



2.10.10

STRATEGIC PLAN 2009-2010

This document represents the foundation of Cape Fear Public Utility Authority's Strategic Plan, and the current strategies for addressing the identified goals. Consistent with the guiding principles of the Authority, these goals and strategies have been developed to support achieving the overall mission. As the Authority moves forward, plans, actions and opportunities are subject to change. Based on continued assessments of not only the Authority's physical, human, and financial assets but also the changing conditions and expectations of the community in which it operates, the plan will be reviewed and updated on an annual basis. This review will be done prior to the Authority's annual meeting in November of each year. These amendments will enable the most recent technologies and resources to be considered and incorporated within the goals and strategies for the coming year. It will also ensure that the Strategic Plan stays consistent with the current understanding of staff, the Authority Board, and stakeholders.

In addition to the Authority's mission statement, strategic vision, guiding principles, goals, and strategies, the completed plan will include tactics with quantitative measures and prioritized actions to implement the Plan. The goals and strategies herein are not represented in any particular order or prioritization.

This Strategic Plan presents the 2009-2010 Cape Fear Public Utility Authority's goals and strategies, within a framework which allows expansion based upon the need for continuing current and long-range planning. Some of the goals herein described will be able to be met within a relatively short period of time, others we will address as the Authority moves forward.

MISSION STATEMENT

The Cape Fear Public Utility Authority's mission is to provide high quality water and sewer service in an environmentally responsible manner while maintaining the lowest practicable cost.

STRATEGIC VISION

The staff and the Board of the Authority are committed to achieving excellence. Authority staff, with guidance from the Board, will effectively and efficiently manage operations, infrastructure, and investments to protect, restore, and enhance the natural environment; responsibly use water and other natural resources; promote economic vitality; ensure public safety and health; and engender overall community improvement and involvement on significant issues. The Authority will continuously improve and will not only meet but strive to exceed all regulatory requirements.

GUIDING PRINCIPLES

The Authority is committed to the principles of **Stewardship**, **Sustainability** and **Service**. These principles serve as a guide for ethical decisions, provide a gauge for measuring success, and define our responsibility to the community. They guide our organization towards the following objectives:

Stewardship

- 1. Of the region's natural resources
- 2. Of the financial resources and assets our customers entrust to us

Sustainability

- 1. Of the region through dependable water and wastewater utilities that support public health and economic prosperity
- 2. Of the Authority's ability to meet the community's current and future water and wastewater needs and expectations
- 3. Of the Authority to ensure the ongoing viability of the systems and the organization

Service

- 1. To our customers by providing reliable, cost-effective water and sewer utilities
- 2. To our community as a thoughtful and participatory corporate citizen

GOALS & STRATEGIES

GOAL 1: The Authority will hold paramount our regional responsibility to protect the environment, ensure public health and safety, and to respond effectively to the needs of our customers.

Strategy 1.A – Optimize the protection and use of water and sewer resources and other natural resources, and recycle where cost effective. (Stewardship #1)

Strategy 1.B – Provide a safe work environment for our staff, contractors, and customers, and maintain, enhance, and improve the natural environment within our service area. (Stewardship #1, #2)

Strategy 1.C – Understand, anticipate, and respond to our customers and our community's needs in a professional, prompt, and efficient manner. (Service #1, #2)

Strategy 1.D – Identify partnerships, develop alliances, and encourage public participation with community stakeholders in both public and private entities. (Sustainability #2, Service #1, #2)

Strategy 1.E – The Authority will recruit and retain the best qualified and motivated workforce. (Stewardship #2, Sustainability #3)

GOAL 2: The Authority will maintain a stable financial position that balances rates, the environment, and the organization’s long-term capital and operating needs.

Strategy 2.A– Establish and maintain an effective balance among CFPUA fee schedule, long-term debt, asset values, Capital Improvement Program needs, operations and maintenance expenditures, and operating expenses and revenues. (Stewardship #2, Sustainability #2, #3, Service #1)

Strategy 2.B– Operate as a fiscally responsible corporate entity which will endeavor to identify and implement cost-efficiencies, as well as to exceed benchmarks, targets, and measures comparable to similar water and wastewater utilities and consistent with industry standards. (Stewardship #2, Sustainability #1, #2, #3, Service #1)

GOAL 3: The Authority will build, maintain and operate the enterprise, and all of its human and physical assets, in a manner that provides both new and existing customers with consistently high quality services.

Strategy 3.A – Establish criteria to prioritize the systematic extension of wastewater collection systems to areas with failing septic tanks and water distribution systems to areas with poor quality well water in an equitable manner to maximize public health and economic development. (Stewardship #1, #2, Sustainability #1, #2)

Strategy 3.B – Operate, maintain, and build the Authority’s assets in such a way as to provide high quality, cost effective collection, treatment, and distribution systems, efficient service, and to maximize the life expectancy of physical assets. (Stewardship #1, Sustainability #2, Service #1)

Strategy 3.C – Establish a forward thinking organizational culture focusing on creativity and the optimization of employee resources, the identification of efficiencies, and that offers rewards for such results. (Stewardship #2, Sustainability #3, Service #1)

Strategy 3.D – Acquire and implement technologies and tools that allow for improved inter-departmental communication, the enterprise-wide sharing of information, and operational efficiencies. (Stewardship #1, Sustainability #3, Service #1)