



Charting a Course Toward Organizational Sustainability
Assessment of Utility Enterprise Fund: Wilmington, Delaware
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WELCOME

Kash Srinivasan

Commissioner, Department of Public Works –
City of Wilmington, Delaware

Doug Bean

Director of Government Services,
Raftelis Financial Consultants, Inc./SUNESIS



WILMINGTON, DELAWARE

- 💧 Commercial Hub
- 💧 Water / Sewer / Stormwater Services
- 💧 Redevelopment
- 💧 Mayor / Council
- 💧 Utility System Information



CHALLENGES TO UTILITY ORGANIZATION

- Scattered Responsibilities
- Significant pace of investment
- No growth
- Rate Insufficiency
- “Major – Stakeholder” Issues

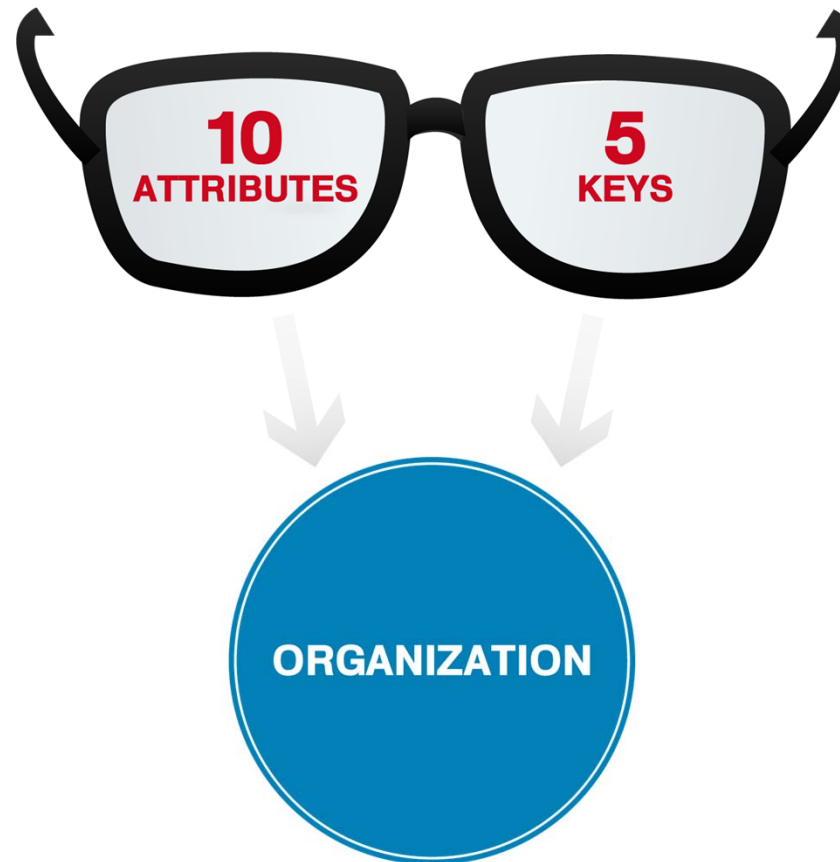


Need for a Comprehensive Assessment

Governance, Finance, Management, Operations



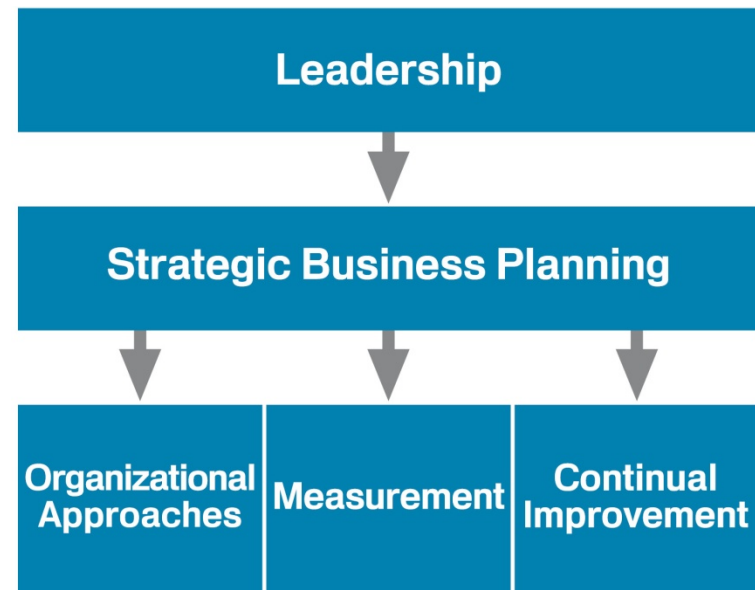
EUM USED AS THE LENS



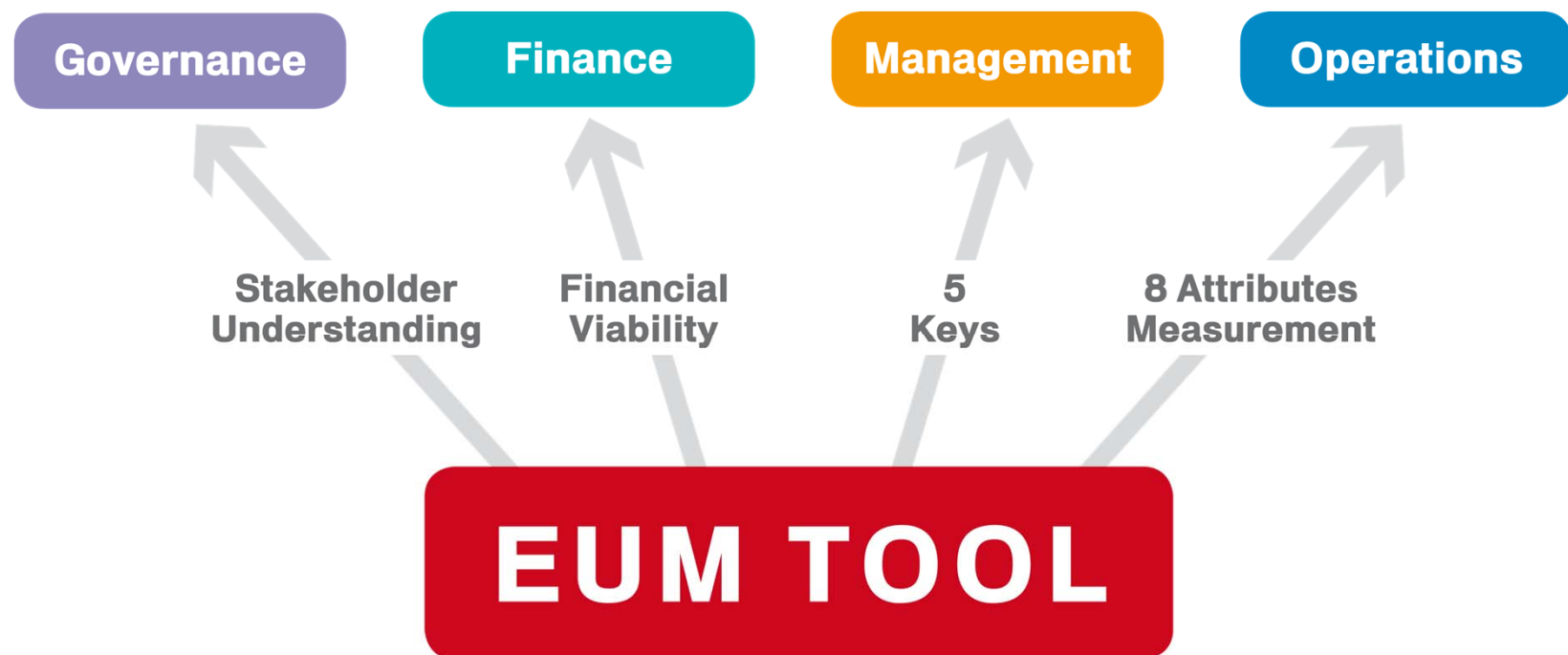
EUM 10 ATTRIBUTES & 5 KEYS



Product Quality
Customer Satisfaction
Employee/Leadership Development
Operational Optimization
Financial Viability
Infrastructure Stability
Operational Resiliency
Community Sustainability
Water Resource Adequacy
Stakeholder Understanding/Support



EUM AS A TOOL



THE APPROACH OF THIS ASSESSMENT

- Governance:
 - Identify Barriers of Current Structure
- Financial Management:
 - Review Relative to Industry Best Standards
- Management & Operations:
 - Evaluate using “Effective Utility Management” (Industry Standards)

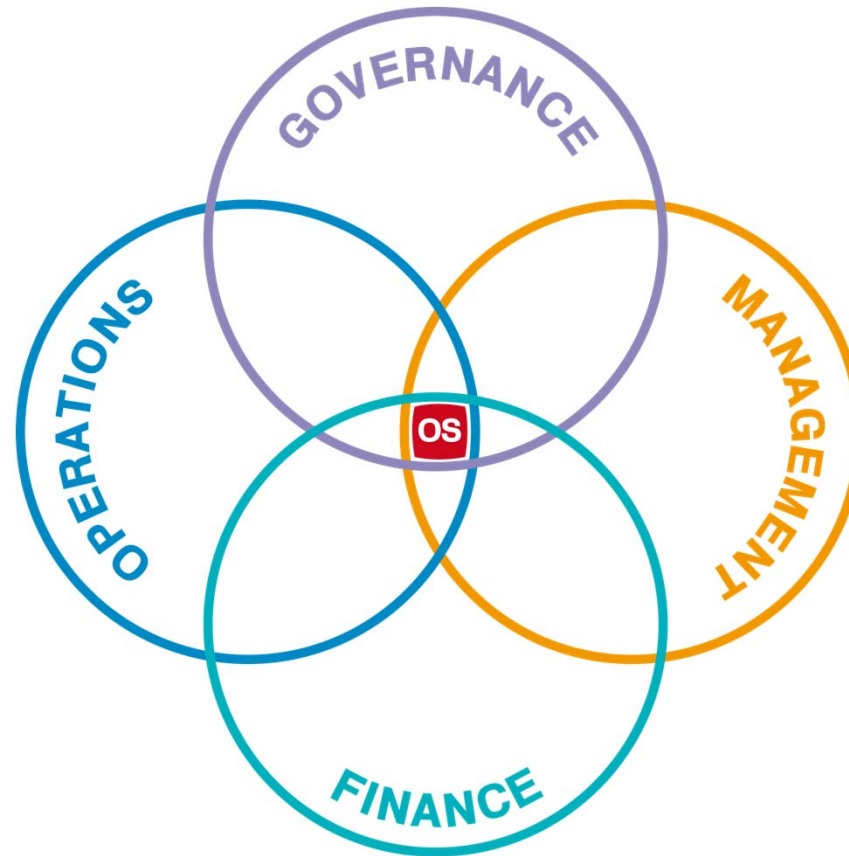


Key Findings

Governance	Finance	Management & Operations
<ul style="list-style-type: none">• Political Discourse• Stakeholder Understanding	<ul style="list-style-type: none">• Adherence to Policy• Organizational Focus	<ul style="list-style-type: none">• Measures• Diffused Organization Structure



ORGANIZATIONAL SUSTAINABILITY





RECOMMENDATIONS: GOVERNANCE

- ◆ Establish a Citizens Advisory Board
- ◆ Explore Wastewater Treatment Alternate Governance Structure
- ◆ Explore Formation of Regional Authority





RECOMMENDATIONS: FINANCE

- ◆ Establish Specific Financial Policies
- ◆ Conduct a Cost of Service Study
- ◆ Reorganize Billing & Collections





RECOMMENDATIONS: MANAGEMENT & OPERATIONS

- ♦ Establish Single Utility Organization
- ♦ Develop a Comprehensive Strategic Plan
- ♦ Establish a Performance Measurement & Monitoring Program



NEXT STEPS

