



# City of Madison Master

City of Madison  
Madison, WI 53703  
www.cityofmadison.com

**File Number: 06403**

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**File Type:** Resolution

**Status:** Items Referred

**Version:** 1

**Reference:**

**Controlling Body:** BOARD OF  
WATER  
COMMISSIONERS

**Requester:** BOARD OF WATER  
COMMISSIONERS

**Cost:**

**Introduced:** 05/08/2007

**File Name:** Authorizing the Mayor and City Clerk to execute  
Amendment No. 1 to the Professional Services  
Agreement with EMA, Inc.

**Final Action:**

**Title:** Authorizing the Mayor and City Clerk to execute Amendment No. 1 to the Professional Services Agreement with EMA, Inc. to facilitate and conduct a utility-wide, participatory self-assessment of organizational issues, communication, work practices and technology, identify opportunities for improvement and implement recommendations.

**Notes:**

**Code Sections:**

**Agenda Date:** 05/15/2007

**Indexes:**

**Agenda Number:** 90.

**Sponsors:** Common Council By Request

**Enactment Date:**

**Attachments:**

**Enactment Number:**

## History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Water Utility	05/08/2007	Fiscal Note Required / Approval	Comptroller's Office/Approval Group		05/08/2007	
1	Comptroller's Office/Approval Group	05/08/2007	Approved Fiscal Note By The Comptroller's Office	Water Utility		05/08/2007	
	<b>Notes:</b> <i>Knepp</i>						
1	Water Utility	05/08/2007	Refer for Introduction				
	<b>Notes:</b> <i>Board of Water Commissioners</i>						
1	COMMON COUNCIL	05/15/2007	Refer	BOARD OF WATER COMMISSIONERS			
1	BOARD OF WATER COMMISSIONERS	05/15/2007	Rerefer	BOARD OF WATER COMMISSIONERS			

**Verbose Action:** The Board wants to see a new proposal from EMA Inc. before approving this resolution.

**Text of Legislative File 06403**

**..Fiscal Note**

Amendment No. 1 to the Professional Services Agreement with EMA, Inc. is in the amount of \$300,000. Funds for this work are included in the Water Utility's 2007 Adopted Budget. Acct: EW01-54901-640000.

**..Title**

Authorizing the Mayor and City Clerk to execute Amendment No. 1 to the Professional Services Agreement with EMA, Inc. to facilitate and conduct a utility-wide, participatory self-assessment of organizational issues, communication, work practices and technology, identify opportunities for improvement and implement recommendations.

**..Body**

**WHEREAS**, the Mayor issued his initiative to Protect and Improve Madison's Drinking Water on May 22, 2006 stating in part that performance standards and benchmarks for the Water Utility will be implemented, including a benchmark to require the involvement of Utility staff in a participatory process for reviewing and assessing Utility practices and procedures, and recommending strategies for improvement; and

**WHEREAS**, Madison Water Utility has retained EMA, Inc to assist in the completion of a self-assessment and preparation of a strategic business plan; and

**WHEREAS**, the Board of Water Commissioners approved the Madison Water Utility Strategic Plan at it's February 20, 2007 meeting; and

**WHEREAS**, Madison Water Utility has the need for additional services in relation to the implementation of the completed Plan and the overall operation of the Utility; and

**WHEREAS**, Madison Water Utility has funds for implementation of the Strategic Plan budgeted in its 2007 operating budget;

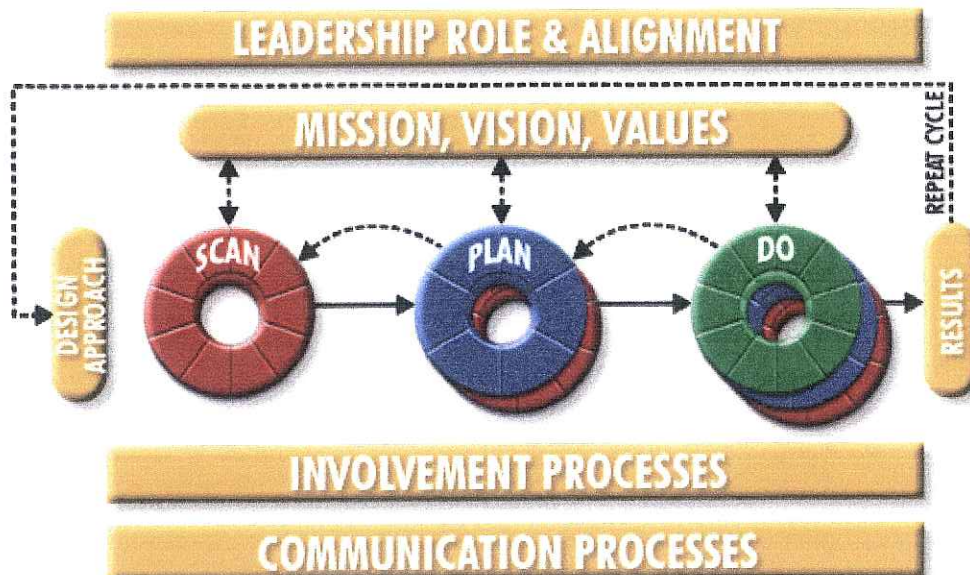
**NOW, THEREFORE, BE IT RESOLVED** that the Mayor and City Clerk are authorized to execute Amendment No. 1 to the Professional Services Agreement with EMA, Inc. in the amount of \$300,000 for additional services.

# 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.

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)

#### **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

**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.

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*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

## Task 2 – Leadership Development

Leadership coaching can make a significant difference in the long-term success of an organization. The coach's role is to assist leadership in developing new ways to attack problems, help leadership get to the root cause and make fundamental changes in their approach to leading the organization. Coaching is about taking action and getting results.

EMA will deliver a six month leadership development coaching program for the top leadership team (six participants) which will include assessment of the team members, followed by personal action plan development, bi-monthly coaching, and group workshops. EMA's services would consist of the following tasks:

- **Initial Participant Assessment** – The process of improving and sustaining leadership skills begins with self assessment. Additionally, each participant's direct reports and direct supervisor will complete an assessment of the participant's leadership skills.
- **Kick Off Workshop** – In this half-day workshop we will clarify the purpose of the leadership development initiative, explain the schedule, coaching process, and share individual assessment results.
- **Expectations Meeting** – This one hour meeting, facilitated by EMA, will include the participant and his or her senior leader(s). Using the assessment results, the participant and their management will identify individual areas of focus for the leadership development action plan and subsequent coaching activities.
- **Checkpoint Workshops** – Two checkpoint workshops will be conducted to verify progress against organizational expectations, recalibrate, share successes, and cover important aspects of management and leadership.
- **Coaching Sessions** – Two one hour one-on-one coaching sessions per month with the selected participants will assist them in accomplishing objectives set out in their personal action plan, and provide tools and support for reaching agreed upon goals.
- **Closing Workshop** – A one day closing workshop with all participants to identify and celebrate progress, milestones, and determine next steps.

### *Deliverables:*

- Compiled individual assessment results
- Half day kick off workshop

- Agreed upon expectations for leadership development
- Two half day checkpoint workshops
- Two one hour coaching sessions per month per participant for six months
- Half day closing workshop

EMA Team Member: Denise O'Berry

Hours: 252

Status: Not Started

### 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

### 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





**SCOPE DETAIL**

Task	Title	Original Scope (hrs)	Added Scope (hrs)	Total Hours	Cost	Approx. Amt Complete	Approx. Amt. Remaining
<b>Task 1 STEERING AND DESIGN TEAM SUPPORT AND ASSISTANCE</b>							
1.1	Steering Team Guidance	266	77	343	\$65,379	\$55,499	\$9,880
1.2	External Communication Plan	0	103	103	\$18,076	\$18,076	\$0
1.3	SCADA Preliminary Design	0	252	252	\$42,856	\$19,056	\$23,800
1.4	Chlorine SOPs	0	32	32	\$5,504	\$5,504	\$0
1.5	Internal Communications	96	0	96	\$14,592	\$1,520	\$13,072
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
<b>LEADERSHIP</b>							
<b>Task 2</b>	<b>DEVELOPMENT</b>	252	0	252	\$36,960	\$0	\$36,960
<b>WORKPLACE CHANGE</b>							
<b>Task 3</b>	<b>SEMINAR</b>	36	0	36	\$5,472	\$0	\$5,472
	Project Management	170	40	210	\$27,080	\$2,600	\$24,480
	Expenses				\$39,104	\$12,536	\$26,568
<b>TOTALS</b>		<b>1050</b>	<b>504</b>	<b>1554</b>	<b>\$299,873</b>	<b>\$114,791</b>	<b>\$185,082</b>

## 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.