



NORTH  
TEXAS  
MUNICIPAL  
WATER  
DISTRICT

2019 - 2024

# STRATEGIC PLAN

*Regional. Reliable. Everyday.*



WATER  
SERVICES



WASTEWATER  
SERVICES



SOLID WASTE  
SERVICES



# Strategic Plan 2019 – 2024

## NORTH TEXAS MUNICIPAL WATER DISTRICT



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## INTRODUCTION & BACKGROUND

Established over 60 years ago, the North Texas Municipal Water District (“NTMWD” or “the District”) meets essential water, wastewater and solid waste management services to over 1.6 million residents of the North Texas region. Governed by a Board of Directors appointed by the City Councils of 13 member cities and managed by an experienced team of industry professionals, the Districts customers include 90 separate communities in a service area covering all or parts of 10 counties and 2,200 square miles. The regional system includes:

- Six water treatment plants with the capacity of delivering over 800 million gallons of potable water per day.
- 14 wastewater treatment plants with a combined treatment capacity of 151 million gallons per day.
- Three solid waste transfer stations.
- One landfill accepting over 950,000 tons of solid waste per year.
- 14 water pump stations.
- Over 250 miles of large diameter wastewater lines and 573 miles of water transmission lines.
- A workforce approaching 800 full-time authorized positions.

In 2015, the District developed its first strategic plan, setting a long-range vision, establishing a focused mission statement and articulating a set of core values summarized by the acronym I TRUST, as follows:

- *I*ntegrity
- *T*rust
- *R*espect
- *U*nity
- *S*afety
- *T*eamwork

The District’s most recent strategic plan included the following five goals:

- Provide superior water, wastewater and solid waste services today.
- Secure the future for water, wastewater and solid waste supplies and services.
- Maintain strong relationships with member cities, customers and partners.
- Maintain our infrastructure to provide reliable service today and tomorrow.
- Take care of our people.

Given these goals, coupled with a range of other opportunities and challenges, the District’s leadership team determined that an update and extension of the strategic plan for the coming 5 year period was a high-priority need and engaged The Azimuth Group, Inc. (“AGI”) to support the design and facilitation of an intensive, collaborative strategic planning process including both the District’s executive leadership team and the Board of Directors.

## THE PLANNING PROCESS

Effective strategic planning involves the gathering, sorting and prioritizing of the best thinking of the NTMWD' policy leaders and senior managers, focused on the core purposes of the organization and the most important attributes of strategic success. The strategic planning effort resulted in the development of a framework to guide the decisions of the Board, executive leadership and managers over the coming five years and beyond. The elements of that framework include:

- Validated statements of vision, mission and values.
- An examination of the current operational environment and the identification of important external forces and trends that influence and impact NTMWD' ability to meet customer expectations.
- Assessment of the District's strengths, weaknesses, opportunities and threats.
- Refinement and consolidation of a set of four major strategic goals around which critical policy decisions can be evaluated and important organizational and operational activities can be prioritized and managed.
- Identification of 17 specific operational objectives spread across the four goals and a total of 52 individual tactical initiatives representing a "to do" list of activities and programs to undertake and complete over the next five years.

Strategic planning is a product of strategic thinking, which should occur not only at periodic planning sessions such as those just completed, but on a continuous basis. This involves the gathering, sorting and prioritizing of the best thinking of NTMWD' policy leaders and managers to effectively address the issues that challenge the District today and, more importantly, those that will challenge the District tomorrow. The strategic planning process, therefore, was designed as an exercise in collective foresight. Participants at all levels sought to clarify what strategic success looks like for NTMWD in light of the conditions the organization faces today and expects in the future.

Throughout the planning process, the NTMWD's leaders endeavored to work at the **strategic**, rather than the technical, level of the District's program of public service delivery. The main goal of the updated strategic plan was to concentrate on the identification of the **Whats** rather than the **Hows** of future District services, organization and operations. Accordingly, the process included opportunities for the District's Board of Directors to provide broad input and policy guidance to the staff in terms of the desired outcomes/results the NTMWD must produce, while ensuring that the staff will have the subsequent opportunity to refined more specific operational plans, timelines and budgets to achieve the strategic plan's stated priorities.

### Planning Project Scope

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To achieve the purposes of the strategic planning effort, the AGI planning consultant strived to create an atmosphere enabling open discussion of the District's current strengths and weaknesses, opportunities and threats and to then forge consensus around the highest order priorities for the organization to address over the next five or more years. These priorities in turn establish the foundation for defining

more specific action steps, resource plans (budgets) and performance measures for the professional staff to provide to the Board of Directors.

Specific steps in the planning process included:

- Confirmation of project objectives, deliverables and timeline with the Executive Director/General Manager and the Assistant Deputy Director for Strategy and Performance.
- Collection and review of pertinent background documents including, for example, the current District strategic plan, budget, capital plan and operating/business plans.
- Completion of individual interviews with each member of the Executive Committee of the District's Board of Directors and key staff leaders including the District's Deputy Directors, Assistant Deputy Directors, and Public Relations Manager.
- Preparation of a written summary of the common themes identified through the review of background data and the interviews with Directors and key staff leaders.
- Design and facilitation of a series of strategic planning workshops with the District's senior staff and documentation of the workshop results, findings and conclusions. These workshop included a variety of group team building exercises, small group and collective discussions, issue identification and prioritization and other activities designed to arrive at a consensus on a set of critical strategic objectives and outcomes for the District.
- Presentation of two separate interim progress updates to the full Board of Directors.
- Synthesis and compilation of the various inputs of the planning process into an updated and consolidated strategy map or "placemat" document.
- Sharing the results of the strategic planning process and the strategy map to the District's managers to seek their feedback, clarification and concurrence on those aspects of the strategic plan within the specific purview of each.
- Preparation and delivery of this update of the NTMWD Strategic Plan for the period 2019-2024.
- Presentation of the final results of the strategic planning process to the District's Board of Directors for their review, approval and adoption.

### **Executive Committee and Management Staff Interview Summary**

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The table on the following page summarizes the results of the initial interviews with the members of the District's Executive Committee of the Board of Directors and the senior management team.

Executive Committee Perspectives	Management Perspectives
<ul style="list-style-type: none"> <li>• Interviewed Board members appear highly supportive of the Executive Director and the direction he is charting for the District. He was selected to be a change agent. While there is broad support for the staff, there is also an awareness that not all the leadership team are fully invested in the new/current direction.</li> <li>• It is imperative that the District complete the LBCR and bring the supply online without incident.</li> <li>• There is a real concern about leadership succession.</li> <li>• The District should exert additional efforts to reinforce the value of the regional approach that was the moving force for its creation. The District has work to do to regain the trust and confidence of the cities it serves.</li> <li>• The District should be looking for additional services it could offer to the cities as a benefit of membership/participation. For example, why not offer to take over operations of treatment facilities currently operated by municipalities? Increased gas sales? Water re-use?</li> <li>• The District should have a plan for “getting ahead” of a coming “rate shock” through improved outreach, education and communication.</li> <li>• NTMWD has an opportunity to become a recognized leader in Texas water issues at the state level and should be recognized as a “best practice” municipal water agency.</li> <li>• The District should be looking to expand its partnerships within the region to promote water conservation and protection of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• The District is facing with a range of challenges today, all of which are related to growth and meeting the water supply needs of the region which, in turn, drives the need for additional wastewater treatment capacity.</li> <li>• The Lower Bois d'Arc Creek Reservoir (LBCR) is the single most significant project ever undertaken by the District and is a top strategic priority. The District cannot be distracted from this goal.</li> <li>• The District has been experiencing significant change in recent years, with older ways of doing business coming under increasing scrutiny and creating varying degrees of tension and frustration within the organization and with the member and customer cities. The District has not been systematic and disciplined about managing the human dimension of this change.</li> <li>• The District’s historical value proposition has been that of a low-cost provider. The move towards more deliberate, systematic, rigorous asset management practices is seen by some as counter to this traditional view.</li> <li>• As an asset intensive organization, the District needs to up its game in terms of asset risk management.</li> <li>• Some members of the leadership team strongly feel that a number of current initiatives are more distractions than they are value-added and impede the fulfillment of the District’s core purposes of water supply, wastewater treatment and solid waste management. These “distractions” include:             <ul style="list-style-type: none"> <li>○ Asset management</li> <li>○ Over-reaction (and possible overspending) to regulatory pressures</li> <li>○ Employee training and safety</li> <li>○ Public communication/public education/corporate communication efforts</li> </ul> </li> </ul>

Executive Committee Perspectives	Management Perspectives
<ul style="list-style-type: none"> <li>The value proposition of being a “member city” vs a “customer city” is not adequately defined. Is this governance model the best model going forward? If not, how should it change?</li> </ul>	<ul style="list-style-type: none"> <li>○ The proper regional leadership role for the District? (Eminence building for the sake of eminence alone?)</li> <li>• Some fear that these above-listed initiatives – and perhaps others – have led to uncertainty, instability and poor execution of the core mission of the District.</li> <li>• There is a need to break down historical organizational siloes and promote more cross-functional collaboration.</li> <li>• Considerable tension appears to exist between the line operations and the administrative staff and technical support activities.</li> <li>• The future business model and direction for the District is not clear. Do we want to expand geographically? Future service offerings? Future changes to the governance model (new members, new customers, reconfigured board)</li> <li>• Succession planning and management is a critical strategic challenge.</li> <li>• As the relationship between the Board and the management team has changed, managers are finding themselves in more meetings that, to some, seem excessive. Similarly, the increasing expectations for information among Board members create additional administrative pressures and time commitments.</li> </ul>



## ENVIRONMENTAL SCAN/CONTEXT MAP

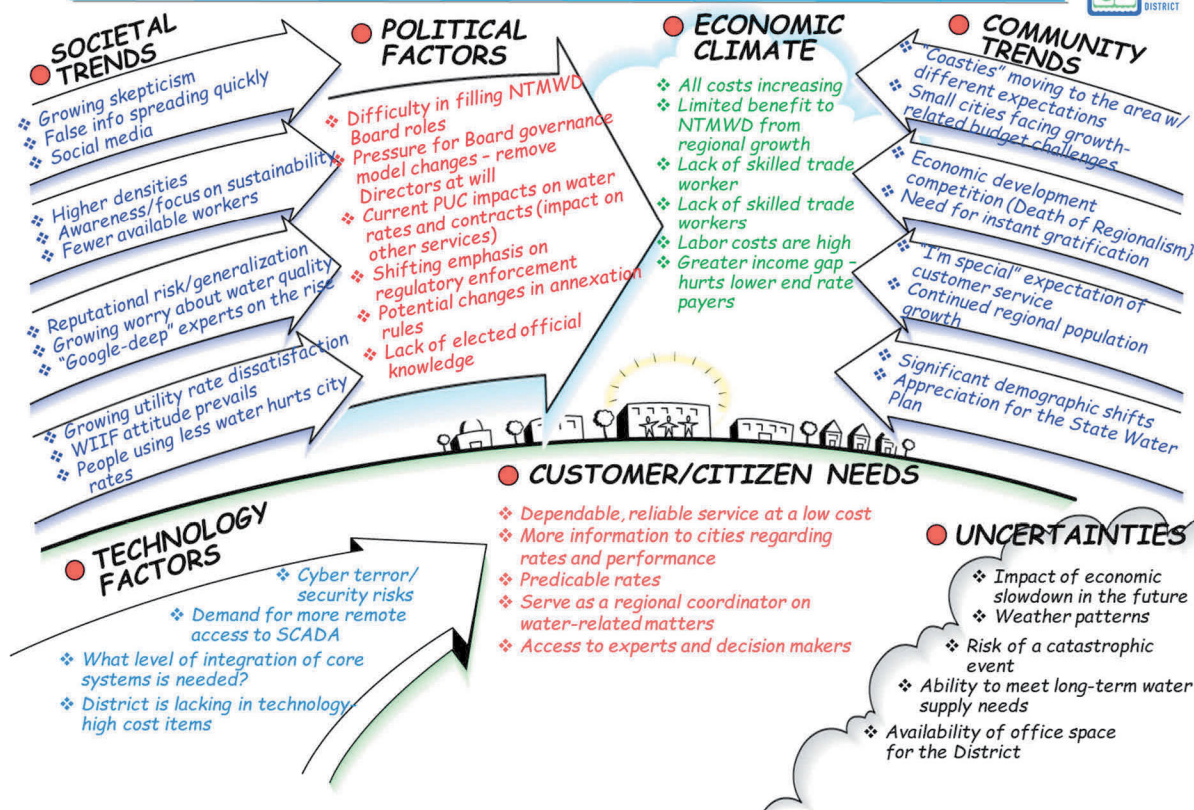
Strategic planning cannot occur in a vacuum. Rather, it must be based on a clear understanding of the environment within which the strategy will be carried out. The leading members of the District’s professional staff participated in a structured exercise to describe the current conditions impacting the NTMWD’s ability to effectively understand, plan and deliver services in the public interest. This exercise focused the thinking of participants on the following:

- Societal trends
- Community trends
- Political factors
- Economic climate
- Citizen needs
- Technology factors
- Uncertainties

In addition to documenting these important factors and trends that might impact the city’s future, workshop participants engaged in a productive dialog about the significance of these trends and factors for the District and their impact on its ability deliver the services and programs the member and customer cities require.

The results of this environmental scan, in the form of a graphic context map, are shown below.

### CONTEXT MAP



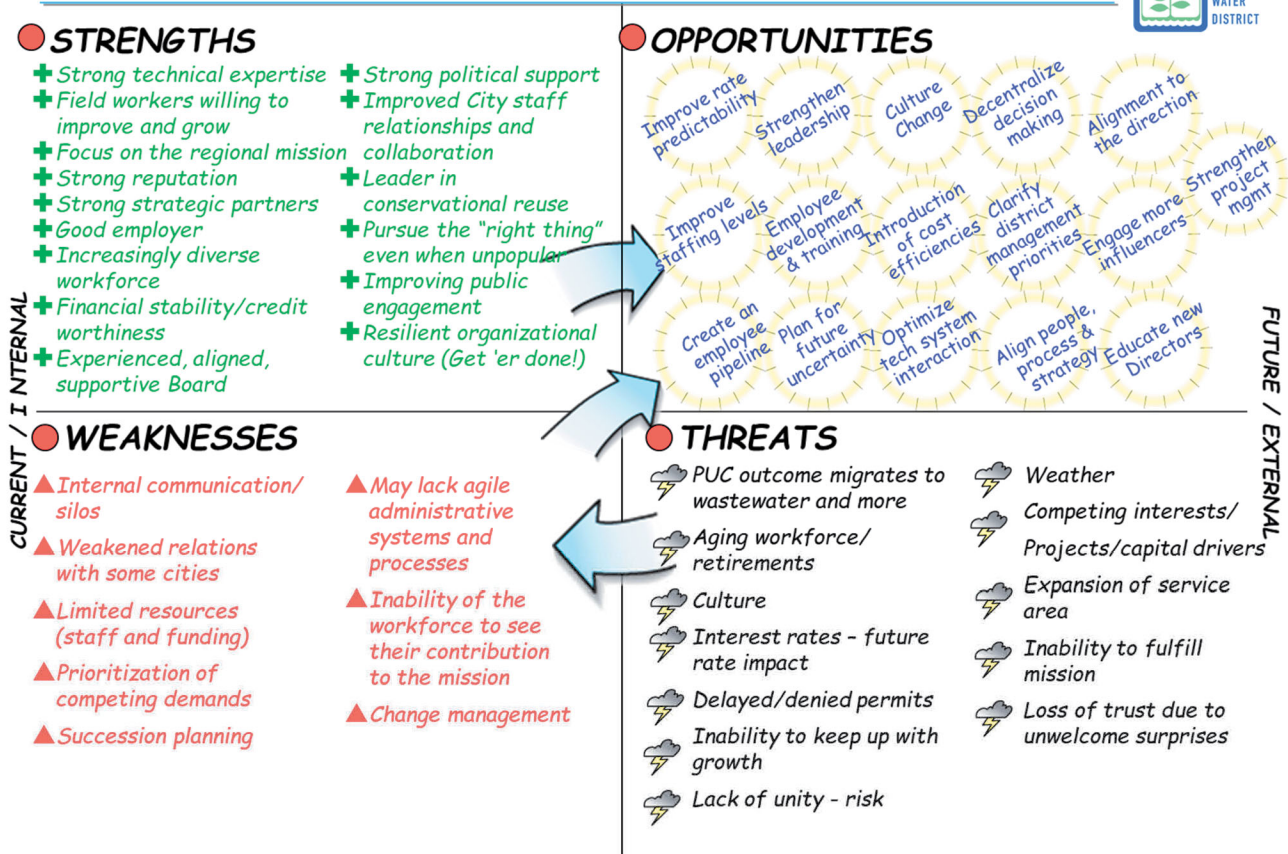
# STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

Whereas the context mapping exercise was primarily focused on external conditions, SWOT analysis promotes critical and constructive consideration of the various attributes and challenges of the NTMWD as a service delivery organization.

- **Strengths** are those assets and capabilities currently available within the organization that can be leveraged to achieve desired results.
- **Weaknesses** are those problem areas or aspects of the District that are currently standing in the way of strategic success and must be overcome to achieve optimal results.
- **Threats** are current or potential future external events that, if unmitigated, have the potential to seriously impair the District’s ability to realize its potential. These may be political, economic, societal, natural or man-made in nature.
- **Opportunities** are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats.

Facilitated SWOT analysis activities were conducted separately for both the senior leadership team and the full Board of Directors. The results of these two assessments are displayed below and on the following page.

## SWOT MATRIX - Senior Staff Leaders



# SWOT MATRIX - Board of Directors



## NTMWD VISION, MISSION AND VALUES

An organization’s statements of Vision, Mission and Values communicate to both the members of the organization and the customers or constituents it services where it wants to be in the future, what specifically it must do well to get there, and defines the ethical and behavioral framework within which it works to realize the vision and accomplish the mission.

Based on the District’s prior strategic planning efforts, in which written statements of vision, mission and values were developed and adopted, the 2019 update of the strategic plan sought only to confirm the continued accuracy and validity of these critical elements of the future plan. In each case, senior management and the Board of Directors affirmed their continued validity.

### Vision Statement

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An organization’s **Vision** is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community. The validated vision statement for the North Texas Municipal Water District is:

#### NTMWD VISION

**“Regional service through unity – meeting our region’s needs today and tomorrow.”**

### Mission Statement

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A **Mission Statement** describes the organization’s purpose. It defines the “business” of the organization and its relationship to its customers. The confirmed mission of the District is:

#### NTMWD MISSION

**“Provide high-quality and dependable water, wastewater and solid waste services in a cost efficient manner.”**

## Values

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Organizational **Values** are the fundamental principles that guide how members of the organization conduct themselves while carrying out their mission in pursuit of the overall vision. Together, the values provide an ethical framework for decision-making and action. As with the Vision and Mission statements, the senior staff and Board of Directors reviewed and confirmed the current “I TRUST” values framework of the District.

### NTMWD VALUES

**Integrity** – We are honest, trustworthy, transparent and reliable in our words and actions and accountable for what we say and do.

**Trust** – We are relied on to be effective, honest, open and consistent, and to serve our customers’ best interests.

**Respect** – We treat our customers and each other with courtesy, kindness and fairness.

**Unity** – We do what’s best for our customers and the region – ALL-IN together.

**Safety** – We mitigate risks in our daily activities to minimize accidents and injuries, and protect our public health and environment; we take care of each other so we can fulfill our mission.

**Teamwork** – We cooperate and collaborate with each other, our customers and partners to meet our region’s needs today and tomorrow.

## EVIDENCE OF SUCCESS

Planning process participants discussed how, at a high-level, things might be different at NTMWD if the updated strategic plan is successful? How should policy makers and senior management evaluate whether or not the organization is making progress towards its vision and succeeding in its mission? Workshop participants developed the following set of summary performance indicators that, if realized, would provide strong evidence of strategic progress. Evidence of such success would, at a minimum, include the following:

- High service levels are maintained
  - Sufficient capacity
  - Regulatory compliance
- New reservoir is open and delivering water
- The public comes to us first
  - Trusted experts
  - Strong, positive reputation
- Cities communicate on our behalf
- Regional trust is regained
- Cost to customers is reasonable and fair
- Operations are aligned with EPA Effective Utility model and measures
- Volunteer participation in civic life increases
- A positive “buzz” is evident around town
- Predictability of outcomes and costs (rates) is improved
- A robust safety culture is in place
- Resource requirements are aligned with O&M demand
- Asset management is improved
- 50% of water plants are in the Texas Optimization Program for surface water
- The next major water supply source is identified
- Employee training programs are fully developed
- Fewer emergencies are experienced

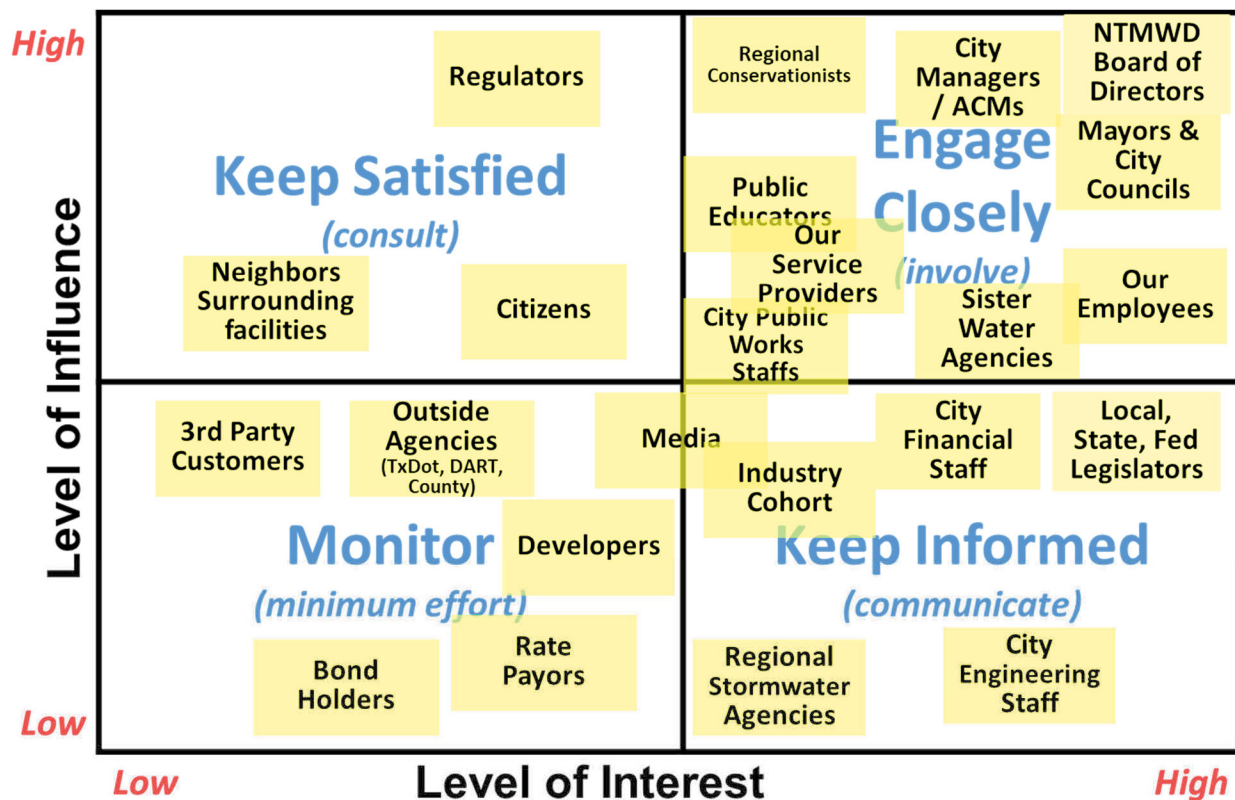
## STAKEHOLDER ANALYSIS

NTMWD leaders recognize that strategic success in the current – and future - operating environment demands close attention to the needs and expectations of a variety of stakeholder interests. Accordingly, the planning process included an analysis of the District’s stakeholders as a foundation for the development of targeted engagement efforts.

As shown in the matrix below, stakeholder needs can be evaluated terms their relative level of interest in the District’s actions and the results of its operations, along with the relative degree of influence they may have in impacting District policies and decision making. For those stakeholders that have both a high level of interest and influence, engagement strategies could proactively afford those groups or individuals opportunities for active **involvement** with the District and its leadership, whereas those with low levels of interest and involvement should be **monitored** but would require lesser levels of engagement on a more reactive basis.

After identifying the key stakeholders with whom the District interacts, planning process participants plotted them on a 2x2 matrix to stimulate discussion on the kinds of engagement strategies that might be most effective for each.

STAKEHOLDER ANALYSIS MATRIX



## STRATEGIC GOALS, OBJECTIVES AND INITIATIVES

After systematically scanning the external environment, evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, confirming the City of NTMWD’ overall vision, mission and values, projecting future indicators of succes and assessing the needs of stakeholders, the planning process next focused on the specific areas of policy leadership and management that are expected likely to have the greatest positive impact on the long-term success of the NTMWD and its members and customer cities.

To develop an updated set of goals and objectives for the coming five-year period, senior staff members participated in a facilitated brainstorming activity designed to help them identify the critical areas of strategic focus for NTMWD. Working within their assigned work groups, participants were tasked with assessing their progress under the existing strategic plan, identifying goals that have been completed and those requiring additional work and defining new needs based on the environmental scan, SWOT analysis and stakeholder assessment results.

### Strategic Goals

The workgroup teams recorded on “sticky notes” a multitude of concrete action steps that they believe would lead NTMWD to a future position of strategic success. Then, working together as a group, participants grouped the ideas together to reveal common themes that tie the individual contributions together. From this collaborative brainstorming exercise, as illustrated photographs below, a total of four common, strategic themes emerged as the most important for the NTMWD’s future, as follows:

- **Service** – Provide superior water, wastewater and solid waste services today and tomorrow.
- **Stewardship** – Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency
- **Partnership** – Actively work with members, customers, partners, employees and stakehold-ers.
- **People** – Build a talented, competent and committed team.

The above-four ideas define the highest-order goals for the District and cut across all of the operational and administrative functions of the organization.





## Strategic Objectives and Initiatives

Whereas the strategic **goals** reflect the durable priorities of the organization, strategic **objectives** and **initiatives** constitute the specific projects, programs or actions needed to achieve each goal. After identifying and agreeing on the four strategic goals, the AGI consultant and the District’s Assistant Director for Strategy & Performance worked together to further organize the management teams’ input into a consolidated structure. As illustrated in the photograph below, completion of this task produced a set of specific objectives supporting each of the goals.

### PRELIMINARY GOALS AND OBJECTIVES ANALYSIS



The results of this effort were then shared and discussed with the operating units to further clarify and refine the objectives and to create a third tier of the plan, consisting of discreet “initiatives” or tasks needed to accomplish each stated objective. When complete, the management team was again asked to review and comment on the results of this activity.

## Structure of the Strategic Plan

The graphic to the right illustrates the hierarchical structure of the updated 2019 - 2024 NTMWD Strategic Plan. This structure helps define the relationship between strategy development and strategy execution. Strategy development and adoption is the ultimate role of the Board of Directors, whose responsibility is to establish and articulate policy in the interest of the organization and the members and customers of the District at large, based on the input of an engaged



customer base and the advice of the professional staff to whom they delegate responsibility for daily operations. It is the Board that sets the overall vision for the District, defines the mission of the organization, establishes and models a framework of values and determines the District's top public policy priorities and, moreover, goals.

The management team, working with and through the General Manager/Executive Director, is accountable for the implementation and accomplishment of the Board's priorities. They do this through the development and execution of operational action plans, the preparation and recommendation of budgets and the regular monitoring and reporting of progress with respect to the Board's directives.

## STRATEGIC PLAN

The combined efforts of the NTMWD management team and the Board of Directors resulted in an updated strategic plan for the District, consisting of four strategic goals, 17 supporting objectives and a total of 63 individual initiatives, as follow below:

<b>GOAL 1: SERVICE</b>			
<i>PROVIDE SUPERIOR WATER, WASTEWATER AND SOLID WASTE SERVICES TODAY AND TOMORROW.</i>			
OBJECTIVES	INITIATIVES	ACCOUNTABILITIES	COMPLETION TARGET
<b><i>Objective 1.1</i></b> <b><i>High quality services.</i></b>	1.1.1 Apply proven technologies and processes to improve water quality.		
	1.1.2 Enhance system reliability and efficiency.		
	1.1.3 Meet or surpass regulatory requirements.		
	1.1.4 Fully implement and leverage the SCADA system.		
<b><i>Objective 1.2</i></b> <b><i>Successful Bois d’Arc Lake program.</i></b>	1.2.1 Construct and open Bois d’Arc Lake.		
	1.2.2 Develop and implement a shore-line management plan.		
	1.2.3 Construct and operate the Leonard Water Treatment Plant.		
<b><i>Objective 1.3</i></b> <b><i>Proactive maintenance management.</i></b>	1.3.1 Establish and resource the Regional Maintenance Facilities.		
	1.3.2 Optimize fleet maintenance operations.		
	1.3.3 Execute CMOM plan.		
	1.3.4 Evaluate and implement outsourced maintenance options as warranted.		
	1.3.5 Fully implement preventive maintenance programs for plants, facilities, equipment and fleet.		
<b><i>Objective 1.4</i></b> <b><i>Reliable and resilient system capacity.</i></b>	1.4.1 Identify and pursue next major water source.		
	1.4.2 Identify opportunities to diversify water supply and treatment capabilities.		
	1.4.3 Optimize the functional capacity of existing facilities.		
	1.4.4 Complete construction of new facilities within project timeline to meet growth demands.		

<b>GOAL 2: STEWARDSHIP</b>			
<i>RESPONSIBLY MANAGE PUBLIC RESOURCES TO ENSURE RESPONSIVENESS, EFFECTIVENESS AND EFFICIENCY.</i>			
<i>OBJECTIVES</i>	<i>INITIATIVES</i>	<i>ACCOUNTABILITIES</i>	<i>COMPLETION TARGET</i>
<b><i>Objective 2.1</i></b> <b><i>Disciplined asset management.</i></b>	2.1.1 Implement the five-year asset management roadmap and resource the plan. 2.1.2 Enhance linear asset management systems and practices. 2.1.3 Right-size maintenance staff to become a preventative/predictive organization and to meet infrastructure growth.		
<b><i>Objective 2.2</i></b> <b><i>Efficient business practices.</i></b>	2.2.1 Establish a District-wide standardization process for materials and specifications. 2.2.2 Adopt and implement advanced data analytics technology to support management decision making. 2.2.3 Identify and execute efficiencies in systems, processes and staffing throughout the District. 2.2.4 Improve coordination between Engineering and Operations staff in the design process to ensure serviceability.		
<b><i>Objective 2.3</i></b> <b><i>Conscientious environmental stewardship.</i></b>	2.3.1 Update the District’s water conservation plan. 2.3.2 Develop and implement a renewable energy master plan. 2.3.3 Develop and implement watershed protection plans for District reservoirs. 2.3.4 Implement the Lavon Lake watershed protection plan. 2.3.5 Explore opportunities for regionalization of wastewater services.		
<b><i>Objective 2.4</i></b> <b><i>Rigorous financial management.</i></b>	2.4.1 Build a disciplined and transparent budget process. 2.4.2 Strengthen supply chain management. 2.4.3 Improve the accuracy of long-range cost of service forecasts. 2.4.4 Secure necessary staffing and resources to accomplish the District Strategic Plan.		



OBJECTIVES	INITIATIVES	ACCOUNTABILITIES	COMPLETION TARGET
<p><b>Objective 2.5</b> <b>Systematic risk management.</b></p>	<p>2.5.1 Develop emergency management plans and response plans for all facilities</p> <p>2.5.2 Identify critical emergency management roles and train for assignments</p> <p>2.5.3 Improve and maintain cyber security posture to avoid, detect and isolate cyber threats</p>		
<p><b>Objective 2.6</b> <b>Resolution to contract issues</b></p>	<p>2.6.1 Establish and execute new Member City Water contracts</p> <p>2.6.2 Develop and execute uniform Customer Water contracts</p> <p>2.6.3 Explore options or more financially efficient Wastewater plans</p>		

<b>GOAL 3: PARTNERSHIP</b> <i>ACTIVELY WORK WITH MEMBERS, CUSTOMERS, PARTNERS, EMPLOYEES AND STAKEHOLDERS.</i>			
OBJECTIVES	INITIATIVES	ACCOUNTABILITIES	COMPLETION TARGET
<b>Objective 3.1</b> <i>Well-informed and educated public.</i>	3.1.1 Develop a strategic external communications plan. 3.1.2 Increase public awareness of the role, services, resources and value of the NTMWD. 3.1.3 Take an active role in regional wastewater education initiatives. 3.1.4 Expand public education programs to Fannin County.		
<b>Objective 3.2</b> <i>Engaged members, customers and stakeholders.</i>	3.2.1 Continue to work with member and customer cities on an ongoing basis through partnering meetings and other opportunities with staff. 3.2.2 Define the future service area. 3.2.3 Foster respect and sensitivity to neighboring properties and communities surrounding our facilities.		
<b>Objective 3.3</b> <i>Durable strategic partnerships.</i>	3.3.1 Formalize and resource an internal governmental relations program. 3.3.2 Collaborate with peer utilities, industry, academia and other agencies to improve District services. 3.3.3 Support strategic growth of JBS Wetland Center. 3.3.4 Provide information to assist the Board of Directors in communicating with cities.		
<b>Objective 3.4</b> <i>Effective organizational communication.</i>	3.4.1 Develop an internal strategic communications plan. 3.4.2 Strengthen Human Resources outreach to all District employees. 3.4.3 Expand connectivity to all facilities throughout the District.		

<b>GOAL 4: PEOPLE</b> <i>BUILD A TALENTED, COMPETENT AND COMMITTED TEAM.</i>			
OBJECTIVES	INITIATIVES	ACCOUNTABILITIES	COMPLETION TARGET
<b>Objective 4.1</b> <b>Highly skilled workforce.</b>	4.1.1 Attract and retain a highly qualified workforce through enhanced recruitment and competitive compensation.  4.1.2 Establish and implement a comprehensive employee training/development program.  4.1.3 Create and implement a District-wide succession plan.  4.1.4 Develop seasonal employment and internship opportunities.		
<b>Objective 4.2</b> <b>Safe and healthy employees.</b>	4.2.1 Build and enhance a comprehensive, standards-based workplace safety program.  4.2.2 Develop, promote and maintain a safety training program for all levels of the workforce.  4.2.3 Promote wellness to encourage a healthy and productive workforce.		
<b>Objective 4.3</b> <b>Performance-driven culture.</b>	4.3.1 Develop a robust employee recognition program.  4.3.2 Evaluate the District’s career progress and grade structure.  4.3.3 Advance our evaluation process as a coaching tool.  4.3.4 Provide adequate workspaces and facilities for District employees.		

### Strategy Map

A strategy map is simply a graphical depiction of the organization’s overall strategy regarding its vision, mission, values, strategic goals and key operating objectives. It serves as a quick reference guide to the plan and is a useful tool for organizing and aligning departmental business plans, objectives and resources in support of the overall strategy. A strategy map summarizing the City of NTMWD’ strategy is shown on the following page.



# 2019-2024 Strategic Plan

**VISION:** Regional Service Through Unity - Meeting Our Region's Needs Today and Tomorrow

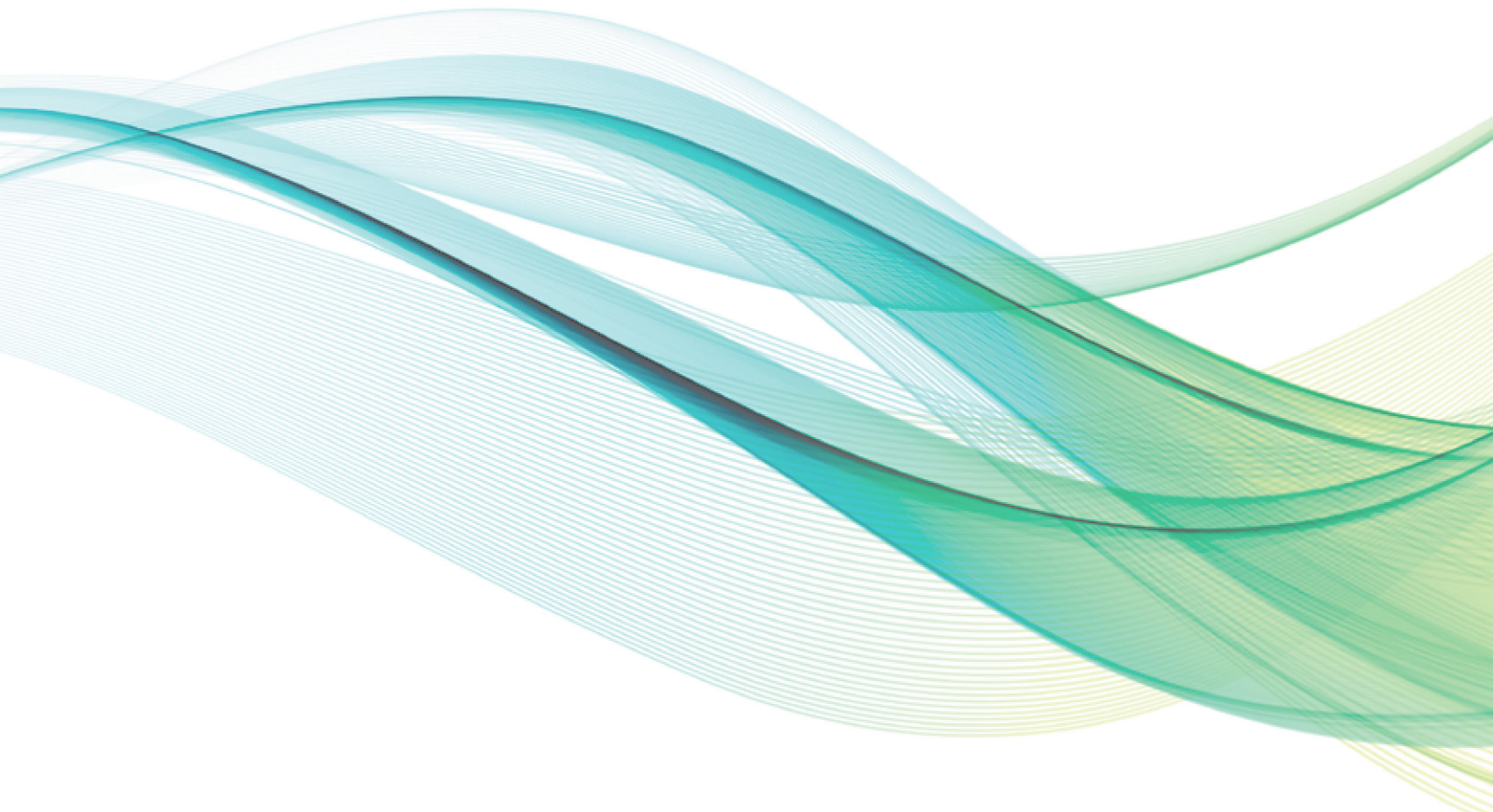
**MISSION:** Provide high quality and dependable water, wastewater and solid waste services in a cost efficient manner



Integrity	Trust	Respect	Unity	Safety	Teamwork
We are honest, trustworthy, transparent and reliable in our words and actions and accountable for what we say and do.	We are relied on to be effective, honest, open and consistent, and to serve our customers' best interests.	We treat our customers and each other with courtesy, kindness and fairness.	We do what's best for our customers and the region—ALL IN together.	We mitigate risks in our daily activities to minimize accidents and injuries, and protect our public health and environment; we take care of each other so we can fulfill our mission.	We cooperate and collaborate with each other, our customers and partners to meet our region's needs today and tomorrow.



Goals	Objectives	Initiatives
<b>Goal 1: Service</b> Provide superior water, wastewater and solid waste services today and tomorrow	<b>Objective 1.1</b> High Quality Services	1.1.1 - Apply proven technologies and processes to improve water quality. 1.1.2 - Enhance system reliability and efficiency 1.1.3 - Meet or surpass regulatory requirements 1.1.4 - Fully implement and leverage the SCADA system
	<b>Objective 1.2</b> Successful Bois d'Arc Lake Program	1.2.1 - Construct and open Bois d'Arc Lake 1.2.2 - Develop and implement a shoreline management plan 1.2.3 - Construct and operate the Leonard Water Treatment Plant
	<b>Objective 1.3</b> Proactive Maintenance Management	1.3.1 - Establish and resource the Regional Maintenance Facilities 1.3.2 - Optimize fleet maintenance operations 1.3.3 - Execute CMOM plan 1.3.4 - Evaluate and implement outsourced maintenance options as warranted 1.3.5 - Fully implement preventive maintenance programs for plants, facilities, equipment and fleet.
	<b>Objective 1.4</b> Reliable and Resilient System	1.4.1 - Identify and pursue next major water source 1.4.2 - Identify opportunities to diversify water supply and treatment capabilities 1.4.3 - Optimize the functional capacity of existing facilities. 1.4.4 - Complete construction of new facilities within project timeline to meet growth demands
<b>Goal 2: Stewardship</b> Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency	<b>Objective 2.1</b> Disciplined Asset Management	2.1.1 - Implement the five-year asset management roadmap and resource the plan 2.1.2 - Enhance linear asset management systems and practices 2.1.3 - Right-size maintenance staff to become a preventative/predictive organization and to meet infrastructure growth
	<b>Objective 2.2</b> Efficient Business Practices	2.2.1 - Establish a District-wide standardization process for materials and specifications 2.2.2 - Adopt and implement advanced data analytics technology to support management decision making. 2.2.3 - Identify and execute efficiencies in systems, processes and staffing throughout the District 2.2.4 - Improve coordination between Engineering and Operations staff in the design process to ensure serviceability
	<b>Objective 2.3</b> Conscientious Environmental Stewardship	2.3.1 - Update the District's water conservation plan 2.3.2 - Develop and implement a renewable energy master plan 2.3.3 - Develop and implement watershed protection plans for District reservoirs 2.3.4 - Implement the Lavon Lake watershed protection plan 2.3.5 - Explore opportunities for regionalization of wastewater services
	<b>Objective 2.4</b> Rigorous Financial Management	2.4.1 - Build a disciplined and transparent budget process 2.4.2 - Strengthen supply chain management 2.4.3 - Improve the accuracy of long-range cost of service forecasts. 2.4.4 - Secure necessary staffing and resources to accomplish the District Strategic Plan
	<b>Objective 2.5</b> Systematic Risk Management	2.5.1 - Develop emergency management plans and response plans for all facilities 2.5.2 - Identify critical emergency management roles and train for assignments 2.5.3 - Improve and maintain cyber security posture to avoid, detect and isolate cyber threats
	<b>Objective 2.6</b> Resolution to Contract Issues	2.6.1 - Establish and execute new Member City Water contracts 2.6.2 - Develop and execute uniform Customer Water contracts 2.6.3 - Explore options or more financially efficient Wastewater plans
<b>Goal 3: Partnership</b> Actively collaborate with members, customers, partners, employees and stakeholders	<b>Objective 3.1</b> Well-Informed & Educated Public	3.1.1 - Develop a strategic external communications plan 3.1.2 - Increase public awareness of the role, services, resources and value of the NTMWD 3.1.3 - Take an active role in regional wastewater education initiatives 3.1.4 - Expand public education programs to Fannin County
	<b>Objective 3.2</b> Engaged Members, Customers and Stakeholders	3.2.1 - Continue to work with member and customer cities on an ongoing basis through partnering meetings and other opportunities with staff 3.2.2 - Define the future service area 3.2.3 - Foster respect and sensitivity to neighboring properties and communities surrounding our facilities
	<b>Objective 3.3</b> Durable Strategic Partnerships	3.3.1 - Formalize and resource an internal governmental relations program 3.3.2 - Collaborate with peer utilities, industry, academia and other agencies to improve District services 3.3.3 - Support strategic growth of JBS Wetland Center 3.3.4 - Provide information to assist the Board of Directors in communicating with cities
	<b>Objective 3.4</b> Effective Organizational Communication	3.4.1 - Develop an internal strategic communications plan 3.4.2 - Strengthen Human Resources outreach to all District employees 3.4.3 - Expand connectivity to all facilities throughout the District
<b>Goal 4: People</b> Build a talented, competent and committed team	<b>Objective 4.1</b> Highly Skilled Workforce	4.1.1 - Attract and retain a highly qualified workforce through enhanced recruitment and competitive compensation 4.1.2 - Establish and implement a comprehensive employee training/development program. 4.1.3 - Create and implement a District-wide succession plan 4.1.4 - Develop seasonal employment and internship opportunities
	<b>Objective 4.2</b> Safe and Healthy Employees	4.2.1 - Build and enhance a comprehensive, standards-based workplace safety program 4.2.2 - Develop, promote and maintain a safety training program for all levels of the workforce 4.2.3 - Promote wellness to encourage a healthy and productive workforce
	<b>Objective 4.3</b> Performance-Driven Culture	4.3.1 - Develop a robust employee recognition program. 4.3.2 - Evaluate the District's career progress and grade structure 4.3.3 - Advance our evaluation process as a coaching tool 4.3.4 - Provide adequate work spaces and facilities for District employees.



**NORTH  
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