

**PWSD No. 2 OF  
CASS COUNTY, MO**

***STRATEGIC PLAN***



**MARCH 2010**

**PWSD No. 2 OF CASS COUNTY, MISSOURI BOARD OF DIRECTORS**

**JANUARY 2010**

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**PWSD No. 2 OF CASS COUNTY, MISSOURI STAFF**

**JANUARY 2010**

David Shrout, General Manager

Kelly Borgman, Office Manager

Randy Lawson, Distribution Manager

Vicki Mounce, Utility Billing Clerk

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## INTRODUCTION

Public Water Supply District No. 2 of Cass County, Missouri approached the Missouri Rural Water Association in June 2009 seeking assistance in developing a Strategic Plan for the District. Elizabeth Grove, MRWA Management Circuit Rider, worked with the board of directors and staff. Over the next six months, a plan was developed that included the basic features of planning. Efforts included the development and refinement of a mission statement, vision statement and values statement, a SWOT analysis (strengths, weaknesses, opportunities and threats), and development of goals and strategies. This document is the result of that work and analysis.

## **HISTORY and BACKGROUND**

PWSD No. 2 of Cass County, Missouri was organized in November 1967 under Chapter 247 of the Revised Statutes of Missouri (RSMO). The District began serving water in 1970 to 300 customers. Water was purchased from the City of Belton. Since its beginnings, the District has grown to service approximately 1400 customers today. The District purchases approximately 750,000 gallons of water from the City of Kansas City, MO per day and sells approximately 400,000 gallons per day to retail and wholesale customers per day.

The District's distribution system includes 3 water towers, approximately 110 miles of water pipelines and 1 pumping station.

## MISSION, VISION AND VALUE STATEMENTS

The mission, vision and value statements were developed as part of the strategic planning process and describe, in broad terms, the District's "philosophy" in accomplishing the purpose of the organization.

*The mission statement is a concise description of the purpose of the organization. It answers the question: "Why does our organization exist?"*

**The mission of PWSD No. 2 of Cass County, Missouri is to protect the public health of our customers by providing a safe and reliable supply of drinking water that exceeds all federal and state water quality standards, thus improving the quality of life for the area.**

*The vision statement is a compelling answer to the question: "What do you hope for your organization and customers?"*

**The vision of PWSD No. 2 of Cass County, Missouri is to maintain a high level of service that enables the District to be efficient in delivery of services, meet customer needs and expectations, and anticipate future needs in a manner that allows the District to take advantage of opportunities for growth and development.**

*The value statement depicts how the organization carries out activities with customers and other stakeholders.*

**PWSD No. 2 of Cass County, Missouri will act with honesty and integrity when dealing with customers, employees, and partner organizations. The District will hold each group in highest regard and strive to consider the input and the needs of each in decisions and actions.**

## GOALS AND STRATEGIES

The development and implementation of goals and strategies resulted from a SWOT analysis (strengths, weaknesses, opportunities and threats) that was conducted by the staff with the assistance of the MRWA Management Circuit Rider. The SWOT Analysis is provided in Appendix A attached to this document. The goals are listed beginning with short-term then longer term goals. It is vital that all goals and strategies be re-examined periodically and adjusted, updated and changed as circumstances dictate.

Goal #1: Insure that federal territorial protection is maintained by the District.

Strategy: Maintain federal debt on the system at all times. By maintaining federal debt, the District is legally assured protection of its service territory under 7 U.S.C. Sec. 1926(b). This is an important strategy given the potential growth in the District's service area.

Goal #2: Review and revise Strategic Plan annually.

Strategy: Review and revision of the Strategic Plan will be included as part of the annual budget process.

Goal #3: Continue to update and revise the District's Capital Improvement Plan to maintain and upgrade the existing distribution system.

Strategy: Review and revisions to the Capital Improvement Plan shall be part of the annual budgeting and planning process of the District.

Goal #4: Maintain bonding capacity for the District.

Strategy: Develop a plan to place a bond issue on a future ballot in order to provide the District with bonding capacity for future project funding. Some factors that need to be considered include dollar amount, timing of bond election, and educational efforts for District voters, and projects to be funded with bond proceeds. The District should consult with a financial advisor to develop a plan to obtain bonding capacity.

Goal #5: Develop a user-friendly District web site.

Strategy: Investigate and evaluate web design providers and costs for launching a District web site capable of providing information (CCR's, policies, emergency contact information), online bill payment, and customer access to account history, etc.

Goal #6: Develop a GIS mapping system for the District.

Strategy: Research possible outside professionals, cost, and equipment requirements for a GIS mapping system and budget funds for implementation.

Goal #7: Continuously upgrade and take advantage new and emerging technologies in order to provide efficient and economical service to customers.

Strategy: Develop funding strategies (internal funds, grants, loans) to install new technologies including, but not limited to; SCADA systems, web-page development, online billing and bill pay, security systems for District assets, etc.

GOAL #8: Develop written SOP's (Standard Operating Procedures) which include policies and procedures for operational functions, including, but not limited to; programs for backflow, flushing, disinfecting mains, etc.

Strategy: Work with staff and outside professionals to prioritize and develop written SOP's for operational functions of the district including administrative and field functions.

Goal #9: Develop a long range personnel plan to deal with growth, retirements, etc.

Strategy: Develop a succession plan to deal with staff retirements over the next five (5) to ten (10) years along with a staffing plan to deal with District growth.

Goal #10: Work with interested parties to develop a regional approach to wastewater.

Strategy: Become an active participant on the county development board.

Strategy: Investigate the procedures and costs required to petition the Circuit Court to change the District's legal organization to become a water/sewer district under Chapter 247 RSMo.

Strategy: Look at opportunities to partner with entities already in the wastewater business to serve the area.

Goal #11: Provide ongoing training for board members.

Strategy: Provide opportunities for board members to obtain training either by attending meetings and conferences, providing online training, or by providing training at board meetings.

Goal #12: Pursue additional long-term water supplies for the District.

Strategy: Maintain contact with potential wholesale water suppliers in the region including, but not limited to; surrounding municipalities, water districts and regional wholesale suppliers.

## PLAN IMPLEMENTATION

The secret to success for strategic planning is the commitment to maintain a continuous planning effort. The development of a written plan is only the first step in an ongoing effort to analyze the current situation and future opportunities. The Board of Directors, along with staff input, will review, revise and update the strategic plan on an annual basis as part of the annual budgeting process.

## APPENDIX A - SWOT ANALYSIS

### Strengths:

1. Territorial protection under 1926(b) – federal debt on system.
2. District has a 25-year water supply contract with Kansas City. (Expires 2035)
3. 20- year Capital Improvement Plan is in place (Updated with DNR every five years)
4. District is in the process of upgrading technology – computers, billing, AMR.....
5. Strong infrastructure
  - a. Physical assets are in good shape
  - b. Maintenance contract on district towers
  - c. System has some capacity for growth built in
  - d. Fire hydrants are being installed in a planned manner
6. Strong board of directors – visionary, see the “big picture” strong leadership
7. Personnel –
  - a. Knowledgeable
  - b. Adaptable
  - c. Have critical thinking skills
  - d. Create a positive work environment
8. Financial
  - a. Reserves funded
  - b. Water Revenue Refunding Bonds, Series 1993 retire in October 2010
  - c. Waterworks Revenue Bonds Series, 2008 retire in December 2042
  - d. Have small amount of bonding authority
  - e. Emergency funds are available
  - f. Rates are set that provide for capital project funding

Weaknesses:

1. Personnel
  - a. Will need more personnel to meet growth in the long term.
2. Financial
  - a. Need more knowledge of funding sources and how they work
  - b. Lack of bonding authority
  - c. Capacity problems with older infrastructure as well as integrity issues (glue joint pipe)
3. Buildings
  - a. Office facility is aging – will need upgrading in future.
4. Lack of wastewater services in service area
  - a. Developers demanding this service – lack is hindering growth?
5. No district web page
  - a. Customers seeking this convenience for information (CCR's, individual usage and bills, minutes, forms, policies, other) and bill payments (credit cards, e-check, debit card, etc.)
6. Lack of computerized mapping of system
7. Backflow program development
  - a. Installing and testing paperwork on file

Opportunities:

1. Unserved territory – potential for customer growth.
2. Consolidation with surrounding municipal and district systems.
3. Development of wastewater systems in existing service area.
4. Cass County Rural Services – coordination between county services.
5. Work on a growing relationship with County Fire Department.
6. Seek additional water sources.
7. Mutual aid agreements with surrounding utilities.
8. Regional economic development.
9. Provide additional customer services.
  - a. Be a central clearinghouse for domestic services information
  - b. Provide contract services for billing and notification for surrounding cities and districts.
10. Developing additional revenue streams – i.e., sell advertising on billing statements, web page, etc.

Threats:

1. Lack of control over development in the District's territory.
2. Legislative and regulatory risk – never know exactly what's going to happen.
3. Fire Districts and HB 103 – very expensive! Expires 12/31/2011.
4. TIF overuse by county.
5. Existing infrastructure is not adequate for major or fast growing development.
6. Security concerns with water system, computers and customer information – intrusion, sabotage of system.
7. Personnel – retirement of key personnel will create void and “brain drain” if not handled properly.
8. Board of directors turnover – could create a lack of continuity and leadership.
9. Lack of ability to recapture capital investment in fire flows for areas where customers are not on public water system.

## APPENDIX B - STAFF QUALIFICATIONS

David Shrout, General Manager:

David has been employed as the General Manager for PWSD No. 2 of Cass County, Missouri since May 2006. David holds a Class A Water Treatment license, a DS III Water Distribution license and a Class C Wastewater license from the state of Missouri. He was Superintendent for the City of Blue Springs, MO for ten years and Manager of PWSD #13 of Jackson County, Missouri for eighteen years. He serves on the board of directors for PWSD #17 of Jackson County, Missouri. He is vice chairman of the Association of Water Districts and is on the board of directors and serves as vice president of Tri-County Water Authority. He is a member of Missouri Rural Water Association and serves as the Region 3 president. He is also a member of the Missouri Section of the American Water Works Association and the Missouri Water and Wastewater Conference. He is a founder and member of Cass County Rural Services.

Kelly A. Borgman, Office Manager:

Kelly has been employed as the Office Manager for PWSD No. 2 of Cass County, Missouri since November 1998. Kelly holds a DS II Water Distribution license from the state of Missouri and is a member of the Certified Office Professionals. Kelly is commissioned as a notary public in the state of Missouri and is a ten-year member of Missouri Rural Water Association, Missouri Section of American Water Works Association and the Missouri Water and Wastewater Conference. Prior to coming to PWSD No. 2 of Cass County, Missouri, Kelly was employed by Bob D. Sellberg, CPA, PC in Raymore, Missouri for fourteen years.

Randy Lawson, Distribution Manager:

Randy has been employed as Distribution Manager for PWSD No. 2 of Cass County, Missouri since July 2005. Randy holds a DSIII Water Distribution license from the state of Missouri. Randy is a retired Master Sergeant from the United States Air Force after serving 21 years, 9 months. He holds an Associate's Degree in Jet Engine Maintenance from Community College of the Air Force.

Vicki Mounce, Billing Clerk:

Vicki has been employed with PWSD No. 2 of Cass County, Missouri since 1999. She is a 10-year member of Missouri Rural Water Association and has completed the Office Professional's Program.