

## Memorandum

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**TO:** The Effective Water Utility Management Collaborating Organizations:  
American Public Works Association  
American Water Works Association  
Association of Metropolitan Water Agencies  
National Association of Clean Water Agencies  
National Association of Water Companies  
U.S. Environmental Protection Agency  
Water Environment Federation

**FROM:** Members of the Effective Water Utility Management Steering Committee

**DATE:** March 30, 2007

**SUBJECT:** Transmittal of Findings and Recommendations for a Water Utility Sector Management Strategy

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The Effective Water Utility Management Steering Committee is pleased to present its findings and recommendations on the development of a water utility sector management strategy to you, the Collaborating Organizations.

The Collaborating Organizations' May 2006 Statement of Intent on Effective Water Sector Utility Management described the intention of promoting effective utility management through, among other means, "establishing a framework for working together to advance understanding of the principles and practices of effective utility management, and to encourage and promote their wide application." In June 2006, to help achieve these objectives, the Collaborating Organizations created the Effective Utility Management Steering Committee.

The sixteen-member Steering Committee represents utility managers from water and wastewater utilities across the country. The Committee's membership reflects not only a mix of utility operations, scale of service, and regional location, but also a range of experiences and perspectives on utility management. Together, we comprise a balanced set of views that have strengthened our report's findings and recommendations on the needs for and future direction of water utility management in the U.S.

The Collaborating Organizations charged the Steering Committee with preparing, "a synthesis of findings and recommendations related to advancing the effective management of water and wastewater utilities." The Collaborating Organizations specifically requested that the Steering Committee submit a final report that would explore and identify recommendations based on:

- A refined list of existing key attributes of effectively-managed utilities and related keys to management success;
- Existing utility management resources (linked to the Attributes) and options for presentation of these resources;

- An evaluation of a set of potential measures of success for utilities to gauge progress; and
- An examination of barriers to more widespread implementation of utility improvement efforts, as well as incentives and a path forward that could help lead to greater adoption of these efforts.

The Steering Committee believes that our report achieves these objectives, and also that, as requested, the report is in a form that will support the development of a joint strategy by the Collaborating Organizations to identify, encourage, and recognize excellence in water and wastewater utility management.

The report reflects our efforts to reach full consensus on a set of Attributes—the Ten Attributes of Effectively Managed Utilities—that define the outcomes that effectively managed utilities strive to achieve. We believe the Attributes can provide a concise focal point for promoting improved management throughout our sector and for motivating and enabling utility managers to embrace management change successfully.

We have further produced a list of “Keys to Management Success” that provide an indication of management strategies and approaches we believe are important to achieving progress on the Attributes, a set of example measures that can aide utility managers who pursue Attribute-related management initiatives, and an organized list of utility management resources that can provide guidance and support to utility leaders as they examine their opportunities and plan their implementation approaches for more effective management. We believe these items, in their current form, can help move effective utility management forward while, more importantly, forming the basis of a more integrated and encompassing sector strategy.

The Steering Committee would like to thank the Collaborating Organizations for the opportunity to participate in this ground-breaking work. We understand that the Collaborating Organizations will need time to reflect upon our findings and recommendations and to translate them into the sector strategy itself, and we sincerely hope that this can be done in a timely and vigorous manner.

We look forward to staying engaged as the sector takes further steps toward realizing the next generation of water utilities in this country.

Sincerely,



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David Brosman  
El Paso Water Utilities Public Service Board



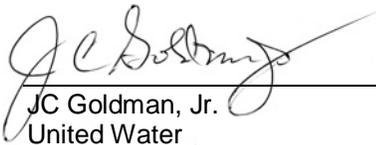
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John Cook  
Advanced Data Mining International  
(formerly of Charleston Water System)



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Stephen Densberger  
Pennichuck Water Service Co.



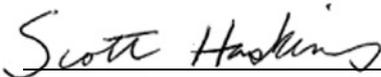
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JC Goldman, Jr.  
United Water



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Dan Hartman  
City of Golden Public Works



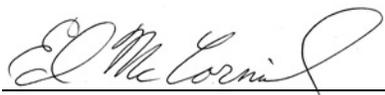
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Scott Haskins  
Seattle Public Utilities



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Mary Lappin  
Kansas City Water Services Department



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Ed McCormick  
East Bay Municipal Utility District



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Patricia Mulroy  
Las Vegas Valley Water District



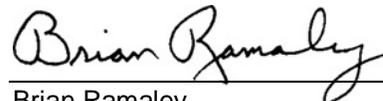
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Howard Neukrug  
Philadelphia Water



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Dave Rager  
Greater Cincinnati Water Works



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Brian Ramaley  
Newport News Waterworks



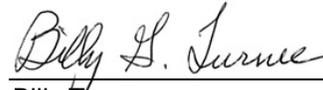
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Joseph Superneau  
Springfield Water and Sewer Commission



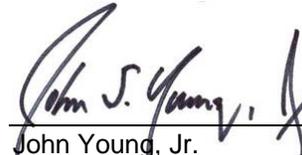
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Diane Taniguchi-Dennis  
City of Albany Dept of Public Works



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Billy Turner  
Columbus Water Works



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John Young, Jr.  
American Water