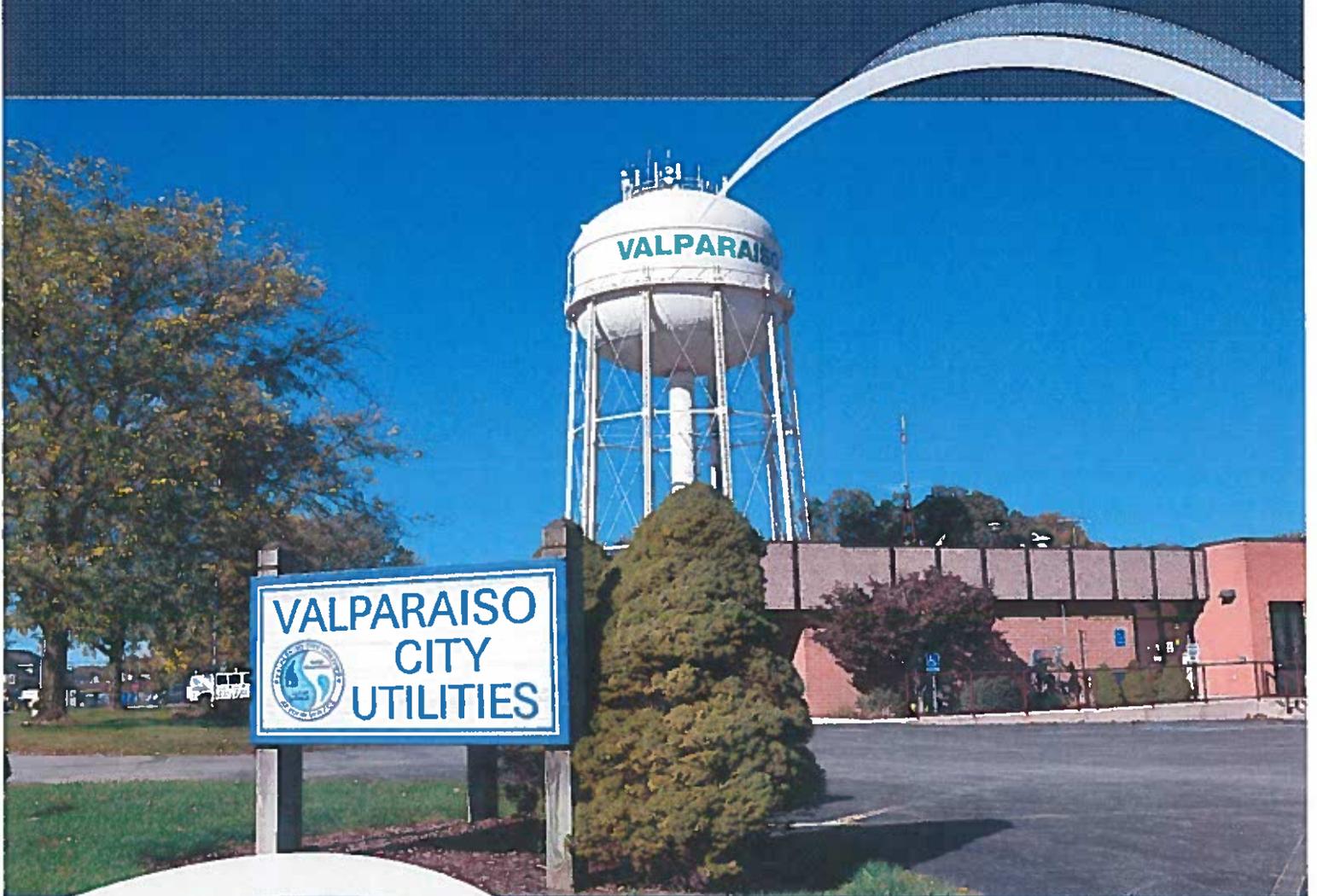


VALPARAISO CITY UTILITIES



**STRATEGIC PLAN
2ND EDITION
2018-2022**

OCTOBER 2017

Director's Message

Leadership involves the creation of a plan and bringing others with you on the journey. The discipline to prioritize and execute the stated goals of the plan lie within the heart of an organization. The heart of this organization are the employees and our respective leadership team of the Valparaiso City Utilities which provides the expertise, dedication and perseverance that make us a leader in our industry within the State of Indiana.

Valparaiso City Utilities has successfully served the community for over 100 years, and our inspiration is driven by specific core values that provide minimal confusion, exceptional customer service, high productivity and a very low turnover rate of our staff. To continue to successfully deliver long term sustainability and ongoing improvement, Valparaiso City Utilities has embarked on a second strategic planning process to review all facets of utility operations based on the original attributes of effective utility management. Subsequently, we have developed and will implement a newly revised strategic plan that will guide our organization over the next five years.

In recent years, utilities across the country have experienced a shift in workplace dynamics which has been primarily driven by the aging of our industry's workforce. A main focus of our plan is to improve employee and organizational effectiveness by ensuring that proper transitions are in place for appropriate utility-wide succession planning. World class customer service, resource recovery, regulatory requirements, replacement of aging infrastructure and stormwater/watershed management are some of the centerpieces that are outlined within this plan.

The past five years have only reinforced the value of proper utilities master planning that combine technology, environmental stewardship and asset management to deliver multiple benefits to our community in the future. Strategic planning is an ongoing, evolutionary process, and I am confident that Valparaiso City Utilities will provide the leadership required to sustain our mission to our customers and to the Valparaiso Community.

Thank you to our Mayor, City Administration and our Board of Directors who provide important counsel, time, skills and resources that help Valparaiso City Utilities thrive and continue to be recognized as a leader within our industry.

Steve C. Poulos
Utilities Director
Valparaiso City Utilities
October 2017

Guiding Principles

Guiding Principles

Guiding principles are those ideals and beliefs which provide constant direction to an organization's management and personnel in the course of conducting everyday business activities. The Valparaiso City Utility's guiding principles are those expressed in both our mission statement and in our core values which have been expanded from those core values originally identified by the City of Valparaiso's Administration in 2004. The City of Valparaiso's core values are stated and discussed within the City's *Strategic Plan Update 2016*.

Mission Statement

The mission of the Valparaiso City Utilities is to constantly provide our community with safe and reliable water, wastewater and stormwater services in a cost effective, responsible and exceptional manner while continually improving staff and organizational efficiencies.

Core Values

Values form the bedrock of all individuals, families, organizations and communities. Shared values can unite and define each of us together. Values never become outdated or irrelevant. While change is all around us, our values remain constant, giving us a continuity and a strong sense of shared community.

Our core values, which serve as the compass for all of our decisions, include the following:

- Honestly Accountable
- Surprisingly Responsive
- Creatively Frugal
- Respectfully Compassionate
- Boldly Proactive
- Environmentally Conscious
- Continually Safe

Our core values reflect the City of Valparaiso's core values except for both the environmental and safety value. Even though the City combines environmental awareness and a safety component in all of the City's activities, environmental protection and workforce safety are of primary importance to us and are unceasingly stressed on an individual basis.

History and Strategic Planning Process

In January of 2004, Mayor Jon Costas put into place a new organizational structure for the City of Valparaiso in order to streamline City government. This new structure included integrating the Department of Water Works and the Water Reclamation Department into one City-wide utility.

On April 1, 2004, this newly combined utility organization came into existence and became known as the Valparaiso City Utilities (VCU). The City of Valparaiso's Stormwater Management Department was added to the VCU's responsibilities in 2009.

Today, the Valparaiso City Utilities is governed by a five-member Board of Directors. We encompass drinking water treatment and distribution, wastewater collection and treatment and stormwater management. The VCU will have an operating budget of approximately \$20.0 million for fiscal year 2018. The VCU further has an ambitious *Capital Improvement Plan* during the 2018 through 2022 time frame at \$15.3 million with the Stormwater Management Department having an additional project list at \$17.0 million from 2018 through 2028. We are currently comprised of 66 employees which serve a population of approximately 37,000 that are located in or adjacent to the City of Valparaiso.

Strategic Planning

In 2010, the Valparaiso City Utilities created and implemented a strategic plan in order to provide the guidance and a framework for achieving the goals our organization wanted to attain through 2015. The original plan was timely as the City of Valparaiso was and has continued to experience steady economic growth since 2004. A further intention of the plan was to communicate VCU's direction to our stakeholders as a part of our continuing commitment to transparency in all of our activities.

There were 20 stated goals within the original plan. Those goals were a means for us to improve our service and reliability to the Valparaiso Community as well as to save financial resources over time. Over the past seven years, VCU has been able to achieve and complete the following 15 goals as stated in the original 2010 plan:

1. Attained a better understanding of our customers' needs through periodic surveys and updating customer service programs.

2. Improved operating efficiency and customer service using wireless technology.
3. Retained highly qualified customer service staff.
4. Corrected capital asset recordkeeping deficiencies and updated capital asset records.
5. Purchased and implemented additional financial computer programs.
6. Created a *Financial Disaster Recovery Plan*.
7. Developed and brought on-line a new drinking water well field and individual wells for the Airport Water Treatment Plant and new drinking water wells for the Flint Lake Water Treatment Plant.
8. Determined water softening of our potable water supplies is not feasible at this time.
9. Added a number of automatic flushing devices to more efficiently flush sections of the potable water distribution system.
10. Replaced approximately 3,000 linear feet of aging potable water distribution infrastructure.
11. Developed and have been implementing an *Infrastructure Stability and Replacement Program* for the Water Reclamation Department.
12. Modernized infrastructure construction standards for both sanitary wastewater and stormwater collection systems.
13. Fully integrated personnel, equipment and management systems from the field staff of the Water Department and the Water Reclamation Department. This integration included completing a new Utilities Services Building in order to store and maintain the combined department's equipment as well as to have a place of business for members of staff.
14. Modernized communications equipment for VCU field personnel including the overall mapping system for the VCU.
15. Promoted energy management practices across the VCU.

The reasons for the other five goals not being achieved within the original strategic plan's time frame were due to the continual changes in VCU's prioritization of the plan's goals with other organizational projects that became a primary concern. Based upon the rapidly changing financial, regulatory, technological and personnel conditions with which we deliver services to our customers, different goals within the plan became more important and a priority to the VCU.

This version of the VCU's *Strategic Plan* is a second edition to the original plan that was created and implemented in 2010. For this document, the Strategic Planning Committee identified eight primary objectives which include improving our employee and organizational effectiveness, providing world class service for our customers, maintaining and enhancing our overall financial plans, implementing additional financially feasible energy efficiency programs across the VCU, developing long term strategies for our Water, Wastewater Reclamation and Stormwater Management Departments and to increase the use of advanced information technology where suitable.

After determining our objectives for the next five years, the goals for achieving each objective were subsequently chosen during meetings held by the committee in late summer of 2017. The outline for the development for each of the individual goals included the defined goal, strategies, a timeline for completion of the goal, the resources needed to attain the goal and any intangibles associated with the goal. The outline used for each individual goal is shown below:

- Defined Goal
- Strategies (Tasks or Activities Used)
Identifies the tasks or activities required in achieving the goal.
- Timeline

The Strategic Plan proposed by the Valparaiso City Utilities is a five-year plan to meet the eight identified objectives for progress through 2022. Milestone dates need to be included within each goal.

- Resources Needed
 - 1. Human Resources
 - a. VCU Personnel
 - b. Outside Resources

2. Financial Resources
 - a. Cost/Benefit Analysis
 - b. Capital Investment
 - c. Engineering
 - d. Training

➤ Intangibles

After consideration of the above guidelines, each identified goal was developed and refined for placement underneath the appropriate stated objective. The goals presented within each objective are not listed in order of importance as all of the goals were determined to be of equal significance. After approval of each of the individual goals by the Strategic Planning Committee, the goals were edited at the end of the planning process and organized into this updated plan.

This plan is a living and breathing document. It is a plan of action rather than reaction. The objectives and the associated individual goals are ambitious and can be attained, with our persistent efforts, by the end of 2022. Due to the wide scope and time frame of the plan, an annual review will take place by the Strategic Planning Committee and VCU Management in order to evaluate the progress in attaining each of the objectives and individual goals as outlined and discussed within this document.



Plan Objectives

Improve Employee and Organizational Effectiveness

The long-term success of the Valparaiso City Utilities is and will be dependent upon the character, training, development and decision making of our employees, managers and leaders. Continual improvement in employee effectiveness provides for both an efficient and dynamic organization along with a sustained focus on furnishing exceptional service to our customers.

Over the next five years, Valparaiso City Utilities' goals for improving employee and organizational effectiveness include the following:

Goal #1 - Compensation Study

1. Complete an overall *Employee Compensation Study* for the VCU.
2. Develop changes to employee compensation based upon the results of the study.
3. Obtain approval from the Board of Directors for proposed changes to employee compensation.
4. Implement changes to employee compensation.

Goal #2 - Develop Summer Help/Intern Plan

1. Mentoring of future young professionals for our industry.
2. Providing additional staff to individual VCU Departments.

Goal #3 - Provide Staff Support to Board of Directors

1. Availability of VCU Staff for information requests from the Board of Directors.
2. Provide the members of the Board of Directors with real time information for decision making efforts.
3. Increase interaction of Board of Directors with VCU Staff.

Goal #4 - Succession Plan

1. Develop and implement an employee *Succession Plan* by identifying key positions in each Department.
2. Identify and develop staff to fill the key positions.
3. Develop a training and education program for employee licensure, certification and degree attainment.

Provide World Class Customer Service

The Valparaiso City Utilities Customer Service Center is committed to providing world class service to our customers. The service center is located at 205 Billings Street and serves a population of approximately 37,000 within an 11-square mile service area. The Customer Service Center is currently staffed with eight full-time employees serving as the primary point of contact for water, wastewater, stormwater and trash collection services.

Some of the services performed by the VCU Customer Service Center Staff are to start/stop accounts, account transfers, leak surveys, new construction meter sets, answering questions about accounts, initiating service requests to all utility departments in response to complaints or concerns, bill collections, bill processing and to provide a means for follow-up to service requests. Based upon a strong history of exceptional customer service, the Customer Service Center conducts VCU business with integrity, high ethical standards and in compliance with applicable rules and regulations.

Over the next five years, the Customer Service Center's goals include the following:

Goal #1 - Completely Paperless in Customer Service Department

1. Secure VCU website.
2. Order computer tablets for front counter.
3. Make all forms including service agreements and direct debit applications fully accessible online.

Goal #2 - Acquisition of Advanced Meter Infrastructure (AMI)

1. Real time asset management.
2. Improved system visualization through more accurate GIS modeling.
3. Feedback and customer service.
4. Training of staff.

Goal #3 - Wireless Technologies

1. To improve operating efficiency and customer service.
2. Reduced costs as wireless networks are normally less expensive to install and maintain than wired networks.
3. Training of Customer Service and Meter Department Staff.

Maintain and Enhance Financial Plans

The Valparaiso City Utilities Finance Office is responsible for the overall internal and external budgeting for the VCU and for complying with financial regulations issued by the State of Indiana Board of Accounts in reporting utility payroll, billing, accounts payable and accounts receivable. The Finance Office is located at 205 Billings Street in the City of Valparaiso and is staffed with three full-time employees including a Chief Financial Officer, Billing Coordinator and a Payroll/Accounts Payable Coordinator.

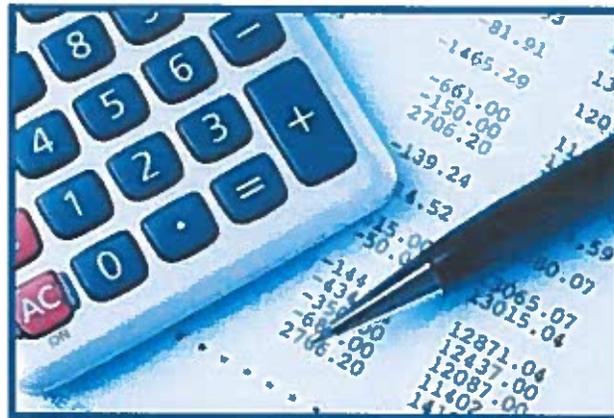
Over the next five years, the Finance Office's goals include the following:

Goal #1 – Utilization of Incode's Comprehensive Annual Financial Report (CAFR) Module

1. Purchase Incode's CAFR Module in order to prepare full financial statements in-house.
2. Utilize the Tyler community and Incode support for staff training.
3. Assistance from accounting consultant in labeling general ledger accounts and general set up.

Goal #2 - Implement DocuWare Software

1. Install DocuWare Software in order to scan all purchase orders and save them electronically.
2. Purchase computer scanner.
3. Scan documents.



Execute Additional Energy Efficiency Programs

The Valparaiso City Utilities is currently in a strong fiscal position which allows us to explore additional possibilities and opportunities to improve overall efficiencies across the VCU. These opportunities can include assessing and pursuing the viability of potential energy efficient programs that may be broader in scope than with our current modes of operation.

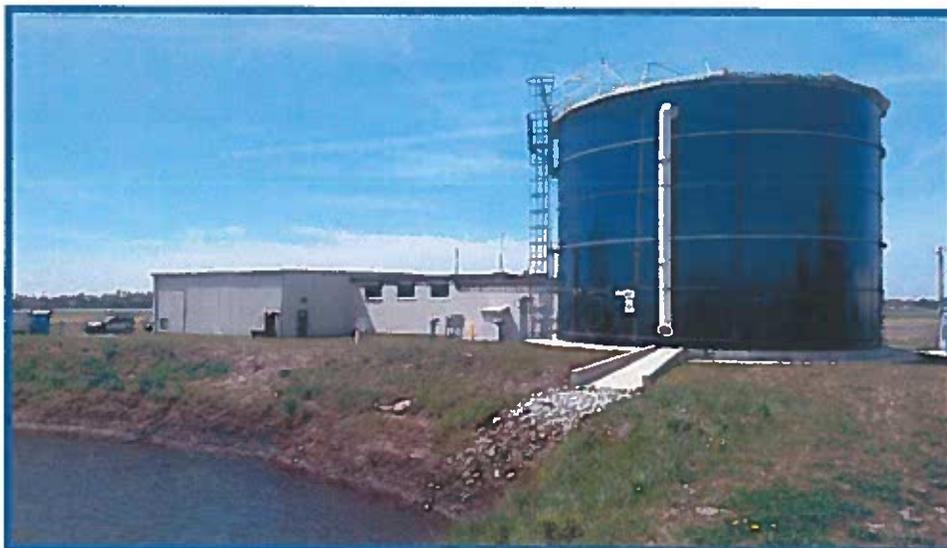
Within the next five years, the Valparaiso City Utilities will assess and pursue the feasibility of the following energy efficiency goals:

Goal #1 - Food Waste/Gas Production at the Elden Kuehl Pollution Control Facility

1. Decrease energy costs at the Elden Kuehl Pollution Control Facility (EKPCF) in an environmentally and fiscally responsible manner.
2. Increase in public perception as the VCU to be a good steward of the environment.
3. Acquire sources of funding for energy efficiency projects.

Goal #2 - Reclaim Filter Backwash Waters at the Flint Lake Water Treatment Plant

1. Conduct an engineering evaluation to determine the associated costs for improved efficient water usage and to conserve the Department's water supplies.
2. Acquire sources of funding for this energy efficiency project.



Implement Long Term Strategies for the Water Department

The Valparaiso City Utilities Water Department is composed of two drinking water treatment plants, seven potable water storage tanks/reservoirs and a water distribution system which provide an average of 4.5 million gallons per day of high quality potable water to our customers. The water treatment/filtration plants are located next to Flint Lake and the Porter County Municipal Airport. The water treatment plants are designed to provide peak water treatment of 14 million gallons each day. Both of the treatment plants provide free chlorine disinfection and remove over 99% of the iron and manganese that naturally occur in groundwater supplies in Northwest Indiana.

The Collections and Distribution Division maintains over 225 miles of water distribution pipeline while serving approximately 37,000 customers within the City and outlying communities of the Greater Valparaiso area. The Division further maintains 1,700 fire hydrants and 3,500 water system valves.

Over the next five years, the Water Department's goals include the following:

Goal #1 – Utilities Expansion Master Plan

1. Development and completion of a *Water and Wastewater Utility Expansion Master Plan* for an area bordered by State Road 149, US Hwy 6, the Porter-LaPorte County Line and Porter County Road 100 South.
2. Codification of various City of Valparaiso, VCU and Porter County planning studies.
3. Provide guidance for VCU negotiations with future developers.

Goal #2 - Maintain 100% Compliance with Federal and State Environmental Regulations

1. Understand federal and state water and NPDES regulations to determine requirements.
2. Assess and update, as needed, the operational procedures of the Airport and Flint Lake Water Treatment Plants along with all other water treatment associated appurtenances.
3. Attain and utilize new technology and procedures as needed.
4. Continue training departmental staff in order to have a complete understanding of the operational processes and procedures in maintaining water system compliance.

Goal #3 - New Wells for Flint Lake Water Treatment Plant

1. Explore and locate the new water well sites near the Flint Lake Water Treatment Plant in order to meet the Department's current and future water demands.
2. Acquire the ownership of the new water well sites by purchasing the land or by an easement.
3. Drill two to four new water production wells for the Flint Lake Treatment Plant.

Goal #4 - Real Estate Acquisitions

1. Conduct an engineering study in order to find the feasibility of acquiring the lands adjacent to both the Flint Lake and Airport Water Treatment Plants. The prospective lands should be suitable for drilling more water wells and/or constructing facilities for future expansion of both treatment plants.
2. If a purchase has been determined to be feasible, complete the appraisal of the land by several licensed appraisers.
3. Acquire a source of funding and place an offer to purchase the land.

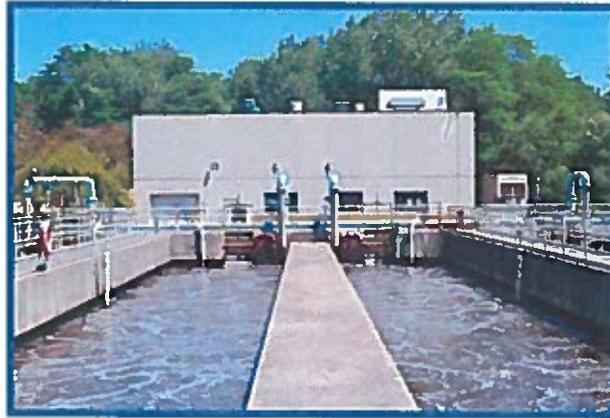
Goal #5 – Consolidation of Neighboring Assets

1. Conduct engineering, environmental and regulatory evaluations on neighboring water assets as consolidation opportunities are presented to the VCU in the future.
2. Extend and protect the service territory of VCU.
3. Increase in VCU's current customer base.

Goal #6 – Aging Water Distribution Infrastructure Replacement Plan

1. Use of *Capital Improvement Plan* prepared by McMahon and Associates and VCU Staff.
2. Collections and Distribution Division Staff performing in-house construction.
3. Provide water main redundancy where needed within VCU service area.

Implement Long Term Strategies for the Water Reclamation Department



The Valparaiso City Utilities Water Reclamation Department consists of the Elden Kuehl Pollution Control Facility or wastewater treatment plant, 32 wastewater lift stations and the Collection and Distribution Division which serves the residents, commercial establishments and many various sized industrial manufacturing facilities located next to or within the corporate limits of the City of Valparaiso. The treatment plant is the largest in Porter County and is a modern facility with the plant treating an average daily wastewater flow of about 5.5 million gallons and has a current designed capacity to treat a peak wastewater flow of 18 million gallons per day. The plant is operated and maintained for 24 hours each and every day of the year.

The Collections and Distribution Division maintains 318 miles of sanitary sewers, sanitary force mains, stormwater mains and combination sewers which includes 6.0 miles of low pressure force mains, 4,000 sanitary/combination sewer manholes and approximately 7,348 stormwater inlets, catch basins, manholes and standpipes.

Over the next five years, the Water Reclamation Department's goals include the following:

Goal #1 - Utilities Expansion Master Plan

1. Development and completion of a *Water and Wastewater Utility Expansion Master Plan* for an area bordered by State Road 149, US Hwy 6, the Porter-LaPorte County Line and Porter County Road 100 South.
2. Codification of various City of Valparaiso, VCU and Porter County planning studies.
3. Provide guidance for VCU negotiations with future developers.
4. Aid in economic development for the City of Valparaiso.

Goal #2 - Maintain 100% Compliance with Federal and State Environmental Regulations

1. Understanding the NPDES Permit and Land Application Permit to determine requirements.
2. Assess and update, as needed, the operational procedures of the EKPCF.
3. Attain and utilize new technology and procedures.
4. Continue training of Water Reclamation Department Staff in order to have a complete understanding of the EKPCF's processes and operational procedures.

Goal #3 - Future Expansion Plan for the Elden Kuehl Pollution Control Facility

1. Understanding the NPDES Permit and Land Application Permit to determine requirements.
2. Assess the current state of equipment at the EKPCF.
3. Determine future physical assets.
4. Investigate potential process changes/additions.

Goal #4 - Consolidation of Neighboring Assets

1. Conduct engineering, environmental and regulatory evaluations on neighboring sewer assets as consolidation opportunities are presented to the VCU in the future.
2. Extending and protecting the service territory of VCU.
3. Increase in VCU's current customer base.

Goal #5 - Aging Sewer Infrastructure Replacement Plan

1. Purchase new television/video van, mobile camera and software in 2018.
2. Collections and Distribution Division Staff performing in-house construction.
3. Televiser all sewer mains within VCU service area by 2022.
4. *Sewer Aging Infrastructure Project List* established.

Implement Long Term Strategies for the Stormwater Department

The City of Valparaiso strives to properly manage both the quantity and quality of stormwater runoff resulting from community growth. The City is comprised of 15.6 square miles of surface area with 30% of this area being made of impervious surfaces such as roads, driveways, sidewalks and building roof tops. There are several stormwater improvement needs within the City because of the growth of the community, an increase in the amount of impervious surface area and the age of the existing infrastructure. The stormwater improvement needs of our community can be generally categorized into one or more of the following project criteria:

- New separated storm sewer pipes for combination sewer flow reduction.
- Streambank stabilization and soil erosion control.
- Detention pond control for flow rate reduction into downstream receiving systems.
- Upsized storm sewer pipes for increased flow capacity to eliminate surface flooding and damage.
- Replacement of aged and collapsing storm sewer infrastructure.
- Green infrastructure installation to reduce urban runoff pollution.

Since 2010, the City of Valparaiso has been boldly proactive and has accomplished many stormwater projects while significantly improving overall drainage conditions. There have been 45 projects accomplished with a combined construction cost of \$10,000,000 from 2010 through 2017 while 70% of the stormwater projects identified in the 2009 *Stormwater Master Plan* have been completed during the same time frame.

In 2014, the City improved upon the stormwater management standards which became more appropriate for new development and redevelopment. The City and the VCU Board of Directors has subsequently adopted the 2016 *Stormwater Master Plan* and is planning to accomplish 20 highest priority projects during the next five to ten years.

Over the next five years, the Stormwater Department's goals include the following:

Goal #1 - Stormwater Master Plan

1. Report to the Board of Directors on an annual basis and describe the progress made during the prior year on the Master Plan's listed stormwater projects.
2. Provide monthly Engineering Department stormwater project status reports to City and VCU Staff and keep all stakeholders informed of project issues.
3. Utilize all available in-house and/or engineering consulting company design capabilities to continue making project progress.
4. *Drainage Projects For Consideration* was updated in 2017 and a map of those projects created.

Valparaiso Stormwater Capital Improvement Plan 2017 to 2022	
Priority	Project Name
1	Village Station Railroad Culvert
2	Beauty Creek Bank Stabilization, Project A
3	Burlington Beach Road and Brentwood Drive
4	Del Vista Storm Sewer Replacement
5	Beauty Creek Watershed Detention Basins
6	Beauty Creek Bank Stabilization, Project B
7	Harrison Blvd. Storm Sewer Separation
8	Beauty Creek Bank Stabilization, Project C
9	Brown Street Storm Sewer Separation
10	Garfield Avenue Storm Sewer Separation
11	Locust Street Storm Sewer Separation
12	College Avenue Storm Sewer Separation
13	Fair Street Storm Sewer Separation
14	Greenfield Creek Drainage Improvements
15	South Franklin Street Storm Sewer
16	Somerset and Linden Drainage Improvements
17	Vale Park Road Drainage System
18	Will Park Detention Basin
19	Morgan Boulevard Interceptor Sewer
20	Hampton Pond Drains

Goal #2- Eliminate Occurrences of Basement Flooding and Property Loss

1. The accomplishment of the identified projects within the *Stormwater Master Plan* will help to eliminate basement flooding and property loss.
2. Respond to the calls from residents following major rain events and seek solutions to safeguard individual properties.
3. Maintain the existing stormwater drainage infrastructure within public corridors in good operational condition.
4. In areas outside the public right of way, advise property owners of steps they can take to safeguard their property.
5. Oversee new construction in subdivisions and on individual lots to ensure proper building heights, grading plans, and overall stormwater management practices are in accordance with the City's adopted stormwater drainage standards.
6. Conduct a City-wide survey and solicit information on issues related to possible basement flooding, property loss and general stormwater management drainage concerns.

Increase the Use of Advanced Information Technology

Information Technology (IT) is the application of computers and/or computer networks, along with the associated electronic infrastructure, to store, retrieve, transmit, control, manipulate and manage information. Information technology also encompasses the use of televisions, telephones and web-based systems.

The Valparaiso City Utilities uses information technology for many applications including, but not limited to, maintaining financial control of the VCU, facility operations and maintenance, customer service, sharing of information, document processing and regulatory awareness. Due to the age of some of the major IT Systems currently in use across the organization, the VCU is considering the upgrade of those IT Systems determined to be of critical importance. In addition to the departmental IT upgrades, VCU will review and evaluate the security of VCU's Information Technology Systems presently in use by the VCU.

Over the next five years, the advanced information technology goals of the Valparaiso City Utilities include the following:

Goal #1 - Work Management System/GIS/GPS Upgrades

1. Purchase new Work Management System (WMS) for the Collections and Distribution Division.
2. Download all existing data to the new WMS.
3. Implementation and training of staff.
4. Upgrade field equipment such as tablets and laptops.

Goal #2 - SCADA System Upgrades at the Elden Kuehl Pollution Control Facility

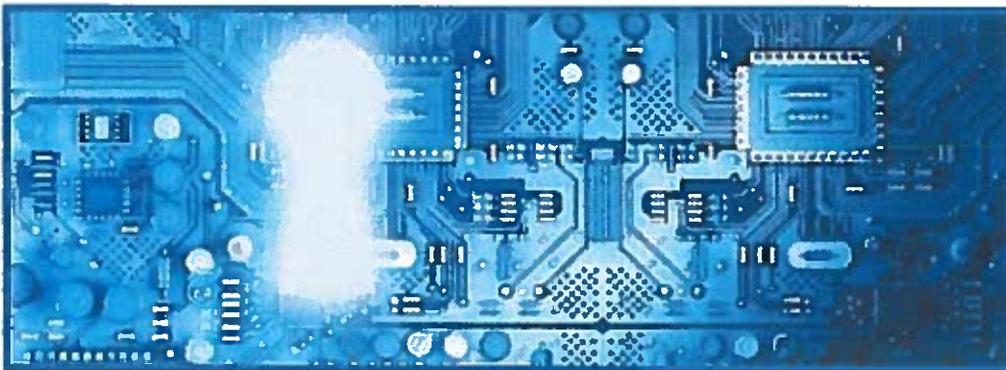
1. Review the Supervisory Control and Data Acquisition (SCADA) System currently in use at the Elden Kuehl Pollution Control Facility and for all lift stations.
2. Assess the software and hardware deficiencies of the system.

Goal #3 - SCADA/RTU System Upgrades for Water Department

1. The purchase of one Remote Terminal Unit (RTU) panel for review by a programmer consultant and Water Department Staff.
2. If the purchased RTU is satisfactory, order two to five more RTUs each year through 2023.
3. Replace the existing Grayhill RTU panels by 2023.

Goal #4 – Perform Cyber Security Audit and System Acquisition for VCU

1. Review and evaluate the security of VCU's Information Technology Systems across the organization.
2. Assess the software and hardware deficiencies of each of the systems.



Acknowledgements

The essence of strategic planning is the ability of an organization to honestly assess all of its current operations and then to have the strength to set and complete verifiable goals in order to remain viable at some distant point in the future. Our *Strategic Plan* is an ambitious one with objectives and goals which can be attained only with persistent effort. It is my hope that you, the reader, will now have a better understanding of the direction in which we are going to travel in our continued efforts to provide superior service to our community over the next five years.

There were many individuals who had a part in the creation of this plan. Thanks are due to the members of the Valparaiso City Utilities Board of Directors for their wisdom in knowing the need for a properly developed and responsibly implemented strategic plan. Recognition goes to Steve Poulos for the direction he gave throughout the entirety of this project. For their hard work and dedication in this undertaking, a great deal of gratitude goes to Bill Oeding, Peggy Busse, Shihua Chen, Bob Garmon, Mark Geskey, Mike Steege, Keith Bayer, Susan Gustafson, Alina Hahn, Miranda Jefferson, Shaun Shifflett, Tim Burkman, Adam McAlpine, Paul Scott, Cathy Fejer and Frank McGinley.

And, as always, a special thank you to all of the dedicated men and women of the Valparaiso City Utilities – what can't they do?

Edward J. Pilarski
Editor
October 2017



Strategic Planning Committee 2017