



Strategic Plan Framework

Revised for 2019

MISSION: To protect the health and environment of the communities we serve through wastewater collection and treatment in an environmentally responsible, efficient, and reliable manner.

VISION: We aspire to provide exceptional service through qualified Board and staff utilizing innovation and technology to be good environmental and fiscal stewards.

VALUES: *Employees-are our best asset, encourage growth through continued education and training.*

Environment-strive to be good stewards of the environment and our community by protecting and exceeding regulatory requirements.

Customers-achieved by providing high quality service & fiscal responsibility at all times.

Excellence, Innovation, and Integrity-strive for continuous improvement by utilizing the latest technology and 'can do' attitude; conduct all transactions and activities with honesty, fairness, dignity, and respect.

GOAL 1: Increase customer base (within Growth Zone).

Objectives:

- a. Sewer existing developed neighborhoods
- b. Additional O&M agreements
- c. Identify other revenue sources

GOAL 2: Work with the Town to implement the goals of the Town's Comprehensive Plan.

Objectives:

- a. Develop capitalization plan for sewer extensions
- b. Expand public sewer
- c. Encourage cluster development

GOAL 3: Consider additional mission responsibilities.

Objectives:

- a. Identify additional revenue sources

GOAL 4: Include the reclassification of the Androscoggin River in all planning efforts.

Objectives:

- a. Determine impact to current and future planning for treatment processes and permit

GOAL 5: Expansion of the District boundary.

Objectives:

- a. Identify opportunities beyond Growth Zone

GOAL 6: Larger role in Town water-quality planning and implementation.

Objectives:

- a. Public awareness & outreach re: source reduction / prevention
- b. Improve water quality throughout Town

GOAL 7: Effective Regionalization.

Objectives:

- a. Improve efficiencies in services provided.

GOAL 8: Charter Change considerations.

Objectives:

- a. Require new growth to connect to public sewer
- b. Acquire authority for cost recovery assessment

GOAL 9: Keep Up-To-Date on Treatment technologies.

Objectives:

- a. Nutrient reduction
- b. Resource recovery
- c. Pharmaceutical & personal care product treatment
- d. Energy recovery

GOAL 10: Collection System infrastructure replacement.

Objectives:

- a. Continue with pipe and pump station upgrades and replacements

GOAL 11: User education.

Objectives:

- a. Specific not-to-flush materials
- b. Proper disposal of medications, non-flushable, oils & fats
- c. Proper disposal of pesticides and herbicides
- d. General water quality awareness.