



2016 - 2018
STRATEGIC PLAN

Saint Paul Regional Water Services

Mission Statement

To provide reliable, quality water and services at a reasonable cost

Vision Statement

To be a regional and national water industry leader emphasizing quality product, services and cost containment.

Statement of Values

We commit to these values and expectations, taking pride in what we do together and promoting a positive image of Saint Paul Regional Water Services.

Sense of Community

We . . .

- Show respect to other's differences, take time to learn about each other, and treat each person as a unique individual.
- Create and maintain a positive, inclusive, diverse workforce to better serve our customers.
- Approach our work and interactions in a way that promotes and supports our community.
- Communicate openly and honestly, acting in a respectful and tactful manner.

Commitment to Excellence

We . . .

- Have a shared vision of the future that gives us a clear sense of direction.
- Establish clear roles and responsibilities for all employees.
- Strive for excellence, continually improving and finding ways to be more effective and efficient.
- Keep our expertise current and willingly take on development opportunities.
- Demonstrate commitment and effort in the work that we do.

Sustainable Stewardship

We . . .

- Build trustworthy relationships, internally and externally, to achieve desired common goals.
- Protect and work to improve our water supply.
- Provide for a sustainable infrastructure ensuring reliability for future generations.
- Promote and enhance the use and respect of the environment by supporting environmental, social, and economic sustainability where possible.

Quality Customer Service

We . . .

- Put the customer first.
- Demonstrate our customer service standards of responsiveness, empathy, honesty, respectfulness, and reliability.
- Promise only what we can deliver and deliver what we promise.
- Create great customer interactions.
- Carry out our work in a professional manner.

Building for the Future

We . . .

- Promote innovation, change, and continuous improvement as we plan for the future.
- Commit to doing things effectively, making calculated decisions that result in organizational stability and desired change.
- Demonstrate adaptability and flexibility, adjusting to changing priorities and multiple demands within the organization and community.
- Exercise fiscal responsibility.

2016–2018 SPRWS Strategic Goals

Strategic Goal #1: Continue to improve the quality of water delivered to our customers

- Maintain Phase IV Partnership for Safe Water status in the Treatment Plant Optimization Program.
- Reach Phase III Partnership for Safe Water in the Distribution System Optimization Program.
- Continue research relationships with the Water Research Foundation and University of Minnesota.
- Explore partnering with Metropolitan Council or other government units regarding water quality improvement research.
- Continue to improve water quality efforts throughout the distribution system with an increased emphasis on our construction practices.
- Evaluate improvements to limit nitrification, including: automatic flushing, chemical addition, stored water capacity and operations.
- Assess biological stability of water in the distribution system.
- Support other agencies' efforts to protect local and upper Mississippi River watersheds.
- Evaluate treatment strategies for new softening, recarbonation, ozonation, solids thickening and handling processes.
- Continue to study the ability of biological active filters and ozone to remove emerging contaminants.
- Prepare for changes in Lead and Copper Rule pertaining to lead service connections and customer education.

Strategic Goal #2: Emphasize excellent customer service

- Enhance customer service training utility-wide.
- Use a variety of measures to gauge customer satisfaction.
- Implement a comprehensive customer complaint management system.
- Expand and promote online services.
- Optimize construction restoration processes and practices.
- Continue to improve public information, education and outreach.
- Continue to implement additional functionality of the Infinity customer information system.
- Partner with other government entities to increase communication and transfer of data.
- Treat all customers with dignity, fairness and respect, ensuring that all customers receive service free of discriminatory practices.

Strategic Goal #3: Improve asset management

- Develop a comprehensive capital investment plan by incorporating all other utility assets to the existing Production and Distribution Division model.
- Provide sufficient capital investments to address infrastructure needs as outlined in the 10-Year Master Plan for Production and Distribution Division assets.
- Optimize the use of technology.
- Perform preventative maintenance on schedule to ensure reliability of our assets.
- Implement work order and asset management workflow planning improvements utility-wide in computerized maintenance management system (CMMS).
- Consider GASB 34 requirements when making modifications or improvements to our asset management systems with the goal of fully complying with the rule in the future.

Strategic Goal #4: Operate an efficient utility

- Continue to market wholesale water to other communities.
- Utilize performance measures and explore performance-based evaluations of work.
- Work toward full field automation by improving the business process workflow and access to data and technology, and increasing the emphasis on field computing.
- Perform a water audit following new AWWA guidelines to account for non-revenue water. Review ways to reduce and track non-revenue water.
- Promote employee knowledge through cross training and shadowing to increase flexibility and efficiency.
- Incorporate industry standards and best practices to improve operations.
- Work more closely with the City to improve the effectiveness of shared citywide software applications.
- Commit to seeking cost-effective and practical ways to reduce our use of energy and use renewable energy sources where possible.
- Further incorporate environmental stewardship in our operations.
- Ensure continued financial stability.

Strategic Goal #5: Invest in SPRWS employees

- Make active strides towards goals of the SPRWS Racial Equity Plan by attracting and retaining a diverse workforce that respects and values differences in both internal and external customers.
- Increase ongoing recruitment strategies to assist Human Resources in reaching diverse applicant pools, both skilled and racially.
- Offer developmental training initiatives that create a work environment in which the potential of all employees can be maximized.
- Develop a plan for knowledge management and an inventory of current employee skill sets that will prepare SPRWS for retirements, turnover, and hiring needs.
- In addition to annual Performance Evaluations, provide regular performance feedback to employees with a focus on acknowledging employee contributions to the success of the organization as well as opportunities for growth.
- Provide a variety of training for staff including: stronger new employee orientation/onboarding, leadership development, and environmental stewardship.

Strategic Goal #6: Ensure a safe and secure working environment

- Continue development of the safety program to meet the recommendations of the safety audit.
- Hold employees and management accountable for safety and security.
- Plan for possible disruptions due to pandemic, meteorological, intentional attacks, or other events.
- Implement to the extent feasible the recommendations of current vulnerability assessment.
- Participate in emergency management planning with other levels of government.
- Rebuild our emergency response plan while maintaining a continuity of operations plan, and exercise the plans annually.
- Optimize the security program.
- Foster a workplace where employees are treated with dignity, fairness and respect, ensuring that all employees work in a place free of discriminatory practices, intimidation, harassment, and violence.