

MOUNTAIN MUTUAL WATER COMPANY

STRATEGIC PLAN 2010-2020

(approved March 9, 2010)

Mission: to consistently provide safe, clean water to our customers in the most cost-effective manner possible, now and in the future.

Core Values:

CUSTOMER SERVICE EXCELLENCE

DEPENDABILITY

SUSTAINABILITY

FISCAL RESPONSIBILITY

Environmental Scan: What will the service area look like over the next ten years?

1. Water will continue to be a scarce, high-value resource for the foreseeable future.
2. Development of Cripple Creek Mountain Estates properties will increase from 325 to 450 by 2020, with a population increase of 5% annually.
3. Approximately 75% of customer accounts will continue to be paid in a timely manner; revenues will remain flat, reflecting challenging economic conditions.
4. The aging infrastructure will continue to deteriorate and will have to be replaced incrementally.
5. Employees with the essential skills required to maintain service levels will become more scarce.

Organizational Scan: How will Mountain Mutual Water Company have to respond over the next ten years?

1. Water conservation must receive increased emphasis, particularly in terms of customer education and management of water rights.
2. Water production must keep pace with growth in the number of customers.
3. Mountain Mutual must live within its means.
4. Expenditures must be less than revenues to provide for long-term programs; creative, alternative funding must be sought to pay for critical improvements.
5. Increased emphasis must be placed on hiring and retaining the best qualified employees to fill critical vacancies.

GOALS/OBJECTIVES/ACTIONS:

Actions may be recurring, short term (to be completed within a year), mid term (to be completed within two to four years, or long term (five years and beyond).

I. Continue to conduct all operations within actual fiscal restraints.

- A. Objective: continue to utilize and improve the current budget process.
 1. Recurring: continue to conduct the annual budget review and revision for presentation at the annual members meeting (MMWC Board).
 2. Short term: develop a methodology to determine the actual production cost per gallon to improve the accuracy of budget projections (MMWC Board).

3. Mid term: convene a working group of MMWC members to develop a long-term budget which includes incremental upgrade of critical infrastructure and a schedule of special assessments and rate increases as necessary.
 4. Mid term: implement the water meter program by the end of 2011, to ensure consistent revenues through usage rates which are equitably applied.
- B. Objective: identify and implement operating efficiencies.
1. Mid term: investigate ways to enhance the efficiency of the delivery system.
 2. Short term: develop a list of other possible categories for investigation.
- C. Objective: identify and access additional resources to enhance MMWC's ability to fund critical infrastructure improvements.
1. Recurring: continue to represent Mountain Mutual Water Company on regional, state, and national levels (Colorado Rural Water Association, State Division of Water Resources, and other organizations) to ensure optimum access to funding streams which may help meet funding challenges.
 2. Short-term: apply for a USDA small business loan and include repayment as part of the next budget cycle.
 3. Mid term: investigate grant funding for applicable environmental initiatives, assign responsibility for grant development, and determine milestones for grant production and submission.

II. Ensure continuity of future operations through a proactive approach.

- A. Objective: conduct complete and accurate mapping of the infrastructure for permanent record.
1. Short term: obtain necessary easements.
 2. Short term: complete engineering study.
 3. Mid term: complete mapping project.
- B. Objective: develop an effective system for water conservation
1. Short term: research possible technical initiatives for inclusion in the long-term budget.
 2. Mid term: develop a multi-phased customer education program which promotes effective water conservation methods.
- C. Objective: continue to make incremental improvements to the infrastructure.
1. Short term: complete the 6 inch transmission line to the main tank.
 2. Mid term: complete installation of a 6 inch HDPE transmission line from MMWC's well to a centrally-located water tank to increase volume and pressure of water feeding into several sections of the subdivision and to allow servicing of the CCME subdivision along Troy without shutting down the entire distribution network.
 3. Long term: complete installation of 4- or 6-inch pipeline for high pressure areas within 10 years.
 4. Long term: complete installation of 4-inch pipeline for lower pressure areas within 20 years.

III. Enhance the capability to provide services according to the core values of Mountain Mutual Water Company.

- A. Objective: ensure service excellence by recruiting and retaining the most qualified employees through an integrated approach to employee welfare (including health), safety, career development, and recognition.
 - 1. Short term: initiate a biennial salary and benefits survey analysis to ensure MMWC is competitive in attracting and retaining quality employees.
 - 2. Recurring: utilize the resources of appropriate insurance carriers and other cost-effective sources for workplace safety training.
 - 3. Mid term: develop and a professional development and training program for all employees.
 - 4. Mid-term: develop and implement an employee recognition program, including a possible bonus system, to honor the service of employees at service milestones and by recognizing significant accomplishments as they occur.
 - 5. Short term: in consultation with comparable service providers, develop a marketing strategy to attract qualified employees to fill projected vacancies.
- B. Objective: continuously improve the efficiency of operations through more effective use of Information Technology.
 - 1. Recurring: continue to upgrade workstations and software on a 3 – 4 year life cycle.
 - 2. Mid term: improve accessibility to services by establishing on-line viewing and payment of bills.
 - 3. Short term: compile a soft copy capital equipment inventory and update it annually.
 - 5. Mid term: initiate transition to paperless operations.
 - 6. Long term: complete scanning of older documents and maps.
 - 7. Recurring: update the website with pertinent information quarterly.
 - 8. Short term: arrange for off-site, back up storage for all critical documents.
- C. Objective: continue services required to sustain overall operations.
 - 1. Recurring: continue Federally and state-mandated testing to ensure the quality of water provided to our customers.
 - 2. Recurring: continue to rapidly and effectively respond to situations which result in interruption of service.
 - 3. Recurring: conduct financial operations necessary for mission accomplishment, including accounts payable, billing, payroll, journal entries, preparation for audit, budgeting, financial analysis, fixed asset tracking, grant tracking, and reporting required by state and local agencies.
 - 4. Mid term: develop appropriate policies and procedures and document these in a handbook to increase the efficiency and consistency of operations.
 - 5. Recurring: provide prompt and courteous assistance to the public regarding requests for documentation, general information, and research to answer specific queries.
- D. Objective: monitor future developments to ensure that changing needs are effectively met by MMWC plans and operations.
 - 1. Recurring: review quarterly and annually update the MMWC strategic plan, including pertinent financial analysis to ensure all programs and operations fall within projected fiscal parameters.
 - 2. Short term: develop an MMWC Capital Plan to list and prioritize long-term projects in conjunction with the annual budget cycle.

3. Recurring: continue to obtain input at county, regional, and state levels to help determine direction and focus.

IV. Improve communications to promote and enhance participation in mission accomplishment.

A. Objective: improve transparency of MMWC operations to help ensure accurate public perceptions of accomplishments as well as challenges, encourage participation of individual local residents and organizations, and attract funding from private foundations, businesses and government agencies.

1. Short term: convene a communications working group to develop and implement recommendations, possibly including a softcopy newsletter, which facilitate effective, two-way communication.
2. Short term: develop and implement a phased marketing plan to define and promote volunteer participation in mission accomplishment.
3. Recurring: continue to hold and encourage attendance by the public at Board meetings which maintain the transparency and integrity of the Board process.
4. Recurring: produce media articles, develop and distribute brochures and surveys, and make presentations at local, regional, and state forums to highlight high-quality programs with demonstrated results (including capacity building) to increase the probability of receiving grants and recognition.

B. Objective: improve internal communications to strengthen organizational teamwork, enhance internal efficiency, and promote dynamic commitment to mission accomplishment.

1. Short term: convene a communications working group to develop and implement recommendations facilitating effective internal communication.
2. Short term: compile a list of other initiatives which may enhance teamwork and commitment to mission accomplishment.

VII. METRICS (How do we measure success?): Progress toward our goals is measured primarily in terms of completion of supporting actions within specified time parameters (within a year, within two to four years, or five years and beyond). In many cases, fiscal parameters must also be met in order to be progress to be meaningful. In some cases we simply state that in the short-term we will research possible options before deciding on a course of action toward a mid- or long-term goal. Responsibility for the accomplishment of specific, short-term actions will be assigned during quarterly Board review of the strategic plan.