### Appendix E: Example Resources

#### Part I: Example Resource Crosswalk

This example crosswalk shows the relationship between the resources identified by the Resources Subgroup and the Attributes of Effectively-Managed Water Sector utilities. For more information on authorship and availability of each resource, see the next section (“Example Resources”).

In addition, six non-Attribute columns have been added to this example crosswalk: One column for each of the five Keys to Management Success (Continual Improvement Management Framework, Strategic Business Planning, Measurement, Leadership, and Organizational Approaches), and one column for case studies, which describe how a particular utility benefited from using a particular resource.

Please note that the Attribute and Key assignments for some resources are based on a general description of the resource and would need to be confirmed if a crosswalk like this were to be finalized and used.

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## Findings and Recommendations for a Water Utility Sector Management Strategy

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March 30, 2007

Appendix E–2
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42 Primal Leadership: Learning to Lead with Emotional Intelligence | | | | | | | | | | X | | | | | | |
43 Hunter Water Australia - Asset Management | | | | | | | | | | | | | | | | |
44 ICMA Center for Performance Measurement | X | X | | | | | | | | | | | | | | |
45 ISO 9000 Series | X | X | | | | | | | | | | | | | | |
46 ISO 14001 | X | X | X | | X | | | | | | | | | | |
47 Draft ISO 24510 | X | X | X | | X | | | | | | | | | | |
48 Draft ISO 24511 | X | X | X | | X | | | | | | | | | | |
49 Draft ISO 24512 | X | X | X | | X | X | | | | | | | | | | |
50 Alignment: Using the Balanced Scorecard to Create Corporate Synergies | X | X | X | | | | | | | | | | | | | |
51 The Balanced Scorecard: Translating Strategy into Action | X | X | X | | | | | | X | X | | | | | |
52 The Strategy-Focused Organization | X | X | X | | | | | | | | | | | | | |
53 Leading Change | | | | | | | | | | | | X | X | | | |
54 Watershed Impact Assessment Guidance for Municipal Managers | | | | | X | | | | | | | | | | |
55 International Infrastructure Management Manual | | | | | X | | | | | | | | | | |
56 NARUC Chart of Accounts | | | | | X | X | X | X | X | X | | | | | | |
57 NAWC Benchmarking Surveys | X | X | X | X | X | X | X | X | X | X | | | | | | |
58 Managing Public Infrastructure Assets to Minimize Cost and Maximize Performance | | | | | | X | | | | | | | | | | |
59 Charleston CPW Water Distribution Operation | X | X | X | | X | | | | | | | | | | | |
60 The Six Sigma Way Team Fieldbook | | | | | | | | | | | | | | | | |
61 Crucial Conversations: Tools for Talking when Stakes are High | X | | | | | | | | | | | | | | | |
62 Peter F. Drucker Foundation for Nonprofit Management / Leader to Leader Institute | | | | | X | | | | | | | | | | | |
63 The Triple Bottom Line | | | | | | | | | | | | | | | | |
64 The Fifth Discipline Fieldbook | X | | | | | | | | | | | | | | | |
65 SA 8000 | | | | | | | | | | | | | | | | |
66 UVA Senior Executive Institute | | | | | | | | | | | | | | | | |
67 WaterISAC Information Sharing and Analysis Center | | | | | | | | | | | | | | | | |
68 Water Services Association of Australia | X | X | X | | | | | | | | | | | | | |
69 Asset Management for Water and Wastewater Utilities | | | | | | | | | | | | | | | | |
70 Water is Life, and Infrastructure Makes it Happen | X | X | X | | | | | | | | | | | | | |
# Resource

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Part II: Example Resources

Included in the draft list of example resource are the top five/most useful resources identified by Steering Committee Members and Collaborating Organization Representatives. This list would need further refinement for a final toolbox.

The final set of resources in a formal toolbox could be organized by Attribute (or other organizing construct), rather than alphabetically by author as they appear below. Please refer to the example crosswalk to see a conceptual exploration of the relationships between the Attributes and the example resources in the list below.

Most useful resources identified to date (in alphabetical order)

1. AMA. American Management Association (AMA) Seminars.  
   http://www.amanet.org/seminars/index.cfm  
   Attributes: employee and leadership development

2. AWMA. AMWA Annual Meeting. http://www.amwa.net/ [Note: Speakers’ PowerPoint presentations are posted on the Members Only area of the AMWA website]  
   Attributes: product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure stability, operational resiliency, community sustainability, water resource adequacy, stakeholder understanding and support

   http://www.amwa.net/features/competitiveness/  
   Attributes: customer satisfaction, community sustainability, stakeholder understanding and support

   http://www.amwa.net/features/competitiveness/  
   Attributes: employee and leadership development

   http://www.amwa.net/features/competitiveness/  
   Attributes: financial viability

   http://www.amwa.net/features/competitiveness/  
   Attributes: financial viability

   http://www.amwa.net/features/competitiveness/  
   Attributes: employee and leadership development

   http://www.apwa.net/bookstore/detail.asp?PC=PB_APWM  
   Attributes: operational optimization, operational resiliency

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   Attributes: operational optimization, operational resiliency, stakeholder understanding and support

    Attributes: operational optimization, operational resiliency, stakeholder understanding and support

    Attributes: operational optimization, operational resiliency, stakeholder understanding and support

    Attributes: financial viability, water resource adequacy

    Attributes: customer satisfaction, financial viability, stakeholder understanding and support

    Attributes: product quality, customer satisfaction, operational optimization, infrastructure stability, operational resiliency, employee and leadership development, community sustainability, water resource adequacy, stakeholder understanding and support

    Attributes: product quality, customer satisfaction, operational optimization, operational resiliency, community sustainability, stakeholder understanding and support, infrastructure stability

    Attributes: customer satisfaction, financial viability, community sustainability

    Attributes: infrastructure stability

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    Attributes: operational optimization, community sustainability, stakeholder understanding and support

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    Attributes: product quality, customer satisfaction, employee and leadership development, financial viability, stakeholder understanding and support

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   Attributes: product quality, customer satisfaction, operational optimization

   Attributes: product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure stability, operational resiliency, water resource adequacy, stakeholder understanding and support

   Attributes: product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure stability, operational resiliency, community sustainability, water resource adequacy, stakeholder understanding and support

   Attributes: employee and leadership development, operational optimization

   Attributes: operational optimization, financial viability, community sustainability

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   Attributes: employee and leadership development, operational optimization

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   Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy

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   Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy

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   Attributes: operational optimization, financial viability

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   Attributes: product quality, employee and leadership development, operational optimization, community sustainability

   Attributes: operational optimization, financial viability, infrastructure stability
   http://www.ebmud.com/about_ebmud/overview/strategic_plan/ebmud_strategic_plan.pdf
   Attributes: product quality, customer satisfaction, employee and leadership development, 
   operational optimization, financial viability, infrastructure stability, operational resiliency, 
   community sustainability, water resource adequacy, stakeholder understanding and support

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   Attributes: infrastructure stability, operational optimization, customer satisfaction

   Attributes: financial viability, infrastructure stability

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   Attributes: product quality, customer satisfaction, stakeholder understanding and support

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   Attributes: operational optimization, operational resiliency, community sustainability, 
   employee and leadership development, product quality, stakeholder understanding and support

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   Wastewater Utilities. www.peercenter.net
   Attributes: operational optimization, operational resiliency, community sustainability, 
   employee and leadership development, product quality, stakeholder understanding and support

   www.epa.gov
   Attributes: product quality, operational optimization, community sustainability, water 
   resource adequacy, customer satisfaction

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   2170278-4848903?ie=UTF8&s=books
   Attributes: operational optimization

   http://www.amazon.com/Governmental-Accounting-Auditing-Financial-
   Reporting/dp/0891252754
   Attributes: financial viability
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   Attributes: financial viability, operational optimization, infrastructure stability, operational resiliency, community sustainability, stakeholder understanding and support

   Attributes: employee and leadership development

   Attributes: operational optimization, infrastructure stability.

   Attributes: customer satisfaction, operational optimization

   Attributes: product quality, customer satisfaction

   Attributes: product quality, operational optimization, community sustainability, water resource adequacy, customer satisfaction

   Attributes: product quality, customer service, operational optimization, operational resiliency, community sustainability

   Attributes: product quality, customer service, operational optimization, infrastructure stability, operational resiliency, community sustainability

   Attributes: product quality, customer satisfaction, operational optimization, infrastructure stability, operational resiliency, community sustainability, water resource adequacy

   Attributes: customer satisfaction, financial viability, employee and leadership development, product quality
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   Attributes: customer satisfaction, financial viability, employee and leadership development, product quality

   Attributes: customer satisfaction, financial viability, employee and leadership development, product quality

   Attributes: employee and leadership development, operational optimization

   Attributes: community sustainability, infrastructure stability, operational optimization

   Attributes: operational optimization, infrastructure stability

   Attributes: financial viability, operational optimization, infrastructure stability, operational resiliency, community sustainability, stakeholder understanding and support

   Attributes: product quality, customer satisfaction, operational optimization, financial viability, infrastructure stability, operational resiliency, employee motivation and commitment, water resource adequacy, community sustainability, stakeholder understanding and support

   Attributes: infrastructure stability, operational optimization

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   Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy
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   Attributes: operational optimization, financial viability

   Attributes: employee and leadership development, stakeholder understanding and support

   Attributes: employee and leadership development, operational optimization

   Attributes: financial viability, community sustainability, operational optimization

   Attributes: operational optimization

   Attributes: employee and leadership development

   Attributes: operational optimization

   Attributes: operational resiliency

   Attributes: customer satisfaction, infrastructure stability, operational optimization

   Attribute: infrastructure stability

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   Attributes: customer satisfaction, financial viability, infrastructure stability, stakeholder understanding and support

   Attributes: product quality, operational optimization, customer satisfaction, operational resiliency, community sustainability

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   Attributes: infrastructure stability