

2. BETTER MANAGEMENT

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<p>a) General</p> <p>(1) <u>Articles</u> (2) <u>Presentations</u> (3) <u>Publications</u> (4) <u>Tools</u> (5) <u>Websites</u></p>				
Title	Author/Publisher	Date	Updated	Web Address
(1) Articles				
Meeting with Utility Leaders on Sustainable Management – Meeting Summary	USEPA, Office of Water July 27-28, 2005	2005	12/06	http://www.epa.gov/waterinfrastructure/pdfs/summary_si_utilityleaders-sustainablemngmt.pdf
Effective Water Sector Utility Management: Statement of Intent	USEPA, AWWA, APWA, AMWA, NACWA, NAWC, WEF	2006	10/06	www.epa.gov/OWM/assetmanage/pdfs/utility_management.pdf
Effective Water Utility Management: The Key to	USEPA Office of Water	2008	2/08	http://www.epa.gov/waterinfrastructure/bettermanagement.html

Sustainability				
Implementing AWOPs through the Capacity Development and DWSRF Programs	USEPA Office of Water	2003	10/06	www.epa.gov/safewater/smallsys/pdfs/awop-capdev-dwsrf.pdf
Partnership for Safe Water – Membership Benefits	American Water Works Association	2006	12/06	http://www.awwa.org/Science/partnership/overview/O04Benefits.pdf
Partnership for Safe Water Fact Sheet	Pennsylvania Department of Environmental Protection	2002	12/06	http://164.156.71.80/VWRQ.asp?docid=0442d740780d00000000048a0000048a&context=2&acklink=WXOD.aspx%3ffs%3d0442d740780d00008000046300000463%26ft%3d1
QualServe Benchmarking Fact Sheet – Performance Indicators Survey and Report	AWWA	---	10/06	www.awwa.org/science/benchmarking/About/01benchmarkingfactsheet.pdf
QualServe Fact Sheet	AWWA	2006	10/06	www.awwa.org/science/qualserve/Resources/Qualserve%20overview.pdf
Working Together: Factors Leading to Water System Mergers	Martin Jaffe, John Braden, Min-Yang Lee; in On Tap magazine, Spring 2007	2007	8/07	http://www.nesc.wvu.edu/ndwc/articles/OT/SP07/OT_SP_07_WT.pdf
(2) Presentations				
Capacity Building Tools for Small Systems	USEPA; Office of Ground Water and Drinking Water	2006	10/06	http://www.epa.gov/safewater/dwa/electronic/presentations/pwsoper/capacity_tools_final[1].pdf
Capacity Development: An Introduction	USEPA, Office of Ground Water and Drinking Water	2003	8/07	http://www.epa.gov/safewater/dwa/electronic/presentations/pwsoper/intro-capacity.pdf
Partnership for Safe Water	American Water Works Association	2006	12/06	http://www.awwa.org/Science/partnership/overview/index.cfm (then select “PowerPoint presentation”)
Paying for Sustainable Water Infrastructure: Closing Colloquy	USEPA; Paying for Sustainable Water Infrastructure Conference	2007	4/07	http://www.payingforwater.com/presentations/Colloquy.pdf

Wastewater Utilities Using Sustainable Watershed Approaches	USEPA Office of Water, Watershed Academy webcast	2008	2/08	http://www.epa.gov/watershedwebcasts
Effective Utility Management: The Key to Sustainable Utility Operations (Power Point)	USEPA Office of Water	2008	10/08	Click here On the SI CD.
(3) Publications				
Cross-Connection Control: A Best Practices Guide	USEPA Office of Water	2006	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_ccc_08-25-06.pdf
Distribution Systems: A Best Practices Guide	USEPA, Office of Water	2006	10/06	http://www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_dist_system_08-25-06.pdf
Effective Utility Management Committee – Findings and Recommendations Statement of Support; Implementation Actions; Fact Sheet; Final Report; Appendices	USEPA, APWA, AWWA, AMWA, NACWA, NAWC, WEF	2007	5/07	http://www.epa.gov/waterinfrastructure/pdfs/utility_mgmt_statement-5-8-07.pdf http://www.epa.gov/waterinfrastructure/pdfs/utility_mgmt_statement_actions-5-8-07.pdf http://www.amwa.net/galleries/default-file/Fact%20Sheet%20with%20logos.pdf http://www.apwa.net/Documents/Advocacy/Sector%20Strategy%20Recommendations_Final.pdf http://www.amwa.net/galleries/default-file/Appendices_Final.pdf
Effective Utility Management – A Primer for Water and Wastewater Utilities	USEPA, AMWA, APWA, AWWA, NACWA, NAWC, WEF	2008	6/08	http://www.epa.gov/waterinfrastructure/pdfs/tools_si_watereum_primerforeffectiveutilities.pdf
Everyday Choices: Opportunities for Environmental Stewardship	USEPA Innovation Action Council	2005	10/06	http://www.epa.gov/innovation/pdf/rpt2admin.pdf http://www.epa.gov/innovation/pdf/techrpt.pdf
Findings and	Effective Utility Management			http://www.epa.gov/waterinfrastructure/pdfs/re

Recommendations for a Water Utility Sector Management Strategy	Steering Committee: APWA, AWWA, AMWA, NACWA, NAWC, WEF, USEPA	2007	7/07	port si waterutility managementstrategy.pdf http://www.epa.gov/waterinfrastructure/pdfs/report_si_waterutility_managementstrategy_appendices_Final.pdf
Managing for Excellence: Analysis of Water and Wastewater Utility Management Systems	USEPA, Office of Wastewater Management	2005	10/06	http://www.epa.gov/water/infrastructure/pdf/Utilityprofilesfinal0508.pdf
Sources of Technical and Financial Assistance for Small Drinking Water Systems	USEPA, Office of Water, EPA 816-K-02-005	2002	10/06	www.epa.gov/safewater/smallsys/pdfs/tfa_sdws.pdf
Strategic Planning: A Handbook for Small Water Systems	USEPA, Office of Water EPA 816-R-03-015	2003	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_stratplan.pdf
System Partnership Solutions to Improve Public Health Protection	USEPA Office of Water	2002	10/06	www.epa.gov/safewater/smallsys/pdfs/capacitydevelopstudyv15.pdf
System Partnership Solutions to Improve Public Health Protection – Volume II	USEPA, Office of Ground Water and Drinking Water	2006	1/07	http://www.epa.gov/safewater/smallsys/pdfs/casestudies_smallsystems-capacitydev_systempartnershipsolutions.pdf
Talking to Your Decision Makers: A Best Practices Guide	USEPA, Office of Water	2006	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_decision_makers_08-25-06.pdf
Utilities Helping Utilities: An Action Plan for Mutual Aid and Assistance Networks for Water and Wastewater Utilities	American Water Works Association	2006	10/06	www.awwa.org/Advocacy/Govtaff/Documents/Utilities_Helping_Utilities.pdf
Water Infrastructure: Successful Strategies for Local Leadership	USEPA Local Government Advisory Council	2007	5/07	http://www.epa.gov/waterinfrastructure/pdfs/division_si_lgac_fs_casestudies.pdf

Water System Operator Roles and Responsibilities: A Best Practices Guide	USEPA, Office of Water	2006	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_operator_08-25-06.pdf
Water System Owner Roles and Responsibilities: A Best Practices Guide	USEPA, Office of Water	2006	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_owner_08-25-06.pdf
(4) Tools				
Great Lakes RCAP Toolkit	Great Lakes Rural Community Assistance Program	2006	10/06	www.glrcap.org/index.php?page_name=Toolkit
RCAP Security and Emergency Response Planning Toolbox for Small Water and Wastewater Systems	Rural Community Assistance Partnership	2006	6/07	http://www.rcap.org/index.php?id=55
Safe Drinking Water Tools for Public Water Systems	USEPA Office of Ground Water and Drinking Water	2005	10/06	www.epa.gov/safewater/pws/tools/index.html
(5) Websites				
Area Wide Optimization Program	USEPA Region III, Water Protection Division	---	10/06	www.epa.gov/reg3wapd/drinkingwater/optimization/index.htm
CSOs and Sanitary Sewer Overflows: Links	USEPA Region III Water Protection Division	---	10/06	www.epa.gov/reg3wapd/cso/links.htm
Delaware Rural Water Association	Delaware Rural Water Association	2006	10/06	www.drwa.org
Effective Utility Management Resource Toolbox	WaterEUM – Encouraging Effective Utility Management	2008	06/08	http://watereum.org/
Environmental Finance Center University of Maryland	Environmental Finance Center University of Maryland	2006	10/06	www.efc.umd.edu/ourwork.html
Environmental Training Center	Delaware Technical & Community College	2007	8/07	http://www.dtcc.edu/owens/ccp/Pages/eti1.html

Environmental Training Center at Penn State Harrisburg	Environmental Training Center at Penn State Harrisburg	2007	8/07	http://hbg.psu.edu/etc
Maryland Center for Environmental Training	Maryland Center for Environmental Training	2007	8/07	http://www.mcet.org/Technical/Training/index.html
Maryland Rural Water Association	Maryland Rural Water Association	2006	10/06	www.marylandruralwater.org
Municipal Technologies	USEPA, Office of Wastewater Management	2006	10/06	www.epa.gov/owm/mtb/
National Center for Environmental Innovation	USEPA Office of Policy, Economics and Innovation	2006	10/06	http://www.epa.gov/innovation/
National Drinking Water Clearinghouse	National Drinking Water Clearinghouse	2006	10/06	www.nesc.wvu.edu/ndwc/ndwc_index.htm
National Environmental Compliance Assistance Clearinghouse	USEPA, ASIWPCA, ECOS, ASTSWMO, and Compliance Assistance Centers	2006	10/06	http://cfpub.epa.gov/clearinghouse/
National Environmental Training Center for Small Communities	National Environmental Training Center for Small Communities	2006	10/06	www.nesc.wvu.edu/netcsc/netcsc_index.htm
National Rural Water Association	National Rural Water Association	2006	10/06	www.nrwa.org
National Small Flows Clearinghouse	National Small Flows Clearinghouse	2006	10/06	www.nesc.wvu.edu/nsfc/nsfc_index.htm
Partnership for Safe Water	USEPA, Office of Ground Water and Drinking Water	2006	10/06	http://www.epa.gov/ogwdw/psw/psw.html
Partnership for Safe Water	American Water Works Association	2006	10/06	http://www.awwa.org/science/partnership/overview/
Partnership for Safe Water	Pennsylvania Department of Environmental Protection	2006	10/06	http://www.depweb.state.pa.us/watersupply/cwp/view.asp?a=1269&Q=448255
Pennsylvania Rural Water	Pennsylvania Rural Water	2006	10/06	www.prwa.com

Association	Association			
Pollution Prevention	USEPA; Office of Prevention, Pesticides & Toxic Substances	2006	10/06	www.epa.gov/opptintr/p2home/
QualServe	AWWA	2006	10/06	www.awwa.org/science/qualserve/
Sanitary Sewer Overflows: Featured Case Studies, Fact Sheets, and Other Information	USEPA Office of Wastewater Management	----	10/06	http://cfpub.epa.gov/npdes/sso/featuredinfo.cfm
Stormwater Program	USEPA, Office of Wastewater Management	2006	10/06	http://cfpub.epa.gov/npdes/home.cfm?program_id=6
Virginia Rural Water Association	Virginia Rural Water Association	2006	10/06	www.vrwa.org
Virginia Wastewater Treatment Plant Training Program	Virginia Department of Environmental Quality	2007	8/07	http://www.deq.state.va.us/tptp/homepage.html
Waste Reduction Resource Center	Waste Reduction Resource Center, North Carolina Department of Environment and Natural Resources (Division of Pollution Prevention and Environmental Assistance) and USEPA Region IV	2006	10/06	http://wrrc.p2pays.org/
Water/Wastewater Distance Learning	Mountain Empire Community College (Virginia)	2007	8/07	http://water.me.vccs.edu
West Virginia Environmental Training Center	West Virginia Environmental Training Center	2007	8/07	http://www.wvetc.org/INDEX.HTM
West Virginia Rural Water Association	West Virginia Rural Water Association	2006	10/06	www.wvrwa.org
What Is Capacity Development?	USEPA, Office of Water	2006	12/06	http://www.epa.gov/safewater/smallsys/capdev.htm

b) Asset Management

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Title	Author/Publisher	Date	Updated	Web Address
(1) Articles				
Asset Management: A Best Practices Guide	USEPA, Office of Water, EPA 816-F-08-014	2008	5/08	http://www.epa.gov/safewater/smallsystems/pdfs/guide_smallsystems_assetmanagement_bestpractices.pdf
Asset Management: A New Frontier for Utilities	On Tap Magazine, National Environmental Services Center, West Virginia University, Summer 2006	2006	10/06	http://www.nesc.wvu.edu/ndwc/articles/OT/SU06/OT_06_SU_AssetManagement.pdf
Asset Management: Defining the Path Forward	Steve Allbee (USEPA); EMA Communicator magazine	2005	10/06	www.ema-inc.com/images/comm/Spring-05-Q&A-high-res.pdf
Asset Management: What Is It, What Isn't It and Why Should You Care?	Edward Tenny; Underground Infrastructure Management magazine	2005	10/06	www.uimonline.com/pastissues/2005/nov05-commentary.htm
Asset Management for Local Officials	USEPA, Office of Water EPA 816-F-08-015	2008	5/08	http://www.epa.gov/safewater/smallsystems/pdfs/guide_smallsystems_assetmanagement_localsofficials.pdf
Building an Asset Management Team	USEPA, Office of Water EPA 816-F-08-016	2008	5/08	http://www.epa.gov/safewater/smallsystems/pdfs/guide_smallsystems_assetmanagement_teammanagement.pdf

The Case for International Collaboration in Water Asset Management	Steve Allbee in Underground Infrastructure Management magazine, Nov/Dec 2007	2007	11/07	www.uimonline.com
Common Sense and Asset Management	Daniel Anderson and Michael Smith, CDM	---	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm
Designing an Asset Management System	Michael Smith, et.al., CDM	---	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm
Environmental Management Systems and Asset Management: Tools to Reduce Cost, Manage Risk, and Improve Performance	PEER Center	2007	5/07	http://www.peercenter.net/ewebeditpro/items/O73F11647.pdf http://www.epa.gov/waterinfrastructure/pdfs/pamphlet_si_assetmanagement.pdf
Fairfax County: Implementing Integrated CMOM	Fairfax County (VA) Wastewater Collection Division	2002	10/06	www.epa.gov/npdes/sso/virginia/index.htm
Featured Topic: Asset Management	AWWA Research Foundation	2005	10/06	www.awwarf.org/research/TopicsandProjects/FeaturedTopicOverviews/AssetMgtTopic.pdf
Finding a Pathway for Sustainable Water and Wastewater Services	Steve Allbee (USEPA); Underground Infrastructure Management magazine	2005		http://www.epa.gov/OW-OWM.html/assetmanage/pdfs/uim_21-26.pdf
A Good Idea – Relying on Asset Management to Keep your Water Treatment Systems Working	Lee Murphy, USEPA Region 3; in Penn State University Environmental Training Center Newsletter, July 2007	2007	7/07	http://www.hbg.psu.edu/etc/Newsletter/doc/July2007.pdf
Incorporating Condition Assessment Into a Comprehensive Asset Management Program	Tony Urquhart, et.al.; Underground Infrastructure Management magazine	2005	10/06	www.uimonline.com/pastissues/2005/nov05-featurestory.htm
Infrastructure Asset Management: A Practical Guide for Utility and Public	CDM	---	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm

Works Directors				
Infrastructure Asset Management Technology Exchange	MOU between USEPA and Federal Highway Administration	2006	8/07	http://www.epa.gov/owm/assetmanage/pdfs/mou.pdf
Maryland County Implements Computerized Asset Management System (Anne Arundel County)	RJN Group; reprinted from Public Works Magazine, August 2000	2000	12/06	http://www.rjn.com/sub_techpapers.htm
Mayors Water Council Newsletter: Commentary on Water and Wastewater Asset Management Programs	U.S. Conference of Mayors, Water Council Newsletter, Winter 2008	2008	2/08	http://usmayors.org/uscm/urbanwater/publications.asp
Reaching Toward a Future Generation of Infrastructure Management	Paul Causey; Underground Infrastructure Management magazine	2005	10/06	www.uimonline.com/pastissues/2005/nov05-coverstory.htm
Strategic Asset Management Planning: How the Orange County Sanitation District Adopted the TEAM Approach	Douglas Stewart, et.al. in Water Environment & Technology, March 2003	2003	12/06	http://www.wef.org/ScienceTechnologyResources/Publications/WET/ (by subscription only)
Succeeding in Asset Management: Six Utility Managers Tell Their Stories	Brown and Caldwell Engineers	2007	6/07	http://www.bcwaternews.com/AssetMgt/AM21_Success_in_AM.pdf
Taking Care of What You Have: Asset Management from Theory to Reality	Natalie Eddy, National Environmental Services Center, West Virginia University; in "On Tap" magazine, National Drinking Water Clearinghouse, Summer 2004 issue	2004	10/06	www.nesc.wvu.edu/ndwc/articles/OT/SU04/assetmanagement.pdf
What's So Different About Australian Asset Management?	Elizabeth Kelly, Seattle Public Utilities; AWWA/WEF Joint	2005	10/06	www.bcwaternews.com/AssetMgt/Kelly_paper.pdf

	Management Conference			
(2) Presentations				
Advanced Asset Management Training Workshop	USEPA Office of Water	2008	10/06	http://www.epa.gov/owm/assetmanage/assets_training.htm
Advancing Asset Management in Your Utility	UNC Environmental Finance Center	2006	10/06	www.efc.unc.edu/training/assetmanagement.htm
America's Pathway to Sustainable Water and Wastewater Services	USEPA, Office of Wastewater Management	2008	10/06	http://www.epa.gov/OW-OWM.html/assetmanage/pdfs/sallbee-presentation.pdf
Asset Inventory, Management and Financial Planning Using CAPFinance	Boise State University Environmental Finance Center	2003	10/06	http://sspa.boisestate.edu/efc/Recent_Presentations/presentations.htm
Holistic Asset Management – It's Not an Isolated Function	John Batten, Redoak Consulting; presentation at US Conference of Mayors Urban Water Council 2004 Regional Seminar on Asset Management	2004	10/06	http://www.usmayors.org/uscm/urbanwater/foxwoods04/
Making Asset Management Work for You	Dianne Bills, et.al., CDM	2002	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm (scroll down to select)
Software Promotes Consistency and Flexibility for Treatment Plant Asset Inventory and Assessment	CDM	2003	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm
Strategic Approach to Asset Management	Black & Veatch; presentation at US Conference of Mayors Urban Water Council 2004 Regional Seminar on Asset Management	2004	10/06	http://www.usmayors.org/uscm/urbanwater/foxwoods04/
Water Infrastructure at a	USEPA; at Paying for	2007	4/07	http://www.payingforwater.com/presentations/S

Turning Point: The Road to Sustainable Asset Management	Sustainable Water Infrastructure Conference			ession%207_Asset%20Management.pdf
(3) Publications				
A Guide to Asset Management for Small Water Systems	National Environmental Services Center, West Virginia University	2005	10/06	www.nesc.wvu.edu/netesc/pdf/AMG05web.pdf
Asset Management: A Guide for Water and Wastewater Systems	Environmental Finance Center New Mexico Tech	2006	5/07	http://129.24.3.38/documents/Asset%20Management%20Guide.pdf
Asset Management for the Public Works Manager	American Public Works Association	1998	10/06	www.apwa.net/documents/resourcecenter/ampaper.rtf
Bridging the Gap: An Educational Primer on Sustainable Water Infrastructure Asset Management	Penn State University, Department of Civil and Environmental Engineering	2006	3/07	https://courses.worldcampus.psu.edu/public/buried_assets/files/primer.pdf
Comprehensive Asset Management Has Potential to Help Utilities Better Identify Needs and Plan Future Investments	General Accounting Office	2004	10/06	www.gao.gov/new.items/d04461.pdf
Evaluating POTW CMOM Programs	USEPA, Office of Compliance and Region 4	2000	10/06	www.epa.gov/npdes/pubs/potwnew.pdf
Fergus Falls: Asset Management Plan for Wastewater Treatment Systems	City of Fergus Falls, MN; prepared by Rein and Associates	2006	7/07	http://myweb.cableone.net/drein/publications.html
Getting The Most Out of Your Infrastructure Assets	American Public Works Association	2002	8/07	Available for purchase http://www.apwa.net/bookstore/detail.asp?PC=PB.AGIA

Guide for Evaluating CMOM Programs at Sanitary Sewer Collection Systems	USEPA, Office of Enforcement and Compliance Assurance	2005	10/06	www.epa.gov/npdes/pubs/cmom_guide_for_collection_systems.pdf
Implementing Asset Management: A Practical Guide	AMWA, NACWA, WEF	2007	8/07	Available for purchase: http://www.e-wef.org/timssnet/products/tnt_products.cfm?primary_id=P07011&Action=LONG&subsystem=ORD
	Association of Local Government Engineering New Zealand and the Institute of Public Works Engineering of Australia	2002	1/07	http://www.ipwea.org.au/upload/IMM_02_samples.pdf (2006 edition now available; for purchase at http://www.ipwea.org.au/members/documents/ scroll down to “Manuals and Handbooks”)
Managing Public Infrastructure Assets to Minimize Cost and Maximize Performance	Association of Metropolitan Sewerage Agencies (now National Association of Clean Water Agencies) in cooperation with AMWA, AWWA, and WEF; under USEPA cooperative agreement	2003	10/06	Available for purchase: http://www.e-wef.org/timssnet/static/CS/P07011SUPPL.htm
Optimizing Operation, Maintenance, and Rehabilitation of Sanitary Sewer Collection Systems	New England Interstate Water Pollution Control Commission	2003	10/06	www.epa.gov/pubs/sso_optimizing_entire_doc.pdf
National City Water Survey 2007: The Status of Asset Management Programs in Public Water and Sewer Infrastructure in America’s Major Cities	U.S. Conference of Mayors, Water Council	2007	2/08	http://www.usmayors.org/uscm/news/press_releases/documents/watersurvey_report_0907.pdf

Taking Stock of Your Water System: A Simple Asset Inventory for Very Small Drinking Water Systems	USEPA Office of Water, EPA 816-K-03-002	2004	10/06	www.epa.gov/safewater/smallsys/pdfs/final_asset_inventory_for_small_systems.pdf
(4) Tools				
About the CMOM Program Self Assessment Checklist	USEPA Region 4	---	10/06	www.epa.gov/npdes/pubs/cmomselfreview.pdf
Asset Management Guide for Wastewater Utilities: Train-the-Trainer Toolkit	Maryland Center for Environmental Training	2006	10/06	www.mcet.org/am/index.html
Asset Management: A Handbook for Small Water Systems	USEPA, Office of Ground Water and Drinking Water, EPA 816-R-03-016	2003	10/06	www.epa.gov/safewater/smallsys/pdfs/guide_smallsystems_asset_mgmt.pdf
Check-Up Program for Small Systems (CUPSS)	USEPA, Office of Ground Water and Drinking Water	2007	12/07	http://safewater.tetratex.com/mycupss/home.cfm
Self-Assessment Tool for Small Community Decision Makers	National Environmental Services Center, West Virginia University	---	10/06	www.nesc.wvu.edu/netcsc/Self_Assmnt/SelfAssessment.pdf
Sustainable Infrastructure Management Program Learning Environment (SIMPLE)	Water Environment Research Foundation	2006	12/06	Available by subscription to WERF http://www.werf.us/ (under “Products” select “interactive tools” and then “asset management”)
Total Electronic Asset Management System (TEAMS) software	Maryland Center for Environmental Training	2006	10/06	www.mcet.org/am/index.html
(5) Websites				
Asset Management	USEPA, Office of Wastewater	2006	10/06	www.epa.gov/owm/assetmanage/

	Management			
Asset Management (includes many reports and links)	Brown and Caldwell	na	12/06	http://www.bcwaternews.com/assetmgt/
Asset Management Educational Resources	CDM	2006	10/06	www.cdm.com/services/consulting/asset_management/educational_resources.htm
Asset Management Train-the-Trainer Course	Maryland Center for Environmental Training	2006	10/06	www.mcet.org/Technical/environment/teamsAM.html
Bridging the Gap	Penn State University, Department of Civil and Environmental Engineering (USEPA grant)	2006	10/06	https://courses.worldcampus.psu.edu/public/buried_assets/
Check Up Program for Small Systems	USEPA, Office of Water	2008	4/08	http://www.epa.gov/cupss
CMOM.net	Operator Assisted Sewer Information System	na	12/06	http://www.cmom.net/
Sanitary Sewer Overflow Toolbox	USEPA, Office of Wastewater Management	2006	10/06	http://cfpub.epa.gov/npdes/sso/toolbox.cfm
Sanitary Sewer Overflows	USEPA, Office of Wastewater Management	2006	10/06	http://cfpub.epa.gov/npdes/home.cfm?program_id=4
<p>c) Environmental Management Systems</p> <p>(1) Articles (2) Presentations (3) Publications (4) Tools (5) Websites</p>				
Title	Author/Publisher	Date	Updated	Web Address

(1) Articles				
Benefits of the Virginia Regional Environmental Management System (VREMS)	PEER Center	2006	10/06	http://www.peercenter.net/about/EMSandRegionalCollaboration.pdf
Chesterfield County: A Journey in Environmental Management	Jeffrey Howard, in "Public Management" March 2007	2007	5/07	http://www.peercenter.net/ewebeditpro/items/O73F11321.pdf
Clarification and Expansion of Environmental Compliance Audits under the SEP Policy	USEPA Office of Enforcement and Compliance Assurance	2003	10/06	http://www.epa.gov/compliance/resources/policies/civil/seps/sepauditclar-mem.pdf
Drinking Water and Wastewater Facilities: Security Management	Global Environment & Technology Foundation	2004	10/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C230F60765.pdf
EMS & You: Your EMS Resource	Pennsylvania Department of Environmental Protection	2003	12/06	http://www.dep.state.pa.us/dep/deputate/pollprev/Iso14001/EMSYouv1.htm
EMS Basic Information	USEPA, Office of Policy, Economics and Innovation	na	12/06	http://www.epa.gov/ems/info/index.htm
EMS Frequently Asked Questions	North Carolina Division of Pollution Prevention and Environmental Assistance	na	12/06	http://www.p2pays.org/iso/emsisofaq.asp
EMS in West Virginia	West Virginia Department of Environmental Protection, Office of Innovation	Na	12/06	http://www.wvdep.org/item.cfm?ssid=21&ssid=109
EMS Initiatives for Government Entities: What's in it for Me?	EMS Peer Center	---	10/06	www.getf.org/ewebeditpro/items/O73F4440.pdf
EMS News, April 2006	PEER Center	2006	12/06	http://www.peercenter.net/ewebeditpro/items/O73F8302.pdf

EMS News, July 2006	PEER Center	2006	12/06	http://www.peercenter.net/ewebeditpro/items/O73F8987.pdf
EMS News, November 2006	PEER Center	2006	12/06	http://www.peercenter.net/ewebeditpro/items/O73F10112.pdf
EMS News, March 2007	PEER Center	2007	7/07	http://www.peercenter.net/ewebeditpro/items/O73F12656.pdf
EMS News, July 2007	PEER Center	2007	7/07	http://www.peercenter.net/ewebeditpro/items/O73F12660.pdf
EMS Program Frequently Asked Questions	National Biosolids Partnership	---	10/06	www.biosolids.org/docs/FAQs_NBP%20EMS%20Program.pdf
EMS: A Better Bottom Line for Local Government	Global Environment & Technology Foundation	2004	10/06	www.getf.org/ewebeditpro/items/O73F4439.pdf
EMS: Glossary of Terms	PEER Center	na	12/06	http://www.peercenter.net/glossary/
EMSs and Security	Global Environment & Technology Foundation	2003	10/06	www.resourcesaver.com/file/toolmanager/CustomerO73C230F60766.pdf
EMSs and the CWSRF	USEPA, Office of Water	2001	10/06	www.epa.gov/owm/cwfinance/cwsrf/emsfs.pdf
Environmental Management in the Public Sector: The Charleston CPW	Hans VanderKnyff; Environmental Excellence in South Carolina, University of South Carolina Institute of Public Affairs	2001	10/06	www.iopa.sc.edu/e2sc/E2SCvol3no2.pdf (pages 14-17)
Environmental Management Systems and Asset Management: Tools to Reduce Cost, Manage Risk, and Improve Performance	PEER Center	2007	5/07	http://www.peercenter.net/ewebeditpro/items/O73F11647.pdf
USEPA Position Statement on EMSs	USEPA	2005	10/06	www.epa.gov/ems/position/position.htm
USEPA's Commitment to	USEPA, Office of the	2006	11/06	http://www.peercenter.net/ewebeditpro/items/O

Environmental Management Systems	Administrator			73F9817.pdf
USEPA's Performance Track Program: Celebrating Five Years of Top Environmental Results	USEPA, Office of Policy, Economics and Innovation	2006	12/06	http://www.epa.gov/performancetrack/downloads/Backgrounder.pdf
Fact Sheets on Municipal EMS Assistance Project	Global Environment & Technology Foundation	---	10/06	www.getf.org/ewebeditpro/items/O70F817.pdf O70F816.doc, O70F2404.pdf
Frequently Asked Questions about EMS	USEPA, Office of Policy, Economics and Innovation	na	12/06	http://www.epa.gov/ems/info/faq.htm
FYI: Environmental Management System Resource Guide	USEPA Region III Environmental Assessment and Innovation Division	---	10/06	http://www.epa.gov/region03/federal_facilities/documents/ems-trifold.pdf
Guidance on the Use of EMSs in Enforcement Settlements as Injunctive Relief and Supplemental Environmental Projects	USEPA, Office of Enforcement and Compliance Assurance	2003	10/06	www.epa.gov/compliance/resources/policies/incentives/ems/emssettlementguidance.pdf
Local Governments Rally Round EMSs	Global Environment & Technology Foundation	---	10/06	www.getf.org/projects/emsrally.cfm
Summary of "Improving Environmental Performance and Compliance – Elements of an Effective EMS"	USEPA, Region 3, original document released by the Commission for Environmental Cooperation	na	12/06	http://www.epa.gov/region03/innovation/ems-guide.htm
Supplemental Environmental Projects (SEP) Policy	USEPA Office of Enforcement and Compliance Assurance	2002	10/06	http://www.epa.gov/compliance/resources/policies/civil/seps/sepguide-mem.pdf
Transmittal of Updated List of "Project Ideas for Potential Supplemental Environmental Projects"	USEPA Office of Enforcement and Compliance Assurance	2006	10/06	http://www.epa.gov/compliance/resources/policies/civil/seps/potentialproject-seps0607.pdf

Virginia Regional Environmental Management System Fact Sheet	Virginia Regional Environmental Management System	2006	12/06	http://www.deq.state.va.us/p2/pdf/vrems.pdf
Virginia Regional Environmental Management System FY 2006 Annual Report	Virginia Regional Environmental Management System	2006	12/06	http://www.peercenter.net/ewebeditpro/items/O73F9920.pdf or http://www.deq.state.va.us/p2/pdf/vrems_annualreport.pdf
Virginia Regional Environmental Management System Stormwater Case Study	Virginia Regional Environmental Management System	2006	12/06	http://www.deq.state.va.us/p2/pdf/vrems_stormwater.pdf
Wastewater Management and Sustainability	Glen Daigger, Dave Burack, and Vincent Rubino; in Clearwaters,	2001	10/06	http://www.nywea.org/clearwaters/pre02fall/313020.html
WasteWise Update: EMSs	USEPA, Office of Solid Waste and Emergency Response	2003	12/06	http://www.epa.gov/wastewise/pubs/wwupdate19.pdf
What is an EMS?	PEER Center	na	12/06	http://www.peercenter.net/whatisems/
White House Reaffirms Executive Order on EMSs	Daily Environment Report; April 20, 2006	2006	10/06	http://www.bna.com/products/ens/bder.htm (fee applies)
(2) Presentations				
Continual Improvement in Utility Management: A Framework for Integration	Rob Greenwood at AMSA 2004 Winter Conference, February 2004	2004	12/06	www.nacwa.org/meetings/04winter/ppt/ppt/15%20--%20THU%20-%20Greenwood,%20Rob/AMSA2004WinterConferencev3.pps
EMS: A Smart Choice for Local Governments	Webcast sponsored by ICMA and APWA, September 20, 2007; Robert Herbert, Peter Capell, Andy Kricun, Neil Morgan	2007	10/07	http://www.icma.org/main/ns.asp?nsid=3394&hsid=1&tpid=2&stid=79 (recording) or http://www.sustainableearthinitiative.org/09-20-07_EMS_Webcast.pdf (download presentation)
EMS Presentations	Office of the Federal	---	10/06	http://www.ofee.gov/ems/training/powerpoint.h

	Environmental Executive			tm
EMSs and Performance Change: What Happens?	NDEMS Project, University of North Carolina; at MSWG EMS workshop	2002	10/06	http://ndems.cas.unc.edu (select “Reports and Papers”)
Federal Facilities Compliance Program: EMS Training	USEPA Region 9	na	12/06	http://www.epa.gov/region9/fedfac/emstrainingpptlist.html
Gastonia (NC) EMS Development and Benefits	Beth Eckert, City of Gastonia Wastewater Treatment Division	na	8/07	http://149.168.34.62/esi/PDFs/GastoniaP2.pdf
Keeping Employees and Management Focused on an EMS after Implementation	John Cook and Rick Bickerstaff, Charleston Water System	2006	10/06	www.peercenter.net/ewebeditpro/items/O73F8211.pdf
Similarities and Differences among EMSs	Richard Andrews, University of North Carolina; MSWG Conference	2001	10/06	www.mswg.org/annual_workshops/ (select “2001”; scroll down to “Mon., 11:00 am”, select “Pete Andrews”)
West Virginia EMS Program	West Virginia Department of Environmental Protection, Office of Innovation	na	12/06	http://www.wvdep.org/Docs/3605_WV's%20EMS%20Program%2003-19-2003%20Adobe.pdf
(3) Publications				
A Compendium of Biosolids EMS Success Stories	National Biosolids Partnership	2006	10/06	www.biosolids.org/docs/NBP_Biosolids_EMS_SS_2006.pdf
Achieving Environmental Excellence: An EMS Handbook for Wastewater Utilities	USEPA, Office of Water	2004	12/06	http://www.epa.gov/ow/ems/EMSWastewaterHandbook.pdf
Aligning National Environmental Policy Act Processes with EMS	Council on Environmental Quality	2007	4/07	http://www.nepa.gov/nepa/NEPA_EMS_Guide_final_Apr2007.pdf
An EMS Troubleshooters' Guide for Local Governments	Global Environment & Technology Foundation	2002	10/06	www.peercenter.net/sector/generalresources/more.cfm?frontid=2210

Compliance-Focused Environmental Management System – Enforcement Agreement Guidance	USEPA National Enforcement Investigations Center	1997 rev. 2001	10/06	http://www.epa.gov/compliance/resources/publications/incentives/ems/ems12elemr.pdf
Continual Improvement in Utility Management: A Framework for Integration	USEPA, Association of Metropolitan Sewerage Agencies (now NACWA), and Water Environment Federation	2004	10/06	www.nacwa.org/pubs/index.cfm#management
Draft Small Local Governments Compliance Assistance Policy	USEPA; Federal Register Notice, v. 68, no. 192	2003	10/06	www.epa.gov/fedrgstr/
EMS and Financial Incentives in the Public Sector Workshop	University of Pennsylvania and Global Environment & Technology Foundation	2003	10/06	www.getf.org/ewebeditpro/items/O73F2535.doc
EMS Approach to Pollution Prevention Implementation (Chapter 6 of “An Organizational Guide to Pollution Prevention”)	Kentucky Pollution Prevention Center, University of Louisville; published by USEPA, Office of Research and Development	2001	10/06	www.kppc.org/publications/CDs (CD version) http://yosemite.epa.gov/ncepihom/nsCatalog.nsf/SearchPubs?OpenForm (EPA 625-C-01-003)
EMS Aspects Identification and Prioritization Workbook	EMS Peer Center	2006	10/06	www.peercenter.net/ewebeditpro/items/O73F8615.pdf
EMS Bibliography	NDEMS Project, University of North Carolina	2003	10/06	http://ndems.cas.unc.edu/ (select final report; comprehensive EMS bibliography)
EMS Primer for Federal Facilities	USEPA and US Department of Energy	1998	10/06	www.epa.gov/compliance/resources/publications/incentives/ems/emsprimer.pdf
EMS: Compliance, Efficiency, Sustainability	American Public Works Association	2005	10/06	www.peercenter.net/ewebeditpro/items/O73F8865.pdf
EMS: Do They Improve Performance?	National Database on EMSs, University of North Carolina	2003	10/06	http://ndems.cas.uncd.edu (select final report, executive summary)
EMS-Financial Case Studies in	Global Environment &	2006	10/06	http://www.resourcesaver.com/file/toolmanager

the Public Water Sector: Charleston, SC	Technology Foundation			/CustomO73C230F69441.pdf
EMSs: Opportunities for Improved Environmental and Business Strategy?	NDEMS Project, University of North Carolina	2000	10/06	http://ndems.cas.unc.edu/ (select “Reports and Papers”)
EMSs: A Guidebook for Improving Energy and Environmental Performance in Local Government	Pennsylvania Department of Environmental Protection	2004	10/06	http://www.apwa.net/Documents/About/CoopAgreements/EMS/EMSEnergyGuideforLocalGovernment.pdf
EMSs: A Guidebook for Improving Energy and Environmental Performance in Local Government	Pennsylvania Department of Environmental Protection, prepared by Five Winds International	2004	12/06	http://164.156.71.80/VWRQ.asp?docid=0442d740780d000000000b2e00000b2e&context=2&acklink=WXOD.aspx%3ffs%3d0442d740780d00008000080200000802%26ft%3d1
EMSs: A Smart Choice for Local Governments	PEER Center	2004	12/06	http://www.peercenter.net/ewebeditpro/items/O73F5486.pdf
EMSs: A Sustainable Strategy for a Sustainable World?	NDEMS Project, University of North Carolina	1999	10/06	http://ndems/cas.unc.edu/ (select “Reports and Papers”)
EMSs: A Tool to Help Water Utilities Manage More Effectively	American Water Works Association Research Foundation	2006	10/07	http://www.awwarf.org/research/topicsandprojects/execSum/2930.aspx (Available for purchase only to AWWARF subscribers)
EMSs: An Implementation Guide for Small and Medium-Sized Organizations	NSF International	2001	12/06	http://www.epa.gov/owm/iso14001/ems2001final.pdf
EMSs: Your Business Advantage	USEPA, Office of Policy, Economics, and Innovation	2002	10/06	www.epa.gov/ems/docs/resources/ems_business.pdf
USEPA’s Strategy for Determining the Role of EMSs in Regulatory Programs	USEPA, Office of Policy, Economics, and Innovation	2004	10/06	www.epa.gov/permits/ems/emsstrategy.pdf
Final Report: USEPA EMS Pilot Program for Local	Global Environment & Technology Foundation	2000	10/06	www.epa.gov/owm/iso14001/emsrepor.pdf

Government Entities				
How to Implement an EMS	EMS Peer Center	---	10/06	www.peercenter.net/howtoimplement/
Improving Biosolids Management Programs and Increasing Public Support through an EMS	National Biosolids Partnership	---	10/06	http://biosolids.org/docs/ems%20brochure.qxnw2.pdf
Improving Environmental Performance and Compliance: 10 Elements of Effective EMSs	Commission for Environmental Cooperation	2000	10/06	www.cec.org/files/pdf/LAWPOLICY/guide-e_EN.pdf
Integrated Environmental Management Systems: Implementation Guide	USEPA Office of Pollution Prevention and Toxics	2000	10/06	http://www.epa.gov/opptintr/dfe/pubs/iems/iems_guide/index.htm
Introduction to a Chesapeake Bay-Focused Environmental Management System	USEPA Region III Chesapeake Bay Program Office	2006	10/06	http://www.epa.gov/region03/federal_facilities/documents/CB_Watershed_Focused_EMS-August2006.pdf
Position Statement on EMSs	USEPA Office of Policy, Economics & Innovation	2006	10/06	www.epa.gov/fedrgstr Publication date February 2, 2006
Reducing Costs, Optimizing Performance: An EMS Compendium for Wastewater Utility Managers	Global Environment & Technology Foundation	2006	10/06	http://www.peercenter.net/ewebeditpro/items/O73F9331.pdf
Relationship between Municipal EMS and Municipal Financial Obligations	University of Pennsylvania and Global Environment & Technology Foundation	2001	10/06	www.getf.org/ewebeditpro/items/O70F1672.doc
Sample EMS Manual: EMS Model Manual Specific to Pennsylvania Municipal Operations	Pennsylvania Department of Environmental Protection, prepared by Five Winds International	2004	12/06	http://164.156.71.80/VWRQ.asp?docid=0442d740780d00000000080f0000080f&context=2&backlink=WXOD.aspx%3ffs%3d0442d740780d00008000080200000802%26ft%3d1
Small Local Governments	USEPA Office of Enforcement	2004	10/06	www.epa.gov/compliance/resources/policies/in

Compliance Assistance Policy	and Compliance Assurance			centives/smallcommunity/smalllocalgovca.pdf
Small Local Governments Compliance Assistance Policy – Notice	USEPA Federal Register Notice, v. 69, no. 106	2004	10/06	www.epa.gov/fedrgstr/USEPA-GENERAL/2004/June/Day-02/g12417.pdf
The Effects of EMSs on the Environmental and Economic Performance of Facilities	NDEMS Project, University of North Carolina and Environmental Law Institute	2000	10/06	http://ndems.cas.unc.edu (select “Reports and Papers”, second public report)
Toolkit for Wastewater Utilities (collection of publications)	PEER Center	2007	5/07	http://www.peercenter.net/toolkit http://www.peercenter.net/ewebeditpro/items/O11F10911.pdf
(4) Tools				
Charlottesville (VA) EMS Case Study	Charlottesville (VA) Departments of Public Works and Parks and Recreation	na	12/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C232F65869.pdf
Chesterfield County (VA) EMS Case Study	Chesterfield County (VA), Office of Environmental Management	na	12/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C232F45066.pdf
EMS Case Studies in the Public Sector	PEER Center	2005	12/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C230F69035.pdf
EMS Case Study: Buncombe County Metropolitan Sewerage District Wastewater Treatment	North Carolina DENR	2003	4/07	http://www.p2pays.org/ref/26/25988.pdf
EMS Case Study: City of Gastonia Wastewater Treatment	North Carolina DENR	2001	4/07	http://www.p2pays.org/ref/12/11403.pdf
EMS Case Study: City of Shelby Wastewater Treatment	North Carolina DENR	2003	4/07	http://www.p2pays.org/ref/26/25013.pdf
EMS Public Sector Case Studies	USEPA, Office of Policy, Economics and Innovation	2006	12/06	http://www.epa.gov/ems/resources/casestudies/publicsector.htm

EMS Software	Global Environment & Technology Foundation	2004	10/06	www.peercenter.net/ewebeditpro/items/O73F4044.pdf
EMS Tips and Tools; Case Studies	North Carolina Department of Environment and Natural Resources, Division of Pollution Prevention and Environmental Assistance	2006	12/06	http://www.p2pays.org/iso/TipsTools.asp
EMS Tools and Fact Sheets	Office of the Federal Environmental Executive	2006	10/06	http://www.ofee.gov/ems/training/facts.htm
EMS Tools: A Reference Guide	USEPA; Federal Facilities Enforcement Office	2001	10/06	www.epa.gov/compliance/resources/publications/incentives/ems/emstoolsmas.pdf
EMS Training	University of Florida TREEO Center, EMS Institute	2006	12/06	http://www.treeo.ufl.edu/ems/
EMSs Evaluation Tool	Research Triangle Institute	na	12/06	http://ems.rti.org/
Gap Analysis EMS Checklist	PEER Center	na	12/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C230F54066.pdf
Introduction to EMS Training (web-based individual training)	USEPA, Office of Solid Waste and Emergency Response	2006	12/06	http://www.epa.gov/epaoswer/ems/ems-101/ems101.htm
Mid-Atlantic States EMS: EMS Publications	USEPA Region III	2005	10/06	www.epa.gov/region3/ems/emspubs.htm
National Directory of EMS Technical Assistance Providers	PEER Center	na		http://www.peercenter.net/taps/
Rivanna Water and Sewer	Rivanna Charlottesville, VA	na	12/06	http://www.resourcesaver.com/file/toolmanager/CustomO73C232F65876.pdf
(5) Websites				
Accreditation of Environmental Management	American National Standards Institute	2006	10/06	http://www.ansi.org/conformity_assessment/accreditation_programs/accreditation_ems.aspx?m

Systems				enuid=4
Advancing Biosolids EMSs in Local Communities	National Biosolids Partnership	2006	10/06	http://biosolids.org/
Agency EMS Policies	USEPA, Office of Policy, Economics & Innovation	2006	10/06	www.epa.gov/ems/position/agency.htm
Arlington County (VA) EMS Program	Arlington County (VA) Department of Environmental Services	2006	12/06	http://www.arlingtonva.us/departments/EnvironmentalServices/EnvironmentalServicesAboutRx.aspx
Businesses for the Bay	USEPA, Chesapeake Bay Program Office	2006	10/06	www.chesapeakebay.net/info/b4bay.cfm
Businesses for the Bay	Maryland Department of the Environment	---	10/06	http://www.mde.state.md.us/BusinessInfoCenter/PollutionPrevention/businesses_forthebay/index.asp
Charleston Water EMS	Charleston (SC) Water System	2006	12/06	http://www.charlestonwater.com/envrmt_iso14001.htm
Charleston Water System EMS Papers and Presentations	Charleston (SC) Water System	2006	10/06	www.charlestonwater.com/public_info_research_papers.htm
Charlottesville (VA) EMS Program	Charlottesville (VA) Department of Public Works and Department of Parks and Recreation	2006	12/06	http://www.charlottesville.org/Index.aspx?page=561
Clean Texas: An Environmental Leadership Program	Texas Commission on Environmental Quality	2006	12/06	http://www.cleantexas.org/
Colorado Environmental Leadership Program	Colorado Department of Public Health and Environment	2006	12/06	http://www.cdphe.state.co.us/el/elp/index.html
Compliance Incentives and Auditing: EMSs	USEPA, Office of Enforcement and Compliance Assurance	2006	12/06	http://www.epa.gov/compliance/incentives/ems/
DC Water and Sewer Authority EMS Program	DC Water and Sewer Authority	2006	12/06	http://www.dcwasa.com/education/biosolids_ems.cfm
Delaware Pollution Prevention	Delaware Department of Natural	---	10/06	http://www.dnrec.delaware.gov/p2/default.htm

Program	Resources and Environmental Control			
Developing an EMS for Improved Public Utility Performance	Camden County Municipal Utilities Authority	2006	10/06	www.ccmua.org/emstoc.html
EMS	USEPA, Region 1	2006	12/06	http://www.epa.gov/region01/ems/index.html
EMS	USEPA, Region 2	2006	12/06	http://www.epa.gov/region02/ems/
EMS	USEPA, Region 5	2006	12/06	http://www.epa.gov/region5/ems/
EMS	USEPA, Region 6	2006	12/06	http://www.epa.gov/region6/ems/
EMS	USEPA, Region 7	2006	12/06	http://www.epa.gov/region7/ems/
EMS	USEPA, Region 8	2006	12/06	http://www.epa.gov/region8/ems/index.html
EMS	USEPA, Region 10	2006	12/06	http://yosemite.epa.gov/R10/HOMEPAGE.NSF/79794ef74873b5d48825650f006b2193/730f39471e23be7888256fbf0074eecf?OpenDocument
EMS – PEER Local Resource Center – Virginia Tech	Virginia Tech, Center for Organizational & Technological Advancement	2006	10/06	www.cota.vt.edu/vtems
EMS for Biosolids – Participating Agencies	National Biosolids Partnership	2006	10/06	www.biosolids.org/ems_main.asp?sectionid=48&pageid=171&pagename=Locate
EMS in Pennsylvania: Guides to Assist in EMS	Pennsylvania Department of Environmental Protection	---	10/06	http://www.dep.state.pa.us/dep/deputate/pollprev/Iso14001/EMSGuides.htm
EMS in Pennsylvania: Your Guide to ISO 14001 and Other Environmental Management Systems	Pennsylvania Department of Environmental Protection	---	10/06	http://www.dep.state.pa.us/dep/deputate/pollprev/Iso14001/iso14000.htm
EMS Publications	USEPA, Office of Enforcement	2006	10/06	http://cfpub.epa.gov/compliance/resources/publi

	and Compliance Assistance			cations/incentives/ems/
EMSs	USEPA, Office of Policy, Economics, and Innovation	2006	10/06	www.epa.gov/ems/
EMSs	USEPA, Office of Policy, Economics & Innovation	2006	10/06	www.epa.gov/performancetrack/tools/ems.htm
EMSs	International City/County Management Association	2006	10/06	http://icma.org/main/topic.asp?tpid=2&stid=79&hsid=1
EMSs	Local Government Environmental Assistance Network	2006	10/06	www.lgean.org/html/hottopics2.cfm?id=50
Environmental Management System	Leesburg (VA) Public Works Department	2006	10/06	www.leesburgva.gov/services/water/EMS
Environmental Management Systems	American Public Works Association	2006	10/06	www.apwa.net/About/CoopAgreements/EMS/
Environmental Management Systems	West Virginia Department of Environmental Protection Office of Innovation	---	10/06	http://www.dep.state.wv.us/item.cfm?ssid=21&sslid=473
Environmental Management Systems	Office of the Federal Environmental Executive	---	10/06	http://www.ofee.gov/ems/ems.htm
USEPA's Strategy for Determining the Role of EMS in Regulatory Programs	USEPA, Office of Policy, Economics & Innovation	2006	10/06	www.epa.gov/permits/ems/strategy.htm
FedCenter: EMSs	FedCenter	2006	10/06	www.fedcenter.gov/kd/go.cfm?destination=Page&Pge_ID=1863
Fredericksburg (VA) EMS Program	City of Fredericksburg, VA	2006	12/06	http://www.fredericksburgva.gov/PR/Related_topics/ems.asp
Gaithersburg (MD) EMS Program	City of Gaithersburg (MD) Department of Public Works, Parks Maintenance and Engineering	2006	12/06	http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=389&TOC=107:81;388;387;389;

Georgia Pollution Prevention Partnership Program	Pollution Prevention Assistance Division, Georgia Department of Natural Resources	2006	12/06	http://www.p2ad.org/Assets/Documents/pp_home.html
GETF: Our Work – EMSs	Global Environment & Technology Foundation	2006	10/06	www.getf.org/ourwork/template.cfm?FrontID=4617
Hampton Roads Sanitation District (VA) EMS Program	Hampton Roads Sanitation District	2006	12/06	http://www.hrsd.com/biosolidsems.htm
Hopewell (VA) EMS Program	City of Hopewell, VA	2006	12/06	http://www.ci.hopewell.va.us/publicworks/ems_policy.htm
Indiana Partners for Pollution Prevention	Indiana Department of Environmental Management	2006	12/06	http://www.in.gov/idem/prevention/partners/
International Network for Environmental Management	International Network for Environmental Management	---	10/06	www.inem.org
International Organization for Standardization	International Organization for Standardization	2006	10/06	www.iso.org/iso/en/ISOOnline.frontpage
Introduction to EMS Training	USEPA, Office of Solid Waste and Emergency Response	2006	10/06	www.epa.gov/epaoswer/ems/ems-101/ems101.htm
Iowa Strategic Goals Program	Waste Management Division, Iowa Department of Natural Resources	2006	12/06	http://www.iowadnr.com/waste/p2/strategic.html
ISO 14001 EMS Implementation Assistance	Maryland Department of the Environment and Maryland Technology Extension Service of University of Maryland	---	10/06	http://www.mde.state.md.us/Programs/MultimediaPrograms/Pollution_Prevention/ISO_14001/index.asp
Kent County (DE) EMS Program	Kent County (DE) Department of Public Works	2006	12/06	http://www.co.kent.de.us/Departments/PublicWorks/EnviornmentalManagement.htm
Kentucky Excel	Kentucky Division of Compliance Assistance	2006	12/06	http://www.dca.ky.gov/kyexcel/
Leesburg (VA) Water Utility EMS Program	Leesburg, Virginia Utility Department	2006	12/06	http://www.leesburgva.gov/services/water/EMS/

Local EMS Resource Centers	PEER Center	2006	10/06	www.peercenter.net/whocanhelp/lrc.cfm
Louisiana Environmental Leadership Pollution Prevention Program	Louisiana Department of Environmental Quality	2006	12/06	http://www.deq.louisiana.gov/portal/tabid/89/Default.aspx
Maryland Pollution Prevention Program	Maryland Department of the Environment	na	12/06	http://www.mde.state.md.us/BusinessInfoCenter/PollutionPrevention/P2/home/index.asp
Mid-Atlantic States EMS	USEPA Region III	---	10/06	www.epa.gov/region3/ems/
Missouri Environmental Management Partnership	Division of Environmental Quality, Missouri Department of Natural Resources	2006	12/06	http://www.dnr.mo.gov/env/memp/index.html
MTES: Environmental Services	Maryland Technology Extension Service, University of Maryland	na	12/06	http://www.mtech.umd.edu/MTES/serv_environmental.html
Multi-State Working Group on Environmental Performance	Multi-State Working Group on Environmental Performance	2006	10/06	www.mswg.org
National Environmental Performance Track	USEPA, Office of Policy, Economics & Innovation	2006	10/06	www.epa.gov/performancetrack/index.htm
National Pollution Prevention Roundtable	National Pollution Prevention Roundtable	2006	10/06	www.p2.org
National Public Entity EMS Resource Center	PEER Center	2006	10/06	www.peercenter.net
New York EMS Program	New York State Department of Environmental Conservation	2006	12/06	http://www.dec.state.ny.us/website/ppu/p2ems.html
North Carolina EMS Program	North Carolina Department of Environment and Natural Resources, Division of Pollution Prevention and Environmental Assistance	2006	12/06	http://www.p2pays.org/iso/
North Carolina Environmental	North Carolina Department of	2006	12/06	http://www.p2pays.org/esi/

Stewardship Initiative	Environment and Natural Resources			
Ohio EMSs and Pollution Prevention	Ohio Environmental Protection Agency, Office of Pollution Prevention	2004	12/06	http://www.epa.state.oh.us/opp/ems/emsinfo.html
PEER EMS Local Resource Centers	PEER Center	na	12/06	http://www.peercenter.net/whocanhelp/lrc.cfm
Pennsylvania Businesses for the Bay (Pollution Prevention in the Chesapeake Bay)	Pennsylvania Department of Environmental Protection	na	12/06	http://www.dep.state.pa.us/dep/deputate/pollprev/b4b/index.htm
Pennsylvania Pollution Prevention Program	Pennsylvania Department of Environmental Protection	na	12/06	http://www.depweb.state.pa.us/energy/cwp/view.asp?a=3&q=484914&energyNav=
Pollution Prevention	USEPA, Office of Prevention, Pesticides & Toxic Substances	2006	10/06	www.epa.gov/p2/
Pollution Prevention Pays	North Carolina Department of Environment and Natural Resources	2006	10/06	http://www.p2pays.org/
Pollution Prevention Programs	Virginia Department of Environmental Quality	2006	12/06	http://www.deq.state.va.us/p2/programs.html
Pretreatment Information Exchange	Towns of Allentown, Bethlehem, Catasauqua and Easton (PA) POTWs	2006	12/06	http://www.lvpix.org/
Scottsdale EMS Program	City of Scottsdale, Arizona	2006	12/06	http://www.ci.scottsdale.az.us/ecosystem/
Sector Strategies Program	USEPA Office of Policy, Economics & Innovation	---	10/06	http://www.epa.gov/ispd/program.html
SEPs Policy and Guidance	USEPA Office of Compliance	2006	10/06	http://cfpub.epa.gov/compliance/resources/policies/civil/seps/
Texas Environmental Management Systems Program	Texas Commission on Environmental Quality	2006	12/06	http://www.tceq.state.tx.us/assistance/ems/ems.html

Virginia Environmental Excellence Program	Virginia Department of Environmental Quality	2006	10/06	www.deq.state.va.us/veep/
Virginia Pollution Prevention Program	Virginia Department of Environmental Quality	na	12/06	http://www.deq.state.va.us/p2/
Voluntary EMSs/ISO 14001	USEPA, Office of Wastewater Management	---	10/06	www.epa.gov/owm/iso14001/index.htm
Washington Suburban Sanitary Commission EMS Program	Washington Suburban Sanitary Commission	2006	12/06	http://www.wsscwater.com/biosolids/ems.cfm
West Virginia Environmental Innovations Programs	West Virginia Department of Environmental Protection, Office of Innovation	na	12/06	http://www.wvdep.org/item.cfm?ssid=21&ssid=490
What Is an EMS?	USEPA, Region 3	2006	12/06	http://www.epa.gov/region3/ems/what.htm
What Is an EMS?	USEPA, Region 1	2006	12/06	http://www.epa.gov/ne/ems/index.html

d) Technology

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Title	Author/Publisher	Date	Updated	Web Address
(1) Articles				
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(2) Presentations				
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(4) Tools				
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(5) Websites				
Aging Water Infrastructure Research	USEPA, National Risk Management Research Laboratory	2007	12/07	http://www.epa.gov/ord/NRMRL/news/news112007.html
Municipal Technologies	USEPA Office of Wastewater Management	2006	10/06	http://epa.gov/owm/mtb/mtbfact.htm
Emerging Technologies	USEPA Office of Wastewater Management	2008	01/09	http://www.epa.gov/owm/mtb/

e) Energy Efficiency

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Title	Author/Publisher	Date	Updated	Web Address
(1) Articles				
DOE Software Tools Essential to Energy-Saving Processes at Wastewater Treatment Plant	US Dept. of Energy, Energy Matters, Fall 2007	2007	12/07	http://www.eere.energy.gov/industry/bestpractices/energymatters/articles.cfm/article_id=263?print
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Is It Time for an Energy Audit?	Patrick Clifford in Water & Wastes Digest, March 2007	2007	12/07	http://www.wwdmag.com/Is-it-Time-for-an-Energy-Audit--article7798
Nexus between Water and Energy: Promoting Energy Efficiency for the Water Sector	USEPA, Memorandum from Ben Grumbles, former Assistant Administrator for USEPA Office of Water to Regional Administrators	2008	3/08	http://www.epa.gov/waterinfrastructure/pdfs/memo_si_bengrumbles_nexus-between-water-energy_02142008.pdf
PGE's Energy Management Solutions for Wastewater Treatment	Pacific Gas and Electric Company	2007	12/07	http://www.pge.com/includes/docs/pdfs/biz/rebates/water_treatment/06_wwt_factsheet_v3_final.pdf
Using Energy Efficiency to Create a More Sustainable	Danielle Miller Wagner, ICMA Public Management Magazine,	2007	10/07	http://icma.org/pm/8909/public/cover.cfm?author=Danielle%20Miller%20Wagner&title=Using

Bottom Line	vol 89, num 9			g%20Energy%20Efficiency%20to%20Create%20A%20More%20Sustainable%20Bottom%20Line&LGM=1
Wastewater Management Fact Sheet: Energy Conservation	USEPA Office of Water	2006	10/06	http://epa.gov/owm/mtb/energycon_fasht_final.pdf
Water and Wastewater Focus	USEPA, EnergyStar	2007	12/07	http://energystar.gov/ia/business/government/wastewater_fs.pdf
(2) Presentations				
Climate Change, Energy and Water	River Network, Presentation to USEPA Office of Water	2007	9/07	http://www.rivernet.org/resource-library.php?ResourceID=799
Energy Star Training	USEPA, EnergyStar	2007	12/07	http://www.energystar.gov/index.cfm?c=business.bus_internet_presentations
Energy Star Webcasts	USEPA, EnergyStar	2007	12/07	https://energystar.webex.com/mw03041/mywebex/default.do?siteurl=energystar
Measuring and Tracking Energy Use of Local Government Facilities	USEPA, EnergyStar; David Limardi, Highland Park (IL); Sarah Temple, Albemarle County (VA); David Cabrera, Broward County (FL)	2007	12/07	http://icma.org/main/ld.asp?ldid=20341&hsid=10&tpid=2
Water, Energy, and Climate Change	USEPA, Watershed Academy, Susan Kaderka and Don Elder	2007	11/07	http://www.clu-in.org/conf/tio/owwtrfin_101707/prez/Final%20Oct_17_07%20Finance%20Webcastbw.pdf
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Energy Benchmarking Secondary Wastewater Treatment and Ultraviolet Disinfection Processes at Various Municipal Wastewater Treatment Facilities	SBW Consulting, Inc. for Pacific Gas and Electric Company	2002	12/07	http://www.cce1.org/ind/mot-sys/ww/pge2.pdf
Ensuring a Sustainable Future:	USEPA, Office of Wastewater	2008	1/08	http://www.epa.gov/waterinfrastructure/pdfs/gu

An Energy Management Guidebook for Wastewater and Water Utilities	Management; by contract to Global Environment & Technology Foundation			idebook_si_energymanagement.pdf
Municipal Water Treatment Plant Energy Baseline Study	SBW Consulting, Inc. for Pacific Gas and Electric Company	2006	12/07	http://www.pge.com/includes/docs/pdfs/biz/rebates/water_treatment/watertreatmentbaselinestudyreport.pdf
Roadmap to Energy in the Water and Wastewater Industry	American Council for an Energy-Efficient Economy	2005	12/07	http://aceee.org/pubs/ie054full.pdf
Watergy: Energy and Water Efficiency in Municipal Water Supply and Wastewater Treatment	Judith Barry, Alliance to Save Energy	2007	12/07	http://www.watergy.org/resources/publications/watergy.pdf
(4) Tools				
EnergyStar Financial Evaluation	USEPA, EnergyStar	2007	12/07	http://www.energystar.gov/index.cfm?c=assess_value.financial_tools
Portfolio Manager Wastewater Treatment Facility Data Import Template	USEPA, EnergyStar	2008	2/08	http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager
Reduce Energy Use in Water and Wastewater Facilities Through Conservation and Efficiency Measures	Flex Your Power, CA Energy Efficiency Partnership	2002	12/07	http://www.fypower.org/pdf/BPG_Water1_Con&Eff.pdf
(5) Websites				
Energy and Water	USEPA, Office of Water	2008	3/08	http://www.epa.gov/waterinfrastructure/bettermanagement_energy.html
Energy Star Challenge	USEPA, EnergyStar	2007	12/07	http://www.energystar.gov/index.cfm?c=challenge.bus_challenge http://www.energystar.gov/index.cfm?c=challenge.challenge_toolkit

Energy Star for Wastewater Plants and Drinking Water Systems	USEPA, EnergyStar	2008	3/08	http://www.energystar.gov/index.cfm?c=government.wastewater_drinking_water
Municipal Water and Wastewater Treatment	New York State Energy Research and Development Authority	2007	12/07	http://www.nyserda.org/programs/Environment/muniwaterwwt.asp
National Municipal Water and Wastewater Facility Initiative	Consortium for Energy Efficiency	2007	12/07	http://www.cee1.org/ind/mot-sys/ww/ww.php3
Portfolio Manager Overview	USEPA, EnergyStar	2007	12/07	http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager http://www.energystar.gov/index.cfm?c=eligibility.bus_portfoliomanager_space_types#wastewater
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Water/Wastewater Process Energy	California Energy Commission	2007	12/07	http://www.energy.ca.gov/process/water/wastewater_treatment.html
Watergy: Water and Energy Efficiency	Alliance to Save Energy	2007	12/07	http://www.watergy.org