



JERSEY WATERWORKS **CONFERENCE** 2025

DECEMBER 11, 2025 | THE COLLEGE OF NEW JERSEY, EWING

OUR COMMITMENT TO FUTURE GENERATIONS

Jersey Water Works Collaborative brings together people with diverse backgrounds, perspectives, and expertise to address the challenges within New Jersey's water sector.

www.jerseywaterworks.org
info@jerseywaterworks.org

Thank you for joining us!

#njwater25

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Our Commitment to Future Generations



NEW JERSEY
AMERICAN WATER



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AUTHORITY GOVERNANCE EXPLAINED

JERSEY WATERWORKS CONFERENCE 2025 *Our Commitment to Future Generations*



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Willingboro Municipal Utilities
Authority



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Marazity Falcon,
LLP



**Peggy
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Association of
Environmental Authorities



**Emmanuel
Stuppard**
Willingboro Municipal
Utilities Authority

Thursday, December 11, 2025 | The College of New Jersey

Session Time: 10:00 a.m. to 11:15 a.m.



ASSOCIATION OF ENVIRONMENTAL AUTHORITIES

The mission of AEA is to provide information, education and advocacy that help member organizations provide professional, efficient and cost-effective service to their ratepayers and to help the public understand and appreciate the work of its members.

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MARAZITI
FALCON, LLP
ATTORNEYS AT LAW

Statutory Framework

- County and Municipal Sewerage Authorities Law NJSA 40:14A
- County and Municipal Water and Sewerage Disposal Authorities NJSA 40:14B
- Municipal and County Sewerage Facilities NJSA 40A:26A
- Joint Meetings NJSA 40:48B, 40A:65 (the Joint Meeting of Essex and Union Counties (JMEUC) and Madison-Chatham Joint Meeting)
- Passaic Valley Sewerage Commission NJSA 58:14-2



Powers of Authorities/Joint Meetings

- ❖ To sue and be sued;
- ❖ To acquire and hold real and personal property by deed, gift, grant, lease, purchase, condemnation or otherwise;
- ❖ To enter into any and all contracts or agreements and to execute any and all instruments;
- ❖ To do and perform any and all acts or things necessary, convenient or desirable for the purposes of the Authority/ Joint Meeting;
- ❖ To sell real and personal property owned by the authority/joint meeting at public sale;
- ❖ To operate all services, lands, public improvements, works, facilities or undertakings for the purposes and objects of the authority/joint meeting;
- ❖ To enter into a contract or contracts
- ❖ To receive such State or federal aids or grants as may be available

Passaic Valley Sewerage Commission

Established in 1902 by an Act of New Jersey State Legislature, began operation of the Newark Bay Treatment Plant in 1924.

General powers

Power to sue and be sued and with the right, power and authority to acquire, hold, use and dispose of all such property, real and personal, as may be proper or necessary, and with all other power and authority proper or necessary to carry out and effectuate the purposes for which the board is created, namely alleviation of pollution in the Passaic River and its tributaries.



Municipal Utility Authority Governance Explained

“From Policy to Public Trust”

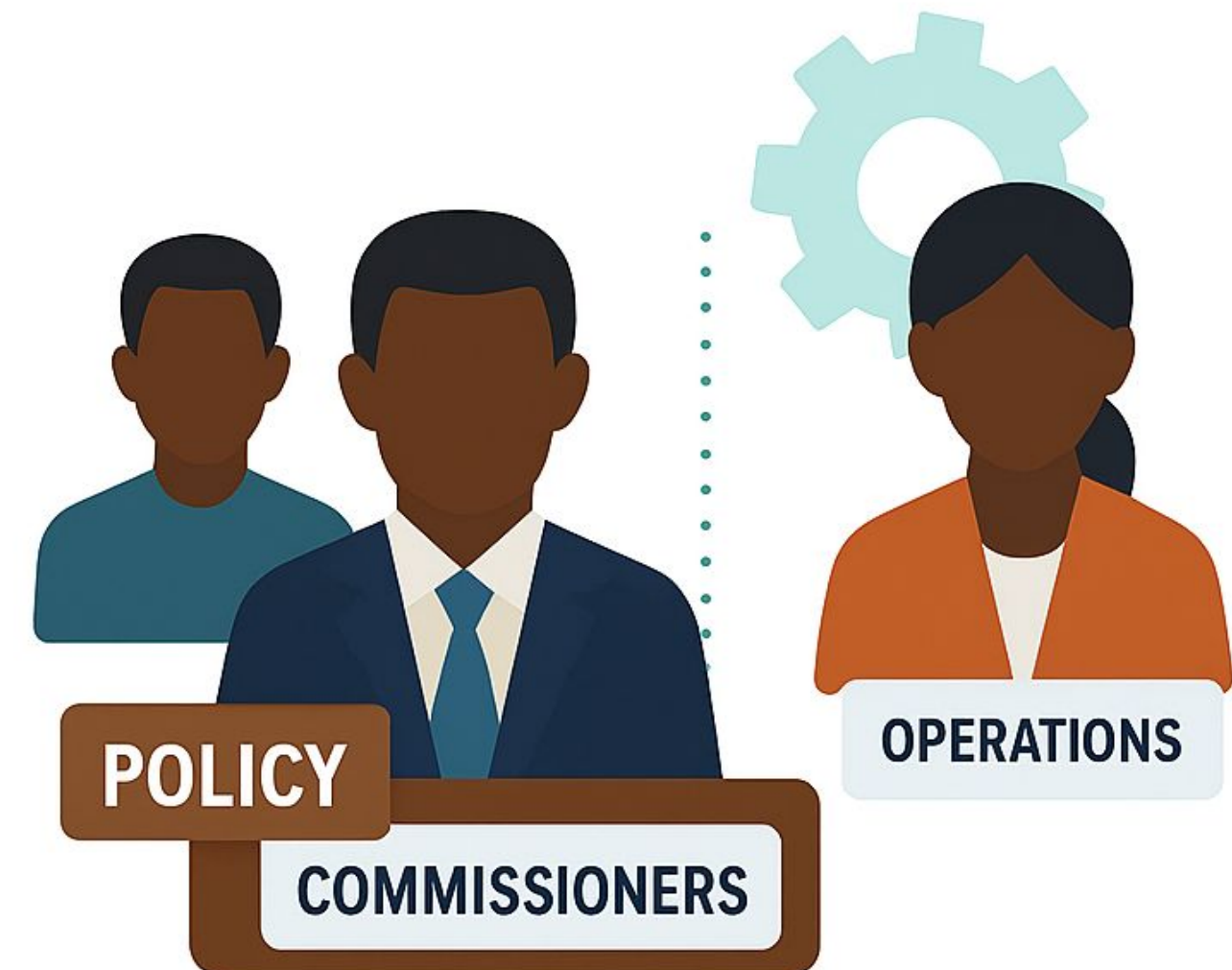
Presented by Patricia Lindsay-Harvey

Commission and Board Chair



What is Authority Governance?

- Governance = oversight, not operations
- Commissioners set policy, ensure accountability
- Executive Director manages daily operations
- Clear roles prevent conflict & confusion



Core Responsibilities of Commissioners

- Adopt and review policies
- Approve budgets & monitor finances
- Hire and evaluate Executive Director
- Ensure legal & ethical compliance
- Represent the public interest



Working with the Executive Director

- Maintain professional boundaries
- Set clear expectations & goals
- Support leadership while holding accountable
- Use performance reviews & strategic planning

Governance Strategies That Work

- Use committees for focused oversight
- Schedule regular policy reviews
- Require monthly financial reports
- Conduct annual board self-evaluations
- Engage with stakeholders & ratepayers

Oversight and Accountability Tools

- Audit reports & financial dashboards
- Performance metrics for operations
- Public comment & transparency practices
- Ethics & conflict-of-interest policies



Common Challenges and Practical Solutions

- Role confusion between board and staff
- Lack of onboarding or training
- Political pressures or interference
- Solution: Clear bylaws, documentation, and training

Commissioners as Community Ambassadors

- Represent the authority in public spaces
- Build trust with residents and stakeholders
- Translate technical decisions into community impact
- Advocate for equity and inclusion

Meeting Community Needs: Pre-Apprenticeship

- Partner with high school to build workforce pipelines
- Offer hands-on-training in water careers
- Support economic mobility for youth
- Strengthen local hiring and retention



Why Governance Matters to Communities

- Reliable water service and infrastructure
- Financial sustainability
- Public trust and engagement
- Equity in service delivery
- Resilience in emergencies

Final Reflections and Call to Action

- Commissioners must lead with integrity
- Be a “we” not a “me” person
- Governance is a skill – keep learning
- Engage your community
- Build systems that outlast individuals



Thank You

Contact Information:

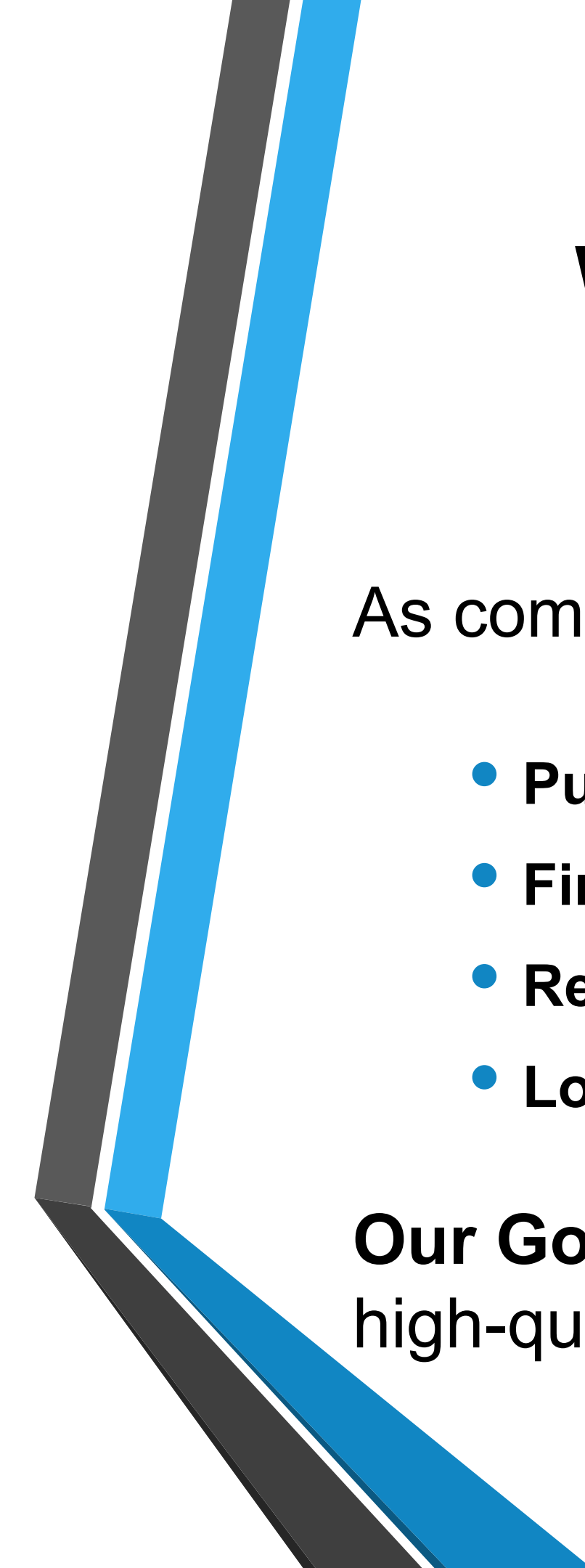
- email: plindsayharvey@wmua.info
- Phone: (609) 769-0147



Strengthening MUA Governance & Operational Performance

Presented by: **Emmanuel Stuppard**, Executive Director
Willingboro Municipal Utilities Authority

Purpose:
To align commissioners on best-practice governance approaches that reinforce accountability, public health protection, and sustainable utility management.



Why Governance Matters for Our Authority

As commissioners, your decisions shape:

- **Public health and safety** through reliable water and wastewater services
- **Financial stability** and responsible stewardship of ratepayer resources
- **Regulatory compliance** and risk reduction
- **Long-term sustainability** of infrastructure and operations

Our Goal: Build a clear, consistent governance framework that supports high-quality service delivery.

Core Governance Tools: Handbooks & SOPs

To improve oversight and reduce ambiguity:

Commissioner Handbook

- Clarifies commissioner roles
- Establishes expectations and ethical guidelines
- Provides structured decision-making processes

Standard Operating Procedures (SOPs)

- Ensure consistent daily operations
- Support staff training and accountability
- Improve resilience during emergencies or leadership changes

Why this matters:

Consistency leads to better performance, clearer communication, and reduced risk.

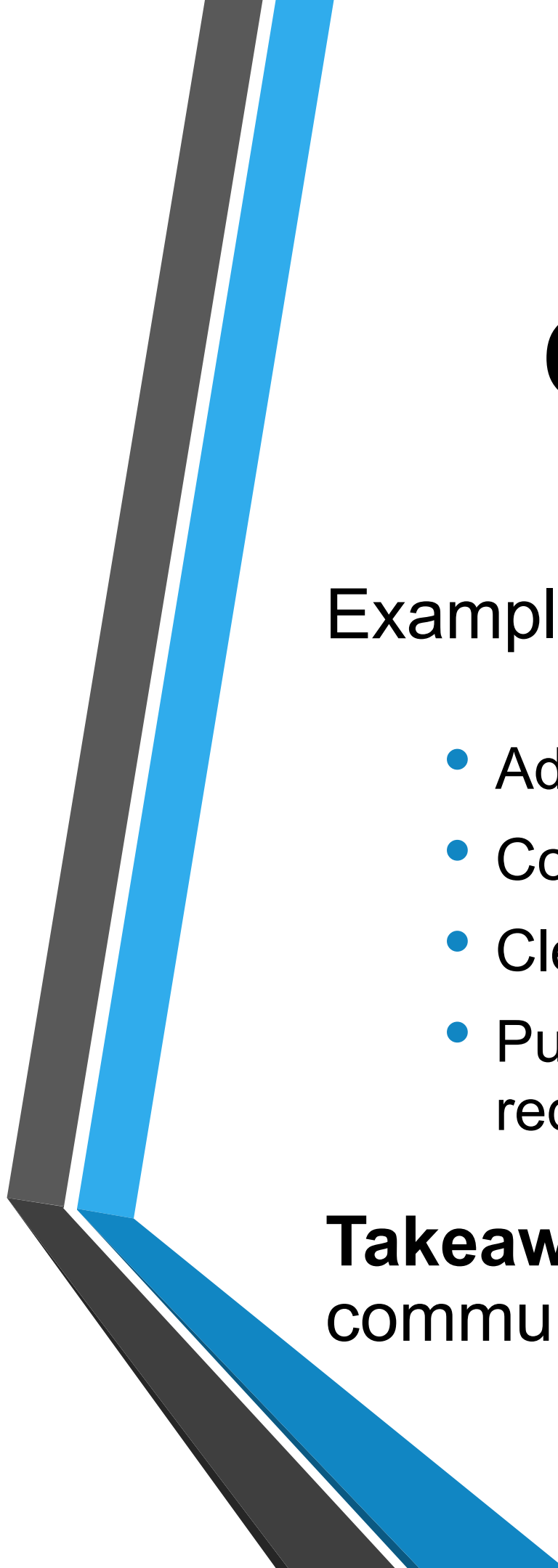


Best Practices for Effective Commissioners

As Executive Director, I recommend adopting the following governance best practices:

- **Policy-level focus:** Separate board governance from operational tasks
- **Data-driven decisions:** Use performance metrics, regulatory reports, and financial dashboards
- **Annual review process:** Regular evaluation and updating of policies, handbooks, and SOPs
- **Transparent communication:** Maintain clarity between board direction and staff action
- **Ethics & compliance orientation:** Reinforce integrity and public trust

These practices are widely recognized across high-performing municipal authorities.



Case Studies & Lessons Learned

Examples from other municipal utility authorities show:

- Adoption of SOPs improves service reliability and emergency response
- Consistent governance practices speed up project approvals and reduce delays
- Clear role definitions prevent conflicts and streamline communication
- Public-health-focused decisions (e.g., safety upgrades, proactive maintenance) reduce long-term costs

Takeaway: Strong governance leads directly to better operational and community outcomes.



Next Steps for Our Authority Proposed Actions

1. Complete a full review of existing governance documents
2. Update or develop a Commissioner Handbook aligned with best practices
3. Finalize SOPs for critical operational areas
4. Conduct Commissioner orientation and periodic governance training
5. Establish a governance calendar (policy reviews, budget timelines, performance monitoring)

Our shared objective:

Create a clear, sustainable governance structure that empowers commissioners and ensures reliable service for our community.

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Questions / Answers



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Smart infrastructure. Strong communities.

THANK YOU! STAY INVOLVED!



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