



# WEST VIEW WATER AUTHORITY

---

## FIVE YEAR STRATEGIC PLAN (2019-2023)



---

## **GOVERNING BOARD MEMBERS**

Dennis Watson, Chairman  
John R. Henry, Vice Chairman  
M. Kimberly Steele, Secretary  
William F. Aguglia, Treasurer  
Paul G. Malone, Assistant Treasurer

## **MANAGEMENT TEAM**

Robert Christian – Executive Director  
Daniel Dannenmueller – Service Superintendent  
Michele Garvey – Office Manager  
John Harvey – Distribution Superintendent/Manager  
David Hay – Information Systems Manager  
Nicole Khoury – Human Resources Manager  
Robert Hutton – Engineering Manager  
Scott McNicol – Production Manager  
Susan Polanowski – Finance Manager/Controller

---

## **STRATEGIC PLAN CONSULTANT**

Herbert, Rowland & Grubic, Inc.

# Table of Contents

---

<b>I. BACKGROUND</b>	
OVERVIEW.....	3
ORGANIZATIONAL CHART.....	4
OPERATIONS.....	5
WVWA AT A GLANCE.....	6
TERRITORY.....	7
COMMUNITIES SERVED.....	8
NEW TREATMENT FACILITY.....	9
<b>II. LETTER FROM THE DIRECTOR.....</b>	<b>10</b>
<b>III. STRATEGIC PLAN FRAMEWORK</b>	
MISSION AND VISION.....	11
VALUES.....	12
<b>IV. STRATEGIC PLAN PROCESS.....</b>	<b>13</b>
<b>V. INFLUENCING FACTORS</b>	
SWOT ANALYSIS.....	14
EFFECTIVE UTILITY MANAGEMENT SELF-ASSESSMENT.....	15
<b>VI. STRATEGIC INITIATIVES.....</b>	<b>17</b>
<b>VII. GOALS, MEASURES AND IMPLEMENTATION.....</b>	<b>18</b>
<b>VIII. THE NEXT STEPS.....</b>	<b>27</b>



## I. BACKGROUND

# Overview of West View Water Authority (WVWA)

For more than 75 years, WVWA has delivered clean, safe water to residents and businesses in what is now a 100-square mile service area, which includes a large portion of Allegheny County and smaller portions of Beaver and Butler Counties.

During that time, the investments made by WVWA have supported economic growth and family-sustaining jobs throughout the region. The municipalities WVWA directly serves plus the eight other municipal systems WVWA supplies, provides water service to around 200,000 customers.

WVWA has two water treatment plants. The original plant is located on Neville Island with a capacity of 40 MGD. The new water treatment plant is located in Baden, PA, and beginning in fall 2018, this plant is expected to have a capacity of 15 MGD and the ability to expand to 30 MGD to support future growth. Both plants pull from the Ohio River as the main source of supply. Granular activated carbon is used in the treatment process at both plants and the water quality meets or exceeds all local, state and federal regulatory standards. The Authority owns and maintains 10 reservoirs throughout the service territory with a maximum water storage capacity of 39.85 MG.

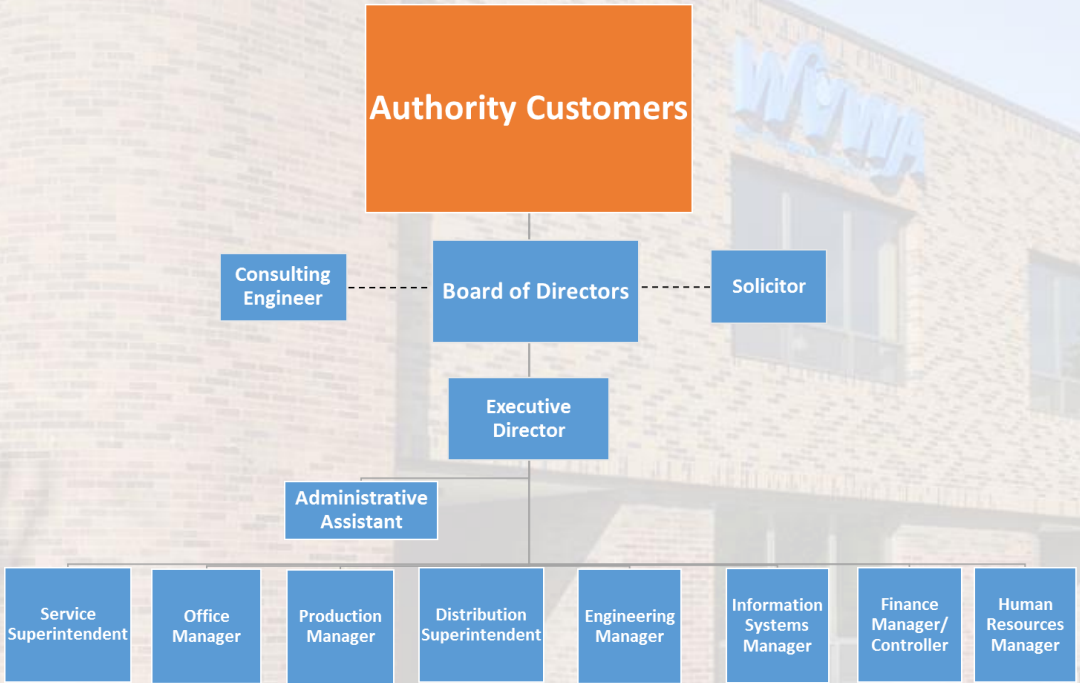
As a municipal utility, WVWA is a publicly owned, nonprofit organization, proud to put its customers and community first.



## I. BACKGROUND

# Organizational Chart

---





## I. BACKGROUND

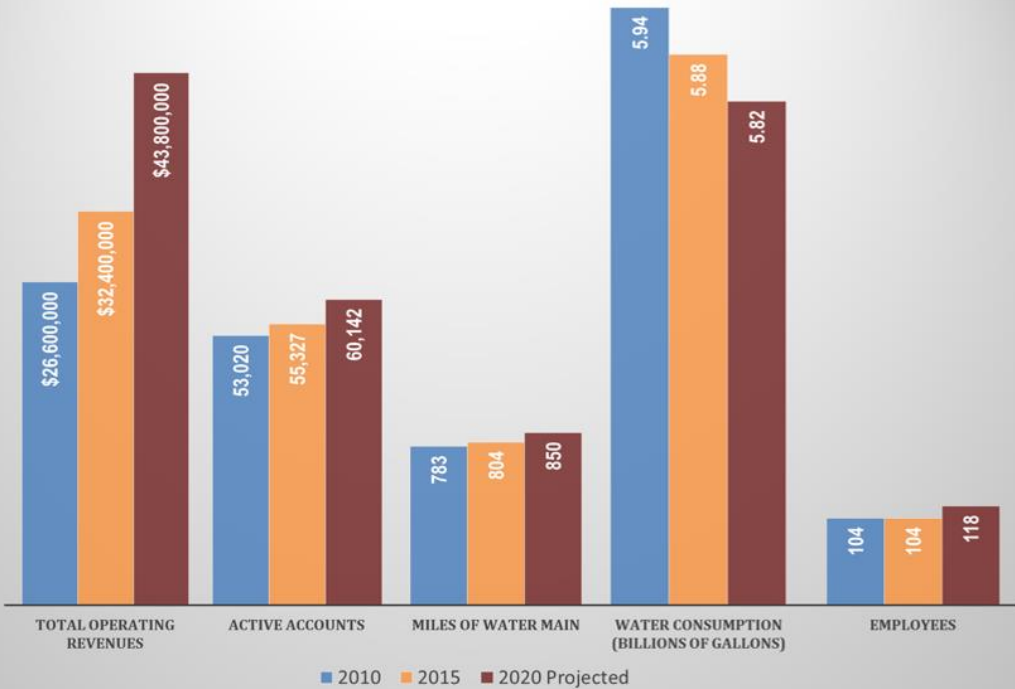
# Our Operations





I. BACKGROUND

# WVWA at a Glance

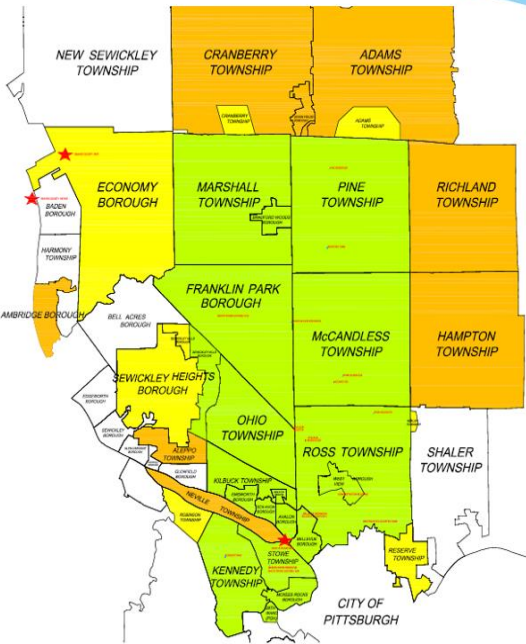






I. BACKGROUND

# Our Territory

## Service Territory



Map Legend

-  WVWA Authority Main Territory
-  WVWA Wholesale Communities
-  WVWA Partial Service Communities



## I. BACKGROUND

# Communities Served

---

- Avalon Borough
- Bellevue Borough
- Ben Avon
- Ben Avon Heights
- Bradford Woods
- Emsworth Borough
- Franklin Park
- Kennedy Township
- Kilbuck Township
- Marshall Township
- McCandless Township
- McKees Rocks Borough
- Ohio Township
- Pine Township
- Ross Township
- Sewickley Hills Borough
- Stowe Township
- West View Borough
- The 28th Ward of the City of Pittsburgh

---

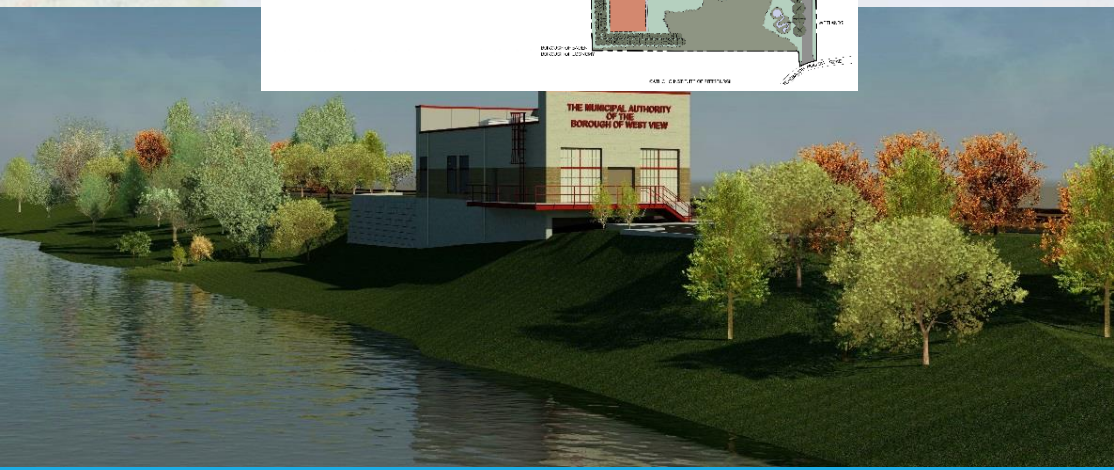
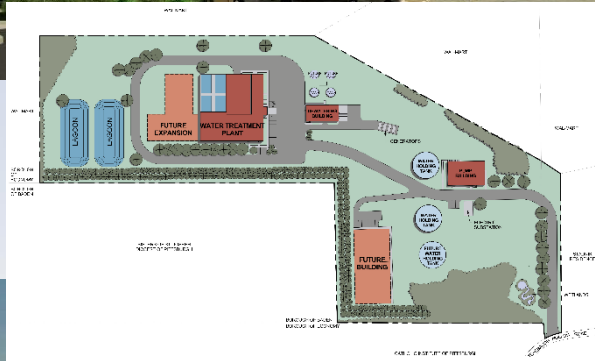
### *Sections of the Following:*

- Adams Township
- Cranberry Township
- Economy Borough
- Reserve Township
- Robinson Township
- Sewickley Heights Borough
- Sewickley Hills Borough
- Shaler Township

\*All items listed alphabetically (lists do not indicate order of importance).

I. BACKGROUND

# New Treatment Facility





## II. LETTER FROM THE DIRECTOR

# To Our Stakeholders

Dear Valued Stakeholders,

For more than 75 years, the West View Water Authority has delivered clean, safe water to residents and businesses. We are proud to put our customers and community first. In order to effectively guide the future of the Authority, we initiated a strategic planning process in 2017. At a time when utilities are being tasked to do more with less, the Authority is leading the way by approaching operations as a business in order to overcome regulatory, political, economic and social challenges inherent in the current climate.

HRG facilitated this process and the participants included the Board of Directors, the management team, and key stakeholders. The end result is a five-year strategic plan that will support the Authority's Mission, Vision, and Values and position the Authority for continued success. The process and outcome ensure that our stakeholders share a common mission and a clear path to achieve identified initiatives.

This process started by reviewing the mission of the Authority. After much debate and discussion, along with input from key stakeholders (including a customer satisfaction survey), strategic initiatives were identified utilizing the effective utility management framework. From this exercise, strategic initiatives and high level goals were developed. Implementing business management practices that support the identified goals will guide the Authority towards accomplishing our shared vision.

The Authority will review and develop annual goals to support the strategic plan. These goals will be evaluated periodically through a performance management process. Through planning, effective management and strong leadership, the Authority is committed to live our Mission, attain our Vision and follow our Values.

We invite you to read the plan and hope it provides understanding and insight into our vision of the future and how we intend to continue providing a high level of service customers have come to expect, while simultaneously supporting our communities, our environment and our people.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Robert J. Christian', is displayed within a white rectangular box.

Robert J. Christian  
Executive Director



### III. STRATEGIC PLAN FRAMEWORK

## Our Mission and Vision

---

### MISSION

From source to faucet, we strive to make every glass of water better than the last, providing our regional customers we proudly serve with safe, reliable, and affordable drinking water.

### VISION

West View Water Authority is the premier public water provider. We deliver the highest quality drinking water to the public at a reasonable cost. We utilize cutting edge technology and municipal partnerships to maximize value for our rate payers. Our advanced team of employees consistently delivers industry-leading service to our customers. Our operations focus on a balanced approach to address public health and safety, manage the sustainability of our resources, and cost effectively maintain our infrastructure.



### III. STRATEGIC PLAN FRAMEWORK

## Our Values

---

💧 **World Class Service**

💧 **Admirable Environmental Stewardship and Safety**

💧 **Trust and Accountability**

💧 **Employee Satisfaction**

💧 **Remarkable Technical Excellence and Innovation**

**Service** – Preserve the trust of our customers and all other stakeholders by exceeding their expectations.

**Stewardship** – Be responsible in the sustainable management of both internal and external resources, infrastructure, assets and the environment to protect the health and safety of our customers and employees.

**Transparency** – Act honestly and fiscally responsible; remain accountable for all actions, instill confidence that employees will always “do the right thing” while safeguarding the relationships built and developed with stakeholders.

**Employee Satisfaction** – Exhibit high standards of personal conduct with a commitment to providing quality, flexible, and proactive responses to employee challenges and opportunities.

**Excellence and Innovation** – Acquire, develop and maintain the technical innovation and expertise necessary to support our purpose, improve efficiency and invest in facilities, systems, processes and people to ensure the highest quality of service, while controlling costs.



## IV. STRATEGIC PLAN PROCESS

# Our Planning Process

---

### **Parties Involved:**

Governing Board of West View Water Authority  
WVWA Stakeholders (Management and Customers)  
Herbert, Rowland & Grubic, Inc.

### **Process Timeline:**

Kick-off Meeting (June 2017)  
Strategic Plan Session No. 1 (September 2017)  
Management Meeting (December 2017)  
Customer Survey (February-March 2018)  
Stakeholder Interviews (December 2017 – March 2018)  
Strategic Plan Session No. 2 (April 2018)  
Strategic Plan Session No. 3 (June 2018)  
Plan Approved by the Board of Directors (September 2018)

### **Key Activities (chronological order):**

Update Mission and Vision Statements  
Solicit Input from Identified Stakeholders  
SWOT Analysis  
Customer Survey (DHM Research)  
Effective Utility Management Self-Assessment  
Define WVWA Values and Strategic Initiatives  
Distribution and Review of Draft Strategic Plan  
Finalize SMART Goals and Performance Measures

## V. INFLUENCING FACTORS

# SWOT Analysis

---

### STRENGTHS:

1. Customer-Authority Relations
2. Financial Planning
3. Employees
4. Quality/Redundancy/Capacity
5. Reputation
6. Responsiveness
7. Technology

### WEAKNESSES:

1. Aging Infrastructure
2. Budgeting
3. Internal/External Communications
4. Process Efficiency
5. Service with Technology
6. Sole Water Source
7. Workforce Attraction/ Development/ Retention

---

### OPPORTUNITIES:

1. Alternative Revenue Sources
2. Business Development
3. Continued Advances in Technology
4. Employee and Leadership Development
5. Optimize Business Processes
6. Service Area Growth/ Acquisitions
7. Stakeholder Engagement

### THREATS:

1. Changes in Regulation/ Legislation
2. Communication Management
3. Competition
4. Decline in Demand/Use
5. Economic Conditions/ Cost of Doing Business
6. Financial Ability to Meet Technology and Infrastructure Needs
7. Unforeseen Environmental Factors/Climate Change

\*All items listed alphabetically (lists do not indicate order of importance).

## V. INFLUENCING FACTORS

# Effective Utility Management (EUM) Self-Assessment

The Effective Utility Management (EUM) framework was first endorsed by EPA and six national water-sector associations in 2007 – the only collaboration of its kind – the collaboration has grown since inception to eleven organizations (noted below)\*. EUM was developed by utility leaders, for utility leaders and is based on two pillars: Ten Attributes of Effectively Managed Utilities and Five Keys to Management Success, which are described in detail within *Effective Utility Management: A Primer for Water and Wastewater Utilities*. The *Primer* includes a self-assessment exercise to help utilities assess their operations and identify priorities for improvement relative to the Ten Attributes.

The self-assessment is the starting point for the EUM process and it serves to evaluate current conditions of operations, management, and administration and unlock the potential of a utility to serve their customers and protect public health and the environment. The Ten Attributes are ranked from 1-5 based on the descriptions provided below:

- |               |  |
|---------------|--|
| 1. Very high: | Effective, systematic approach and implementation; consistently achieve goals. |
| 2 - High:     | Workable systems in place; mostly achieve goals.                               |
| 3 - Medium:   | Partial Systems in place with moderate achievement.                            |
| 4 - Low:      | Occasionally address this when specific need arises.                           |
| 5 - Very Low: | No system for addressing this.   |

The second step is to rank the importance of the attributes so that improvement efforts may focus on the most important attributes. The attribute designated “1” is considered the most important and “10” the least important. Each number, 1 through 10, is only used once in order to rank the attributes relative to one another.

WVWA Board members and management completed this exercise. The results of the nine self-assessments are displayed in the chart on the subsequent page. Attributes with an importance rating between one and five with a corresponding achievement rating between three and five have been deemed the attributes that need improvement and can be seen within the blue rectangle on the chart.

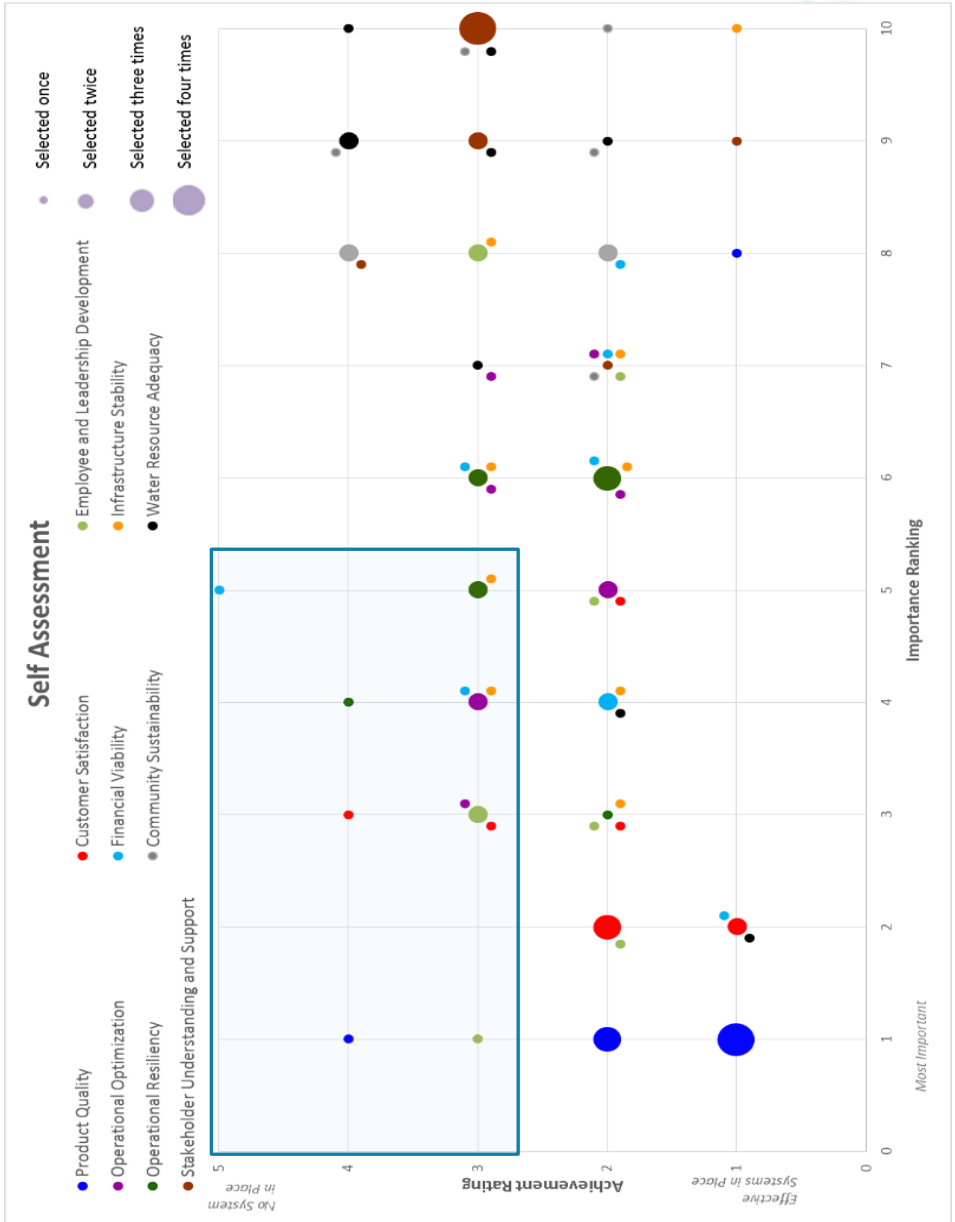
This exercise helped WVWA develop their strategic initiatives, which fed into their goal development and implementation plan, identified within the Strategic Plan.

Source: “Effective Utility Management: a Primer for Water and Wastewater Utilities” (<http://www.watereum.org/>)





## V. INFLUENCING FACTORS



## VI. STRATEGIC INITIATIVES

# What Matters to Us

---

Through the planning process, WVWA identified ten strategic initiatives that drive the nine goals, identified on the subsequent pages.

- 💧 **Asset Management/Infrastructure Sustainability**
- 💧 **Customer Service**
- 💧 **Employee Safety and Development/Evolving Workforce**
- 💧 **Expansion/Growth and Alternative Revenue Sources**
- 💧 **Financial Stability/Fair Rate Strategy**
- 💧 **Operational Confidence**
- 💧 **Operational Efficiency**
- 💧 **Public Relations/Education/Social Media (Building Public Confidence)**
- 💧 **Resource Management/Environmental Sustainability**
- 💧 **Water Quality and Treatment**

\*All items listed alphabetically (lists do not indicate order of importance).

## VII. GOALS, MEASURES AND IMPLEMENTATION

### Goal #1: Customer Service

*Consistently provide high quality customer service.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Conduct customer surveys</b>	Bi-annually or implement process at end of customer calls	Human Resources Manager
<b>Create Customer Video Tutorials</b>	Ongoing as needed	Information Systems Manager
<b>Initiate discussion with customer service staff</b>	Weekly	Service Superintendent and Office Manager
<b>Monitor responsiveness by tracking repair time</b>	Monthly	Service Superintendent
<b>Provide additional opportunities to increase customer convenience</b>	Semi-Annually	Office Manager
<b>Review online comment portal</b>	Weekly (or as needed)	Human Resources Manager

\*All items listed alphabetically (lists do not indicate order of importance).

## Goal #2: Employee Safety and Development

*Provide a safe and effective work environment that attracts and supports a skilled and committed workforce.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Assess position/organization attractiveness</b>	Annually	Human Resources Manager
<b>Conduct employee survey</b>	Bi-annually	Human Resources Manager
<b>Conduct internal safety audits</b>	Annually	Human Resources Manager
<b>Create and/or implement employee training</b>	Ongoing as needed	Human Resources Manager
<b>Create opportunities for advancement</b>	Ongoing	Human Resources Manager in cooperation with Management Team
<b>Form trade school partnerships</b>	Annually	Service Superintendent and Human Resources Manager
<b>Implement succession planning</b>	Every 5 years	Executive Director and Human Resources Manager
<b>Offer management training</b>	Semi-annually	Human Resources Manager
<b>Offer training courses</b>	Ongoing	Distribution Superintendent and Production Manager
<b>Provide opportunities to obtain certifications/ licenses</b>	Ongoing	Distribution Superintendent and Production Manager
<b>Solicit employee input</b>	Ongoing	Board of Directors, Management Team
<b>Utilize enterprise asset management (EAM) to minimize employee risk</b>	Ongoing	Service Superintendent

(Sources: OSHA and PADEP Operators Certification Regulation)

\*All items listed alphabetically (lists do not indicate order of importance).

### Goal #3: Financial Viability

*Remain financially viable through the implementation of full-cost pricing, annual budgeting in coordination with five-year projections to ensure stability, and appropriate debt management.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Carry out bond rating</b>	Per market when bonds are issued	Finance Manager/ Controller
<b>Conduct various rate studies</b>	Every 2 years	Finance Manager/ Controller
<b>Implement competitive benchmarking</b>	Annually	Executive Director
<b>Implement level but adequate rates</b>	Ongoing	Finance Manager/ Controller
<b>Reduce water loss</b>	Ongoing	Distribution Superintendent and Production Manager
<b>Specify actual revenues and expenditures within planned annual budget</b>	Monthly	Finance Manager/ Controller
<b>Track financial strength indicators</b>	Semi-annually	Executive Director

\*All items listed alphabetically (lists do not indicate order of importance).

## Goal #4: Growth and Business Development

*Actively pursue new business opportunities through utilizing existing and potential relationships developed by all stakeholders.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Internal stakeholder communication relative to opportunities</b>	Monthly	Management Team
<b>Management/Business Development Meetings</b>	Quarterly	Executive Director
<b>Track business development/acquisition/growth opportunities with existing customers/service</b>	Ongoing	Executive Director
<b>Track new leads/opportunities with potential customers/service</b>	Monthly and Annually	Management Team

\*All items listed alphabetically (lists do not indicate order of importance).

## Goal #5 Information Technology Management

*Evaluate, recommend, and utilize emerging information technology to deliver and monitor quality water and industry-leading customer service, as well as execute sound judgement.*

<b>Performance Measures</b>	<b>Review Milestones</b>	<b>Implementation Responsibility</b>
<b>Confirm security of customer and Authority information</b>	Ongoing	Information Systems Manager
<b>Develop and utilize text message alerts, a customer portal, and/or a smart phone app for customer convenience</b>	Semi-annual updates	Information Systems Manager and Service Superintendent
<b>Ensure AMR accuracy for customer confidence</b>	Ongoing	Information Systems Manager
<b>Ensure EAM, CMMS, GIS, SCADA, and telephone systems are up to date and coordinated</b>	Ongoing	Information Systems Manager and Management Team
<b>Seek out/evaluate potential new technologies</b>	Annually	Information Systems Manager
<b>Track and respond to employee technology requests/complaints</b>	Monthly/As needed	Information Systems Manager and Service Superintendent

\*All items listed alphabetically (lists do not indicate order of importance).

## Goal #6 Infrastructure Sustainability

*Proactively manage and maintain infrastructure to maximize dependability and minimize repair and replacement costs/risks.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Follow 1% replacement per year (or 8.5 miles as of 2018 system)</b>	Annually	Engineering Manager
<b>Manage capital expenditure budget within +/- 3%</b>	Monthly (per project basis)	Engineering Manager
<b>Reduce unaccounted for water (utilize new leak detection technologies)</b>	Ongoing	Distribution Superintendent and Production Manager
<b>Track breaks and claims</b>	Monthly	Distribution Superintendent and Production Manager
<b>Utilize EAM (CMMS/GIS)</b>	Ongoing	Distribution Superintendent, Production Manager and Engineering Manager

(Source: EPA Asset Management for Water Utilities)

\*All items listed alphabetically (lists do not indicate order of importance).



## Goal #7 Internal Communication

*Encourage internal communication and coordination; model inter-departmental relationships on customer interactions by consistently meeting and exceeding expectations between employees.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Integrated staff meetings between departments</b>	Weekly with agenda for efficiency	Management Team
<b>Onboarding education across organization</b>	Ongoing (as new staff hired)	Human Resources Manager
<b>Understand operational impacts between departments</b>	Ongoing	Executive Director and Management Team

\*All items listed alphabetically (lists do not indicate order of importance).

**Goal #8 Stakeholder Communication and Education**  
*Contact, meet, and interact with various stakeholder groups throughout the calendar year.*

<b>Performance Measures</b>	<b>Review Milestones</b>	<b>Implementation Responsibility</b>
<b>Conduct community events</b>	Semi-annually	Executive Director and Human Resources Manager
<b>Conduct meetings with top ten/high volume/resale customers</b>	Annually	Executive Director
<b>Contact/meet with municipal leaders</b>	Annually	Executive Director
<b>Track newsletters, social media, and website traffic</b>	Ongoing	Human Resources Manager
<b>Water related education outreach</b>	Annually	Management Team
(Source: NACWA Opportunities for Municipal Clean Water Utilities to Advance Environmental Justice and Community Service)		

\*All items listed alphabetically (lists do not indicate order of importance).

## Goal #9 Water Quality and Reliability

*Meet or exceed identified industry and regulatory standards for water quality and protect water source reliability.*

Performance Measures	Review Milestones	Implementation Responsibility
<b>Carry out lead testing initiatives</b>	Ongoing	Production Manager
<b>Ensure capacity availability</b>	Annually	Distribution Superintendent and Production Manager
<b>Track and address any taste/odor complaints</b>	Ongoing	Service Superintendent
<b>Track development plans to achieve compliance</b>	Ongoing	Production Manager
<b>Understand/plan for regulatory compliance requirements (current and anticipated)</b>	Annually	Distribution Superintendent, Production Manager and Service Superintendent
(Sources: EPA National Primary Drinking Water Regulations, EPA Secondary Drinking Water Standards, EPA Protect Sources of Drinking Water)		

\*All items listed alphabetically (lists do not indicate order of importance).

## The Next Steps...

Over the next five years, WVWA will utilize this plan, specifically the goals and initiatives, as a pathway to address the challenges of an ever-changing public water service market.

While WVWA's Mission, Vision and Values provide direction, a sense of purpose and a basis for consensus among stakeholders, it is the goals that will shape WVWA operations. Each goal has an associated metric that allows us to measure our progress. Both the goal and the metric will be reviewed periodically and adjusted as necessary to adapt to changing regulatory, economic and political conditions within the public water industry.

WVWA understands the importance of communicating its purpose and plan for success to all stakeholders and views the development and guidance from this five year strategic plan as an important step towards effectively managing utility operations in coordination with its community.





---

WEST VIEW WATER AUTHORITY  
210 PERRY HIGHWAY  
PITTSBURGH, PENNSYLVANIA 15229  
412-931-3292  
WESTVIEWWATER.ORG