

# Strategic Areas and Proposed Objectives

## I. SUSTAINABLE INFRASTRUCTURE AND FINANCING PLAN

Create a plan in which:

- Customers will understand the value of their water and the cost benefit offered by the Water Utility.
- A higher percentage of total capital expenditures will be spent on maintaining existing assets.
- Ways to build a new relationship with PSC are explored – i.e. decoupling, lobbying with other utilities, etc.
- A 10-year infrastructure plan to look at total life-cycle costs of infrastructure is developed.
- The Water Utility is seen as a strong advocate and leader in water conservation, sustainability, infrastructure management, financial stability and process improvement.

## II. EMPLOYEE, ORGANIZATIONAL AND OPERATIONAL EFFECTIVENESS

Provide support:

- To linkage between various strategic plans and evaluate overall effectiveness of strategic efforts.
- To Steering committee efforts on improvements and employee initiatives.
- To the creation and utilization of design teams to engage employees in improvement efforts.

## III. WATER CONSERVATION AND SUSTAINABILITY

Ensure:

- Plans for commercial, municipal and residential are written, approved and implemented.
- 2% reduction target in sales in gallons.
- Education on conservation and sustainability is happening.
- A water / irrigation ordinance is created and implemented.
- Linkage between water usage and energy/carbon emissions is made clear.

## IV. CUSTOMER / STAKEHOLDER SATISFACTION

Create:

- Effective processes for citizen participation that are flexible and implemented well.
- Definitions of Stakeholders and Customers.
- New business opportunities through the process of defining customers/stakeholders.

## V. WATER QUALITY AND PUBLIC HEALTH

Support efforts whereby:

- Water Utility continues to participate in research.
- Educational outreach is ongoing.
- Public Trust is enhanced.
- Efforts in this area are regional.

# **Roles and Responsibilities:**

## **WATER UTILITY BOARD**

- Provide high-level strategic direction and oversight of the Utility.
- In consultation with the Mayor, approve the Mayor's appointment of the General Manager subject to the further approval of the Common Council
- Act as the voice of the entire community

## **WATER UTILITY MANAGEMENT**

- Manage and supervise daily operations in support of the Utility's mission
- Devise and implement tactical plans to meet the Utility's strategic priorities
- Plan for the rehabilitation, replacement, and expansion of Utility infrastructure
- Maintain a highly skilled workforce
- Ensure organizational effectiveness
- Inform, educate, and involve the public

## **STEERING TEAM**

- Manage organization-wide improvement
- Recommend improvements and changes
- Create design teams to address issues
- Provide support for improvement efforts
- Be the voice of the employees
- Create opportunities for employee involvement and engagement in change efforts

# Mission Statements

## **CURRENT BOARD MISSION STATEMENT**

The mission of the Board . . . is to develop and oversee the strategic direction of the Madison Water Utility to assure an adequate quantity of high quality water, at a reasonable cost, and to conserve ground water, recognizing the prime importance of drinking water to the public.

## **CURRENT WATER UTILITY MISSION STATEMENT**

Annual Report: The mission of the City of Madison Water Utility is to provide and maintain an adequate supply of safe water for consumption and fire protection, with quality service and at a reasonable price, for present and future generations.

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## **POSSIBLE MISSION STATEMENTS**

The Madison Water Utility will provide quality service at a reasonable cost to assure an adequate quantity of high quality water for consumption and fire protection, while conserving ground water for present and future generations.

The Madison Water Utility works to assure adequate amounts of high quality water for public consumption and fire protection, at a reasonable cost, while conserving ground water to meet the needs of current and future generations.

To maintain the public trust of present and future generations, the Madison Water Utility will supply quality water for consumption and fire protection, at a reasonable cost, while ensuring the sustainability of ground water and ensuring and minimizing the use of other resources.

## **STAFF RECOMMENDATION**

We are entrusted by the people of Madison to supply high quality water for consumption and fire protection, at a reasonable cost, while conserving and protecting our ground water resources for present and future generations.