

Northern Moraine Wastewater Reclamation District

Mission Statement

The mission of the District is to protect public health and preserve the environment by reclaiming precious water and other resources through providing wastewater collection and treatment services to communities and residents within the service area.

Vision Statement

It is the vision of the District to maintain a sustainable municipal wastewater utility while expanding service to those communities and residents within the service area in a cost effective and environmentally sound manner while minimizing social impacts.

Values Statement

- The District provides sound business operations.
- The District protects public health and the environment through providing effective wastewater services within the service area.
- The District provides for the fair and equitable application of policies, ordinances and business practices to its residents and customers.
- The District provides strategic planning for current and future wastewater needs within the service area.
- The District consistently seeks to find more effective and efficient cost savings processes to provide the best possible service at the lowest reasonable cost.
- The District seeks to expand efficiencies through cooperating with other units of local government including municipalities and sanitary districts within the region.
- The District treats its customers with dignity and respect.
- The District is committed to having a highly sustainable utility.

Goals and Objectives

- Employ best management practices for facility and equipment renewal.
- Achieve full cost pricing for all services provided.
- Employ sound business principles.

- Support the economic development of the communities served through the extension of sanitary sewer services while maintaining a sustainable business model for the District.
- Extend sanitary sewer services to communities not currently served, such as Holiday Hills and Burtons Bridge, while maintaining a sustainable business model for the District.
- Become the example of good governance for other local units of government.
- Meet all applicable regulations for water quality and the administration of the District.
- Maintain robust fiscal operations, programs and partners to support business efficiency, continuity and recovery.
- Promote electronic and paperless billing processes to enhance efficiencies.
- Enhance all facets of District operations through employee development.
- Promotes transparency through posting budgets, appropriations ordinances and other fiscal information to the District's website.
- Provide public education on the social and economic value provided by the District through expanded avenues of communication and tours for the general public.

Internal Relationships:

- Maintain a culture of fairness, mutual respect and appreciation between the Board and District staff.
- Attract and retain high performing staff members.
- Become the employer of choice within the wastewater field.
- Maintain effective two-way communication of the District goals, objectives and expectations between the Board and District Staff.
- Maintain mutually beneficial relationships and effective communication with key appointed professionals including the District's Engineer and Attorney.

External Relationships:

- Facilitate open communication with elected officials and the District's appointing authorities.
- Maintain professional, cooperative and supportive relationships with the communities served.
- Cooperate with other jurisdictions and regulatory bodies.
- Provide exceptional customer service to the District's residents.

SWOT Analysis

Strengths:

- The District is served by a highly engaged Board committed to the best interests of the District.
- The District is served by a dedicated staff.
- The District operates under generally stable economic conditions, without burdens facing many units of local government, such as outstanding pension obligations.
- The District maintains a good bond rating.
- The District's facilities are relatively modern and the District is not burdened with highly outdated technology operating beyond its service life.
- The District has completed a comprehensive condition evaluation of the entire collection system which will facilitate accurate planning for operation, maintenance and renewal needs.
- The District's service area is largely undeveloped providing ample opportunities for carefully planned growth.
- The District maintains an excellent record of compliance with all applicable standards and requirements.

Weaknesses:

- The District's wage and benefits package is relatively uncompetitive when compared to similarly situated wastewater agencies, primarily based on pensions.
- The District has limited revenue streams and is mainly reliant on user fees.
- The District must rely on other entities to enforce collection activities.
- The District, like most units of local government, is greatly impacted by the periodic economic downturn which require it to reset development goals and objectives.
- Facility upgrades and renewals planned to be completed with phased expansions have not been undertaken due to lack of development.
- Some Intergovernmental Agreements, (IGAs) provide more benefit to others rather than the District.

Opportunities:

- Very large undeveloped area, prime for development along commercial corridors.

- Pending ability to complete a fully comprehensive Capital Improvement Plan based on an ongoing system evaluation.
- Ability to develop a highly defensible full cost of service rate plan based on factual data developed via a full system condition assessment.

Threats

- Potential for litigation resulting in high legal fees and exposure to precedent setting judgments.
- New regulatory requirements for nutrient removal will result in higher treatment cost and facility upgrades.
- Economic downturn and lack of development resulting in limited connection fees and a static customer base.
- Pressure to reduce tax levy by legislators and taxpayers.
- Pending action to limit or make obtaining alternate revenue bonds more difficult.
- Political efforts to force consolidation of services, combining local units of government in the name of efficiency.
- Competing interests of Villages served for limited remaining capacity of collection system in the area of Route 176 & River Road.

- Outside agency's projects causing unplanned and significant costs to District for relocating facilities with no resulting benefit to the District.
- Budgetary burdens for employee health insurance.
- Climate change with predicted and experienced increased frequency and severity of severe weather events.