

Report to the Common Council
August 4, 2007

Executive Summary
**Plan and Progress for Implementation of Strategic Plan
Under EMA, Inc Contract**

Purpose and Vision

The purpose of Madison Water Utility's Strategic Planning Initiative is to increase the efficiency and effectiveness of the Utility and to strengthen its leadership and communication at all levels of the organization. This is being achieved through business process optimization and application of "best practices" methodology that integrates organization, technology, and work practices. The goal is to improve and to establish a system of continuous improvement in efficiency, effectiveness, leadership and communication, while maintaining reasonable rates, high water quality, a high level of customer service, and the extensive assets of our system infrastructure in a way that benefits Utility rate payers and the Madison community.

During the assessment phase (Phase 1) of the Strategic Planning Initiative, employees identified a vision for the Utility: the way in which the organization sees itself in the future and the guiding principals that the strategic plan is designed to achieve. That vision included the following:

- **Customer focus:** Putting customer safety and interests first; ensuring customer satisfaction; working to understand and fulfill customers' needs; and maintaining utility infrastructure for future generations.
- **Community Leadership:** Participating and contributing toward the betterment of the community; working with regional entities to achieve common goals; and being actively involved in water industry organizations.
- **Integrity:** Promoting honesty and openness; maintaining fair and equitable practices with all employees; and delivering high quality water.
- **Employee Oriented:** Respecting and valuing employees by providing opportunities to develop new skills; providing a positive, safe work environment; providing training and advancement opportunities; and maintaining quality benefits.
- **Environmental Stewardship:** Executing a water conservation program and promoting responsible use and care for water resources and infrastructure; providing leadership to maintain the integrity of the watershed; coordinating with other Dane County utilities to develop a regional groundwater management plan; and complying with or exceeding mandated state and federal regulations.

Process

Phase 1 of the Strategic Planning Initiative consisted of a “best practices” workshop and a facilitated self-assessment of the Utility. Employees participated in a “best practices” workshop in which they learned about trends in the industry, strategies for becoming more efficient, and what other water utilities have done to become more efficient and effective. This workshop set the stage for the assessment process and provided a picture of what the end state for the Utility might look like. The facilitated self-assessment is a business-based review of the current practices, methods, technology, and organizational elements that typically influence operational performance. Key to this assessment (and to the entire strategic planning process) was the involvement and participation of nearly every employee in the Utility. This provided a sense of “ownership” in the process by employees and provided input to the assessment and recommendations for improvement from across the organization.

The facilitated self-assessment comprised two parallel assessments: (1) Operation and Maintenance (core field services within Distribution and Engineering, and (2) Business Services (all other support services of the Utility). EMA, Inc. compiled and reviewed extensive, comprehensive desk audit information on the Utility in preparation for the assessment process. Assessment teams of employees throughout the organization were formed. The assessment teams were trained to interview fellow employees with a standard survey instrument. The results of the assessment were used to evaluate our current Utility situation in comparison to best practices. The assessment teams, with guidance from EMA, defined the productivity enhancement opportunities and how they could be addressed.

Based on the assessment, Madison was compared to eight best practice operation and maintenance strategies, and an opportunity/gap analysis was performed. Business services were measured against 14 industry best practices and specific opportunities for improving business services were identified. The details of the analysis and results of this assessment are contained in a presentation made by the assessment team to all employees, which is contained in Appendix B of the Strategic Plan. A compilation of the assessment results identified an overall opportunity/gap of 11.8 % between how Madison Water Utility performs and its ideal performance. While this opportunity/gap is better than the average utility (23% average gap), the Utility’s goal is to reduce the gap to below 7%, which is considered “world class” status. About 70 specific suggestions for improvements to reduce the gap were identified during the assessment process.

Strategies and Recommendations

Following the assessment and a winnowing and combining of the 70 suggestions for improvement by staff, about 50 specific recommendations and objectives for improvement were developed. The recommendations and objectives are grouped into the following strategies and goals (see Strategic Plan report for further detail):

- **Strategy 1:** Improve Organizational Effectiveness
 - Goal 1: Build communication and leadership skills/implement strategic plan.

- **Strategy 2:** Enhance Customer Satisfaction
 - Goal 1: Respond to customer requests at the point of contact.
 - Goal 2: Understand the customer and stakeholder perceptions and expectations.
 - Goal 3: Community understands Utility mission.

- **Strategy 3:** Strengthen Regional Economic Potential
 - Goal 1: Position the Utility as a trusted source of water issues.
 - Goal 2: Increase water services and improve efficiency.
 - Goal 3: Positively influence legislation and regulations.

- **Strategy 4:** Leverage Technology
 - Goal 1: Deliver technology capabilities efficiently and effectively.
 - Goal 2: Minimize asset life-cycle costs while meeting customer demands.
 - Goal 3: Support users and maintain secure and reliable technology to realize benefits.

- **Strategy 5:** Optimize Infrastructure Performance
 - Goal 1: Meet or exceed environmental compliance and customer requirements with consistent/reliable performance.
 - Goal 2: Minimize asset life-cycle costs while meeting customer demands.
 - Goal 3: Maintain competitive position and advantage.

- **Strategy 6:** Develop Sustainable Workforce
 - Goal 1: Facilitate the development of employees by creating an environment that encourages personal and professional growth.
 - Goal 2: Retain essential intellectual knowledge of employees.
 - Goal 3: Optimize the overall employee benefit, compensation, wellness, and safety program.

In addition to multiple recommendations and objectives under each of these strategies and goals, the strategic plan identifies specific measures and tactics for accomplishing and tracking progress on each recommendation and objective. (See Strategic Plan attached.)

Action Plan

The Strategic Plan identifies an action plan for implementation. It identifies an organizational structure consisting of a Steering Team to oversee multiple design teams responsible for ensuring that the strategy goals and objectives are achieved. Both the Steering Team and the design teams are made up of employees from throughout the organization. The teams monitor progress by regular tracking of the strategy measures.

The assessment teams from Phase 1 of the project made appointments to the Strategic Plan Steering Team. The assessment teams also reviewed all the suggestions, recommendations and objectives developed for the Strategic Plan and prioritized them in order to provide direction to the Steering Team.

Implementation (Phase 2)

- **Steering Team Formation.** A 10-person Strategic Plan Steering Team has been established, consisting of employees from throughout the Utility. Its purpose is to manage organization-wide strategic improvements, and its objective is to implement the goals to support the six strategies in the Strategic Plan and to track measures for achieving those goals. Members of the Steering Team are listed in an attachment to this report. EMA, Inc. will provide support and assistance as needed to the Steering Team, but its goal is to phase out its assistance to the Steering Team as the Team is able to function entirely on its own. EMA costs for this and other tasks are front-loaded, since there is more EMA effort at the beginning of the task or team while it is getting established and started, and its effort diminishes over time as the team takes over more and more responsibility for the task.
- **Design Teams.** The Steering Team has subsequently, to date, established eight design teams. 40 employees and three individuals from outside the Utility are currently serving on design teams. An outline of those design teams and their purposes, objectives and members are attached to this report. Many more design teams will be established and the involvement of many more employees and others on design teams will be solicited during Phase 2 of the Strategic Planning Initiative. EMA, Inc. will provide support and technical assistance and expertise to the design teams marked by an asterisk (*) below. The design teams currently established are as follows:
 - Water Conservation—Initial meeting has been held and others scheduled; team has started compiling a list of potential conservation program elements and sources of outside expertise it can draw on.
 - Workforce Flexibility*--First meeting has been scheduled.
 - Standard Operating Procedures*--Team has been established, but has not yet met.
 - Work Practices*--Some members have attended a two-day City-sponsored workshop on computerized maintenance management systems; meetings will be scheduled in the near future.
 - Customer Feedback Form—Work is nearly complete, consisting of creation of a customer feedback form and procedures for use of the form and information.
 - Internal Communications*--Team has been meeting and is nearing completion of a survey to gather information on the status of existing internal communication and additional organizational needs in this area.
 - Hydro Excavating—Team has been established, but has not yet met.
 - SCADA Design*--Team has been meeting for some time and design is well underway.

- **Work Practices/Workflow Mapping Workshop.** EMA, Inc. conducted this workshop and assisted staff in development of a workflow map and improved practices related to response to chlorine issues at unit wells. This workshop was a specific recommendation of the Investigative Report following a chlorine event at Unit Well 29. The workshop was a precursor of the type of activity that may be recommended and implemented by the Work Practice Design Team for other work practices in the Utility.
- **External Communications Plan.** The Board of Water Commissioners adopted a motion to establish a subcommittee to develop an External Communications Plan. The subcommittee asked EMA, Inc. to assist with development of the plan. The Water Board adopted a plan in June. A copy of the communications matrix from the plan is attached to this report. A copy of the full report is available on the Water Utility website.
- **SCADA System Preliminary Design.** Utility staff initiated this project and solicited EMA, Inc. to lend its technical expertise in this field to help move the project forward. Chlorine issues at several unit wells, partially related to deficiencies in the existing Supervisory Control and Data Acquisition (SCADA) system moved this project up in priority. The design team for this project has made significant progress on a preliminary design for a new SCADA system for the Utility. This system allows the Utility to remotely monitor and control its unit wells and other facilities from a central location and instantly transmits data and information about system operation and status. The new design in development will provide for changed practices to support a sustainable workforce, improve water conservation and quality, reduce energy costs, and provide important system information not currently available.
- **Water Board Mission and Priorities Development.** The Board of Water Commissioners requested EMA, Inc. to facilitate a special meeting for the purpose of developing a mission and priorities for the Board that would be in alignment with the Utility's Strategic Plan.
- **Leadership Workshop.** A priority item that emerged from the assessment process and recommendations of the Strategic Plan was the need for additional leadership training for Utility top management staff. EMA, Inc. conducted a leadership workshop as an initial step to address this issue. Additional workshops, training, coaching and creation of individual development plans and practice improvement plans will be conducted.
- **Chlorine Standard Operating Procedure.** An employee team was formed for the purpose of developing a standard operating procedure for chlorine levels at unit wells, following several high-profile chlorine events in the water system. A standard operating procedure was developed and adopted by the Board of Water Commissioners in June. This team was a precursor to the Standard Operating Procedures Team, which will form subteams to address standard operating procedures for many Utility work practices.

- **Workplace Change Seminar.** EMA, Inc. will develop and conduct workshops to assist all employees in the Utility to transition to the changing workplace culture, based on the Strategic Plan. Topics will include individual responsibility and accountability, communication, conflict management and working in teams.
- **Mini Self-Assessment.** At the end of Phase 2 of the Strategic Planning Initiative, EMA, Inc. will prepare an assessment survey instrument and conduct a workshop with the Utility assessment team to perform an assessment process, compile assessment results and prepare a report and recommendations.

The detailed scope of specific tasks and cost estimates (by task) for implementation of the Strategic Plan are contained in the Strategic Plan Implementation Project Scope attached with this report.

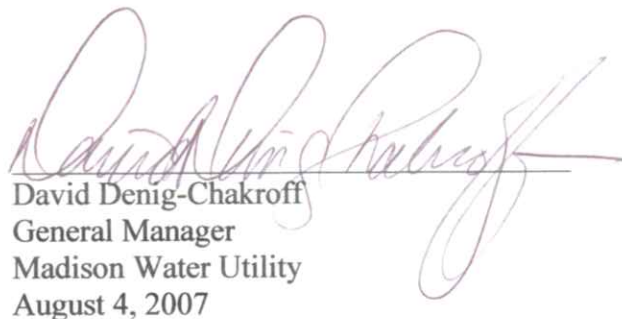
Transition to Continuous Sustainability and Improvement

The goal of the Strategic Plan and the stated objective of EMA, Inc. from its initial proposal and throughout the strategic planning process has been for the Utility to develop, through this process, a culture, organizational structure, and system by which it would incorporate the principals of strategic planning and achievement and continuous improvement into the day-to-day duties and responsibilities of all utility employees and the organization as a whole. Once EMA, Inc. has trained and worked with employees to gain the knowledge, skills and abilities and to establish the structures, processes and systems necessary, it will phase itself out of the process and gradually turn the process over to the Utility as a continuing work practice.

We are already seeing examples of this. The Utility's external communications have increased and improved dramatically, including frequent neighborhood and public meetings on a variety of issues, targeted listserv communications on water quality and system flushing operations, a greatly improved and enhanced Utility website with interactive ability to find the well that serves any address in the City and ability to report problems and concerns, customer contact feedback, and more. Staff teams formed for SCADA system design and for development of standard operating procedures for chlorine levels have provided invaluable input on these issues, and employees have embraced not only the process but also the products of the process, giving them a sense of ownership and pride and a stake in successfully implementing the results. The Board of Water Commissioners has established priority issues for the Utility, and the design teams the Utility has established reflect those priorities. A redefined sense of leadership is apparent, not only among Utility managers, but for many employees throughout the organization; employees at all levels are stepping up to lead design teams and there is a clear shift from top-down, directive management to teamwork and participatory management. These are just some examples of the changes we are beginning to see, and they are very encouraging. There is still much work to be done, however, in order to complete this cultural shift and to ensure that it is continuing and sustainable.

At the end of the EMA contract, the Utility will be in a position to sustain its Strategic Planning Initiative on its own. EMA's role is not unlike other consultants the Utility hires, for example, to design a unit well. The consultant helps us design the well, oversees construction, trains staff in the operation and maintenance of the well, and then turns the keys to the well over to the Utility for future operation. EMA will have helped us design a system for strategic achievement and improvement, will have trained the staff in the "operation and maintenance" of that system, and will have provided the Utility with the tools it needs to continue forward with a system of participatory management and continuous improvement. When the Utility has full control and operation of a new unit well, there is always ongoing maintenance, repairs and improvements that need to be made, most of which can be done by staff and some of which we seek outside expertise for assistance. Similarly, a system of strategic achievement and improvement will need ongoing "maintenance" to continue to operate efficiently and effectively. In very specific areas, particularly technical areas, but also to address specific leadership and communication issues, the Utility may seek outside expertise. Such expertise (like that for significant repairs or improvements to a unit well) will be sought from the best available source, whether that is from internal resources (such as City Organizational Development personnel) or from external resources in the community (e.g., University of Wisconsin) or from outside vendors and service providers. The ongoing operation and sustainability of the strategic planning process, however, will have been internalized into the day-to-day work practices of the Utility and all of its employees.

Many water utilities across the country have successfully completed this process and are operating under a system of continuous improvement based on this model. The key to success is training and working with employees throughout the organization to the extent that they feel comfortable with and confident in the system and, more importantly, that they can see the benefits of the system and recognize that their input and their experience are valued and are important in shaping the future direction of the Utility. It is this participatory process that involves all employees and the assurance of continuous improvement of the utility that creates the incentives for all employees and for the organization to continue the efforts needed to assimilate the process into its daily work practices.



David Denig-Chakroff
General Manager
Madison Water Utility
August 4, 2007

Quality and Reliability since 1882

**Madison
Water
Utility**



www.madisonwater.org • 119 East Olin Avenue • Madison, WI 53713-1431 • TEL 608.266.4651 • FAX 608.266.4426

STRATEGIC PLAN STEERING TEAM

Purpose: Manage organization-wide strategic improvement

Objective: Implement goals to support the six strategies in the Strategic Plan; track measures for achieving goals.

Members:

Joe Stein, Cross Connection Control Inspector
Jeff Thompson, Operations Leadworker
Glenn Puntney, Water Services Inspector
Jim Green, Maintenance Worker
Don Russell, Water Hydrant Inspector
Janet Czerwonka, Admin 2, Accounting
Dave DeLoof, Equipment Operator 3
Robin Piper, Finance Manager
Dan Rodefeld, Operations Manager
David Denig-Chakroff, General Manager

STRATEGIC PLAN DESIGN TEAMS

Water Conservation, Glenn Puntney, Steering Team lead person

Purpose: Promote water conservation

Objective: Define and develop water conservation plan that protects our most valuable asset.

Members:

Robin Piper, Finance Manager
Theresa Peters, Cross Connection Control Inspector
Ken Key, Customer Services Supervisor
Joe Grande, Water Quality Manager
Karmjit Singh, Waterworks Operator 2
Justin Glodoski, Equipment Operator 1
Troy Coogan, Equipment Operator 1
Gail Glasser, Administrative/Community Services Manager
Genesis Bichanich, City Engineering
Will Hoyer, Water Specialist, Clean Wisconsin

Workforce Flexibility, Joe Stein, Steering Team lead person

Purpose: Strengthen the utility's current and future workforce

Objective: Develop a plan to address promotion, career ladders, knowledge sharing, training and individual development plans.

Members:

Mark Ertel, Water Meter Mechanic 2
Jeff Thompson, Operations Leadworker
J. J. Larson, Equipment Operator 1
Sue Gjertson, Engineering Program Specialist 2
Tom Arneson, Waterworks Maintenance Worker
Dave DeLoof, Equipment Operator 3
Karl Van Lith, City HR—Organizational Development

Standard Operating Procedures, Dan Rodefled, Steering Team lead person

Purpose: Identify areas that have/need SOPs

Objective: Develop guidelines and template for SOPs. Facilitate completion of standard documents.

Members:

Joel Guderyon, Waterworks Operator 2
Terry Russell, Engineering Program Specialist 1
Tony Mazzara, Water Meter Mechanic Leadworker
John Hewitt, Public Works General Foreperson
Barb Maxwell, Admin 1, Customer Service
Tim Sullivan, Maintenance Mechanic 1
Richard Belz, Water Meter Reader
Joe Stein, Cross Connection Control Inspector

Work Practices Team

Purpose: Identify practices for improvement.

Objective: Find the 20% practices that cause 80% of the work, review for improvement

Members:

Debra Trittin, Accounting/Computer Specialist
Doug De Master, Engineer 3
Brian Boettcher, Master Mechanic
Dave Lynch, Waterworks Operator 2
Jim Garde, Public Works Maintenance Worker 1

Customer Feedback Form Team

Purpose: Create a customer contact feedback form and process for collecting feedback on interaction with our utility.

Objective: Improve customer service

Members:

Joe Grande, Water Quality Manager

Rick Marx, Water Meter Mechanic 2

Royce Lockner, Public Works Maintenance Worker 3

Torrie McCormick, Public Works Maintenance Worker 3

Internal Communication Design Team, Robin Piper, Steering Team lead person.

Purpose: Improve communication within the Water Utility

Objective: Develop an internal communication plan. Direction of communication to:

Main office to Op Center

Employees to Management

Management to Employees

Employees to Employees

Day to Day

Members:

Jack Henderson, Waterworks Operator 2

Peggy Wischhoff, Engineer 3

Joe Grande, Water Quality Manager

Rene Puzach, Water Services Inspector

Jim McCormick, Operations Leadworker

Anne Wuethrich, Dispatcher

Wendy Fitch, Program Assistant 1

Hydro Excavating (Vactor), Jeff Thompson, Steering Team lead person

Purpose: Evaluate options and needs of hydro excavating

Objective: Determine most effect use and means of hydro excavating.

Members:

John Hewitt, Public Works General Foreperson

Chris Kreft – Equipment Operator 3

Jim Creeron – Maintenance Mechanic 2

Troy Coogan – Equipment Operator 1

SCADA, Dan Rodefled, Steering Team liaison

Purpose: Identify preliminary design information to establish the requirements for system design.

Objective: To design a Supervisory Control and Data Acquisition (SCADA) system for the Water Utility.

Members:

Al Larson -- Principal Engineer
Chuck Engelhart -- Maintenance Supervisor
Kathy Cryan -- Acting Water Supply Supervisor
Don Lautzenhiser -- Electronic Maintenance Technician
Jim Allen -- Waterworks Operator 2
Joel Guderyon -- Waterworks Operator 2
Jack Henderson -- Waterworks Operator 2
Dave Lynch -- Waterworks Operator 2
Karmjit Singh -- Waterworks Operator 2
Jim Green -- Waterworks Maintenance Worker
Tom Arneson -- Waterworks Maintenance Worker
Jack Geisenhoff -- EMA Consultant

Last Revised: August 4, 2007

Communications Trigger and Action Matrix

	High-profile Well Developments	Siting new wells	Health concerns	All test results	Change in well status	Potential Financial	Main breaks	Flushing	Board actions	Construction Projects	Plan or report Completion	Website developments	New Staff	Program additions	Malfunctions, detection of	Cluster of customer
Website	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
E-mail List Serve	x		x	x	x			x				x			x	x
Local reporters	x	x	x		x	x	o	x	o	o	x	x	o	x	x	x
Editorial boards			x			x			x					x		
Public meetings	X	x	x			o			x	x		x		o		
Neighborhood Associations	x	x	x			o			x	x		x		o		
Water Board Meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	X	x	x
Newsletters (quarterly)																
Internal	x	x	x	x	x	x	x	x	x	x	x	x	x	X		
External	x	x	x	x	x	x	x	x	x	x	x	x	x	X		
Direct Mail	o		X/o													
Signs							x	x		x						
Bill Stuffers		x								x				X		
Utility Staff	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x
Community Relations		x								x				x		
Community TV														x		
Radio PSAs																
Print ads								x								
Radio ads								x								
TV ads																
Billboards																
Annual Report																
Water Quality Report			x	x										x		o
Outbound Calls								x							o	o
Mass telephoning			o				o									

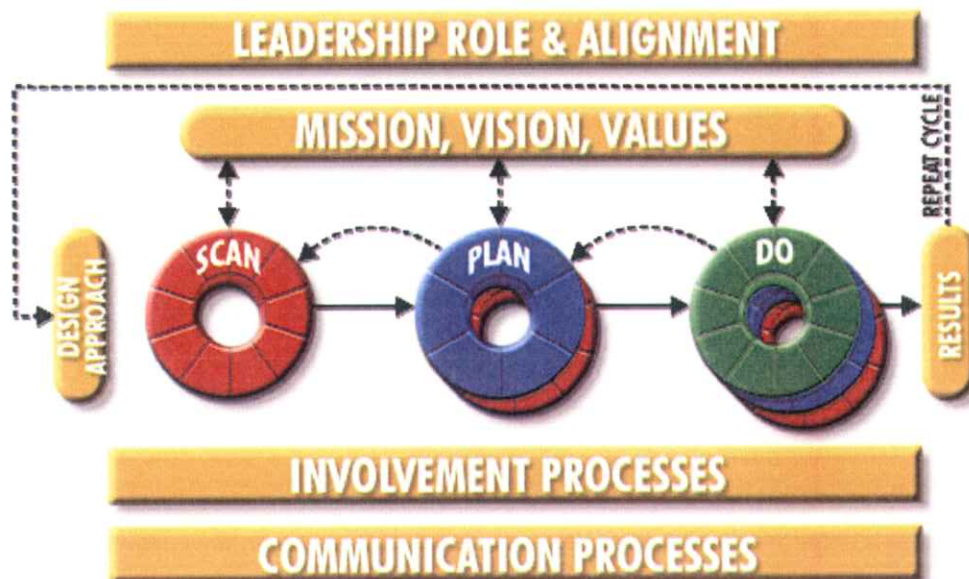
X=must do o=Optional, depending on situation

MADISON WATER UTILITY STRATEGIC PLAN IMPLEMENTATION PROJECT SCOPE

PROJECT OVERVIEW

The goal of this scope is to assist in the planning and implementation of the recommendations identified during the strategic plan development phase. The strategic plan grouped recommendations into six key strategies the Utility must accomplish to address current internal and external communication issues, close the effectiveness gap identified in the assessment, and move the Utility to operate in a mode of continuous improvement.

Strategic Planning Process



Design Teams will be formed to complete the activities and tactics identified in the Strategic Plan. The Steering Team will develop a list of specific selection criteria for members of each team, and the teams will create plans and monitor progress by routinely tracking the strategy measures. Team members will include those directly involved in implementing the tactics to support the strategy so adjustments to the tactics can be made as needed to meet the targeted measures of performance. Team members will coordinate and collaborate with other team members as well as Utility staff needed for implementation. Each Design Team will include a Steering Team member on its roster. Design Team members will report progress to the Steering Team and adjust the plan and tactics accordingly.

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Each strategy will be ongoing in its implementation; however, the urgency of each strategy may dictate adjustments in resources or schedules to carry out the most pressing tactics for that strategy.

Task 1 – Steering and Design Teams Development / Support / Assistance

EMA will assist in the development, support, and implementation of the Steering Team and Design Teams. This task includes team facilitation, outside content expertise, subject matter expert guidance and support for the various teams created for this project including, but not limited to, the Steering Team and Design Teams as determined by Steering Team priorities and direction. Design Teams will be formed to meet the most pressing needs of the Utility to identify and implement “Quick Wins” and to address and implement changes that will make a measurable difference in the Utility. It is understood that different levels of assistance may be required for different teams.

Subtask 1.1 – Steering Team

EMA, working with the Steering Team, will assist in the development, prioritization, and set up of Design Teams. EMA will provide guidance, direction and skill transfer to the Steering Team to ensure they have the skills to manage the Strategic Plan, monitor and support the Design Teams as needed.

Deliverable:

- Steering team development, guidance and support (In progress, 266 Hours)

Requested scope added to this subtask

- Work Practices Work Flow Mapping Workshop (Complete, 45 Hours)
- Water Board Retreat (Complete, 12 Hours)
- Leadership Workshop (Complete, 20 Hours)

EMA Team Members: Denise O’Berry, Craig Yokopenic, Brad Jurkovac, Jim Gorski, George Vania

Total Hours: 343

Status: 80% Complete (Steering Team development, guidance, and support)

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Subtask 1.2 – External Communication Plan (requested scope addition)

EMA, working with the External Communication Subcommittee, will assist in the development and design of a communication plan. The communication plan will include the identification of the appropriate audience, objectives, messages, and best implementation format to communicate externally to Utility stakeholders.

Deliverable:

- Subject matter expertise and guidance in creation of a comprehensive External Communications Plan.

EMA Team Members: Grant McGinnis, Craig Yokopenic

Total Hours: 103

Status: Complete

Subtask 1.3 – SCADA System Preliminary Design Team (requested scope addition)

The SCADA system is used for monitoring, controlling, and providing reports on the water production and distribution system. The present system contains obsolete and unsupported hardware and software and is in need of an upgrade. It is important that the new technology:

- Provides for changed practices to support a sustainable workforce
- Improves water conservation/quality
- Reduce energy cost
- Provides important system information to all Utility personnel

EMA, working with the SCADA Design Team, will facilitate the preliminary SCADA design process to assure that the final project upgrade will support the strategic plan.

Deliverables:

- Workshops with team to develop requirements for design
- Preliminary design information to establish the requirements for System Design

EMA Team Member: Jack Geisenhoff, Matt Volna, Craig Yokopenic

Total Hours: 252

Status: 45% Complete

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Subtask 1.4 Chlorine Standard Operating Procedure Team (requested scope addition)

This team is responsible for review of chlorine level standard operating procedures and protocols. This team developed tentative short- and long-term recommendations, standard operating procedures (SOP), and event trees to address the chlorine variance issue. This team will review the SOP and protocols tentatively established, make additional recommendations and answer specific questions from the Mayor's office.

Deliverable:

- Subject matter expertise and guidance.

EMA Team Member: Jack Geisenhoff

Hours: 32

Status: Complete

Subtask 1.5 – Internal Communication Design Team

EMA, working with the Internal Communication Design Team, will assist in the development, design, and implementation of a communication plan. The communication plan will include the identification of the appropriate audience, objectives, messages, and best implementation format to communicate internally to Utility stakeholders.

Deliverable:

- Internal Communication Plan with audience, objectives, messages, milestones, roles, responsibilities, and best implementation format.

EMA Team Member: Denise O'Berry

Total Hours: 96

Status: 10% Complete

Subtask 1.6 Work Practices Design Team

EMA, working with the Work Practices Design Team, will identify and map critical work practices that currently consume the majority of staff time to determine opportunities for process improvement and as input to future requirements for a Computerized Maintenance Management System (CMMS).

Deliverable:

- Definition and work flow mapping of critical work practices.

EMA Team Member: Frank Godin
Hours: 115
Status: Not Started

Subtask 1.7 Standard Operating Procedures (SOP) Design Team

EMA, working with the Standard Operating Procedures (SOP) Design Team, will identify and document critical SOPs for knowledge retention and training purposes.

Deliverable:

- Identified and documented critical SOPs

EMA Team Member: Frank Godin
Hours: 115
Status: Not Started

Subtask 1.8 Workforce Flexibility (WFF) Design Team Assistance

The basic tenet of WFF is the cross-training and multi-skilling of staff. Often the largest single factor in lost productivity is people waiting for other people with the right skills to perform associated tasks. WFF minimizes this waiting and increases the value of a worker's time on the job. EMA, working with the WFF team, will assist in the development, design, and implementation of a plan to address promotion, career ladders, knowledge sharing, training, and individual development plans as determined by the Steering Team to strengthen the utility's current and future workforce.

EMA Team Member: Denise O'Berry
Hours: 84

Task 2 – Leadership Boot Camp

The transition of any organization from one based on individuals with specialized abilities, skills, and training to one emphasizing a “team-oriented” culture can often be a difficult change to make. The best method to successfully make this transition is accomplished when the organization's senior managers “lead by example” to show others that a clear commitment to change exists. Under this task, EMA will design and deliver a series of five one day leadership training sessions for delivery to senior management (six participants). Each subject of the training program will include theory, role-play, practice, and feedback experience. Following each of these one-day sessions, EMA staff will conduct follow-up sessions with each of the trainees to determine how they are putting new skills into practice and to provide them with feedback and help with practice improvement. The boot camp will address the following topics.

- Communication

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- Goal Setting/Action Planning
 - Coaching and Feedback
 - Accountability/Responsibility
 - Decision Making/Problem Solving
 - Conflict Resolution
 - Delegation/Situational Leadership

EMA Team Member: Denise O'Berry
Hours: 144

Task 3 – Workplace Change Seminar

EMA will deliver a four-hour seminar to all MWU employees that presents concepts for dealing with change in the workplace. Employees will learn methods for integrating change into their daily work habits and for coping with change that requires adjustment in personal behaviors and interpersonal styles. The seminar will be provided to a maximum of 125 employees over a three week period. Five seminars will be delivered with a maximum of 25 participants in each session.

Deliverables:

- Preparation of content and materials for a Change Management Seminar
- Delivery of 5 series of 4 hour sessions on Workplace Change Concepts

EMA Team Member: Denise O'Berry
Hours: 36
Status: Not Started

Task 4 – Mini Self Assessment

The facilitated self-assessment is a business-based review of the current practices, methods, technology, and organizational elements that typically influence operational performance. For this mini self assessment, EMA will reconvene the original assessment team, provide assessment questions, and prepare the assessment report. Utility staff, a cross-section of management, supervisory, and line personnel from the appropriate sections, will perform the evaluation using the same process identified in the original facilitated self assessment of the utility.

EMA Team Member: Denise O'Berry
Hours: 24

Project Management

Project management includes project planning, project execution, and project control.

- **Project Planning** – Project planning involves preparing the project management plan to include scope, schedule, and staffing assignments and responsibilities. This also includes preparing contracts, attending meetings as necessary, preparing meeting agendas, and meeting minutes. A schedule will be developed that outlines the major sub-tasks and milestone dates.
- **Project Execution** – Project execution activities include maintaining contact with Madison staff, directing the consultant's staff, coordinating staff assignments and deliverables, and monitoring progress on deliverables as they relate to the project schedule.
- **Project Control** – Project control includes reporting on the financial status and work progress status to Madison staff. These activities include monitoring time and cost charges to the project, review billing proofs, prepare percent completes, and approve invoices. A monthly status report will be submitted to Madison Water Utility and will include project financial status, schedule status, action items, pending changes in scope, and other project related issues or concerns.

EMA Team Members: Denise O'Berry, Craig Yokopenic

Hours: 210

Status: 30% Complete

PROJECT SCHEDULE

Task Name	Duration	Start	Finish	F												
					Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1 Project Management	218 days	Thu 3/1/07	Mon 12/31/07		[Gantt bar from Feb to Dec]											
2 Project Support	218 days	Thu 3/1/07	Mon 12/31/07		[Gantt bar from Feb to Dec]											
3 Steering Team Guidance	218 days	Thu 3/1/07	Mon 12/31/07		[Gantt bar from Feb to Dec]											
4 Design Team Assistance	196 days	Mon 4/2/07	Mon 12/31/07		[Gantt bar from Mar to Dec]											
5 Leadership Development	152 days	Fri 6/1/07	Mon 12/31/07		[Gantt bar from May to Dec]											
6 Workplace Change Semin:	5 days	Mon 7/2/07	Fri 7/6/07		[Gantt bar in July]											

PROJECT COST

Task	No. of Hours	Cost
1.1 - Steering Team Guidance	343	\$65,379
1.2 through 1.8 - Design Team Assistance	797	\$138,646
2 - Leadership Boot Camp	144	\$20,544
3 - Workplace Change Seminar	36	\$5,472
4 - Mini Self-Assessment	24	\$3,648
Project Management/Support	210	\$27,080
Expenses (Estimated at ~15% of Labor)		\$39,104
Total Phase 2	1554	\$299,873

SCOPE DETAIL

Task	Title	Original Scope (hrs)	Added Scope (hrs)	Total Hours	Cost	Approx. Amt Complete	Approx. Amt. Remaining
Task 1 STEERING AND DESIGN TEAM SUPPORT AND ASSISTANCE							
1.1	Steering Team Guidance	266	77	343	\$65,379	\$60,059	\$5,320
1.2	External Communication Plan	0	103	103	\$18,076	\$18,076	\$0
1.3	SCADA Preliminary Design	0	252	252	\$42,856	\$32,960	\$9,896
1.4	Chlorine SOPs	0	32	32	\$5,504	\$5,504	\$0
1.5	Internal Communications	96	0	96	\$14,592	\$5,624	\$8,968
1.6	Work Practices	115	0	115	\$22,425	\$0	\$22,425
1.7	Std. Operating Procedures	115	0	115	\$22,425	\$0	\$22,425
1.8	Workforce Flexibility	0	84	84	\$12,678	\$0	\$12,768
Task 2	LEADERSHIP BOOT CAMP	252	-108	144	\$20,544	\$0	\$20,544
	WORKPLACE CHANGE						
Task 3	SEMINAR	36	0	36	\$5,472	\$0	\$5,472
Task 4	MINI SELF-ASSESSMENT	0	24	24	\$3,648	\$0	\$3,648
	Project Management	170	40	210	\$27,080	\$4,402	\$22,678
	Expenses				\$39,104	\$12,536	\$26,568
TOTALS		798	756	1,554	\$299,873	\$139,161	\$160,712

CURRENT PROJECT TEAM MEMBERS

Craig Yokopenic. Craig is an Executive Vice President with EMA and has over 17 years of experience in the municipal arena. He has managed a wide range of projects. He has designed and implemented work management, financial, customer information and billing, performance measurement, process control/SCADA, LIMS, knowledge management, and data warehousing systems. He has also managed performance improvement projects resulting in optimized operations. Craig has experience integrating information systems to leverage technologies to increased levels of efficiency and performance. Craig is currently the Principal-In-Charge for the Akron Technology Planning and Competitiveness Improvement Projects and relies heavily on properly planned, implemented, and supported practices and technologies to improve the overall operations of the organizations. Craig provides general oversight, quality assurance, and client support.

Frank Godin. Frank provides subject matter expertise in business process analysis, maintenance practices, and CMMS utilization. He has more than 13 years experience in Maintenance Management and Practices consulting, specializing in water and wastewater asset performance. He is actively involved in the design and implementation of work practices, Program-driven Maintenance, Condition-based Maintenance, Computerized Maintenance Management Systems, and Total Productive Operations. He is also very involved in staff analysis and has developed a resource-loading tool using Microsoft business applications.

Denise O'Berry. Denise has over twenty-five years experience in Organization Effectiveness consulting in public, private, and non-profit sectors. Denise has designed and delivered leadership development programs, leadership skill building training, and provided one-on-one leadership coaching. Her expertise includes strategic planning, succession planning, organization redesign, change management, organizational performance measurement, team building, communication and group process development. Her EMA experience includes Tampa, FL, Wayne County, MI, Alexandria, VA, Prince William County, VA, and Tualatin Valley, OR water and wastewater utilities.

Jack Geisenhoff. Jack has more than 20 years experience focusing on improving the operation of utilities in order to reduce costs; improve reliability; and provide environmentally safe water, air, and sludge. Areas of expertise include project management, plant management, design and implementation of control system upgrades, process improvement and analysis, utility operation and maintenance best practice assessments, and security assessments.

Matt Volna. Matt provides support for engineering processes focusing on thermodynamics, heat and mass transfer, and material and energy balances. He is also experienced in analyzing and data basing properties of polymer resins. Matt's key areas of expertise include process control, programming, data analysis, and communications.