

Veolia Water North America: A Corporate Profile

Fact Sheet • August 2013

Veolia Water North America is the largest private operator of municipal water and sewer systems in the United States,¹ serving an estimated 10.5 million people in 32 states (see map).² Veolia Water North America is a fully owned subsidiary of Veolia Environnement,³ the world's largest water corporation, which provides drinking water to more than 101 million people and sewer service to 71 million people worldwide.⁴

Background

Veolia Environnement, based in Paris, has been in the water business since 1853, originally under the name Compagnie Générale des Eaux and later as Vivendi Environnement.⁵ In 1999, after expanding in the U.S. water sector over the previous two decades,⁶ Vivendi greatly bolstered its presence in the United States with the multibillion-dollar purchase of U.S. Filter (or USFilter); at the time, it was the largest French acquisition of a U.S. company in history.⁷ Vivendi Environnement adopted the name Veolia Environnement in 2003 as it was being spun off by former parent company and media conglomerate Vivendi Universal.⁸ The following year, it rebranded its U.S. water operations as Veolia Water North America.⁹ Vivendi completed its divestment of Veolia in 2006.¹⁰

Strategy

In the United States, the company began the 21st century targeting large cities, but within a couple of years, after several high-profile failures, it shifted focus in part to avoid having to make strong performance guarantees and capital commitments.¹¹ During the mid-2000s, Veolia targeted smaller communities and smaller contracts, which involved less legal and technical evaluation by local governments and less competition.¹² Following the recent recession, the company expected a groundswell of privatization activity because of cities' daunting fiscal troubles,¹³ so it adopted a more aggressive approach that confronted public interest groups and consulting firms.¹⁴ In 2009, Veolia Water Americas CEO Laurent Auguste told *Public Works Financing*, "Now is a time of opportunity."¹⁵



This sanguine prediction fell flat. In 2011, still struggling to grow and unable to convince big cities to privatize,¹⁶ Veolia switched to pursuing consulting deals through a business model that it branded "Peer Performance Solutions." In these contracts, the company recommends ways for a city to cut costs or increase revenue. The model differs from a traditional consulting contract in that instead of just receiving a fixed fee for its work, Veolia also gets a share of the money generated from its recommendations.¹⁷ Although this revenue-sharing model is touted as new and pioneering,¹⁸ United Water — owned by Veolia's competitor and fellow Parisian company Suez Environnement¹⁹ — attempted a very similar structure a decade ago.²⁰

Key Figures (2012)

Veolia Environnement

Headquarters: Paris, France

Executive Compensation:

- **CEO:** Antoine Frérot
- **CEO compensation:** \$2.1 million (€1.6 million)²⁸
- **Average worker's compensation:** \$39,403 (€29,864)²⁹

Veolia's CEO makes about 53 times as much money as the average employee.

Total Revenue: \$38.8 billion (€29.4 billion)³⁰

Total Profit: \$520 million (€394 million)³¹

Veolia Water North America

U.S. Headquarters: Chicago, Illinois

U.S. Revenues (government and industrial operation contracts): \$595 million³²

- **Average contract length:** 10 years³³
- **Local governments with privatization contracts:** 156³⁴

While the ultimate outcome of these consulting contracts remains unknown, it seems likely that Veolia intends to use them to gain a foothold in major cities. As a former company executive told *Global Water Intelligence* more than a decade ago, "Once you've put a team in to run a municipal operation, the trick for the project manager is to expand the scope of the contract."²¹

Assessment

Over the last decade, Veolia Water has failed to grow in the United States (see figure). From 2003 to 2012, the company lost a net of 15 government clients — 9 percent of its total.²² While some localities switched to another private company, others have returned water systems to public operation to save money or improve service (see map). These include Cox-sackie, N.Y.;²³ Overton, Texas;²⁴ Tama, Iowa;²⁵ and Petaluma, Calif.²⁶ In 2012 alone, six other local governments took back operation of their water or sewer services from Veolia.²⁷

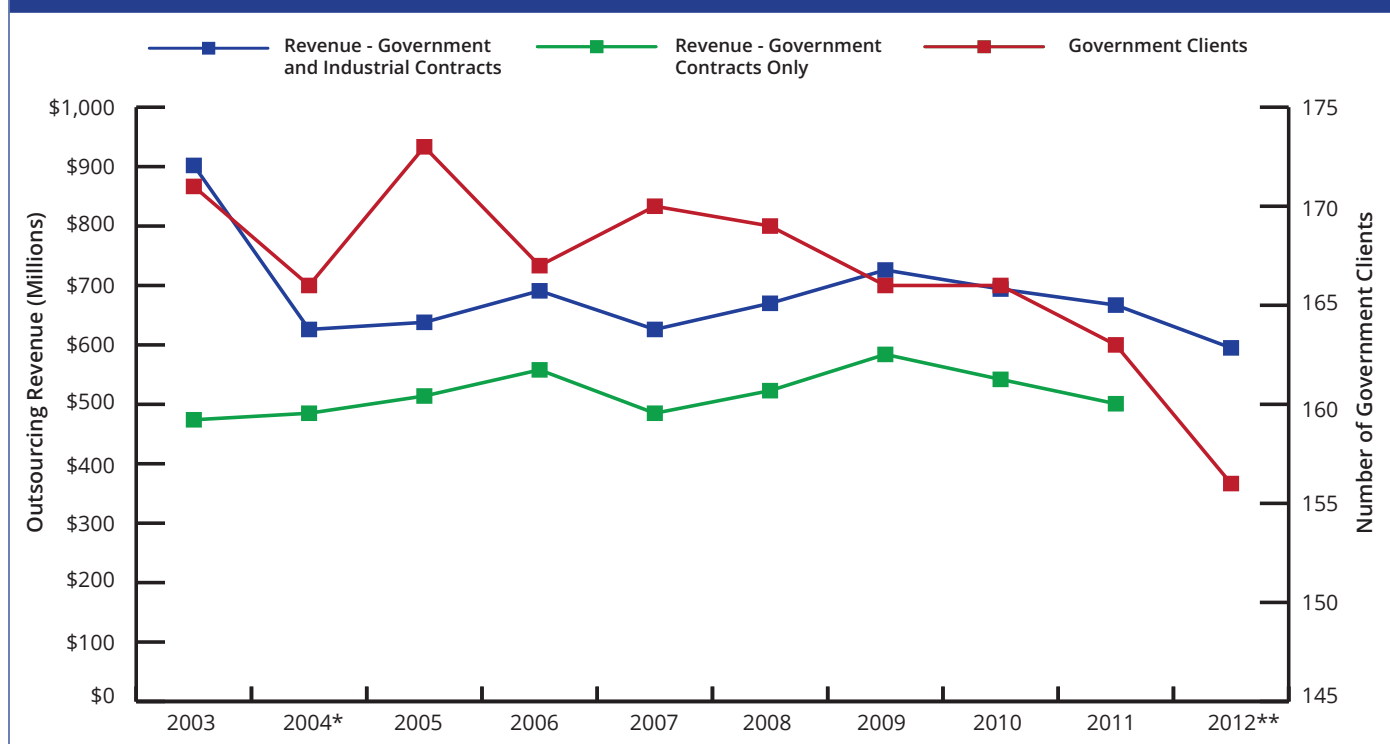
Indianapolis, Ind.: Sinking of the Flagship

Veolia lost its largest water contract in the United States when the city of Indianapolis decided to exit the deal more than a decade early.

In 2002, the company (then USFilter) received a 20-year, \$1.5 billion deal to operate and manage Indianapolis's water system.³⁵ Indianapolis was Veolia's crown jewel in the United

Veolia Water's Drab Decade in the United States

Revenue From Contract Operations, 2003 to 2012 (inflation-adjusted 2012 Dollars)

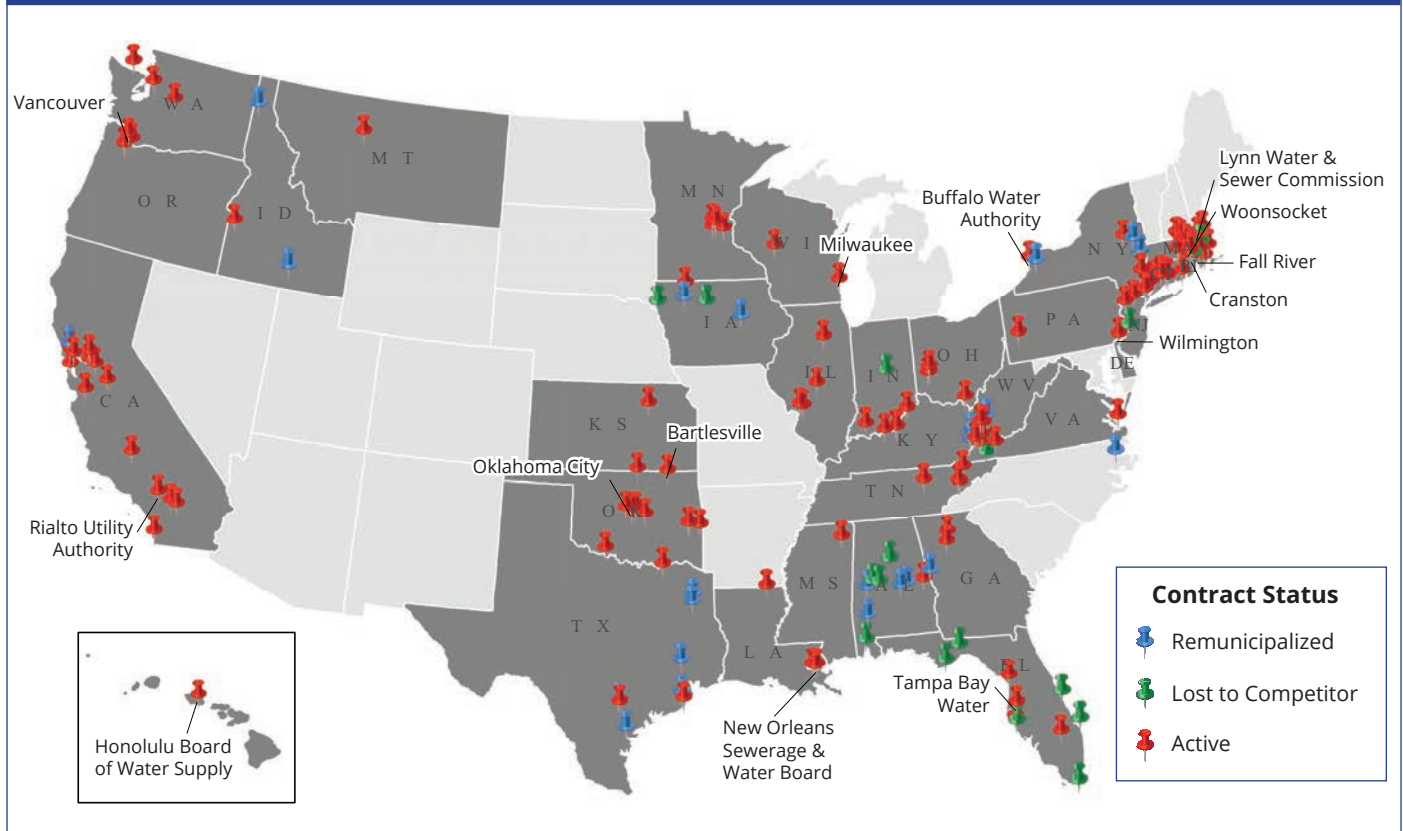


* In 2004, following the sale of segments of U.S. Filter, revenue from industrial contracts fell substantially.

** In 2012, Veolia Water North America's revenue from just government contracts was not reported.

Sources: *Public Works Financing's* annual water outsourcing reports, March 2004 to March 2013.

Veolia Water in the United States



Contracts as of June 2013 • Former contracts are not comprehensive

States, used to promote its interests around the world. “We have a lot at stake here,” Tim Hewitt, the former president of Veolia Water Indianapolis, told the *Los Angeles Times* in 2006. “When our senior managers go to Beijing, they talk about Indianapolis. When they go to India, they talk about Indianapolis.”³⁶

But from the beginning, workers, consumers, the city and even the company suffered under the contract. It was a no-win deal.

Consumers: Within a year, thousands of residents experienced billing problems,³⁷ and consumer complaints more than doubled.³⁸ In 2005, because the company lacked proper safeguards, an error caused a boil-water alert for more than a million people, closing local businesses and canceling school for 40,000 students.³⁹ Three years later, numerous consumer complaints prompted a state agency to begin an informal probe into the company’s meter reading, and residents sued the company for allegedly using unfair billing practices and overcharging them.⁴⁰ In 2011, a resident filed another lawsuit accusing the company of improper service shut-offs.⁴¹ (Judges dismissed both lawsuits telling residents to first pursue their claims through the Indiana Utility Regulatory Commission.⁴²)

Workers: Non-union employees immediately lost their pensions and saw other benefit cuts, which they said would cost them more than \$50 million over 25 years.⁴³ Two years later, the company slashed the nonunion workforce by about 15 percent, prompting worries about lost expertise.⁴⁴ Meanwhile,

the labor union sued the company for refusing to arbitrate several grievances,⁴⁵ and unionized employees nearly went on strike when the company tried to take away their pensions and cut their medical benefits.⁴⁶ In total, from 2001 to 2008, 92 water jobs — 19 percent of the workforce — were lost.⁴⁷ The state also fined Veolia for a serious occupational safety and health violation in 2010.⁴⁸

City: By 2005, several city officials were calling for a performance audit of the company. One city councilmember accused the company of cutting back on staffing, water testing, treatment and maintenance, and other council members questioned whether the company had a financial incentive to fudge quality tests. That year, a federal grand jury even subpoenaed four Veolia managers as part of an investigation into allegations that the utility falsified water quality reports,⁴⁹ although this investigation resulted in no charges.⁵⁰

Company: The company, too, suffered initially. It apparently lowballed its bid to win the deal,⁵¹ and in the first year alone, it lost \$8 million.⁵² “We did lose money, more than we anticipated,” Tim Hewitt, then-president of Veolia Water Indianapolis, told the *Indianapolis Star* in 2005. Yet, he blamed the company’s bad publicity on people who opposed privatization rather than on the company’s poor performance: “At the end of the day, we’ll get through this but have a black eye — all because of these critics who don’t like public-private partnerships.”⁵³

After several years of multimillion-dollar losses,⁵⁴ the company used the threat of litigation to finagle major concessions from the city. A controversial contract amendment signed in 2007 shifted millions of dollars in liabilities from the company to the city while increasing the city's annual payment to the company by \$1.9 million.⁵⁵ In total, the amendment was going to cost the city more than \$144 million.⁵⁶ State regulators objected to several of the amendment's provisions and refused to allow the city to recoup a portion of the additional expenses through water rates.⁵⁷

By 2010, with infrastructure needs mounting, the city opted to wash its hands of the water utility altogether and decided to sell it, along with the sewer system, to the nonprofit Citizens Energy Group.⁵⁸ (Interestingly, in 2003, a group of citizens had sued the city in an attempt to stop the deal with Veolia and transfer management to this nonprofit trust.⁵⁹) As part of the sale, the city agreed to pay Veolia \$29 million to terminate the deal early because Citizens Energy believed it could realize savings not possible within the constraints of the contract.⁶⁰ After a transition period, the company officially exited the city during the summer of 2011.⁶¹

Rockland, Mass.: Deception and "Willful Misconduct"

In 2004, Rockland canceled a contract with Veolia (then US-Filter) for the operation of its sewer plant after state officials found that the agreement may have been illegally tailored to the company.⁶² That same year, a company manager and former town official pleaded guilty to stealing \$166,000 from the city by submitting phony invoices and intercepting reimbursement checks.⁶³ In 2007, a U.S. District Court found that the Veolia subsidiary acted "unfairly and deceptively" to win the contract, and fined the corporation more than \$230,000, doubling the amount of actual damages because of its "willful misconduct."⁶⁴

Gladewater, Texas: A "Foul" Deal

In 1996, Gladewater, a small city near Longview, Texas, privatized its water and sewer systems to Veolia's predecessor.⁶⁵ By 2012, after years of the company's poor performance, the city had had enough.⁶⁶ The system had violated federal water quality standards 16 times since 2004,⁶⁷ and residents described the water as "dark brown" and "foul."⁶⁸ The company failed to perform work required by its contract, and its water plant operators were underqualified, lacking the necessary certification. City officials questioned whether the company was cutting corners and jeopardizing the safety of the city during emergencies by having operators split their time at other cities instead of working full-time in Gladewater.⁶⁹

"No. 1, the city should get what it's paying for and Veolia should be protecting the safety of our citizens," Gladewater city manager Sean Pate said in July 2012. "I don't believe we're getting that."⁷⁰ In October 2012, the city council voted unanimously to exit the contract.⁷¹

Other Cases

Puerto Rico: In 2002, Puerto Rico decided against renewing a \$145 million annual contract with a subsidiary of Veolia (then Vivendi), which had operated the water and sewer systems since 1995.⁷² A government commission found that the company had raked up \$695 million in operational losses and \$6.2 million in fines, as well as more than 3,000 operational, maintenance and administrative deficiencies.⁷³

Angleton, Texas: In 2004, Angleton terminated its contract with Veolia, accusing the company of breaching its contract by failing to maintain adequate staffing levels, providing inadequate service and overcharging for maintenance and repair work.⁷⁴

Petaluma, Calif.: In 2007, after nearly 30 years of privatization, the city council voted unanimously not to renew Veolia's contract and instead returned its wastewater treatment system to public operation, expecting to cut costs by 10 percent and save an estimated \$1.6 million in the first three years.⁷⁵

Burley, Idaho: In 2009, after cancelling its wastewater contract with Veolia, the city had to make thousands of dollars in repairs to the treatment plant, blaming the company's neglect and poor maintenance.⁷⁶

Schenectady, N.Y.: In 2011, Schenectady took over its wastewater treatment plant from Veolia and saved \$30,000 a month in the first quarter of public operation.⁷⁷

Endnotes

- 1 "Market Profile: US contract operations review." *Global Water Intelligence*, vol. 14, iss. 4. April 2013 at 43 and 45; "PWF's 17th Annual Water Partnerships Report." *Public Works Financing*, vol. 280. March 2013 at 8.
- 2 Food & Water Watch used an internal database of the company's contracts to derive an estimate of how many people the company serves in the United States because Veolia Water North America no longer reports this figure in its press releases. Veolia Water North America last reported its service population in a 2011 press release, indicating that it provides "services to more than 14 million people in approximately 650 North American communities" (including Canada). In a May 2013 press release, the company reported only that it provides "services to people in approximately 550 North American communities." See: Veolia Water North America. [Press release]. "New York City DEP Launches Program to Improve Services, Lower Costs and Maintain Status as Nation's Best Water Utility for Future Generations." November 7, 2011; Veolia Water North America. [Press release]. "Cascade Water Alliance and Veolia Water North America sign innovative, sustainable water services agreement." May 14, 2013.
- 3 Veolia Environnement. U.S. Securities and Exchange Commission. Form 20-F. April 12, 2013 at F-191.
- 4 *Ibid.* at 21.
- 5 *Ibid.* at 13 to 14.
- 6 Vivendi. "1998 Activity Report: Reference Document." April 13, 1999 at 4, 6 and 28; Browning, E.S. "Two big French environmental firms expand in the U.S. through mergers." *Wall Street Journal*. April 6, 1994.
- 7 White, Michael. "Vivendi to buy U.S. Filter." *The Associated Press*. March 22, 1999; "Vivendi's view of the US market." *Global Water Intelligence*, vol. 1, iss. 11. November 2000.
- 8 Veolia Environnement, April 12, 2013 at 13 to 14; Schiesel, Seth. "The media giants: overview: the corporate strategy; Vivendi: La diffusion." *The New York Times*. August 27, 2001.

- 9 Veolia Water North America. [Press release]. "Municipal and industrial outsourcing business of USFilter now operating as Veolia Water North America." February 25, 2004; "US Filter boss joins the Germans." *Global Water Intelligence*, vol. 5, iss. 5. May 2004 at 18.
- 10 Veolia Environnement. April 12, 2013 at 13.
- 11 Chertoff, Larry. "US private firms shrink from weak deals." *Global Water Intelligence*, vol. 4, iss. 8. August 2003; Chertoff, Larry. "Contract ops sector collapses." *Global Water Intelligence*, vol. 5, iss. 1. January 2004; "Veolia plots a new US strategy." *Global Water Intelligence*, vol. 5, iss. 7. July 2004 at 13; Chertoff, Larry. "Guaranteed difficulties for contract ops." *Global Water Intelligence*, vol. 5, iss. 3. March 2004 at 15 to 16.
- 12 "Patience wins the day at Veolia." *Global Water Intelligence*, vol. 6, iss. 5. May 2005 at 10 to 12; "PWF's 12th annual water outsourcing report." *Public Works Financing*, vol. 9, iss. 1. March 2008 at 1; Chertoff, Larry. "Contract ops reaching maturing." *Global Water Intelligence*, vol. 7, iss. 3. March 2006.
- 13 "PWF's 14th annual water outsourcing report." *Public Works Financing*, vol. 247. March 2010 at 5; "PWF's 13th annual water outsourcing report." *Public Works Financing*, vol. 236. March 2009 at 3; Boenning & Scattergood. "B&S Water Digest." January 14, 2010 at 3 to 4.
- 14 "PWF's 13th annual water outsourcing report." 2009 at 3 to 4.
- 15 *Ibid.* at 3.
- 16 "The 2010 contract operations round-up." *American Water Intelligence*, vol. 2, iss. 4. April 2011 at 22; "Contract ops market growth underscores municipal needs." *American Water Intelligence*, vol. 3, iss. 5. May 2012 at 8 to 9; "Veolia rethinks US contract ops." *Global Water Intelligence*, vol. 12, iss. 4. April 2011 at 9.
- 17 "Veolia rethinks US contract ops." 2011 at 9; Auguste, Laurent. "Veolia Water North America: Adapting to municipal market demand." *Public Works Financing*, vol. 280. March 2013 at 11; "Market profile: US contract operations review," 2013 at 43 and 45.
- 18 Jensen, Harald and Jim Good. Veolia Water North America. "Operations Efficiencies = Savings for your Community." Presented at ICMA 98th Annual Conference, Phoenix, Ariz., October 9, 2012 at 5; Auguste, Laurent. "Veolia: Big things ahead, even as challenges increase." *Public Works Financing*, vol. 269. March 2012 at 25; "Market Profile: US contract operations review," 2013 at 43 to 45.
- 19 Boxell, James. "Resilient Veolia chief looks to growth." *Financial Times*. February 28, 2013; Bauerova, Ladka and Tara Patel. "Suez Environnement profit stagnates on weak European growth." *Bloomberg*. April 22, 2013; Suez Environnement. French Regulatory Authority. Reference Document 2012. April 5, 2013 at 34, 58 and 316.
- 20 "United tries new partnership model." *Global Water Intelligence*, vol. 4, iss. 12. December 2003 at 16.
- 21 "Vivendi's view of the US market," 2000; "Executive Profile: Andrew D. Seidel." *Bloomberg BusinessWeek*. Accessed June 25, 2013.
- 22 "PWF's 8th annual water outsourcing report." *Public Works Financing*, vol. 181. March 2004 at 20; "PWF's 17th Annual Water Partnerships Report." 2013 at 12.
- 23 *Village of Coxsackie v. Veolia Water North America-North East LLC and US Filter Operating Services Inc.* (1:07-CW-131). United States District Court Northern District of New York. September 6, 2007 at 1 to 2.
- 24 Isaac, Jimmy. "Regulators fine Overton for violations." *News-Journal*. January 31, 2010.
- 25 Speer, John. "Tama council 'firm': no severance pay." *The Tama News-Herald*. February 25, 2011.
- 26 City Council of Petaluma. "Regular city council/PCDC meeting." November 19, 2007 at 4; City Council of Petaluma. Water Resources & Conservation. "Agenda Title: Presentation, Discussion and Possible Action Regarding Plan for Operation and Maintenance of the Ellis Creek Water Recycling Facility." November 19, 2007 at 1, 15 and 23.
- 27 "Market profile: US contract operations review." 2013 at 45.
- 28 Veolia Environnement. French Regulatory Authority. Registration Document 2012. March 21, 2013 at 185.
- 29 *Ibid.* at 223.
- 30 Veolia Environnement. April 12, 2013 at 2.
- 31 *Ibid.* at 2.
- 32 "PWF's 17th Annual Water Partnerships Report." 2013 at 8.
- 33 *Ibid.* at 8.
- 34 *Ibid.* at 12.
- 35 USFilter. [Press release]. "City of Indianapolis selects USFilter to manage waterworks system." March 18, 2002.
- 36 Hudson, Mike. "Misconduct taints the water in some privatized systems." *Los Angeles Times*. May 29, 2006.
- 37 Chakrabarty, Gargi. "Indianapolis' Water Company purchase raises host of issues." *The Indianapolis Star*. June 3, 2003; Olson, Scott. "Utility critics say buyouts drain talent." *Indianapolis Business Journal*. May 3, 2004.
- 38 Tully, Matthew. "Indianapolis Water Company sees complaints rise after takeover." *The Indianapolis Star*. February 27, 2003.
- 39 Fritze, John. "Inquiry: Typo led to boil advisory." *The Indianapolis Star*. January 19, 2005; O'Shaughnessy, Brendan et al. "Water company awash in controversy." *The Indianapolis Star*. October 7, 2005.
- 40 *Bond, et al. v. Veolia Water North America Operating Service, LLC, et al.* Marion County Superior Court. (49D07-0804-CC-018081). January 23, 2009 at 7 to 11; Murray, Jon. "State begins informal probe of complaints by water users." *The Indianapolis Star*. April 27, 2008.
- 41 *Bridges v. Veolia Water Indianapolis, LLC*, 978 NE 2d 447 (Ind: Court of Appeals 2012).
- 42 *Ibid.*; *Bond v. Veolia Water Indianapolis*, 978 NE 2d 759 (Ind: Court of Appeals 2012); Veolia Environnement. April 12, 2013 at 212.
- 43 Olson, Scott. "Employee benefit assessments paint different pictures." *Indianapolis Business Journal*. August 4, 2003; Tully, Matthew. "Water workers sue over benefits cuts." *The Indianapolis Star*. August 30, 2002.
- 44 Olson, 2004.
- 45 *Local 131 National Conference of Firemen and Oilers, SEIU v. Indianapolis Water Company*. "Complaint with Jury Demand." Cause No. 1:04-cv-01323-SEB-JPG. August 12, 2004 at 4.
- 46 Tuohy, John. "Agreement averts water utility strike." *The Indianapolis Star*. May 7, 2004; Olson, Scott. "Pension plan key to new utility pact." *Indianapolis Business Journal*. November 10, 2003; National Conference of Firemen & Oilers, SEIU. "Indianapolis local prevents watering down contract." *The Journal*. Winter 2005 at 3.
- 47 Indiana Utility Regulatory Commission. "Final Order." Cause No. 43645. February 2, 2011 at 28.
- 48 *State of Indiana v. Veolia Water Indianapolis*. "Order." IOSHA Board of Safety Review. Docket No. 10-011. April 7, 2011.
- 49 O'Shaughnessy et al., 2005.
- 50 Murray, 2008.
- 51 O'Shaughnessy et al., 2005; O'Malley, Chris. "Veolia concessions worry regulators." *The Indianapolis Business Journal*. May 8, 2010.
- 52 Chakrabarty, 2003.
- 53 O'Shaughnessy et al., 2005.
- 54 *Ibid.*; O'Malley, 2010.
- 55 O'Malley, 2010.
- 56 Indiana Office of Utility Consumer Counselor. "OCC's Proposed Order." Indiana Utility Regulatory Commission. (Cause No. 43645). June 22, 2010 at 22.
- 57 Indiana Utility Regulatory Commission, 2011 at 37 to 42 and 45 to 46; Murray, Jon. "Indianapolis water bills will be going up 26 percent." *The Indianapolis Star*. February 2, 2011.
- 58 Cotterill, Chris W. City of Indianapolis. "Memorandum: Agreement to transfer the water and wastewater systems to Citizens Energy Group." June 25, 2010 at 1 and 4; Indianapolis (Indiana). [Press release]. "Council votes to support utility transfer." July 26, 2010.
- 59 Chakrabarty, 2003; *Scott v. Consolidated City of Indianapolis*, 833 NE 2d 1094 (Ind: Court of Appeals 2005); Olson, 2004; Kelly, Fred. "Indianapolis water utility's management is not legal, suit claims." *The Indianapolis Star*. August 3, 2004.
- 60 Murray, Jon. "Citizens Energy to replace Veolia." *The Indianapolis Star*. October 29, 2010; Citizens Energy Group. [Press release]. "Agreements reached on operations of water & wastewater systems." October 28, 2010.
- 61 Veolia Environnement. April 13, 2012 at 98.

- 62 Sullivan, Gregory W. Office of the Inspector General, Commonwealth of Massachusetts. Letter to Bradley Plante, Town Administrator of Rockland, and Robert Corvi, Chairman of Rockland Sewer Commission. January 30, 2004; Office of the Inspector General, Commonwealth of Massachusetts. 2003 Annual Report. June 2004 at 28; Stockton, Paysha. "\$1.63M sought from ex-operator of sewer plant." *Quincy Patriot Ledger*. May 22, 2004.
- 63 Stockton, Paysha. "Ex-official admits stealing thousands from Rockland." *Boston Globe*. September 30, 2004; Stockton, Paysha. "Manager pleads guilty in sewer case." *Boston Globe*. November 11, 2004.
- 64 *Professional Services Group, Inc. v. Town of Rockland, et al.* (Civil Action No. 04-11131-PBS. District Court of Massachusetts. September 26, 2007 at 1; Vivendi, 1999 at 6.
- 65 Veolia Water. "Proposal: Volume 1 – Business & Qualifications Proposal – Professional Services for the Transition of the Ft. Monroe Facility Fort Monroe Authority." October 22, 2010 at Appendix B, page 8.
- 66 Lane, Christina. "Gladewater takes back control of water, sewer services." *The Longview News-Journal*. September 22, 2012.
- 67 U.S. Environmental Protection Agency. Envirofacts Safe Drinking Water Information System. Available at <http://www.epa.gov/enviro/facts/sdwis/search.html>. Accessed June 28, 2013.
- 68 Gladewater (Texas). Minutes of City Council Meeting. August 30, 2012 at 2 to 3; Chesky, Morgan. "Water provider explains Gladewater problems." *KLTV 7 News*. July 2, 2010.
- 69 Gladewater (Texas), August 30, 2012 at 1 to 2; Gladewater (Texas). Minutes of City Council Meeting. July 19, 2012 at 4; Lane, Christina. "Pate seeks clarification on Veolia contract." *Longview News-Journal*. July 27, 2012; Lane, Christina. "City takes steps to end Veolia contract." *Longview News-Journal*. September 5, 2012.
- 70 Lane, July 27, 2012.
- 71 Gladewater (Texas). Minutes of City Council Meeting. October 18, 2012 at 3.
- 72 Villerrael, Sandra. "Government chooses French company United Water de Ondeo to direct Puerto Rico's troubled water utility." *Associated Press*. April 29, 2002; Aqua Alliance. [Press release]. "Puerto Rico Aqueduct & Sewer Authority increases size and scope of contract with Aqua Alliance Inc. and Compagnie Generale des Eaux-Sahide." March 3, 1999.
- 73 Ruiz-Marrero, Carmelo. "Water company near collapse." *Rios Vivos*. May 26, 2001.
- 74 Zheng, Chunhua Zen. "City appeals judge's ruling." *The Houston Chronicle*. June 26, 2004; Zheng, Chunhua Zen. "Angleton, company to attempt mediation." *The Houston Chronicle*. February 24, 2004.
- 75 Petaluma (California). Minutes of City Council Meeting. November 19, 2007; Petaluma (California). Agenda Item 4B of City Council Meeting. November 19, 2007 at 1 and 10.
- 76 Welch, Laurie. "Burley questions Veolia work on plant." *Times-News* (Idaho). December 3, 2009.
- 77 Moore, Kathleen. "City-run sewer plant saves \$30K monthly." *The Daily Gazette*. April 12, 2012.

For more information:

web: www.foodandwaterwatch.org

email: info@fwwatch.org

phone: (202) 683-2500 (DC) • (415) 293-9900 (CA)

Copyright © August 2013 Food & Water Watch

