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Strategic Plan • 10-Year

Springfield Water & Sewer Commission

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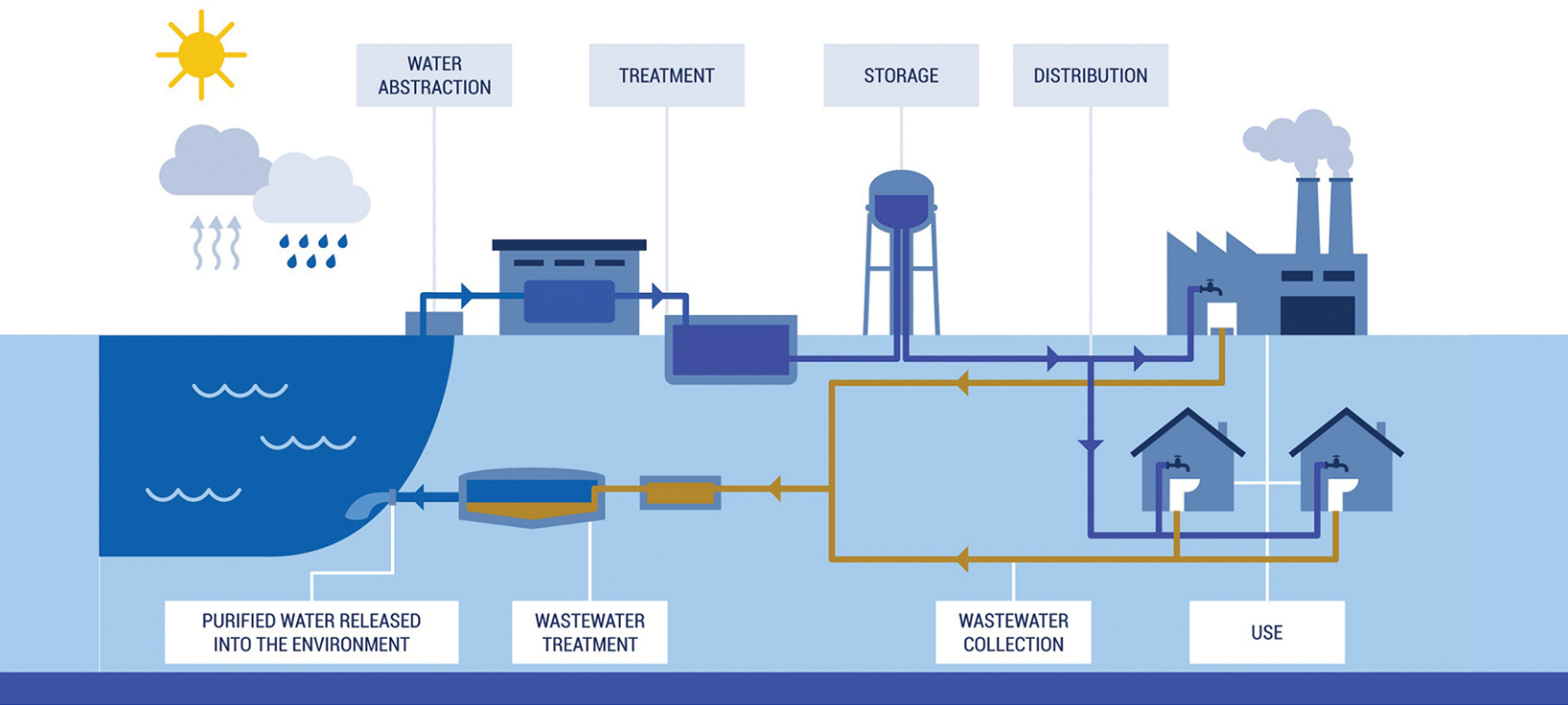
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- Thomas Haydon, Chairman of the Board
- Tyler Coulter, Board Member
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- Bill Robinson, Board Attorney
- David Bartley Water Manager
- John Hale, Sewer Manager
- Angela Culver, Special Projects Administrator
- Linda Chesser, Secretary/Treasurer



Foreword

In late 2021, the Springfield Water & Sewer Commission (SWSC) embarked on a 10 Year Strategic Plan and this is that Plan.

In lieu of being a reactive group.....fix the waterline when it breaks, we are moving toward a proactive direction.....replace the aging waterline before it breaks - again and again and again.

With the changing utility market trends, regulatory demands, labor shortages, technology advancements and the competitive challenges of attracting industry, we must prepare for the future and our place in it. The SWSC is vital in this community, and we must maintain that vitality and quality service to our customer.

This plan will remain a living document with additions and deletions along the way. Over the next 10 years, We would expect that the leaders and managers will change, but this should provide the map of where today's leadership expect the SWSC to go.





Mission

Springfield Water & Sewer is committed to providing the most reliable and high-quality water and wastewater services to our customers. We work together to provide first class service to our priority, our customers. We are committed to being fiscally responsible and strive to better serve not only our community today but also in the future. We do this by investing in both our employees and infrastructure as we firmly believe that the future depends on what you do TODAY!

Vision

To be recognized as a regional leader by our industry and the community we serve, by providing a quality product and excellent customer service.

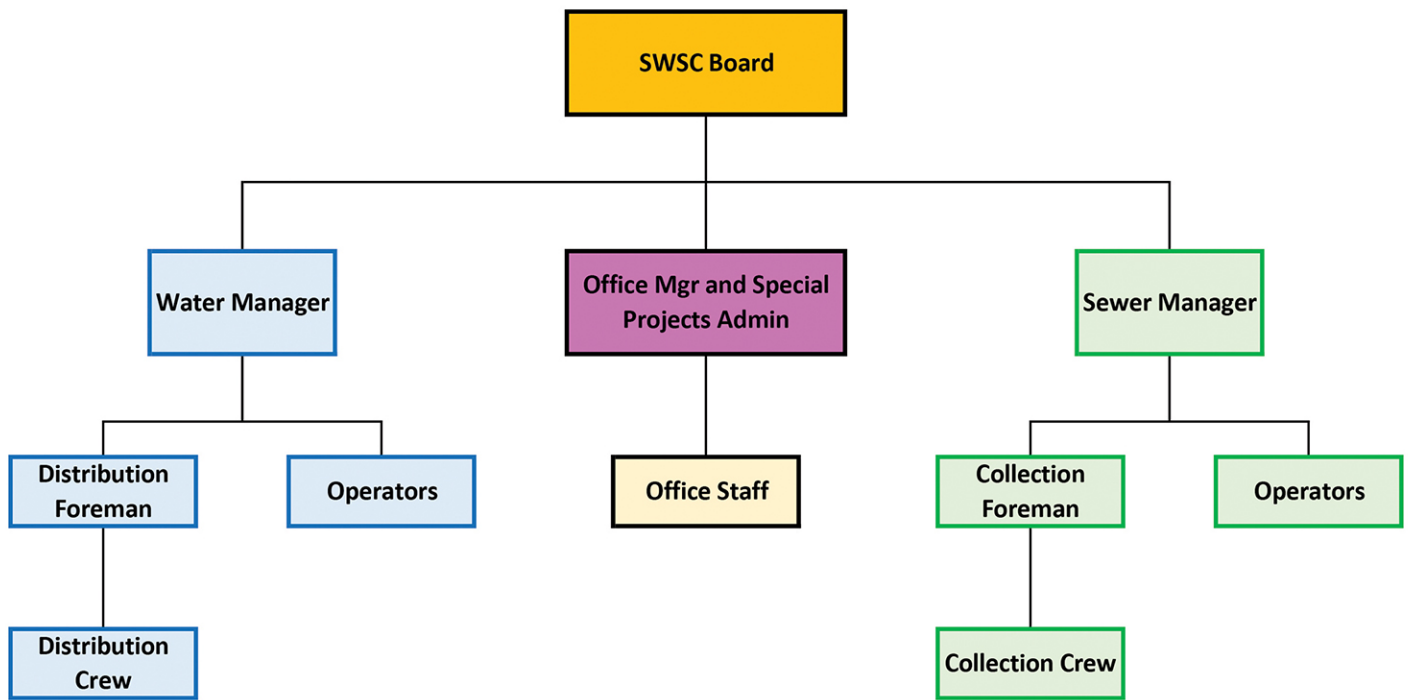
Values

Maintain the trust of the customer and stewardship to the community.





Organizational Chart



Organization's SWOT

Strengths



- Water Quality
- Quality employees-Experienced, reliable and knowledgeable
- Good customer service
- Good work environment-solid pay, very good benefits & local job allowing family life to happen
- Modern and updated WTP, WWTP, construction equipment & vehicles
- County wide water coverage
- Quality Board making decisions in conjunction with various knowledgeable advisors & engineers
- Initial phase of digital mapping
- Financially sound

Weaknesses

- Technology
- Infrastructure age and condition (includes sewer I/I)
- Stuck in the past/old ways
- Lack of Training - including safety & cross training
- Lack of formal safety process, equipment & training
- Security at Water and Sewer plants and stations
- Outdated and stale policies
- No formal job duties or employee evaluation process
- No formal maintenance/inspection plan or process with water/sewer pump stations and various other assets



Organization's SWOT (cont.)

Opportunities

- Comprehensive review of entire compensation/benefit package & HR processes
- Develop training procedures in all areas (safety, field and office)
- Develop future projects to take advantage of current financial opportunities including Infrastructure Bill
- Expand sewer to promote economic expansion
- Review and amend any and all rules, policies & ordinances
- Substantial updating of technology related to this industry
- Establish regular communication with various city/county entities (Fire, police, EMS, SWEDA)
- Public outreach and marketing



Threats

- Withdrawal limits at Willisburg Lake
- Security or lack of (including cyber security)
- Increasing regulatory burdens
- Unfunded mandates
- WTP Sludge going to the WWTP
- Loss of major user
- Labor shortfall
- Stagnant county population growth



Financial

Goal – Assure Fiscal Responsibility & Financial Stability

- Develop and Maintain a 10-year Capital Improvement Plan (CIP)
- Managing with Declining or No Subsidies
 - Aggressively pursue all funding opportunities
 - Actively use “Depreciation” funds for asset replacements as intended for that money
 - Commit funds to rehab and replacement of aging infrastructure
- Strategic Financial Planning
 - Compile 10- year history of various costs and revenues in order to predict 10-year future trends
 - Determine sources, quantities and mitigation of all non-revenue water
 - Explore ways to increase revenue including expansion of the sewer collection system
 - Develop a policy describing all revenue allocations including O&M, Bond Reserve, Depreciation Reserve and General Fund Reserve
 - The “General Fund Reserve” would set aside 6-12 months of Operating Expense including debt service
- Rates/Cost-of-Service Analysis
 - Conduct an internal Cost of Service/Rate study on an annual basis
 - Conduct an external Cost of Service/Rate study every 3-5 years
 - Determine if an “infrastructure surcharge” is warranted as a % addition to customer invoices moving into the future
 - Conduct an annual peer comparison rates and fees
- Utility Budgeting
- Opportunities for Efficiency
 - Considering the labor shortages, coupled with the cost of labor, do a comprehensive review of operation activities, processes, procedures and work-flows that could decrease labor costs and manpower needs
 - Research all industry related technology that could lessen labor needs

INFRASTRUCTURE ASSET MANAGEMENT AND PROJECT DEVELOPMENT

Goal - Maximize the use of current assets and equipment while replacing aging and outdated infrastructure & resources.

- Projects (Capital Improvement Plan)
 - Assess water pump stations preceding repair, rehab or replacement
 - Assess aging watermains preceding strategic replacement
 - Develop repairs, rehabs or replacement Plans/Projects
 - Perform a Sanitary Sewer Evaluation Study SSES followed by a sewer model
 - Perform necessary sewer rehab based on SSES
 - Develop repairs, rehabs or replacement Plans/Projects
 - Assess Sewer Lift Stations followed by necessary repair, rehab or replacement
 - Complete the 4th quadrant of the SBR at the WWTP
 - Cover WTP settling basins
 - Replace aging weirs in the settling basins
 - Send WTP straight to sludge holding at WWTP
 - Complete the 4th quadrant of the SBR at the WWTP
 - Install telemetry in the sewer lift stations
 - Replace Carbon Feed at the WTP
- Aggressively pursue funding opportunities
- Perform LSL Inventory
 - Public
 - Private
- Develop Lead Service Line Replacement Plan
- Perform Lead Service Line Replacements
- Develop a formal and documented inspection and rating process for all infrastructure assets
- Develop a distribution asset management plan such as valve exercise, leak detection, flushing and hydrant exercise
- Replace all water meters and sending units in the system with the most appropriate reading collection system for the geography of the area
- Continually update the water hydraulic model
- Investigate the elimination of using chlorine at the WWTP and WTP
- Enhance and utilize GIS (ESRI) capabilities related to any and all processes, workflows, records and data capture related to asset management
- Develop ESRI dashboards that help management and Board members see current info and provide ability to make proper decisions
- Continually map water and sewer assets

Human Resources

Goals – Attract, develop, train and maintain a quality, capable and diverse workforce

○ Policies and Procedures

- Develop written HR policies and procedures such as attendance, sick time, vacation, drug use, various harassment policies, etc
- Create an “onboarding” document that prepares a new employee for a career at SWSC
- Develop and implement an Employee Evaluation Process
- Create written Standard Operating Procedures (SOP) for all recurring and routine company activities

○ Understand Workforce Issues in the local area and within our own employees

- Maintain contact with the labor conditions in the area
- Create a pay and benefit model that competes with other employers in the local area

○ Attract Talent to the Water Industry and specifically SWSC by developing various resource pools

- Create a summer intern program for High School age
- Develop relationships with the area vocational schools
- Establish plant tours for upper elementary, High School, Vocational School and the general public

○ Employee Development and Succession Planning

- Develop enrichment programs unrelated to work life
- Work with individual employees to determine unique training and educational needs
- Develop training programs for work related items such as plant operation and distributions licensing
- Develop training for other work needs such as computers, technology and GIS skills
- Develop cross training plans and processes so that all field employees can perform all tasks and possibly move into management
- Develop a company succession plan

ENVIRONMENTAL & OCCUPATIONAL HEALTH AND SAFETY

Goal - Protect the Environment, the Customer and the Workforce

○ Environmental Legislation & Issues

- Subscribe to EPA and Ky DOW blogs, blurbs and publications in an effort to stay on the forefront of industry changes, trends and regulations
- Attend webinars and conferences related to the subject
- Require management to attend trainings and educational opportunities regardless of CEU's and licensing requirements
- Require various hourly employees to attend selected educational opportunities as a form of "cross training"

○ Risk Management and Insurance

- Maintain proper insurance coverage with appropriate limits and coverage
- Continually review insurance trends in the industry

○ Emergency Preparedness Planning

- Create standard operating procedures for various doomsday events: fire, tornado, power outage, etc., etc
- Create a step-by-step procedure to deal with source water shortages prior to enacting the procedures contained in the ordinance
- Promote water conservation

○ Occupational Health and Safety

- Continue and expand the safety culture, policies, processes and training
- Develop discipline and reward programs related to safety and its management



OPERATIONS

Goal – Establish efficiencies, technologies and processes that lessen labor needs

- **Opportunities for Efficiency**
 - Considering the labor shortages, coupled with the cost of labor, do a comprehensive review of operation activities, processes, procedures and work-flows that could decrease labor costs and manpower needs
 - Research all industry related technology that could lessen labor needs
- **Develop written Standard Operating Procedures (SOP's) for all recurring field activities**
- **Cross train all distribution and collection crews to perform all jobs or work activities**
- **Continue enhancement of GIS/ESRI to the fullest extent possible**
 - Name a GIS coordinator as a task and not a dedicated position
 - Purchase a 2nd R2 when need is determined
 - Map ALL meters
 - Develop work-flows and work-order processes
- **Enhance collaboration, public communication and notifications**
 - Continue collaboration with Lebanon Water
 - Utilize Microsoft Teams (or similar) to eliminate internal email
 - Seek the best and most efficient and effective ways to communicate with the customer in normal, routine and emergency needs
 - Utilize Social media in a proper and professional manner in order to communicate to the public
 - Maintain the website by keeping current and relevant
 - Continue development and refinement of the newsletter
 - Refine and develop formal and documented procedures between all government entities in the City and County related to necessary interactions



STRATEGIC PLAN TIMELINE

Springfield Water & Sewer Commission		SCHEDULE				COMPLETED																																			
Strategic Plan Timeline		2023				2024				2025				2026				2027				2028				2029				2030				2031				2032			
Objectives	Action/Task	QTR																																							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
FINANCIAL Assure fiscal responsibility and stability																																									
Managing without subsidies	Pursue all funding opportunities																																								
	Use "Depreciation" Reserve for asset replacement																																								
Strategic Financial Planning	Determine source, quantity and mitigation for non-revenue water																																								
	Explore ways to increase revenue including sewer collection expansion																																								
	Develop a revenue allocation policy including O&M, Bond and Depreciation Reserve and General Fund Reserve																																								
	Develop a new General Reserve Policy																																								
Rates/Cost of Service	Conduct an internal study on an annual basis																																								
	Conduct an external study every 3-5 years																																								
	Determine if an "Infrastructure Surcharge" is warranted																																								
	Conduct an Annual peer comparison on rates and fees																																								
Utility Budgeting	Compile 10-year trend history for cost/revenue and 10-year prediction for cost/revenue																																								
HUMAN RESOURCES Attract, Develop, Maintain a Quality, Capable and Diverse workforce																																									
Policies and Procedures	Develop written HR policies																																								
	Create "onboarding" document for new employees																																								
	Develop and implement an employee evaluation process																																								
	Create written Standard Operating Procedures (SOP) for all recurring and routine company activities																																								
	Develop exit interview process																																								
Workforce Issues	Maintain the pulse of the local labor conditions and market																																								
	Create a pay and benefit model that competes with other employers in the area																																								
Attract talent to SWSC	Create a summer intern program																																								
	Develop relationship with area vocational schools																																								
	Establish plant tours for upper elementary, High School, Vocational school and the Public																																								
Employee Development	Develop enrichment programs unrelated to work life																																								
	Work with individual employees to determine unique training and educational needs																																								
	Develop training programs for work related items such as operating and distribution licensing																																								
	Develop training for other work needs such as computers, technology and GIS																																								
	Develop cross training plans and processes																																								
	Develop a Company Succession Plan																																								

STRATEGIC PLAN TIMELINE (CONT.)

Objectives	Action/Task	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ASSETS Maximize the use of current assets and equipment while replacing aging and outdated infrastructure and resources											
Infrastructure Assessments	Perform Documented Inspections and Assessments of various Assets by 3rd party	█	█	█	█	█	█	█	█	█	█
	Water Pump Stations	█	█	█	█	█	█	█	█	█	█
	Sewer Lift Stations	█	█	█	█	█	█	█	█	█	█
	Watermains	█	█	█	█	█	█	█	█	█	█
	Perform Sewer Evaluation Study	█	█	█	█	█	█	█	█	█	█
10-year Capital Improv Plan	Develop a specific and detailed CIP	█	█	█	█	█	█	█	█	█	█
Projects	Repair, rehabilitate or replace Water Pump Stations	█	█	█	█	█	█	█	█	█	█
	Repair, rehabilitate or replace Sewer Lift Stations	█	█	█	█	█	█	█	█	█	█
	Replace Watermains	█	█	█	█	█	█	█	█	█	█
	Replace all water meters	█	█	█	█	█	█	█	█	█	█
	Replace weirs in WTP outside basins	█	█	█	█	█	█	█	█	█	█
	Cover outside basins at WTP	█	█	█	█	█	█	█	█	█	█
	Replace carbon feed system at the WTP	█	█	█	█	█	█	█	█	█	█
	Pump WTP sludge directly to sludge holding at the WWTP	█	█	█	█	█	█	█	█	█	█
	Complete the 4th quadrant of the SBR at the WWTP	█	█	█	█	█	█	█	█	█	█
	Eliminate the use of chlorine gas with alternate disinfection methods	█	█	█	█	█	█	█	█	█	█
	Install telemetry at all sewer lift stations	█	█	█	█	█	█	█	█	█	█
	Perform sewer main rehab and/or replacement	█	█	█	█	█	█	█	█	█	█
Lead Service Line Replacement	Develop LSLR Plan	█	█	█	█	█	█	█	█	█	█
	Perform LSL Inventory - SWSC	█	█	█	█	█	█	█	█	█	█
	Perform LSL Inventory - Private Side	█	█	█	█	█	█	█	█	█	█
	Remove and replace LSL's	█	█	█	█	█	█	█	█	█	█
Inspections and Ratings	Develop formal process for infrastructure asset inspection	█	█	█	█	█	█	█	█	█	█
Asset Management Plan	Develop Formal and documented plan	█	█	█	█	█	█	█	█	█	█
	Water Valve Exercising	█	█	█	█	█	█	█	█	█	█
	Hydrant flushing and exercising	█	█	█	█	█	█	█	█	█	█
	Leak Detection	█	█	█	█	█	█	█	█	█	█
	Other assets	█	█	█	█	█	█	█	█	█	█
Hydraulic Models	Update water model based on 2022 changes	█	█	█	█	█	█	█	█	█	█
	Build sewer model after completion of SSES	█	█	█	█	█	█	█	█	█	█
GIS and ESRI	Continually map water and sewer assets.	█	█	█	█	█	█	█	█	█	█
	Develop ESRI dashboards	█	█	█	█	█	█	█	█	█	█
	Enhance and utilize all ESRI capabilities	█	█	█	█	█	█	█	█	█	█

STRATEGIC PLAN TIMELINE (CONT.)

Objectives	Action/Task	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPERATIONS Establish efficiencies and processes that lessen labor needs											
Opportunities for Efficiency	Review and revise any unnecessary operation activities, processes, procedures and work-flows										
Enhance GIS/ESRI	Name a GIS coordinator as a task and not dedicated										
	Purchase an additional R2 and handheld devices immediately upon need										
	Map ALL meters										
	Develop work flows, work orders and data collection										
SOP's	Develop written Standard Operating Procedures										
Enhance Collaboration	Continue collaboration with LWW										
	Utilize MS Teams (or similar)										
	Seek effective ways to communicate with the customer for normal, routine and emergency needs										
	Use Social Media in proper and professional manner										
	Maintain the website by keeping current and relative										
	Continue development and refinement of the newsletter										
	Develop formal and documented procedures among all local governmental entities										
ENVIRONMENTAL and OCCUPATIONAL HEALTH AND SAFETY Protect the environment, the customer and the workforce.											
Legislation and Issues	Subscribe to EPA and Ky DOW blogs and publications to stay current										
	Attend webinars and conferences related to the subject										
	Require management to attend training and educational opportunities regardless of CEU and licensing requirements										
	Require various hourly employees to attend above as "cross training"										
Risk Management and Insurance	Maintain proper insurance with appropriate limits and coverage										
	Continually review insurance and risk management trends										
Emergency Preparedness	Create SOPs for doomsday events (fire, tornado, etc)										
	Create step-by-step procedure to deal with source water shortage prior to using the provisions in the Ordinance										
	Promote water conservation										
Occupational Health & Safety	Continue and expand safety culture, policies, processes and training										