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## **Appendix A - Water Utility Standards**

This appendix is intended to provide measurable goals to be met by the Water Utility General Manger, as provided by Madison General Ordinances 3.38(6)(c)1. These goals will include specific areas such as water quality, public outreach, infrastructure improvement, internal management and successful fulfillment of all aspects of the Mayor Dave Cieslewicz' ten-point plan to protect and improve Madison's drinking water issued on May 22, 2006.

The General Manager will provide the Mayor and the Board of Water Commissioners with an annual written report by March 31 of each year on the progress made on the goals and standards during the preceding year. In addition, verbal updates will be provided to the Mayor at his quarterly meetings with the General Manager and to the Board of Water Commissioners as requested.

Acknowledging that circumstances may change over the term of the contract, these goals and standards may be altered by mutual agreement of the Mayor, the Board of Water Commissioners and the General Manager.

## Water Quality Standards

1. Develop and implement wellhead protection plans for all 24 City of Madison wells by 2010. State regulations only require protection plans for new City wells. The Water Utility has already moved to exceed that standard, and has developed protection plans for both new and existing wells. The mayor is directing the Water Utility to accelerate its work and develop protection plans for at least four wells per year (pending budget approvals for such plans), so protection plans are in place for all City wells by 2010 at the latest. The General Manager will report on the progress made on development, approval and implementation of the wellhead protection program.

2. Continue the aggressive, ongoing manganese flushing and monitoring plan. The mayor has directed the Water Utility, in cooperation with the Health Department, to carry out an aggressive plan for reducing the amount of manganese in the water system and monitoring the presence of manganese and other minerals citywide. This plan includes high-velocity, uni-directional flushing and ongoing, extensive monitoring. The monitoring plan will be used to determine when additional flushing is required, and if other steps to reduce manganese in the water system are necessary, such as placing wells on standby or installing filters at wellheads. The Water Utility will also continue its practice of reviewing chlorine levels on a daily basis and monitoring for indications of the presence of microbial agents such as bacteria and viruses.

The General Manager will report on the results of the manganese uni-directional flushing and monitoring plan, including the number and percent of water samples collected as part of the utility's water sampling program with manganese levels above the esthetic guideline of 50 ppb and the lifetime health advisory guideline of 300 ppb. The report will also include information on any exceedances of federal or state drinking water quality standards or guidelines.

3. Strengthen the connection between water issues and public health. The mayor has asked Director of Public Health Dr. Thomas Schlenker to serve as an ex officio member of the Board of Water Commissioners, to ensure that public health issues related to water are addressed in a thorough, ongoing manner. The General Manager will confer and work closely with the Public Health Director on all utility matters that may affect public health.

4. Assemble a technical water quality peer review task force by fall 2006 comprised of representatives from organizations such as the Department of Natural Resources, the State Lab of Hygiene, the University of Wisconsin - Madison, and the Wisconsin Geological and Natural History Survey for an ad hoc task force that will assist the Water Utility and Board of Water Commissioners in reviewing water quality and supply analyses, technical data related to the annual water quality report, and emerging research related to water quality issues.

## **Infrastructure Standards**

1. Accelerate efforts to replace aging infrastructure and plan for new growth. The mayor is directing the Water Utility to complete by the fall of 2006 its financing and implementation recommendations for the Infrastructure Management Plan, to ensure the timely replacement of aging infrastructure. The General Manager will report each year on the number and location of water main breaks, the miles of water mains added to the system and the miles of aging water mains replaced. The report will also include a projection of water rate increases needed to fund the accelerated infrastructure plan.
2. Continue the lead service replacement program under the existing timeline that provides for completion by 2011. The General Manager will report on the number of lead services replaced each year.
3. Provide annual updates and training for the Emergency Response Plan. Report annually to the mayor and Board of Water Commissioners regarding progress towards security improvements and upgrades completed pursuant to the Utility's security improvement plan.

## Customer Service Standards

1. Develop an enhanced Water Utility website. The Mayor is directing the development of Water Utility website enhancements by Fall of 2006 that will enable members of the public to easily enter their address and obtain information about the water quality in their well area, as well as alerts to any special advisories that may be in effect. The Mayor has directed the Water Utility and the City's Information Services department to work cooperatively on this initiative as a top priority.
2. Track and report on customer concerns regarding water utility operations and water quality by number, type, geographical area, number resolved satisfactorily and average length of time to resolution
3. Develop and implement a customer survey in 2006 to ask customers about water quality, rate increases, billing cycles, and general satisfaction. The General Manager will report on the results of the survey.
4. Develop and implement a customer satisfaction card in 2006 to solicit feedback at points of contact with customers, such as interactions with field staff. Also develop mechanisms to solicit feedback such as water bill inserts, placement of an internet link in brochures and other outreach materials. The General Manager will report the number of customer satisfaction cards distributed and returned, with ongoing tracking of results.

## External Communication Standards

1. Improve public outreach and education. The Mayor has requested that the Board of Water Commissioners and the Joint Board of Health for Madison and Dane County hold a joint hearing in summer of 2006 to discuss issues related to the City's water supply. This is to be in addition to the 2006 neighborhood hearings in specific well service areas regarding manganese. The Mayor has also requested that the Board of Water Commissioners provide additional opportunities for public input and education regarding specific water quality issues at its regular meetings. The General Manager will direct the development and publication of additional public information materials for the Water Utility web site, neighborhood newsletters and other outlets. The General Manager will begin recruitment to permanently fill the Water Quality Specialist position – for which public outreach should be a key responsibility – as soon as possible.
2. Hold at least one public meeting a year to hear public concerns about water quality and infrastructure issues. Reach out to neighborhood associations and other civic organizations to encourage attendance at public meetings.
3. Review the emergency reporting plan for water quality or infrastructure incidents, facility break-ins, etc. to ensure that it includes appropriate notification procedures for the Mayor's office, the Board of Water Commissioners, Alders, staff, the media and other proper authorities. The plan should include the type of incidents that will be reported, the timeline for reporting, etc.
4. Create a citizen focus group to review the annual water report in order to ensure that it adequately answers the questions residents have about water quality issues in plain language.
5. Actively pursue collaborative relationships with neighboring water utilities. As with regional economic collaboration, it is important to work collaboratively with the approximately 30 other water utilities who share our aquifer to assure safe and plentiful water as we gain population.
6. Communicate regularly with Alders and Board of Water Commissioners, and maintain communication with the Department of Natural Resources, the Environmental Protection Agency, national water associations and other utilities to share information and best practices in utility management and operations. The General Manager will report generally on contacts with Water Commissioners, Alders, the media, the focus group, other utilities and the general public.

## **Internal Communication Standards**

1. Contract with an outside consultant specializing in public utilities by fall of 2006 to conduct a utility-wide self-assessment, gap analysis and strategic improvement plan with maximum involvement of management and staff. The consultant will work with utility management and staff to assess the current situation, identify opportunities for improvement and implement identified recommendations particularly in the areas of organization, work practices and technology. The General Manager will report on the progress of the assessment and improvement process.
  
2. Begin immediate development and implementation of more participatory management processes that include regular all-staff meetings, continuation of regular labor-management meetings, construction site visits, crew visits and other types of frequent communication with staff to share important information and get input on major issues. Provide greater involvement of the general manager in hiring decisions, personnel issues and section-level operations of the utility. The General Manager will report generally on staff meetings, brown bag lunches, labor-management meetings, and other ways the Utility has implemented a more participatory management style.
  
3. Require management training and/or professional education for the General Manager and other top Water Utility management that includes conflict resolution, team building and communication skills.
  
4. Assist the President of the Board of Water Commissioners to make board meetings more focused on major water quality and infrastructure issues instead of detailed reports, and more encouraging of input from staff and the public.