# Table of Contents

*Introduction*  
i  
*Acknowledgement*  
ii  

**Section A.: Analysis of Recommendations Contained in 1998 Report**  

**Introduction**  
1  

**Section A.1.: Consolidation of Outstanding Debt**  

a. Debt  
2  
b. Debt Management  
3  
   Funding Sources  

   Summary of Recommendations  
4  
c. New and/or Additional Debt  
5  
   Summary of Recommendations  

**Section A.2.: Staffing Analysis**  

a. Job Combining/Merger  
6  
   Findings  
7  
   Case Study  
8  
   Summary of Recommendations  
9  
b. Joint Training and Education  
10  
   Findings  
11  
   Summary of Recommendations  
12  
c. Joint Forums  
13  
   Findings  
14  
   Summary of Recommendations  
15  
d. Contracted Services for Administrative Tasks and the Operation and Maintenance of Systems  
16  
   Findings  
17  
   Summary of Recommendations  
18  
e. Billing to Customers  
19  
   Findings  
20  
   Summary of Recommendations  
21  
   Case Study  
22  
f. Operation and Maintenance of Treatment Facilities  
23  
   Findings  
24  
   Summary of Recommendations  
25  
g. Sharing Equipment  
26  
   Findings  
27  
   Summary of Recommendations  
28  
   Case Study  
29  

**Section A.3: Outside Laboratory Analysis**  

Findings  
30  
Summary of Recommendations  
31  
Case Study  
32
Section D.2.: Failure to Establish Process 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
Section D.3.: Stormwater Management 36
       Case Study 36
Section D.4.: Source Water Protection 37
       Case Study 38
Section D.5.: Emergency Preparedness; PaWARN 38
       Case Study 38
Section D.6.: Creation of a Countywide Financing Agency/Authority 38
       Case Study 39
Section D.7.: Importance of Water and Sewer Cooperative Efforts & Regionalism 41
Section D.8.: Sub-regional/Inter-municipal Cooperation vs. Regionalism 41
Section D.9.: Sub-regional/Inter-municipal Cooperation 41
       Case Study 41
Section D.10.: Definition 44
Section D.11.: Public-Private Partnerships for Water and Wastewater Systems (P3s) 45
   a. Advantages 45
   b. Disadvantages 46
   c. Satisfaction with Existing Water/Waste Water P3s 47
Section D.12.: Implementation; Countywide Authority and Steering Committee 48
   a. Countywide Authority 48
   b. Steering Committee 49
Section E. Final Comments 51
Section F. Sewer and Water Regional Meetings 54
References 54
Appendices
   A. Tables
   B. Maps
   C. Economic Development