

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.

#	Resource	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	Continual Improvement	Strategic Business Planning	Measurement	Leadership	Organizational Approaches	Case Study
1	American Management Association Seminars			X											X		
2	AMWA Annual Meeting	X	X	X	X	X	X	X	X	X	X						
3	Building the Water Utility Brand		X						X		X						
4	The Changing Workforce - Crisis and Opportunity			X												X	
5	Evaluating Privatization II					X											
6	Public vs. Private: Comparing the Costs					X											
7	The Changing Workforce - Seizing the Opportunity			X												X	
8	Public Works Management Practices Manual				X			X									
9	Performance Measurement in Public Works				X			X			X			X			
10	Public Works Performance Management				X			X			X			X			

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11	Everything You Need to Know to be a Public Works Director			X	X			X			X				X		
12	Financing Stormwater Utilities					X				X							
13	Avoiding Rate Shock		X			X					X						
14	AWWA Manuals	X	X	X	X		X	X	X	X	X						
15	The Evolving Water Utility: Pathways to Higher Performance	X	X		X		X	X	X		X						
16	Thinking Outside the Bill		X	X		X			X						X		
17	Water Infrastructure at a Turning Point						X										
18	AWWA WaterWiser website				X				X		X						
19	Water and Wastewater Leadership Center	X	X	X		X					X				X		
20	Partnership for Safe Water	X	X		X												
21	AWWA/QualServe Program	X	X	X	X	X	X	X		X	X	X		X			
22	AWWA/WEF Joint Management Conference	X	X	X	X	X	X	X	X	X	X				X		
23	Workforce Planning for Successful Organization Change			X	X											X	
24	Triple Bottom Line Reporting				X	X			X					X			
25	Leadership, Motivation, and Change in the Competitive Utility Environment			X	X										X		X
26	Launching CMOM Using an EMS	X	X		X				X	X							X
27	Laying the Foundation	X	X		X				X	X							X
28	City of Fort Worth Six Sigma Page				X	X											
29	Charleston Commissioners of Public Works Conducting a Two-Front War	X		X	X				X			X					X
30	Managing the Water and Wastewater Utility			X	X	X	X								X		
31	East Bay Municipal Utility District Strategic Plan	X	X	X	X	X	X	X	X	X	X		X				
32	Asset Management: A Handbook for Small Water Systems		X		X		X										
33	Setting Small Drinking Water System Rates for a Sustainable Future					X	X										
34	Using Smart Growth Techniques as Stormwater Best Management Practices	X			X				X								
35	National Biosolids Partnership - EMS Program	X	X								X						
36	Achieving Environmental Excellence	X		X	X			X	X		X						
37	Reducing Cost and Optimizing Performance	X		X	X			X	X		X						
38	Capacity, Management, Operations, and Maintenance	X	X		X				X	X							
39	Getting to Yes: Negotiating Agreement Without Giving In			X	X										X		
40	Governmental Accounting, Auditing, and Financial Reporting 2005					X											

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

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71	Continual Improvement in Utility Management	X	X		X			X	X								
72	Sustainable Infrastructure Management Program Learning Environment (SIMPLE)						X										
	TOTAL	28	30	29	47	23	23	21	28	13	22	4	2	6	13	5	5

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. AMWA. **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
3. AMWA. 2006. **Building the Water Utility Brand.**
<http://www.amwa.net/features/competitiveness/>
Attributes: customer satisfaction, community sustainability, stakeholder understanding and support
4. AMWA and AMSA (NACWA). 2004. **The Changing Workforce...Crisis and Opportunity.**
<http://www.amwa.net/features/competitiveness/>
Attributes: employee and leadership development
5. AMWA and AMSA (NACWA). 2002. **Evaluating Privatization II.**
<http://www.amwa.net/features/competitiveness/>
Attributes: financial viability
6. AMWA and AMSA (NACWA). 2003. **Public vs. Private: Comparing the Costs.**
<http://www.amwa.net/features/competitiveness/>
Attributes: financial viability
7. AMWA and NACWA. 2006. **The Changing Workforce...Seizing the Opportunity.**
<http://www.amwa.net/features/competitiveness/>
Attributes: employee and leadership development
8. APWA 2004. **Public Works Management Practices Manual, 5th Edition.**
<http://www.apwa.net/bookstore/detail.asp?PC=PB.APWM>
Attributes: operational optimization, operational resiliency

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9. APWA 1999. **Performance Measurement in Public Works.**
<http://www.apwa.net/bookstore/detail.asp?PC=PB.ANUT>
Attributes: operational optimization, operational resiliency, stakeholder understanding and support
10. APWA 1999. **Public Works Performance Management.**
<http://www.apwa.net/bookstore/detail.asp?PC=PB.APER>
Attributes: operational optimization, operational resiliency, stakeholder understanding and support
11. APWA 2004. **Everything You Need to Know to be a Public Works Director.**
<http://www.apwa.net/bookstore/detail.asp?PC=PB.A420>
Attributes: operational optimization, operational resiliency, stakeholder understanding and support
12. APWA 2003. **Financing Stormwater Utilities.**
<http://www.apwa.net/bookstore/detail.asp?PC=PB.AFSF>
Attributes: financial viability, water resource adequacy
13. AWWA. 2004. **Avoiding Rate Shock: Making the Case for Water Rates.**
<http://www.awwa.org/bookstore/product.cfm?id=20570>
Attributes: customer satisfaction, financial viability, stakeholder understanding and support
14. AWWA. **AWWA Manuals of Water Supply Practices, Standards, and Benchmarks.**
www.awwa.org
Attributes: product quality, customer satisfaction, operational optimization, infrastructure stability, operational resiliency, employee and leadership development, community sustainability, water resource adequacy, stakeholder understanding and support
15. AWWA. 2003. Nancy Zelig, editor. **The Evolving Water Utility: Pathways to Higher Performance.** <http://www.awwa.org/bookstore/product.cfm?id=20519>
Attributes: product quality, customer satisfaction, operational optimization, operational resiliency, community sustainability, stakeholder understanding and support, infrastructure stability
16. AWWA. 2005. **Thinking Outside the Bill: A Utility Manager's Guide to Assisting Low-Income Water Customers.** <http://www.awwa.org/bookstore/product.cfm?id=20594>
Attributes: customer satisfaction, financial viability, community sustainability
17. AWWA. 2006. **Water Infrastructure at a Turning Point: The Road to Sustainable Asset Management.** <http://www.awwa.org/bookstore/product.cfm?id=20615>
Attributes: infrastructure stability
18. AWWA. **WaterWiser website.** www.waterwiser.org
Attributes: operational optimization, community sustainability, stakeholder understanding and support
19. AWWA, AMWA, NACWA, and WEF. **Water and Wastewater Leadership Institute.**
www.nacwa.org/meetings/leader
Attributes: product quality, customer satisfaction, employee and leadership development, financial viability, stakeholder understanding and support

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20. AWWA and EPA. **Partnership for Safe Water**. <http://www.awwa.org/science/partnership/>
Attributes: product quality, customer satisfaction, operational optimization
21. AWWA and WEF. **AWWA/QualServe Self Assessment, Peer Review, and Benchmarking Program**. www.awwa.org/science/qualserve/
Attributes: product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure stability, operational resiliency, water resource adequacy, stakeholder understanding and support
22. AWWA and WEF. **AWWA/WEF Joint Management Conference**.
<http://www.awwa.org/conferences/jmc/>
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
23. AwwaRF. 2003. **Workforce Planning for Successful Organization Change** (AwwaRF Report 90965F). <http://www.iwapublishing.com/template.cfm?name=isbn1843398710>
Attributes: employee and leadership development, operational optimization
24. AwwaRF, as prepared by Steven Kenway and Shiroma Maheepala. **Triple Bottom Line Reporting of Sustainable Water Utility Performance**. September 2006 [Draft]
Attributes: operational optimization, financial viability, community sustainability
25. Bickerstaff, Rick. **Leadership, Motivation, and Change in the Competitive Utility Environment**. [case study]
Attributes: employee and leadership development, operational optimization
26. Bickerstaff, Rick, and John Cook. **Launching CMOM using an EMS**. [case study]
Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy
27. Bickerstaff, Rick, Adrian Williams, and John Cook. 2003. **Laying the Foundation: An Environmental Management System is a Great First Step in Launching a CMOM Program**. From Water Environment and Technology. [case study]
Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy
28. City of Fort Wayne. **Six Sigma website**.
http://www.cityoffortwayne.org/index.php?option=com_content&task=view&id=454&Itemid=591 [case study]
Attributes: operational optimization, financial viability
29. Cook, John, and Myron Olstein. **Charleston Commissioners of Public Works Conducting a Two-Front War to Achieve Continual Improvement**. [case study]
Attributes: product quality, employee and leadership development, operational optimization, community sustainability
30. Dolan, Roger. 2004. **Managing the Water and Wastewater Utility**. <http://www.e-wef.org/timssnet/static/UM/P12103.htm>
Attributes: operational optimization, financial viability, infrastructure stability

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31. East Bay Municipal Utility District. 2006. **EBMUD Strategic Plan**.
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
32. EPA. **Asset Management: A Handbook for Small Water Systems 2003**.
http://www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_asset_mgmt.pdf
Attributes: infrastructure stability, operational optimization, customer satisfaction
33. EPA. 2006. **Setting Small Drinking Water System Rates for a Sustainable Future**.
http://www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_final_ratesetting_guide.pdf
Attributes: financial viability, infrastructure stability
34. EPA. 2005. **Using Smart Growth Techniques as Stormwater Best Management Practices**. http://www.epa.gov/smartgrowth/pdf/sg_stormwater_BMP.pdf
Attributes: operational optimization, product quality, community sustainability
35. EPA, NACWA, and WEF. **National Biosolids Partnership – EMS Program**.
www.biosolids.org.
Attributes: product quality, customer satisfaction, stakeholder understanding and support
36. EPA and the Global Environment and Technology Foundation. 2004. **Achieving Environmental Excellence: An Environmental Management Systems (EMS) Handbook for Wastewater Utilities**. www.peercenter.net
Attributes: operational optimization, operational resiliency, community sustainability, employee and leadership development, product quality, stakeholder understanding and support
37. EPA and the Global Environment Technology Foundation. 2006. **Reducing Costs and Optimizing Performance: An Environmental Management Systems (EMS) Handbook for Wastewater Utilities**. www.peercenter.net
Attributes: operational optimization, operational resiliency, community sustainability, employee and leadership development, product quality, stakeholder understanding and support
38. EPA Regions. **Capacity, Management, Operations, and Maintenance (CMOM)**.
www.epa.gov.
Attributes: product quality, operational optimization, community sustainability, water resource adequacy, customer satisfaction
39. Fisher, Roger, William L. Ury, and Bruce Patton (editor). 1991. **Getting to Yes: Negotiating Agreement Without Giving In (2nd edition)**. http://www.amazon.com/Getting-Yes-Negotiating-Agreement-Without/dp/0140157352/sr=1-1/qid=1161127268/ref=pd_bbs_1/102-2170278-4848903?ie=UTF8&s=books
Attributes: operational optimization
40. Gauthier, Stephen J. **Governmental Accounting, Auditing, and Financial Reporting 2005**.
<http://www.amazon.com/Governmental-Accounting-Auditing-Financial-Reporting/dp/0891252754>
Attributes: financial viability

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41. **Generally Accepted Accounting Principles (GAAP).**
Attributes: financial viability, operational optimization, infrastructure stability, operational resiliency, community sustainability, stakeholder understanding and support
42. Goleman, Daniel, Richard E. Boyatzis, and Annie McKee. 2002. **Primal Leadership: Learning to Lead with Emotional Intelligence.** <http://www.amazon.com/Primal-Leadership-Learning-Emotional-Intelligence/dp/1591391849>
Attributes: employee and leadership development
43. Hunter Water Australia. **Asset Management.**
<http://www.hwa.com.au/recentprojects.asp?id=345>
Attributes: operational optimization, infrastructure stability.
44. International City/County Management Association. **ICMA Center for Performance Measurement.**
<http://www1.icma.org/main/bc.asp?bcid=107&hsid=1&ssid1=50&ssid2=220&ssid3=297&t=0>
Attributes: customer satisfaction, operational optimization
45. International Organization for Standardization. **ISO 9000 Series: Quality Management.**
www.iso.org.
Attributes: product quality, customer satisfaction
46. International Organization for Standardization. **ISO 14001: Environmental Management.**
www.iso.org
Attributes: product quality, operational optimization, community sustainability, water resource adequacy, customer satisfaction
47. International Organization for Standardization. **Draft International Standard ISO/DIS 24510: Service activities related to drinking water and wastewater – Guidelines for the improvement and for the assessment of the service to users.** Final version expected in 2007. www.iso.org.
Attributes: product quality, customer service, operational optimization, operational resiliency, community sustainability
48. International Organization for Standardization. **Draft International Standard ISO/DIS 24511: Service activities related to drinking water and wastewater – Guidelines for the management of wastewater utilities and for the assessment of wastewater services.** Final version expected in 2007. www.iso.org.
Attributes: product quality, customer service, operational optimization, infrastructure stability, operational resiliency, community sustainability
49. International Organization for Standardization. **Draft International Standard ISO/DIS 24512: Service activities related to drinking water and wastewater – Guidelines for the management of drinking water utilities and for the assessment of drinking water services.** Final version expected in 2007. www.iso.org.
Attributes: product quality, customer satisfaction, operational optimization, infrastructure resiliency, operational resiliency, community sustainability, water resource adequacy
50. Kaplan, Robert S. and David P. Norton. 2006. **Alignment: Using the Balanced Scorecard to Create Corporate Synergies.** http://www.amazon.com/Alignment-Balanced-Scorecard-Corporate-Synergies/dp/1591396905/sr=8-1/qid=1161814232/ref=sr_1_1/102-7413398-1706530?ie=UTF8&s=books
Attributes: customer satisfaction, financial viability, employee and leadership development, product quality

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51. Kaplan, Robert S. and David P. Norton. 1996. **The Balanced Scorecard: Translating Strategy into Action.** http://www.amazon.com/Balanced-Scorecard-Translating-Strategy-Action/dp/0875846513/sr=1-1/qid=1161814319/ref=sr_1_1/102-7413398-1706530?ie=UTF8&s=books
Attributes: customer satisfaction, financial viability, employee and leadership development, product quality
52. Kaplan, Robert S. and David P. Norton. 2000. **The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment.** http://www.amazon.com/Strategy-Focused-Organization-Scorecard-Companies-Environment/dp/1578512506/sr=1-1/qid=1161814346/ref=sr_1_1/102-7413398-1706530?ie=UTF8&s=books
Attributes: customer satisfaction, financial viability, employee and leadership development, product quality
53. Kotter, John P. 1996. **Leading Change.** http://www.amazon.com/Leading-Change-John-P-Kotter/dp/0875847471/sr=1-1/qid=1161814375/ref=sr_1_1/102-7413398-1706530?ie=UTF8&s=books
Attributes: employee and leadership development, operational optimization
54. Low Impact Development Center. 2005. **Watershed Impact Assessment Guidance for Municipal Managers.** www.lowimpactdevelopment.org.
Attributes: community sustainability, infrastructure stability, operational optimization
55. National Asset Management Steering Group (New Zealand). 2006. **International Infrastructure Management Manual.** <http://www.nams.org.nz/International%20Infrastructure%20Management%20Manual>
Attributes: operational optimization, infrastructure stability
56. National Association of Regulatory Utility Commissioners (NARUC). **NARUC Chart of Accounts.** www.naruc.org
Attributes: financial viability, operational optimization, infrastructure stability, operational resiliency, community sustainability, stakeholder understanding and support
57. National Association of Water Companies (NAWC). **NAWC Benchmarking Surveys.** www.nawc.org
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
58. National Association of Clean Water Agencies (NACWA) in cooperation with AMWA, AWWA, and WEF. **Managing Public Infrastructure Assets to Minimize Cost and Maximize Performance.** <http://www.nacwa.org/pubs/index.cfm#management>
Attributes: infrastructure stability, operational optimization
59. Oberoi, Kanwal, and Rick Bickerstaff. **Charleston CPW Water Distribution Operation: First Public Utility to Acquire ISO 14001 Certification.** [case study]
Attributes: product quality, customer satisfaction, operational optimization, community sustainability, water resource adequacy

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60. Pande, Peter S., Robert P. Neuman, and Roland R. Cavanagh. 2002. **The Six Sigma Way Team Fieldbook: An Implementation Guide for Process Improvement Teams.** <http://doi.contentdirections.com/mr/mgh.jsp?doi=10.1036/0071373144>
Attributes: operational optimization, financial viability
61. Patterson, Kerry, Joseph Grenny, Ron McMillan, and Al Switzler. 2002. **Crucial Conversations: Tools for Talking when Stakes are High.** <http://www.amazon.com/Crucial-Conversations-Tools-Talking-Stakes/dp/0071401946>
Attributes: employee and leadership development, stakeholder understanding and support
62. **Peter F. Drucker Foundation for Nonprofit Management / Leader to Leader Institute.** <http://www.pfdf.org/about/index.html>
Attributes: employee and leadership development, operational optimization
63. Savitz, Andrew W and Karl Weber. 2006. **The Triple Bottom Line: How Today's Best-Run Companies are Achieving Economic, Social and Environmental Success – and How You Can Too.** http://www.amazon.com/Triple-Bottom-Line-Companies-Environmental/dp/0787979074/sr=8-1/qid=1161815464/ref=pd_bbs_sr_1/102-7413398-1706530?ie=UTF8&s=books
Attributes: financial viability, community sustainability, operational optimization
64. Senge, Peter M., Art Kleiner, Charlotte Roberts, Rick Ross, and Bryan Smith. 1994. **The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization.** <http://www.amazon.com/Fifth-Discipline-Fieldbook-Peter-Senge/dp/0385472560>
Attributes: operational optimization
65. Social Accountability International. **Social Accountability 8000 Standard.** <http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageId=473>
Attributes: employee and leadership development
66. **UVA Senior Executive Institute.** <http://www.coopercenter.org/leadership/SEI/>
Attributes: operational optimization
67. **WaterISAC Information Sharing and Analysis Center.** <http://www.waterisac.org/>
Attributes: operational resiliency
68. **Water Services Association of Australia (WSAA) – process benchmarking, asset management, civil maintenance, customer services.** <http://www.wsaa.asn.au/>
Attributes: customer satisfaction, infrastructure stability, operational optimization
69. WEF. **Asset Management for Water and Wastewater Utilities: Manageable, Incremental Steps to Life-Cycle Asset Management.** www.wef.org/conferencesTraining/
Attribute: infrastructure stability
70. WEF administered – broad alliance. **Water is Life, and Infrastructure Makes it Happen.** www.waterislife.net
Attributes: customer satisfaction, financial viability, infrastructure stability, stakeholder understanding and support
71. WEF, NACWA, and EPA. **Continual Improvement in Utility Management: A Framework for Integration.** 2004. www.wef.org, www.nacwa.org, www.peercenter.net
Attributes: product quality, operational optimization, customer satisfaction, operational resiliency, community sustainability

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72. Water Environment Research Foundation (WERF). **Sustainable Infrastructure Management Program Learning Environment (SIMPLE)**. www.werf.us/products/tools.cfm. Free to WERF subscribers.
Attributes: infrastructure stability