

Table of Contents

<i>Introduction</i>	i
<i>Acknowledgement</i>	ii
<i>Section A.: Analysis of Recommendations Contained in 1998 Report Introduction</i>	1
<i>Section A.1.: Consolidation of Outstanding Debt</i>	2
a. Debt	2
b. Debt Management	2
Funding Sources	3
c. New and/or Additional Debt	4
Summary of Recommendations	5
<i>Section A.2.: Staffing Analysis</i>	5
a. Job Combining/Merger	6
Findings	6
Case Study	6
Summary of Recommendations	6
b. Joint Training and Education	8
Findings	8
Summary of Recommendations	8
c. Joint Forums	9
Findings	9
Summary of Recommendations	9
d. Contracted Services for Administrative Tasks and the Operation and Maintenance of Systems	10
Findings	10
Summary of Recommendations	10
e. Billing to Customers	10
Findings	10
Summary of Recommendations	11
Case Study	11
f. Operation and Maintenance of Treatment Facilities	11
Findings	11
Summary of Recommendations	12
g. Sharing Equipment	13
Findings	13
Summary of Recommendations	13
Case Study	14
<i>Section A.3: Outside Laboratory Analysis</i>	14
Findings	15
Summary of Recommendations	15
Case Study	15

<i>Section A.4.: Chemical and Material Purchases</i>	15
Findings	16
Summary of Recommendations	16
<i>Section A.5.: Infiltration/Inflow Detection</i>	17
a. I/I	
Findings	17
Managing the Issue	18
Summary of Recommendations	19
Other Considerations	20
b. System Maintenance	20
Findings	20
Summary of Recommendations	22
<i>Section A.6.: Engineering and Legal Fees</i>	22
Findings	22
a. GIS opportunities	22
b. Technical Specifications	22
c. Chapter 94 Reporting	23
d. Annual Water System Reports	24
Summary of Recommendations	24
Case Study	25
<i>Section A.7.: Purchase of Power</i>	25
Findings	26
a. Energy Use & Generation	26
Case Study	27
Summary of Recommendations	27
<i>Section A.8.: Sludge Management</i>	27
Findings	27
Summary of Recommendations	27
<i>Section A.9.: SWIP Testing</i>	28
Findings	28
<i>Section B.: Additional Discussion and Recommendations Based on 2010 Survey Information</i>	29
<i>Section B.1. Insurance</i>	29
Findings	29
Summary of Recommendations	29
Case study	30
<i>Section B.2.: Website Development</i>	30
Findings	30
Summary of Recommendations	31
<i>Section C.: Discussion and Recommendations Based on Conversations with Stakeholders</i>	
Findings	32
Summary of Recommendations	33
<i>Section D.: Further Thoughts and Notes on Implementation</i>	34
<i>Section D.1.: Trends</i>	34

<i>Section D.2.: Failure to Establish Process</i>	34
a. Absence of I/I Programs	34
b. Disbandment of Authorities, the Increase in Local Economic Development Committees & Failure of Communication	35
Summary of Recommendations	36
<i>Section D.3.: Stormwater Management</i>	36
Case Study	36
<i>Section D.4.: Source Water Protection</i>	37
Case Study	38
<i>Section D.5.: Emergency Preparedness; PaWARN</i>	38
Case Study	38
<i>Section D.6.: Creation of a Countywide Financing Agency/Authority</i>	38
Case Study	39
<i>Section D.7.: Importance of Water and Sewer Cooperative Efforts & Regionalism</i>	41
<i>Section D.8.: Sub-regional/Inter-municipal Cooperation vs. Regionalism</i>	41
<i>Section D.9.: Sub-regional/Inter-municipal Cooperation</i>	41
Case Study	41
<i>Section D.10.: Definition</i>	44
<i>Section D.11.: Public-Private Partnerships for Water and Wastewater Systems (P3s)</i>	45
a. Advantages	45
b. Disadvantages	46
c. Satisfaction with Existing Water/Waste Water P3s	47
<i>Section D.12.: Implementation; Countywide Authority and Steering Committee</i>	48
a. Countywide Authority	48
b. Steering Committee	49
<i>Section E. Final Comments</i>	51
<i>Section F. Sewer and Water Regional Meetings</i>	54
<i>References</i>	54
Appendices	
A. Tables	
B. Maps	
C. Economic Development	