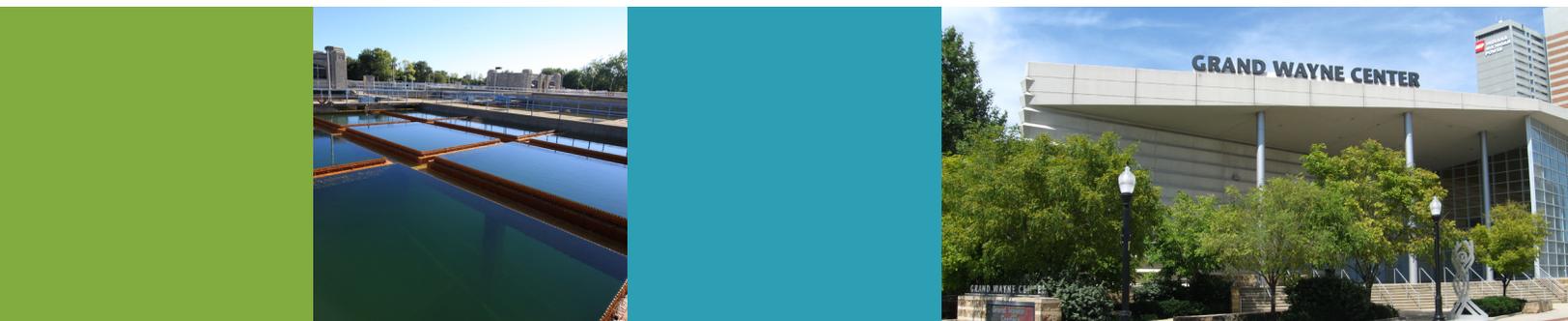




# 2017-2022 Strategic Plan

## FORT WAYNE CITY UTILITIES

Adopted August, 2017



## Our Mission

To support public safety and public health, and to enhance regional economic development by delivering high quality, affordable water, wastewater, and storm water services in ways that protect the environment.

## Our Vision

To be nationally recognized as a regional utility of excellence.

## Our Values

City Utilities differentiates itself from other utilities with its depth and breadth of experience and knowledge. Its diverse team of experts provides the most comprehensive and accurate approach to water resource management in the region. City Utilities has a long-view approach to providing services in the region and developing talent for the future. These high-quality and affordable services are provided with the environment in mind including investments in energy manufacturing, environmental stewardship, and resource recovery.

### Customer focus

We provide affordable and high-value services and we are committed to continuous improvement. We provide excellent service to our customers. We are leaders in engaging our customers and stakeholders and provide them meaningful opportunities to participate in decisions that are important to them. We will maintain high service levels in cost-conscious ways to exceed customer's expressed expectations. In doing so, we will be:

- Compassionate
- Creative
- Flexible
- Fair and equitable
- Offer choice
- Conscious of convenience
- Affordable

### Integrity

We will inspire trust and respect among customers and employees. In doing so we will be:

- Trusted
- Ethical
- Adhering to high standards
- Transparent
- Fair-minded

### Leadership

We will focus on goals and require accountability by collaborating with forward-thinking local, regional, and national organizations to advance the interests of the community and industry. In doing so, we will:

- Prioritize public health and public safety

- Employ cutting-edge approaches that create a sustainable community
- Promote and enhance economic development
- Be focused in applying our management style
- Be strategic and disciplined in our decision making
- Use effective listening skills
- Honor our commitments and focus on results
- Build partnerships with regional entities and City departments when appropriate
- Be community-minded
- Continue to serve as a leader at the State level in advancing utility issues, awareness and needs

## Stewardship

We protect the environment through effective management and operation of our wastewater collection, treatment and storm water collection and disposal systems. We manage our resources in an environmentally responsible manner. We will protect and responsibly use the natural, financial, and human resources entrusted to Fort Wayne City Utilities. In doing so we will:

- Be responsible in use of all resources
- Display a commitment to stewardship
- Ensure regulatory compliance to protect our environment through actions at the federal, state and local levels
- Serve as an advocate at the Federal level to ensure utility issues and funding stay in the forefront with our legislators
- Promote safety
- Produce quality products and services

## Employee Growth and Development

We value our employees as our most important resource and we provide them competitive compensation and a safe and rewarding work environment which promotes diversity and equal opportunity for all. We will recruit, train, motivate, and retain a highly- qualified, diverse and committed workforce and provide a safe work environment. We will:

- Identify, recruit talent
- Endeavor to attract and retain a diverse workforce reflective of our community
- Provide training for all levels of the organization
- Encourage and display innovative and forward-thinking skills when addressing problems
- Adhere to appropriate risk management principles and practices
- Ensure employees are valued for their contributions

## Shared Organizational Culture

We seek innovation and creativity in accomplishing our mission and enhancing our services. We will foster a workplace that rewards creativity and innovative approaches to problem-solving through continuous learning, support for individual initiative and teamwork

## Effectiveness

We will deliver quality services and products in a cost-conscious manner

## Introduction

Fort Wayne City Utilities (FWCU) is a regional utility owned and operated by the City of Fort Wayne, Indiana providing water, wastewater, and stormwater services to its customers. Fort Wayne is Indiana's second-largest city and serves as the heart of the Northeast Indiana economic region. FWCU serves a population of approximately 257,000 within the Fort Wayne city limits and approximately 43,000 outside the city limits. In addition, the utility provides wholesale water and sewer treatment services to several surrounding communities. FWCU has 362 employees, and 2017 operating and capital budgets of \$65 million and \$74 million, respectively. Infrastructure assets include 1,393 miles of water mains, 1,403 miles of sewers, and 671 miles of storm sewers. FWCU is governed by a strong mayor-council government and a Board of Public Works. A director, appointed by the mayor, oversees the utility's three utilities and four business units – business services, engineering, operations, and policy and planning. FWCU also seeks guidance from a local Utility Advisory Board made up of local stakeholders, including neighborhood leaders and representatives from local organizations.

FWCU developed and adopted a Strategic Business Plan in 2005. This Strategic Business Plan analyzed the issues FWCU needed to address in the coming years. Included in that plan was a vision, mission statement, defined goals and objectives for FWCU, and long-range business strategies needed to be successful in the future.

After successfully implementing the previous Strategic Business Plan, the Utility wanted to engage a consultant to provide strategic planning and consulting services to the Utility's executive leadership team by bringing a broad, external perspective to the generation of a comprehensive strategic planning document to be used by the Utility to track the established goals, objectives, and priorities for the next five years. The developed strategic plan was required to include recommendations to guide key policy, facility, personnel, training, and resource allocation decisions for the designated five-year time period for the next plan. Further, FWCU desired its use of the Ten Attributes of Effective Utility Management for measurement of individual, departmental, and utility-wide performance to be reflected in the final strategic plan. Meetings with all the stakeholders revolved around a discussion of the strengths, weaknesses, opportunities, and threats to FWCU.

The process to update the FWCU strategic plan included the following:

- ✓ Meetings with FWCU leadership
- ✓ Meetings with FWCU stakeholders
- ✓ City Department heads
- ✓ Current and former elected officials
- ✓ Representative of the development community
- ✓ Member of the Utility Advisory Board
- ✓ Employees in representative groups
- ✓ On-line employee survey

## Strategic Themes

The Strategic Plan resulting from this process identified six strategic initiatives which included:

- ✓ Human Capital Development
- ✓ Community and Employee Engagement
- ✓ Customer Service
- ✓ Technology
- ✓ Affordability and Cost Management
- ✓ Environmental Stewardship and Conservation

Each of the six strategic initiatives included goals, actions, and measures of success. The new Strategic Plan will guide the operation of the FWCU for the next five years. The significant stakeholder input sought and incorporated into the plan will provide a broad base of support for those initiatives.

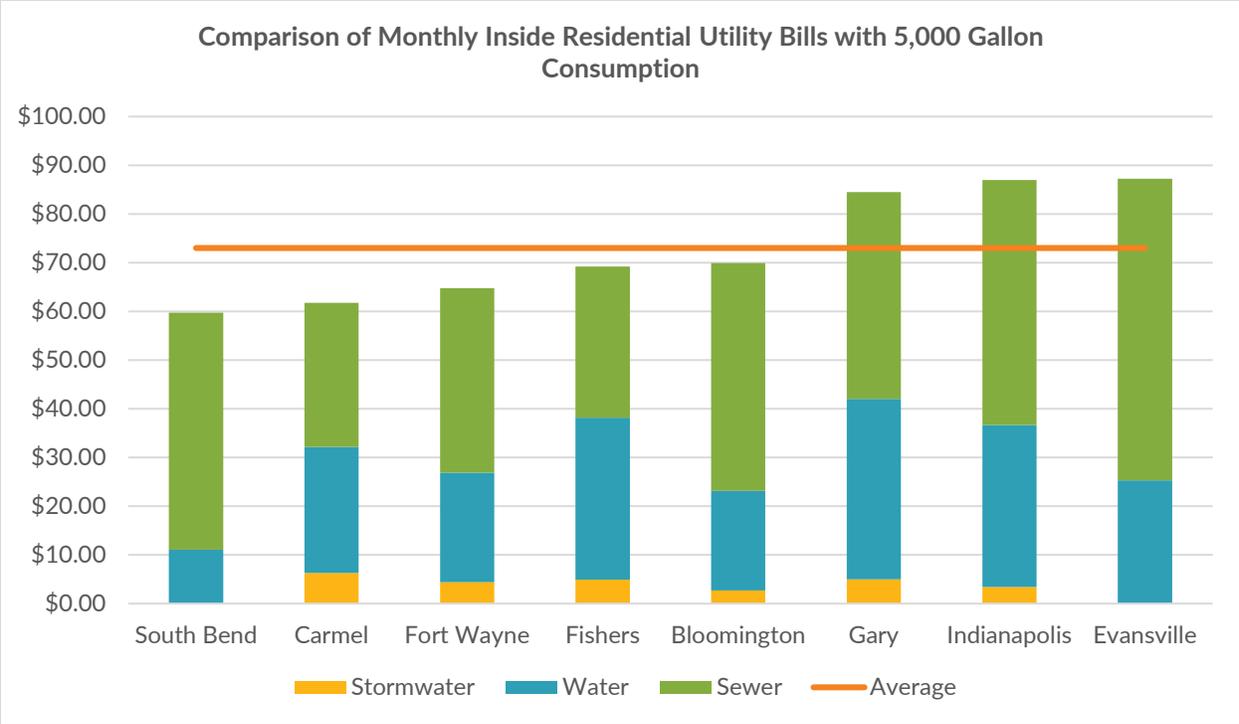
### Affordability and Cost Management

#### Comparisons with Major Communities in Indiana

##### Monthly Inside Residential Bill for 5,000 Gallons

City	2016 Population	Stormwater	Water	Sewer	Monthly Total
South Bend	101,734	\$0.00	\$11.09	\$48.67	\$59.76
Carmel	91,065	\$6.28	\$25.91	\$29.56	\$61.75
<b>Fort Wayne</b>	<b>264,488</b>	<b>\$4.40</b>	<b>\$22.45</b>	<b>\$37.95</b>	<b>\$64.79</b>
Fishers	90,127	\$4.95	\$33.23	\$31.00	\$69.18
Bloomington	84,465	\$2.70	\$20.46	\$46.75	\$69.91
Gary	76,424	\$5.00	\$37.02	\$42.50	\$84.52
Indianapolis	855,164	\$3.45	\$33.23	\$50.27	\$86.95
Evansville	119,477	\$0.00	\$25.32	\$61.90	\$87.22
Average		\$3.35	\$26.09	\$43.57	\$73.01

Working together FWCU and its customers have maintained competitive utility rates for Indiana communities in excess of 75,000 in population for 'in city' rates for all utilities as indicated in the table above and the chart below. While each community surveyed is different in its stage of development and approach to meeting regulatory and infrastructure requirement through use of 'best practices', application of strong business principles and creative problem-solving methods FWCU's monthly bills for 'in city' customers using 5,000 gallons of water and sewer per month, as well as payment of the City's stormwater assessment, falls below five (5) of the seven (7) Indiana communities surveyed in direct comparison of monthly bills and is well below the state averages for monthly water and sewer bills as well. As another indicator of cost FWCU's monthly combined bills for all three utilities falls at 88.7% of the average for Indiana communities in excess of 75,000 population.



### Comparisons with Major Communities Outside of Indiana

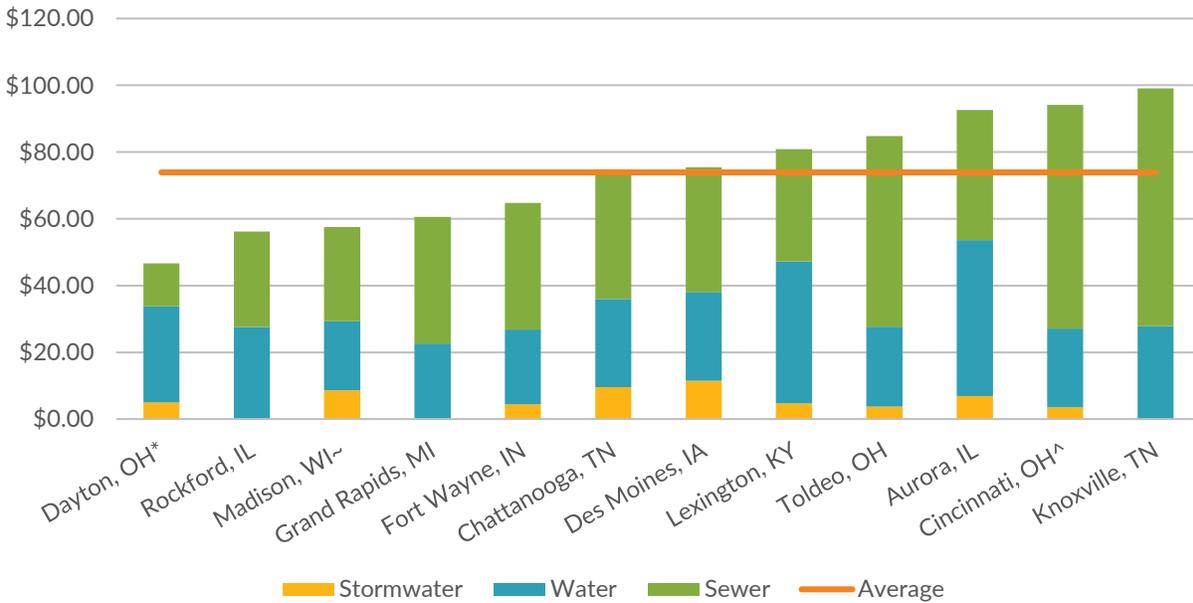
Again, while recognizing that each community surveyed is different in its stage of development and approach to meeting regulatory and infrastructure requirement when comparing FWCU’s utility rates for similar usage for all three (3) utilities provided to major or comparably sized cities outside of Indiana in excess of 140,000 in population FWCU continues to compare favorably to those communities with like services provided with FWCU’s combined utility rates for all three (3) utilities provided falling below seven (7) of the eleven (11) peer communities surveyed and representing a monthly bill which is 87.7% of the average for peer communities.

### Monthly Inside Residential Bill for 5,000 Gallons

City	2016 Population	Stormwater	Water	Sewer	Monthly Total
Dayton, OH*	140,489	\$5.03	\$28.75	\$12.90	\$46.68
Rockford, IL	147,651	\$0.00	\$27.57	\$28.59	\$56.16
Madison, WI~	252,551	\$8.61	\$20.74	\$28.19	\$57.54
Grand Rapids, MI	196,445	\$0.00	\$22.60	\$38.01	\$60.61
<b>Fort Wayne, IN</b>	<b>264,488</b>	<b>\$4.40</b>	<b>\$22.45</b>	<b>\$37.95</b>	<b>\$64.79</b>
Chattanooga, TN	177,571	\$9.60	\$26.34	\$38.43	\$74.37
Des Moines, IA	215,472	\$11.50	\$26.55	\$37.35	\$75.40
Lexington, KY	318,449	\$4.68	\$42.59	\$33.66	\$80.93
Toldeo, OH	278,508	\$3.80	\$23.86	\$57.10	\$84.76
Aurora, IL	201,110	\$6.90	\$46.74	\$38.94	\$92.57
Cincinnati, OH^	298,800	\$3.54	\$23.54	\$67.01	\$94.09
Knoxville, TN	186,239	\$0.00	\$27.91	\$71.15	\$99.06
<b>Average</b>		<b>\$4.84</b>	<b>\$28.30</b>	<b>\$40.77</b>	<b>\$73.91</b>

\*Stormwater based on annual fee for residential property flowing into MS4  
~Storm based on quarter acre lot (10,890 sq. ft.) with 2,500 sq. ft. impervious and the rest pervious.  
^Storm based on annual fee for residential property under 10,000 sq. ft. (0.23 acres).

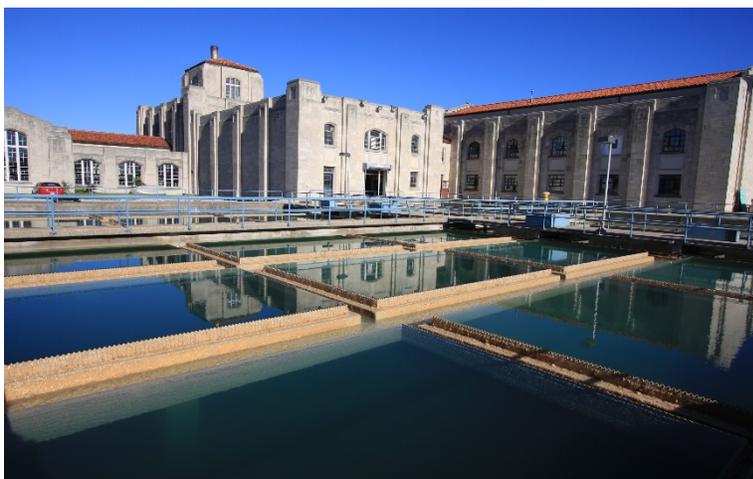
Comparison of Monthly Inside Residential Utility Bills with 5,000 Gallon Consumption



### Significant Factors Affecting FWCU's Rates

A significant reduction in water sales per residential customer generated by increased appliance efficiency and declining household size, and compounded by the need to replace, renew, and improve aging water and wastewater facilities, has required several utility rate increases in Fort Wayne. As a result, many individuals interviewed believe utility rates, while remaining reasonable for the quality of product delivered, may be approaching a 'saturation' level within the community served. To assist customers in understanding the Utility's financial challenges and to promote transparency, FWCU following the lead for Fort Wayne City government, added its check register and provided access to all contracts in excess of \$25,000 for customers to review online and has worked vigorously to inform customers of the need for projects and how a variety of factors affect operating costs. In addition, some investments made by FWCU in the water distribution system improve the public fire protection system, resulting in significant savings for homeowners and businesses in fire insurance costs. Because of the efforts above, policy, planning and decision-making at all levels of the organization reflect the utility's commitment to operate all facets of FWCU's operations at the lowest rates consistent with FWCU's responsibility to provide proper and efficient services, now and in the future. As a result of FWCU's staff and customer efforts 'NerdWallet' recently named Ft Wayne the most affordable city in the United States. two years in a row, a designation which takes utility costs into account.

## Environmental Stewardship and Conservation



Water Filtration Plant

FWCU as a customer-owned utility embodies the community's commitment to environmental protection and sustainable management of its natural resources. FWCU works to protect the environment through effective management and operation of the wastewater collection system and treatment systems at FWCU's Water Pollution Control Treatment Plant (WWTP).

Partnerships with other local governments and communities are significant factors in fulfilling FWCU's

responsibilities. The treated water coming from the Pollution Control Plant is actually cleaner than the water in the river to which it is discharged. Biosolids that are the byproduct of the treatment process are dried, mixed with composted yard waste and made available to citizens as a soil enhancer.

FWCU uses significant amounts of energy to operate the Utility and FWCU staff is fully aware of the important relationships between water consumption, energy consumption, and greenhouse gas (GHG) emissions. Because of the high use of energy FWCU staff is committed to seeking cost-effective and practical ways to reduce the use of energy and uses renewable energy sources in order to reduce the Utility's energy costs and lower GHG emissions. Methane produced in the digestion process is utilized in several areas of the Pollution Control Plant as a fuel and the sewage pump engine also utilizes this gas as a fuel source. Extensive energy audits and follow-up capital investments have led to a thirty percent (30%) reduction in power consumption. In addition, the Utility is looking at a 100% off-the-grid model over the next ten to fifteen years.

### Role in the Community

Engaging the community (customers and other stakeholders) is strategically important to accomplishing FWCU's mission. FWCU staff have, and will continue to engage stakeholders more aggressively to better understand their perceptions and expectations so that FWCU maintains their trust and makes well-informed decisions about services provided.

FWCU also continues to work to empower the systems stakeholders with information so they continue to use FWCU's water wisely and protect water quality through the proper use of the wastewater and storm water systems in the community. As a utility provider FWCU also takes its role in fostering economic development opportunities seriously and has worked closely with the regions businesses and industries to foster job growth. This effort is expected to continue as the City works to expand its tax base.

## Infrastructure Sustainability and Resource Management

FWCU is responsible for large and complex systems of infrastructure, assets and resources, including: the 72 MGD Three Rivers Water Treatment Plant (rated production capacity) supported by 1,393 miles of water lines and related water appurtenances; the 100 MGD Water Pollution Control Plant, supported by over 1,014 miles of sewer lines, some of which are combined with stormwater, and related sewer appurtenances; and the Hursttown and Cedarville Reservoirs, which hold 1.8 billion gallons of reserve water supply, as well as significant land holdings providing recreational opportunities for Fort Wayne and the surrounding region.



Winter Water Main Break

Over the last decade, FWCU has invested about \$635 million (including purchase of some Aqua America assets) to renew or replace aging infrastructure and to improve the quality and reliability of utility services. A major project has been the initiation of the \$200 million “Tunnel Works” project, consisting of a five-mile long, sixteen-foot tunnel to collect and transport combined sewage to the City’s wastewater treatment plant, reducing combined sewage overflow volume to the St. Mary’s, St. Joseph, and Maumee Rivers by over 90%, while reducing overflow frequency from about seventy-one times in a typical year to just four. This project which is critical to meeting the City’s obligations under a federal consent order is scheduled to begin construction in 2017.

FWCU’s continuing challenge is to develop, operate, maintain, and manage the system’s infrastructure and resources to meet current and future customers’ demands for high quality, reliable, and cost-effective services under a range of future conditions – including natural and man-made disasters – while protecting the environment, meeting, or surpassing all regulatory requirements, and making efficient use of our natural resources. To meet this challenge, FWCU applies asset management best practices and implements solutions that appropriately balance the bottom line of environmental, and economic performance.

### Better Use of Technology

FWCU continues to use cost-effective and proven technology to improve services and save customers’ money. FWCU staff seeks to incorporate ‘best practices’ in all aspects of operations – from construction technology, to water and wastewater treatment technologies for information management, and processing technologies.

For example, GIS is used as a basic tool for location of all water, wastewater and storm water infrastructure, speeding up the locating of lines, hydrants, valves, manholes, and inlets. Tablets have been provided to staff for field work, allowing for instantaneous changes to certain functions in the field, eliminating the need to return to the office and manually enter data. Automation is also being advanced to improve customer service through on-line payment of bills and through provision of a payment kiosk,

allowing customers ease of access during busy payment times.

### **Improved Communication**

FWCU takes great pride in working with its customers and providing opportunities for them to learn about the various services provided through the Utility. Staff provides tours of plants, FWCU maintains a robust website which explains in lay terms the various functions of the utility and FWCU's sources of financial support and expenditure and field staff pride themselves in their ability to interact in the field with customers concerning emergencies and projects. While communication services and outreach efforts to discuss upcoming projects and how services are provided are appreciated, many customers appear not to connect the increasing costs of meeting environmental regulations and maintaining the existing system with the cost of providing the service. This continuing challenge has required the Utility to continue to build upon methods which expand its transparency to ensure that customers better understand how their fees are used and how the Utility not only provides high quality services but benefits the environment.

### **Human Capital Development**

FWCU employs approximately 360 staff divided into five (5) divisions. FWCU staff numbers have remained at fairly constant levels in recent years while the service area for FWCU has increased. The Utility operates with cross-functional collaboration and workforce flexibility among divisions. Employees at FWCU take great pride in serving the Utility's customers in providing quality services and have taken on greater responsibility for innovative and creative problem solving in recent years, often working across inter-divisional lines to either share ideas or work toward problem resolution. FWCU staff, like those in many organizations nationally, are experiencing change as more senior staff members retire and new staff members take their place. With these changes, come the challenges of capturing the 'institutional knowledge' of the departing senior staff, integrating the varying styles of work of more senior and new staff members, and ensuring that all staff have access to information and are encouraged to work towards the Utility's goal of continuous improvement.

# Strategic Initiatives

FWCU has identified six (6) strategic initiatives with accompanying goals, actions, and measures of success. Each measure of success can be tied directly to the principles outlined in the “Ten Attributes of Effectively Managed Water Sector Utilities” developed by EPA in concert with six (6) national water and wastewater associations. Within each of the ten attributes laid out for an effectively managed utility a number of ‘measures of success’ or performance indicators are provided ranging from customer satisfaction to infrastructure stability. FWCU currently successfully utilizes most of these measures in its day to day operations, and continuing to utilize and expand the use of the metrics included in the EPA report is an ongoing focus of FWCU staff. According to information obtained by the consultants through meetings with staff and employee surveys, a greater emphasis on, and improvements in the human capital area could result in both short and long-term benefits to FWCU in an increasingly competitive employment environment.

FWCU believe that the initiatives and actions which follow address each of the strategic themes and will result in positive change for the Utility and its customers.

## Strategic Initiative #1: Human Capital Development

Goals	Actions	Measures of Success
Improve communications at all levels of the organization	Provide timely updates to employees on FWCU projects	Increased employee knowledge of FWCU’s operations, projects, and policies
	Beginning in 2018 develop a “Letter from the Director” distributed to all employees that highlights key projects and initiatives and recognizes new employees, retirements, and accomplishments	Newsletter developed and provided to employees quarterly
	Each Deputy Director should periodically visit operating Departments not within his/her chain of command beginning in first quarter of 2018	Directors report visit outcomes during Management Team meetings on a quarterly basis
Better develop internal staff capacities	Develop a robust employee assessment and training program for FWCU staff	Increased competencies for staff, improved knowledge of jobs through continuous learning and cross-training

Retain institutional knowledge of key employees	Identify key employees who possess institutional knowledge throughout an annual evaluation of the FWCU work force	Smooth transition of processes from senior employee to replacement; acknowledged transfer of information
	Develop succession plan identifying most logical staff to partner with senior staff	
	Develop detailed SOPs in ISO Work Instruction format for each position, including capture of tacit knowledge of the employee by July 1, 2018	Standard Operating Procedures in uniform format in place for all positions
Recognize employees for exceptional levels of performance	Conduct a comprehensive classification and compensation study by July 1, 2018	Updated classification and compensation system; which is market competitive and recognizes and corrects internal equity issues
	Develop an employee recognition program which acknowledges high levels of performance	Implementation of a performance based evaluation program which recognizes and rewards performance at various levels for employees based on individual employee performance utilizing established job criteria
Improve new employees understanding of FWCU's operations	Develop a more robust 'on boarding' program for new employees during the first quarter of 2018	New employee awareness of the Utility how it works and what basic operational and administrative processes are
Encourage all employees to think strategically to deliver increase service levels at lower costs	Develop a program, during the second quarter of 2018, to reward employees who develop and present ideas that result in increased levels of service and cost savings to FWCU	Utility receives measurable return on investment from ideas provided by employees

## Strategic Initiative #2: Community and Employee Engagement

Goals	Actions	Measures of Success
Engage stakeholders to better understand their perceptions and expectations so that we make well-informed decisions about our services and so that we maintain their trust.	<p>Prepare and implement Community Engagement Plans (CEPs) for all capital improvement projects and key initiatives during the third quarter of 2018</p> <p>Development of a visually appealing written annual report for all stakeholder in 2018</p>	Stakeholders trust FWCU to make informed decisions about our services as measured in a biennial customer service satisfaction survey
Empower stakeholders with information so they use water wisely and protect water quality through proper use of our wastewater system.	<p>Consider more effective alternatives to Utility Bill Stuffers, including, but not limited to use of social media, and printing bill stuffer information directly on the utility bill</p> <p>Restructure and modernize utility bill presentation</p> <p>Initiate a customer satisfaction survey on a biennial basis</p>	Measured feedback from customers and stakeholders about effectiveness of engagement efforts through biennial survey and informal comments
Provide stakeholders with timely information about projects, programs, and policies that are important to them and offer them meaningful opportunities for input	Initiate a customer satisfaction survey on a biennial basis.	Stakeholders have the information they need regarding projects, programs and policies and they have opportunities to provide feedback on matters of importance to them
Expand opportunities for staff to learn of changes in processes and projects well in advance of processes changes or project initiation	Expand internal communications among all divisions of FWCU	Better understanding of policy changes and increased buy in to necessary changes. Staff knowledgeable of projects affecting their work
Increased interdepartmental collaboration in decision making process	Increase employee involvement at all levels of the organization in problem solving and project planning using teams assigned to resolve or work on specific issues	Improved buy in on solving major administrative issues; improved project planning; acquisition of equipment due to employee involvement at all levels
Provide additional channels for employee input	Beginning in the third quarter of 2017 utilizing a 'Suggestion Box,' allow for solicitation of anonymous contributions of ideas, thoughts, identification of problems, and issues from employees	Increased numbers of meaningful ideas in regard to process improvement and resolution of issues and problems from employees who may be hesitant to step forward in a public setting

**Strategic Initiative #3: Customer Service**

Goals	Actions	Measures of Success
Develop cost-effective, accurate, reliable and timely water metering information for enhanced customer service	Advanced Metering Infrastructure system procurement and implementation planning	Procure a system within budget constraints that meets FWCU's needs.
Increases opportunity for stakeholder input	Develop and implement Community Engagement Plan.	Develop implementation plans that will effectively mitigate risks identified in the AMI Feasibility Study and fully inform and engage customers by customer survey
Better inform customers relative to their use of resources enabling them to make more environmentally friendly decisions	Full system deployment	<p>Ensure the system delivers accurate, reliable, and timely water use information for billing purposes.</p> <p>Processes are in place to ensure customers are provided accurate and timely information about their water use and prompt notifications about potential leaks.</p> <p>Reduce energy use and carbon footprint associated with meter reading and field service functions.</p> <p>Customer feedback on their experiences with the system installation, process changes and use of the portal is mostly positive.</p>
Enhance the ability of customers to gain access to FWCU information	<p>Develop an appropriate smartphone 'App' for use by customers</p> <p>Develop a water quality website</p> <p>Expand options and locations for customers to pay bills</p>	Increased knowledge of customers of FWCU projects; higher level of access to FWCU information measured by customer satisfaction survey
Provide timely, relevant metrics detailing Customer Service Activity to FWCU staff	<p>Review Customer Service KPIs</p> <p>Develop Dashboard to monitor identified metrics in real-time</p>	Culture of continuous improvement expanded



**Strategic Initiative #4: Technology**

Goals	Actions	Measures of Success
<p>Improve access to internal information for staff</p>	<p>Explore how to best utilize the City's MUNIS system for enhancing access to information for FWCU staff</p>	<p>Enhanced access to information for FWCU staff to be utilized in both internal processes and for planning purposes.</p>
	<p>Review and modernize asset management systems</p> <p>Correct any existing deficiencies in the City's billing system</p>	<p>Updated asset management system</p> <p>More efficient processing of customers' bills; reduction in complaints to utility industry standard</p>
<p>Continue to utilize technology to the highest and best use for FWCU.</p>	<p>Develop a technology plan for FWCU that considers developing technologies and considers their application to FWCU services</p>	<p>Development of a future road map for investments that takes FWCU nearer the cutting edge for use of technology thus enhancing customer service</p> <p>Better use of technology and software applications such as asset management, automated meter systems and GIS to increase operational efficiencies</p>

## Strategic Initiative #5: Affordability and Cost Management

Goals	Actions	Measures of Success
Develop an efficient process which provides opportunities for stakeholder input and allows FWCU's Management Team to make well-informed budget and rate decisions.	During the annual budget development process, review Capital Improvement Program (CIP) investment practices.	New or revised CIP investment practices are adopted, if appropriate.
Rates, fees, and charges that meet FWCU's objectives.	Evaluate possible rate structure changes for customer classes to include possible updates	A rate structure that fairly and fully recovers revenues, promotes affordability, and is understood by customers
	Review cost of service and adjust rate structure to mimic actual fixed and variable costs	
	Review and Update Miscellaneous Rates and Charges	A program that recognizes the need to assist those who may be challenged to pay for a basic necessity
Thoroughly assess current Federal, State and local rules and regulations, maintain a strong presence at the legislative and regulatory levels and explore opportunities for growth of FWCU's expansion area	Develop a plan which identifies gaps in service and realistic opportunities to better serve the region	A plan which allows for a more systematic and proactive approach to gaining additional service areas which make economic sense
Established uniform, comparable benchmarks and performance measures	Expand use of KPIs that match EUM metrics	Measurable improvement of key benchmarks year to year
Support the community's desire to grow jobs and the City's tax base through provision of affordable utilities	Continue to serve as an active participant with the City in appropriate economic development discussions	Additional jobs for the community and increased utility fees through sale of services to new business and industry

**Strategic Initiative #6: Environmental Stewardship and Conservation**

Goals	Actions	Measures of Success
<p>Continue to meet or exceed applicable regulations for treatment of water, sewer and storm water managed and or treated by FWCU</p>	<p>Continue efforts to begin construction of ‘Tunnel Works’ project to better separate stormwater and wastewater</p> <p>Monitor changing regulations in drinking water and wastewater</p>	<p>Initiation of construction in 2017</p> <p>Improved river water quality upon project completion</p> <p>Increased use of rivers for recreational purposed due to improved water quality</p> <p>Continued adherence to published standards with no notice of violations</p>
<p>Continue efforts to identify cost-effective measure to reduce FWCU’s use of energy, related energy costs, and associated greenhouse gas (GHG) emissions.</p>	<p>Develop an Energy Management Program that includes:</p> <ul style="list-style-type: none"> <li>• Goals for energy reduction by 2030 against a 2015 baseline</li> <li>• Ongoing assessment of energy use, costs, and GHGs.</li> <li>• Assessment of the energy performance of FWCU equipment, operations, and buildings and identification of opportunities for energy savings and the associated return on investment.</li> <li>• Prioritized energy savings opportunities</li> <li>• Implementation of selected energy management and energy efficiency projects as part of CIP and annual budget.</li> <li>• Evaluation and prioritization of potential renewable energy strategies.</li> <li>• Feedback from community stakeholders</li> </ul>	<p>Program provides a clear and responsible path forward for effective energy management.</p> <p>Energy cost savings (costs avoided) achieved from energy management, energy efficiency measures and renewable energy measures.</p> <p>Amount of grants, rebates, incentives, etc. received to fund energy management efforts.</p> <p>Percent reduction in GHGs compared to baseline year</p> <p>Continued reduction in externally purchased energy usage</p>

## Administering Our Strategic Plan

FWCU will provide regular updates on the staff's progress towards achieving its Strategic Plan goals, including measures of success, which can be found on FWCU's website. FWCU welcomes your questions or comments about the utility's Strategic Plan or any of the services and programs FWCU provides. You may contact FWCU by:

- Phone: 260-427-1234
- E-mail: [crc@cityoffortwayne.org](mailto:crc@cityoffortwayne.org)
- Address: 200 East Berry Street, Room 130  
Fort Wayne, IN 46802

There are other high priority tasks that will be addressed over the next couple of years that are not included in the Strategic Plan because they currently do not require strategic action. However, these tasks may require action ratification in the future.

Utility staff will provide an Annual Review and Update of Strategic Trends and Utility Planning Issues to the City Council each year. This report will be modified as a companion document to this Strategic Plan for consideration.

FWCU will routinely update and amend its Strategic Plan as necessary, and will keep our customers and stakeholders informed of significant changes.

## Summary

As your customer-owned water utility, we are committed to providing reliable, high quality water, wastewater, and storm water services for our customers, now and into the future. Our Strategic Plan is one of many tools we use to effectively manage our essential responsibilities to the Fort Wayne community. We will continue to work hard to provide excellent service so that if our customers could choose their water utility, they would always select FWCU.

## Appendix A

### FWCU Input Meetings

#### November 20-21, 2016 Meetings

Kumar Menon, Director
Justin Brugger, Deputy Director; Financial Services
Matthew Wirtz, Deputy Director; Engineering

#### Monday, December 19, 2016

Time	Meeting With:	Location
9:00 a.m.	John Clark, Deputy Director; Capital Asset Management	Room 260
10:00 a.m.	Frank Suarez, Public Information Officer	Room 260
11:00 a.m.	Joe Welch, Chief Information Officer	Room 260
1:00 p.m.	Carol Helton, City Attorney	Room 260
3:00 p.m.	Matt Land, Deputy Director; Policy and Planning	Room 260

#### Tuesday, December 20, 2016

Time	Meeting With:	Location
8:30 a.m.	Councilman Crawford	Room 260
9:15 a.m.	Meet with Mayor Henry	Mayor's Office
10:00 a.m.	Kumar, Deputy Directors, and PIO	Faegre, Baker, and Daniels (24th Floor of PNC Building)

#### Tuesday, January 31, 2017

Time	Meeting With:	Notes
9 a.m.	Todd Ramsey	Local Developer, RCI Construction
10 a.m.	David Kohli	Member of Utility Advisory Group and Neighborhood Association Leader
11 a.m.	Dan Wire	Member of Utility Advisory Group and River Advocate; Recently received Citizen of the Year award from one of the morning newspaper
1 p.m.	Beulah Matzak	Member of the Utility Advisory Group and Neighborhood Association Leader

#### Wednesday, February 1, 2017

Time	Meeting With:	Notes
2:30 p.m.	Jeff Thomas	Local Developer, Mike Thomas Associates/Oakmont Development
3:30 p.m.	Rodney (Rod) Vargo	Member of the Utility Advisory Group and Neighborhood Association Leader
4:30 p.m.	Ric Zehr	Developer

**Thursday, February 2, 2017**

<b>Time</b>	<b>Meeting With:</b>	<b>Notes</b>
11:00 a.m.	John Stafford	Director of the Community Research Institute at IPFW

**March 8 and 9, 2017 – Group Meetings**

**Wednesday, March 8, 2017**

<b>Time: 9:00 a.m.</b>	<b>Location: Omni Room (Basement)</b>	
<u>Group 1</u>	<u>Functional Title</u>	<u>Business Unit</u>
Andrew Schipper	Lead Drinking Water Dist. Engineer	Engineering
Ashley Wierzbinski	Management Analyst	Finance
Chris Ravenscroft	Facilities Engineer	Engineering
Eric Harris	Asst. Mgr – Data Control/Billing	Policy
Kay Jones	Cashier	Policy
Maria Gomez-Espino	Prog. Mgr., Development Services	Finance
Mick Owens	Filtration Plant Operator	Operations
Richard Tenney	Sewer Maintenance Worker	Operations
Sam Gillie	Water Plant Mechanic	Operations
Uriel Castillo	CAD Technician	Engineering

**Wednesday, March 8, 2017**

<b>Time: 11:00 a.m.</b>	<b>Location: Omni Room (Basement)</b>	
<u>Group 2</u>	<u>Functional Title</u>	<u>Business Unit</u>
Emily Hauter	Jr. Engineer – CSO Program	Engineering
Shirley Bennett	Sr. Accountant – Fixed Assets	Finance
Landon Geiger	Jr. Engineer – Water Dist.	Engineering
Renee Howell	Cust. Service Rep.	Policy
Brandon Radu	Cust. Service Rep.	Policy
Tina Anderson	Admin. Asst. – Dev. Services	Finance
Jim Schmucker	Water Maintenance Operator	Operations
Chris Gach	Asst. Supert. – Sewer Plant	Operations
Sara Block	Water Plant Operator	Operations
Michelle Kyrou	GIS Technician	Engineering

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**Wednesday, March 8, 2017**

<b>Time: 1:15 p.m.</b>	<b>Location: Omni Room (Basement)</b>	
<u>Group 3</u>	<u>Functional Title</u>	<u>Business Unit</u>
Anne Marie Smrcek	Lead Sewer Engineer	Engineering
Jody Lane	Program Mgr	Policy
Maggie Fiedler	Mgr – Cust. Service Dept.	Policy
Chris Carmichael	Audit Error Specialist	Policy
Rick Seals	Plan Reviewer	Finance
Susan Beck	Sewer Maint. NPDES Mgr.	Operations
Joe Johnson	Sewer Maint. Superintendent	Operations
Glen Gerke	Water Plant Electrician	Operations
Ben Groeneweg	Asset Management Prog. Mgr.	Engineering
Donna Geary	Business Analyst	Policy
Lisa Brunner	Sr. Accountant	Finance
Joseph Johnson	Sewer Plant Mechanic	Operations

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**Thursday, March 9, 2017**

<b>Time: 9:00 a.m.</b>	<b>Location: Public Works Conference Room (2nd Floor)</b>	
<u>Group 4</u>	<u>Functional Title</u>	<u>Business Unit</u>
Andi Adams	Construction Mgr.	Engineering
Betty Clark	Accountant	Finance
Jessica Caplinger	Cust. Svc. Prog. Mgr.	Policy
Al Jackson	Cust. Svc. Clerk	Policy
DeWayne Nodine	Development Services Manager	Finance
Stephanie Collins	Sewer Maint. Dispatcher	Operations
Jeff Vachon	Sewer Plant Operator	Operations
Jeff Goblirsch	Water Maint. Construction Super	Operations
Michael Saddeh	Jr. Engineer	Engineering
Adam Lane	CMMS Administrator	Operations

## Appendix B



Springsted Incorporated  
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### Fort Wayne Public Utilities

Recap of November 22

Meeting Notes

Springsted representatives met with the FWCU Leadership Team on November 22 to review the proposed work plan for development/update of the FWCU Strategic Plan. Discussion focused on the work plan presented by Springsted and approved by the FWCU. Major discussion elements included:

#### A. The Plan and its Focus

- Develop annual work plan
- Vision and mission from branding exercise are valid to use
- 'Stretch' goals will need to be included in the final plan
- What does the FWCU want to measure?
- What value does the process and the FWCT add to community?
- There is a need to shift the Utilities staff way of thinking about what they do, why they do it and encourage new ways of thinking about doing it
  - some staff and divisions are stuck in the 1950's model

#### B. People of the Organization

- The FWCU is hiring a lot of new employees who bring different perspectives to the workplace
- 70% to 80% of staff are really committed to the work of FWCU but a culture clash between new and old is apparent in some divisions
- Blend outside crews in process (water/sewer)
- Other divisions in city are more rigid and less creative and FWCU is more business focused
- Meetings of staff range from 'toolbox' meetings held every morning with operators and maintenance staff to monthly meetings of the engineering staff
- A need exists to improve communications with employees and customers
- A weakness in customer service reps training exists (Kuman will be lots of meetings in customer service this year)

#### C. Communication Inside and Outside of FWCU

- The City is hiring person to manage social media
- Social media has to be part of communication plan
- The City will take the lead and FWCU will follow on social media
- End of year update to city council. FWCU needs a more effective way to communicate with stakeholders.
- Fire protection (ISO rating) fee is misunderstood
- FWCU and the City is in the process of tying together the two web sites which exist (City and

FWCU)

- A fine line is perceived to exist between advertising and bragging about FWCU's success

D. Upcoming Employee/Stakeholder Meetings

- Management staff should attend part of employee meetings but will not all to allow more freedom for employees to respond.
- Springsted will coordinate with Justin Brugger on a schedule for both community and employee meetings
- Stakeholder meetings will focus on continuing improvement of customer relationships with the FWCU
- Employee meetings will focus on, "What do employees want their utilities to aspire to?"
- Employee focus groups will be made up of cross-functional members in each group with 5-8 employees in each group
- Script for introducing subject to employee meetings to the same message is given to each group

## Appendix C



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### MEMORANDUM

TO: Mr. Justin Brugger, Deputy Director, FWCU

FROM: John A. Anzivino, Senior Vice President

DATE: February 22, 2017

SUBJECT: Strategic Plan Sessions - Last Steps for Gaining Information – FWCU Employee Input

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In conjunction with our recent phone conversation I am providing an outline of our next steps in the FWCU's strategic planning information gathering process. As discussed, the last step for us in the information gathering stage of the process will be to gather employee input. As outlined in our work plan employee input will be obtained through meetings with representatives from designated functional areas of FWCU as well as through use of survey tools.

#### Facilitated Group Meeting Process

The employee units we would like to seek participation from include:

1. Business Services/Utilities Administration;
2. Engineering;
3. Policy and Planning, and;
4. Capital Asset Management.

To generate useful information and a successful outcome for the meetings and the process we have the option of:

1. Mixing employees from the different divisions outlined above together, or;
2. Keeping employees from separate divisions together

We will work with the combination of employees that you feel are most effective. We have seen both approaches (mixing or segregating business unit employees) work effectively, but often have to rely upon the organization for guidance based upon the organization's culture.

The intent of the meetings will be to seek information on the strengths, weaknesses, potential opportunities, and threats that may exist for FWCU as viewed by line staff of FWCU. Each meeting should take no longer than an hour and a half (90 minutes) and we would like to limit the size of the groups to seven (7) to ten (10) employees for each meeting. We envision being on site for about two days. When the group members are selected, we will forward information for distribution to them so that they may better prepare for the meetings.

To ensure the meetings are as effective as possible we will need:

- a quiet room capable of holding the 7-10 staff members, plus two Springsted staff for the meetings
- a table for participants to sit around
- flip charts and a projector for a Power Point and screen

Data obtained will be presented to the Management Team as part of our informational report to the Management Team and utilized in develop the final strategic plan document.

We would like to visit with the employees for the facilitated sessions the week of March 6 or March 22-24 dependent upon employee availability for the meetings.

### Employee Survey

The employee survey is envisioned to provide all employees an opportunity to comment on strengths, weaknesses, potential opportunities, and threats that may exist for FWCU as viewed by line staff of FWCU in an anonymous setting. Data will be collected and reported you and the Management Team and matched against the employee focus group meetings data. Data obtained will be utilized as part of our informational report and utilized in develop the final strategic plan document.

The survey will include an identifier to determine which business service unit the employee is working in, but names will not be requested. The survey will provide instructions for completion, a pledge of anonymity for the survey respondent, an explanation of why the survey is being conducted and access to the FWCU current strategic plan.

Survey Questions will include:

1. Are you familiar with FWCU's mission and/or business responsibilities? Do you believe they are clearly stated? Do you believe they have changed? If so, what has changed?
2. What do you believe FWCU and your job area does best?
3. What do you believe the strengths of Fort Wayne City Utilities as a utility provider are?
4. What, if any, are areas of improvement for FWCU to work toward?
5. What are the challenges that you as an employee of FWCU see for FWCU in the next ten (10) years?
6. What opportunities may exist for FWCU over the next ten (10) to fifteen (15) years?
7. Are there any threats you see to the future of the FWCU? If so, what are they?
8. What else would you tell us that would aid us in developing a meaningful strategic plan for FWCU?

Employees can be provided access to the survey through a link to our website and we will work with your information technology staff to ensure that the links are established. We will provide language making sure employees know the survey is available on line for distribution to FWCU staff after further discussion with you. It is envisioned employees will have access to the survey for ten (10) calendar days.

I believe that covers the outline of our next steps and how we will gather information from FWCU's employees. Please give me a call if you have any questions.



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### MEMORANDUM

TO: Mr. Justin Brugger, Chief Financial Officer Fort Wayne City Utilities  
FROM: John A. Anzivino, Senior Vice President  
DATE: Revised – April 20, 2017  
SUBJECT: Employee Survey – Strategic Plan Development

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We are pleased to provide our initial summary concerning employee comments, thoughts, recommendations, and suggestions offered as part of the strategic plan development process.

Meetings were held in the City in late January to discuss the focus of the study and seek information on the strengths, weaknesses, potential opportunities that may exist for FWCU by community members and those doing business with FWCU. To gain insight from employees, Springsted staff, working with FWCU's staff and leadership, developed an employee survey to gain general insight into employee opinions concerning the utility's mission, vision, opportunities, threats, and areas for improvement. We opened the survey for employee participation on March 15 and closed the period for response on March 25. At the close of the response period, we received a total of 97 electronic and 23 hard copy responses to the survey.

#### Survey Summary

Employee comments and major themes found throughout the survey are as follows:

1. The Mission Statement for Fort Wayne City Utilities is "To support public safety and public health, and to enhance regional economic development by delivering high quality, affordable water, wastewater and storm water services in ways that protect the environment." As an employee of FWCU, I:
  - a) Strongly agree with the Agency's mission (81 responses)
  - b) Moderately agree with the Agency's mission (23 responses)
  - c) Neither agree nor disagree (10 response)
  - d) Disagree with the Agency's mission (3 response)
  - e) Strongly disagree with the Agency's mission (2 responses)
  - 87.4% of employees who responded are in agreeance with the agency's mission; 8.4% neither agreed nor disagreed; and 4.2% disagreed.
  - Additional comments offered suggest that the agency could do better at familiarizing employees with the mission statement.
  - The mission statement needs to be made known and widespread amongst employees in the organization.
  
2. The vision statement for Fort Wayne City Utilities is "To be nationally recognized as a regional

utility of excellence." As an employee of FWCU, I:

- a) Strongly agree with the Agency's vision (69 responses)
  - b) Moderately agree with the Agency's vision (27 responses)
  - c) Neither agree nor disagree (11 response)
  - d) Disagree with the Agency's vision (9 response)
  - e) Strongly disagree with the Agency's vision (3 responses)
- 80.6% of employees who responded to the survey agreed with the vision of the organization; 9.2% neither agreed nor disagreed; and 10.08% disagreed.
  - Employees shared a desire to do more community outreach or emphasis on local outreach rather than focus on national.
  - Employees noted that the vision statement could be more focused on FWCU's local customer base and being a superior local utility.

3. What is the best thing Fort Wayne City Utilities should do to improve:

- The community? (90 responses)
  - Maintain good working relationships with external local and regional partners, becoming a regional partner and working to maximize regional projects
  - Continue to provide reasonably priced services to the community
  - Provide more community outreach such as volunteer days, opportunities for the community to participate and community service days
  - Have a stronger social media presence which informs residents and makes them aware of projects happening to improve the city
  - It was suggested that the organization consider developing an app that allows residents to pay bill, monitor and track usage
  - Making customer service FWCU's top priority
  - Providing more opportunities for community interaction and dialogue as well as more transparency
- The work environment? (92 responses)
  - Provide more communication between management and employees
  - Work on improving leadership and providing more mentorship opportunities
  - Provide more employee training and team building exercises
  - Improving relations between managers and employees
  - Value the input from employees when it is gathered
  - Improving employee morale and motivation
  - Keeping employees well informed and apprised of changes and always being honest with employees
- Personal job satisfaction? (87 responses)
  - 30 respondents stated in some capacity that they liked their job and were mostly satisfied
  - 6 respondents mentioned compensation and benefits would help to improve job satisfaction
  - 1 respondent shared that they previously were satisfied but were now dissatisfied and

- considering a career change
- More interaction by upper level management with staff concerning decisions being made about their work
- Improving day to day operations to be more efficient and stream lined
- Supervisors recognizing and acknowledging the work, performance, and achievement of staff members
- Offer clear paths, which are communicated to employees, for career growth and advancement

4. What do you believe FWCU and your job area do well? (97 responses)

- Providing a high-quality product to citizens at a cost effective, reasonable price
- Providing excellent customer service and care to citizens
- Providing top level service with prompt customer response
- Working together as a team on projects
- Employing a dedicated, hard-working staff who are supportive of each other
- Good maintenance of existing infrastructure

5. What do you believe the strengths of FWCU as a utility provider are? (92 responses)

- Consistent and reliable to customers
- Cost efficient services provided to customers
- Hard-working and knowledgeable staff members
- Good use of technology in operations
- Providing quick response to customers

6. What, if any, are areas of improvement for FWCU to work toward? (89 responses)

- Improving internal processes to be more efficient and streamlined
- Improving maintenance of facilities
- Stronger appreciate for employee efforts through rewarding accomplishments, employee recognitions and rewards
- More opportunities for employee training and development as well as employee growth and development programs
- Three major communication improvements were noted:
  - Between managers and staff
  - Between departments
  - Between the organization and the community
- Improving relations between employees and management
- Improving the benefits which are offered to employees
- Boosting employee morale and motivation; providing more employee encouragement

7. What are the challenges that you, as an employee of FWCU, see for the agency in the next 10 years? (93 responses)

- Maintenance of aging infrastructure
- Addressing staffing levels as the agency continues to grow and expand
- Improving, and in some cases regaining, employee trust and boosting employee morale
- Implementing succession planning across the organization due to the retirements which will

be occurring over the next ten years

- Holding onto low rates that customers currently enjoy
- Managing regulations and rules that affect operations (National, State, Chapter 51, and EPA)
- Staying abreast of changes in technology and innovation and remaining 'current' in the utility marketplace
- Working with limited or fewer budget dollars and resources while being expected to provide high levels of service

8. What opportunities may exist for FWCU over the next 10 to 15 years? (83 responses)

- Expanding the City Utilities system and customer base
- Remaining relevant and innovative in the marketplace; showcasing creativity
- Attracting, training and retaining new employees
- Managing utility growth responsibly and efficiently through preparation
- Making technological advancements with the use of social media and mobile applications
- More public involvement and outreach

9. Are there any threats you see to the future of FWCU? If so, what are they? (89 responses)

- Customer dissatisfaction with rate increases
- Security threats and assessing the vulnerability of the City's system?
- Employees continuing to feel undervalued within the organization
- Political motives to privatize the utility
- Increasing regulations
- Greater demand for services from customers and an unwillingness to pay for said service demands

10. What else would you share that would aid us in developing a meaningful strategic plan for FWCU? (66 responses)

- FWCU needs to invest in attracting younger, capable professionals and retaining them as employees
- Focus on updating equipment and procedures to maximize efficiency
- Emphasis is needed on technological improvements
- Create measurable goals and objectives in the strategic plan so that progress can be tracked
- Remain focused on customers and employees
- Continue to include community input and work to improve public relations with the community
- Give employees a voice in the process and in the organization; gain employee trust

# APPENDIX E

## FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 1					Group 2			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
HC	More diverse workforce-engineering	Wedge between management and labor	Individualized employee growth plans and training	Issues do not get resolved	People at FWCU			
HC	Effective Training (Engineering) and others, too	No venue for employee input				Employee involvement in changes-sometimes some departments are left out	Cross training employees	
HC	Fantastic job		Education and training from within			Training for new hires – lack of understanding of how FWCU operates		
HC	Always looking for better way to provide services							
HC	Credibility of staff/utility				Dependable staff			

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## FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 1					Group 2			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
Communication	Community Involvement	Employees not informed of changes - Work call in upgrades; don't understand why	Involve staff in decision-making process		Communication with customers	Internal communications		Amount of information available to the public
Communication	Keeping Public Informed - Water breaks	Communication not good	Infomercials in lobby for citizen's w/o internet or cable TV			Not all departments have staff meetings		
Communication		FWCU has evolved to 'top/down' approach						The newspaper is sometimes the source of information for employees
Communication								Lack of knowledge of where utility is going

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### FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 1					Group 2			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
Technology	Best technology		Improved use of technology (apps) to inform customers			Need systems that work for all departments – Development Services cannot take credit cards		
Technology			Increase internet speed and increase performance (for customer service) (system lock ups)			Internet speed		
Customer Service	Customer is happy				Customer service at FWCU			
Customer Service					Provision of consistent product			
Equipment and Infrastructure	Good equipment			Infrastructure failure				Infrastructure age/conditions
Miscellaneous	Willing to take risks		Utilize best practices	Regional competition			Growth	Privatization
Miscellaneous	Luck of two mild winters			Privatization				Regulations
Miscellaneous	Credibility of staff/utility			Terrorism				Contamination of water supply (terrorism)
Fiscal					Good rates for services			

## APPENDIX E

### FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 3					Group 4			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
HC	Employee longevity	Lack of detailed training on new equipment	Cross-training between departments		Dedicated staff	Training programs need improvement (line staff - backhoe operators, entry level)		Experience gap between senior and junior staff (no middle level of experience in some Divisions).
HC	High Skill level of staff	Inadequate suggestion box		Loss of institutional knowledge	Self-initiated training on the job	Refresher training needed		
HC	Managing staff levels	We've always done it that way mentality				Focus has shifted from people to numbers		Disillusioned employees
HC	Healthy culture	Bureaucracy	Employee flexibility					
HC		Potential for lost institutional knowledge	Capturing institutional knowledge			Lack of experience in some positions		
HC		Attracting talented employees				Staff not involved in decision-making processes		
HC						Lack of rewards system recognizing higher levels of work.		
HC						Staff turnover attributed to lack of competitive pay.		

# APPENDIX E

## FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 3					Group 4			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
	Communication	Communication across departments			Communication internally across departments has improved (sewer/water/engineering)	Communication from upper management is not good.	Education of public on services and the Utilities impact on the environment	
	Communication	Understanding across departments - what and how other departments operate						
	Communication	Customers do not understand how quality water gets delivered to them						
	Technology		Enterprise service request system		Technology has improved	Need for more tablets for both Engineering and Construction Divisions	Potential use of new technology (evolving) to improve efficiency and to communicate with customers.	
	Technology		Data security breach					

## APPENDIX E

### FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 3					Group 4			
	Strengths	Weaknesses	Opportunities	Threats	Strengths	Weaknesses	Opportunities	Threats
Customer Service	Customer focus		More data for customers		Staff is responsive			
Customer Service	Internal customer service							
Customer Service	Pride in taking care of customers							
Equipment and Infrastructure					Equipment has improved		Evolving products which need to be tracked to ensure FWCU stays up to date and increases efficiencies (pipe, equipment, etc.)	Aging infrastructure
Fiscal	Good stewards of customer's money	Forecasting budgets		High utility rates -rate fatigue	Staff are good stewards of utility funds		Improving efficiencies to control costs.	
Miscellaneous	Good quality products	Long-standing problems unresolved	Develop key performance indicators			Pay system is not consistent.		Political change in leadership
Miscellaneous	Dependable	Antiquated MOS	Grow customer base inside city to areas not currently connected					Too rapid an expansion of service area
Miscellaneous	Large water supply	Tendency to focus on water utility		Annexation driven infrastructure				

## APPENDIX E

### FORT WAYNE CITY UTILITIES STRATEGIC PLAN SWOT ANALYSIS – STAFF SESSIONS MAY 2017

Group 3					Group 4			
Strengths	Weaknesses	Opportunities	Threats		Strengths	Weaknesses	Opportunities	Threats
Miscellaneous			Terrorism					
Miscellaneous	Lack of strategic plan for each division		Aging infrastructure					