

City of San Diego Public Utilities Department Strategic Business Plan

This Section includes a copy of the City of San Diego Public Utilities Department (PUD) Strategic Business Plan. This plan was developed by the PUD Executive team in partnership with its stakeholders. The Metro Commission/JPA participated in the development of this Business Plan and joins the City each year to develop refined initiatives for the upcoming year. The purpose of this plan is to provide the PUD with a comprehensive plan so that it may continue to be an industry leader in the delivery of water, wastewater, and recycled water services.

Also included in this Section are the following attachments:

1. Attachment A: Fiscal Year 2013 Strategic Initiatives
2. Attachment B: FY2012 Strategic Plan Annual Report: Summary of Achievements

THE CITY OF SAN DIEGO
PUBLIC UTILITIES DEPARTMENT
STRATEGIC BUSINESS PLAN (FISCAL YEAR 2012-2016)



Public Utilities Department

Vision:

We are an industry leader in the delivery of water, wastewater, and recycled water services



Mission:

To ensure the quality, reliability, and sustainability of water, wastewater, and recycled water services for the benefit of the ratepayers and citizens served

Mission & Vision

Guiding Principles & Strategic Goals

Guiding Principles

- Service Excellence
- Environmental Stewardship
- Fiscal Responsibility
- Continuous Improvement
- Innovative Use of Technology
- Sustainable Growth and Prosperity
- Safe Work Environment
- Dedicated to Employee Development

Strategic Goals:

- Goal 1:* Safe, Reliable, and Efficient Water, Wastewater, and Recycled Water Services
- Goal 2:* Fiscally-Sound and Effective Public Utility
- Goal 3:* Sustainable Growth and Economic Viability
- Goal 4:* Responsive, Safe, Committed and Innovative Workforce



A Message from the Director, Public Utilities Department

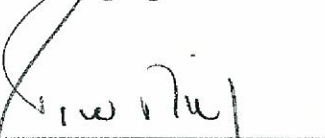
The Public Utilities Department's Executive Team is proud to have developed, in partnership with its stakeholders, the Fiscal Year FY2012-2016 Strategic Business Plan. This is a comprehensive plan that will enable us to continue to be an industry leader in the delivery of water, wastewater, and recycled water services. Achievement of the collective vision which is represented in this strategic plan will have a positive impact throughout the region for years to come.

This Strategic Plan Report documents the strategic planning process utilized, including the use of the Effective Utility Management (EUM), which has helped in directing us to the high impact areas that an effectively-managed utility, such as ours, should be focusing its energies during the coming five years. It also describes the Department's four Strategic Goals, ten Objectives, and thirty-three FY2012 Initiatives. The approaches for implementation, monitoring and evaluation are also described.

The Department utilizes an annual strategic planning process which serves as a catalyst for decision-making, direction-setting and the development of initiatives to help the Public Utilities Department achieve its core mission. The process relies on workforce and stakeholder engagement, and two-way communication to all employees to promote greater understanding, commitment and follow-through. We want to especially thank Jim Peugh, Don Billings and Gail Welch of the Independent Rate Oversight Committee (IROC); Augie Caires and Roberto Yano from The Metro Commission/Joint Powers Authority (JPA) & Metro Technical Advisory Committee (Metro TAC); and Wally Hill, City of San Diego Assistant Chief Operating Officer. Their contributions broadened and deepened the content of this plan.

The Public Utilities Department has demonstrated great capacity to improve our organizational effectiveness and operational resilience in meeting our mission of delivering high quality water, wastewater and recycled water services; while maintaining compliance with all regulatory requirements. In the coming years, we will continuously strive to be an accessible, cost-conscious agency known for reliable services. This Strategic Plan establishes policy direction for the Department for the next five years that will enable us to contain costs, increase efficiencies, and improve service delivery and overall customer satisfaction.

Working together – we can make it happen.



Roger S. Bailey, P.E.
Director of Public Utilities

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I. Objectives of the Strategic Business Planning Process

This FY2012-2016 Strategic Business Plan is a living document which will continue to be updated and modified on an annual basis to ensure that the Department continues to make positive progress towards its vision. Many employees have participated in the development and implementation of the Plan. The continued support and participation of employee's at all organizational levels will ensure sustained success for the Department in improving operations and in providing improved services to our customers and the San Diego community.

Specific intended outcomes of the Public Utilities Department Strategic Business Planning *process* include:

1. An overall plan that clearly sets forth the Department's Strategic framework, which consists of the Department vision, mission, guiding principles, goals and objectives.
 2. Involvement of employees and external stakeholders in the development of the Strategic Business Plan.
 3. Prioritization of strategies that will enable us to continually improve our operations.
 4. Informed budgeting and financial management processes to optimally allocate resources for effective action.
 5. Alignment of short and long term action plans and measures of success for strategies in order to achieve organizational goals.
 6. Continuing a culture of innovation, dedicated to improving the Public Utilities Department's strategic management capacity and containing costs, increasing efficiency, and improving service delivery and overall customer satisfaction.
 7. Stakeholder awareness and commitment to a common business framework, aligned strategies, and effective actions.
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II. Strategic Business Planning Process Overview

The development of the Department's FY2012-2016 Strategic Business Plan included six Phases. The Phases are presented in the table below, followed by a brief discussion of each Phase.

Phase	Strategic Business Planning Activity	Time Frame
I	✓ EUM orientation session for the Executive Team & Stakeholders.	August 2010
II	✓ Analysis & linkage of FY2011 Strategic Initiatives with EUM Attributes. ✓ Self-Assessment and prioritization of EUM Attributes in terms of achievement level and importance to the Utility. ✓ Review & assessment of Mission & Vision statements in comparison to other benchmarked utilities.	October-December 2010
III	✓ Analysis & linkage of City of San Diego Strategic Goals & Objectives with Public Utilities Strategic Goals & Objectives. ✓ Development of new FY2012 Strategic Initiatives, including alignment with all EUM Attributes.	February 2011
IV	✓ Review & finalization of draft Initiatives and assignment of Initiative Sponsors & Coordinators. ✓ Development of quarterly deliverables, performance metrics & targets, and desired outcomes for each initiative.	March - April 2011
V	✓ Finalization of Initiatives, quarterly deliverables, performance metrics & targets.	May – June 2011
VI	✓ Publication, distribution, and sharing of final FY2012 Public Utilities Strategic Business Plan with employees and stakeholders ✓ Preliminary work and planning for FY2012 quarterly deliverables.	June 2011


Phase I

An Orientation Session on the Effective Utility Management (EUM) framework was conducted with the Public Utilities Department's Executive Team and stakeholders. The Executive Team and stakeholders are described in greater detail in Section IV. This session served to orient the Executive Team and stakeholders to the purpose of using the EUM framework as a structure for developing the Strategic Business Plan. The EUM framework and purpose are described in greater detail in Section V.

Phase II

The Executive Team and Stakeholders reviewed and analyzed the linkage of the FY2011 Strategic Initiatives with the ten EUM Attributes. The results of the analysis revealed that in FY2011, the Public Utilities Department already had Strategic Initiatives that aligned with one or more of each of the ten EUM Attributes.

Next, the Executive Team and stakeholders participated in a candid self-assessment of the Utility for each of the ten EUM Attributes in terms of achievement level and importance to the Utility.



The purpose of the self-assessment activity was to prioritize the EUM Attributes for the Executive Team and stakeholders and set the direction for the FY2012 Strategic Business Plan. The Executive Team and stakeholders agreed that all ten EUM “Attributes” are important, and that the FY2012 Strategic Business Plan will have Initiatives in each of the ten Attributes. The results of the self-assessment can be found in Appendix A.


Finally, the Executive Team and Stakeholders reviewed the Public Utilities Mission and Vision statements in comparison to six benchmarked Utilities and Water Districts. After lengthy consideration, the Executive Team and stakeholders concurred that the Public Utilities Mission and Vision statements were lofty and inspirational; reflected the values, beliefs, and philosophy of the organization; were catchy and memorable, and that they should remain the same.

Phase III

The Executive Team and stakeholders analyzed the linkage of the City of San Diego’s Strategic Goals and Objectives to the Public Utilities Strategic Goals and Objectives, and they concurred that the Goals and Objectives are aligned.

Next, using the EUM Attributes as a framework, the Executive Team and stakeholders brainstormed and then reviewed draft Initiatives for each Attribute. Over 50 draft Initiatives were developed and reviewed.

Phase IV



The Executive Team and stakeholders reviewed and finalized the wording of the draft Initiatives, and pared the number of Initiatives from 50 down to 33. Next, for each Initiative, they assigned Executive Sponsors and Initiative Coordinators, they began drafting quarterly deliverables and milestones, they developed performance metrics and targets, and finally they outlined desired outcomes.

Phase V

The Executive Team and stakeholders reviewed and fine-tuned the finalized Initiatives, quarterly deliverables, performance metrics and targets, and desired outcomes.

Phase VI

The Executive Team publicized, distributed, and shared the final FY2012 Public Utilities Strategic Business Plan. In addition, Executive Sponsors and Initiative Coordinators began preliminary work and planning for achieving FY2012 quarterly deliverables.

Conclusion of Strategic Business Planning Process

This nearly year-long Strategic Business Planning process featured successful partnership and collaboration between the Executive Team and the stakeholders, resulting in a comprehensive FY2012 Strategic Business Plan with Strategic Initiatives in at least one or more of all ten of the EUM Attributes. In the beginning of July 2011, the FY2012 Strategic Business Plan will be communicated to all Public Utilities employees, and initial work and planning for achieving FY2012 quarterly deliverables will commence immediately. Finally, the Executive Sponsors and Initiative Coordinators for each Initiative will monitor and report to the Executive Team quarterly status updates to track progress towards achievement of each Initiative.

III. Stakeholder Involvement Process

The Public Utilities Department FY2012-2016 Strategic Business Plan was developed with the involvement of groups of individuals whose interests are impacted by what the department plans to do. Major external stakeholders and their involvement with the planning process are described below:

The Public Utilities Department Executive Team: The group of Unclassified Managers for the Department is referred to as the Executive Team. These are the leaders who create the content for the Strategic Business Plan. Product creation is done as a group during three or more off-site meetings and through individual review and input before and after group off-sites to produce products for review. The Executive Team is also charged with the responsibility of representing the best thoughts of his/her employees during the planning process as well as thoroughly communicating the finalized Plan to those same employees.

Stakeholders:

The Independent Rates and Oversight Committee (IROC): The Independent Rates Oversight Committee (IROC) is the official advisory body to the Mayor and City Council on policy issues relating to the oversight of the City of San Diego's Public Utilities Department. The IROC assists the City in tracking and reviewing the use of rate proceeds to advance the capital improvements related to rate packages and work programs adopted by the City Council. This Committee is asked for input to the Strategic Business Plan and is an important recipient of the Plan.

The Metro Commission/Joint Powers Authority (JPA) & Metro Technical Advisory Committee (Metro TAC): The Regional Wastewater Disposal Agreement guides the relationship between Public Utilities Department and the Metro Commission. They represent the Participating Agencies, who are the group of cities and special districts that receive wastewater treatment services from the City of San Diego. Input and comment on the Strategic Business Plan is coordinated with the Metro Commission and the Metro Technical Advisory Committee.

Office of the Mayor: The Director of the Public Utilities Department reports to the Chief Operating Officer who reports directly to the Mayor. As the Department is part of this City and its Strategic Business Plan must support the City's plan, the Assistant Chief Operating Officer, Wally Hill, represented the Mayor throughout our deliberations.

IV. Effective Utility Management (EUM) Model

The Public Utilities the Executive Team used the Effective Utility Management framework as the structure for developing the FY2012 Strategic Business Plan. The Effective Utility Management framework¹ was developed in 2007-2008 by multiple Water and Wastewater associations and the US Environmental Protection Agency in order to aid utilities in addressing common challenges, such as increasing costs and sustaining community support by providing a common lens or framework. It serves as a strategy for identifying, encouraging, and recognizing excellence in water and wastewater utility management. It also provides a succinct indication of where effectively managed utilities focus their efforts and what they typically strive to achieve. Finally, a key concept of the EUM framework is that all ten Attributes are linked and connected with one another, which is captured in the model of the EUM Wheel (Appendix B).

Effective Utility Management is essential to sustaining our nation's water and wastewater infrastructure. The EUM Primer has three primary components: The Ten Attributes of Effectively Managed Water Sector Utilities (Attributes), Keys to Management Success, and Where to Begin - A Self-Assessment Tool. The Public Utilities Department Executive Team and stakeholders adapted the self-assessment tool for their use in the FY2012 Strategic Business Planning process², and this is shown in the graphical illustration (see Appendix C) of the Utilities' achievement and importance ranking of each attribute.

¹ More information on the EUM can be found online at <http://www.watereum.org/>

² See Phase II on p. 6 for a more detailed description of how the self-assessment tool was used

The following table is a list of the ten EUM Attributes and their descriptions:

EUM Attribute	Attribute Descriptions
Product Quality	<ul style="list-style-type: none">✓ Complies with regulatory and reliability requirements.✓ Consistent with customer, public health, and ecological needs.
Customer Satisfaction	<ul style="list-style-type: none">✓ Provides reliable, responsive, and affordable services.✓ Receives timely customer feedback.✓ Responsive to customer needs and emergencies.
Employee and Leadership Development	<ul style="list-style-type: none">✓ Recruits and retains competent workforce.✓ Collaborative organization dedicated to continual learning and improvement.✓ Employee institutional knowledge retained and improved.✓ Opportunities for professional and leadership development.✓ Integrated and well-coordinated senior leadership team.
Operational Optimization	<ul style="list-style-type: none">✓ Ongoing performance improvements.✓ Awareness and timely adoption of operational and technology improvements.
Financial Viability	<ul style="list-style-type: none">✓ Understands full life-cycle cost of utility.

EUM Attribute	Attribute Descriptions
	<ul style="list-style-type: none"> ✓ Effective balance between long-term debts, asset values, operations and maintenance expenditures, and operating revenues. ✓ Predictable and adequate rates.
Infrastructure Stability	<ul style="list-style-type: none"> ✓ Understands the condition of and costs associated with critical infrastructure assets. ✓ Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. ✓ Repairs efforts are coordinated within community to minimize disruptions.
Operational Resiliency	<ul style="list-style-type: none"> ✓ Staff work together to anticipate and avoid problems. ✓ Proactively establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, environmental, safety, security, and natural disaster-related).
Community Sustainability	<ul style="list-style-type: none"> ✓ Attentive to impacts on community and watershed health and welfare. ✓ Operations enhance natural environment. ✓ Efficiently use water and energy resources; promote economic vitality; and engender overall community improvement. ✓ Maintain and enhance ecological and community sustainability including pollution prevention, watershed, and source water production.
Water Resource Adequacy	<ul style="list-style-type: none"> ✓ Ensures water availability through long-term resource supply and demand analysis, conversation, and public education. ✓ Manages operations to provide for long-term aquifer and surface water sustainability.
Stakeholder Understanding and Support	<ul style="list-style-type: none"> ✓ Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. ✓ Actively involves stakeholders in the decisions that will affect them.

Using the EUM Attributes as a framework, the Executive Team and Stakeholders brainstormed and then reviewed draft Initiatives for each Attribute. Over 50 draft Initiatives were developed and reviewed.

The FY2012-2016 Strategic Business Plan development process involved using all ten EUM attributes as a framework for developing the Strategic Initiatives. The final Strategic Business Plan features Strategic Initiatives that cover one or more of each of the ten EUM Attributes. The FY2012 Strategic Business Plan Goal, Objectives, and Initiatives can be found in Appendix D.

V. Strategic Business Framework: Mission, Vision, and Guiding Principles

The Public Utilities Strategic Business Plan is aligned with the City's Balanced Scorecard approach and links with the City's Strategic Business Plan, which defines planning and performance requirements for all City departments. The Public Utilities Department's Strategic Business Framework for developing clear strategic direction is summarized in our Mission, Vision, and Guiding Principles.

The Mission Statement describes the purpose and core "reason for being" of the Department. The Vision Statement describes the kind of organization the Department aspires to be. The Guiding Principles are the underlying values and core beliefs about what is important, and represent the core of our operating philosophy and culture. They are a major determinant of behavior of management and employees. The Mission, Vision, and Guiding Principles are listed below:

Public Utilities Department Mission

To ensure the quality, reliability, and sustainability of water, wastewater, and Recycled water services for the benefit of the ratepayers and citizens served.

Public Utilities Department Vision

We are an industry leader in the delivery of water, wastewater, and recycled water services.

Public Utilities Department Guiding Principles

The Public Utilities Department strictly follows eight guiding principles, which include:

- ✓ Service Excellence
- ✓ Environmental Stewardship
- ✓ Fiscal Responsibility
- ✓ Continuous Improvement
- ✓ Innovative Use of Technology
- ✓ Sustainable Growth and Prosperity
- ✓ Safe Work Environment
- ✓ Dedicated to Employee Development

VI. Strategic Business Framework (Continued): Strategic Goals, Objectives, Performance Measures and Desired Outcomes

The Public Utilities Department's Strategic Business Framework for strategic direction also includes Strategic Goals, Objectives, Initiatives, and corresponding Performance Measures and Desired Outcomes. These serve as a detailed plan as to how the Department intends to achieve its Mission.

Strategic Goals:

Goal # 1: Safe, Reliable, and Efficient Water, Wastewater, and Recycled Water Services

Goal # 2: Fiscally-Sound and Effective Public Utility

Goal # 3: Sustainable Growth and Economic Viability

Goal # 4: Responsive, Safe, Committed and Innovative Workforce

Strategic Objectives: Each of the Strategic Goals above are supported by underlying Strategic Objectives, which are focused and targeted outcomes that will guide the Department's efforts to address challenges and opportunities on the horizon, and help the Department to successfully achieve its mission and vision.

Strategic Initiatives: Each of the Objectives below has corresponding Initiatives, with one to two-year implementation timeframes. These Initiatives are designed to achieve the Strategic Objective, which leads to goal achievement. The FY2012 Strategic Business Plan Initiatives Quarterly Tracker (Appendix E) is used to monitor and track quarterly progress towards achievement of Initiatives. Each Initiative has an Executive Sponsor and Coordinator who are the leads in achieving the Initiative. The Executive Team meets quarterly to monitor progress recorded on the Tracker.

Performance Measures and Desired Outcomes: Each Strategic Initiative has corresponding Performance Measures and Desired Outcomes that state the intended results of implementing the Strategic Initiative and how we will measure whether the Initiative was successfully implemented (Appendix F). They are specific indicators of how well the Department is achieving its core activities. These are a vital part of the Department's Strategic Business Plan.

The following is a list of the Department's four Strategic Goals and their associated Strategic Objectives and Strategic Initiatives. Implementing these Initiatives will help the Department achieve its Goals and attain organizational effectiveness and operational excellence.

Goal # 1: Safe, Reliable, and Efficient Water, Wastewater, and Recycled Water Services

To meet this goal, the following Strategic Objectives and Strategic initiatives have been developed:

Objective # 1: Manage assets optimally through repair, rehabilitation, and replacement

Initiative # 1: Finalize Water and WW 10-year CIP.

Initiative # 2: Develop Bills of Materials (BOM)/stocking policy.

Initiative # 3: Develop a master plan for Asbestos Cement (AC) pipeline replacement incorporating a system evaluation.

Initiative # 4: Develop an integrated, system-wide condition assessment program (Asset Management).

Objective # 2: Meet or exceed regulatory and public health standards

Initiative #5: Continue department-wide enhanced environmental monitoring & assessment programs

Initiative # 6: Conduct a security and seismic vulnerability study for Utility facilities.

Initiative # 7: Develop Recycled Water quality improvement program addressing Total Dissolved Solids (TDS) at South Bay Water Reclamation Plant (SBWRP) and Manganese, Sulfates, etc.

Initiative # 8: Continue Partnership for Safe Water Program participation at Otay Water Treatment Plant (WTP) and Expand to Miramar WTP and Water Distribution System.

Goal # 2: Fiscally-sound and effective Public Utility

To meet this goal, the following Strategic Objectives and Strategic Initiatives have been developed:

Objective # 3: Provide the public with competitive, customer-focused services

Initiative # 9: Proactively evaluate customer satisfaction and implement a point of service customer satisfaction survey for field services.

Initiative # 10: Successfully complete the Customer Support Division's "Managed Competition" efforts.

Initiative # 11: Implement Efficiency Studies: 1) multi-year reorganization of new plant maintenance functions, 2) bring cooperative yard to completion, and 3) warehousing consolidation in WW Branch.

- Initiative # 12: Expand Departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided and b) identify new or modified customer expectations.
- Initiative # 13: Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.
- Initiative # 14: Implement cost-effective technology to improve core business activities.

Objective # 4: Minimize rate impacts through expenditures control, the pursuit of alternative funding, and full cost recovery

- Initiative # 15: Develop revenue analysis/audit process and a reporting mechanism for review, analysis & tracking of rates and fees.
- Initiative # 16: Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives.
- Initiative # 17: Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.
- Initiative # 18: Develop/implement 5 year Financial Plan
- Initiative # 19: Work with Debt Management Department & establish debt coverage ratio policy
- Initiative # 20: Conduct Service Level Agreement (SLA) Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements).
- Initiative # 21: Review/study service fees to assess opportunities for better cost Recovery.

Goal # 3: Sustainable growth and economic viability
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Objective # 5: Engage in regional initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply

- Initiative # 22: Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.
- Initiative # 23: Complete the Long-Range Water Resources Plan Update
- Initiative # 24: Complete Recycled Water Study and present results to stakeholders and elected officials.

Objective # 6: Reduce the reliance on non-renewable energy.

- Initiative # 25: Implement cost-effective energy production and conservation projects



Objective # 7: Develop long-range plans to support a growing community

- Initiative # 26: Develop and implement actions to ensure we preserve options for meeting the long term regulatory requirements for wastewater discharges.
- Initiative # 27: Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking.
- Initiative # 28: Study and implement plan to reduce "unaccounted for water" to < or = Best Management Practices (BMP) (5%) from current 9%.

<h2>Goal # 4: Responsive, safe, committed and innovative workforce</h2>
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To meet this goal, the following Strategic Objectives and Strategic Initiatives have been developed:

Objective # 8: Meet or exceed safety standards

- Initiative # 29: Create a health & safety awareness plan that responds to injury trends.

Objective # 9: Ensure adequate staffing to meet operational needs

- Initiative # 30: Implement selected elements of HR Hiring plan.



Objective # 10: Develop and support employees, and recognize exceptional performance

- Initiative # 31: Develop a new and innovative employee incentive program for efficiency/cost reduction initiatives.
- Initiative # 32: Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure high-performing workforce.
- Initiative # 33: Develop and implement a plan to improve department-wide communication & successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.

VII. Implementation, Review, and Evaluation of the Strategic Business Plan

The Department has adopted an Effective Utilities Management (EUM) approach in conducting its environmental scanning and in the development of Strategic Initiatives. Each Strategic Initiative has an executive sponsor, coordinator, and an implementation plan with key deliverables with specific target dates. The Public Utilities Department Strategic Business Plan reinforces and contributes to a performance monitoring system using the EUM approach. Communication efforts with all employees and stakeholders are made through All-Hands Meetings, the Department Newsletter, the Departments Intranet, and via e-mails. The Strategic Business Plan performance monitoring system has been established, and data continues to be collected and reported to the Executive Team on a monthly, quarterly, and annual basis. Status updates of Initiatives will be reported on a quarterly basis for the purpose of monitoring and evaluating the implementation of the FY2012-2016 Strategic Business Plan.

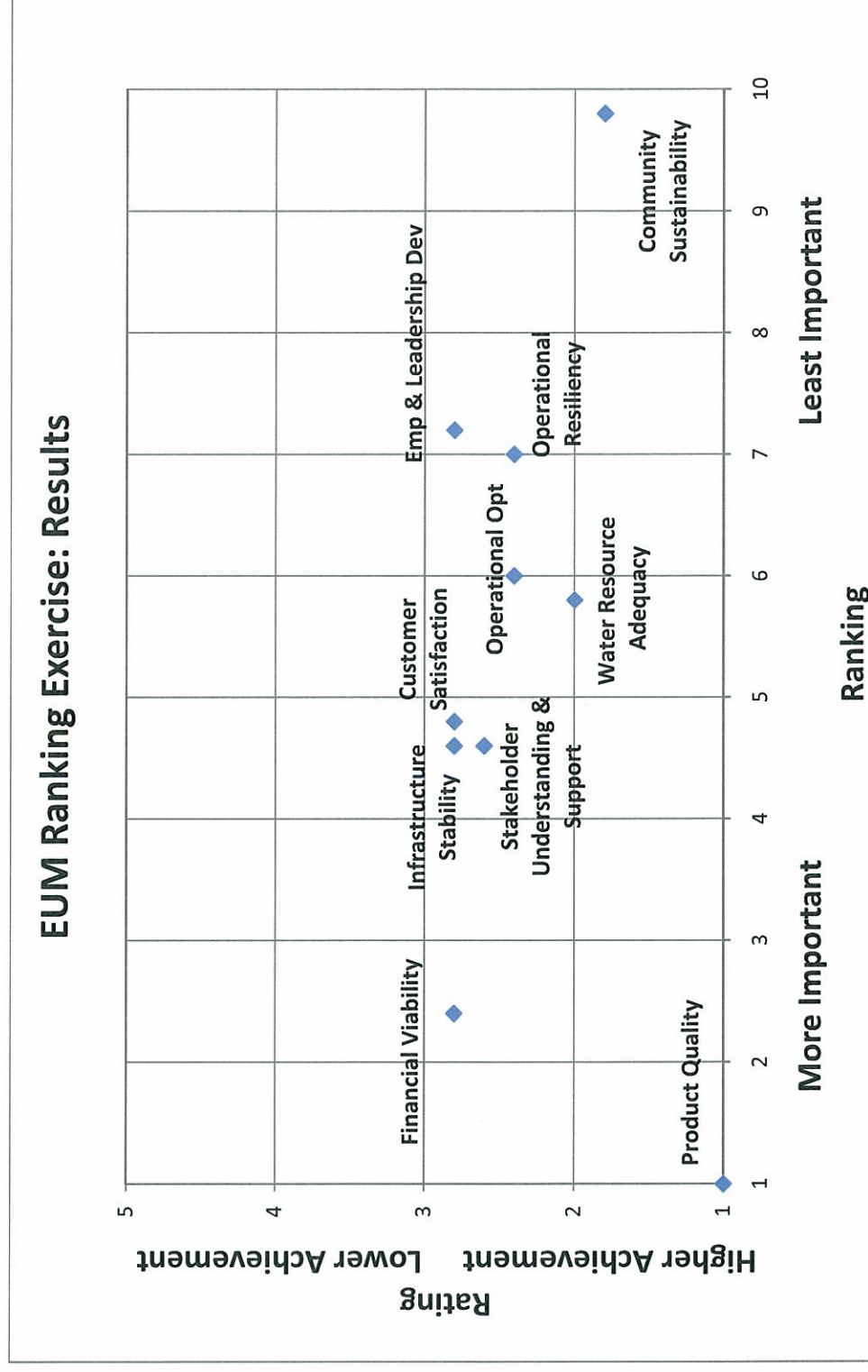
A “plan, do, check, act” approach will continue during this FY2012-2016 Strategic Business Plan Update. The Public Utilities Department Executive Team believes the goals, objectives, initiatives, and implementation plans put forth in this document are realistic. However, recognizing the dynamic environment that surrounds and impacts the Department, a re-aligning of some initiatives may be necessary to successfully achieve the Public Utilities Goals and Objectives.



VIII. List of Appendices

- A. Results of Adapted EUM Self-Assessment: Ranking and Importance Exercise
- B. Effective Utility Management (EUM) Wheel of Attributes
- C. Effective Utility Management (EUM)
- D. FY2012-2016 Strategic Goals, Objectives, and FY2012 Strategic Initiatives
- E. FY2012 Strategic Business Plan Initiatives Quarterly Tracker
- F. FY2012 Strategic Business Plan and Metrics

Appendix A: Results of adapted EUM Self-Assessment: Ranking and Importance Exercise



Appendix B: Effective Utility Management Wheel of Attributes



Appendix C: Effective Utility Management (EUM)

EUM Attribute	Strategic Initiative
EUM # 1: Product Quality	Initiative # 7: Develop Recycled Water quality improvement program addressing TDS (SBWRP) and Manganese, Sulfates, etc.
	Initiative # 8: Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System
EUM # 2: Customer Satisfaction	Initiative # 09: Proactively evaluate customer satisfaction and implement a point of service customer satisfaction survey for field services
	Initiative # 12: Expand departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided and b) identify new or modified customer expectations. Perform interactive outreach through a variety of media and formats to reach the broadest demographic cross section of customers.
	Initiative # 13: Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.
EUM # 3: Employee and Leadership Development	Initiative # 29: Create a health & safety awareness plan that responds to injury trends.
	Initiative # 30: Implement selected elements of HR Hiring plan.
	Initiative # 31: Develop a new and innovative employee incentive program for efficiency/cost reduction initiatives
	Initiative # 32: Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure high-performing workforce.
	Initiative # 33: Develop and implement a plan to improve department-wide communication & successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.
EUM # 4: Operational Optimization	Initiative # 10: Successfully complete the Customer Support Division's "Managed Competition" efforts.
	Initiative # 11: Implement Efficiency Studies: 1) Multi-year Reorganization of New plant maintenance functions, 2) bring cooperative yard to completion, and 3) warehousing consolidation in WW Branch
	Initiative # 14: Implement cost-effective technology to improve core business activities.
	Initiative # 20: Conduct SLA Review (e.g., costs, adequacy, performance measures, execution, correct model,

EUM Attribute	Strategic Initiative
	overhaul of agreements)
	Initiative # 28: Study and implement plan to reduce "unaccounted for water" to < or = BMP (5%) from current 9%.
EUM # 5: Financial Viability	Initiative # 15: Optimize Grant and SRF Opportunities
	Initiative # 16: Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives
	Initiative # 17: Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.
	Initiative # 18: Develop/implement 5 year financial Plan
	Initiative # 19: Work with Debt Management Department and establish debt coverage ratio policy
	Initiative # 21: Review/Study service fees to assess opportunities for better cost recovery
EUM # 6: Infrastructure Stability	Initiative # 1: Finalize Water and WW 10-year CIP
	Initiative # 2: Develop Bills of Materials (BOM)/stocking policy
	Initiative # 3: Develop a master plan for Asbestos Cement pipeline replacement incorporating a system evaluation
	Initiative # 8: Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System
	Initiative # 27: Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking
EUM # 7: Operational Resiliency	Initiative # 4: Develop an integrated, system-wide condition assessment program (Asset Management)
EUM # 8: Community Sustainability	Initiative # 25: Implement cost-effective energy production and conservation projects
EUM # 9: Water resource Adequacy	Initiative # 22: Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.
	Initiative # 23: Complete the Long-Range Water Resources Plan Update
	Initiative # 24: Complete Recycled Water Study and present results to stakeholders and elected officials.

EUM Attribute	Strategic Initiative
EUM # 10: Stakeholder Understanding and Support	Initiative # 26: Develop and implement actions to ensure we preserve options for meeting the long term regulatory requirements for wastewater discharges

Appendix D: FY2012-2016 STRATEGIC GOALS, OBJECTIVES, AND FY2012 STRATEGIC INITIATIVES

Goals	Objectives	Initiatives
Goal # 1: Safe, reliable, and efficient water, wastewater, and recycled water services	Objective # 1: Manage assets optimally through repair, rehabilitation, and replacement	Initiative # 1: Finalize Water and WW 10-year CIP
		Initiative # 2: Develop Bills of Materials (BOM)/stocking policy
		Initiative # 3: Develop a master plan for Asbestos Cement pipeline replacement incorporating a system evaluation
		Initiative # 4: Develop an integrated, system-wide condition assessment program (Asset Management)
	Objective # 2: Meet or exceed regulatory and public health standards	Initiative # 5: Continue dept wide enhanced environmental monitoring & assessment programs
		Initiative # 6: Conduct a security and seismic vulnerability study for utility facilities
		Initiative # 7: Develop Recycled Water quality improvement program addressing TDS (SBWRP) and Manganese, Sulfates, etc.
		Initiative # 8: Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System
Goal # 2: Fiscally-sound and effective public utility	Objective # 3: Provide the public with competitive, customer-focused services	Initiative # 09: Proactively evaluate customer satisfaction and implement a point of service customer satisfaction survey for field services
		Initiative # 10: Successfully complete the Customer Support Division's "Managed Competition" efforts.

Goals	Objectives	Initiatives
		Initiative # 11: Implement Efficiency Studies: 1) Multi-year Reorganization of New plant maintenance functions, 2) bring cooperative yard to completion, and 3) warehousing consolidation in WW Branch
		Initiative # 12: Expand departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided and b) identify new or modified customer expectations. Perform interactive outreach through a variety of media and formats to reach the broadest demographic cross section of customers.
		Initiative # 13: Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.
		Initiative # 14: Implement cost-effective technology to improve core business activities.
	Objective # 4: Minimize rate impacts through expenditures control, the pursuit of alternative funding, and full cost recovery	Initiative # 15: Optimize Grant and SRF Opportunities
		Initiative # 16: Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives
		Initiative # 17: Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.
		Initiative # 18: Develop/implement 5 year financial Plan
		Initiative # 19: Work with Debt Management Department and establish debt coverage ratio policy

Goals	Objectives	Initiatives
Goal # 3: Sustainable growth and economic viability		Initiative # 20: Conduct SLA Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements)
		Initiative # 21: Review/Study service fees to assess opportunities for better cost recovery
	Objective # 5: Engage in regional initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply	Initiative # 22: Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.
		Initiative # 23: Complete the Long-Range Water Resources Plan Update
		Initiative # 24: Complete Recycled Water Study and present results to stakeholders and elected officials.
	Objective # 6: Reduce the reliance on non-renewable energy.	Initiative # 25: Implement cost-effective energy production and conservation projects
	Objective # 7: Develop long range plans to support a growing community	Initiative # 26: Develop and implement actions to ensure we preserve options for meeting the long term regulatory requirements for wastewater discharges
		Initiative # 27: Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking
		Initiative # 28: Study and implement plan to reduce "unaccounted for water" to < or = BMP (5%) from current 9%.

Goals	Objectives	Initiatives
Goal # 4: Responsive, safe, committed and innovative workforce	Objective # 8: Meet or exceed safety standards	Initiative # 29: Create a health & safety awareness plan that responds to injury trends.
	Objective # 9: Ensure adequate staffing to meet operational needs	Initiative # 30: Implement selected elements of HR Hiring plan.
	Objective # 10: Develop and support employees, and recognize exceptional performance	Initiative # 31: Develop a new and innovative employee incentive program for efficiency/cost reduction initiatives*
		Initiative # 32: Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure high-performing workforce.
		Initiative # 33: Develop and implement a plan to improve department-wide communication & successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.

Appendix E: FY2012 Strategic Business Plan Initiatives Quarterly Tracker

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
Goal 1: Safe, reliable, and efficient water, wastewater, and recycled water services														
1. Finalize Water and WW 10 year CIP	Guann Hwang	Tung Phung		Prepare a list of CIP projects for FY13	Initiate cash flows for FY13 projects	1) Complete cash flows for FY13 projects 2) Submit proposed FY13 budget to Management	1) Finalize FY13 CIP budget 2) Present proposed FY13 budget to CIPRAC	Update CIP budget texts	Complete CIP budget texts	Prepare CIP budget adjustments request to CIPRAC if needed	Submit CIP budget May Revised if needed	Submit FY13 CIP budget to Budget & Finance subcommittee	Submit carry forward request to FM for Annual Allocations if needed	1) Approve FY13 CIP budget by City Council 2) Issue signed FY13 SLA with E&CP
2. Develop Bills of Materials (BOM)/stocking policy	Chris McKinney	Rim Stanley			By September 30, This quarter has a couple of benchmarks; 1) by 7-31 identify each facility's list of 10 assets as defined by the facility manager for the following facilities: WWC SPS, PLWTP, NCWRP, SBWRP, MBC, and WTD PUMP STATIONS (60 total pieces of equipment). Note: If facility has equipment with the same brand and model then that group of equipment will count as one. 2) Begin the BOM review and submission of complete and accurate stock set up sheets (includes stocking policies)			By December 31, complete the BOM process for each identified asset with all parts and repair kits necessary for in-house repair and/or rebuild.			By March 31, complete warehouse inventory for all materials on the identified asset BOMs. Order all parts and equipment consistent with the stocking policy			By June 30, stock all parts and kits for all material identified with a lead time less than two months
3. Develop a master plan for Asbestos Cement pipeline replacement incorporating a system evaluation	Guann Hwang	Tibor Varga	1a. Finalize Phase 1 Scoring System. Circulate Scoring System for Review and Approval. Present approved Scoring System to IROC	2a. Develop and Approve Main Break Repair SOPP changes for field data collection.		1b. Run Test on Scoring System to Produce a Preliminary Plan (FSN Listing and FSN Mapping for FY17-FY19)	2b. Roll out SOPP for Water Ops (Ops Liaison). Include training and equipment needs.		1c. Develop Phase 1 Draft AC Replacement Master Plan Deliverable - This is a refined FSN list and FSN map.	2c. Run AC Repair Data Check to verify completeness and consistency			1d. Circulate Phase 1 AC Master Plan for Review and Approval, Present Phase 1 Master Plan to IROC	

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
4. Develop an integrated, system-wide condition assessment program (Asset Management)	Tom Crane	Susan Bowman	Identify and document the current baseline of condition assessment activities within the Department			Complete a formal missions and functions agreement between the Asset Management Program and the Condition Assessment section of the Engineering and Program Management Division			1. Develop a continual asset condition assessment methodology for use by field maintenance and engineering staff. 2. Develop an integrated information map for business areas impacted by SAP Enterprise Asset Management			1. Finalize the Enterprise Asset Management Plan incorporating the Condition Assessment Program and its integration with the AM Program 2. Develop preliminary process blueprints for SAP Enterprise Asset Management		
5. Continue dept wide enhanced environmental monitoring & assessment programs	Steve Meyer	Dan Silvaggio/Tim Stebbins		Review existing programs and identify new programs/projects that provide enhanced monitoring and assessment	Develop list of programs/projects to track. Establish coordinator and deliverables schedule for each program/project.	Review and track deliverables		Internal (EMTS) Quarterly Progress Reports; External Progress Reports (e.g., RWQCB, USEPA)	Review and track deliverables	Review current projects, and identify new projects requiring presentation to RWQCB	Internal (EMTS) Quarterly Progress Reports	Review and track deliverables	Present selected projects to RWQCB as needed	Internal (EMTS) Quarterly Progress Reports; External Progress Reports (e.g., RWQCB, USEPA)
6. Create a new Public Utilities (WW) Vulnerability Assessment and Emergency Response Plan and revise the current Public Utilities (Water) Vulnerability Assessment and Emergency Response Plan.	Jim Fisher/Ann Sasaki	Jim Van Norman	Develop Master Schedule for project		Review and track schedule			Review and track schedule			Review and track schedule			Review and track schedule
7. Develop Recycled Water quality improvement program addressing TDS (SBWRP) and Manganese, Sulfates, etc.	Chris McKinney	Ernie Molas	NORTH CITY: Complete investigation into source of elevated manganese concentration in the plant influent. SOUTH BAY: Assess space available for docking stations at the plant.			NORTH CITY: Meet with industrial waste generators identified as contributors to manganese concentration in the NC influent flow. Develop and mitigation plan, and a plan for approaching regulators if necessary. SOUTH BAY: Complete in-house design for docking stations.			NORTH CITY: Implement plan developed in Q2; monitor North City effluent concentration to assess effectiveness. SOUTH BAY: Begin contracting process and Council approval process, as necessary, to construct docking station and move at least one EDR unit to South Bay.			NORTH CITY: Notify regulators and industrial waste generators of the changes made and the ultimate impact of those changes. SOUTH BAY: Continue Q3 efforts into FY 2013.		
8. Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System	Jesus Meda	Dana Chapin / Walter Cooke	Otay WTP: Continue Process Optimization Based Upon 2010 Report; Miramar WTP: Complete Performance Assessment; Potable Distribution System: Complete Data Collection of Items 1-10 on Self Assessment Table			Otay WTP: Continue Process Optimization Based Upon 2010 Report; Miramar WTP: Complete Design Assessment; Potable Distribution System: Complete Data Collection of Items 11-16 on Self Assessment Table			Otay WTP: Complete CY 2011 Process Optimization Report; Miramar WTP: Complete Operation Assessment; Potable Distribution System: Complete Data Collection of Items 17-21 on Self Assessment Table			Otay WTP: Continue Process Optimization Based Upon 2011 Report; Miramar WTP: Complete Administration Assessment; Potable Distribution System: Develop Self-Assessment Plan Outline and Schedule		
Goal 2: Fiscally-sound and effective public utility														
9. Proactively evaluate customer satisfaction and implement a point of service customer satisfaction survey for field services	Mike Vogl	Kurt Kidman			Report results for all active customer survey channels to Exec Team	-	Develop draft point of service survey for field services; review and obtain feedback from CSD Customer Focus Team and section managers.	Finalize and obtain CSD DD approval for new point of service survey for field services by December 31. Report results for all active customer survey channels to Exec Team.			Finalize design and procure materials for new point of service survey. Report results for all active customer survey channels to Exec Team.	Train FS&I staff on new point of service survey.	Implement new point of service survey for field services	Report results for all active customer survey channels to Exec Team.

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
10. Complete the Customer Support Division's "Managed Competition" efforts.	Mike Vogl	Teresa Hovland		Develop SOW and RFP	Develop SOW and RFP	Develop SOW and RFP	Develop SOW and RFP	Develop Employee Proposal	Finalize and submit Employee Proposal	(MCIRB proposal evaluation period)	(MCIRB proposal evaluation period)	(MCIRB proposal evaluation period)	(MCIRB proposal evaluation period)	Meet and Confer as necessary, prepare for transition period
11. Implement Efficiency Studies: a) Multi-year Reorganization of New plant maintenance functions, b) bring cooperative yard to completion, and c) warehousing consolidation in WW Branch	Tom Crane	John Gavares	2. Generator Maintenance Study: Implement Executive decisions made at the 6/3/11 SC Meeting. 7. Confined Space Study: a. Evaluation of current working models of crew sizes and entry schedules (Point Loma and Waste Water Collection) b. Confined Space Study meets twice monthly. c. Implement new "Qualification Spreadsheet," d. Finalize changes to Chapter 5/Standard Operating Procedure).	3. WWC Construction Staffing Study: a) Presentation of Report to SC on 7-8-11. b) Implement Executive's decisions. 4. Coop. Yard Study: Relocate 4 H2O Const. Mtce. Crews (Dist. 1 & 5) and 1 Recycled H2O Crew. 7. Confined Space Study: a. Confined Space Study meets twice monthly. b. Consultant Selection Process begins. c. Begin documenting "Inventory of spaces" d. Continue to meet with Steering Committee and Executives	5. Develop a prioritized list of labor-intensive processes for study/review in FY2012. 6. Confined Space (CS) Study Team: a) Reports-out to SC, b) begin Consultant Selection, c) Implement new "Quals. Spreadsheet," d) Begin documenting "Inventory of spaces," e) Begin mtngs w/ 127&MEA re: creating unified policies b/t unions. 7. Confined Space Study Team: a) Confined Space Study meets twice monthly. b) Continue to meet with Steering Committee and Executives	1. Utility Engineering Section Process Review Project: Implement Executive Decisions, made at the June 3rd, 2011 SC Meeting. 2. Generator Maintenance Study: Continue to Implement Study recommendations. Confined Space Study Team: a. Continue evaluation of current working models of crew sizes and entry schedules (Point Loma and Waste Water Collection) b. Continues to meet twice monthly. c. Continue implementation of 1st Qtr efforts.	3. WWC Construction Staffing Study: Continue to Implement Executive's decisions. Confined Space Study Team: a. Continue evaluation of current working models of crew sizes and entry schedules (Point Loma and Waste Water Collection) b. Continues to meet twice monthly. c. Begin looking at scheduling processes & Specialized Confined Space Crews.	4. Coop. Yard Study: Conduct further study to determine timeframe & feasibility to relocate more crews (e.g., Valves, Meters, etc.). 6. Confined Space Study Team: a) Continue implementation of 1st Qtr efforts. b. Continue evaluation of current working models of crew sizes and entry schedules (Point Loma and Waste Water Collection) c. Continues to meet twice monthly. d. Begin looking at scheduling processes & Specialized Confined Space Crews. e. Continue to meet with Steering Committee & Executives.	2. Confined Space (CS) Study Team: a. Continue looking at scheduling processes & Specialized Confined Space Crews. b. Continues to meet twice monthly. c. Analyze practicality of merging the DOT & Confined Space Medical Testing to save time & money d. Begin meetings with 127 & MEA re: creating unified policies between unions.	4. Coop Yard Study: Implement 2nd Qtr. Decisions re: relocating more crews (e.g., Valves, Meters, etc.). 6. Confined Space (CS) Study Team: a. Continue looking at scheduling processes & Specialized Confined Space Crews. b. Continues to meet twice monthly. c. Begin piloting specialized Confined Space Crews.	6. Confined Space (CS) Study Team: a. Continue looking at scheduling processes & Specialized Confined Space Crews. b. Continues to meet twice monthly. c. Receive consultant's interim report d. Continue to meet with Steering Committee & Executives e. Implement revised scheduling processes & Specialized Confined Space Crews	6. Confined Space (CS) Study Team: a. Continue looking at scheduling processes & Specialized Confined Space Crews. b. Continues to meet twice monthly. c. Continue meetings with 127 & MEA re: creating unified policies between unions.	6. Confined Space (CS) Study: a. Continue looking at scheduling processes & Specialized Confined Space Crews. b. Continues to meet twice monthly. c. Continue to meet with Steering Committee & Executives d. Receive final report from consultant, and develop Action Plans for top items	
12. Expand departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided and b) identify new or modified customer expectations.	Ann Sasaki	Brian Drummy			Develop workplan to identify issues and to expand outreach and brand message to all customers.			Updated Dept Website and begin implementation of workplan.			Updated Dept Website and begin implementation of workplan.			Updated Dept Website and begin implementation of workplan.
13. Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.	Alex Ruiz	Luis Generoso	Complete Consultant Selection	Issue Notice to Proceed	Complete Task 1: Validation of Pilot Study			5/11/11: notes- Complete deliverables by Dec.	Complete Task 2: Applicability to Entire Customer Base	Complete Task 3: Identify hurdles to overcome, and Task 4: Identify conservation programs to complement water budgets	5/11/11: Add report-out to stakeholders**			
14. Implement cost-effective technology to improve core business activities	Stan Medina	Stan Medina			Complete MDU (Mobile Data Unit) Acquisition			Complete SWIM Development			Begin Pilot Use of MDU for paperless work orders			Complete rollout to division

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
15. Optimize Grant and SRF Opportunities	Lee Ann Jones-Santos	Wilson Kennedy	Proactively pursue grant & SRF Loan opportunities to minimize rate impacts for our ratepayers	Provide informative emails and/or meet regularly with CIP, LRP and Engineering to ensure we are all informed about upcoming projects	Network with funding agencies by attending funding opportunity workshops for current and future projects	Proactively pursue grant & SRF Loan opportunities to minimize rate impacts for our ratepayers	Provide informative emails and/or meet regularly with CIP, LRP and Engineering to ensure we are all informed about upcoming projects	Network with funding agencies by attending funding opportunity workshops for current and future projects	Proactively pursue grant & SRF Loan opportunities to minimize rate impacts for our ratepayers	Provide informative emails and/or meet regularly with CIP, LRP and Engineering to ensure we are all informed about upcoming projects	Network with funding agencies by attending funding opportunity workshops for current and future projects	Proactively pursue grant & SRF Loan opportunities to minimize rate impacts for our ratepayers	Provide informative emails and/or meet regularly with CIP, LRP and Engineering to ensure we are all informed about upcoming projects	Network with funding agencies by attending funding opportunity workshops for current and future projects
16. Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives	Lee Ann Jones-Santos	Linda Schmidt	Perform an analysis of the IT budget in its categories: "Run the Business," "Enhancements," and "Investments" and compare to months 1, 2 and 3 actual expenditures. Provide a report of the findings. Adjust the budget to establish an efficient baseline.			Initiate a review of Water SCADA and Treatment Plant Process Control System with the Wastewater COMNET system to determine if a consolidation is feasible and beneficial. Provide a report of Department IT expenditures through second quarter categorizing by percentages for "Run the Business," "Enhancements" and "Investments."			Initiate a review of SPLASH to determine if a conversion to City GIS standard, ESRI, is feasible and beneficial. Provide a report of Department IT expenditures through third quarter categorizing by percentages for "Run the Business," "Enhancements" and "Investments."			Complete the reviews of Water SCADA and Treatment Plant Process control System compared with Wastewater COMNET system and submit a report. Complete the review of SPLASH GE Small-world to ESRI and submit a report. Provide a report of Department IT expenditures through fourth quarter categorizing by percentages for "Run the Business," "Enhancements" and "Investments."		
17. Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.	Lee Ann Jones-Santos	Rex Ragucos	Finalize and selection of fields and codify methodology for CYM/BMA/Charter 39 reports	Identify and correct any discrepancies between report methodologies	Prepare draft 1st quarter results to management team using revised fields/layout/format of reports	Modify, as required, report layout, content based on management team feedback	Present 1st quarter results to management team using revised fields/layout/format of reports	Begin preparation of Summary Budget Report	Modify, as required, report layout, content based on management team feedback	Present 2nd quarter results to management team using revised fields/layout/format of reports	Provide first draft of Summary Budget Report for Review	Modify, as required, report layout, content based on management team feedback	Present 3rd quarter results to management team using revised fields/layout/format of reports	Finalize Summary Budget Report for Approval
18. Develop/implement 5 year financial Plan	Lee Ann Jones-Santos	Jeanne Cole			Review 5 year Financial Plan for any modifications and make necessary adjustments			Review 5 year Financial Plan for any modifications and make necessary adjustments			Review 5 year Financial Plan for any modifications and make necessary adjustments			Review 5 year Financial Plan for any modifications and make necessary adjustments
19. Work with Debt Management Department and establish debt coverage ratio policy	Lee Ann Jones-Santos	Jeanne Cole			Work with Debt Management to establish a prudent debt ratio.			Develop policy			Finalize policy			Finalize policy
20. Conduct SLA Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements)	Sue LaNier	Alex Rafferty	Perform comprehensive review of 50% of SLAs, including performance measures, reporting and communication	Review accounting information for accuracy and correct if necessary. Create, update and/or close Internal Orders, as needed	Update and finalize SLAs reviewed by end of Q1	Perform comprehensive review of 50% of SLAs, including performance measures, reporting and communication	Review accounting information for accuracy and correct if necessary. Create, update and/or close Internal Orders, as needed	Update and finalize SLAs reviewed by end of Q2	Develop monthly reporting format for financial and performance results to be used by SLA coordinator	Develop quarterly reporting format for financial and performance results to be used by Executive Team	Finalize monthly and quarterly reporting format for financial and performance results	Implement and provide monthly reporting based on format developed in Q3	Implement and provide quarterly financial and performance results based on format developed in Q3	Present quarterly reports to Executive Team

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
21. Review/Study service fees to assess opportunities for better cost recovery	Lee Ann Jones-Santos	Dan Culp	Identify comprehensive list of fees charged by Water and Wastewater	Identify SAP reports that provide cost data (IOs) associated with various fees		Assemble team department-wide to review existing fee structure	Review cost recovery levels of various fees based on SAP info, metadata, staff input and service level impacts		Provide updated fee amounts to management for review and comment			Docket fee revision for IROC/Council Committee/City Council review and approval		
Goal #3: Sustainable growth and economic viability														
22. Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.	Marsi Steirer	Amy Dorman	Complete reservoir hydrodynamic model runs.			Conduct Independent Advisory Panel Workshop to evaluate 1st-quarter water quality test results.	Complete conveyance pipeline design concept.		Complete reservoir modeling.	Conduct Independent Advisory Panel Workshop to evaluate 2nd-quarter water quality test results.		Complete reservoir study report.	Conduct Independent Advisory Panel Workshop re: Test Facility Results	
23. Complete the Long-Range Water Resources Plan Update	Marsi Steirer	George Adrian	Commence work on the 2012 LRWRP	Complete first stakeholder workshops	Complete second stakeholder workshop	Complete third stakeholder workshops	Complete fourth stakeholder workshop	Receive Draft 2012 LRWRP		Receive Final 2012 LRWRP				
24. Complete Recycled Water Study and present results to stakeholders and elected officials.	Marsi Steirer	Amy Dorman	Conduct draft Report Stakeholder Workshop			Complete Final draft Project Report	Present Final draft Project Report to Council							
25. Implement cost-effective energy production and conservation projects	Guann Hwang	Tom Alspaugh	Set up NCCFE Charge Numbers		1. Complete CCSE Phase III 2. Start up SBFC	Issue NCCFE D/B Notice of Award	Issue NCCFE Engine PO	Perform 1st Alvarado Lab Audit Walkthrough	Approve NCCFE Engine for Manufacture	Start up BUDG	1. Complete 1st Alvarado Lab Draft of Audit Report 2. Approve 100% D/B NCCFE Drawings	1. Issue Alvarado Lab Audit Report for Review 2. Complete CCSE Phase IV	Receive Permits for NCCFE	1. Issue Final Alv. Lab Audit Report 2. Shop test NCCFE Engine
26. Develop and implement actions to ensure we preserve options for meeting the long term regulatory requirements for wastewater discharges	Ann Sasaki	Steve Meyer	Continue presentations to stakeholder groups.		Critical activities necessary to preserve options: Develop List of	Continue presentations to stakeholder groups.		Critical activities necessary to preserve options: Develop context and refine list.	Continue presentations to stakeholder groups.		Critical activities necessary to preserve options: Develop management oversight/tracking plan for appropriate activities.	Continue presentations to stakeholder groups.		Critical activities necessary to preserve options: Review and refine list and management plan.
27. Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration(I/I) tracking	Guann Hwang	Pete Wong	1) Review and Assess Required Data Needed for the Muni Master Plan (MMP) 2) Develop an outline of the MMP	1) Identify and meet with Stakeholders for initial information to complete the MMP 2) Download flow and rain data and develop I/I scenario for detail analysis.	1) Continue to download flow and rain data and develop I/I scenario for detail analysis. 2) Start I/I Analysis	1) Data Collection for MMP 2) Continue I/I Analysis	1) Continue data Collection for MMP 2) I/I Draft Report	1) Continue data Collection for MMP 2) I/I Draft Report Review	1) Analyze Data and Develop Probable Cost Estimate for MMP projects 2) Finalize I/I Report	Work with Stakeholders to prioritize MMP CIP projects based on Council Policy (800-14) and the WW prioritization method developed by PUD	Work with Stakeholders to discuss findings and recommendations to ensure accuracy and consensus	Work and Complete MMP (Draft)	Distribute and Receive MMP Draft Comments	Finalize MMP Draft

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
28. Study and implement plan to reduce "unaccounted for water" to < or = BMP (5%) from current 9%.	Jesus Meda	Production Senior Civil Engineer (Vacant)			Complete Study Scope and Schedule			Complete Study Data Collection (Phase I)			Complete Study Evaluation (Phase II)			Complete Final Study Report and Draft Implementation Plan
Goal #4: Responsive, Safe, Committed and Innovative Workforce														
29. Create a health & safety awareness plan that responds to injury trends.	Darlene Morrow-Truver	Bryan Green	1. Develop a list of names and numbers of contacts for Benchmarking effort. 2. Identify envelop questions for the Benchmarking and Internal Data-gathering efforts. 3. Develop POAMs for Benchmarking and Internal Data-gathering efforts.	1. Conduct Benchmarking Study of other Organizations	1. Analyze the bench marking of other organizations. 2. Conduct data-gathering from internal sources (e.g., employees, Supervisors, and DDs).	Partner with Training and HR and discuss internal and External data-gathering results.	1. Conduct any follow-up analysis/work. 2. Start drafting rough draft report	1. Analyze the data gathering results and develop a report based on the findings and analysis. 2. Present draft report to Safety, Training and HR. Make modifications as agreed upon.		1. Safety presents draft report to DD, with policies, procedures, and guidelines for Health and safety awareness program; modify as needed. 2. Present Final Report to DD for approval. 3. Present Final Report to Exec Team 4. Modify as requested.	1. Present Implementation Plan to DD and to USET for approval.	Begin implementation of elements of the approved health & safety awareness plan that responds to injury trends.	Continue implementation	Continue implementation
30. Implement selected elements of HR Hiring plan.	Darlene Morrow-Truver	Margaret Wyatt	Create Implementation Plan for FY2012	Present Implementation Plan to Executive Team	Meet with Personnel Department to share implementation plan and set/agree upon priorities and due dates	Implement Implementation Plan	Share Progress with Executive Team	Meet with Personnel to check progress and to recalibrate / renegotiate priorities and due dates	Implement Implementation Plan	Implement Implementation Plan	Meet with Personnel to share results - Begin discussion about FY13	Present results to Executive Team - Present recommendations for FY13 efforts	Create Plan for FY13 and present to Executive Team	Meet with Personnel Department to share implementation plan and set/agree upon priorities and due dates
31. Develop a new and innovative employee incentive program for efficiency/cost reduction initiatives	Tom Crane	John Gavares	1. Conduct Benchmarking Study of other Organizations 2. Review and analyze the City's existing and inactive Program	Meet with Unions	Develop Report of Summary of Findings and Recommendations	Present to SC	Follow-up Research	Meet with Unions	1. Present to SC and attain approval 2. Meet with Union	Create Website Marketing	Create application forms, Policies, Procedures, and Guidebook, etc.	Roll out and market	Roll out and market	Roll out and market (go live on July 1)
32. Develop and deliver performance management training to improve supervisor skills and confidence to manage performance (e.g., address performance and/or conduct issues, adherence to attendance, etc.) and to ensure a high-performing workforce (positive focus-manage resources, planning, provide employees with tools to manage high performing teams)	Darlene Morrow-Truver	Stuart Karasik	Data Gathering: Conduct a survey, or conduct and complete division specific focus groups, needs analysis and other assessment methods to identify key performance management activities/skills that supervisors especially need.			Analyze data and prepare an implementation plan for PU Executive Team approval. The plan will include the topics that will be included in training, collateral duty instructors, training methodology, schedule and evaluation.			Develop training. Identify Supervisors who will be required to attend training. Schedule Training			Offer training to targeted Supervisors		

Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2011)			Second Quarter Deliverables (October - December, 2011)			Third Quarter Deliverables (January - March, 2012)			Fourth Quarter Deliverables (April through June, 2012)		
33. Develop and implement a plan to improve department-wide communication & successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort	Darlene Morrow-Truver	John Gavares	1a. Partner with PIOs 1b. Research new and innovative ways 1c. Conduct Benchmarking 2a. Review items and themes based on EOS results	1c. Develop proposed options to improve org'l communication & proposed communication plan 2b. Analyze EOS Dialogue Sessions data 2c. Develop Communication Plan for EOS	1d. Propose draft Communication-Improvement plan elements to Executives, and attain approval. 2d. Finalize Draft EOS POAM	1e. Begin Communication Improvement efforts in POAM 2e. Finalize proposed EOS Survey Items and attain Policy Committee/SC Approval	2f. Conduct any follow-up EOS analysis/work 2g. Finalize paper and online EOS formats		1e. Continue Communication Improvement Efforts in POAM 2h. Implement EOS Roll-out.	2i. Administer Survey		1e. Continue Communication Improvement Efforts in POAM 2i. Administer Survey (Cont.) 2j. Analyze data	2j. Analyze Data (Cont.) 2k. Begin Report Writing	2k. Finalize Report 2l. Present report to USET, SC, and then to the organization and to stakeholders, time permitting.

Appendix F: FY2012 Strategic Business Plan and Metrics

FY2012 Public Utility Strat Goals	Objectives (5 Years)		Initiatives (FY2012)	Performance Measures	Target	Desired Outcome: Outcomes should describe the intended result of implementing the Initiative	Primary Coordinator(s)	Formula Used for Calculation	Data Tracking Method
Goal 1: Safe, reliable, and efficient water, wastewater, and recycled water services	1. Manage assets optimally through repair, rehabilitation, and replacement	1	Finalize Water and WW 10-year CIP	FY-13 Projects to E&CP	100%	Identified and allocated funds for CIP projects.	Tung Phung	N/A	Project List from FY2012 SLA with E&CP
		2	Develop Bills of Materials (BOM)/stocking policy	Milestones accomplished on schedule	100%	Established critical plant equipment stocking policy.	Rim Stanley	Percent completion for each deliverable.	Monthly and quarterly tracking
		3	Develop a master plan for Asbestos Cement pipeline replacement incorporating a system evaluation	Complete Scope of Work Tasks/Deliverables within the assigned quarter.	100%	Enhanced Infrastructure Stability and approved AC pipe replacement program.	Tibor Varga	Percent completion for each deliverable.	Bi-weekly Project Status Updates to include percent of completion by task.
		4	Develop an integrated, system-wide condition assessment program (Asset Management)	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Optimized expenditures for system reliability.	Susan Bowman	N/A	Quarterly tracking by report to AD.
	2. Meet or exceed regulatory and public health standards	5	Continue dept wide enhanced environmental monitoring & assessment programs	5a. RWQCB NOVs. *	0%	Delivered high quality water and recycled water produces and safe disposal of wastewater products.	Brent Bowman	Correspondence (NOV) from RWQCB.	EMTS Division files and regulatory reports.
				5b. Sewer Spills to Public Waters. *	< 10		Stan Griffith		
				5c. Primary MCL Violations. *	0%		Dana Chapin	Monthly Regulatory Reports	Dept. Public Health Report
				5d. Number of non-compliant private Backflow prevention devices.	0%		Felix Garcia	Number of private backflow prevention devices untested more than 90 days past annual test date without shut-off.	Monthly Cross Connection Status Summary created from data stored in XC-2 system.

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		6	Create a new Public Utilities (WW) Vulnerability Assessment and Emergency Response Plan and revise the current Public Utilities (Water) Vulnerability Assessment and Emergency Response Plan.	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Reduced operational risk by increasing the reliability of services during emergency or threat occurrences.	Jim Van Norman	N/A	Monthly and quarterly tracking
		7	Develop Recycled Water quality improvement program addressing TDS (SBWRP) and Manganese, Sulfates, etc.	SOUTH BAY: Completion of in-house design. NORTH CITY: Completion of plan to reduce manganese concentration in the North City influent stream and to address the issue with regulators and/or waste generators.		Reduced TDS, Manganese and Sulfate levels.	Ernie Molas / Barbara Sharatz (?)	N/A	Monthly updates to EMTS and WWTD Deputy Directors.
		8	Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Improved water quality delivered at reduced costs.	Dana Chapin/Walter Cooke	N/A	Monthly and quarterly tracking
Goal 2: Fiscally-sound and effective public utility	3. Provide the public with competitive, customer-focused services	9	Proactively evaluate customer satisfaction and implement a point of service customer satisfaction survey for field services	9a. Continue existing customer service survey mechanisms and regularly report results. 9b. Develop new CSD DD approved field services point of service customer satisfaction survey. 9c. Train FS&I staff and Implement new survey.	9a. 90% of customers respond positively about services provided. 9b. 12/31/11 9c. 6/15/11	Improved service delivery and overall customer satisfaction.	Kurt Kidman	N/A	Monthly and quarterly tracking
		10	Complete the Customer Support Division's "Managed Competition" efforts.	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Reduced cost for call center operations.	Teresa Hovland	N/A	Monthly and quarterly tracking

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		11	Implement Efficiency Studies: 1) Multi-year Reorganization of New plant maintenance functions, 2) bring cooperative yard to completion, and 3) warehousing consolidation in VVW Branch	Milestones accomplished on schedule	100% of milestones achieved on schedule	Reduced costs to operations.	John Gavares		Monthly and quarterly tracking
		12	Expand departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided and b) identify new or modified customer expectations.	The completion of our First Annual Report that outlines the services and accomplishments of the Department. The focus would be on value for your money (rate payer dollars) versus a financial type annual report.	Completion of this report by 6-15-12	Improved public perception of the department as an accessible cost-conscious agency known for reliable services.	Brian Drummy		
		13	Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.	Complete Scope of Work Tasks on schedule	100% of tasks completed on revised schedule	Identified the pros and cons of implementing a water budget based billing system.	Luis Generoso	Schedule of deliverables in the RFP for Water Budget Based Billing	Consultant reports accepted by staff to complete each Task.
		14	Implement cost-effective technology to improve core business activities.	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Improved Operation Optimization by implementing paperless work order process for Water Operations Branch increased efficiency.	Stan Medina	N/A	Monthly and quarterly tracking

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	4. Minimize rate impacts through expenditure control, the pursuit of alternative funding, and full cost recovery	15	Optimize Grant and SRF Opportunities	(1) Increase grant revenue by 10% over FY11. (2) Increase SRF Loan revenue by 10% over FY11.	(1) Increase grant revenue by 10% over FY11. (2) Increase SRF Loan revenue by 10% over FY11.	Increased revenue via grants and low interest State Revolving Fund (SRF) Loans.	Wilson Kennedy	N/A	Grant Status Report, Funding Opportunity Memos, Grants and Loans Quarterly Status Updates on Anticipated Funding Awards, and Quarterly Summary Spreadsheet on Funding Opportunities
		16	Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives	Reduce overall Department IT "Run the Business" expenditures. This is a multi-year strategy.	75% of total IT Run the Business expenditures	Reduced IT "Run the Business" expenditures	Linda Schmidt	Compile percent for each IT project and function expenditure categorized by "Run the Business," "Enhancements" and "Investments"	Monthly SAP PBF and San Diego Data Processing Corporation financial reports
		17	Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.	Provide monthly CYM reports and an annual budget document. In addition, review budget to actual to continue evaluating the	100% of Milestones achieved on schedule.	Provided timely monthly financial reports for executive action.	Rex Ragucos	Pending update.	Monthly and quarterly tracking
		18	Develop/implement 5 year financial Plan	Finalize the 5 year plan and make any necessary updates in FY2012.	100% of Milestones achieved on schedule.	Published 5-year financial plan.	Jeanne Cole	N/A	Report to USET/Executive Team.
		19	Work with Debt Management Department and establish debt coverage ratio policy	Prepare a written policy.	100% completed policy	Balanced cost and benefits of an appropriate debt coverage ratio.	Jeanne Cole	N/A	Report to USET/Executive Team.
		20	Conduct SLA Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements)	Updated SLAs finalized and executed; monthly and quarterly reporting developed and delivered	100% of quarterly basis	Increased accountability and fiscal oversight of city services performed on behalf of the Department and charged to the Water and Wastewater Funds.	Alex Rafferty	N/A	Quarterly report-outs

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		21	Review/Study service fees to assess opportunities for better cost recovery	Final report to and adoption by City Council of revised rates and fees schedule	100%	Established equitable service fee structure.	Dan Culp	N/A	Deputy Director will report-out to Executive team on a quarterly basis.
Goal 3: Sustainable growth and economic viability	5. Engage in regional initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply	22	Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.	Water quality test data.	12 months' worth	Attained water quality data that demonstrates that the proposed treatment train produces water that is safe to use as a raw water supply.	Amy Dorman		Completion of quarterly data reports.
		23	Complete the Long-Range Water Resources Plan Update	23a. Final project report 23b. Present report to Council	3/31/2012	Enhanced water resource adequacy by completing 2012 Long Range Water Resources Plan report which provides direction for future water resources efforts.	George Adrian		Quarterly status reports describing activities and tasks accomplished.
		24	Complete Recycled Water Study and present results to stakeholders and elected officials.	24a. Final project report 24b. Present report to Council	3/31/2012	Approval to implement all or portions of proposed water recycling concepts.	Amy Dorman		Quarterly status reports describing activities and tasks accomplished.
	6. Reduce the reliance on non-renewable energy.	25	Implement cost-effective energy production and conservation projects	Produce Energy Audit report, Complete BUDG and SBFC, Receive permits for NCCFE construction	100%	Reduced operational costs and increased utility revenues.	Tom Alspaugh	Produce Energy Audit report, Complete BUDG and SBFC, Receive permits for NCCFE construction	(1) Audit Report issued, (2) BUDG Operational (Invoice for gas paid) (3) SBFC Operational (Invoice for Electricity Paid) (4) NCCFE building permits issued (5) NCCFE Engine Draft report on Shop Test issued
	7. Develop long range plans to support a growing community	26	Develop and implement actions to ensure we preserve options for meeting the long term regulatory requirements for wastewater discharges	1) Presentations/dialogue with stakeholders. 2) Refined Strategic Business Plan.	100%	Improved planning and stakeholder understanding of the options for meeting long-term regulatory requirements for wastewater discharges.	Steve Meyer	NA	Deputy Director will report to USET.

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		27	Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking	1) Final Muni Plan Report 2) Final I/I Report	1) 6/30/2012 2) 1/30/2012	Enhanced infrastructure and stability through identification of future CIP needs.	Pete Wong	Complete Muni Plan and I/I Reports	1) Summary of rain and flow data evaluation 2) Summary of I/I Analysis 3) Final Muni and I/I Reports
		28	Study and implement plan to reduce "unaccounted for water" to < or = BMP (5%) from current 9%.	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Reduced lost water sales revenue.	Production Senior Engineer (Vacant)/Jesus Meda	N/A	Monthly and quarterly tracking
Goal 4: Responsive, safe, committed and innovative workforce	8. Meet or exceed safety standards	29	Create a health & safety awareness plan that responds to injury trends.	1. Present Final Report to Exec Team for approval by Feb. 29, that includes a) proposed recommendations to address major injury trends, and b) recommended policies, procedures, and guidelines for Health and Safety Awareness program. 2. Submit Implementation Plan to USET by 3/21 for approval. 3. Begin implementation of Health and Safety Awareness Plan and Injury Trend-related programs by April 1, 2012.	1. Feb. 29, 2012 2. March 21, 2012 3. April 1, 2012.	Reduced recordable employee injuries and dollar loss to the Department.	Bryan Green	NA	Deputy Director will report-out to Executive team on a quarterly basis.

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	9. Ensure adequate staffing to meet operational needs	30	Implement selected elements of HR Hiring plan.	1. The FY2012 Implementation Plan, approved by USET, will be implemented on schedule. 2. The FY13 Implementation Plan will be developed and approved by 6-15-12.	1. 100% of Implementation Plan completed on schedule. 2. 6-15-12	Reduced vacancy rate.	Margaret Wyatt	Vacancies that are available to fill.	1. A tracking system established, and maintained quarterly, and reported-out to Executive Team periodically. 2. The FY13 Implementation Plan will be developed and approved by the Executive Team by 6-15-12.
	10. Develop and support employees, and recognize exceptional performance	31	Develop a new and innovative employee incentive program for efficiency/cost reduction initiatives*	Milestones accomplished on schedule	100% of Milestones achieved on schedule.	Recognized employees for developing cost reduction ideas.	John Gavares	NA	Monthly and quarterly tracking
		32	Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure a high-performing workforce.	Completion of Training	90% of targeted employees trained.	Reduced operational costs and enhanced employee and leadership development.	Stuart Karasik	Identify eligible population by July 31, 2011, and ensure that 90% complete the training.	Manual calculation or LS Reports if available.

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		33	Develop and implement a plan to improve department-wide communication & successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.	1. The POAM for improving organization communication is implemented on schedule. 2. The EOS Survey POAM is administered on schedule, and a final report is approved by SC in June 2012.	1a. 61% of participants will rate organization communication in a positive manner, by selecting "agree" or "strongly agree." 2. Achieve a 75% response rate, and meet all deadlines.	Improved employee morale.	John Gavares	NA	1. A tracking system established, and maintained quarterly, and reported-out to SC. 2. (Use SPSS) Analyze the EOS results in Sprong, 2012, and report out and publish results.

Legend

* Metrics with asterisks are reported to the IROC.
Metrics with no asterisk are not reported. They are for internal purposes only.