

Draft Secondary Outcomes Policy Product Quality

The Madison Water Utility will assure an adequate quantity of high quality water to its customers.

Accordingly, the Madison Water Utility will:

- Provide adequate water pressure and fire suppression flow for all customers.
- Minimize both planned and unplanned service interruptions.
- Comply with primary and secondary MCLs as specified by the USEPA and the Wisconsin DNR.
- If water quality exceeds an MCLG or *some fraction** of the MCL, the water utility will develop a monitoring plan and produce a feasibility analysis of possible solutions and the costs associated with each option.

**Fraction or percentage of MCL to be determined.*

How often should we review utility compliance? Quarterly.

Draft Secondary Outcomes Policy Customer Satisfaction

The Madison Water Utility will provide reliable, responsive, and affordable services to meet customers' expectations for quality of product and delivery of service. The utility will maintain a positive public perception and build a strong public reputation.

Accordingly, the Madison Water Utility will:

- Ensure that customer complaints are resolved timely and efficiently.
- Develop methods to communicate to customers about short-term and long-term Madison Water Utility maintenance and improvement activities or events.
- Develop methods to gather feedback from customers about short-term and long-term Madison Water Utility maintenance and improvement activities or events.
- Develop methods to incorporate feedback from customers into short-term and long-term Madison Water Utility maintenance and improvement activities or events.

How often should we review utility compliance? Annually.

Draft Revision to Executive Limitations Policy
Employee Leadership and Development
In lieu of an Outcomes Policy

The following will be added to Executive Limitations Policy 2B – Treatment of Staff.

The General Manager shall not fail to:

- Establish a participatory, collaborative organization dedicated to continual learning and improvement.
- Ensure employee institutional knowledge is retained and improved upon over time.
- Provide a focus on and emphasize opportunities for professional and leadership development.
- Strive to create an integrated and well-coordinated senior leadership team.

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Operational Optimization

The Madison water utility will ensure ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations.

Accordingly, the Madison Water Utility will:

- Minimize resource use, loss, and impacts from day-to-day operations.
- Maintain awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Financial Viability

The Madison Water Utility will be financially viable over the short term and long term, and provide its services at a reasonable cost to its customers.

Accordingly, the Madison Water Utility will:

- Charge a rate that is consistent with peer-group groundwater systems in Wisconsin and the United States.
- Charge a rate sufficient to cover true costs of infrastructure replacement and repair, using nationally-accepted life-cycle cost analysis procedures.
- Maintain unrestricted operating and rate stabilization reserves to sustain operations during times of revenue fluctuation.
- Maintain industry-accepted debt ratio and debt service coverage.
- Maintain industry-accepted rate of return.
- Annually produce a 10-year projection of revenues, capital expenses, and operating expenses.

How often should we review utility compliance? Quarterly.

Draft Secondary Outcomes Policy Infrastructure Stability

The Madison Water Utility will ensure that its infrastructure is stable and well-positioned to continue providing current levels of service in perpetuity. In addition, the Madison Water Utility will:

- Coordinate with City Engineering and the Madison Metropolitan Sewerage District to prioritize sanitary sewer infrastructure replacement/maintenance in wellhead protection areas of unit wells that exceed chloride and nitrate raw water concentrations of 10 and 2 mg/L, respectively,
- Prioritize distribution pipe repair and replacement at locations where advanced metering infrastructure (AMI) data suggests maintenance needs
- Maintain a prioritized list of capital improvement projects for annual review by General Manager, Water Quality Manager, Water Supply Manager, and Principal Engineer consistent with priorities established in the Master Plan and Infrastructure Management Plan.
- Additionally, the Master Plan and Infrastructure Management Plan should be updated not less than every 10 years.

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Operational Resiliency

Using industry-accepted norms, the Madison Water Utility will protect its owners from business risks that threaten system viability.

Accordingly, the Madison Water Utility will:

- Develop and maintain employee and public safety programs as mandated by the State of Wisconsin and the federal government.
- Develop and maintain emergency response plans and vulnerability assessments as mandated by the State of Wisconsin and the federal government.
- Provide adequate redundancy of system components to assure delivery of good quality water during emergency situations.
- Maintain adequate insurance coverage.
- Develop a contingency plan for each well that exceeds an MCLG or some fraction of the MCL*, to provide alternative supply to that pressure zone in the event that the well exceeds the primary MCL. The contingency plan should evaluate potential consequences to water quantity and quality at the alternative supply.

**Fraction or percentage of MCL to be determined.*

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Community Sustainability

The Madison Water Utility will be explicitly cognizant of and attentive to the impacts its decisions have on current and long-term community and aquifer health and welfare.

Accordingly, the Madison Water Utility will:

- Manage operations, infrastructure, and investments to protect and enhance the natural environment.
- Efficiently use water and energy resources.
- Participate in overall community improvement activities.
- Review development plans within a wellhead protection area with respect to aquifer quality.
- Review and propose updates to the utility's Water Conservation and Sustainability Plan.
- **Not** contribute to the drying up of surface water features due to excessive groundwater pumping.
- Lead efforts to establish a regional groundwater management plan that will address drying up of surface water features due to excessive pumping.

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Water Resource Adequacy

The Madison Water Utility will provide and conserve an adequate quantity of protected source water for both short-term and long-term community needs.

Accordingly, the Madison Water Utility will:

- Not contribute to drawdown of the aquifer or deterioration of aquifer water quality.
- Lead efforts to establish a regional aquifer management plan that will address regional demand projections, drawdown of the aquifer, preservation of aquifer water quality, and a baseline time period from which to begin performance measurement.
- Develop community demand projections and their potential impact on the aquifer and the need for more wells, using simulation modeling, at a frequency of at least once every ten years.
- Develop and periodically maintain source water protection plans for each water source in the system.
- Implement projects, public education programs, and pricing structures that encourage customers to conserve water.
- By 2012, develop a standard operating protocol for drought management.

How often should we review utility compliance? Annually.

Draft Secondary Outcomes Policy Stakeholder Understanding and Support

The Madison Water Utility will engender understanding and support from the ownership, the Water Utility Board, the mayor, the Common Council, neighborhoods, advocacy groups, the Wisconsin Department of Natural Resources and the Wisconsin Public Service Commission for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.

Accordingly, the Madison Water Utility will:

- Establish and maintain a standard operating procedure for public participation process.
- Establish a formal outreach plan and program for educating owners on water quality issues, environmental issues, and costs.
- Ensure community awareness and participation in rate cases and capital improvement planning.
- Develop an outreach education program with the Madison Metropolitan School District, similar to that provided by the Madison Metropolitan Sewerage District.

How often should we review utility compliance? Annually.