

KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION

Witness: Michael A. Miller/Keith L. Cartier

9. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 1(a), W/P3-1, at 20-27.
- a. Identify the Kentucky-American employees, by name, who are expected to provide services to American Water Works Company ("AWWC") or any AWWC-affiliated entity other than Kentucky-American during the forecasted test period and state the amount of the time that he or she is expected to spend providing such services to entities other than Kentucky-American.
 - b. Identify each employee, by name, who holds a position title with AWWC or an AWWC affiliate other than Kentucky-American. For each employee identified, state his or her position title with AWWC or an AWWC affiliate other than Kentucky-American.
 - c. Describe the duties of each salaried Kentucky-American employee.

Response:

- a. None.
- b. No current KAWC employees hold a position with AWWC. On December 15, 2008, Nick Rowe was promoted to Eastern Regional President of AWWSC, and in that role he is responsible for the nine states that make up the Eastern Region of AWW, including KAWC. Mr. Rowe's labor, benefits and expenses are currently fully embedded in the expenses KAWC is requesting in this case. As part of the update to this case, which is due March 17, 2008, the Company will amend its filing to eliminate the labor, benefits and expenses of Mr. Rowe from this filings, and add the appropriate portion of Mr. Rowe's expenses to AWWSC costs.
- c. Please see the attached job descriptions for each salary position at KAWC.

For the electronic version, refer to KAW_R_PSCDR2#9_010809.pdf.



JOB DESCRIPTION

Position Title:	Sr Spec Computer Supp ITS (N)	Job Code: <u>306701</u>
	Grade: <u>L09</u>	FLSA: <u>Non-Exempt</u> EEO: <u>2. Professionals</u>
Salary Plan:	Level:	
Reports To:	State President/Manager of IT or Director	

APPROVALS

Approved: 3/15/2002 **Revised:**

Primary Role: Under general supervision, performs analytical, technical and administrative work in the planning, design, installation, evaluation and support of new and existing desktop and server systems.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Train end users in use of equipment and software.	10
Prepare, publish, monitor, update, and distribute supporting user documentation within established deadlines.	10
Installs and maintains personal computer LAN and WAN networks.	10
Confers with users to determine types of hardware and software required.	10
Perform analytical, technical, and administrative work in planning, design and installation of new and existing desktop and server hardware and software.	10
Perform personal computer maintenance.	10

Education:	Technical school training in computer field, plus four years experience. Bachelor's degree in computer science preferred.		
Skills:	A balance of strong quantitative and analytical skills. Good communication and interpersonal skills required.		
Knowledge:	Knowledge of personal computers, networks, and desktop applications utilized at the company.		
Scope:	Total Supervised: Exempt		Non-Exempt:
<i>Please record minimum numbers for all that apply.</i>	Direct Budget:	<u>\$0.00</u>	Indirect Budget: <u>\$0.00</u>
	Direct Revenue	<u>\$0.00</u>	Indirect Revenue: <u>\$0.00</u>

Experience:	4 years business experience.
Certifications & Licenses:	
Work Environment:	
Travel Requirements:	
Key Interfaces:	
Other:	Key Accountabilities (cont.):
	<p>Provide effective operation of the IS help desk by providing technical support for end-user questions or problems.</p> <p>Effectively collaborate with users and vendors to maintain all current equipment and PC software while minimizing associated costs.</p> <p>Performs other duties as assigned. (40%)</p>
Competencies (from the Water Division Competency Dictionary):	

JOB DESCRIPTION

Position Title:	Mgr Human Resources	Job Code: <u>603806</u>
	Grade: <u>L07</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	State President/Human Resources Region Lead	

Approved: 3/3/2004**Revised:**

Primary Role: To optimize business performance by ensuring every employee is enabled to fulfill their potential in line with business goals.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Support the HR Director in developing people and organization principles which help to drive business performance and which are aligned with AW business/HR strategic framework.	10
Partner business managers to identify opportunities to improve individuals, team, and business trait performance.	10
Develop appropriate action plans to: mitigate business risks; create a productive working environment; and continuously develop the people in the business.	10
Support and help drive business change initiatives.	10
Provide expert advice and guidance during the hiring process ensuring that new hires meet the requirements of the roles and are aligned with our vision and values.	10
Ensure all new hires and transfers into the Region are appropriately inducted and orientated to the Company; to expedite their effectiveness in their roles.	10
Education:	Bachelor Degree in related field.
Skills:	Strong management skills which include planning, organization, team building, strategic focus, influencing, and people development. Proven track record of supporting change programs and partnering with business managers. Ability to communicate effectively and with all levels within and outside the organization.

Knowledge:	Current knowledge of all Human Resources areas including employment law, labor laws, EEO, ERISA, and other compliance issues; compensation systems, training and development, and employee/labor relations.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	8 or more years of Human Resource Generalist experience.												
Certifications & Licenses:	SPHR desirable												
Work Environment:													
Travel Requirements:													
Key Interfaces:	<p>Ability to interface with all employees at all levels and areas of the Company and its affiliates.</p> <p>Ability to be an advocate for employees while protecting the Company's interests.</p> <p>Ability to build relationships with Business Agents and officers for various Union Locals in the region.</p> <p>Appropriate and successful interaction with the public during recruiting, job fairs or other activities which promote the Company.</p> <p>Ability to work in cross functioned, cross business teams on projects.</p>												
Other:	<p>Key Accountabilities (cont.):</p> <p>Provide expert assistance in wage, salary and benefits programs.</p> <p>Assist in employee incentive programs including implementation, development and delivery.</p> <p>Steward the collective bargaining process; develop contract language and assess impact of scenarios. Participate in contract negotiations for all Region Contracts in a designated area.</p> <p>Promote Union/Management relations and develop collaborative problem solving processes.</p> <p>Support and develop training programs and other development initiatives which drive and facilitate our success.</p> <p>Ensure that all stakeholders in the business are fully engaged, involved and committed to our business goals.</p> <p>Ensure compliance with various State and Federal laws and/or agencies throughout a diverse region; guiding business managers to proactively identify and navigate risks</p> <p>Assist with Corporate Governance activities as directed.</p> <p>Support the Regional Human Resources lead in building the capabilities of the functional HR team.</p> <p>Provide expert advice and guidance in support of business development projects (due diligence; labor/employee relations; inputs on bids; integration, etc.)</p> <p>Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest</p>												



JOB DESCRIPTION	
Position Title:	Mgr Ext Affairs (State) Job Code: <u>450391</u>
	Grade: <u>L07</u> FLSA: <u>Exempt</u> EEO: <u>1.2 First/Mid Level Officials</u>
Salary Plan:	Level:
Reports To:	State President/Dir Comm & EA (State)



Approved: 10/31/2007 **Revised:**

Primary Role: The primary role of this position is to provide senior-level communications counsel to the state president and the state senior management team and to develop, coordinate, implement and manage all external communications activities to support the success of the state business plan and operating objectives. The primary areas of responsibility include media relations, public relations, community relations, corporate social responsibility and local support to government relations activities and meeting the information needs of customers. This professional is poised to respond rapidly and tactically to unanticipated events and critical issues such as main breaks and other critical incidents, and is equally focused on providing proactive and strategic communications counsel and advise to the state senior management team. This role is focused on anticipating and managing local communications issues and effectively positioning the company with key opinion leaders and key constituencies.

The External Affairs Manager is the critical communications resource maximizing the company's communications effectiveness, flexibility and responsiveness within the communities we serve. This professional has a comprehensive depth of communications knowledge and experience with demonstrated expertise in implementing integrated, strategic communications programs. While not directly responsible for customer communications or internal communication, the External Affairs Manager is an active and vital component of an integrated communications team operating through a matrix management model that is responsible for functional excellence reaching all audiences with a full array of internal and external communications messages, tactics and activities.

This role is responsible for identifying, developing, nurturing and sustaining strong and enduring relationships with the media not only during unanticipated events but also to proactively to leverage media coverage. This function ensures that American Water is aligned with key community groups and organizations and well regarded and respected as a "good corporate citizen". Leads and directs all communications activities to reflect American Water's commitment to its customers and communities. Working closely with the State President and the state senior management team, the manager ensures that the company is effectively aligned and positioned to develop and sustain key relationships with community leaders, government and regulatory authorities, as well as elected and appointed officials.

The External Affairs Manager will report to the Director of Communications and External Affairs and indirectly to the State President and to the Director of External Affairs at corporate.

	<p>work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business. (40%)</p>
--	--

Competencies (from the Water Division Competency Dictionary):

Champions Change - Seizes new ways of thinking and working, articulates and leads change, energizes others with a clear, compelling picture of the future, and inspires and empowers others to champion the change themselves.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
<p>Directly supports the strategic communications needs of a state and the state senior management team. Provides senior-level communications counsel and ensures the effective implementation of external affairs and related communications activities. Assists in strategy development and the proactive development of communications materials/tactics that produce cost, time and resource efficiencies across the business as well as ensures consistent messaging for all audiences. Ensures wise budget management. Works directly and closely with the State President to equip the state management team to develop and sustain key relationships - with community leaders, the media, elected/appointed officials, regulators and their staff members, and to manage and advance important communications objectives to these target constituencies. Employs a keen awareness and knowledge of community resources and contacts; understands the attitudes and concerns of the community. Implements communications strategies, tactics and activities to ensure ongoing, consistent and targeted communications before, during and after rate case filings.</p>	20
<p>Develops, manages and directs comprehensive strategic communications plans and supporting materials for public communications including media relations, conference participation, community relations/events, local government relations and sponsorship/memberships and executes in a proactive manner. Interacts and provides communications counsel on communications-related issues, challenges and opportunities. Develops effective crisis plans, crisis communications and serves as a spokesperson in a crisis situation. Is highly effective when developing messages for American Water during a crisis.</p> <p>Effectively manages internal and external resources, such as public relations agencies and other communications consultants, and adheres to all budget management requirements.</p> <p>Monitors internal/external business developments, as well as identifies connections between business activities and industry trends, that may pose a threat or benefit to the company's reputation. Works closely with the Customer Communications Manager, the Internal Communications Manager and the Customer Service Center Communications Manager to ensure that materials are anticipated, planned for and developed on a timely basis to meet the needs of state operations. Provides communications support to business development activities, when needed.</p>	20
<p>Effectively establishes and maintains relationships with key media outlets and educates the media on issues of interest to American Water.</p> <p>Develops, executes and measures the effectiveness of media relations strategies in support of the state's capital investment program.</p> <p>Predicts and anticipates the needs of the news media/reporters and is cognizant of meeting these needs. Plans and manages large press and</p>	35

<p>community events.</p> <p>Develops talking points and corresponding media materials, invitations to the media, media pitching and coaches the State President and the state senior management team on how to convey key messages effectively when dealing with the media (during an interview or when attending an editorial board meeting) or when speaking before community groups, elected or municipal leaders, or other target audiences.</p>	
<p>Works collaboratively to develop strategic communications plans and time lines. Develops plans that anticipate and deliver ahead of needs. Develops plans and oversees implementation of activities and communications tactics in support of the company's Corporate Responsibilities (CR) initiatives. Works with state and corporate legal teams to ensure consistent and appropriate language is in all materials.</p> <p>Works closely, collaboratively and seamlessly with peer communications professionals supporting the state including Customer Communications Manager, the Internal Communications Manager, the Director of Communications and External Affairs, the Customer Service Center Communications Manager and the entire Corporate Communications team in corporate to ensure communication integration and maximum effectiveness. Regularly communicates and discusses best practices with peer communications positions. Works in a seamless and integrated manner to ensure the effective strategic alignment and coordination of all communications, both internal and external, within each state and between each state and corporate.</p>	15
<p>Works closely with the state government relations lead to provide communications counsel, support and all necessary materials. Interfaces with local elected officials and develops and sustains strong working relationships with these targets.</p>	10
0	
<p>Education:</p>	<p>Bachelor's degree in journalism, communications, public relations, English, advertising or related field preferred, or demonstrated experienced commensurate with the requirements of the position.</p>
<p>Skills:</p>	<p>Proactively provides senior-level strategic communications counsel to State President and other members of the state senior management team.</p> <p>Advises and manages crisis communications issues to minimize brand and reputation damage. Experienced serving as a spokesperson under normal and crisis situations. Compelling and effective public speaker and spokesperson.</p> <p>Has an unrelenting customer and market focus.</p> <p>Is a highly accomplished writer. Develops effective talking points for State Presidents and state senior management teams; Develops and</p>

	<p>writes effective press releases; researches and develops white papers; supports the speech writing needs for the State President and other state senior management team members; drafts complex proposals; develops compelling PowerPoint presentations.</p> <p>Works effectively and productively in a matrix environment.</p> <p>Able to work as part of an integrated team supporting the communications needs of the entire company within the state, while interfacing effectively with all departments within corporate communications</p> <p>Able to effectively influence, analyze, persuade and problem solve.</p> <p>Proven ability to operate with cross-cultural sensitivity and ability to maintain the highest of ethical standards.</p> <p>Possesses creativity, initiative, good judgment, and the ability to communicate thoughts clearly and simply.</p> <p>Shows empathy for the community and employee needs, while recognizing company resource limitations.</p> <p>Self-confident and an enthusiasm for motivating people with excellent relationship-building skills and savvy.</p> <p>Flexible and adaptable to recognize others views and work in varied environments.</p> <p>Strong influencing and persuasion skills to work with senior management team, and an ability to effectively communicate with diverse employee and community populations.</p> <p>Self-motivated professional who can succeed both autonomously and as part of a team with an ability to establish credibility and support the organization's preferences and priorities.</p> <p>Ability to deal with ambiguity and effectively manage multiple projects at one time and during an emergency situation.</p>
<p>Knowledge:</p>	<p>Has a thorough knowledge of strategic communications. Extensive experience in developing, implementing and measuring all related tactics and activities in support of effective integrated communications strategies.</p> <p>Displays a thorough knowledge and understanding of the media and the ability to assess a reporter's focus/beat. Is highly adept at developing and placing media materials including press releases, letters to the editor, and op-eds. Confident and experienced in arranging and conducting editorial boards.</p>

	<p>Possesses strong written and verbal communication skills.</p> <p>Is knowledgeable of community-based organizations, the political background and agendas of these groups, and other grassroots initiatives. Understands local and state political issues and is knowledgeable about the key players.</p> <p>Understands Reg FD disclosure requirements pertaining to publicly-traded companies and understands the difference between material and non-material information.</p> <p>Demonstrated ability to handle multiple tasks and produce quality materials while achieving results and meeting deadlines.</p> <p>Demonstrated ability to prioritize and re-prioritize quickly. Ability to multi-task and meet strict deadlines.</p> <p>Has excellent and efficient working knowledge of PowerPoint, Word, Excel and Access databases.</p> <p>Is familiar with project management work and has experience managing vendors and vendor contracts.</p> <p>Has experience planning and executing trade show and client hospitality events.</p>												
<p>Scope:</p> <p><i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td style="text-align: center;"><u>1</u></td> <td>Non-Exempt:</td> <td style="text-align: center;"><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: center;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: center;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: center;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: center;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt	<u>1</u>	Non-Exempt:	<u>0</u>	Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt	<u>1</u>	Non-Exempt:	<u>0</u>										
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
<p>Experience:</p>	<p>Seven to ten years of experience in public relations, media relations, media reporting, marketing and community relations in a fast-paced corporate and/or agency environment.</p>												
<p>Certifications & Licenses:</p>													
<p>Work Environment:</p>	<p>Located in a state supporting the full array of external affairs and communications needs of the company's operations within that state.</p>												
<p>Travel Requirements:</p>	<p>20% within the state and in the United States</p>												
<p>Key Interfaces:</p>	<p>Internal Interfaces/Relationships: State President and state senior management team, Director of Communications and External Affairs, Customer Communications Managers, Internal Communications Managers, Government Relations Manager, Customer Service Center Communications Manager, Corporate Communications Department (specifically the External Affairs Department), Business Development, Division Management, Senior Management. External Interfaces/Relationships articulated in job description.</p>												
<p>Other:</p>	<table border="0"> <tr> <td></td> <td style="text-align: center;">Equiv Pop Svd</td> <td style="text-align: center;">Communs Svd</td> <td style="text-align: center;">Emps</td> </tr> <tr> <td>Area 1 (NJ/NY/PA/OH)</td> <td style="text-align: center;">5.9 M</td> <td style="text-align: center;">668</td> <td style="text-align: center;">2999</td> </tr> </table>		Equiv Pop Svd	Communs Svd	Emps	Area 1 (NJ/NY/PA/OH)	5.9 M	668	2999				
	Equiv Pop Svd	Communs Svd	Emps										
Area 1 (NJ/NY/PA/OH)	5.9 M	668	2999										

	Area 2 (KY/TN/VA/WV/MD	1.8 M	342	586
	Area 3 (MO/IL/IN/IA/MI	4.7 M	432	2341
	Area 4 (CA/AZ/HI/NM/TX/WA)	2.3 M	120	576
	Direct Budget:			
	AVG 1 - 4			
	1(NJ/NY/PA/OH) \$508K			
	2(KY/TN/VA/WV/MD) \$300K			
	3(MO/IL/IN/IA/MI) \$337K			
	4(CA/AZ/HI/NM/TX/WA) \$1.0M			
	Direct Revenue:			
	AVG 1 - 4			
	1(NJ/NY/PA/OH) \$112M			
	2(KY/TN/VA/WV/MD) \$59M			
	3(MO/IL/IN/IA/MI) \$132M			
	4(CA/AZ/HI/NM/TX/WA) \$83M			

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Market/Customer Focus - Identifying, understanding and meeting customer expectations both internally and externally.

Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Dir Engineering Job Code: <u>402902</u>
	Grade: <u>L05</u> FLSA: <u>Exempt</u> EEO: <u>1. Officials and Managers</u>
Salary Plan:	Level:
Reports To:	State President/Regional Vice President Service Delivery

APPROVALS

Approved: 3/3/2004 **Revised:**

Primary Role: Accountable for providing professional engineering, planning, direction and coordination of capital investment projects, and is responsible for the design, construction and maintenance of water and wastewater utility plant, for ensuring the integrity of sources of supply, production, treatment and distribution and collection system facilities.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Provides strategic planning for facility development required to sustain and improve Company operations, including long term capital investment/large maintenance plans and annual engineering functional business plans.	10
Ensures a rigorous and robust process for asset planning and capital program management, in order to drive investment appraisal decisions, balancing financial and operational risks.	10
Directs Engineering Design and Construction activities in conformance with sound technical and engineering management principles.	10
Develops and participates in projects which reduce costs and improve the level of service provided, and proactively explores, evaluates and implements the integration of new technology and/or methods in order to enhance utility operations.	10
Proactively explores, evaluates, initiates and develops expansion of Company operations through acquisitions and management contracts.	10
Directs successful management of developer funded projects.	10

Education: Bachelor's Degree in Engineering. Professional Engineering (PE) license required.

Skills: Strong leadership ability and strong interpersonal skills, as well as, excellent verbal and written communication skills and keen listening abilities.

	Detail oriented to conduct thorough analysis and evaluations, render and implement timely decisions and recommendations.												
Knowledge:	A thorough understanding of water and wastewater operations, planning, design, construction and project management. Working knowledge of regulatory requirements.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Minimum 7-10 years experience in the utility engineering and operation field.												
Certifications & Licenses:	(PE) license required.												
Work Environment:													
Travel Requirements:													
Key Interfaces:	Senior management, employees, elected and appointed public officials at federal, state and local level, regulators and business leaders.												
Other:	<p>Key Accountabilities (cont.):</p> <p>Recognizes the abilities of the Engineering staff and coaches and counsels individuals through an effective Performance Appraisal and Development Program to ensure the continued professional development.</p> <p>May represent the Company before regulatory and environmental agencies and is responsible for providing professional testimony.</p> <p>Pursues educational opportunities and professional development to enhance performance and contributions to the organization.</p> <p>Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business.</p> <p>(40%)</p>												
<p>Competencies (from the Water Division Competency Dictionary):</p> <p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p>													

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Sr Specialist Cross Connect (N) Job Code: <u>404912</u>
	Grade: <u>L10</u> FLSA: <u>Non-Exempt</u> EEO: <u>3. Technicians</u>
Salary Plan:	Level:
Reports To:	Supvr Cross Connection

Approved: 6/25/2008 **Revised:**

Primary Role: Performs skilled technical duties necessary to ensure that the water systems comply with regulations and that proper backflow prevention assemblies are installed so that contamination or pollution of the water supply does not occur.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Assist in the development and maintenance of water system backflow prevention plans in accordance with federal, state and county requirements; reviews proposed federal, state and local regulations/policies and provides feedback/comments that support the company's interests.	25
Train business unit personnel in the proper management of established cross connection/backflow protection programs. Educates & trains contractors, regulators, local officials and customers with regards to the Cross Connection/Backflow protection programs.	25
Perform technical inspections and field surveys, testing and maintenance of cross connection controls and backflow assemblies to ensure protection of water supply systems; maintains and distributes listing of all certified backflow device inspectors.	25
Maintain database of backflow prevention assemblies used in AW water systems as well as in applicable industrial and commercial water systems.	25
	0
	0

Education: High school diploma or equivalent required. Associates or Bachelor's Degree in a Mechanical Science or related science is preferred.

Skills: Communicate effectively, both orally and in writing
Working knowledge of a personal computer to proficiently utilize a variety of computer software programs.

	Strong mechanical skills and knowledge of water system hydraulics.												
Knowledge:	Knowledge of the operation of water distribution systems required.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td><u>0</u></td> <td>Non-Exempt:</td> <td><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt	<u>0</u>	Non-Exempt:	<u>0</u>	Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt	<u>0</u>	Non-Exempt:	<u>0</u>										
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	3-5 years experience in water production, distribution or treatment system operations.												
Certifications & Licenses:	<p>Must obtain State License for Backflow Inspection License or equivalent certification within one (1) year of job appointment.</p> <p>Must obtain State Certification for Distribution System Operation within one (1) year of job appointment.</p> <p>Must have a valid driver's license.</p>												
Work Environment:	substantial time spent in field under such conditions as confined work space, a dirty environment, high or low temperatures, poor illumination and involving toxic materials. Noise levels are consistent with such environments; when not in the field, the employee works under typical office conditions												
Travel Requirements:	local travel required												
Key Interfaces:	Operations Personnel - Production and Networks, Manager Environmental Compliance, Director Environmental Compliance												
Other:													
Competencies (from the Water Division Competency Dictionary):													

JOB DESCRIPTION

Position Title:	Supvr Field Operations	Job Code: <u>406302</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Superintendent	

Approved: 3/27/2006**Revised:**

Primary Role: Manages the day-to-day operations of water and/or wastewater plant(s), operations and/or distribution systems in accordance with Company policies and procedures and all applicable governmental laws and regulations.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Assist with preparing and controlling local construction, operations, and maintenance within established budget limitations.	10
Establish a program that will ensure all EPA Partnership for Safe Water Goals will be met on a period-by-period basis.	10
Ensure local water and/or wastewater operations meet the required standards and are in compliance with regulatory targets.	10
Supervise the implementation of standards, targets, policies, and plans to ensure the continuing and increasing operational efficiency, effectiveness, and profitability.	10
Ensure that operational integrity (quality, environment, reliability, health, safety, security, etc.) is maintained.	10
Develop and direct cost effective solutions to meet customers' expectations and technical requirements and to encourage best practice and innovation throughout all operational areas.	10
Education:	2 year or 4 year degree in operational discipline, management, or related technical discipline or equivalent.
Skills:	Effective written and verbal communication skills (e.g., fluency, report writing, developing materials and presentations). Strong interpersonal skills (e.g., persuasion, negotiation, listening, cooperation, tact, diplomacy, problem solving, internal consulting, etc.) Effective leadership skills and presence and strong team building,

	<p>collaboration and talent evaluation skills. Good quantitative skills (e.g., analytical, technical, problem solving). Ability to supervise a geographically diverse and dispersed organization. High level of computer literacy required.</p>												
Knowledge:	<p>Knowledge of the regulated water/wastewater business within the region and the regulations impacting the business as well as applicable regulations, requirements, and trends within water/wastewater business, Knowledge of company policies and procedures and management theories, practices, and trends, expert knowledge of process and operational areas.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	<p>3-5 years experience in supervising operational areas and operating units, and managing and meeting performance targets.</p>												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	<p>Management, employees, elected and appointed public officials at federal, state and local level, regulators, and business leaders.</p>												
Other:	<p>Key Accountabilities (cont.):</p> <p>Implement effective reporting processes. Provide analysis and support to Production and/or Network Director with information required for various reports, budgets, and business plans. Implement and foster the coaching and development of employees, including idea generation, within respective functional areas. Ensure effective people management policies and practices are developed and implemented (e.g., time and attendance, workforce management, etc.) and ensure resources are developed and deployed appropriately. Continue to reinforce the importance of developing a diverse workforce. Support the Business Development function in the operational analysis pricing and integration of water and wastewater business opportunities in both the regulated and non-regulated markets. Work collaboratively with other functional leads to mitigate business risks. Implement effective communications at all levels of our operations. Provide effective leadership that will enhance our abilities to be flexible to changing business environments. Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest</p>												

	<p>work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business. (40%)</p>
<p>Competencies (from the Water Division Competency Dictionary):</p> <p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p> <p>People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.</p> <p>Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.</p> <p>Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.</p>	

JOB DESCRIPTION

Position Title:	Supvr Storeroom	Job Code: <u>406752</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Manager Operations Support	

Approved: 3/27/2006

Revised:

Primary Role: Maintain, set and control inventory levels for constructions and maintenance projects. Manage clothing allowance, and assist in other building and ground maintenance as required.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Maintain the MRP including inventory procedural documents and the integrity of system data (SAP) at each of the Company's storage locations.	20
Maintain via spreadsheet, contracts, purchasing of tools, equipment, clothing and materials required for Operations.	20
Adhere to departmental budget and provide input into quarterly forecast and annual budget process.	15
Maintain contract services for building and grounds.	15
Perform other duties as requested.	15
Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business.	15
Education:	High School Diploma required, Associates Degree desired.
Skills:	Technical skills required for utilization of inventory and purchasing software (SAP experienced desired). Strong written and oral communication skills. Ability to develop and supervise staff, communicate effectively with all levels within and outside the organization, assist and interact with other departments.

Knowledge:	Understanding of inventory control, materials resource planning. Basic understanding of waterworks operation and maintenance, project planning experience a plus. General knowledge of building, grounds maintenance, and security required		
Scope: <i>Please record minimum numbers for all that apply.</i>	Total Supervised: Exempt	Non-Exempt:	
	Direct Budget:	<u>\$0.00</u>	Indirect Budget: <u>\$0.00</u>
	Direct Revenue	<u>\$0.00</u>	Indirect Revenue: <u>\$0.00</u>
Experience:	3-5+ years of Operations Support Services experience.		
Certifications & Licenses:	Commercial Driver's License Class A with an Air Brake Endorsement desired, or must be obtained within the 120 day probationary period		
Work Environment:			
Travel Requirements:			
Key Interfaces:	Ability to interface and build relationships with all employees at all levels and areas of the Company and it affiliates.		
Other:			
Competencies (from the Water Division Competency Dictionary):			
Champions Change - Seizes new ways of thinking and working, articulates and leads change, energizes others with a clear, compelling picture of the future, and inspires and empowers others to champion the change themselves.			
Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.			
Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.			
Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.			
People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.			
Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.			

JOB DESCRIPTION

Position Title:	Financial Analyst II (Region)	Job Code: <u>156322</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
	EEO: <u>2. Professionals</u>	
Salary Plan:	Level:	
Reports To:	Fin Analyst III (Region) or Sr Mgr Cmpl (Region)	
Approved: <input checked="" type="checkbox"/> <u>3/10/2008</u>		
Revised: <input type="checkbox"/>		
Primary Role: Responsible for compiling, reviewing and analyzing required compliance performance information and delivering all required reports and data for Region/Division and Corporate Management, internal and external auditors and regulatory entities while supporting the regional/divisional and corporate level compliance reporting and continuous improvement processes.		
Key Accountabilities:		Percentage of Time (Must Add To 100%)
Compiles and analyzes compliance performance information and develops reports for Region/Division and Corporate Management.		20
Reviews monthly, quarterly, and annual reporting processes and ensures that required compliance standards, processes and procedures are in tact.		15
Identifies areas for improvement in compliance performance and reporting, and presents findings to senior management.		15
Works with internal audit teams on an as-scheduled and as-assigned basis.		5
Assists in ensuring accuracy of business plans, financial statements and technical compliance in US GAAP and International Accounting Standards, Internal Controls, and Company Policy.		15
Represents functional area internally as well as with external regulatory and legal bodies, lending institutions and industry as required. (10%) Supports and develops team members; provides flexible support to colleagues. (5%) Performs special projects on an assigned basis. (10%)		25
Education:	Bachelor's Degree in Accounting or Finance. MBA in Accounting or Finance preferred.	
Skills:	Able to prepare financial model for a more complex entity or multiple entities, with multiple methods of analysis, cost accounts analysis, budgeting and forecasting.	

	<p>Proven Excel and Word skills. Excellent communication skills, both written and oral. Ability to translate financial issues. Excellent quantitative, analytical, systemic and problem solving skills. Strong interpersonal skills with an emphasis on initiative, knowledge sharing, team building, and decision making. Strong leadership skills, including ability to work effectively with all levels throughout the organization and across functional lines. Strong management skills for planning, organizing and communication. Ability to handle confidential or sensitive information according to American Water's applicable policies. Be viewed as a credible source of Accounting/Finance thought leadership.</p>												
<p>Knowledge:</p>	<p>Able to apply a broad knowledge of accounting principles and practices; understands complex accounting (deferred tax, impairment, etc.). Knowledge of rate case information requirements and some appreciation of rate setting environment; financial systems knowledge, sufficient to allow interrogation of information to prepare rate case requested material, etc. Knowledge of generally accepted accounting principles. Has knowledge sufficient to interpret and apply to the work performed at an intermediate professional level: US GAAP and regulatory accounting and practices, and company policy. SOX, Rates and Capital Compliance requirements advanced knowledge and the ability to perform activities related to SOX, Rates or Capital compliance. Able to develop financial analysis for new areas, incorporating relevant information from across the business. Excellent understanding of industry issues. Knowledge of Microsoft Office products and productivity tools (e.g. word processing, spreadsheet, presentation, database, Lotus Notes). Prior knowledge and experience with JD Edwards, Orcom, or other ERP software a plus.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td style="text-align: right;"><u>0</u></td> <td>Non-Exempt:</td> <td style="text-align: right;"><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt	<u>0</u>	Non-Exempt:	<u>0</u>	Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt	<u>0</u>	Non-Exempt:	<u>0</u>										
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
<p>Experience:</p>	<p>Five to eight years experience. Prior corporate and/or multi-subsidary experience desired. Two to five years prior experience in the utility, shared service or multi-company corporation industry desired.</p>												

Certifications & Licenses:	CPA, CMA, or CFA.
Work Environment:	Office Environment.
Travel Requirements:	
Key Interfaces:	
Other:	
<p>Competencies (from the Water Division Competency Dictionary):</p> <p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p> <p>People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.</p> <p>Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.</p> <p>Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.</p>	

JOB DESCRIPTION

Position Title:	Supvr Opns I	Job Code: <u>406402</u>
	Grade: <u>L08</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:		

Approved: 3/27/2006Revised:

Primary Role: Supervise in the operation of the facilities and personnel of the Company engaged in the functional area of water and/or wastewater operations.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Supervise and coordinate regional construction, operations, and maintenance within established budget limitations.	10
Assures policies, procedures, programs and performance are adhered to ensure the continuing and increasing operational efficiency, effectiveness, and profitability.	10
Train and develop personnel in proper operational integrity (quality, environment, reliability, health, safety, security, etc.) is maintained.	10
Obtains all required permits, licenses, rights of way, etc. required for proper compliance.	10
May be involved in customer service related issues.	10
Implement and foster the coaching and development of employees, including idea generation, within respective functional areas.	10
Education:	Bachelor's Degree in operational discipline, management, or related technical discipline or equivalent experience.
Skills:	Excellent written and verbal communication skills (e.g., fluency, report writing, developing materials and presentations). Strong interpersonal skills (e.g., persuasion, negotiation, listening, cooperation, tact, diplomacy, problem solving, internal consulting, etc.) Excellent leadership skills and presence and strong team building, collaboration and talent evaluation skills. Excellent quantitative skills (e.g., analytical, technical, problem

	<p>solving). Ability to manage a geographically diverse and dispersed organization. High level of computer literacy required.</p>												
Knowledge:	<p>Knowledge of the regulated water/wastewater business within the region and the regulations impacting the business as well as applicable regulations, requirements, and trends within water/wastewater business. Knowledge of company policies and procedures and management theories, practices, and trends. Expert knowledge of process and operational areas.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Two (2) years of previous supervisory experience.												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	Senior management, employees, elected and appointed public officials at federal, state and local level, regulators, and business leaders.												
Other:	<p>Key Accountabilities (cont.):</p> <p>Support the Business Development function in the operational analysis pricing and integration of water and wastewater business opportunities in both the regulated and non-regulated markets Supports manager to ensure effective people management policies and practices are developed and implemented (e.g., time and attendance, workforce management, etc.) and ensure resources are developed and deployed appropriately. Continue to reinforce the importance of developing a diverse workforce. Work collaboratively with other functional leads to mitigate business risks. Implement effective communications at all levels of our operations. Provide effective leadership that will enhance our abilities to be flexible to changing business environments. Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business. (40%)</p>												
<p>Competencies (from the Water Division Competency Dictionary):</p> <p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p>													

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Specialist Service Delivery Job Code: <u>405252</u>
	Grade: <u>L10</u> FLSA: <u>Exempt</u> EEO: <u>2. Professionals</u>
Salary Plan:	Level:
Reports To:	Customer Advocacy Supervisor

Approved: 3/27/2006Revised:

Primary Role: Responsible for researching and resolving problems presented by the NER Customer Field Services involving Service First and other processes. Responsible for researching, resolving and responding to inquiries and complaints submitted by the state regulatory boards. Responsible for effecting collections for special accounts and ensuring that all water usage is billed.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Interact with Regulatory Board personnel in resolving and responding to regulatory board complaints within established targets.	10
Respond to customer complaints by providing explanation of billing methodology, clarification of tariff provisions and state regulations, and engaging in billing negotiations.	10
Interact with municipal authorities, fire commissioners and key account personnel to effect payment of aged revenue from Special Accounts.	10
Identify, research and resolve theft of service and inactive with consumption. Identify responsible parties and initiate billing.	10
Perform all Service First back office functions related to error correction and field follow up.	10
Create and close service orders as necessary.	10
Education:	High School Diploma, GED, or equivalent.
Skills:	Strong interpersonal skills (e.g., negotiation, listening, tact, diplomacy). Good quantitative skills (e.g., analytical, technical, problem solving.) Effective written and verbal communication skills. Proficiency in using the Customer Service operating system. Personal computing experience, including Microsoft Office applications.

Knowledge:	Knowledge of the regulated water/wastewater business within the region and the regulations impacting the business.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Two (2) years experience in a Water Utility.												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	Customers, Regulatory Board representatives, Field Service employees, FRCC employees, Customer Service Center employees, Legal Counsel.												
Other:	<p>Key Accountabilities (cont.):</p> <p>Issue access letters to customers identified by field personnel as necessary.</p> <p>Identify field process and individual handling needing improvement or correction and provide this assessment to supervisor.</p> <p>Identify regulatory complaint trends and relay to supervisor.</p> <p>Perform system testing for Service First issue updates as necessary.</p> <p>Assist company legal counsel in addressing issues by providing account review and billing explanation. Represent the company at legal and regulatory proceedings as assigned.</p> <p>Maintain adherence to all policies, procedures, programs, standards of performance and approved business objectives including those involving affirmative action, communications, community relations, human resources, labor relations, health and safety, and security. (40%)</p>												
Competencies (from the Water Division Competency Dictionary):													
<p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p>													

Market/Customer Focus - Identifying, understanding and meeting customer expectations both internally and externally.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Project Mgr Engr	Job Code: <u>604606</u>
	Grade: <u>L08</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Project Delivery Manager	

Approved: 4/28/2004

Revised:

Primary Role: Reporting to the Project Delivery Manager, this position is responsible for managing (through a team as appropriate) all activities concerned with the delivery of several medium to small capital investment projects from inception to completion, the size and importance of which have a significant impact to Company objectives related to Production, Networks, and/or other water resource or operations systems.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Monitoring and managing budgets and schedules for several medium to small Capital Investment Projects and programs of moderate scope and complexity.	10
Driving efficiency into project delivery through the monitoring of delivery metrics (unit costs, target costs vs. actual, etc.) and pursuit of more effective delivery and procurement approaches.	10
Delivery of assigned Capital Projects in accordance with policies and procedures set for in the Capital Investment Management (CIM) system to meet asset needs.	10
Asset Owner satisfaction in accordance with the scope of work agreed upon for each project. Interacts with Operations personnel to ensure project delivery program meets operations needs and is coordinated with operations personnel on operational impacts related to project delivery program.	10
Interaction with Technical Services function regarding standards and requirements. Ensures compliance with established regulatory criteria, specifications and standards.	10
Interacts with property group, technical services, and other internal groups and external governmental agencies to coordinate land acquisition, easements, rights of ways, permits, certificates, and other project approvals for assigned projects and programs.	10

Education:	Bachelor's Degree in Engineering, Construction Management or related field.												
Skills:	<p>Strong project management skills (e.g., planning, organizing, directing, monitoring and reporting on project activities).</p> <p>Ability to effectively interact with colleagues, governmental agencies, consultants and the general public.</p> <p>Project planning skills. Good verbal and written communication skills (e.g., presentation, listening, report writing).</p> <p>Strong interpersonal skills (tact/diplomacy, persuasion, cooperation and ability to motivate others)</p> <p>Computer literacy. Competent in the use of word processing, spreadsheet, flow-charting, project scheduling.</p> <p>Financial analysis skill, including budget management and basic accounting knowledge.</p>												
Knowledge:	<p>General knowledge of Engineering, Project Management and construction management practices related to planning, design, construction and operations for water resource management facilities, engineering and utility economics and contract administration and construction technology.</p> <p>Working knowledge of regulatory developments, new technology and current trends in water quality, water treatment, developer services and other related water resource management disciplines.</p> <p>Knowledge of applicable state and federal regulations.</p> <p>Knowledge of company procedures, policies and operations.</p> <p>Knowledge of employee relations, applicable safety and environmental regulations, federal and state water quality and design regulations and technical standards.</p>												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised:</td> <td>Exempt</td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised:	Exempt	Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised:	Exempt	Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Minimum 4 to 5 years experience in project delivery of major water resources projects.												
Certifications & Licenses:	Professional Engineering (PE) license preferred												
Work Environment:													
Travel Requirements:													
Key Interfaces:	Management, technical services colleagues, operations personnel and supervision, consulting engineers, contractors, equipment vendors, project delivery employees, environmental management employees and supervision, rates department, state and local level regulators.												

Other:	<p>Key Accountabilities (cont.):</p> <p>Ensures that policies, procedures, programs, standards of performance and approved objectives are adhered to and/or achieved.</p> <p>Pursues educational opportunities and professional development to enhance performance and contributions to the organization. (40%)</p>
<p>Competencies (from the Water Division Competency Dictionary):</p> <p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p> <p>Market/Customer Focus - Identifying, understanding and meeting customer expectations both internally and externally.</p> <p>Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.</p> <p>Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.</p>	

JOB DESCRIPTION

Position Title:	Engr Planning	Job Code: <u>601906</u>
	Grade: <u>L08</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Capital/Asset Planning Manager	

Approved: 3/27/2006Revised:

Primary Role: Responsible for strategic long term water system planning and recommending projects or approaches to address needs related to source of supply, treatment, storage, pumping and transmission of water. The analysis and recommended solutions will affect the performance and operational integrity of water systems within American Water. A Planning Engineer also has technical and project management supervision over consulting Project Managers/Engineers, and/or project support engineers or technicians. This position is also responsible for conducting or reviewing water system capacity and service evaluations associated with water service extension projects or other potential service growth opportunities. Prepare or assist in the preparation of detailed asset investment plans considering the cost, timing, prioritization, operational need and risk, strategic investment fit and other pertinent factors surrounding individual projects or investment programs.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Coordination and preparation of strategic water system planning studies (comprehensive or targeted, issue based studies as appropriate) as assigned.	10
Preparation and maintenance of asset investment plans and strategic capital expenditure plans as assigned. Plans to accurately address operational needs, operational efficiencies, asset management and strategic investment goals set by the Corporation based upon prioritization models.	10
System capacity evaluations, analysis of source, production, distribution, storage, or other system deficiencies as assigned to support ongoing operations, service extension requests or regional growth opportunities.	10
Ability to serve as a competent technical resource on Water System Planning matters including capital planning, safe yield analysis, demand projections, production adequacy, transmission and distribution adequacy, computerized hydraulic modeling and analysis, water conservation, regionalization, and other pertinent subjects as needed to support operational and business needs. Present results of engineering analysis to interested parties within and outside of the company, including expert testimony, presentations to Regulatory agencies and Senior Company Management.	10

Pursues educational opportunities and professional development to enhance performance and contributions to the organization.	10												
Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business.	10												
Education:	Bachelor's Degree in Engineering. Professional Engineering (PE) license required.												
Skills:	Leadership ability and interpersonal skills, as well as, solid verbal and written communication skills and keen listening abilities. Detail oriented to conduct through analysis and evaluations, render and implement timely decisions and recommendations.												
Knowledge:	Demonstrated competency in asset planning, water system comprehensive master planning, distribution system hydraulic modeling or equivalent water system design experience. Broad knowledge of Engineering (planning, design, construction) related to water facilities. Working knowledge of regulatory developments, new technology and current trends in water quality, treatment and Engineering economics. Applicable knowledge of water resources industry, business and environmental regulatory field. Knowledge of Company Operations.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised:</td> <td>Exempt</td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised:	Exempt	Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised:	Exempt	Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Minimum 5 years experience in water resources planning.												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	Management, capital/asset management colleagues, direct reports, operations personnel and supervision, consulting engineers, technical services and project delivery employees, environmental management employees and supervision, rates department, state and local level regulators.												
Other:	Key Accountabilities (cont.):												
	Support Center of Excellence initiatives established by the Regional Engineering Directors (i.e., asset management or other operational excellence initiatives). (40%)												

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Specialist Operations (N)	Job Code: <u>605226</u>
	Grade: <u>L10</u>	FLSA: <u>Non-Exempt</u> EEO: <u>5. Office & Clerical</u>
Salary Plan:	Level:	
Reports To:	Various Roles	

Approved: 3/27/2006Revised: 5/6/2008

Primary Role: The Operations Specialist provides a combination of administrative, analytical and/or technical support pertaining to routine day-to-day operations for a department or functional area.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Uses and maintains relational databases and other reporting tools to compile, calculate, track, report and clean-up data pertaining to various reoccurring processes which may include, but are not limited to, water plant operations, capital programs, field projects, work orders, regulatory compliance and employee records.	25
Analyzes and evaluates reports and/or prepare variances related to specific department work processes which may include but are not limited to: business systems, regulatory requirements, budgets, capital expenditures, work orders, departmental and/or organizational performance, etc.	25
Completes various payroll and accounting tasks such as processing payroll, entering payroll data into system database, running reports, tracking overtime, verifying accuracy of figures and computations, balancing and reconciling accounts and researching and responding to discrepancies.	20
Performs activities to monitor and maintain inventory control; evaluates inventory levels and reorders as necessary. May perform receiving, stocking, distributing, and packing in addition to inventory control. Maintains inventory records and prepares reports. May work with vendors to resolve routine supply and distribution discrepancies.	10
Provides general administrative and clerical support for day-to-day managerial and departmental needs and special projects which may include but are not limited to: composing routine letters, obtaining permits, preparing and distributing meeting minutes, handling travel arrangements, p-card/ workbasket processing, document preparation, etc.	10

Serves as a first level resource for various departmental or functional issues which may be related to customer service, customer billing, water supply, regulatory issues, etc. Answers routine questions and assists in recognizing and troubleshooting larger problems.	10															
Education:	High school diploma with post high school coursework in secretarial science, business, finance or accounting required; associates level degree in business, finance, accounting or engineering preferred															
Skills:	Demonstrated organization and administrative skills Demonstrated communication skills, both verbal and written Demonstrated ability to manage and prioritize tasks Demonstrated interpersonal skills															
Knowledge:	Thorough knowledge of standard business practices and principles, including basic accounting and budgeting In-depth knowledge of Microsoft office suite applications including MSWord, Excel, Access and PowerPoint and email management systems (Lotus Notes/MS Outlook) Knowledge of specific payroll systems, i.e. JD Edwards, preferred Knowledge of water or utility industry preferred Knowledge of AutoCAD, Orcom, a plus															
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised:</td> <td>Exempt</td> <td><u>0</u></td> <td>Non-Exempt:</td> <td><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td></td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td></td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised:	Exempt	<u>0</u>	Non-Exempt:	<u>0</u>	Direct Budget:		<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue		<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised:	Exempt	<u>0</u>	Non-Exempt:	<u>0</u>												
Direct Budget:		<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>												
Direct Revenue		<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>												
Experience:	5 years overall work experience with at least 3 years experience in accounting, payroll or administrative support work															
Certifications & Licenses:	None required.															
Work Environment:	Standard office environment.															
Travel Requirements:	Not defined															
Key Interfaces:	Management level staff Operations staff AW departments, i.e. finance, legal Contractors, vendors and/or developers Consultants															
Other:	<p>The percentage of time spent performing the key accountabilities of the job may vary based on the manager, departmental or functional unit needs.</p> <p>Southeast Region - this role may include assisting with field work including pick-up and delivery tasks, checking leaks and repairs made by contractors and completing related paperwork and/or handling Public Utility complaints</p> <p>Western Region - this role may include fleet management, vehicle</p>															

	repairs and facility maintenance
--	----------------------------------

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Supvr Production Job Code: <u>406502</u>
	Grade: <u>L09</u> FLSA: <u>Exempt</u> EEO: <u>1. Officials and Managers</u>
Salary Plan:	Level:
Reports To:	Superintendent, Production

Approved: 3/27/2006**Revised:**

Primary Role: Responsible for supervising front-line personnel and implementing operational processes that are engaged in the functional area of Production for water and/or wastewater operations.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Supervise a team of front-line staff engaged in production operations.	10
Schedule training and development activities to ensure that personnel obtain and maintain appropriate operator certifications from regulating agencies.	10
Participate in the resolution of union and/or non-union labor issues.	10
Record, compile and provide operating data to track the financial performance of production operations.	10
Coordinates the construction of new and/or upgraded production facilities in accordance with approved CAPEX budget.	10
Implement a preventative maintenance program for capital assets that provides OPEX savings and defers CAPEX spending, where possible.	10
Education:	Bachelor's Degree in operational discipline, management, or related technical discipline.
Skills:	Demonstrated supervisory abilities. Excellent communication skills. Strong interpersonal skills. Computer literacy.
Knowledge:	Knowledge of the regulated water business and the regulations impacting the business. Knowledge of company policies and procedures, practices, and trends. Knowledge of process and operational areas.

Scope:	Total Supervised: Exempt	Non-Exempt:
<i>Please record minimum numbers for all that apply.</i>	Direct Budget: <u>\$0.00</u>	Indirect Budget: <u>\$0.00</u>
	Direct Revenue: <u>\$0.00</u>	Indirect Revenue: <u>\$0.00</u>
Experience:	Two (2) years of relevant experience.	
Certifications & Licenses:	State water and/or wastewater operator's certification	
Work Environment:		
Travel Requirements:		
Key Interfaces:		
Other:	Key Accountabilities (cont.):	
	<p>Day-to-day implementation of security efforts at all production facilities. Supervise daily activities to ensure that adequate quantities of treated water meeting all regulatory standards are provided to customers at all times.</p> <p>Supervise operational and business processes to ensure that American Water policies are followed, best practices are implemented, and internal/external reporting requirements are satisfied.</p> <p>(40%)</p>	
Competencies (from the Water Division Competency Dictionary):		
Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.		
Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary.		
Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.		
Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.		
People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.		
Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.		

JOB DESCRIPTION

Position Title:	Supvr Wtr Qlty & Envrn Cmpl	Job Code: <u>607706</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Manager, Water Quality	

Approved: 3/27/2006

Revised:

Primary Role: Works with a specific facility to ensure they continually meet all Water Quality and Clean Water Act Requirements. Provides technical expertise on water quality, treatment and regulatory compliance issues. Assists in the implementation of Company policy on water quality matters. Assists in the maintenance of permit and regulatory conditions.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Oversees plant and laboratory procedures for testing and sampling to ensure Company and government requirements are met.	10
Supports water quality activities related to the Environmental Management Plans.	10
Gives technical guidance to operations in dealing with water quality related issues.	10
Recommends treatment and procedures for maintaining approved Water Quality.	10
Assists in the procurement of treatment chemicals and manages receipt of chemical supplies to assure adequate supply.	10
Monitors equipment, chemical feeds, etc. to ensure standards are maintained.	10
Education:	Bachelor's Degree in Chemistry, Biology or Environmental Science or two (2) to four(4) years operating experience in water/wastewater treatment.
Skills:	
Knowledge:	Must have excellent knowledge of water quality and environmental standards and, regulations (State and Federal) affecting the business. Must also have familiarity with various water treatment technologies

	and instrumentation used in the business.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:													
Certifications & Licenses:	Operator's License												
Work Environment:													
Travel Requirements:													
Key Interfaces:	Environmental Operations Personnel - Production and Networks Manager, Environmental Compliance Director of Environmental Management												
Other:	<p>Key Accountabilities (cont.):</p> <p>Responds (on-call) to Water Quality problems, taking appropriate corrective action including documentation to advise management.</p> <p>Ensure wastewater disposal activity is in accordance with regulatory requirements and secure the necessary permits.</p> <p>Reports on problems and issues regarding Water Quality and standards.</p> <p>Supports programs in place to ensure compliance with Environmental/SDWA regulations are continually met.</p> <p>Assists with audits of treatment plant operations to ensure proper treatment is being applied to reach all goals at a reasonable price.</p> <p>Assists with training of plant operating staff and other water quality personnel in treatment practices and environmental initiatives.</p> <p>Ensure compliance to capital, operations and maintenance budgets for water quality related items.</p> <p>Assures that policies, programs, standards of performance and approved objectives related to water quality are adhered to.</p> <p>Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business. (40%)</p>												

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Specialist Water Quality Job Code: <u>605306</u>
	Grade: <u>L10</u> FLSA: <u>Exempt</u> EEO: <u>2. Professionals</u>
Salary Plan:	Level:
Reports To:	Water Quality Manager

APPROVAL AND REVISIONS

Approved: 3/27/2006 **Revised:**

Primary Role: Provides local support for the Water Quality and Environmental Management Programs. Sets Water Quality monitoring programs to ensure regulatory compliance.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Oversees the activities of the local laboratories towards quality control/quality assurance testing.	10
Develops local testing plans to ensure that the treatment process continues to provide the best water quality at an economical price.	10
Provides water quality expertise during on-site visits by regulatory agencies or other agencies during audits.	10
Develops sampling plans to ensure compliance with all applicable SDWA regulations are continually met. Train local sample collectors in implementation of program.	10
Recommends daily treatment alterations needed to produce optimal water quality.	10
Assists in the procurement of laboratory and water/wastewater treatment chemicals. Manages receipt of chemical supplies to ensure adequacy.	10

Education:	Bachelor's Degree in Chemistry, Biology or Environmental Science.
Skills:	Must have good verbal and written skills and be proficient at report writing. Good presentation skills, and a good listener.
Knowledge:	Good Knowledge of water quality and environmental standards on a Federal, State and local level.

Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Two (2) to Four (4) years experience in water and wastewater operations.												
Certifications & Licenses:	Must obtain State Certifications in Water and Wastewater within 1 year of job appointment or as soon as State regulations allow.												
Work Environment:													
Travel Requirements:													
Key Interfaces:	Operations Personnel - Production and Networks, Water Quality Managers												
Other:	<p>Key Accountabilities (cont.):</p> <p>Responds to all Water Quality problems, taking appropriate corrective action including notification to Management.</p> <p>Assist the regional Residuals Management Specialist in defining the best environmental friendly, lowest cost options for residuals disposal in all areas.</p> <p>Ensures all plant equipment related to process control is inspected and calibrated to produce accurate and precise data.</p> <p>May supervise Water Quality Analysts.</p> <p>Prepares reports and recommends budgets related to Water Quality/Environmental issues. This applies to investment (capital) and O&M. (40%)</p>												
Competencies (from the Water Division Competency Dictionary): Champions Change - Seizes new ways of thinking and working, articulates and leads change, energizes others with a clear, compelling picture of the future, and inspires and empowers others to champion the change themselves. Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit. Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.													

JOB DESCRIPTION

Position Title:	Sr Specialist Maint Service (N)	Job Code: <u>405462</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Supervisor, Operations.	

Approved: 3/27/2006

Revised:

Primary Role: Supervises the day-to-day activities of maintenance operations within a water and/or wastewater plant(s), and associated distribution systems in accordance with Company policies and procedures and all applicable governmental laws and regulations.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Assist with preparing and controlling local maintenance and preventive maintenance within established budget limitations.	10
Ensure local water and/or wastewater operations meet the required maintenance standards and preventive maintenance standards on mechanical equipment, electrical equipment, instrumentation, and computer equipment.	10
Supervise the implementation of standards, targets, policies, and plans to ensure the continuing and increasing operational efficiency, effectiveness, and profitability.	10
Ensure that operational integrity (quality, environment, reliability, health, safety, security, etc.) is maintained.	10
Develop and direct cost effective solutions to meet customers' expectations and technical requirements and to encourage best practice and innovation throughout maintenance functions.	10
Implement effective reporting processes. Provide analysis and support to Production and/or Network Manager with information required for various reports, budgets, and business plans.	10
Education:	2 year or 4 year degree in operational discipline, management, or related technical discipline or equivalent.
Skills:	Effective written and verbal communication skills (e.g., fluency, report writing, developing materials and presentations). Effective interpersonal skills (e.g., persuasion, negotiation, listening,

	<p>cooperation, tact, diplomacy, problem solving, internal consulting, etc.) Effective supervisory skills and presence as well as team building, collaboration and talent evaluation skills. Good quantitative skills (e.g., analytical, technical, problem solving). Ability to supervise a geographically diverse and dispersed organization. High level of computer literacy required.</p>												
Knowledge:	<p>Knowledge of the regulated water/wastewater business within the region and the regulations impacting the business as well as applicable regulations, requirements, and trends within water/wastewater business, Knowledge of company policies and procedures and management theories, practices, and trends, expert knowledge of process and operational areas.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td colspan="2">Total Supervised: Exempt</td> <td colspan="2">Non-Exempt:</td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	<p>2-4 years experience in supervising maintenance operations, and managing and meeting performance targets. Additional 5+ years in maintenance, performing hands-on specialized maintenance work on operating equipment, including mechanical, electrical, instrumentation, and computer equipment.</p>												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	Management, employees, vendors and contractors.												
Other:	<p>Key Accountabilities (cont.):</p> <p>Implement and foster the coaching and development of employees, including idea generation, within respective functional areas. Ensure effective people management policies and practices are developed and implemented (e.g., time and attendance, workforce management, etc.) and ensure resources are developed and deployed appropriately. Continue to reinforce the importance of developing a diverse workforce. Support the Business Development function in the operational analysis pricing and integration of water and wastewater business opportunities in both the regulated and non-regulated markets. Work collaboratively with other functional leads to mitigate business risks. Implement effective communications at all levels of our operations. Provide effective leadership that will enhance our abilities to be flexible to changing business environments. Contribute to effective communication by listening and providing</p>												

	<p>constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business. (40%)</p>
--	---

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	President (Large States) Job Code: <u>054558</u>
	Grade: <u>ML4</u> FLSA: <u>Exempt</u> EEO: <u>1.1 Exec/Sr Level Officials</u>
Salary Plan:	Level:
Reports To:	Regional President

Approved: 10/31/2007**Revised:**

Primary Role: Lead the regulated utility business in designated large state(s), driving business strategy, financial performance, growth, and excellent regulatory and customer relationships. Establish and maintain effective state government and community relations, and support business development within the state. Provide leadership and direction to staff within the state to ensure effective operations, customer satisfaction, and employee growth and development.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Develop and lead regulatory/legislative relationships in the state to protect and enhance operating business interests, influence legislature, and support acquisition approvals. Develop proactive governmental and community relations strategies to promote American Water and facilitate the growth of the business.	25
Develop business strategies, plans and key performance indicators. Deliver financial results as measured by operating income within the state. Prosecute rate cases and negotiate outcomes to ensure acceptable rates of return, testifying at utility commission hearings as needed.	25
Ensure effective liaison occurs with the customer and shared services centers, to deliver service levels that meet or exceed business requirements in the state. Ensure customer and regulatory agency expectations are met regarding water and wastewater environmental and quality standards.	20
Provide organizational leadership to staff within the state, including direct leadership of service delivery, engineering, business development, and regulatory and governmental affairs staff. Establish goals and motivate staff at all levels to achieve desired results for the business.	20
Work with functional leaders within the matrix organization to ensure best operating practices are followed, and that all functional policies and practices are implemented within the state. Ensure all processes under the direction of the State President are Sarbanes Oxley compliant.	10

Education:	Bachelor's Degree in business, management or related field; Masters degree preferred.	
Skills:	<p>Excellent verbal and written communications skills, including strong presentation skills.</p> <p>Excellent relationship building, influencing and negotiation skills.</p> <p>Ability to operate successfully in a geographically diverse and complex matrix organization.</p> <p>Excellent leadership skills and the ability to motivate employees at all levels.</p> <p>Excellent planning, organizational, and time management skills as an individual and as a manager.</p> <p>Ability to understand financial information, especially the rate making process and the impact of financial decisions on rates.</p>	
Knowledge:	Business and financial acumen; in-depth knowledge of water utility and industry trends and issues (national and worldwide); "Vision" (i.e., global perspective, understanding of corporate mission, goals and objectives and how to achieve them); knowledge of company operations, the rate making process and regulatory relationships.	
Scope: <i>Please record minimum numbers for all that apply.</i>	Total Supervised: Exempt	Non-Exempt:
	Direct Budget:	Indirect Budget:
	Direct Revenue	Indirect Revenue:
Experience:	More than 15 years management experience in water or another regulated utility or other relevant experience.	
Certifications & Licenses:		
Work Environment:		
Travel Requirements:	Up to 25%, depending on state.	
Key Interfaces:	Regulators and other government officials, senior management and state company Board of Directors, functional management, employees at all levels, customers and other external stakeholders.	
Other:	State residency required.	
	Job Scope: \$50M to \$250M Revenues; 200 - 1,000 Employees	
Competencies (from the Water Division Competency Dictionary):		
Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.		
Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.		
Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.		

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	VP Operations (Large)	Job Code: <u>404908</u>
	Grade: <u>L05</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	President, State	

Approved: 10/31/2007**Revised:**

Primary Role: To lead the operations functional areas (water quality, field operations, production and maintenance) within the state, and direct cost effective, high quality customer service and operational integrity.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Develop operations strategies and direct and manage the water quality, field operations, production and maintenance for water and wastewater operations within the state. Implement best operating practices to promote continuous improvement, innovation and excellent customer service. Ensure that operational integrity is maintained, including regulatory compliance in all facilities. Provide strategic and operational input to annual business plans, control budgets for responsible areas, and ensure that operational and financial targets are met or exceeded.	50
Lead, motivate and develop staff in assigned operations areas. Build shared commitment to improving business performance, and develop both individual and team capabilities. Drive performance by linking business units' objectives to company goals and values. Communicate a shared vision, energize and empower staff, and champion diversity.	15
Work with the state president and engineering staff to develop the strategy and priorities for capital investment programs, and drive the effective implementation of such programs.	15
Support the business development function within the state. Assist in due diligence and operational analysis, and ensure effective integration and performance of acquisitions and contract operations.	10
Establish relationships with and serve as operational contact for political and civic leaders and other key external stakeholders. Support and assist the state president in maintaining and enhancing such relationships state-wide.	10

0													
Education:	Bachelor's degree in operational discipline, management or related discipline. Master's degree preferred.												
Skills:	<p>Strong management skills (planning, organizing, analysis, problem solving, team working, employee development).</p> <p>Strong influencing skills and proven ability to operate in a complex matrix organization.</p> <p>Excellent leadership skills, presence and the ability to deal effectively with and maintain productive relationships with employees at all levels (including represented employees), senior management and various external stakeholders. Ability to lead, motivate and empower employees.</p> <p>Excellent written and verbal communications, as well as interpersonal skills (persuasion, listening, cooperation, diplomacy).</p>												
Knowledge:	<p>Extensive knowledge of the regulated water and wastewater utility business and its operations.</p> <p>Knowledge of the applicable regulations, requirements and trends impacting the water and wastewater business, both regulated and nonregulated, as it exists throughout American Water locations and areas of new business opportunities.</p> <p>Knowledge of the assessment of operating practices and the establishment of best practices.</p>												
Scope:	<table border="0" style="width: 100%;"> <tr> <td>Total Supervised: Exempt</td> <td style="text-align: right;">0</td> <td>Non-Exempt:</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt	0	Non-Exempt:	0	Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt	0	Non-Exempt:	0										
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
<i>Please record minimum numbers for all that apply.</i>													
Experience:	<p>Demonstrated experience in leading, motivating and empowering employees to effect positive change and improve business performance.</p> <p>At least ten years' experience successfully managing operational areas in multiple locations with represented employees.</p> <p>Experience in establishing, meeting or exceeding organizational performance targets.</p>												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:	Up to 50% travel throughout the state.												
Key Interfaces:	State President, corporate management, employees at all levels, state and local officials and regulators, and other external stakeholders.												
Other:	Large State – Rev \$50M-\$250M+/EE's 200-1000 ee's												
Competencies (from the Water Division Competency Dictionary):													
Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.													

Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Sr Specialist ORM	Job Code: <u>406952</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Manager Loss Control	

Approved: 6/26/2008**Revised:**

Primary Role: Assist the Mgr Loss Control in the areas of safety & health claims administration, insurance services and loss control. Recommend, develop and implement appropriate programs and activities that enhance the safety and health of Company employees, as well as minimize the Company's exposure to loss.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Develop and implement (including delivery of) educational training programs and activities that help develop and improve the safety process within the company and to ensure compliance with federal state and local regulations..	25
Develop and implement the use of regulatory compliance programs, including investigating new technologies, providing professional review and recommendations for the purchase of tools, materials and equipment that will enhance safety performance throughout the organization.	25
Conducts safety audits and inspections to identify hazards and deficiencies that expose the company to loss or failure to comply with regulatory requirements Compile, analyze, and interpret data related to safety training and performance to measure the effectiveness of existing programs.	40
Provide assistance and expertise in accident/claim investigation and claims management, when required, and make recommendations to prevent reoccurrences.	10
Education:	Associate level degree required in a related field, i.e safety/loss control. Bachelor's level degree preferred
Skills:	Strong Management skills (Planning, Organizing, Controlling); strong interpersonal skills (Tact, Diplomacy, Persuasion and Motivation); strong written and verbal communication skills
Knowledge:	Knowledge of Company Risk Management Policies and Procedures. Knowledge of federal, state and local regulations applicable to safety

JOB DESCRIPTION

Position Title:	Mgr Production Job Code: <u>404502</u>
	Grade: <u>L06</u> FLSA: <u>Exempt</u> EEO: <u>1. Officials and Managers</u>
Salary Plan:	Level:
Reports To:	Director, Production

Approved: 3/27/2006Revised:

Primary Role: Manage the personnel, capital resources and business processes that are engaged in the functional area of Production.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Develop and support a team of front-line supervisory and technical staff engaged in production operations.	10
Implement training and development programs to ensure that personnel obtain and maintain appropriate operator certifications from regulating agencies.	10
Manage union and/or non-union labor issues and participate in the collective bargaining process.	10
Monitor the financial performance of production operations to ensure that business plan goals are met.	10
Direct the planning, acquisition or construction of new and/or upgraded production facilities in accordance with approved CAPEX budget.	10
Implement and manage a preventative maintenance program for capital assets that provides OPEX savings and defers CAPEX spending, where possible.	10
Education:	Bachelor's Degree in operational discipline, management, or related technical discipline. Advanced degree preferred.
Skills:	Demonstrated leadership and management abilities. Excellent written and verbal communication skills. Strong interpersonal skills. High level of computer literacy.

Knowledge:	Knowledge of the regulated water business and the regulations impacting the business. Knowledge of company policies and procedures and management theories, practices, and trends. Expert knowledge of process and operational areas.												
Scope: <i>Please record minimum numbers for all that apply.</i>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
Experience:	Five (5) years of relevant experience.												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:													
Other:	Key Accountabilities (cont.): Manage and monitor the effectiveness of security efforts at all production facilities, including the preparation of Vulnerability Assessments and Emergency Response Plans. Implement processes to ensure that adequate quantities of treated water meeting all regulatory standards are provided to customers at all times. Oversee business processes to ensure that American Water policies are followed, best practices are implemented, and internal/external reporting requirements are satisfied. (40%)												
Competencies (from the Water Division Competency Dictionary): Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary. Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior. Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit. People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development. Strategic Focus - Looks at the big picture, thinks about the business as a whole, both within its own environment and in the global marketplace, and creatively identifies new horizons.													

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Mgr Field Operations	Job Code: <u>404252</u>
	Grade: <u>L06</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Network Director	

Approved: 3/27/2006**Revised:**

Primary Role: Manage the development, management, and operation of the facilities and personnel of the Company engaged in the functional area of water and/or wastewater operations.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Prepare and control regional construction, operations, and maintenance within established budget limitations.	10
Direct the implementation of standards, targets, policies, and plans to ensure the continuing and increasing operational efficiency, effectiveness, and profitability.	10
Ensure that operational integrity (quality, environment, reliability, health, safety, security, etc.) is maintained.	10
Develop and direct cost effective solutions to meet customers' expectations and technical requirements and to encourage best practice and innovation throughout all operational areas.	10
Be the lead in establishing and managing personal relationships and rapport with political, civic and key stakeholders within area of responsibility. Be interface with regulatory entities and represent company positions at regulatory proceedings and hearings.	10
Implement effective reporting processes. Provide analysis and support to Network Director with information required for various reports, budgets, and business plans.	10
Education:	Bachelor's Degree in operational discipline, management, or related technical discipline or equivalent experience. Advanced degree preferred.

<p>Skills:</p>	<p>Excellent written and verbal communication skills (e.g., fluency, report writing, developing materials and presentations). Strong interpersonal skills (e.g., persuasion, negotiation, listening, cooperation, tact, diplomacy, problem solving, internal consulting, etc.) Excellent leadership skills and presence and strong team building, collaboration and talent evaluation skills. Excellent quantitative skills (e.g., analytical, technical, problem solving). Ability to manage a geographically diverse and dispersed organization. High level of computer literacy required.</p>												
<p>Knowledge:</p>	<p>Knowledge of the regulated water/wastewater business within the region and the regulations impacting the business as well as applicable regulations, requirements, and trends within water/wastewater business. Knowledge of company policies and procedures and management theories, practices, and trends. Expert knowledge of process and operational areas.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: right;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: right;"><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
<p>Experience:</p>	<p>Five (5) years managing operational areas and operating units, and managing and meeting performance targets.</p>												
<p>Certifications & Licenses:</p>													
<p>Work Environment:</p>													
<p>Travel Requirements:</p>													
<p>Key Interfaces:</p>	<p>Senior management, employees, elected and appointed public officials at federal, state and local level, regulators, and business leaders.</p>												
<p>Other:</p>	<p>Key Accountabilities (cont.):</p> <p>Implement and foster the coaching and development of employees, including idea generation, within respective functional areas. Support the Business Development function in the operational analysis pricing and integration of water and wastewater business opportunities in both the regulated and non-regulated markets. Support Directors and local operational managers in ensuring effective people management policies and practices are developed and implemented (e.g., time and attendance, workforce management, etc.) and ensure resources are developed and deployed appropriately. Continue to reinforce the importance of developing a diverse workforce. Support the Business Development function in the operational analysis pricing in both the regulated and non-regulated markets. Work collaboratively with other functional leads to mitigate business risks.</p>												



	<p>Implement effective communications at all levels of our operations. Provide effective leadership that will enhance our abilities to be flexible to changing business environments. Contribute to effective communication by listening and providing constructive feedback; supporting the creation of an open and honest work environment; cascading and sharing knowledge and information relevant to other members of the team and colleagues across the business.</p> <p>Provide support for successful execution of rate cases. (40%)</p>
--	--

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Supvr Business Process	Job Code: <u>405802</u>
	Grade: <u>L09</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Network General Manager	

Approved: 3/27/2006

Revised:

Primary Role: Responsible for providing financial and analytical support in the development of performance management information to support the Operations department function.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Maintain KPI reporting mechanism for the Operations business units that fully integrates all agreed KPIs.	10
Review monthly narrative from departmental and business unit reports utilizing the information to compile the initial and follow-up corporate Managing Director Reports.	10
Identify areas for improvement/enhancement that will streamline the MD reporting process.	10
Integrate MD Reports with Balanced Scorecard Report.	10
Develop, coordinate and prepare data required for financial and regularly reporting of month-end closings, quarterly and year-end budgeting forecast for the Operations business unit.	10
Act as liaison between senior financial management and senior operational management on all financial matters affecting Operations business units and maintains appropriate relationships with Operations staff.	10
Education:	Bachelor's Degree in Management or Business preferred.
Skills:	Excellent written and verbal communication skills (e.g., fluency, report writing, developing materials and presentations). Strong interpersonal skills (e.g., teambuilding, knowledge sharing, initiative, persuasion, negotiation, listening, cooperation, tact, diplomacy, problem solving, internal consulting, etc.) Excellent leadership skills and presence and strong team building,

	<p>collaboration and talent evaluation skills. Excellent quantitative skills (e.g., analytical, technical, problem solving). Ability to manage a geographically diverse and dispersed organization. High level of computer literacy required. Technical expertise in planning/accounting/finance.</p>												
Knowledge:													
Scope:	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td></td> <td>Non-Exempt:</td> <td></td> </tr> <tr> <td>Direct Budget:</td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised: Exempt		Non-Exempt:		Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised: Exempt		Non-Exempt:											
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>										
<i>Please record minimum numbers for all that apply.</i>													
Experience:	At least five (5) years of relevant management experience in the water/wastewater field.												
Certifications & Licenses:													
Work Environment:													
Travel Requirements:													
Key Interfaces:	State's management team, regional finance team, employees, elected and appointed public officials at federal, state and local level, regulators, and business leaders.												
Other:	Key Accountabilities (cont.):												
	<p>Assist Operations business units with the preparation of financial statements for use by internal constituents. Assist in the creation and consolidation of business plans for Operations business units. Assist in the development of management reports and presentations within Operations and the Central Region. Participate in change initiative projects. Perform other assignments related to business performance reporting, as required. Complete other assignments and special projects, as required. (40%)</p>												
Competencies (from the Water Division Competency Dictionary):													
<p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p>													

People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Mgr Eng-Regional Capital Prg	Job Code: <u>403882</u>
	Grade: <u>L06</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	Dir Engineering	

Approved: 2/8/2007**Revised:**

Primary Role: Under the direction of the Director of Engineering, responsible for the development and implementation of governance, policy, procedures, budgeting, forecasting and reporting for the capital expenditure program for a Region.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Coordinate the Regional Capital Investment Management (CIM) program with all Engineering Groups and with all regional functions that implement capital programs and projects. Coordinate CIM issues and business plans with the American Water Manager of Enterprise Capital Programs. Ensure that all stages of the CIM program are effectively implemented so that capital projects are properly appraised, prioritized, approved and implemented to achieve optimal business benefits and outputs. Coordinate all CIM meetings, deadlines and schedules and communicate the CIM program issues to impacted employees.	25
Coordinate the development and implementation of Strategic Capital Expenditure Plans (SCEP) with all functions. Liaise with regional Finance and American Water on the development of 5 year capital plans, annual capital budgets and quarterly reforecasts.	25
Coordinate the CIM program, the SCEP budgets and all related issues with the SSC - Fixed Assets group.	15
Review and complete capital expenditure status, budget, and variance information for key management reports, including monthly performance report. Assist Director Engineering in the review and management of key variance analysis, opportunities and vulnerabilities analysis and risk analysis of the capital program.	10

<p>Maintain Lotus Notes and other CIM databases. Maintain and coordinate processes and procedures for Fixed Asset activities in Powerplant.</p>	<p>15</p>															
<p>Coordinate the development and reforecasting of operating budgets for the Engineering Department. Coordinate process improvements for the capital program and coordinate other budget issues for the Engineering Department as required.</p>	<p>10</p>															
<p>Education:</p>	<p>Bachelor's degree required; advanced degree in engineering, business, and/or management a plus.</p>															
<p>Skills:</p>	<p>Good knowledge of project and program management.</p> <p>Core professional competence in asset planning, engineering project delivery or operations area.</p> <p>Business acumen and judgment.</p> <p>Knowledge of environmental regulations, legislative developments, new technologies, engineering design, planning, delivery, and/or operations related to water and/or wastewater systems.</p> <p>Knowledge of company procedures, policies and operations.</p> <p>Strong financial and budget knowledge. Tracking and measuring progress, providing feedback and making adjustments as necessary.</p>															
<p>Knowledge:</p>	<p>Strong project management skills (e.g., planning, organizing, coordination); strong analytical skills; ability to work independently on complex projects of large scope; strong quantitative and analytical skills; attention to detail.</p> <p>Strong verbal and written communications skills (e.g., report writing, listening, and presentation); strong interpersonal skills (e.g., tact/diplomacy, persuasion, team building, cooperation, leadership, ability to motivate others).</p> <p>Computer literacy. Competent in the use of word processing, spreadsheet, flow-charting, MS project. Web development experience desired.</p> <p>Financial analysis skills, including budget management and basic accounting knowledge.</p>															
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised:</td> <td>Exempt</td> <td><u>0</u></td> <td>Non-Exempt:</td> <td><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td></td> <td><u>\$0.00</u></td> <td>Indirect Budget:</td> <td><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td></td> <td><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td><u>\$0.00</u></td> </tr> </table>	Total Supervised:	Exempt	<u>0</u>	Non-Exempt:	<u>0</u>	Direct Budget:		<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue		<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>
Total Supervised:	Exempt	<u>0</u>	Non-Exempt:	<u>0</u>												
Direct Budget:		<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>												
Direct Revenue		<u>\$0.00</u>	Indirect Revenue:	<u>\$0.00</u>												
<p>Experience:</p>	<p>Seven (7) to ten (10) years experience in water and/or wastewater utility engineering, operations, project management or related field.</p>															

	Experience of establishing and implementing best practice and process improvement.
Certifications & Licenses:	
Work Environment:	
Travel Requirements:	
Key Interfaces:	<p>Develop strong and effective relationships with internal "Clients", in particular all capital program and capital project managers.</p> <p>Develop strong relationship with Regional Finance Group and SSC Fixed Assets Group.</p> <p>Act as primary resource for coordination of capital management meetings, project approval and project change submittals and approvals, budget and expenditure reporting, and project status reviews.</p> <p>Interfaces with Regional Senior Management and Senior Leadership for providing strategic information on AW's Capital Program status and forecast.</p>
Other:	
Competencies (from the Water Division Competency Dictionary):	
<p>Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.</p> <p>Drives Performance - Setting clear, challenging, collaborative goals and expectations for people that are aligned with business objectives. Tracking and measuring progress, providing feedback and making adjustments as necessary.</p> <p>Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.</p> <p>Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.</p> <p>Organizational Awareness - The knowledge and development of formal and informal business relationships with key stakeholders, internal and external to the organization, that enable business objectives to be accomplished.</p> <p>People Development - Creates opportunities and builds shared commitment in order to develop capabilities and improve business performance through individual and team development.</p> <p>Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.</p>	

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

JOB DESCRIPTION

Position Title:	Dir Govt Affairs (State) Job Code: <u>453708</u>
	Grade: <u>L06</u> FLSA: <u>Exempt</u> EEO: <u>1.2 First/Mid Level Officials</u>
Salary Plan:	Level:
Reports To:	State President

Approved: 10/31/2007 **Revised:**

Primary Role: The primary role of this position is to provide senior-level strategic government affairs counsel to the state president and the state senior management team. This role establishes and manages a comprehensive and effective state and local best practice government affairs program to advance and support the company’s overall business plan and state-specific objectives. This role also tracks all legislation with the potential to impact the company, either positively or negatively, and provides strategy recommendations and tactical implementation regarding how to employ government affairs activities in support of legislative objectives.

This role is the senior government relations professional responsible for establishing, nurturing and maintaining relationships with elected and appointed individuals at the state, county and municipal levels of government, for ensuring that the state president and state leadership team are properly and effectively positioned with key elected/appointed individuals, and that the company is effectively positioned as a trusted and expert resource.

The Manager of Government Affairs reports directly to the State President and indirectly to the Director of Government Affairs at corporate and indirectly to their respective Vice President Corporate Communications and External Affairs. This role interfaces and aligns government relations activities at the state level with the Director of Government Relations at the corporate and national level to ensure the company is advancing an integrated and effective government relations strategy across the business.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Leads and directs the effective development, implementation and assessment of an integrated government affairs program at the state and local level, to enhance the company's reputation, and position American Water as the trusted expert and industry leader relative to water and wastewater issues.	35
Establishes regular proactive communication outreach strategies and tactics in the state and local political arena to ensure state and local political relationships are solidified and American Water is looked upon across all service territories with respect and positioned as the industry leader and trusted expert.	



<p>Proactively meets with state and local government officials on a regular basis to create strong relationships, mitigate emerging or potential problems, and establish a level of trust between American Water, mayors and other appointed and elected officials.</p> <p>Is poised as the lead state lobbyist for the company charged with helping to change or support key legislation on water, wastewater or utility/business issues that may have an adverse or positive affect on the company.</p> <p>Manages local contract lobbyists and maximizes effectiveness. Holds regular meetings with the contract lobbyist(s) to ensure they are kept abreast of services needed and that they understand they are not just "bill trackers", but rather are additional eyes and ears for the company and are expected to help identify business development opportunities, as well as other opportunities for the company.</p> <p>Establishes and maintains an effective bill tracking program and takes full advantage of opportunities for the company to be out front on industry-related issues. Provides oversight and strategic input on bills that are being tracked to ensure they are beneficial to the state operations and aligned and integrated with the overall corporate government affairs strategy and the overall strategic plan for American Water. Builds effective alliances and coalitions to advance the company's position on key legislative initiatives.</p> <p>Helps identify business development opportunities through established relationships and through relationships that the company's contract lobbyist and other employees may have.</p>	
<p>Meets regularly with mayors and other local officials to ensure a strong and effective working relationship is in place. Mitigates issues and provides information for problem resolution. Ensures local government officials are kept updated when problems such as main breaks and other water-related emergencies occur.</p> <p>Develops the communications strategy/approach and schedules meetings with mayors and other local officials during rate cases and other capital investment program events, ensuring that appropriate company personnel is available to meet elected officials and answer specialized questions and that relationships are firmly established and key company leadership is properly positioned. Represents the company at mayoral, municipal and regulatory trade show events, ensuring that booths are properly staffed with appropriate personnel.</p> <p>Works closely with and regularly communicates with the Customer Communications Manager supporting the state and the External Affairs Manager supporting the state to obtain communications counsel, support and all necessary materials to ensure the company is effectively aligned and positioned to develop and sustain key relationships with community leaders, government and regulatory authorities, as well as elected and appointed officials.</p>	<p>30</p>

<p>Implements and manages timely processes to track all pertinent legislation that has the potential to impact the company and/or its state and local operations. Coordinates with various functional colleagues to determine types of legislation/regulation that would facilitate our business agenda and collaborates with key stakeholders to drive promulgation of such legislation/regulation. Works with internal resources to analyze and assess proposed legislation relative to implications on the company's operations. Prepares a synopsis as to how legislation may affect the company and reviews options, strategic recommendations and tactical implementation with the state president and senior management team.</p> <p>Implements and directs all lobbying activities on behalf of the company. Prepares and manages the development of legislative testimony. Testifies on behalf of the company and/or prepares the state president or other members of the state senior management team to provide legislative testimony, as appropriate.</p> <p>Creates and manages a state-focused PAC and ensures all Election Law Enforcement rules, regulations and other reporting requirements are met. Ensures the senior management team is aware of PAC-related opportunities to derive maximum benefit from PAC-related expenditures.</p>	<p>15</p>
<p>Works closely with an array of political, utility, industry and business-related state organizations to create strategic alliances and issue-oriented coalitions on key issues affecting the water and wastewater industry. Works with key political, industry and business organizations to solidify relationships and foster business development opportunities for American Water.</p> <p>Is active and visible at various state and national conferences to ensure American Water is properly and effectively positioned. Represents the company at key business organization functions, political fundraisers, etc. and ensures senior management is poised to participate.</p> <p>Assists in regulatory relationship building, making sure regulators are kept abreast of key issues within the company. Works with senior management to ensure coverage at Commissioner and other regulatory events.</p>	<p>10</p>
<p>Works directly with government affairs specialist staff to build capacity and ensure the development of professional capabilities and expertise. Works closely with the Director of Government Affairs at the corporate level to ensure state presidents have clear knowledge of how a best practice model for government affairs should be designed, implemented and assessed.</p>	<p>10</p>
<p>0</p>	
<p>Education:</p>	<p>Bachelor's degree in public administration, government, journalism, communications, public relations or related field preferred, or demonstrated experienced commensurate with the requirements of the position.</p>
<p>Skills:</p>	<p>Must have excellent negotiation and communication skills. Able to work in a collaborative team environment.</p>

	<p>Is friendly and personable with excellent networking skills. Able to think strategically and implement tactically. Able to communicate with and address public officials in a respectful manner and have a credible reputation with same. Able to think quickly when faced with on-the-spot issues and provide answers that align with the company's goals and business objectives. Uses influencing skills to deliver beneficial results for the company, whether with legislation or issues on a state level, while providing guidance for company officials. Able to multi-task and has excellent organizational skills. Must be able to work effectively with senior management and personnel from other departments. Able to effectively provide guidance, establish and manage state and local government affairs programs. Manages and provides guidance and oversight to external consultants (contract lobbyists) to make sure maximum benefit is derived for the company. Able to provide guidance to internal personnel who may have to testify before legislative audiences. Must be flexible and willing to travel, as required.</p>												
<p>Knowledge:</p>	<p>Must be knowledgeable of the federal, local and state government and legislative processes. Must possess an excellent working knowledge of the legislative process at all levels, and understand the hierarchy of government officials so the company has access to the right people, at the right time, in the right departments, for the right purpose. Has a thorough understanding of PAC laws, Election Law Enforcement Laws (ELEC) for the state, where applicable, and a knowledge of the various reporting requirements. Demonstrated ability to testify before legislative audiences and knows when and how to bring senior management and other departments into the process so that political officials have the benefit of the full expertise of the company. Must know how to access information and gain knowledge of issues in the business arena, as well as in the political arena, that may impact the company. Must be a registered lobbyist. Demonstrated ability to manage budget resources efficiently in order to maximize benefits to company. Able to manage/coach people to develop potential and build capabilities.</p>												
<p>Scope: <i>Please record minimum numbers for all that apply.</i></p>	<table border="0"> <tr> <td>Total Supervised: Exempt</td> <td style="text-align: center;"><u>1</u></td> <td>Non-Exempt:</td> <td style="text-align: center;"><u>0</u></td> </tr> <tr> <td>Direct Budget:</td> <td style="text-align: center;"><u>\$0.00</u></td> <td>Indirect Budget:</td> <td style="text-align: center;"><u>\$0.00</u></td> </tr> <tr> <td>Direct Revenue</td> <td style="text-align: center;"><u>\$0.00</u></td> <td>Indirect Revenue:</td> <td style="text-align: center;"><u>\$2,200,000.00</u></td> </tr> </table>	Total Supervised: Exempt	<u>1</u>	Non-Exempt:	<u>0</u>	Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>	Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$2,200,000.00</u>
Total Supervised: Exempt	<u>1</u>	Non-Exempt:	<u>0</u>										
Direct Budget:	<u>\$0.00</u>	Indirect Budget:	<u>\$0.00</u>										
Direct Revenue	<u>\$0.00</u>	Indirect Revenue:	<u>\$2,200,000.00</u>										
<p>Experience:</p>	<p>Seven to ten years of experience in government relations or lobbying, preferably within the utility sector.</p>												

Certifications & Licenses:	Registered lobbyist, if required in the state																																																																																				
Work Environment:	Located in a state supporting the full array of local/state government affairs activities.																																																																																				
Travel Requirements:	20% within the state and in the United States																																																																																				
Key Interfaces:	Internal Interfaces/Relationships: State President and state senior management team, Vice President of Communications and External Affairs, Customer Communications Manager, Internal Communications Manager, External Affairs Manager, Director of Government Affairs, Corporate Communications Department, Business Development, Divisional Management, Senior Management. External Interfaces/Relationships articulated in job description.																																																																																				
Other:	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Served</th> <th style="text-align: left;">Employees</th> <th style="text-align: left;">Equiv Pop Served</th> <th style="text-align: left;">Communities</th> </tr> </thead> <tbody> <tr> <td>Area 1 (NJ/NY/PA/OH)</td> <td></td> <td>\$5.9 M</td> <td></td> </tr> <tr> <td>668</td> <td>2999</td> <td></td> <td></td> </tr> <tr> <td>Area 2 (KY/TN/VA/WV/MD)</td> <td></td> <td>\$1.8 M</td> <td></td> </tr> <tr> <td>342</td> <td>586</td> <td></td> <td></td> </tr> <tr> <td>Area 3 (MO/IL/IN/IA/MI)</td> <td></td> <td>\$4.7 M</td> <td></td> </tr> <tr> <td>432</td> <td>2341</td> <td></td> <td></td> </tr> <tr> <td>Area 4 (CA/AZ/HI/NM/TX/WA)</td> <td></td> <td>\$2.3 M</td> <td></td> </tr> <tr> <td>120</td> <td>576</td> <td></td> <td></td> </tr> <tr> <td colspan="4"> Direct Budget:</td> </tr> <tr> <td colspan="4">AVG 1 - 4</td> </tr> <tr> <td colspan="4">1(NJ/NY/PA/OH) \$508K</td> </tr> <tr> <td colspan="4">2(KY/TN/VA/WV/MD) \$300K</td> </tr> <tr> <td colspan="4">3(MO/IL/IN/IA/MI) \$337K</td> </tr> <tr> <td colspan="4">4(CA/AZ/HI/NM/TX/WA) \$1.0M</td> </tr> <tr> <td colspan="4"> Direct Revenue:</td> </tr> <tr> <td colspan="4">AVG 1 - 4</td> </tr> <tr> <td colspan="4">1(NJ/NY/PA/OH) \$112M</td> </tr> <tr> <td colspan="4">2(KY/TN/VA/WV/MD) \$59M</td> </tr> <tr> <td colspan="4">3(MO/IL/IN/IA/MI) \$132M</td> </tr> <tr> <td colspan="4">4(CA/AZ/HI/NM/TX/WA) \$83M</td> </tr> </tbody> </table>	Served	Employees	Equiv Pop Served	Communities	Area 1 (NJ/NY/PA/OH)		\$5.9 M		668	2999			Area 2 (KY/TN/VA/WV/MD)		\$1.8 M		342	586			Area 3 (MO/IL/IN/IA/MI)		\$4.7 M		432	2341			Area 4 (CA/AZ/HI/NM/TX/WA)		\$2.3 M		120	576			 Direct Budget:				AVG 1 - 4				1(NJ/NY/PA/OH) \$508K				2(KY/TN/VA/WV/MD) \$300K				3(MO/IL/IN/IA/MI) \$337K				4(CA/AZ/HI/NM/TX/WA) \$1.0M				 Direct Revenue:				AVG 1 - 4				1(NJ/NY/PA/OH) \$112M				2(KY/TN/VA/WV/MD) \$59M				3(MO/IL/IN/IA/MI) \$132M				4(CA/AZ/HI/NM/TX/WA) \$83M			
Served	Employees	Equiv Pop Served	Communities																																																																																		
Area 1 (NJ/NY/PA/OH)		\$5.9 M																																																																																			
668	2999																																																																																				
Area 2 (KY/TN/VA/WV/MD)		\$1.8 M																																																																																			
342	586																																																																																				
Area 3 (MO/IL/IN/IA/MI)		\$4.7 M																																																																																			
432	2341																																																																																				
Area 4 (CA/AZ/HI/NM/TX/WA)		\$2.3 M																																																																																			
120	576																																																																																				
 Direct Budget:																																																																																					
AVG 1 - 4																																																																																					
1(NJ/NY/PA/OH) \$508K																																																																																					
2(KY/TN/VA/WV/MD) \$300K																																																																																					
3(MO/IL/IN/IA/MI) \$337K																																																																																					
4(CA/AZ/HI/NM/TX/WA) \$1.0M																																																																																					
 Direct Revenue:																																																																																					
AVG 1 - 4																																																																																					
1(NJ/NY/PA/OH) \$112M																																																																																					
2(KY/TN/VA/WV/MD) \$59M																																																																																					
3(MO/IL/IN/IA/MI) \$132M																																																																																					
4(CA/AZ/HI/NM/TX/WA) \$83M																																																																																					
Competencies (from the Water Division Competency Dictionary):																																																																																					

JOB DESCRIPTION

Position Title:	Sr Mgr Business Dev	Job Code: <u>552708</u>
	Grade: <u>L06</u>	FLSA: <u>Exempt</u>
Salary Plan:	Level:	
Reports To:	State President/Dir Bus Dev (Div/Region)	

Approved: 10/31/2007**Revised:**

Primary Role: To pro-actively identify and secure suitable new business, lead the deal structuring & bid management process in the allocated territory and support the Director Business Developer in developing, updating the Regional business development plan and implementing the plan to secure profitable and sustainable business growth in line with the company's business plan targets and strategy.

Key Accountabilities:	Percentage of Time (Must Add To 100%)
Build the business development pipeline and target opportunities to help maintain a steady flow of projects and secure those within plan timescales, Identify, qualify and prioritize leads through the use of appropriate tools, local market data and active targeted prospecting; Negotiate and close deals in line with the agreed commercial parameters and which contribute to business plan targets.	40
Develop, shape & track potential opportunities and match service and product offerings with customer needs. Combine service offerings to create commercially viable solutions to meet customer needs.	25
Manage the end to end business development cycle; Effectively project manage the business development process from deal structuring through to commercial operation for major contract services, tuck-ins and service offerings; Identify creative approaches to developing & structuring new opportunities which accurately reflect client needs & support business plan priorities.	15
Lead the development of the bid strategy, deal structuring, project financing and credit assessment of opportunities and champion projects through the Division/Regional/Corporate investment appraisal process; Identify, secure and manage cross functional and Regional resources to help evaluate, risk assess, develop & structure bids and develop implementation plans which outline resource & capability requirements to deliver the deal.	10

Create market awareness and interest in American Water, and develop and maintain American Water brand image with the key industry stakeholders within the designated territory.	5
Ensure effective and timely deal documentation from the qualification process through the development of the project & contract negotiation history data and ensure this data is updated in the relevant databases in order to enable efficient transition to the Operational teams.	5
Education:	Bachelor Degree required.
Skills:	Strong team management & communication skills Ability to follow-through, converting long term relationships into value adding deals Highly developed relationship management & communication skills Ability to follow-through, converting long term relationships into value adding deals Project, bid structuring & negotiation skills. High levels of integrity and ability to operate within established company frameworks
Knowledge:	Water and wastewater utility infrastructure Strong financial and commercial acumen.
Scope: <i>Please record minimum numbers for all that apply.</i>	Total Supervised: Exempt <u>5</u> Non-Exempt: <u>0</u> Direct Budget: <u>\$0.00</u> Indirect Budget: <u>\$0.00</u> Direct Revenue <u>\$0.00</u> Indirect Revenue: <u>\$0.00</u>
Experience:	Accomplished business developer with a minimum of 10 years experience and a proven track record of success in the water and waste water utility services in the regulated and non-regulated markets.
Certifications & Licenses:	
Work Environment:	Office
Travel Requirements:	40%
Key Interfaces:	State President (Regulated BD) and state leadership team Division/Regional Business Development Director Bid support team State and Corporate functional experts: Operations, HR, Legal, Finance Business Developers within & across the Division/Region SVP, Sales and Business Development External Affairs (Marketing Communications) AWE VP Business Development
Other:	1. Combines two current jobs Client Executive (#550902) and Business Developer (#550802). 2. Depending on a State's business development strategy/opportunities the "client executive" or "business developer" aspects of this position may be emphasized. 3. The title of Director can be used for external business.

	Total Supervised: Exempt 2-8 (Deal Team)
--	--

Competencies (from the Water Division Competency Dictionary):

Analysis and Problem Solving - Analyzes and resolves business issues through the application of critical reasoning skills and general business experience.

Delivers Results - Delivers bottom line results through bold, decisive actions, working through risks and uncertainty to create opportunity. Continually raises standards and promotes entrepreneurial behavior.

Influencing - The ability to articulate an objective or idea in a compelling manner, so that others are persuaded to act on its merit.

Market/Customer Focus - Identifying, understanding and meeting customer expectations both internally and externally.

Sharing Knowledge & Expertise - Drives business performance by developing and contributing specific technical or professional knowledge, skills and experience. Demonstrates a professional attitude.

Teamworking - Is committed to working collaboratively to achieve business goals, building cohesiveness and identity with a work group, and valuing individual perspectives and contributions.

KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION

Witness: Keith L. Cartier/Sheila A. Miller

10. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 1(a), W/P3-1, at 19-26. For each vacant personnel position listed in forecasted labor costs, state:
- a. The reason(s) why the position must be filled.
 - b. The reason(s) why the position is currently vacant.
 - c. The current status of Kentucky-American's efforts to fill the position and the anticipated hire date.
 - d. The total cost of the position included in the forecasted test period (i.e., payroll expenses, payroll capitalized, retirement, taxes, insurance benefits), stated separately, and the accounts to which each amount was charged.

Response:

ab&c Production Technician - Northern Division - This newly created position is essential to reduce the amount of scheduled and non-scheduled overtime required of Northern Division operators. The position will provide more reasonable coverage and reduce extended operator shifts. The 2009 budget reflects a reduction of 1498 hours of OT in the Northern Division. KAW anticipates posting the position in January and hopes to fill as quickly as possible thereafter.

Treatment Plant Operators (2) - Treatment plant operators are essential to produce quality water and maintain service reliability. KAW's contract for represented positions requires internal postings of available positions, allowing for qualified individuals to move within KAW's operations, as was the case for these positions. One of the positions vacant at the time of the initial submittal of W/P3-1 has subsequently been filled by Justin Sensabaugh. KAW expects to continue efforts to fill shift work operator positions with qualified candidates.

Administrative Assistant - Cross Connection- This new position was initially envisioned to support the Water Quality Specialist-Cross Connection position. The cross connection role is part of a critical process to insure that our customers are protected from contamination by way of cross connections. The cross connection program's initial clerical needs have been fulfilled on a part-time basis by another employee. KAW anticipates posting the position as the program matures and clerical demands, cross connection and otherwise, increase beyond the capacity of the current support.

- d. See the attachment that indicates the cost for each position vacant at the time of filing included in the forecasted test period.

For the electronic version, refer to KAW_R_PSCDR2#10_010809.pdf.

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Keith L. Cartier/Sheila A. Miller

11. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 1(a), W/P3-1, at 23. State the name of "New-Production Technician," the date the new employee was hired, the total cost of the position included in the forecasted test period (i.e., payroll expenses, payroll capitalized, retirement, taxes, insurance benefits), stated separately, and the accounts to which each amount was charged.

Response:

The Company is diligently working to fill the "New-Production Technician" position and expects to fill the position in January/February 2009. The total cost of the position is below:

Payroll expense (account 5012000)	\$47,838
Payroll capitalized	0
Payroll taxes (acct 685320, 685335, 685350)	3,755
Group Insurance (12,823 x 78.94% O&M)(acct 504100.16)	10,123
OPEB (acct 508102.16)	500
Worker's Comp (acct 558000.16)	1,033
DCP (acct 508101.16) (2,207 x 78.94% O&M)	1,742

For the electronic version, refer to KAW_R_PSCDR2#11_010809.pdf.

KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION

Witness: Michael A. Miller

12. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, W/P3-1, at 2. Incentive pay included in forecasted labor is \$373,711.
- a. Describe the incentive pay plan and explain why such a plan is necessary and reasonable.
 - (1) State whether the forecasted incentive pay is being awarded under the same long-term incentive compensation and annual incentive plan compensation pay plans whose costs the Commission disallowed in Case No. 2004-00103.¹
 - (2) If the incentive plan is the same, explain why Kentucky-American proposes to include its costs in the determination of rates in this proceeding.
 - (3) If the incentive plan differs from the plan reviewed in Case No. 2004-00103, describe how one plan differs from the other.
 - b. List all Kentucky-American employees who are eligible to participate in the program.
 - c. State the level of incentive pay available to each participant in the forecasted period.
 - d. State the level of incentive pay awarded to all individuals participating in the program for each of the previous 5 years compared to the level of incentive pay available to each participant in the forecasted period.
 - e. For the previous 5 calendar years, provide a comparison of the incentive pay that was budgeted to actual amount paid in each year. Include detailed explanations for any variance between the budgeted and actual payments.
 - f. Explain how incentive payment awards in previous years were determined.
 - g. State the amounts of incentive payment awards included in the forecasted test period and explain how the amounts were determined.

Response:

- a. The incentive plans are confidential and the Company will seek confidential protection of them. The Company will provide them to those who execute a confidentiality agreement. For the electronic version of the confidential documents, refer to KAW_R_PSCDR2#12_CONFIDENTIAL_010809.pdf. In addition to the response below, please see the responses to KAW_R_AGDR1#105, #106, #107, #108, and #109 previously supplied for further information and explanations on the Annual Incentive Plan ("AIP").

The incentive plans for the employees of Kentucky American are part of a total compensation package aimed at providing competitive market based compensation

¹ Case No. 2004-00103, Adjustment of the Rates of Kentucky-American Water Company (Ky. PSC Feb. 28, 2005) at 47 – 49.

for employees. The portion of total compensation represented by the AIP is an at-risk portion of the total compensation dependent on each employees performance and is intended to improve performance based on the parameters measured in the AIP.

The annual payout under the provisions of the AIP are considered to be earned and a portion of total compensation. The Company maintains that the financial elements of the incentive plans are beneficial to ratepayers in that a financially healthy company is in a better position to meet its public service obligations. A financially healthy company will be able to raise capital at lower cost, will be able to better respond to changes in business conditions and additional water quality regulations, and will be in a better position to meet the challenges of emergencies that occur from time to time. The Commission should consider some of the possible actions employees can take on a day to day basis to meet personal service goals and efficiency measures will result in improved financial performance and would reduce waste or increase efficiencies, both of which in the long term will provide a customer benefit. The Company just as easily could have included the equivalent AIP in the salary bands to meet market determined compensations levels, but that would have provided no specific, measurable incentive for employees to continually seek to improve performance which ultimately benefits the rate payers. Therefore it is in the customer's interest to have a compensation plan that motivates employees to improve customer service, improve efficiency and increase financial performance, all of which inure benefits to the customers in the form of improved service and lower costs

- (1) No. In the prior rate case (Case No. 2004-00103) the majority of AIP potential payout was based on the financial performance of the company. However, since that time the AIP metrics have been changed significantly and the Company financial performance parameters make up only 30% (A few employees will have a 40% ratio based on financial performance) of the total potential AIP payout for most of the employees included in the requested cost of service in this case. The balance of the employee incentive awards are based on metrics related to customer satisfaction, customer service quality, environmental, health and safety, efficiency metrics, or other measures of the quality of performance of the employee.
- (2) The AIP has changed to reflect greater focus on customer service quality & efficiency. Since the issuance of the Commission's order in Case No. 2004-00103, the Company's AIP has been changed to reflect a greater focus on customer service quality and efficiency. The company therefore believes that the balance thus achieved between plan customer service objectives, efficiency objectives and financial objectives in motivating improved performance from employees makes it appropriate to recover the costs of the AIP from ratepayers.
- (3) See the response to part a. (1) and (2) above.

b. Please see the attached schedule identified as PSCDR2#12, b. and c.

- c. Please see attached schedule referenced in part b.
- d. Please see attached schedule identified as PSCDR2#12, d. As noted on the schedule the actual for each year from 2004-2008 represents the cash AIP payment for that year, which was based on the earned AIP from the previously year. In addition, there are six new employees who will not be eligible for an AIP cash payment until 2009, and two employees how have been transferred to KAWC from AWWSC beginning in 2009.
- e. Please see the attached schedule titled PSCDR2#12 e.
- f. Each employee provides customer service, customer satisfaction, individual and personal development goals. Those goals are reviewed by each employee's direct supervisor and Manager/Director. Once consensus is reached on the goals, adjustments are made to the goals as necessary to provide the appropriate challenges to the employee for service improvement and personal contributions. At least twice during the year, the supervisor reviews and documents progress towards the goals, along with any adjustments that are required. At the end of the AIP year, each supervisor provides a rating for each of the various goals and objections applicable to that employee. That appraisal is then reviewed by the responsible Manager/Director, prior to the final review with each employee. The employees' AIP review is then applied to the AIP matrix to determine the amount of AIP payment applicable, if any. The current process is consistent with past years, however, the AIP components have changed significantly from past years. Please refer to pages 4 through 11 of the 2008 AIP attached to this response.
- g. Please see the schedule attached to part b. and c. for the amount of AIP included in the forecasted test-year. The level included in the Company's forecasted test-year filing assumes each employee will be paid their target AIP level, realizing that some employees will exceed the goals and objectives and others will under perform.

For the electronic version, refer to KAW_R_PSCDR2#12_010809.pdf.

KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION

Witness: Sheila A. Miller

13. Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 1(a), W/P3, at 2.
- a. Identify the account in which FICA Excess of \$309,400 is reported in Kentucky-American's forecasted operating expenses.
 - b. Define the term "FICA Excess."

Response:

- a. The \$309,400 is the total wages that was used for the FICA excess calculation in Case No. 2007-00143. The total wages used for the FICA excess calculation in this case are \$486,006. There were three employees that had wages that would exceed the FICA base. Wages for these three employees that exceed the FICA base are included in the labor account 501200.16, but there is no segregation for only the FICA excess amount.
- b. For the calculation of the FICA tax there is a base amount applicable for FICA of \$109,740 for 2010. The FICA excess is the amount that exceeds that base amount.

For the electronic version, refer to KAW_R_PSCDR2#13_010809.pdf.

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Sheila Miller

14. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, W/P3-1, at 2, and the Direct Testimony of Sheila Miller at 6. Kentucky-American uses a 21.06 percent capitalization rate in its forecasted operations. Provide a schedule comparing the budgeted and actual labor capitalization rates for the 5 most recent calendar years. Include an explanation for any variance between the budget and the actual capitalization rates.

Response:

<u>Year</u>	<u>Actual</u>	<u>Budget</u>
2004	14.64%	18.43%
2005	15.54%	12.98%
2006	18.84%	19.00%
2007	21.34%	18.06%
2008	23.35%	18.12%

The level of capitalized payroll in any given year will depend on the level of the construction budget, the number of main breaks capitalized, the number of developer main extensions, the number of new customers/services, etc. It is not possible to always anticipate the level and timing of capital work in the budget given the many variables that can and do occur in any particular year. The Company has made an effort to do more capital work with in-house employees where possible. The capitalized ratios above reflect the actual time charged in each year, and the Company's requested capitalized ratio is in line with the average of the latest three years.

For the electronic version, refer to KAW_R_PSCDR2#11_010809.pdf.

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Sheila Miller

15. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 3, and the Direct Testimony of Sheila Miller at 6.
- a. Ms. Miller states that "Each employee's wages were adjusted to the wage level that would be paid during the forecasted test period." Explain in detail how Kentucky-American adjusted each employee's wages to reflect the expected test period wage level. Include a schedule listing each employee, the pre-adjusted wage level, the adjusted wage level, and the percentage increase.
 - b. Provide the percentage annual wage increase that Kentucky-American applied in the forecasted test period for union and non-union employees.
 - c. Provide a schedule comparing the budgeted and historical percentage wage increases for Kentucky-American's union and non-union employees for each of the previous 5 calendar years.

Response:

- a. The wages for the non-union employees were increased by 4% effective April 1, 2009 and April 1, 2010. The wages for the union employees were increased according to the union contract with that increase effective November 2009. An hourly rate was calculated for each employee and that hourly rate was applied to the hours each month from June 2009 through May 2010. Overtime was calculated at one and one-half times the hourly rate for hourly employees. See the attached schedule detailing the pre-adjusted wage level, the adjusted wage level, and the percentage increase.
- b. The percentage annual wage increase applied in the forecasted test period for union employees was 3% and non-union was 4%.

			Actual	Budget	
c.	2004	November 1, 2004	Outside Union	3.0%	3.0%
		December 17, 2004	Inside Union	3.0%	3.0%
		April 1, 2004	Non-bargaining	3.0%	3.0%
	2005	November 1, 2005	Outside Union	4.0%	3.0%
		December 17, 2005	Inside Union	3.0%	3.0%

	April 1, 2005	Non-bargaining	3.5%	3.0%
			Actual	Budget
2006	November 1, 2006	Outside Union	4.0%	4.0%
	December 17, 2006	Inside Union	3.0%	4.0%
	April 1, 2006	Non-bargaining	3.5%	3.5%
2007	November 1, 2007	Outside Union	3.0%	4.0%
	April 1, 2007	Non-bargaining	3.5%	4.0%
	Inside union decertified 1/28/08 and was given a 3% increase on 1/2/08.			
2008	November 1, 2008	Outside Union	3.0%	3.5%
	April 1, 2008	Non-bargaining	3.6%	3.5%

For the electronic version, refer to KAW_R_PSCDR2#15_010809.pdf.

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Sheila A. Miller

16. Refer to Kentucky-American's response to Commission Staff's First Set of Information Requests Item 1(a), W/P3-2, at 1-15. Identify all amounts included in the purchased water expense forecast for water purchased for Kentucky-American's sewer and non-regulated operations.

Response:

There is no purchased water expense included in the forecasted test-year for sewer and non-regulated operations.

For the electronic version, refer to KAW_R_PSCDR2#16_010809.pdf.

KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION

Witness: Keith L. Cartier

17. Refer to Kentucky-American's response to Commission Staff's First Set of Information Requests Item 1(a), W/P3-2, at 1-15.
- a. Identify all amounts included in the fuel and power expense forecast for Kentucky-American's sewer and non-regulated operations.
 - b. Provide the annual percentage increase for Kentucky-American's total electricity purchases for each of the previous 5 calendar years.

Response:

- a. There are no amounts included in the fuel and power expense in the forecasted test-year for the sewer and non-regulated operations.
- b.

<u>Year</u>	<u>% Increase</u>
2007	7.18%
2006	11.51%
2005	15.80%
2004	3.27%
2003	9.17%

For the electronic version, refer to KAW_R_PSCDR2#17_010809.pdf.

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Keith L. Cartier/Sheila A. Miller

- 18 Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 1(a), W/P3-2, at 1-15.
- a. Provide the calculations and documents used to derive the "kwh/mg" per month.
 - b. Provide the calculations and documents used to derive "energy cost/kwh" per month.

Response:

- a. The kwh/mg is based on a two year average per the attached schedule.
- b. The energy cost/kwh was derived from the tariff effective May 2, 2008. See attached.

For the electronic version, refer to KAW_R_PSDDR2#18_010809.pdf.

Kentucky American Water
PSCDR2#18a
HISTORIC KWH/MG
KENTUCKY RIVER STATION
INTAKE AND SECOND LIFT

	2006	2007	2 YEAR AVERAGE
JANUARY	1607	2064	1836
FEBRUARY	1889	2241	2065
MARCH	2917	1516	2217
APRIL	1786	1801	1794
MAY	1168	1437	1303
JUNE	1829	2078	1954
JULY	1521	2020	1771
AUGUST	1562	1611	1587
SEPTEMBER	1844	2208	2026
OCTOBER	1229	2277	1753
NOVEMBER	2500	1455	1978
DECEMBER	1414	1196	1305
AVERAGE	1772	1825	1799

KENTUCKY RIVER STATION
HIGH SERVICE

	2006	2007	2 YEAR AVERAGE
JANUARY	1586	1864	1725
FEBRUARY	1478	1877	1678
MARCH	1815	1263	1539
APRIL	1645	1480	1563
MAY	1623	1438	1531
JUNE	1368	2347	1858
JULY	2048	1729	1889
AUGUST	2112	1813	1963
SEPTEMBER	2031	2221	2126
OCTOBER	1380	2285	1833
NOVEMBER	1985	3246	2616
DECEMBER	1231	2286	1759
AVERAGE	1692	1987	1840

KENTUCKY RIVER STATION
TO NO.4 RESERVOIR

Months with no
Pumpage not added
into average.

	2004	2005	2006	2007	2 YEAR AVERAGE
JANUARY	2558	0	1607	0	2083
FEBRUARY	2635	0	0	2285	2460
MARCH			5410	5820	5615
APRIL		4208	1786	0	2997
MAY			1623	1444	1534
JUNE			1411	2138	1775
JULY			1521	2000	1761
AUGUST			1580	1690	1635
SEPTEMBER			1844	2166	2005
OCTOBER			1229	1440	1335
NOVEMBER			2500	1509	2005
DECEMBER		3720	1414	0	2567
AVERAGE	2722	3454	1993	2277	2314

RICHMOND ROAD STATION
NO.4 RESERVOIR PUMPS

	2006	2007	2 YEAR AVERAGE
JANUARY	360	421	391
FEBRUARY	563	1337	950
MARCH	984	377	681
APRIL	881	443	662
MAY	1081	323	702
JUNE	984	100	542
JULY	1006	153	580
AUGUST	119	105	112
SEPTEMBER	277	104	191
OCTOBER	339	107	223
NOVEMBER	282	261	272
DECEMBER	1738	454	1096
AVERAGE	718	349	533

RICHMOND ROAD STATION
HIGH SERVICE

	2006	2007	2 YEAR AVERAGE
JANUARY	1038	993	1016
FEBRUARY	974	1196	1085
MARCH	969	882	926
APRIL	883	1133	1008
MAY	857	948	903
JUNE	969	946	958
JULY	1038	1045	1042
AUGUST	910	909	910
SEPTEMBER	933	949	941
OCTOBER	883	1005	944
NOVEMBER	930	1017	974
DECEMBER	1016	907	962
AVERAGE	950	994	972

BOOSTER STATIONS

	2006	2007	2 YEAR AVERAGE
JANUARY	504	500	502
FEBRUARY	503	443	473
MARCH	500	469	485
APRIL	484	456	470
MAY	404	459	432
JUNE	408	395	402
JULY	1577	454	1016
AUGUST	306	1549	928
SEPTEMBER	380	687	534
OCTOBER	404	1163	784
NOVEMBER	424	857	641
DECEMBER	582	1031	807
AVERAGE	540	705	622

RRS

Kentucky Utilities Company

Fourth Revision of Original Sheet No. 20

P.S.C. No. 13

ELECTRIC RATE SCHEDULE**LP****Large Power Service****APPLICABLE**

In all territory served.

AVAILABILITY OF SERVICE

This rate schedule is available for secondary, primary or available transmission line service on an annual basis for lighting and/or heating and/or power.

It is optional with the customer whether service will be billed under this schedule for the entire requirements, or under various other schedules applicable to the various services. The customer having selected this schedule will continue to be billed under it for not less than 12 consecutive months, unless there should be a material and permanent change in the customer's service.

Service under this schedule will be limited to minimum average secondary loads of 200 KW and maximum average loads not exceeding 5,000 KW.

Customers with average single phase loads less than 200KW receiving service under this rate schedule as of July 1, 2004, will continue to be served under this rate schedule.

RATE

Customer Charge: \$75.00 per month

Maximum Load Charge:

Secondary Service

\$7.65 per kilowatt of the maximum load in the month.

Primary Service

\$7.26 per kilowatt of the maximum load in the month

Transmission Service

\$6.92 per kilowatt of the maximum load in the month

Plus an Energy Charge of:

3.282 cents per KWH

ADJUSTMENT CLAUSES

The bill amount computed at the charges specified above shall be increased or decreased in accordance with the following:

Fuel Adjustment Clause	Sheet No. 70
Demand-Side Management Surcharge	Sheet No. 71
Environmental Cost Recovery Surcharge	Sheet No. 72
Merger Surcredit Rider	Sheet No. 73
Value Delivery Surcredit Rider	Sheet No. 75
Franchise Fee Rider	Sheet No. 76
School Tax	Sheet No. 77
Program Cost Recovery Mechanism	Sheet No. 62

Date of Issue: April 17, 2008
 Canceling Third Revision of
 Original Sheet No. 20
 Issued November 1, 2007

Issued By

Date Effective: May 2, 2008

Lonnie E. Bellar, Vice President,
 State Regulation and Rates
 Lexington, Kentucky

Issued By Authority of an Order of the KPSC in Case No. 2007-00379 dated March 28, 2008

KRS

Kentucky Utilities Company

Fourth Revision of Original Sheet No. 25
P.S.C. No. 13

ELECTRIC RATE SCHEDULE LCI-TOD
Large Commercial/Industrial Time-of-Day Service

APPLICABLE

In all territory served

AVAILABILITY OF SERVICE

Available to, and mandatory for, all customers served primary or transmission voltage, with an average demand of 5,000 kilowatts or greater, subject to the following guidelines:

- (1) Customers being served on this rate whose average demand have subsequently been reduced below 5,000 kilowatts over a period of twelve (12) months or who have had a material and permanent change in operations which will undoubtedly reduce demands below this level will be placed on the appropriate non-time-differentiated rate at the Company's discretion.
- (2) It is the responsibility of the customer to keep the Company fully informed of any change or expected change in operations which will affect the customer's qualification to be served on this rate.
- (3) Service under this schedule will be limited to maximum loads not exceeding 50,000 KW. Customers with new or increased load requirements that exceed 50,000 KW will have a rate developed as part of their contract based upon their electrical characteristics.

RATE

Customer Charge: \$120.00 per month

Maximum Load Charge:	<u>Primary</u>	<u>Transmission</u>
On-Peak Demand	\$ 5.12 per KW	\$ 4.93 per KW
Off-Peak Demand	\$ 1.27 per KW	\$ 1.27 per KW

Energy Charge: 3.282 cents per KWH

ADJUSTMENT CLAUSES

The bill amount computed at the charges specified above shall be increased or decreased in accordance with the following:

Fuel Adjustment Clause	Sheet No. 70
Demand-Side Management Surcharge	Sheet No. 71
Environmental Cost Recovery Surcharge	Sheet No. 72
Merger Surcredit Rider	Sheet No. 73
Value Delivery Surcredit Rider	Sheet No. 75
Franchise Fee Rider	Sheet No. 76
School Tax	Sheet No. 77

Date of Issue: April 17, 2008
Canceling Third Revision of
Original Sheet No. 25
Issued November 1, 2007

Issued By

Date Effective: May 2, 2008

Lonnie E. Bellar, Vice President,
State Regulation and Rates
Lexington, Kentucky

Issued By Authority of an Order of the KPSC in Case No. 2007-00379 dated March 28, 2008

5.12 ✓
1.27
6.39
90%
5.15
Demand
cost

**KENTUCKY-AMERICAN WATER COMPANY
CASE NO. 2008-00427
COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION**

Witness: Keith L. Cartier

19. Refer to Kentucky-American's Response to Commission Staff's First Set of Information Requests, Item 3-3 at 1-10.
- a. Provide the annual percentage increases in Kentucky-American's total chemical and chlorine costs for each of the previous 5 calendar years.
 - b. There is a schedule on page 10 that lists each chemical, the contract price for 2009 and the estimated price for 2010. Provide a schedule showing the percentage increase between the 2009 contract prices and the 2010 estimated prices for each chemical. Include a detailed explanation for each projected price increase.
 - c. Provide all correspondence between Kentucky-American and its chemical suppliers since January 1, 2008, in which the cost of chemicals is discussed.

Response:

- a. 2004: Total Chemical – 9.2% increase
Chlorine – 2.0% decrease
2005: – Total Chemical – 22.4% increase
Chlorine – 103.9% increase
2006: – Total Chemical – 9.6% increase
Chlorine – 28.9% decrease
2007: – Total Chemical – 14.1% increase
Chlorine – 3.7% increase
2008: – Total Chemical – 2.5% increase
Chlorine – 6.2% decrease
- b. See attached information. Chemical costs are delivered costs; therefore, increases in electricity, oil (diesel fuel), and natural gas impacted all chemical forecasts. In addition, in the chemicals industry, manufacturers are shortening their price support to out distributors from one year to 90 days. In some cases price support has been shortened to 30 days. This increases the pricing risk to our suppliers because American Water requires 1-year pricing in most instances to reduce the potential for dramatic increases during the year.
- c. See attached.

For the electronic version, refer to KAW_R_PSCDR2#19_010809.pdf.

For e-mail correspondence for Part c, please refer to KAW_R_PSCDR2#19c_010809.pdf Parts 1 through 6 and KAW_R_PSCDR2#19c_Correspondence_010809.pdf Parts 1 through 3.

RICHMOND ROAD STATION

AMMONIA	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CARBON	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CHLORINE	Projected to increase 2% in 2010. The market demand for chlorine has weakened primarily due to the decreased demand for PVC for the housing market. As a result, chlorine producers have throttled back on production due to storage problems and to protect pricing to a degree.
COPPER SULFATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CORROSION INHIBITOR	Projected to increase 14% in 2010. A number of issues occurred in 2008 with respect to phosphorus containing chemicals. On the supply side the earthquake in China negative impacted their phosphate production capability constraining supply of phosphate for phosphoric acid production. Phosphoric acid is the building block for the production of the ortho and poly phosphates. Additionally, the supply of phosphoric acid available for production of water treatment chemicals was restricted due to the large demand for phosphorus containing fertilizer for ethanol production. The constrained supply caused prices of the phosphorus containing water treatment chemicals to escalate dramatically. Zinc pricing also experienced pricing volatility during this period.
FERRIC CHLORIDE	Not used at this plant.
FLUORIDE	Projected to increase 10% in 2010. HFS is a by-product of fertilizer production and supply had historically been limited. Our supplier (LCI) provided us with a projection of 2009 pricing of 100%. This did not happen.
PACL	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POLYMERS NO 1	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POLYMERS NO 2	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POT.PERMANGANATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SODIUM CHLORIDE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SODIUM HYDROXIDE 30%	Not used at this plant.
SODIUM HYDROXIDE 50%	Projected to increase 14% in 2010. Caustic is a by-product of chlorine production. The curtailment of chlorine production limited the production of caustic. The market demand for caustic remained strong hence the price increased. Additionally, chemical producers are looking at marginal operations and are closing come capacity (Dow Chemical for example). Additionally the hurricanes in the Gulf Region caused several producers to declare force majeure further impacting supply.
SODIUM PERMANGANATE	Not used at this plant.
SULFURIC ACID (38%)	Not used at this plant.
GAC FILTER MEDIA	Projected to increase 25% in 2010. Changes in the Activated Carbon market resulting from a few key events: recent Anti-Dumping tariff on imports and the tightening of activated Carbon supply as a result of additional demand outside of the drinking water market that commands larger margins for carbon manufacturers. In addition, increases in natural gas, energy, and fuel costs are driving up the total expenses required to conduct business.

KENTUCKY RIVER STATION	
AMMONIA	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CARBON	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CHLORINE	Projected to increase 2% in 2010. The market demand for chlorine has weakened primarily due to the decreased demand for PVC for the housing market. As a result, chlorine producers have throttled back on production due to storage problems and to protect pricing to a degree.
COPPER SULFATE	Not used at this plant.
CORROSION INHIBITOR	Projected to increase 14% in 2010. A number of issues occurred in 2008 with respect to phosphorus containing chemicals. On the supply side the earthquake in China negative impacted their phosphate production capability constraining supply of phosphate for phosphoric acid production. Phosphoric acid is the building block for the production of the ortho and poly phosphates. Additionally, the supply of phosphoric acid available for production of water treatment chemicals was restricted due to the large demand for phosphorus containing fertilizer for ethanol production. The constrained supply caused prices of the phosphorus containing water treatment chemicals to escalate dramatically. Zinc pricing also experienced pricing volatility during this period.
FERRIC CHLORIDE	Projected to increase 5% in 2010. Ferrous Scrap escalated in an unprecedented and unanticipated manner in April 2008. This impacted the pricing of these iron containing chemicals. The sulfate pricing described under sulfuric acid added to the increases.
FLUORIDE	Projected to increase 10% in 2010. HFS is a by-product of fertilizer production and supply had historically been limited. Our supplier (LCI) provided us with a projection of 2009 pricing of 100%. This did not happen.
PACL	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POLYMERS NO 1	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POLYMERS NO 2	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POTASSIUM PERMANGANATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SODIUM CHLORIDE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SODIUM HYDROXIDE 30%	Not used at this plant.
SODIUM HYDROXIDE 50%	Projected to increase 14% in 2010. Caustic is a by-product of chlorine production. The curtailment of chlorine production limited the production of caustic. The market demand for caustic remained strong hence the price increased. Additionally, chemical producers are looking at marginal operations and are closing come capacity (Dow Chemical for example). Additionally the hurricanes in the Gulf Region caused several producers to declare force majeure further impacting supply.
SODIUM PERMANGANATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SULFURIC ACID (38%)	Not used at this plant.

NORTHERN DIVISION - OWENTON PLANT	
AMMONIA	Not used at this plant.
CARBON	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
CHLORINE	Projected to increase 2% in 2010. The market demand for chlorine has weakened primarily due to the decreased demand for PVC for the housing market. As a result, chlorine producers have throttled back on production due to storage problems and to protect pricing to a degree.
COPPER SULFATE	Not routinely used at this plant.
CORROSION INHIBITOR	Not used at this plant.
FERRIC CHLORIDE	Projected to increase 5% in 2010. Ferrous Scrap escalated in an unprecedented and unanticipated manner in April 2008. This impacted the pricing of these iron containing chemicals. The sulfate pricing described under sulfuric acid added to the increases.
FLUORIDE	Projected to increase 10% in 2010. HFS is a by-product of fertilizer production and supply had historically been limited. Our supplier (LCI) provided us with a projection of 2009 pricing of 100%. This did not happen.
PACL	Not used at this plant.
POLYMERS NO 1	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
POLYMERS NO 2	Not used at this plant.
POTASSIUM PERMANGANATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SODIUM CHLORIDE	Not used at this plant.
SODIUM HYDROXIDE 30%	Projected to increase 14% in 2010. Caustic is a by-product of chlorine production. The curtailment of chlorine production limited the production of caustic. The market demand for caustic remained strong hence the price increased. Additionally, chemical producers are looking at marginal operations and are closing some capacity (Dow Chemical for example). Additionally the hurricanes in the Gulf Region caused several producers to declare force majeure further impacting supply.
SODIUM HYDROXIDE 50%	Projected to increase 14% in 2010. Caustic is a by-product of chlorine production. The curtailment of chlorine production limited the production of caustic. The market demand for caustic remained strong hence the price increased. Additionally, chemical producers are looking at marginal operations and are closing some capacity (Dow Chemical for example). Additionally the hurricanes in the Gulf Region caused several producers to declare force majeure further impacting supply.
SODIUM PERMANGANATE	Projected to increase 5% in 2010 based upon increasing costs for electricity, oil (diesel fuel), and natural gas.
SULFURIC ACID (38%)	Projected to increase 5% in 2010. Sulfuric acid is the largest produced chemical in the world and is constrained by sulfur supply. Sulfuric acid pricing increased dramatically in the first half of 2008 and thereby impacted metal sulfates (Aluminum Sulfate, ferrous and ferric Sulfates) as well as phosphate chemicals.