



2021-2023
Strategic Plan



A letter from our General Manager:

Good strategic planning happens when a team comes together to collaboratively build a plan that steers our workforce down a clear path. The critical thinking required to identify the priorities and commitments outlined in this document in the midst of a pandemic forced us to reflect and learn. By recognizing our strengths, looking at where we need to grow and building the strategic pillars laid out in the pages ahead, we are confident the Green Bay Water Utility is heading in the right direction. I want to thank the phenomenal team of dedicated, intelligent utility workers and customers who collaborated on the development of this plan.

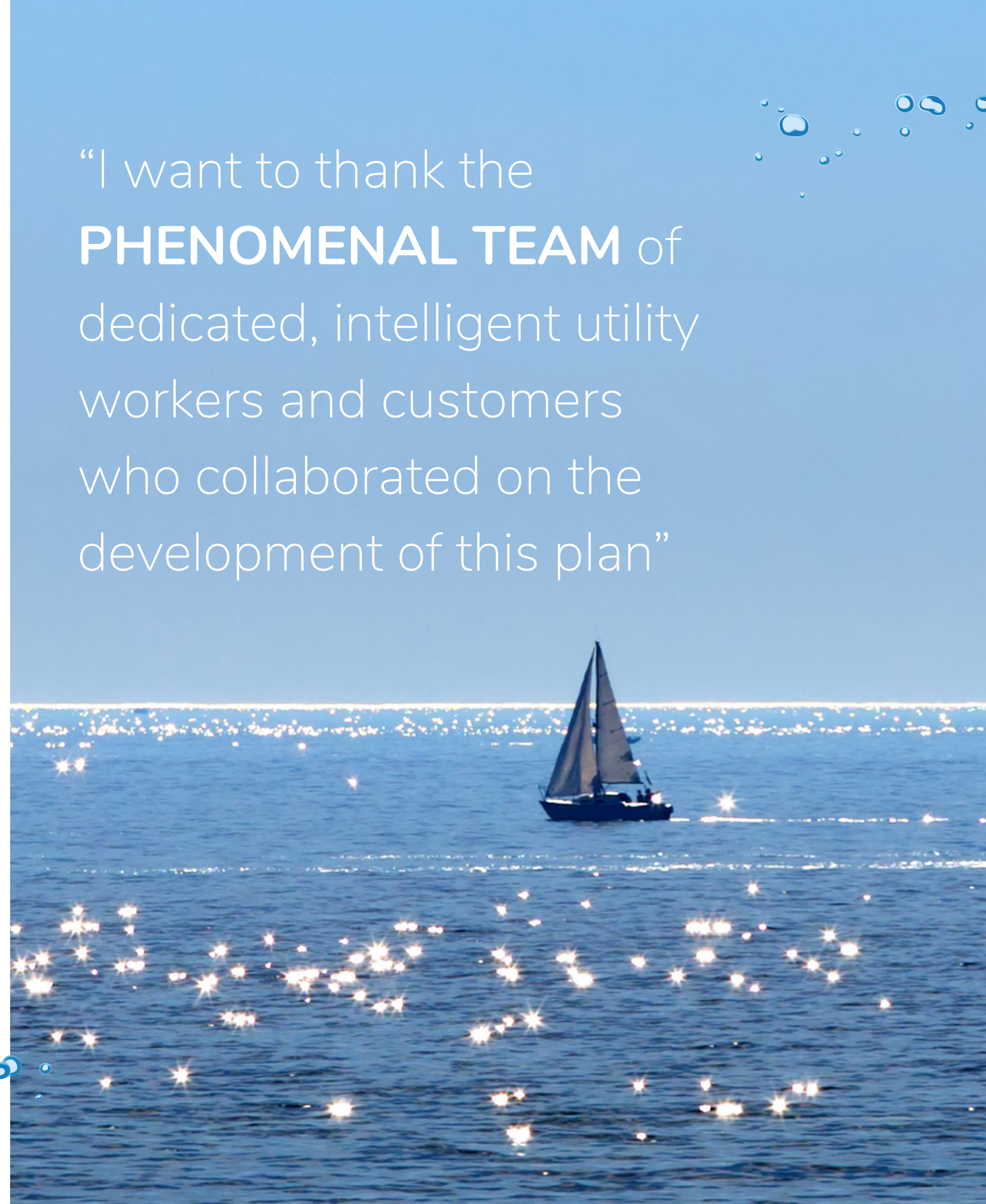
The pandemic serves to remind us all how vital the work of a drinking water utility truly is. As I write this, the employees at the Green Bay Water Utility are masked, socially distanced and continuing to prevent the spread of COVID-19 — a clear example of our ability to adapt when unforeseen circumstances confront us. We welcome a new chapter in 2021, with this document laying the groundwork for the road ahead.

I appreciate you taking the time to look at this strategic plan, and look forward to empowering our employees to do their best work.

A handwritten signature in cursive script that reads "Nancy Quirk".

Nancy Quirk, P.E.
General Manager
Green Bay Water Utility

“I want to thank the **PHENOMENAL TEAM** of dedicated, intelligent utility workers and customers who collaborated on the development of this plan”





The **MISSION** of the Green Bay Water Utility is to:

Provide a reliable, high-quality drinking water supply with exceptional customer service and value.

The **VISION** we are working toward:

Achieving leadership excellence as a valued and collaborative community partner, top-rated workplace, and innovative industry expert.

The **CORE VALUES** that guide our behaviors and decisions are:

Health and Safety

Protecting the health and safety of our employees and community through high operational and regulatory standards

Sustainability

Prioritizing the long-term viability of financial and water resources

Employee and Customer Experience

Providing an environment where people are valued, engaged, and treated with the utmost respect and professionalism

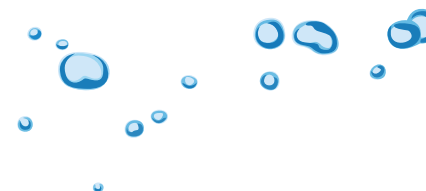
Integrity

Always doing the right thing, even when no one is watching



The **STRATEGIC PILLARS** that house our strategy's goals and objectives are:

- PILLAR 1** **MANAGE** Risk & System Reliability
- PILLAR 2** **MAINTAIN** Utility Viability
- PILLAR 3** **INVEST IN** Human Capital
- PILLAR 4** **PROVIDE** Excellent Customer Service
- PILLAR 5** **OPTIMIZE** Technology



More information about each pillar can be found on the following pages >>



MANAGE Risk & System Reliability

PILLAR
1

Manage Risk & System Reliability

We work hard around-the-clock to provide a reliable, high quality drinking water supply to our customers. We work smart by taking proactive measures to protect the condition of our infrastructure through preventative maintenance and risk management. Additionally, rehabilitation and replacement of the infrastructure is completed on a prioritized basis through a deliberate asset management approach. Lastly, we ensure the treated water that enters your homes, businesses and industries meets or exceeds the standards by which GBWU is regulated.

GOALS to support this Pillar:

- » Rehabilitate and replace aging infrastructure
- » Proactively perform preventative maintenance of existing infrastructure
- » Promote risk management and emergency preparedness
- » Supply water that meets or exceeds all regulated standards





MAINTAIN Utility Viability

PILLAR
2

Maintain Utility Viability

Our services are essential to the overall health and vitality of the communities we serve. Hundreds of thousands of customers depend on the multi-million gallons of water we supply every single day through 24/7 operations. We think long-term to ensure the sustainability of these essential services and the efficiency and effectiveness by which they are managed. In collaboration with regional partners, our shared intent is to maintain the Green Bay Water Utility as a viable operation that enables our communities to thrive.

GOALS to support this Pillar:

- » Maintain competitive and stable rates
- » Enhance the financial and regulatory reporting process
- » Ensure financial sustainability
- » Build and strengthen regional partnerships





INVEST IN Human Capital

PILLAR
3

Invest in Human Capital

The only way we will be successful in the achievement of this strategic plan is through the talent and commitment of our people. Attracting, developing and retaining a diverse and high performing team is the means to an end as we face emerging trends and new challenges. We will capture valuable institutional knowledge and expertise to position our next generation workforce for success, while providing a safe and engaging workplace experience.

GOALS to support this Pillar:

- » Develop and implement a succession plan
- » Attract and retain a diverse workforce
- » Provide a safe work environment
- » Engage our workforce





PROVIDE Excellent Customer Service

PILLAR
4



Provide Excellent Customer Service

It's important for every organization to know its superpowers so they can keep them strong! Through an emphasis on education and two-way, transparent dialogue, customer service will continue to be a superpower of the Green Bay Water Utility. And since superior service works from the inside out, we will equip employees with the knowledge and resources necessary to provide what our customers need, when they need it.

GOALS to support this Pillar:

- » Educate customers on the utility's services and maintain open lines of communication
- » Prioritize time for employees to learn about other departments so they can best represent GBWU to customers and work cohesively as a utility



OPTIMIZE Technology

PILLAR
5

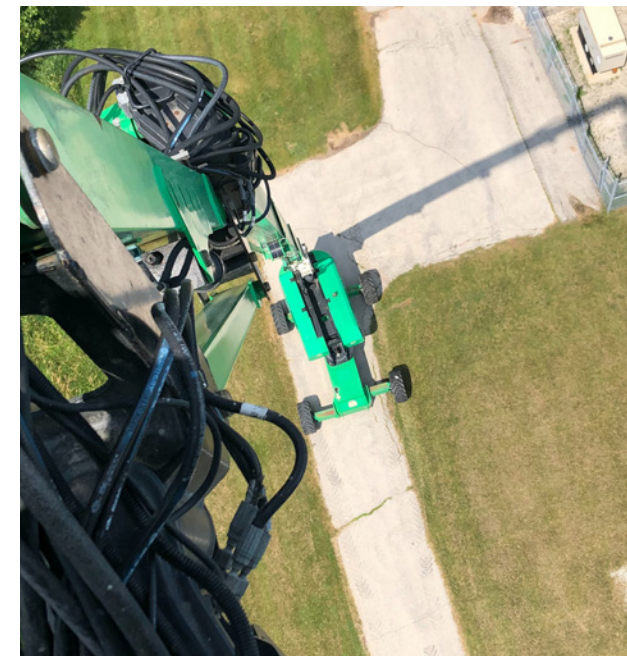


Optimize Technology

To continue to offer high quality and cost-effective services, we always need to be exploring new technologies that will bring operational efficiencies and enhance the delivery of our services. Equally important is to ensure we make the most of the technology we have readily available and work toward full and consistent utilization. Wherever possible, we will leverage this use of technology and its associated data for informed and strategic decision making.

GOALS to support this Pillar:

- » Optimize technology to improve utility processes and efficiencies
- » Leverage information and technology for proactive decision-making and prioritized asset management
- » Continue to explore and implement cutting edge technology





gbwater.org

631 S Adams St.
Green Bay, WI 54301

In case of an emergency, call us at (920) 448-3483