

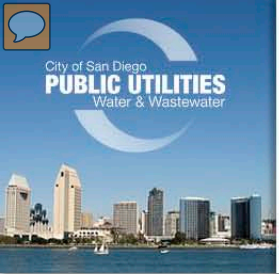


PUBLIC UTILITIES DEPARTMENT FY13 STRATEGIC PLAN

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Strategic Support Services

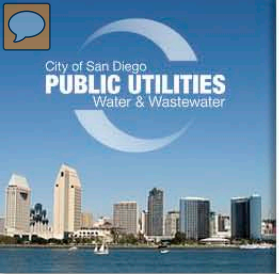
September 19, 2012





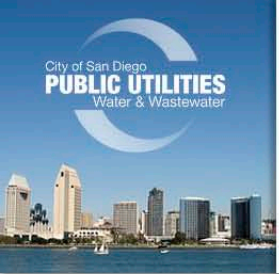
Vision & Mission

- 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.



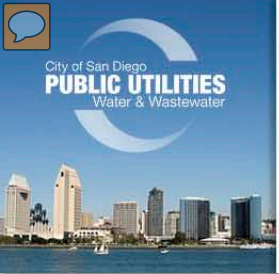
Guiding Principles

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



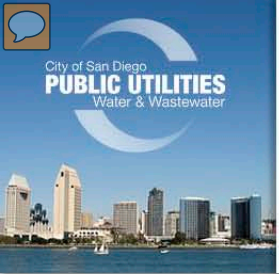
Strategic Goal #1

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



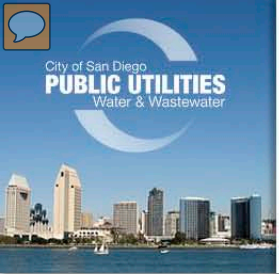
Strategic Goals

- **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



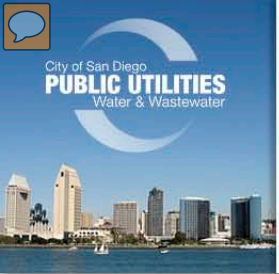
FY13 Objectives & Initiatives

- ***Objective 1:*** Manage assets optimally through repair, rehabilitation, and replacement
 - **Initiative 1:** Enterprise Asset Management (EAM) Project: Develop a user friendly SAP Enterprise Asset Management consultant-assisted solution.
 - **Initiative 2:** CIP Model: Implement a programmatic 10-year CIP model.



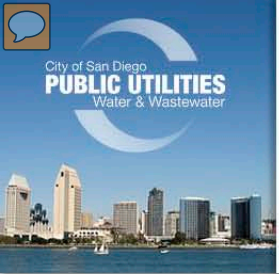
FY13 Objectives & Initiatives

- **Objective 1:** Manage assets optimally through repair, rehabilitation, and replacement (Con't.)
 - **Initiative 3:** Condition Assessments: Complete major milestones associated with five condition assessment contracts.
 - **Initiative 4:** Water Pipeline Replacement Master plan: Complete a master plan for system-wide asbestos cement pipeline replacement program.



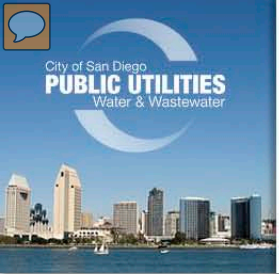
FY13 Objectives & Initiatives

- ***Objective 2:*** Meet or exceed regulatory and public health standards
 - **Initiative 5:** Partnership for Safe Water Program
Participation: Expand Program to Alvarado WTP; Continue Program at Otay WTP, Miramar WTP and the Potable Water Distribution System.
 - **Initiative 6:** Emergency Response Plan: Develop a system-wide Emergency Response Plan.
 - **Initiative 7:** Conduct system-wide (Water/ Wastewater) operational optimization study.



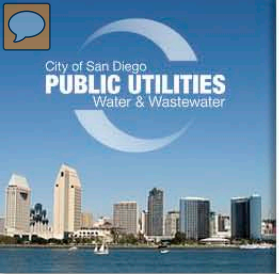
FY13 Objectives & Initiatives

- **Objective 3:** Provide the public with competitive, customer-focused services
 - **Initiative 8:**Stakeholder Support: Develop a department plan to improve stakeholder understanding and support.
 - **Initiative 9:**Field Customer Service: Review field staff customer service strategy and training, and implement effective programs.



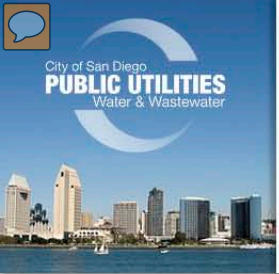
FY13 Objectives & Initiatives

- **Objective 3:** Provide the public with competitive, customer-focused services (con't)
 - **Initiative 10:** Internal Collaboration: Develop and implement a collaborative partnering system for inter- and intra-divisional teams and pilot in high priority areas.
 - **Initiative 11:** Customer Survey: Enhance the customer survey program and feedback process.



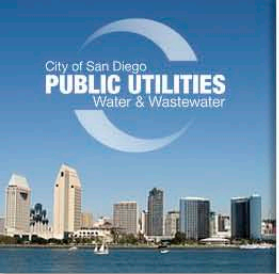
FY13 Objectives & Draft Initiatives

- **Objective 3:** Provide the public with competitive, customer-focused services (con't)
 - **Initiative 12:** Managed Competition: Complete Customer Support Division's managed competition efforts.
 - **Initiative 13:** Optimization Opportunities: Seek opportunities for additional service level optimization efforts.
 - **Initiative 14:** Retail Water Cost Policy: Develop a retail water cost policy.
 - **Initiative 15:** Budget-based Billing: Complete the study to evaluate the applicability of a water budget based billing methodology and proceed with budget based tier rate analysis if approved by Mayor and Council.



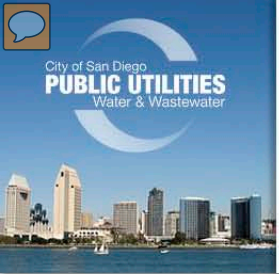
FY13 Objectives & Initiatives

- **Objective 4:** Minimize rate impacts through expenditure control, the pursuit of alternative funding, and full cost recovery
 - **Initiative 16:** Risk Assessment Cost Analysis: Identify and document key risks affecting our system, and attribute the costs associated with them.
 - **Initiative 17:** Unaccounted for Water: Develop and Implement plan to reduce "unaccounted for water" to \leq BMP 5% from current 9%.
 - **Initiative 18:** Cost Recovery Fees: Review service fees to assess opportunities for improved cost recovery.



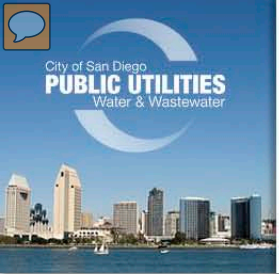
Strategic Goal #3

Goal 3: Sustainable Growth and Economic Viability



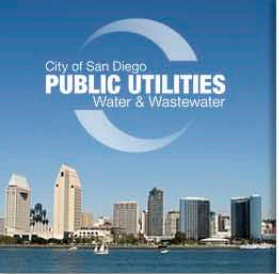
FY13 Objectives & Initiatives

- **Objective 5:** Engage in regional initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply
 - **Initiative 19:** Water Supply Diversification: Explore local water supply diversification.
- **Objective 6:** Reduce the reliance on non-renewable energy.
 - **Initiative 20:** Energy Initiative: From FY 2013 to FY 2015, reduce energy commodity consumption and peak demand by 5%; increase renewable energy produced from PUD sites by 10%; and reduce the green house gas produced at the PLWTP site by 15%.



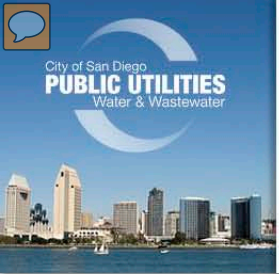
FY13 Objectives & Initiatives

- **Objective # 7:** Develop long range plans to support a growing community
 - **Initiative 21:** Wastewater Discharge: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges.



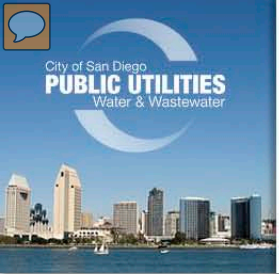
Strategic Goal #4

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



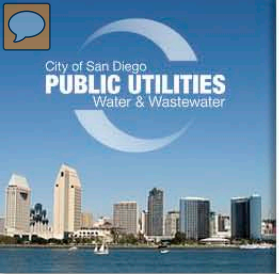
FY13 Objectives & Initiatives

- **Objective # 8:** Meet or exceed safety standards
 - **Initiative 22:** Injury Trends Health and Safety Plan: Create a health & safety awareness plan that responds to injury trends.
- **Objective # 9:** Ensure adequate staffing to meet operational needs
 - **Initiative 23:** Efficiency: Implement efficiency studies.
 - **Initiative 24:** Succession Planning: Design and pilot a formal program to document and retain institutional knowledge for preparedness in key function turnover.



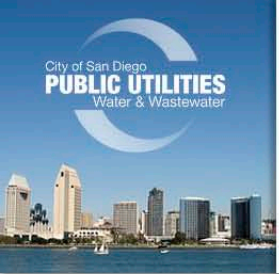
FY13 Objectives & Initiatives

- **Objective # 10:** Develop and support employees, and recognize exceptional performance
 - **Initiative 25:** Communication: Develop a Department-wide and Division-specific communication plan.
 - **Initiative 26:** Technical Training Needs Evaluation: Assess and prioritize the technical training gaps in Dept. classifications, and develop plans and trainings to address them.
 - **Initiative 27:** Employee Opinion Survey Follow-up: Address the high priority issues identified in the FY12 EOS.



Strategic Plan Documents

- [Strategic Plan Initiatives Tracker](#)
 - Quarterly Milestones and Deliverables
- [Strategic Plan Performance Metrics](#)
 - Performance Measures
 - Targets
 - Outcomes
- [Strategic Plan Reports](#)
 - FY12 Strategic Plan Annual Report
 - FY13 Strategic Plan Initiatives Report



Questions or Comments