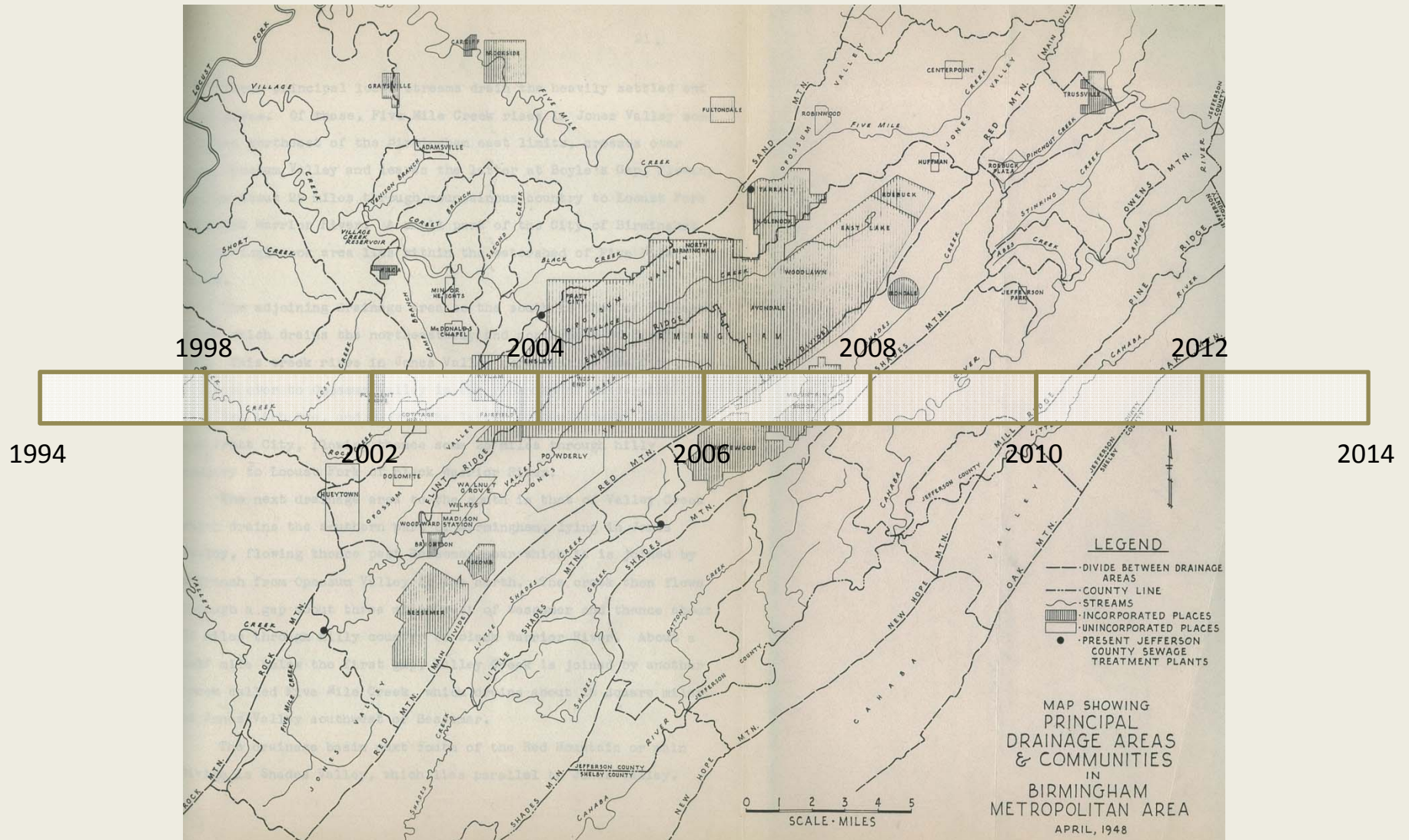




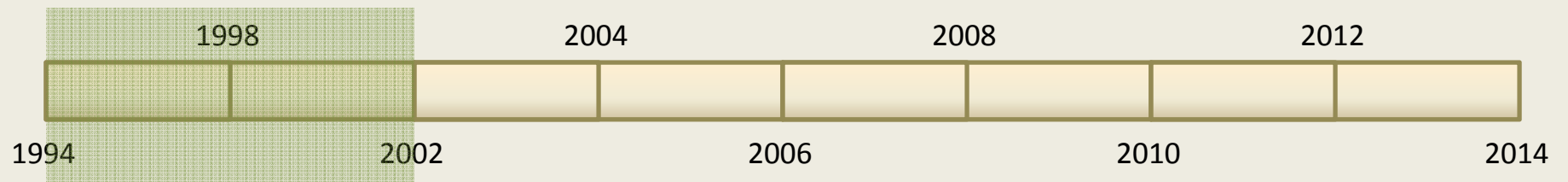
# **MANAGING A UTILITY IN CRISIS**

Lessons Learned in Jefferson County

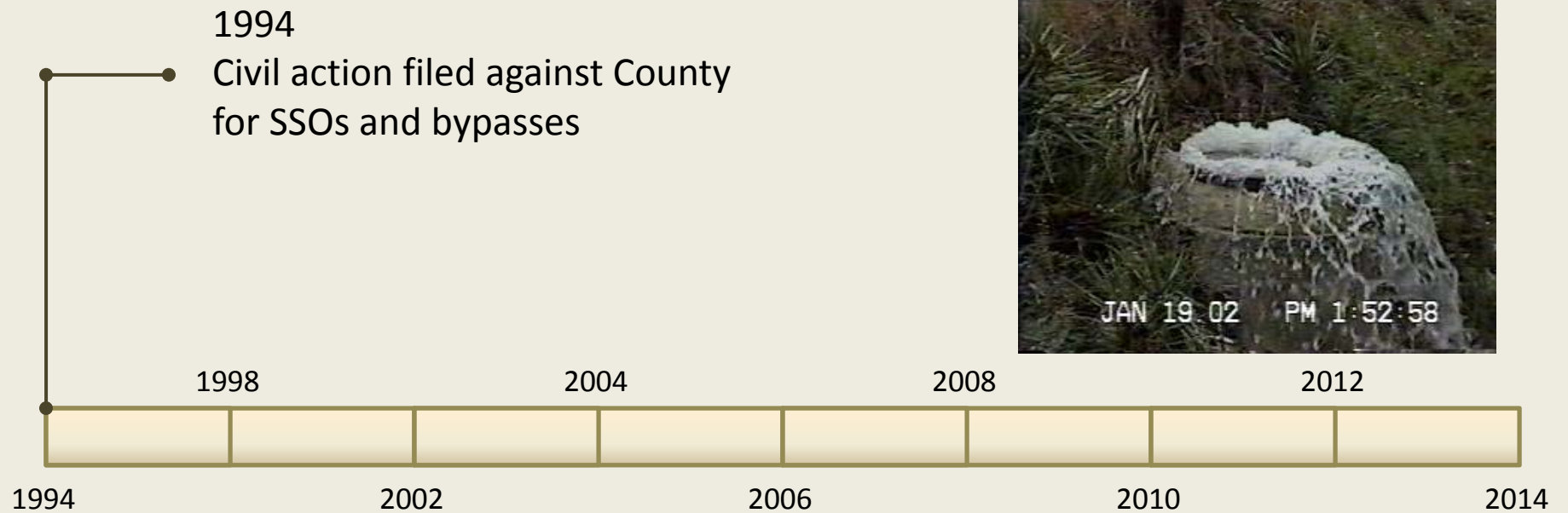
# A History



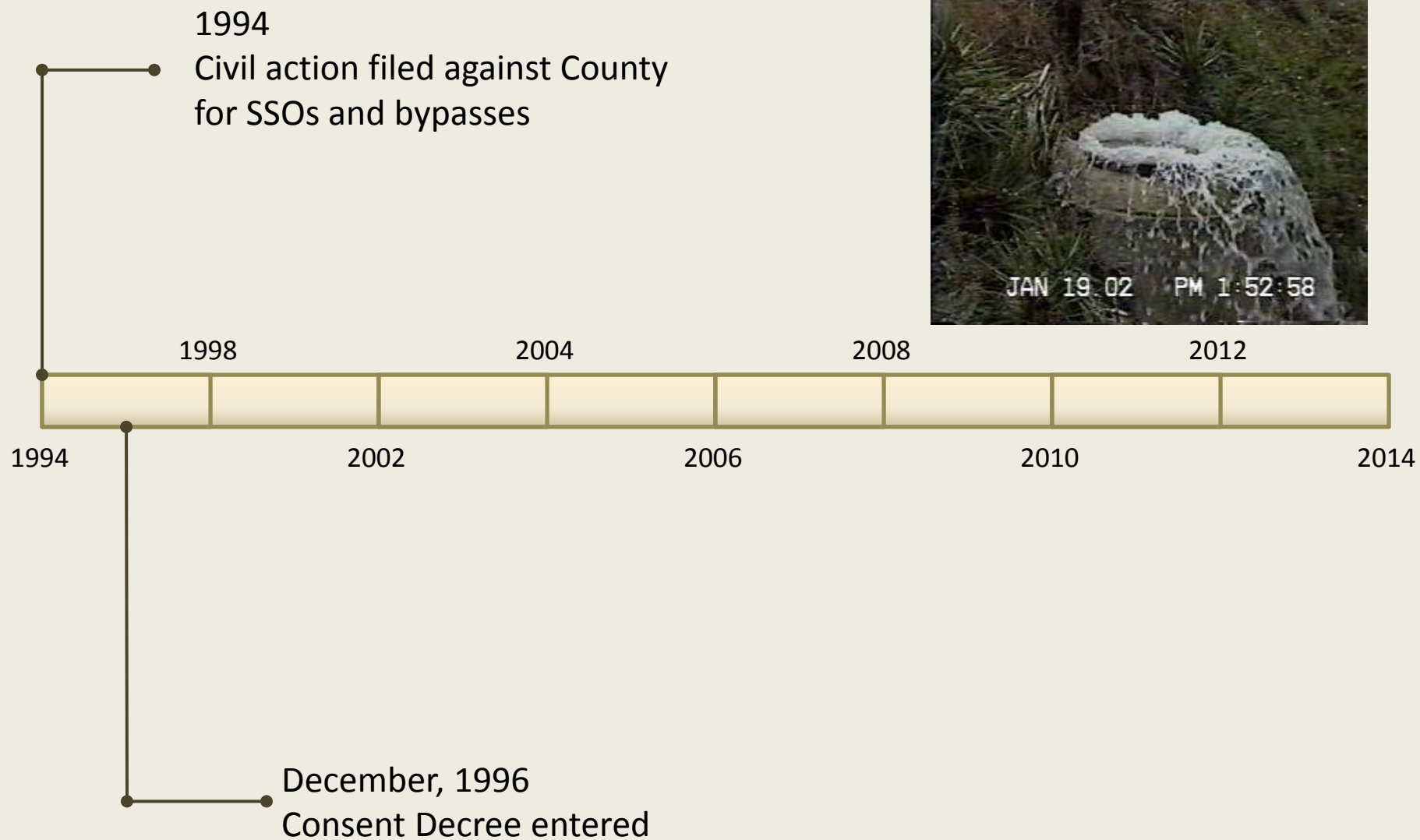
# CWA Enforcement



# CWA Enforcement

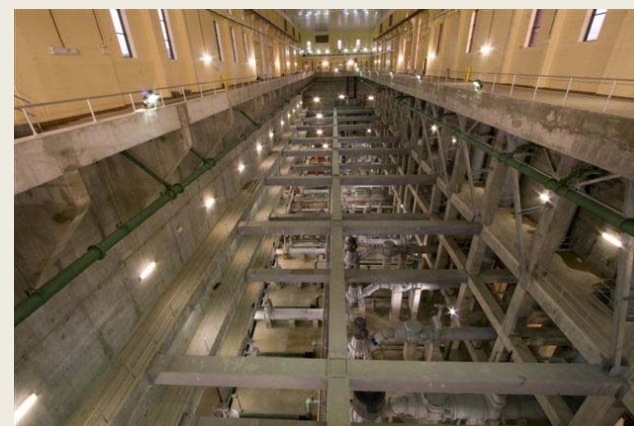


# CWA Enforcement

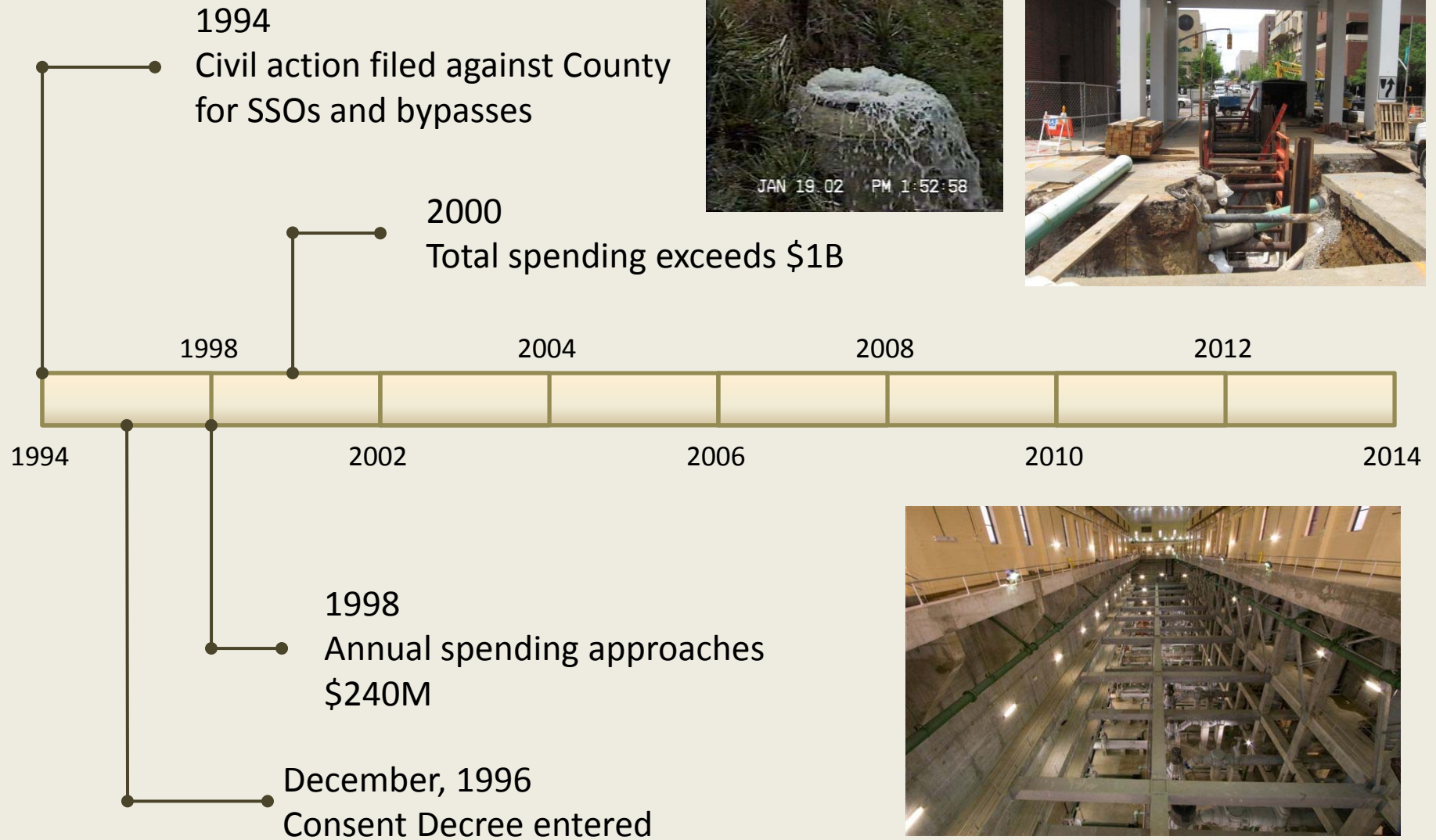




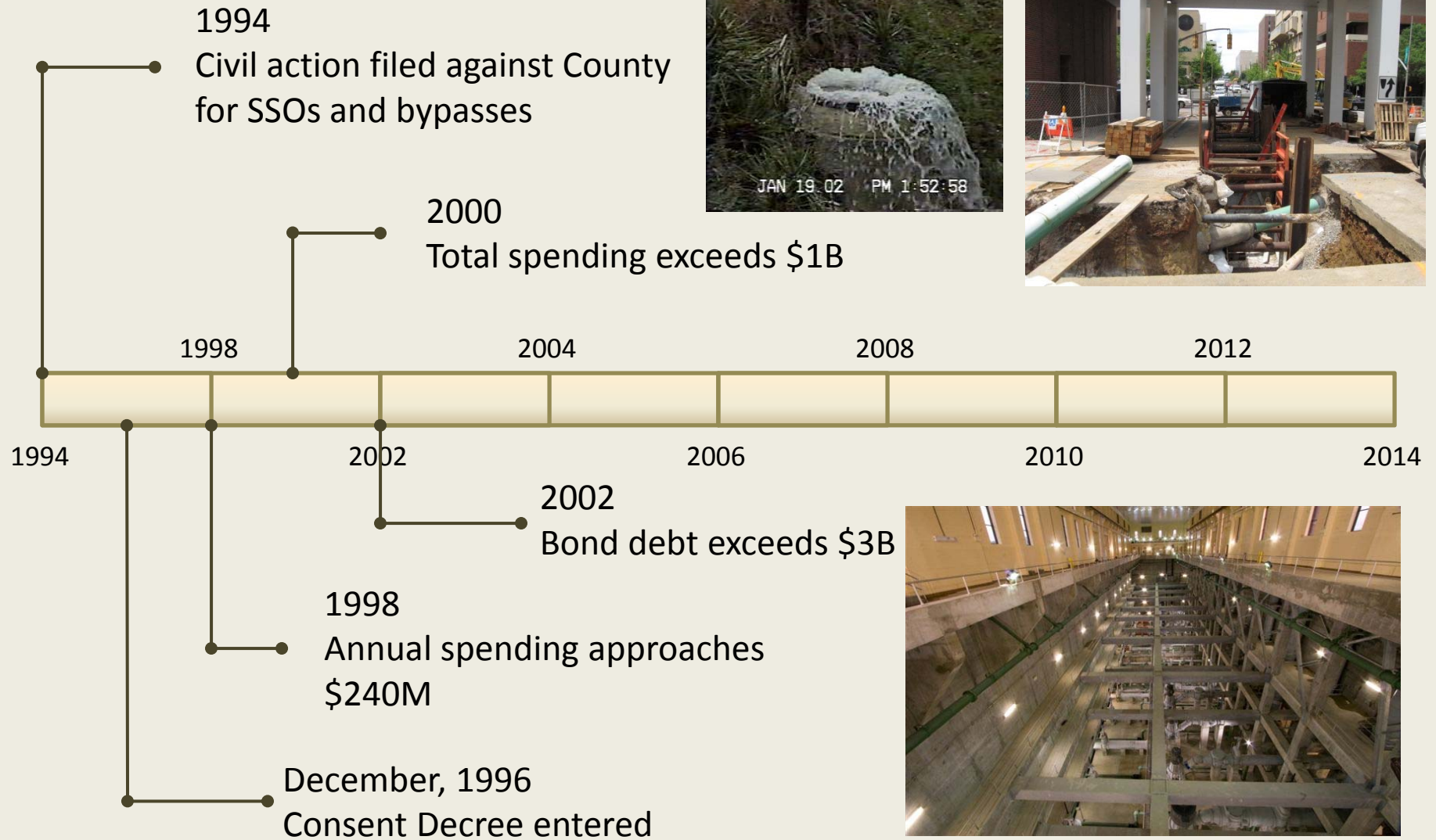
# CWA Enforcement



# CWA Enforcement

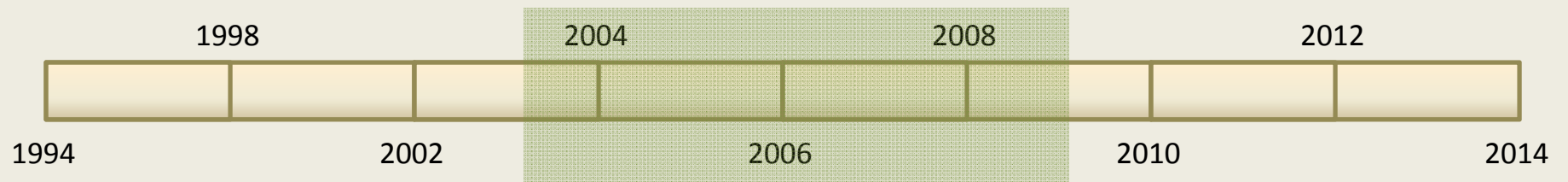


# CWA Enforcement





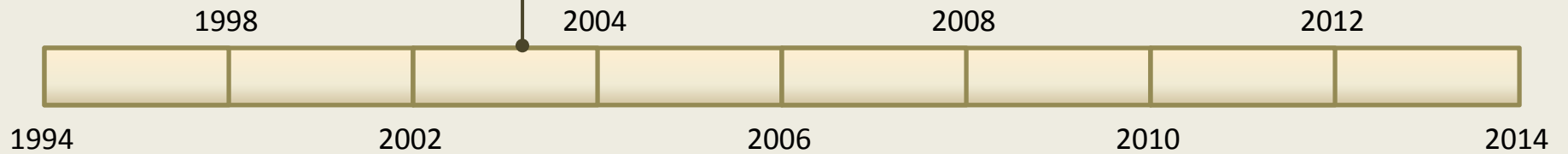
# Criminal Enforcement



# Criminal Enforcement



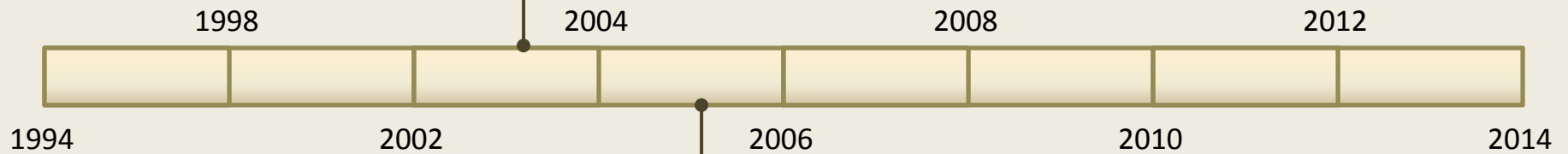
June, 2003  
DOJ Subpoena



# Criminal Enforcement



June, 2003  
DOJ Subpoena



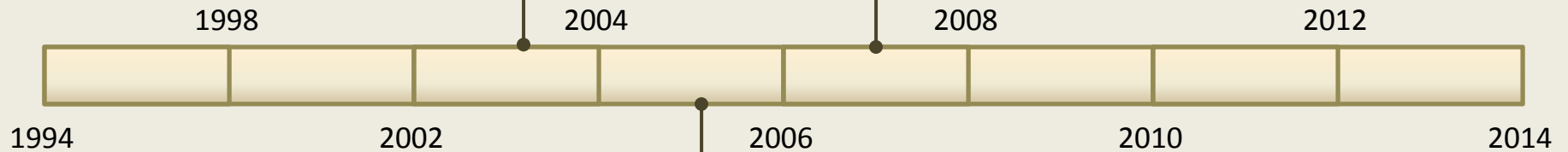
February, 2005  
Indictments issued

# Criminal Enforcement



June, 2003  
DOJ Subpoena

December, 2006  
6 County employees found or  
pled guilty for corruption



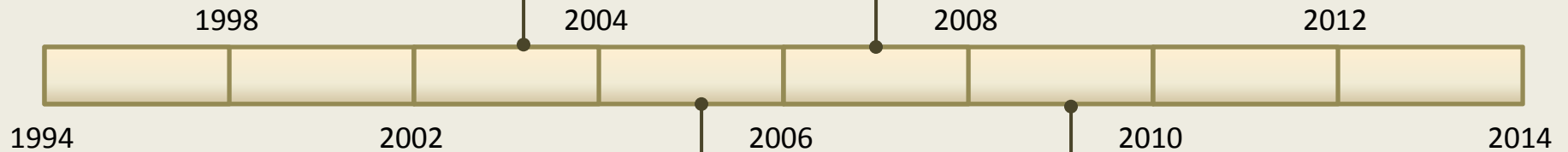
February, 2005  
Indictments issued

# Criminal Enforcement



June, 2003  
DOJ Subpoena

December, 2006  
6 County employees found or  
pled guilty for corruption

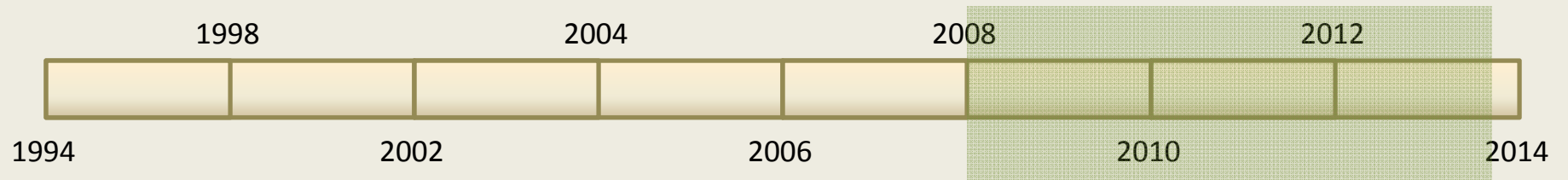
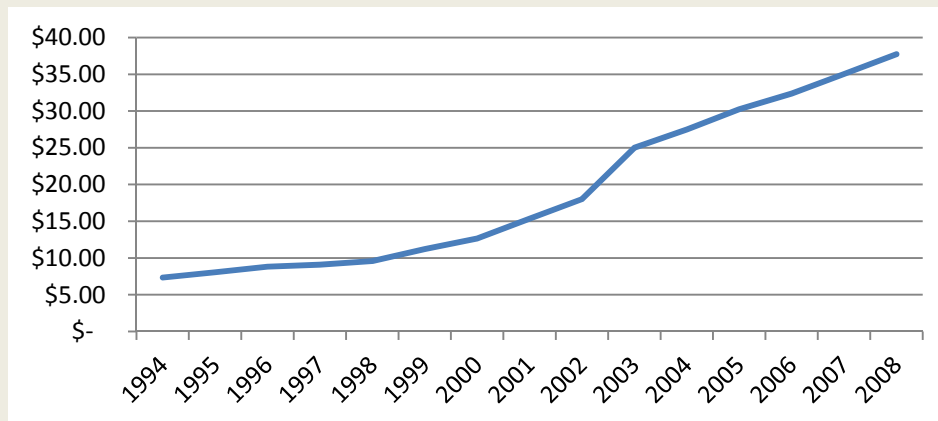


February, 2005  
Indictments issued

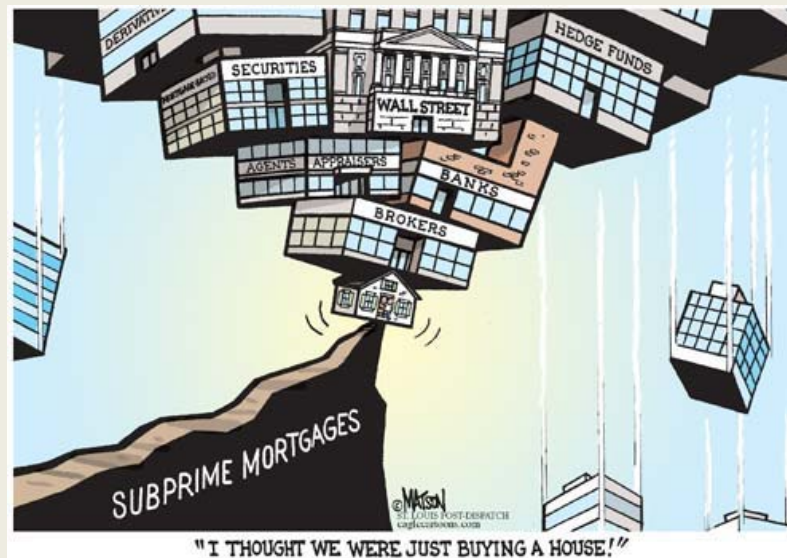
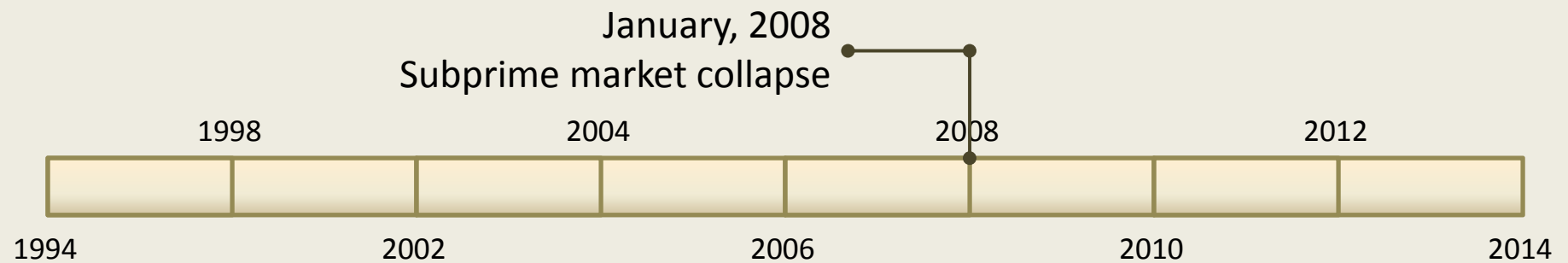
2009  
21 Individuals and  
5 companies involved



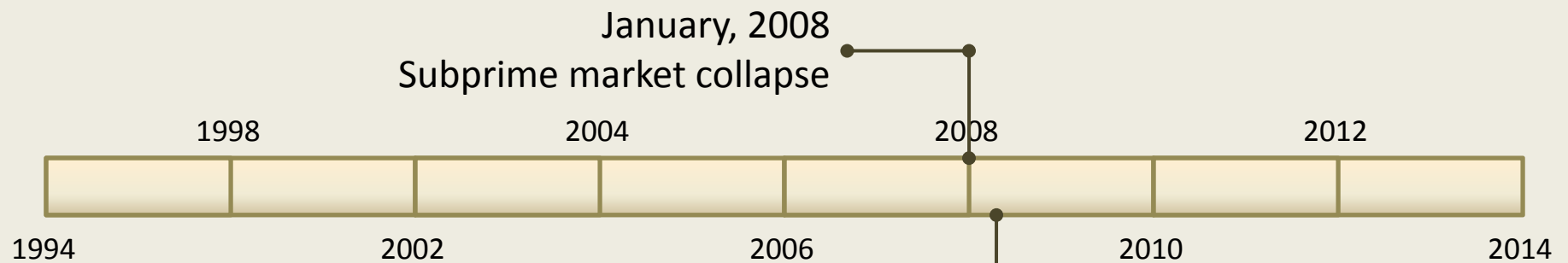
# Financial Enforcement



# Financial Enforcement



# Financial Enforcement



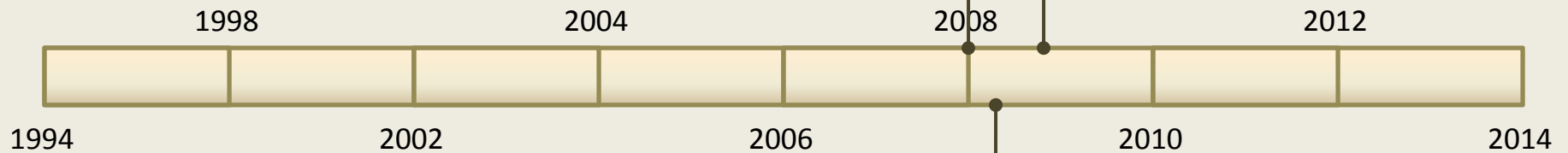
"I THOUGHT WE WERE JUST BUYING A HOUSE!"

# Financial Enforcement



September, 2008  
Court action initiated

January, 2008  
Subprime market collapse



March, 2008  
Debt default



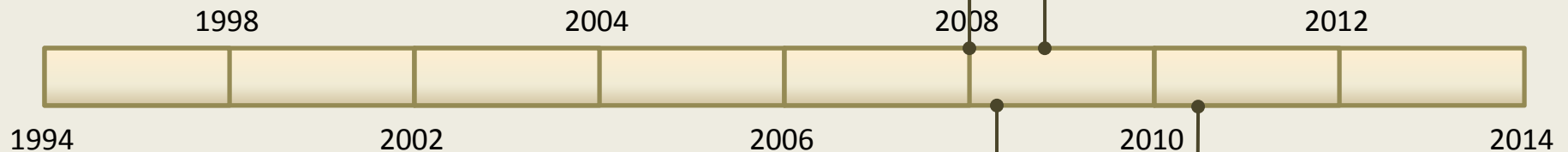
"I THOUGHT WE WERE JUST BUYING A HOUSE!"

# Financial Enforcement



September, 2008  
Court action initiated

January, 2008  
Subprime market collapse



March, 2008  
Debt default

June, 2010  
EPACID investigation



# Financial Enforcement



September, 2008  
Court action initiated

January, 2008  
Subprime market collapse

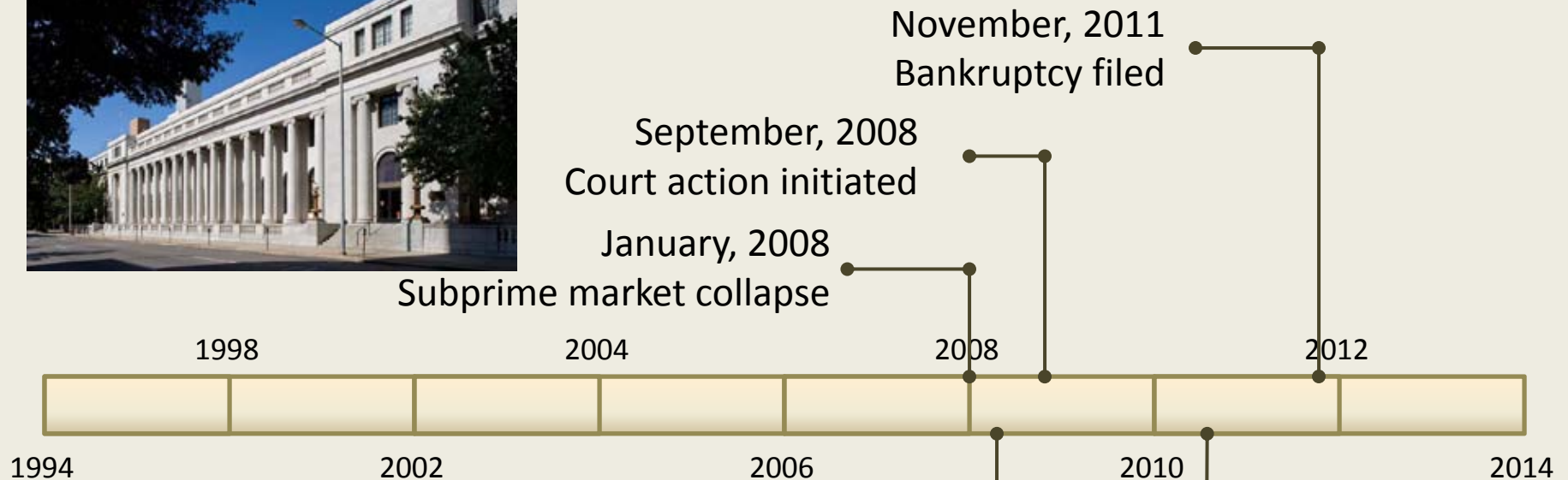


March, 2008  
Debt default

September, 2010  
Receiver appointed

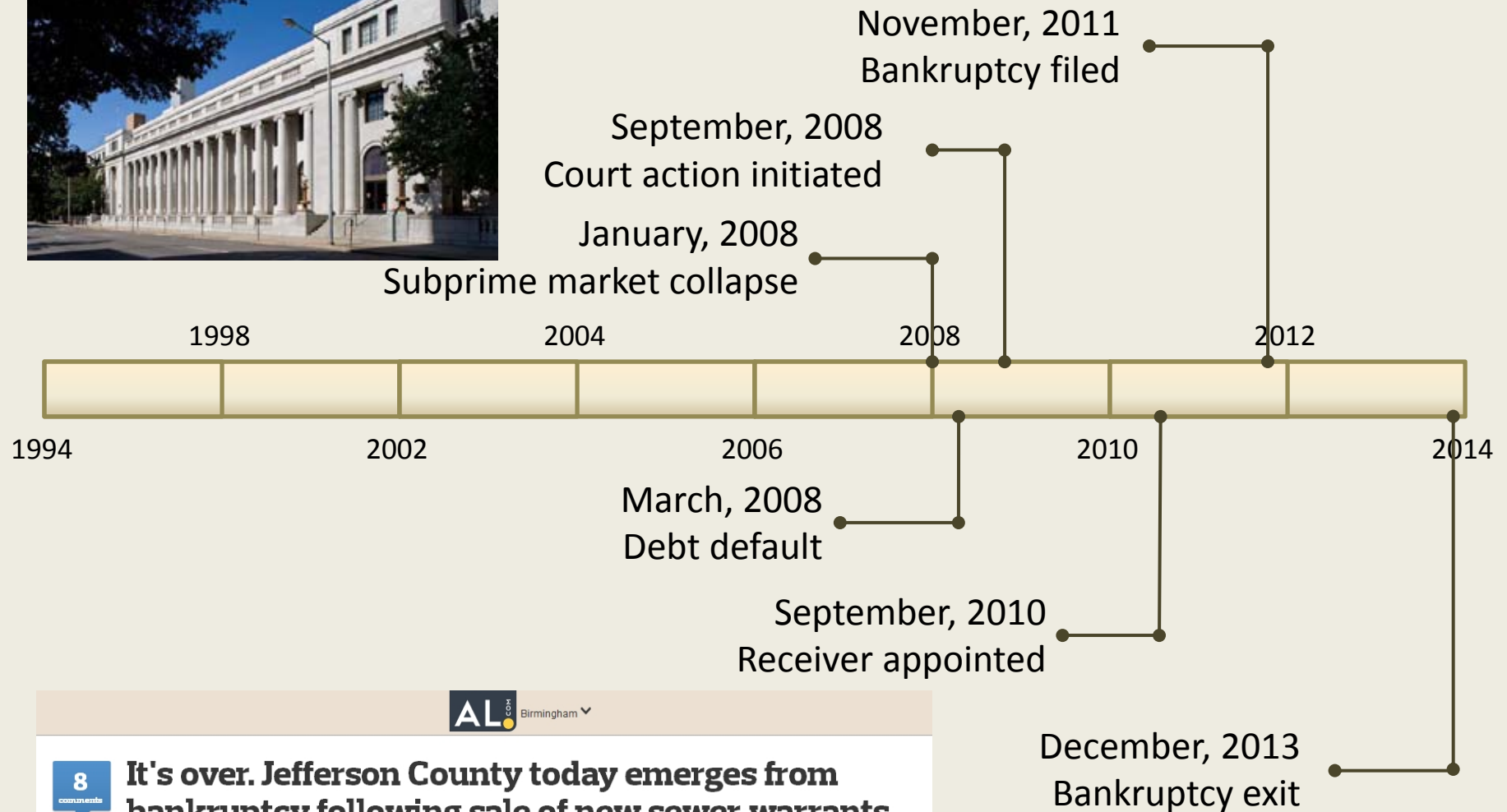


# Financial Enforcement



"I THOUGHT WE WERE JUST BUYING A HOUSE!"

# Financial Enforcement



**It's over. Jefferson County today emerges from bankruptcy following sale of new sewer warrants**



By Barnett Wright | [bwright@al.com](mailto:bwright@al.com)  
Email the author | Follow on Twitter  
on December 03, 2013 at 10:51 AM, updated December 03, 2013 at 10:52 AM



Search our databases

What can you learn about your

# Lessons Learned

- Nothing is free
  - Build what you really need
  - Gifts affect judgment
- Honesty is best
  - Peers
  - Public



# Lessons Learned

- Pick the right people
  - Know everyone's role
  - Familiar  $\neq$  Best
  - Your people can produce
  - Some people will not learn
- Question
  - Yourself
  - Your organization

