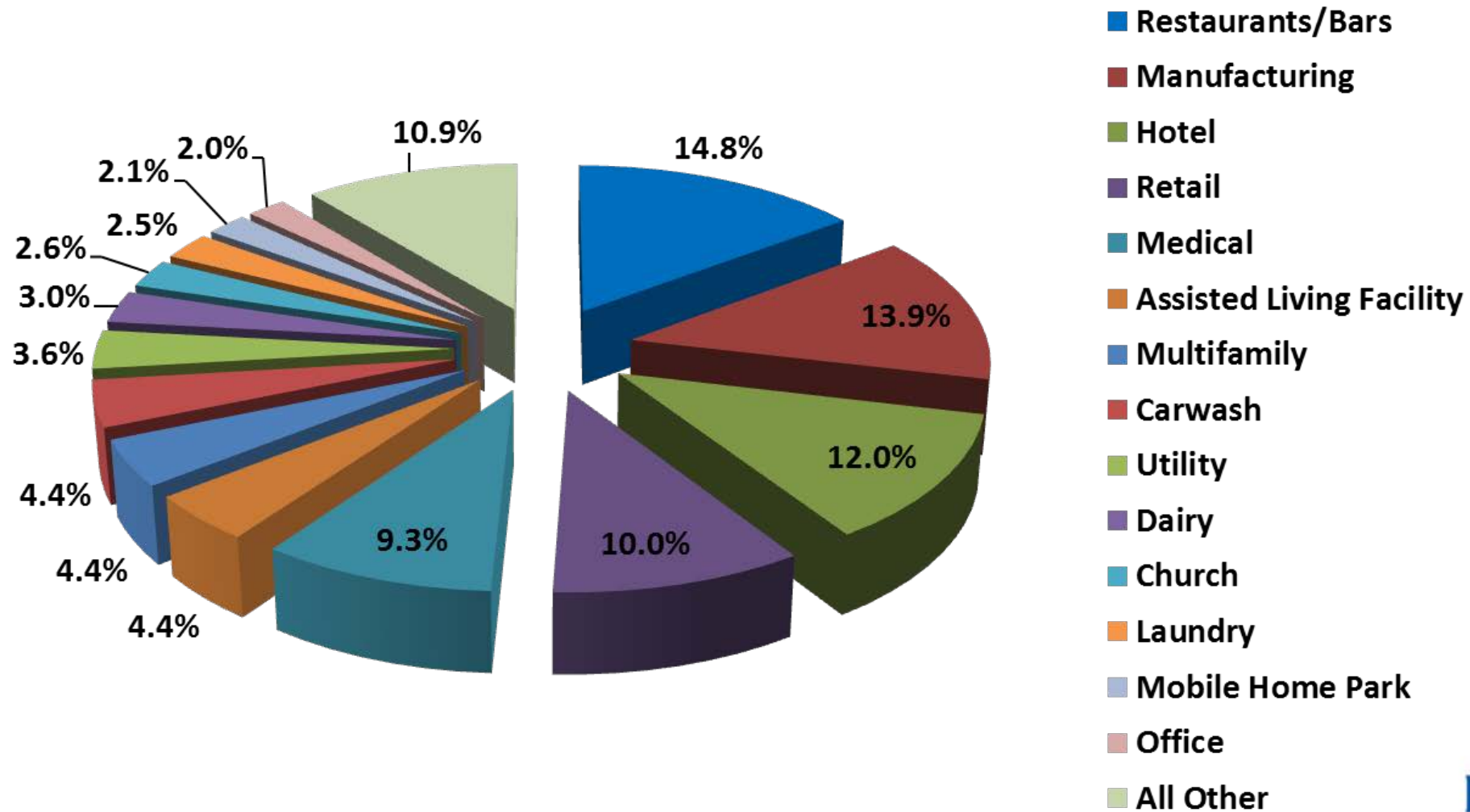
REAL ESTATE AND
RENTAL AND LEASING 67
92%

MULTIFAMILY – HEALTHCARE AND SOCIAL ASSISTANCE



- NURSING CARE FACILITIES (SKILLED NURSING FACILITIES)
- ASSISTED LIVING FACILITIES FOR THE ELDERLY
- CONTINUING CARE RETIREMENT COMMUNITIES
- RESIDENTIAL MENTAL HEALTH AND SUBSTANCE ABUSE FACILITIES
- OTHER RESIDENTIAL CARE FACILITIES

ICI WATER SECTORS AND CATEGORIZE END USERS – ICI BY PERCENT OF TOTAL WATER USE



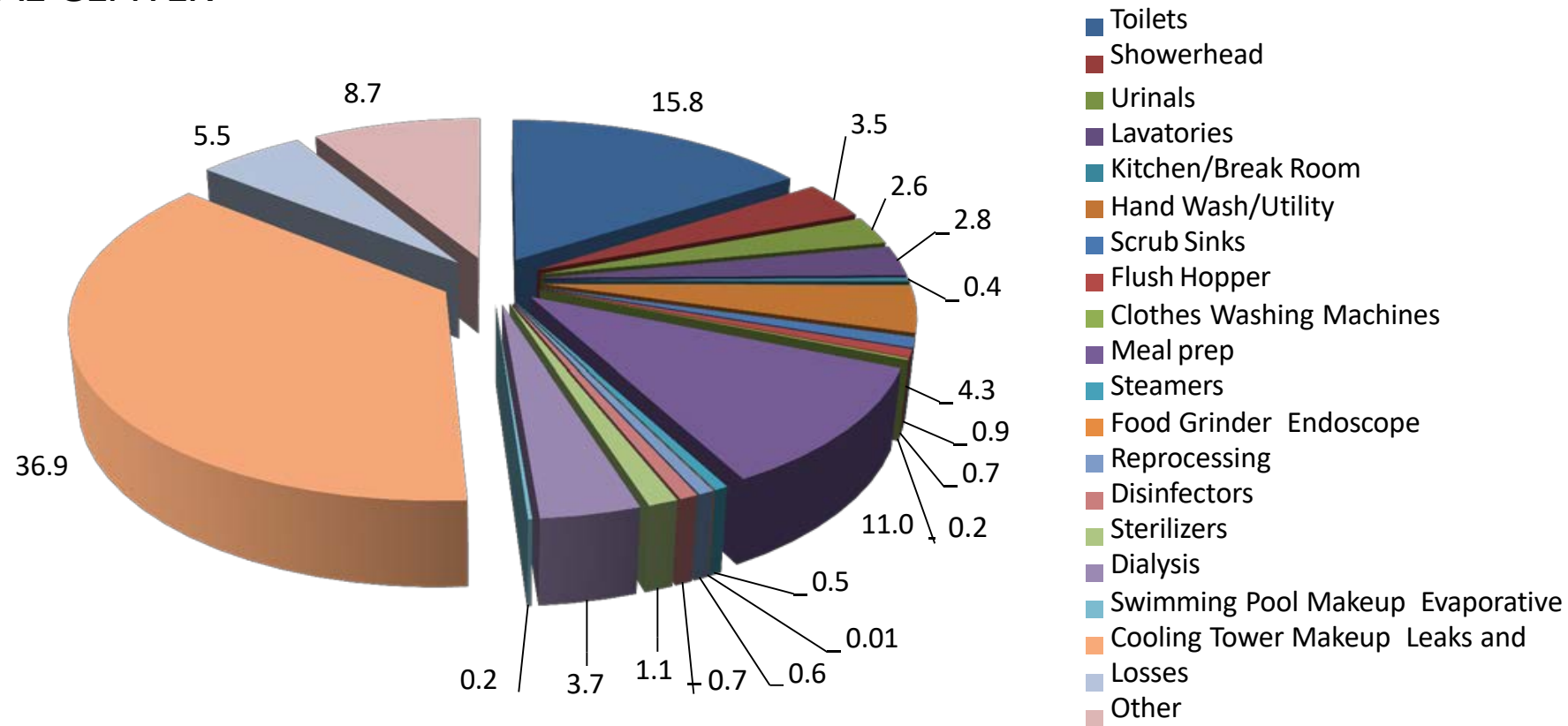
PLUMMER

CALCULATED PER CAPITA CONSUMPTION BASED ON ICI WATER USE



ESTABLISH BASE USE ESTIMATES BY PROCESS OR END USE

MEDICAL CENTER

**PLUMMER**

BENCHMARKING



PLUMMER

EVALUATE NORMALIZED CONSUMPTION

- Gallons per Square Foot of Occupied Space
- Gallons per Day
- Gallons per Employee
- Gallons per Customer
- Gallons per Meal
- Gallons per Ton Hour
- Gallons per Bed
- Gallons per Patient
- Gallons per Square Foot of Landscape
- Gallons per Gallon

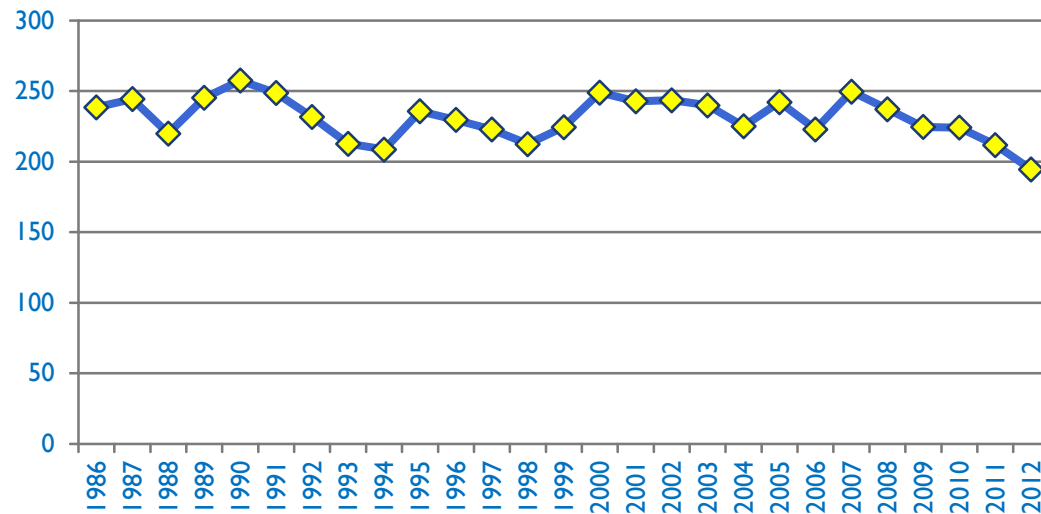


PLUMMER

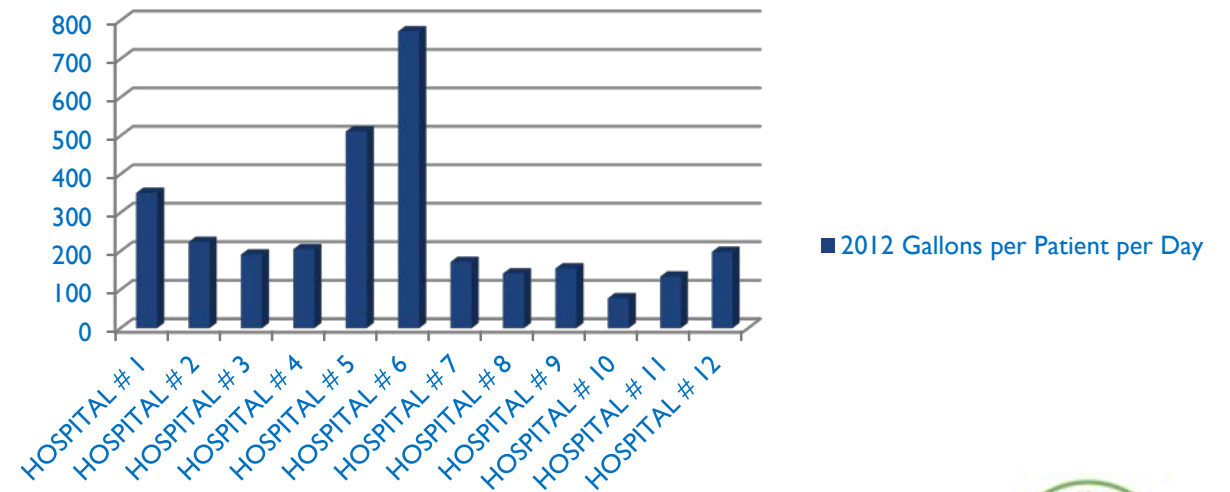
HOSPITALS

HOSPITALS

Gallons per Patient per Day

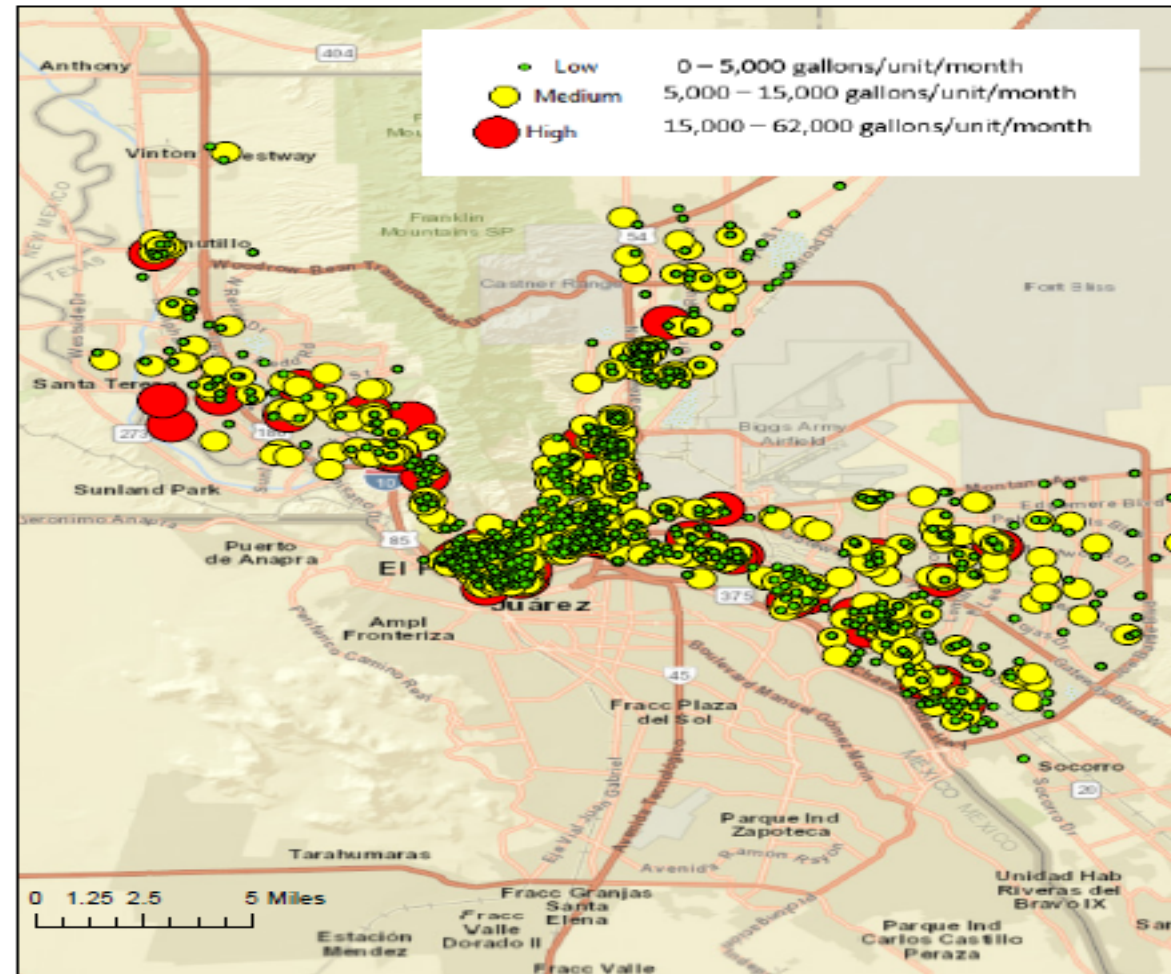


Gallons per Patient per Day



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MULTIFAMILY EXAMPLE



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QUESTIONS

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IDENTIFYING, CODING AND CLASSIFYING INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL WATER USERS



WATERSMART INNOVATIONS 2019

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Alan Plummer Associates, Inc.

