SAINT PAUL REGIONAL WATER SERVICES

2013 - 2015 STRATEGIC PLAN
Saint Paul Regional Water Services Employees

We, the employees of the Saint Paul Regional Water Services, are committed to providing superior performance of our duties to the citizens and communities we serve.

Jeffery Abbott
Richard Abbott
Ali Abdi
Karl Abrahamson
Isaac Afwerkg
Solomon Alemu
Keith Alesa
Michael Albi
John Anderson
Keith Anderson
Krista Anderson
Michael Anderson
Herman Audett
Vincent Bader
Timothy Bagstad
Matthew Bailey
Michael Bailey
Daniel Barthol
Dean Bennett
Simon Bennett
Allen Benson
Bruce Berg
Thomas Blanchard
Kimberly Block
James Bode
Donald Bowman, Jr.
Lorrie Brown
Sarah Brown
Stephen Brown
James Burchara
Martha Burckhardt
Thomas Buth
John Byrd
Robert Cadorette
Kristine Callinan
Jacquelynn Carey
Gordon Carney
Conn Cassity
Graeme Chaple
Che Fei Chen
Donald Cherry
Timothy Conroy
Ramsey Coronado
Louis Courneya
Mark Cullen
Peter Davis
Stanley Denkinger
James Derks
Sean Diesterhaft
James Duffy
Bradley Elks
Steven Evanson
Katherine Ferdig
Brian Finnegan
Jerri Finnegan
Dudley Flaherty
Joseph Fletcher
Mollie Gagnelius
Brian Galloway
Joseph Garcia
Connie Garrahy
Daniel Gatzk
Jeff Gehring
Louis Germain, Jr.
Metric Giles
Anthony Gillette
Stephen Gleason
Brian Gomez
Cynthia Govan
Donald Graf, Jr.
James Graupmann
Jennifer Guertin
Jeremy Galbranson
Stephen Guterman
Richard Hagel
Chad Haddorson
Abdelwahab Hamid
Robert Hamm
Todd Hansford
Brian Hanson
Terry Hartmann
Willard Hartmann, Jr.
Lawrence Healey
James Hegge
Jonathon Henrickson
Sandra Hernandez
Peter Hollis
Judy Howard
Lawrence Huffmyer
Yvonne Hutter
Binh Huynh
Elena Hurskij
Nicholas Jaeger
Linda Jarvis
Jeffery Johnson
Troy Johnson
Joshua Jonas
Gary Kampmann
Charles Karvaloski
Bradley Kelbe
Jeremy Kiecker
Andrew Knuth
Michael Knutson
Gregory Krey
Steven Kriegeleer
Seneca Kruse
Heidi Lagos
Craig LandRamer
Brian Laniagn
Thomas Laniagn
Larry Larsen
Krnn Larson
Kevin Larson
Robert Launderville
William Launderville
Benjamin Lee
Bliong Lee
Lisa Lervoog
Steven Lorbach
Jerome Lucker
Dolores Ludden
Jerome Luddon
Mark Luzinski
James Lyons
Andrew Magdziarz
Tristen Magdziarz
Angelo Mancini
David Marraffo
Brent Marsalet
Barbara Martin
Jeffrey Martin
Shawn Mayer
William McAulster
Bradley McCullough
Rebecca McKenzie
Brian McLaughlin
James McNeely
Mary Metcalf
Robert Meyer
Gregory Miller
David Monson
Gregory Montanari
Matthew Morelari
Gayle Moser
George Moy, Jr.
Joseph Moy
Nicholas Munoz
Richele Nicotia
Timothy Niedermayer
Todd Niedermayer
Joseph Nielsen
Ruth O'Brien
Derek Olson
Keith Owens
Anthony Palumbo
Lorinda Pietrick
Lawrence Petrrie
Lynda Preciado
Elizabeth Quickell
Donald Ragug
Richard Rease
Kenneth Reeves
Richard Reeves
Ronald Reeves
Joshua Ritter
Justine Roe
Katherine Rohrbacher
Dennis Rosemark
Alexis Rossow
Daniel Salinas
Carl Sandwick
Pamela Saumweber
Bryan Schank
Dustin Schluessler
Aaron Schmidt
John Schneider
Steve Schneider
David Schuler
Roxanne Schulze
Michael Seamon
Gary Sidesbottom
Martin Simones
Chantha Siv
Richard Smaller, Sr.
Jermaine Smith
Leann Smith
Benjamin Sorensen
Gregory Sorensen
Dennis Spittstoeesser
Elmer Stevenson
Kim Stewart
Daniel Stone
David Strobel
Amber Sullivan
Karen Sullivan
Richard Svoboda
Wilbert Taylor
Paul Thurston
Nathan Torgerson
Kathleen Travis
Joseph Tronson
William Tschida
John Turi
Eric Turner
Kou Vaing
Xue Vaing
David Wagner
James Wagner
Jeffrey Wagner
Sadie Waller
Jodi Wallin
Michael Walton
Larry Weber
Marie Weinhandl
Susan Weinke
Jennifer Wilkins
Curtis Willier
Curtis Wolf
Jacob Wolf
Chad Wrightson
Jeremy Wry
Ka Xiong
Thomas Zangs
Philip Zollinger
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.
General Information

Board of Water Commissioners
Saint Paul Regional Water Services (SPRWS) is governed by a seven-member Board of Water Commissioners that sets policy and guides the future direction of the utility and its staff. The Board members are Matt Anfang, president; Amy Brendmoen, vice president; and commissioners Kathy Lantry, Chris Tolbert, James J. Bykowski, Gregory Kleindl and Will Rossbach.

Service Area
SPRWS serves 415,000 customers within a 113 square mile geographic area, which includes the cities of Arden Hills, Falcon Heights, Lauderdale, Lilydale, Little Canada, Maplewood, Mendota, Mendota Heights, Roseville, Saint Paul, and West Saint Paul. In addition, we serve selected accounts in Newport, South Saint Paul and Sunfish Lake. We also supply emergency system maintenance to the cities of Birchwood Village, Oakdale, Little Canada, and the township of White Bear.

Organization
SPRWS is administered by the General Manager, Steve Schneider, and is organized into four functional divisions: Business, Distribution, Engineering and Production.
2013-2015 SPRWS Strategic Goals

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

- Maintain Phase III Partnership for Safe Water status and pursue Phase IV status.
- Reach Phase III Partnership for Safe Water/distribution system.
- Continue research relationships with Water Research Foundation and University of Minnesota.
- Continue to improve water quality efforts throughout the distribution system with an increased emphasis on our construction practices.
- Evaluate improvements to limit nitrification, including: tank mixing, chemical addition, stored water capacity and operations.
- Support other agencies’ efforts to protect local and upper Mississippi River watersheds.
- Develop a long term master plan for water treatment processes.

Strategic Goal #2:
*Emphasize excellent customer service*

- Enhance customer service training utility-wide.
- Use a variety of measures to gauge customer satisfaction.
- Expand online services.
- Analyze and optimize construction restoration processes and practices.
- Implement a comprehensive customer complaint management system.
- 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.

Strategic Goal #3:
*Improve asset management*

- Provide sufficient capital investments for infrastructure replacement at a level that ensures replacement by the end of an asset’s useful life.
- Participate in emergency management planning with other levels of government.
- Optimize the use of technology.
- Perform preventative maintenance to ensure reliability of our assets.
- Implement computerized maintenance management system workflow planning improvements utility-wide.
- Develop a department-wide master plan for asset management.
Strategic Goal #4: 
*Operate an efficient utility*

- Continue to market water to other communities.
- Continue to refine performance measures and utilize the information to make necessary improvements.
- Improve workflow business process and access to technology and increase emphasis in field computing.
- React to economic changes to ensure continued financial stability.
- Perform water audit to account for non-revenue water.
- Staff employees at appropriate levels to allow for flexibility and efficiency.
- Promote employee knowledge through cross training and shadowing to increase flexibility and efficiency.
- Incorporate industry standards to improve operation and practices.

Strategic Goal #5: 
*Invest in SPRWS employees*

- Attract and retain a diverse workforce to create a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees.
- Provide appropriate resources to support training initiatives.
- Develop a plan for knowledge management.
- Develop an annual planning session to review changing skill set needs.
- Develop an inventory of current employee skill sets that may be utilized within the utility.
- Create a work environment that maximizes the potential of all employees.
- Value and acknowledge employee contributions to the success of the organization.

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

- Continue development of 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 or other events.
- Implement to the extent feasible the recommendations of current vulnerability assessment.
- Exercise our emergency response plan and continuity of operation plan annually.
- Optimize 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.