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**THE EFFECTIVE WATER  
PROFESSIONAL: LEADERSHIP,  
COMMUNICATION,  
MANAGEMENT, FINANCE,  
AND GOVERNANCE**

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2015

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## Authors

**Dr. Richard Kuchenrither** is a Scholar in Residence and the director of the graduate program, Water Engineering and Management, with the Department of Civil, Environmental & Architectural Engineering at the University of Colorado Boulder. For 34 years, he worked for Black & Veatch Consulting Engineers as a senior vice-president specializing in study, regulatory, design, construction, and operations for biosolids, water and wastewater treatment facilities, and leadership and management. He is the past president of WEF and has served on several managing boards, including National Biosolids Partnership, WEF, Water Environment Research Foundation (WERF), Water for People, and the American Academy of Environmental Engineers.

**Bob Allen** manages utility, sanitation, and parks operations for the City of Longmont, Colorado. He has worked for a variety of private, public, and nonprofit organizations over the course of his career. Mr. Allen's nonprofit work includes leading the Water Research Foundation's (formerly the American Water Works Association Research Foundation) utility management research program. He has managed numerous national studies and projects on organizational strategy, future industry challenges, and asset management. He has also assisted clients in private industry with organizational solutions to environmental challenges including recovery from significant regulatory enforcements. He has a Bachelor of Science degree in natural resource management and a Master of Science degree in civil-environmental engineering.

**Brian Good** is the Deputy Manager of Organizational Improvement, Denver Water. He has experience working at both investor-owned and publicly owned water utilities, with experience in project design, water treatment, and overall utility operations. As Deputy Manager of Organizational Improvement, Brian is tasked with implementation of Denver Water's strategic plan and leading a Lean-enterprise transformation. He has a Bachelor of Science degree in Civil Engineering from the University of Illinois and a Master of Business Administration degree from the University of Colorado. Brian is past president of the WaterReuse Association.

**Karen L. Pallansch** currently serves as chief executive officer for Alexandria Renew Enterprises (formerly the Alexandria Sanitation Authority). During her decade of service as CEO, Ms. Pallansch led an organizational

repositioning and rebranding effort that incorporated a successful public-developer partnership. Before leading AlexRenew, Ms. Pallansch worked in various roles at the agency, starting as the staff engineer. She also worked for the Virginia Department of Environmental Quality as a senior engineer and engineer with the Department of the Army, managing rehabilitation of army ammunition bases and conducting research that helped to improve the safe and efficient production of explosive materials. Ms. Pallansch holds a Bachelor of Science in Chemical Engineering from the University of Pittsburgh and a Master's degree in Business Management from Texas A & M University, Texarkana. She is a registered engineer in Virginia, has a Class I wastewater license, and is Board Certified in Environmental Engineering by the American Academy of Environmental Engineers. Ms. Pallansch volunteers with several water leadership organizations, including the National Association of Clean Water Agencies (NACWA), where she serves as board member and president (2014 to 2015). She is currently chair of the Virginia Municipal League Insurance Pool and was previously chair of the WERF Research Council, also serving as an ex officio member of the WERF board.

Elisa M. Speranza is CH2M's Chief Communications Officer, overseeing strategy development and implementation of the firm's brand, communications, corporate affairs, and community investment functions. She also serves as an employee director on CH2M's Board of Directors. She is enterprise sponsor for the company's sustainability programs and chair of the CH2M Foundation. Before her current position, she was President of CH2M's Operations Management Business Group. She holds a Master's in Public Administration from Harvard's Kennedy School and a Bachelor of Arts in Political Science from Boston College. Her past experience includes working on both the public and private sides of the water, wastewater, and municipal management business. From 1992 to 1996, she was Deputy Director of the Massachusetts Water Resources Authority and previously was a Project Manager for the Boston Water and Sewer Commission. Ms. Speranza is past Board Chair of the global nonprofit Water for People, which helps people in developing countries obtain clean water and sanitation solutions. She has served as an officer of the American Water Works Association (AWWA) and the Massachusetts Water Works Association, and is a long-standing member of WEF. In 2007, she received AWWA's Outstanding Service and Honorary Member awards.

Bill Stannard is the President and CEO of Raftelis Financial Consultants, Inc., one of the nation's premier financial and management consulting firms serving municipally owned water, wastewater, and stormwater utilities. Over his more than 35-year career, he has assisted more than 500 utilities,

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providing advice on comprehensive financial planning, cost-of-service analyses, and pricing structures to achieve a fair and equitable recovery of costs from system customers on a financially sustainable basis. He has also consulted with his clients in the creation of long-term strategic plans, achieving organizational effectiveness and implementing efforts related to effective utility management. Mr. Stannard received Bachelor of Science degrees in Civil Engineering and Business Administration from Kansas State University. He is a professional engineer in Kansas, Michigan, Ohio, and Massachusetts. Active in WEF, NACWA, and AWWA, he is currently a trustee of the AWWA Management and Leadership Division.

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Richard Kuchenrither, Ph.D., P.E., BCEE