



American Water | US Mayors' Water Council

October 9, 2026

About American Water

Largest regulated water and wastewater company in the United States

- Founded in 1886, American Water (NYSE: AWK) has **served customers and communities for 140 years.**
- We serve a broad national footprint and **a strong local presence.**
- We treat and deliver more than **one billion gallons of water daily.**
- We provide services to approximately **14 million people with regulated operations in 14 states and on 19 military installations.**
- We **employ approximately 7,000 talented professionals** who leverage their significant expertise and the company's national size and scale to achieve excellent outcomes for the benefit of customers, employees, investors and other stakeholders.



American Water corporate headquarters located in Camden, N.J.

Regionalization Solutions

A practical path to affordability, infrastructure investment, compliance and long-term resilience

“The focus should always be on outcomes for customers;
not ownership structure.”

Sarah Leeper
President, California and Hawaii American Water

Why Communities are Considering Regionalization

Multiple pressures are converging on water systems at the same time

AGING INFRASTRUCTURE

Deferred maintenance and large replacement needs can overwhelm limited capital plans.

REGULATORY COMPLIANCE

PFAS, lead, cybersecurity and other requirements demand specialized expertise.

WORKFORCE

Smaller systems may struggle to sustain operators, engineers and emergency-response capacity.

AFFORDABILITY

Large, episodic projects can create difficult choices and sharper customer impacts.

Affordability is not simply today's bill. It is the ability to fund reliable service and required investment over time without creating avoidable rate impact.



What Regionalization Can Provide

American Water partners with communities to balance near-term needs and long-term outcomes

INFRASTRUCTURE INVESTMENT

Sequence and deliver critical projects sooner through sustained access to capital.

REGULATORY COMPLIANCE

PFAS, lead, cybersecurity and other requirements demand specialized expertise.

SYSTEM RESILIENCY

Strengthen asset management, emergency response and long-term planning.

CUSTOMER SUPPORT

Expand billing options, conservation programs and targeted assistance.

Affordability is not simply today’s bill. It is the ability to fund reliable service and required investment over time without creating avoidable rate shock.

Regionalization is one tool among management agreements, operational partnerships and other collaborative models.



Bellflower, California

A local example of transferring operations and accelerating investment

ABOUT 1,800

connections in the city-owned system

\$14.5 MILLION

planned investment by 2027

CITY PRIORITIES

The 2022 purchase allowed Bellflower to focus on other critical city services.

SYSTEM IMPROVEMENTS

Planned work includes replacing aging mains to improve reliability and fire protection.

AFFORDABILITY & CUSTOMER SUPPORT

Customers gain access to improved billing options, assistance and conservation programs.



Butler, Pennsylvania

A wastewater transaction paired community proceeds with infrastructure commitments

\$230M

TOTAL PROCEEDS

\$90M

CITY OF BUTLER

\$90M

BUTLER TOWNSHIP

\$50M

BUTLER LEGACY TRUST

More than \$75 million in system upgrades committed over five years

COMMUNITY & AFFORDABILITY VALUE

The transaction paired system investment with municipal financial flexibility, helping the community address infrastructure needs, debt and broader priorities without leaving the utility challenge unresolved.



A Mayor's Decision Framework

The process should be transparent, locally grounded and focused on long-term customer outcomes



Successful regionalization aligns affordability, investment, compliance and resiliency around a sustainable outcome for customers.



Thank you!
