VALPARAISO
CITY SERVICES

STRATEGIC PLAN
3RD EDITION
2025 – 2029

Prepared by: Valparaiso City Services

March 2025

Executive Director's Message

As the Valparaiso City Services embarks on a new chapter with this 3rd Edition of our Strategic Plan, I am filled with optimism and excitement for the future of our organization. This plan is not just another document. It is a roadmap of our collective vision, shared values and a blueprint on how we will achieve our future goals. I am confident that we will successfully complete the stated goals within this plan as another series of major accomplishments.

Public works and utility services are essential for a community's stability, growth, health and safety. These services have been provided to the City of Valparaiso in various administrative arrangements for over 100 years. Even though we, now as Valparaiso City Services, have a proven track record in leveraging our talents and strengths with the right attitude in providing our community with these fundamental services, there have been many challenges to overcome along the way. Most recently, the pandemic tested our resolve and fortitude to continually provide these services without pause as those unprecedented years were a strong reminder of the importance of having strategic and operational goals in place. To continue delivering these vital services and infrastructure improvements in a more efficient manner, our leadership team began a third strategic planning process in early 2024. As with our past strategic plans, this process included a review of all facets of our organization and the consideration of the many questions currently facing our industry. This review came with a specific timeline for what we want to accomplish from 2025 through the end of 2029.

In the public services industry, legacy issues such as managing aging infrastructure like roads and water/wastewater treatment systems, the federal mandate of lead pipe replacement for drinking water, emerging contaminants, financing for capital improvements, long term water supply availability, succession planning, financial health, implementation of new technology, additional regulatory concerns and the future of recycling are all well known. Since we are now encountering some of these same demands, they are the main showpieces that have been outlined within our new plan. We feel the plan's 20 strategic goals builds upon the solid foundation already established for our organization so that we can provide an even higher level of service to the City of Valparaiso well into the future.

I want to thank Mayor Jon Costas, the City's Administration, the City's Common Council and the Valparaiso City Utilities Board of Directors for providing their leadership, attitude, commitment and the resources needed for us to carry on from day to day. I also want to thank all of our personnel within Valparaiso City Services for they are continually recognized as industry leaders and will be implementing our new plan.

Steve C. Poulos
Executive Director
Valparaiso City Services
March 2025

About Valparaiso City Services

In 2004, a new organizational structure for the City of Valparaiso (City) was put into place in order to streamline City government. This new structure included integrating the Department of Water Works and the Water Reclamation Department into a combined City-wide utility. This new utility organization became known as the Valparaiso City Utilities (VCU). Management of the City's stormwater assets was added to the VCU's responsibilities in 2009.

In 2020, a second reorganization for the City occurred with the operational integration of VCU and the City's Public Works Department. This recently created service organization became known as the Valparaiso City Services (VCS). The purpose for this second reorganization was to improve City-wide operational efficiencies for our community.

Today, the VCS provides full water/wastewater/stormwater utility and public works services to the City of Valparaiso, drinking water supply and wastewater treatment to the Valparaiso Lakes Area Conservancy District, drinking water supply to the Aberdeen community and sanitary sewer maintenance service to the Damon Run Conservancy District. The VCS now serves a population of about 42,000.

The VCS is governed by the VCU's Board of Directors and the City's Board of Public Works and Safety. There are 120 employees within VCS whose areas of operation and management now includes customer service, finance, business operations, health and safety, project management, fleet maintenance, trash removal, recycling efforts, leaf and brush collection services, street maintenance, snow removal, stormwater management, water conservation, water distribution, water treatment, wastewater collections, water reclamation and regulatory compliance. The City's Engineering and Human Resource Departments provides assistance to the VCS on related municipal projects and human resource administration respectively.

The essential management activities for today's VCS leadership team are to provide a vibrant work place for our employees; maintain operational, financial and regulatory excellence; perform periodic strategic planning towards improving our organization's future service; to monitor our progress in accomplishing the strategic and operational goals we set out for completion and to communicate VCS's direction to our customers as a part of our continuing commitment to transparency in all of our activities.

The VCS leadership team's new *Mission Statement* to our community and our customers which serves as the main objective in all of our operations and planning is:

The Mission of the Valparaiso City Services is to continually provide our community and customers with comprehensive public works and utility services in an exceptionally reliable, cost effective, safe and responsible manner.

In monitoring our progress in achieving our planning goals since 2004, VCU and now VCS have experienced many accomplishments. Most of these accomplishments have been operational in nature and/or facility upgrades which have been designed to improve the quality of life for our community's residents and customers. Some of the main accomplishments of our organization from 2004 through 2024 are shown in the following tables:

.

Valparaiso City Utilities and Valparaiso City Services
Major Accomplishments
2004 to 2019

Major Accomplishment Description
Valparaiso City Utilities (VCU) formally begins operations in 2004
Stormwater Management added to VCU responsibilities in 2009
1st Edition of VCU Strategic Plan in 2010
Water Focus Group/Water Source Study/Water Source Recommendation in 2013
Chataqua Park Stormwater Detention Pond and Reclassification - $12.0 million
Vale Park Road and LaPorte Avenue Water Main Construction – $0.5 million
Elden Kuehl PCF (EKPCF) Combined Sewer Overflow (CSO) Basin Upgrades - $2.6 million
VCU Business Office Reorganization - Phase I and Phase II
Wastewater Collections and Water Distribution (C&D) integration/VCU Customer Service Audit
RDA Grant for Horseprairie Sanitary Wastewater Lift Station Upgrades - $0.2 million
VCU Bond Refinancing for Water (WD) and Water Reclamation (WRD) Departments - $1.0 million
Water and Sewer Rate Cases and Bond Issues in 2013
WD Water Well and WRD Headworks Projects - $22.0 million
Guaranteed Savings Process for VCU Facilities Construction Projects
US Army Corps of Engineers Sewer Lining Project Grant - $1.0 million
New Public Works and Utilities Campus/City and VCU Vehicle Maintenance Integration
VCU Fluoride Commission Action Plan in 2014
WD Water Well and WRD Headworks Projects - $2.6 million
Guaranteed Savings Process for VCU Facilities Construction Projects
Pratt Industries (Paper Recycling Mill) - $260 million
EKPCF Ultraviolet Disinfection Project - $2.0 million
VCU Bond Refinancing - $1.5 million
2nd Edition of VCU Strategic Plan in 2017
Stormwater Master Plan/User Rates/Bond Issue - 2017 to 2019
Beauty Creek Watershed Project
Acquisition of Damon Run Conservancy District Sewer Assets in 2019
Utilities Master Plan and Aging Infrastructure Program - 2017 to 2022

Valparaiso City Utilities and Valparaiso City Services
Major Accomplishments
2020 to 2024

Major Accomplishment Description
VCU Cash Reserves Policy, Lockbox Program and Customer Billing Audit - $0.24 million savings/year
Valparaiso City Services (VCS) formally begins operations in 2020
VCS Customer Service Consolidation of Public Works and Utilities Divisions in 2021
WD Phase II Water Production Wells and Bond Anticipation Note in 2022 - $6.0 million
VCS Public Works Recycling Committee - 2021 to 2022
VCS Public Works Solid Waste and Recycling Rate Case in 2022
VCS Operational Integration of Public Works and Utilities Divisions completed in 2023
Solar Project in 2023 - $0.10 million in yearly savings
VCS Management Reorganization Phase II completed in 2024
Lead-Safe Inventory Program for Water Service Lines in 2024
VCS Rate Case and Bond Issue in 2024 - $80.0 million
Damon Run Conservancy District Rate Case in 2024
3rd Edition of VCS Strategic Plan – Leadership Meetings in 2024

Strategic Planning

Strategic planning and defined goals are used by an organization's leadership to improve performance by assessing the existing state of the organization's operations and to subsequently provide a plan for high level actions and priorities over a defined length of time. Strategic plans are ambitious with a timeline usually between a three-to-five-year span. VCU, and now VCS, have been strategic planning since 2009. In support of strategic planning, operational planning is used to specify the day-to-day functional activities of the organization. Operational plans are procedural in nature and have a short timeline of no more than one year.

To begin the planning process for this 3rd Edition of our Strategic Plan, the VCS leadership team first met on February 8, 2024 in order to a conduct a Strengths, Weaknesses, Opportunities and Threats Analysis or SWOT of our organization. A SWOT Analysis is used as a framework to develop a strategic plan. This type of assessment examines both external and internal factors as well as current and future possibilities. The findings of the SWOT Analysis were presented for review and comment. The results of this analysis are shown in the table below:

SWOT Analysis
2024

	Strengths	Weaknesses
Internal	Skilled, Knowledgeable Employees Employee Teamwork/Flexibility Flexibility/Adaptive Financial Health Technology Planning High Productivity Response Time Quality of Work Customer Service – both Internal/External Regulatory Compliance Stable Infrastructure Frugally Innovative Strong Leadership Team Communication/Inter-Departmental Cooperation	Aging Infrastructure/Equipment Project Additions – too many at one time Succession Planning Inflation/Commodity Pricing Increases Workload vs. Labor Force Communication Process Efficiencies Technology Complacency Supply Chain Difficulties Employee Turnover Job Advancement
	Opportunities	**Threats**
External	Cross-Training Improved Public Relations Community Partnerships – Interns (HS & VU) Merging of Departments/Tasks Collaboration with Engineering Department Improved Employment Screening Retention of Employees Creating New Positions Funding Sources/Grants Training Cost Reductions via Operational Efficiencies	Social Media/Gossip/Morale Cyber Security Inflation Supply Chain Difficulties Weather/Drought/Water Conservation Reactive Mindsets Aging Infrastructure Growth Backflow/Groundwater Contamination Change in Political Climate Sale of Utility Lack of Qualified/Skilled Labor Time Theft/Employee Performance Succession Planning/Employee Burn Out Emergency Response

As can be seen in the table, VCS has many internal strengths and external opportunities that provide a sound basis for VCS's future activities. At the same time, VCS faces various internal weaknesses and external threats that are common to most utility providers across the country. The identification of the internal and external factors facing VCS was critical at the onset of our strategic planning process.

A second leadership meeting was held on October 9, 2024 which examined the history of the VCU and the VCS; the past accomplishments of both the VCU and VCS were presented; the existing work-related culture at VCS was discussed and the current status of the 28 defined strategic goals within the 2nd Edition of our Strategic Plan (2018-2022*)* were assessed by the leadership team.

Over the past five years, VCU and VCS have been able to achieve and complete 17 of the 28 defined strategic goals with five goals being carried over to our new plan. The reasons for the remaining six goals from the prior plan not being accomplished were due to the continual changes in VCU's prioritization of the plan's goals with other organizational projects that became an essential concern. These concerns included the operational merging of VCU and the City's Public Works Department to form the VCS in 2020. Based upon the rapidly changing departmental/divisional, financial, technological and regulatory conditions with which we deliver services to our customers, different goals within the plan became more important and a priority to both the VCU and now to VCS.

A third leadership meeting was held on October 16, 2024 where new mission statements for the VCS were presented for potential inclusion within our new plan. The development of plan objectives and divisional goals were further discussed as they related to the SWOT analysis. The plan's strategic goals mirror our new Mission Statement in that VCS's primary objective is to provide superior municipal services while enhancing the quality of life for our community. As in our past plans, the outline for the development for each of the individual strategic goals within the new plan is shown below:

Strategic Goal Outline

1. Strategies (Tasks or Activities Used)
   Identifies the tasks or activities required in achieving the goal.

2. Timeline
   The new plan proposed by the VCS is in a five-year time frame to meet the identified goal at the end of 2029. Milestone dates are included within each goal.

3. Resources Needed
   Determines the personnel and financial resources needed to complete the goal.

   a. Human Resources
      i. VCS Personnel
      ii. Outside Resources
   b. Financial Resources
      i. Cost/Benefit Analysis
      ii. Capital Investment/Funding
      iii. Engineering
      iv. Training

4. Intangibles
   Provides a description of the potential actions necessary to resolve an unperceived circumstance or event in order to achieve the stated goal.

A fourth and final leadership meeting was held on December 6, 2024 that incorporated additional comments from each of the VCS's Divisions before the plan's completion. This 3rd Edition of our Strategic Plan contains **20 strategic goals** that we will be completing by the end of 2029. The main **operational goals** for each of VCS's Divisions which have a short time line or are conducted on a daily basis are also presented as they provide support to our strategic goals**.** The purpose for the inclusion of both types of goals within this plan are to communicate our future direction over the next five years and our methods towards improving our organization's day-to-day operations. This is part of our continuing commitment to be transparent in all of our activities.

Administration

The administration of operational and strategic planning activities for the VCS is through our leadership/management team. The operational integration between VCU and the City's Public Works Department was completed in 2023 and established the VCS in its current form. This merger necessitated a management reorganization of VCS with Phase II of this process being finalized in April of 2024.

The eminent **operational goals** for the administration and management of the VCS in support of the defined strategic goals are to provide for a healthy, safe and vibrant work place for our employees, support employee training as necessary, continue world class services to our customers, remain fiscally sound, maintain operational excellence including regulatory compliance and to keep our organization strong and viable well into the future

The VCS leadership team's **strategic goals** for completion at the end of 2029 are the following:

Goal #1 - VCS Succession Planning

Strategies (Tasks or Activities Used)

1. Continue to identify key positions in each Division.
2. Develop staff to fill the key positions.
3. Train and educate staff for employee licensure, certification and/or degree attainment as necessary.

Timeline

Development and implementation of a VCS Employee Succession Plan by June 30, 2026.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Staff and the VCU Board of Directors.

    b. Outside Resources:
    Reference materials and specialized training as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Succession planning costs for the program will be incidental in that efforts are made to use existing budgets and personnel adjustments to place individuals in positions that will be conducive to their professional development.

    b. Capital Investment/Funding:
    VCS dedicated training budget.

Intangibles

Preparing a succession plan for future staff conditions is critical to the continued operational and strategic viability of the VCS.

Goal #2 - VCS Employee Retainage

Strategies (Tasks or Activities Used)

1. Proactive and interactive management.
2. Mentoring and elevated training of VCS Staff.
3. Maintaining a positive work environment.
4. Updating VCS Salary Study every three (3) years.

Timeline

Continuous.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, all VCS employees and the VCU Board of Directors.

    b. Outside Resources:
    Educational classes, professional seminars and conventions, vendor training and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Succession planning costs for the program will be incidental in that efforts are made to use existing budgets and personnel adjustments to place individuals in positions that will be conducive to their professional development.

    b. Capital Investment/Funding:
    VCS dedicated training budget and VCS Divisional operations budgets.

Intangibles

Retainage of staff keeps employee morale at a high level, minimization of the cost of retraining and a decrease in operational disruptions.

Customer Service

The Customer Service Center of the VCS is committed to providing world class service to our customers and our community. The service center is located at 205 Billings Street within the City of Valparaiso and serves a population of approximately 42,000. The VCS Customer Service Center is currently staffed with eight full-time employees serving as the primary point of contact for water, wastewater, stormwater and trash/leaf collection functions. Some of the activities performed by the VCS Customer Service Center are to start/stop accounts, account transfers, answering questions about customer accounts, initiating service requests to all VCS Divisions in response to complaints or concerns, bill collections/processing and to provide a means for follow-up to service requests.

The foremost **operational goals** for the Customer Service Center in support of the defined strategic goal are to continue to provide a positive customer experience, decrease response times to customer complaints and service requests, provide service-oriented training to Departmental Staff and to improve customer service capabilities by upgrading the Incode Payment System to signature software for the acceptance of customer payments and completing agreements via telephone.

The Customer Service Center's **strategic goal** for completion at the end of 2029 is the following:

Goal - Completely Paperless between Customer Service and Public Works Divisions

Strategies (Tasks or Activities Used)

1. To improve operating efficiency and customer service.
2. Improve communications between Divisions.
3. Make all internal forms, including service orders, fully assessable online.

Timeline

Continuous

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Customer Service Staff and the VCU Board of Directors.

    b. Outside Personnel:
    City's Information Technology (IT) Director and a Mobile Service Order vendor representative as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Decreases the costs of paper/ink/supplies along with reducing processing time by VCS Staff.

    b. Training:
    VCS Customer Service Staff training as needed.

Intangibles

Streamline Customer Service and Public Works processes in order to aid in preventing errors and potential delays of services.

Business Operations

The Business Operations of the VCS includes the Finance Office which is responsible for the overall internal and external budgeting such as the reporting of VCU payroll, billing, accounts payable and accounts receivable. This includes complying with financial regulations issued by the State of Indiana's Board of Accounts (SBOA). The VCS Business Operations is located at 205 Billings Street in the City of Valparaiso and is staffed with four full-time employees consisting of a Chief Financial Officer, Billing Coordinator, Billing/Accounts Payable Coordinator and a Payroll/Accounts Payable Coordinator. Currently, Business Operations is overseeing a VCU Operating Budget of $15.7 million for fiscal year 2024 and a VCU Capital Improvement Plan (CIP) for the fiscal years 2025 thru 2029 of $20.7 million.

The major **operational goals** for the Business Operations in support of the defined strategic goal are to upgrade current Incode financial software to Version 10, renovate the current chart of accounts, provide on-going training to Finance Office Staff on new financial management software and to maintain %100 adherence with the financial rules and regulations required by the SBOA.

The Business Operations' **strategic goal** for completion at the end of 2029 is the following:

Goal - Implement Tyler Content Manager Software

Strategies (Tasks or Activities Used)

1. Purchase Tyler Content Manager module to scan all purchase orders and supporting financial documents in order to save them electronically.
2. Purchase of an electronic scanner.
3. Begin scanning of financial documents.

Timeline

1. Budget for software and equipment costs through VCU operating and CIP budgets in early 2025.
2. Training of Finance Office Staff on new software by July 1, 2025.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Finance Office, VCS Customer Service Staff and the VCU Board of Directors.

    b. Outside Resources:
    City's IT Director, Tyler Technologies and Baker Tilly US, LLP.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Reduction in VCS overall costs for financial document handling and improvement in Financial Office efficiencies by implementing new module for scanning of all VCU purchase orders and supporting financial documents in order to save them electronically.

b. Capital Investment/Funding:
   Costs associated with the purchase of new software, scanning equipment and consultant fees.

c. Training:
   Finance Office Staff training on new software.

Intangibles

Ease of financial document retrieval by electronic methods for VCU operational, capital improvement and strategic planning along with annual audit reporting to the SBOA.

Engineering

The Engineering Department of the City of Valparaiso provides engineering expertise and assistance to the VCS which directly affects the lives of the City's residents both today and in the future. Some of those services include stormwater management, project management and administration, infrastructure design, proposed project plan reviews and approvals, providing municipal specifications for economic development and field inspection activities. The Department primarily interacts with VCS Administration, VCS Project Management, the Public Works Division and the Field Services Division for VCS's planned infrastructure projects such as for roads, sidewalks, storm sewers, sanitary sewers and drinking water pipelines.

The leading **operational goals** for the Engineering Department in support of the defined strategic goals include identifying threats to VCS's collection and drinking water systems, creating standard operating procedures for defining Departmental roles and responsibilities, updating current stormwater technical standards, integrating the Stormwater Complaint System with VCS, providing training opportunities for Engineering Staff on new methods and technologies and to be in 100% compliance with all federal, state and local specifications, rules and environmental regulations.

The City Engineering Department's **strategic goals** for VCS that are to be completed at the end of 2029 include the following:

Goal #1 - Implement Long Term Strategies Across VCS Divisions

Strategies (Tasks or Activities Used)

1. Generate a new City Aging Infrastructure Master Plan for storm sewers, sanitary sewers, water pipelines, road paving and sidewalks including known water service lines that need replacement as a part of the City's Lead Service Line Inventory.
2. Consider the creation of a Utility Advisory Committee composed of representatives from the VCS, the City and local utilities such as the Northern Indiana Public Service Company (NIPSCO) and telecommunications companies in order to better coordinate City and VCS infrastructure projects over the next 20 years.
3. Aid in the development of an overall VCS Capital Improvement Master Plan for storm sewers, sanitary sewers, water pipelines, road paving, and sidewalks.
4. Utilization of the State of Indiana's Pavement Surface Evaluation Rating (PASER) system, current sidewalk ratings, the City's Stormwater Master Plan and VCS's CIP.

Timeline

Generate a Utility Master Plan which identifies roads, sidewalks and potential stormwater improvements along with coordinating and integrating this information with the current VCS CIP by December 31, 2026.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Staff and the VCU Board of Directors.

    b. Outside Resources:
    City's Engineering Department, engineering consultants and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Devising these types of plans and combining projects will reduce VCS's overall costs for projects, contractors, restoration efforts and damage to existing infrastructure.

    b. Capital Investment/Funding:
    Estimated cost of $75,000 to utilize outside engineering consultants to assist in creating the Utility Master Plan including GIS mapping of assets. Other associated costs for time and activities in identifying projects by Department Staff.

    c. Engineering:
    City's Engineering Department and engineering consultants as needed.

    d. Training:
    Continuing education on new methods and technologies.

Intangibles

Ease of staff planning between VCS and the City's Engineering Department from year to year with the goal of reducing VCS's overall costs for projects, contractors, restoration efforts and damage to existing infrastructure.

Goal #2 - Update Stormwater Master Plan

Strategies (Tasks or Activities Used)

1. Utilize known problem areas, new complaint mapping information and outside engineering consulting services to generate an updated Stormwater Master Plan.
2. Identification of new stormwater projects, potential threats to the stormwater collection system, areas within the City where lower release rates may be needed due to lack of or aged infrastructure and soil conditions as they relate to mapped complaints.

Timeline

Development and completion of an updated Stormwater Master Plan by December 31, 2026.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Project Management Staff, VCS Staff and the VCS Board of Directors.

    b. Outside Resources:
    City's Engineering Department, engineering consultants, City's IT Director and the City's Board of Public Works and Safety as needed.

2. Financial Resources

   a. Cost/Benefit Analysis:
      Revised Stormwater Master Plan will aid in using stormwater rate payer's fees in the proper and most critical locations within the City.

   b. Capital Investment/Funding:
      Estimated costs of approximately $250,000 for consulting services.

   c. Engineering:
      City's Engineering Department and selected engineering consultants as needed.

   d. Training:
      Future training on modernized GIS mapping software and road design as it affects overall stormwater drainage.

Intangibles

Revising and updating the current Stormwater Master Plan will provide improvement to the quality of life for the community, potentially aid in the reduction of surface flooding, identify critical infrastructure replacement, indicate maintenance needs and threats to the City's stormwater system, add potential stormwater projects to the current list and identify areas within the City of known stormwater drainage issues.

Public Works

The Public Works Division (PWD) of VCS maintains over 170 miles of roadways, 35 miles of pathways/bike trails and an extensive sidewalk system as well as delivering quality trash, recycle, leaf and brush collection services within the City. The PWD also performs such public amenities as cemetery landscaping, tree removal, arborist expertise and sign painting within the City along with the maintenance on the vehicle fleet for the VCS and the City.

The central **operational goals** for the Public Works Division in support of the defined strategic goals include continuing to effectively provide road/pathways/sidewalk maintenance as well as quality collection services within the City, to provide on-going training to PWD Staff on new technological advancements, access to the City's Keystone System for payroll and invoices, instituting changes to the Division's current Call Back Policy (Differential) for overtime and personnel time off calculations and to maintain 100% compliance with all federal, state and local specifications, rules and environmental regulations.

The Public Works Division's **strategic goals** for completion by the end of 2029 include the following:

Goal #1 - Recycling Future

Strategies (Tasks or Activities Used)

1. Review current recycling operations to determine future of program.
2. Evaluate options including dual stream recycling with Pratt Industries including drop off centers.
3. Develop plan to increase efficiencies, lessen redundancies and provide quality control of services.

Timeline

Provide recommendation by December 31, 2025.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management and PWD Staff.

    b. Outside Resources:
    Engineering consultant and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Increase operational efficiencies and production in preparation for the future residential and economic growth of the City.

    b. Capital Investment/Funding:
    Consultant fees.

    c. Engineering:
    Selected engineering consultant as needed.

d. Training:
Future training of PWD Staff on new routes.

Intangibles

The future of recycling within the VCS service area may reduce the PWD's costs and improve operational efficiencies

Goal #2 - Route Improvements

Strategies (Tasks or Activities Used)

1. Utilize Abonmarche's Technology Strategic Plan to implement recommended Geographic Information System (GIS), Work Management System (WMS) and computer server upgrades in order to consolidate software where possible for the elimination of redundancies and improve overall efficiencies.
2. Review and optimize current trash/recycling/waste pickup and snow removal/salt application routes to develop and implement an overall route plan. This will enable PWD to streamline processes, increase efficiencies, lessen redundancies and provide quality control of services.

Timeline

1. Integrate and utilize the City's Samsara GPS-AVL software with local weather stations and cameras by December 31, 2027.
2. Deploy and configure ArcGIS Winter Weather Operations Solutions for public updates including maps and applications that shows near real-time information such as progress and response times by December 31, 2027.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, GIS/WMS Staff and PWD Staff.

    b. Outside Resources:
    Engineering consultant, computer consultants and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Increase operational efficiencies and production in preparation for the future residential and economic growth of the City.

    b. Capital Investment/Funding:
    Consultant fees.

    d. Engineering:
    Selected engineering consultant as needed.

e. Training:
Future training of PWD Staff on new routes.

Intangibles

The elimination of redundancies, improvement in overall efficiencies and the optimization of current trash and waste pickup routes within the VCS service area will reduce the PWD's costs and improve operational efficiencies.

Goal #3 - Optimize Technological Resources

Strategies (Tasks or Activities)

1. Utilize Abonmarche's Technology Strategic Plan to implement recommended GIS, WMS and server upgrades in order to consolidate software where possible for the elimination of redundancies and improve overall efficiency.
2. Consolidate Fleet Management and Asset/Work Management systems into one program to simplify user experience and avoid repetitive data entry tasks. This will enable PWD staff to complete all work orders using upgraded mobile devices, eliminating paperwork and adopting a fully digital workflow.
3. Review and optimize current trash/recycling/waste pickup and snow removal/salt application routes to develop and implement a route plan. This will enable PWD to streamline processes, increase efficiencies, lessen redundancies and improve quality control of services.

Timeline

1. Implement new asset/work management system (EAM/WMS) software, consolidating Fleet Maintenance software functionality, and complete training for PWD staff by 2026.
2. Purchase computer field tablets and complete training for PWD staff by 2026.
3. Integrate fuel system software with new EAM/WMS program by 2026.
4. Deploy and configure Portal for ArcGIS to fully utilize ArcGIS Enterprise licenses/tools by 2027.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, GIS/WMS Staff and PWD Staff

    b. Outside Resources:
    City IT Director, Engineering consultant and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Increase operational efficiencies and production in preparation for the future residential and economic growth of the City.

    b. Capital Investment/Funding:
    Consultant fees for software deployment and configuration. Vendor fees for new asset/work management system implementation.

c. Engineering:
Selected engineering consultant as needed

d. Training:
Future training of PWD Staff on new routes.

Intangibles

Implementation of recommended elements in Abonmarche's Technology Strategic Plan will ensure VCS software systems are being operated and maintained properly and safely so that our generated data is formatted correctly while eliminating software duplications or inefficiencies. Elimination of paper work orders and service orders by moving to computer field tablets will allow for real-time updates of workflow and asset management.

Goal #4 - Business Case for Electric and Compressed Natural Gas (CNG) Fleet

Strategies (Tasks or Activities Used)

1. Investigate the opportunity of utilizing electric and/or CNG.
2. Target rolling stock that is well suited for electric and proven for CNG
3. Investigate strategically locating electric and CNG stations within the VCS or the City.

Timeline

If plausible, provide a Business Case for electric and compressed natural gas fleet conversion by the end of 2026

Resources Needed

1. Human Resources

   a. VCS Personnel:
   Senior Management and PWD Staff.

   b. Outside Resources:
   Engineering consultant and the City's Board of Public Works and Safety as needed.

2. Financial Resources

   a. Cost/Benefit Analysis:
   Increase operational efficiencies and production in preparation for the future residential and economic growth of the City. Understand the capital expenditures required and operational needs for these types of fleets versus traditional fuel (gas and diesel) operations.

   b. Capital Investment/Funding:
   Consultant fees. Work with Clean Cities for grant opportunities.

   c. Engineering:
   Selected engineering consultant as needed.

   d. Training:
   Future training of PWD Staff on new equipment.

Intangibles

The results of the Business Case for electric and compressed natural gas fleet conversion may prove the VCS will reduce energy costs, improve operational efficiencies and greenhouse gas emissions.

Field Services

The Field Services Division (FSD) of VCS maintains over 320 miles of sanitary sewers, sanitary force mains, stormwater mains and combination sewers along with low-pressure sanitary sewer force mains, sanitary/combination sewer manholes and stormwater inlets, catch basins, 5,000 manholes and standpipes throughout the service area of the VCS which includes the City and the Damon Run Conservancy District. The Division further maintains approximately 250 miles of water distribution pipeline, 1,800 fire hydrants and 4,000 water system valves within our service area along with conducting water leak surveys, new construction of water meter sets and project management for VCS.

The prominent **operational goals** for the Field Services Division in support of the defined strategic goals include the continuation of effectively maintaining all water, wastewater and stormwater infrastructure throughout VCS's service area, to provide on-going training to FSD Staff on new infrastructure management software, improve water meter efficiencies and to be in 100% compliance with all federal, state and local specifications, rules and environmental regulations.

The Field Services Division's **strategic goals** for completion by the end 2029 include the following:

Goal #1 - Update Aging Water Distribution Infrastructure Replacement Plan

Strategies (Tasks or Activities Used)

1. Contract with an engineering consulting firm to review and update VCS's existing CIP as prepared by McMahon and Associates and VCS staff.
2. Develop a VCS CIP specific for replacing inoperable or mechanically damaged hydrants and water valves within VCS's water distribution system.
3. Coordinate VCS capital replacement projects for water distribution with City roadway and sidewalk projects.
4. Coordinate VCS Lead Water Service Line Replacement Plan with the VCS CIP.

Timeline

1. Complete a review and update of existing VCS CIP and modernize VCS Water Aging Infrastructure Project List in 2026.
2. Complete VCS CIP for hydrant and water valve replacement in 2026.
3. Create stakeholder committee and host monthly meetings with VCS and City Staff to coordinate capital project efforts starting in 2025 through 2029.
4. Replacement of VCS water distribution infrastructure dependent on annual budget and coordination with other City capital projects from 2025 through 2029.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Project Manager, FSD Staff, Public Works Division Staff and the VCU Board of Directors.

    b. Outside Resources:
    The City's Engineering and IT Departments, service contractors/vendors, engineering consultant(s) and the City's Board of Public Works and Safety as needed.

2. Financial Resources

   a. Cost/Benefit Analysis:
   Construction cost savings combining VCS capital projects with City projects including VCS lead water service line replacement.

   b. Capital Investment/Funding:
   Funding at an estimated $650,000 to $1,000,000 per year from the VCS CIP, $50,000 to $100,000 for engineering consultant fees through 2029. Federal, state and local funding as feasible.

   c. Engineering:
   City Engineering Department and other engineering consultant(s) as needed.

Intangibles

Coordination of capital projects reduces potential damage to the quality of existing infrastructure and allows for complete reconstruction of City assets during projects. Replacing VCS water main valves will improve isolation of VCS water mains which in turn reduces the footprint of shut down areas during main breaks or other disruptions of VCS's water service.

Goal #2 - Update Aging Sewer Infrastructure Replacement Plan

Strategies (Tasks or Activities Used)

1. Contract with an engineering consulting firm to review the VCS's existing Sewer Aging Infrastructure Project List and create a VCS CIP for sanitary sewers.
2. Focus more on Cured in Place Piping (CIPP) for sewer relining opportunities where feasible.
3. Perform manhole rehabilitation projects at a higher frequency to increase longevity of existing manholes.
4. Purchase or utilize existing software necessary to link FSD television truck to WMS and GIS.
5. Re-televise and clean all sanitary sewer mains within VCS service area by 2029.
6. Coordinate VCS sanitary sewer capital replacement projects with City roadway and sidewalk projects.

Timeline

1. Compete review of existing VCS Sewer Aging Infrastructure Project List and develop a VCS CIP for the sanitary sewer system by the end of 2026.
2. Re-televise and clean all sanitary sewer mains within VCS service area by 2029.
3. Integrate VCS television truck with WMS and GIS by 2026.
4. Create stakeholder committee and host monthly meetings with VCS and City Staff to coordinate capital project efforts starting in 2025 through 2029.
5. Replacement of VCS infrastructure dependent on annual budget and coordination with other City capital projects from 2025 through 2029.

Resources Needed

1. Human Resources

a. VCS Personnel:
Senior Management, VCS Project Manager, FSD Staff, Public Works Division Staff and the VCU Board of Directors.

b. Outside Resources:
The City's Engineering Department, engineering consultant(s) and the City's Board of Public Works and Safety.

2. Financial Resources

a. Cost/Benefit Analysis:
Construction cost savings in combining VCS capital projects with City projects and in utilizing CIPP lining and manhole rehabilitation where feasible instead of excavated replacement. VCS sanitary sewer television truck videos/reports available on WMS and GIS improves internal operations, record keeping and reduces/eliminates staff hours in downloading video/report information from the television truck.

b. Capital Investment/Funding:
Funding at an estimated $650,000 to $1,000,000 per year from the VCS CIP and $50,000 to $100,000 for engineering consultant fees through 2029. Software upgrade or software purchase and training costs of $10,000 to $20,000.

c. Engineering:
City Engineering Department and other engineering consultant(s)/product vendors as needed.

d. Training:
New television truck video software training of FSD Staff.

Intangibles

Coordination of VCS and City capital projects reduces damage to quality of existing infrastructure and allows for complete reconstruction of City infrastructure assets during projects. Utilizing CIPP and manhole rehabilitation methods where feasible reduces the cost of repair/replacement projects and provides similar longevity compared to excavated construction.

Goal #3 - Acquisition of Advanced Water Meter Infrastructure (AMI)

Strategies (Tasks or Activities Used)

1. Real time water asset management and meter reading.
2. VCS system wide meter and Meter Transceiver Units (MXU) replacement to coordinate with AMI system implementation.
3. Enhancing water system visualization through more accurate GIS modeling.
4. Increase in customer service and feedback.
5. Training of FSD Water Metering Staff.

Timeline

1. Request vendor quotes and complete review of AMI options by September 31, 2026.
2. Meet with Senior Management to discuss AMI quotes and cost/benefits analysis by March 31, 2026.
3. Develop and complete FSD operating budget and CIP for AMI by October 31, 2026.
4. Determining financing plan by December 2026.

Resources Needed

1. Human Resources

   a. VCS Personnel:
   Senior Management, VCS Financial Officer, FSD Staff and the VCU Board of Directors.

   b. Outside Personnel:
   Vendor representative as required.

2. Financial Resources

   a. Cost/Benefit Analysis:
   AMI integration will allow VCS to read meters remotely while no longer requiring VCS meter technicians to read City meters via a vehicle. This will allow for a cost savings in fuel, vehicle maintenance, employee work hours while providing for VCS meter technicians to work on other projects. The AMI system will also allow for administrative staff to perform real time meter assessment. This will further increase VCS employee productivity and improve customer service.

   b. Capital Investment/Funding:
   Early estimates indicate costs for meter and MXU change out in addition to the new AMI software to range from $3.0 to $5.0 million.

   c. Training:
   Vendor and FSD Water Metering Staff training of new AMI system, smart meters and MXUs.

Intangibles

Faster water meter testing results for high consumption checks, greater efficiency, larger dataset to help justify infrastructure improvements, reduction of water loss throughout the VCS water distribution system and improved communication between VCS Divisions.

Goal #4 - Modernize Geographic Information (GIS) and Work Management Systems (WMS)

Strategies (Tasks or Activities Used)

1. Utilize the Abonmarche's Technology Strategic Plan to implement recommended GIS, WMS and server system upgrades in order to consolidate software where possible for the elimination of redundancies and improve overall efficiency.
2. Consolidate Fleet Management and Asset/Work Management Systems into one (1) program to simplify user experience and avoid repetitive data entry tasks. This will enable Field Service Division (FDS) Staff to complete all work orders using upgraded mobile devices, eliminate paperwork and have a fully digital workflow.
3. Evaluate staffing needs and responsibilities for the GIS/WMS Department to ensure optimal support for VCS personnel and operations.
4. Update all GIS/WMS databases for water distribution lines, sanitary sewers and storm sewer assets.
5. Create a comprehensive Capital Improvement Master Plan in conjunction with the VCS Strategic Plan for mapping of all completed, proposed and/or historical projects into one (1) detailed interactive application.

Timeline

1. Implement new asset/work management system (EAM/WMS) software and complete training for FSD Staff by 2026.
2. Integrate billing and financial software with new EAM/WMS System by 2026.
3. Transfer to paperless work/service orders by utilizing field tablets for FSD Staff by 2026.
4. Complete staffing evaluation for GIS/WMS Department by 2026.
5. FSD Staff training will be ongoing throughout 2025-2029.
6. Update water, sanitary sewer and storm sewer assets in GIS and WMS Systems by 2026.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, VCS Project Manager, FSD Staff, GIS/WMS Staff and the VCU Board of Directors.

    b. Outside Resources:
    City's Engineering and IT Departments, service contractors/vendors, engineering consultants and the City's Board of Public Works and Safety as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    The elimination of unnecessary software platforms and the associated future financial savings to VCS as a result of the capital expenditures to implement recommendations set forth in the Abonmarche Technology Strategic Plan. A reduction of administrative hours spent on keying in data from paper work/service orders vs. the costs of implementing field tablets. Full staffing of the WMS/GIS Database Management System to accomplish current and future goals regarding mapping and recordkeeping of water/sewer/storm assets.

    b. Capital Investment/Funding:
    VCS CIP funding for computer field tablets at $5,000 per year, engineering consultant fees and software/server upgrades between $50,000 to $75.000 and approximately $150,000 additional funding per year for staff salaries and benefits. Federal, State and Local funding as feasible.

    c. Engineering:
    The City's Engineering and IT Departments, service contractors/vendors and engineering consultants as needed.

    d. Training:
    Future training of FSD Staff on computer field tablets usage and on new work management systems software.

Intangibles

Implementation of recommended elements in Abonmarche's Technology Strategic Plan will ensure VCS software systems are being operated and maintained properly and safely so that our generated data is formatted correctly while eliminating software duplications or inefficiencies. Elimination of paper work orders and service orders by moving to computer field tablets will allow for real time updates of workflow and asset management. Fully staffing the GIS/WMS Database Management System will provide the staffing necessary to keep up with the Division's demands and necessary technology improvements. Mapping of all proposed City capital projects together in GIS will improve coordination on collaborative project efforts between the City and VCS thereby reducing unintended infrastructure asset damages due to project overlap.

Water Treatment

The Water Treatment Division (WD) of the VCS is comprised of two drinking water treatment plants, seven potable water storage tanks/reservoirs and a water distribution system which provides an average of 5.0 million gallons per day or a combined peak treated water supply of 14.0 million gallons per day of high-quality potable water for our customers within the VCS's service area including the Valparaiso Lakes Area Conservancy District and the Aberdeen community. The water treatment/filtration plants are located next to Flint Lake and the Porter County Municipal Airport. The facilities are designed for disinfection by chlorination, fluoride addition and the removal of over 99% of the iron and manganese that naturally occur in groundwater supplies in Northwest Indiana. The water treatment plants are operated and maintained 24 hours each day of the year.

The primary **operational goals** for the Water Treatment Division in support of the defined strategic goals encompass the continuation of current operational excellence, to provide training to WD Staff on new operational computer software, managing the Indiana Department of Environmental Management (IDEM) approved Wellhead Protection Program and to maintain 100% compliance with all federal, state and local drinking water regulations.

The Water Treatment Division's **strategic goals** for completion by the end of 2029 are as follows:

Goal #1 - Obtain New Water Sources (Phase III & IV) to Increase Capacity and Redundancy

Strategies (Tasks or Activities Used)

1. Locate new water well sites within the Parks Property within the City. Continually evaluate and in order to meet the Division's current and future water demands.
2. Explore and finalize interconnection plan with the Indiana American Water Company to purchase potable water as needed to meet high peak water demands and growth.

Timeline

1. Finalize evaluation and design of Park water well sites for the increase in water supplies before the end of June in 2025. Proceed with financing and construction by the end of 2025
2. Begin and complete evaluation of a potable water connection with the Indiana American Water Company by December 31, 2025.
3. Provide construction timeline and financing plan for both by December 31, 2025.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, WD Staff, VCS Financial Officer, VCS Legal Counsel and the VCU Board of Directors.

    b. Outside Resources:
    Service contractors to provide engineering, well drilling/testing, land appraisal/purchasing, equipment rental, legal assistance, vendor participation and IDEM personnel as needed.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Acquisition of land to increase capacity and redundancy for the Water Division.

b. Capital Investment/Funding:
Approximate appraisal cost for purchasing land within the City and in Porter County and estimated costs for both the construction for new water wells and the modification of treatment plant production in order to accommodate surface water requirements.

c. Engineering:
Selected engineering consultants and construction contractors as needed.

d. Training:
Ongoing training of WD Staff on current and future operational processes and procedures.

Intangibles

Continuing to meet the current and future drinking water requirements of our community and the WD's customers while supporting economic development and growth of the City.

Goal #2 - Real Estate Acquisitions

Strategies (Tasks or Activities Used)

1. Conduct engineering studies to determine the feasibility of acquiring land within a reasonable amount of distance from the Flint Lake and the Airport Water Treatment Plants. The prospective lands should be suitable for drilling more water supply wells and/or constructing for future expansion of both water 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.

Timeline

1. Begin and complete evaluation for the acquisition of land throughout the City and Porter County by December 31, 2029.
2. If a purchase has been determined to be feasible, purchase land before December 31, 2029.

Resources Needed

1. Human Resources

   a. VCS Personnel:
   Senior Management, WD Staff, VCS Financial Officer, VCS Legal Counsel and the VCU Board of Directors.

   b. Outside Resources:
   Service contractors to provide engineering, well drilling/testing, land appraisal/purchasing, equipment rental, legal assistance and vendor participation as needed.

2. Financial Resources

   a. Cost/Benefit Analysis:
   Acquisition of land for a potential water treatment plant expansion and the water source/supply needs of the City in the future.

   b. Capital Investment/Funding:
   Approximate appraisal cost for purchasing land within the City and in Porter County, Indiana.

c. Engineering:
Selected engineering consultants and construction contractors as needed.

Intangibles

Continuing to meet the current and future drinking water requirements of our community and the WD's customers while supporting economic development and growth of the City.

Goal #3 - Modernize Supervisory Control and Data Acquisition (SCADA) Systems

Strategies (Tasks or Activities Used)

1. Research new operations SCADA software.
2. Review SCADA Systems used in nearby utilities.
3. Obtain suggestions from outside agencies experienced in new SCADA integrations.

Timeline

Completion of the installation of a new SCADA System before January 1, 2026.

Resources Needed

1. Human Resources

   a. VCS Personnel:
   Senior Management, WD Staff and the VCU Board of Directors.

   b. Outside Resources:
   Selected SCADA System programmer/system integrator and engineering consultant as needed.

2. Financial Resources

   a. Cost Benefit Analysis:
   The original SCADA System software is outdated and no longer upgradable or supported. It is crucial to the Division's operational control to have a fully functional and robust SCADA system so that the work efficiency and high quality of the drinking water product can be maintained.

   b. Capital Investment/Funding:
   Approximate cost of the engineering, new hardware, software, installation and setup of the new SCADA system.

   c. Engineering:
   SCADA System vendors/contractors and an engineering consultant as needed.

   d. Training:
   Internal training of WD Staff provided by SCADA System vendor as needed.

Intangibles

Improved water treatment efficiencies, increased in occupational satisfaction of WD Staff and in continuing to maintain a satisfactory staffing level without sacrificing the quality of work.

Goal #4 - Update Water Conservation and Drought Plan

Strategies (Tasks or Activities Used)

1. Review current Water Conservation Plan.
2. Obtain suggestions from outside agencies experienced in water conservation and drought mitigation implementation.

Timeline

Completion of revised Water Conservation Plan by July 1, 2027.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, WD Staff and the VCU Board of Directors.

    b. Outside Resources:
    Selected conservation consultant(s) as needed.

2. Financial Resources

    a. Cost Benefit Analysis:
    The original Water Conservation Plan is outdated and needs to reflect the current growth of the community and weather patterns of the area. Investment in training and education for the public and business.

    b. Capital Investment/Funding:
    Approximate cost of consulting and implementation of plan.

    c. Training:
    Internal training of WD Staff.

Intangibles

Improved water treatment efficiencies, increasing the life cycle of the City's water resources and having the WD prepared with standard operating procedures in the event of drought conditions.

Water Reclamation

The Water Reclamation Division (WRD) of the VCS consists of the Elden Kuehl Pollution Control Facility (EKPCF) which is a publicly-owned wastewater treatment plant and 40 sanitary wastewater lift stations that serves the residents, commercial establishments and many various sized industrial manufacturing facilities located within the service area of the VCS including the Valparaiso Lakes Area Conservancy District. Additional responsibilities are managing the IDEM approved Industrial Pretreatment and Biosolids Land Application Programs. The EKPCF is the largest wastewater treatment plant in Porter County, Indiana and treats an average wastewater flow of approximately 6.0 million gallons per day. The current plant designed capacity can treat a peak wastewater flow of 18.0 million gallons per day and will be able to treat up to 22.5 million gallons per day by the spring of 2027 after the completion of planned facility upgrades. The EKPCF is operated and maintained 24 hours each day of the year.

The main **operational goals** of the Water Reclamation Division in support of the defined strategic goals involve the continuation of current operational excellence, to provide training for WRD Staff on new process modifications and treatment equipment, to conduct a re-evaluation of the current operational condition of each of the Damon Run Conservancy District's five sanitary wastewater lift stations and to maintain 100% compliance with all federal, state and local environmental regulations.

The Water Reclamation Division's **strategic goals** to be completed at the end of 2029 include the following:

Goal #1 - Guide the Water Reclamation Division through Phase I of the EKPCF Upgrade

Strategies (Tasks or Activities Used)

1. Have in-depth knowledge of the modifications being proposed to the facility.
2. Develop a chain-of-command for the project.
3. Establish clear lines of communication between the VCS, the design engineer and contractor.
4. Attempt to maximize the funds for the Guaranteed Savings Project for Phase II of the upgrade project.

Timeline

1. Fall of 2024 to approximately the middle of 2027.
2. Timeline completion will be dependent upon many factors including project adjustments and supply chain issues.

Resources Needed

1. Human Resources

    a. VCS Personnel:
    Senior Management, WRD Staff, VCS Project Manager and the VCU Board of Directors.

    b. Outside Resources:
    Staff from Stantec, Inc. (Engineer), Bowen Engineering (Contractor), IDEM and financial consultants as necessary.

2. Financial Resources

    a. Cost/Benefit Analysis:
    Replacement of aging infrastructure for improved operations and preparing for the future residential and economic growth of the City.

b. Capital Investment/Funding:
VCS Sewer Rate Study and subsequent adjustments, State Revolving Funds (SRF) and VCS bonding capabilities.

c. Training:
On-going training of the WRD Staff on new equipment and treatment methods in order to maintain operational excellence and compliance with all issued permits.

Intangibles

Sound planning, timely communication with all parties and reliable follow-through of Phase I operational/equipment modifications.

Goal #2 - Plan for Phase II of the EKPCF Upgrade

Strategies (Tasks or Activities Used)

Have an in-depth and working knowledge of the completion status of Phase I and to reassess the remaining needs of the EKPCF and the City's Sanitary Wastewater Lift Stations.

Timeline

Before and near the completion of Phase I of the project.

Resources Needed

1. Human Resources

   a. VCS Personnel:
   Senior Management, WRD Staff, VCS Project Manager and the VCU Board of Directors.

   b. Outside Resources:
   Staff from Stantec, Inc., Bowen Engineering, IDEM and financial consultant as needed.

2. Financial Resources

   a. Cost/Benefit Analysis:
   Replacement of aging infrastructure for improved operations and preparing for the continued residential and economic growth of the City.

   b. Capital Investment/Funding:
   VCS Sewer Rate Study and subsequent adjustments, SRF, VCS Bonding capabilities and WRD CIP.

   c. Engineering:
   Design by Stantec, Inc. to continue from Phase I to complete the EKPCF planned upgrades.

Intangibles

Funding availability after the completion of the Phase I upgrades and potential changes to the requirements within the IDEM issued National Pollutant Discharge Elimination System Permit.

Acknowledgements

The Valparaiso City Utilities and now, the Valparaiso City Services, have been strategic planning since 2009. This is the 3rd Edition of our on-going plan. It is my hope that the reader will have a better insight into who we are, what we have accomplished and the main objectives we want to attain by 2029. We think it is a journey well worth taking in providing a better quality of life for our growing community.

As with the creation of any plan of this scope and magnitude, there have been many individuals within our organization and the City who have given their time and expertise. We acknowledge their efforts here.

Many thanks go to the Valparaiso City Utilities Board of Directors and the City of Valparaiso's Board of Public Works and Safety in knowing the need for strategic planning. Steve Poulos in leading us to be better tomorrow than we are today. Peggy Busse for always keeping us organized and for her helpful ideas in this plan's development. Jackie Algozine, Dave Borem, Shihua Chen, Jacob Chester, Cassie Clark, Brent Dickson, Bryan Dishman, Darrel Dishman, Dustin Johnson, Bill Laird, Nate McGinley, Carla Platipodis, Max Rehlander, Emily Reyna, Paul Scott, Katie Travis and Matt Zurbriggen for their many talents and technical knowledge.

And as with our past strategic plans, a special thank you goes to all of the men and women who are the Valparaiso City Services and will be implementing our new plan over the next five years. They are the best.

Edward J. Pilarski
Editor
Valparaiso City Services
March 2025