



Effective Utility Management Committee - Findings and Recommendations

Statement of Support

On behalf of the water utility sector, the members of the Effective Utility Management Collaboration are pleased to embrace the *Findings and Recommendations for a Water Utility Sector Management Strategy*. We thank the members of the Steering Committee for preparing these findings and recommendations, and for their commitment and dedication to exploring the management challenges facing the sector. Their work in identifying the attributes of effectively managed utilities, defining keys to management success, ascertaining resources available to interested utilities, and suggesting sample performance measures will improve utility management across the sector. We believe the Committee's work can play a pivotal role in promoting effective utility management over time, and we will work collectively and individually to encourage our members and the sector as a whole to make effective use of these *Findings and Recommendations*.

In the report the Steering Committee outlined common challenges facing water utilities and recommended that the sector focus its attention on these areas to better deliver services and sustain community support. The Steering Committee also explored the barriers that can limit utilities from making management improvements.

Within this context, the Steering Committee identified the following findings and recommendations:

Findings

- The Steering Committee identified *Ten Attributes of Effectively Managed Water Sector Utilities* to provide a simple reference point for utilities seeking to improve performance. The *Attributes* include product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure stability, operational resiliency, community sustainability, water resource adequacy, and stakeholder understanding and support.
- As a complement to the *Attributes*, the Steering Committee identified *Keys to Management Success* that offer examples of successful management approaches and systems, including leadership, strategic business planning, organizational approaches, measurement, and a continual improvement management framework.
- The Committee highlighted the importance of measurement to effective management and identified a series of sample performance measures for utilities to consider.

Recommendations

- That the water utility sector adopt and utilize the *Ten Attributes of Effectively Managed Utilities* as a basis for promoting improved management within the sector.
- That the Collaborating Organizations explicitly reference the *Keys to Management Success* in efforts to promote the *Attributes* and enable effective management within the sector.
- That the Collaborating Organizations develop a sector strategy that includes a set of example utility measures related to the *Attributes*, and initiate a longer-term effort to establish a program supporting a cohesive set of targeted, generally applicable, individual water sector utility measures.
- That the Collaborating Organizations pursue the creation of a resource toolbox that is clearly

linked to the *Attributes* to effectively support utilities' ability to make progress toward achieving the *Attributes*.


- That the Collaborating Organizations roll out the sector strategy to the water industry as soon as possible, and employ a continual improvement approach to implementing the strategy over time.
- That the Collaborating Organizations continue their collaboration and build on this report and its recommendations.

The Collaborating Organizations intend to continue working cooperatively and individually to promote and encourage the adoption of the *Findings and Recommendations* of the Steering Committee, including the identification of short- and long-term actions to implement the report's recommendations.

Again, the Collaborating Organizations are pleased to embrace the report and thank the Steering Committee members for their dedication and impressive work on this important effort.

Signed on behalf of the Collaborating Organizations on May 8, 2007.

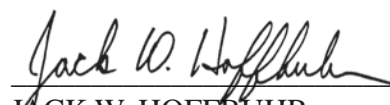
BENJAMIN H. GRUMBLES
Assistant Administrator for Water
U.S. Environmental Protection Agency



DIANE VANDE HEI
Executive Director
Association of Metropolitan Water Agencies



PETER COOK
Executive Director
National Association of Water Companies



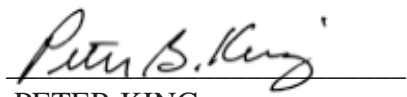
JACK W. HOFFBUHR
Executive Director
American Water Works Association



KEN KIRK
Executive Director
National Association of Clean Water
Agencies



WILLIAM BERTERA
Executive Director
Water Environment Federation



PETER KING
Executive Director
American Public Works Association

All commitments made by EPA and the other signatories in this document are subject to the availability of funds. Nothing in this document, in and of itself, obligates EPA or the other signatories to expend funds or enter into any contract or other agreement, or incur other financial obligations.