



**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.