

Nancy E. Barnes

PROFESSIONAL QUALIFICATIONS

Experience

Self-Employed Consultant.....Current
Specialty in Water System Management

Providence Water Supply Board
Director of Implementation.....1989-1990

Bristol County Water Authority
Executive Director.....1986-1989

Smaller Business Resources
Self-Employed Consultant.....1984-1987

Touche Ross & Co.....1980-1984
Management Consultant

Industry Experience.....1973-1980

Scott Paper Company: Financial Analysis .
Xerox Corporation: Capital Budgeting
Philco-Ford Corporation: Purchasing Analysis

Education

The Wharton School: MBA in Finance 1976
Vassar College : AB in Economics 1973

Professional Affiliations

American Water Works Association:
Member and Chair of Minority Affairs Committee

New England Water Works Association:
Member, Assistant Treasurer, Public Relations
and Conservation Committee Member, Chair
International Affairs Committee

Rhode Island Water Works Association:
Member and President

Achievements: Bristol County Water Authority

Served as Executive Director and Chief Executive Officer of a 15,000 customer public water system with responsibilities and achievements as follows:

1. Negotiation and successful acquisition of the privately owned Bristol County Water Company; managed smooth transition to ownership by the Authority

2. Managed \$ 20 million revenue bond financing of the acquisition and certain capital improvements

3. Initiated and managed the Authority's \$ 50 million Capital Improvement Program that included design and construction of a 42" sub-aqueous water supply pipeline as well as extensive distribution system improvements

4. Financial Management:

a. Met or exceeded the Authority's financial goals through expense control, maximized investment returns and strategic management of Trust Fund accounts

b. Succeeded in gaining approval for approximately \$ 14 million in State grant funding of the pipeline project

c. As a result, the Authority was able to avoid a planned rate increase without compromising on its operational or capital improvement goals

5. Operations Improvements:

a. Automated 90% of accounting and billing function

b. Improved Union relations and morale

c. Automated meter reading function

d. Instituted customer account audits

e. Streamlined and documented procedures

f. Developed monthly or quarterly payment options for customers with minimal increase in operating costs

Achievements: Bristol County Water Authority (continued)

- g. Developed performance review and management-by-objectives process for non-union personnel
 - h. Developed and implemented a program to enhance customer service
6. Developed capability for the Authority to operate independently, eliminating the need for an expensive management contract:
- a. Secured adequate insurance coverage
 - b. Developed adequate organization
 - c. Brought billing operation in-house
 - d. Developed administrative, personnel, and purchasing functions
7. Managed through two consecutive drought periods to continue service to all areas of the water system through:
- a. Installation of emergency connections
 - b. Improved operating practices
 - c. Improved supply management techniques
 - d. Aggressive Water Conservation Program
8. Worked with the nine member Authority through monthly committee and Authority meetings in a public forum:
- a. Researched, prepared and reviewed meeting agendas with Authority members to allow for informed decision-making
 - b. Researched and developed proposed policies, rules and regulations for Authority approval and implemented same once approved
 - c. Provided media contact and public relations assistance to the Authority
 - d. Informed Authority of trends in the water industry and expected impacts

Achievements: Providence Water Supply Board

In 1989, the City of Providence engaged the Rhode Island Public Expenditures Council (RIPEC) to conduct an operation and management study of the Providence Water Supply Board. That study, issued in June 1989, made 52 recommendations that dealt primarily with improving the management practices at the Water Supply Board.

At the same time, the Mayor of Providence appointed an Implementation Team of respected business and professional people in the community and appointed me as Director of Implementation, reporting to the Chairman of the Water Supply Board. We were charged by the Mayor with taking the steps necessary to implement the recommendations in the RIPEC report.

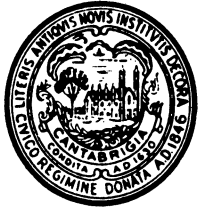
Through study of the situation, we found that the Water Supply Board was inadequately staffed to perform its basic duties, let alone develop and implement the recommended improvements. Most significantly, the Water Supply Board at that time was operating without a permanent Chief Engineer/General Manager.

As a result, we approached the solution to improvement by examining the organization structure of the Water Supply Board and its corresponding staffing needs. At the same time, I was closely involved in conducting a nationwide search for candidates for the position of Chief Engineer/General Manager. That person joined the Water Supply Board in early March 1990. At that time, the Implementation Team and I presented our recommendations to the new Chief Engineer for establishing an adequate organization.

Since then, I have worked with the Chief Engineer and the Water Supply Board to 1) finalize and implement the new organization, 2) develop adequate funding to support the organization and the Board's capital improvement program and 3) develop administrative and operational programs to implement the RIPEC recommendations themselves.

In August 1990, the City of Providence, at the request of the Chief Engineer/General Manager, awarded me a consulting contract to provide continued service to the Water Supply Board.

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CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300
FAX. 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

January 7, 1991

To The Honorable, The City Council:

Please be advised that I have appointed Nancy E. Barnes, 20 Payson Road, Belmont, Massachusetts, as the Managing Director of the Water Department effective January 28, 1991.

As you can see from the attached resume, Ms. Barnes brings an excellent background of Management of Public Water Utilities.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment

Agenda # 52

A-8

Appointment of Nancy Barnes as the
Managing Director of the Water Dept.

In City Council,

January 7, 1991

Placed on file