

Attachment A

**THE CITY OF SAN DIEGO
PUBLIC UTILITIES DEPARTMENT
YEAR TWO OF THE FIVE-YEAR STRATEGIC
BUSINESS PLAN**

FISCAL YEAR 2013 STRATEGIC INITIATIVES



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



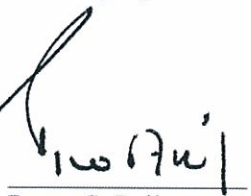
A Message from the Director of the Public Utilities Department

The Public Utilities Department is entering Year Two of the five-year 2012-2016 Strategic Business Plan. This Report is a summary of the 27 FY13 Strategic Initiatives, the achievement of which will enable us to continue to be an industry leader in the delivery of water, wastewater, and recycled water services.

The FY2012-16 Strategic Business Plan established policy direction for the Department and has enabled the Department to contain costs, increase efficiencies, and improve service delivery and overall customer satisfaction. The Strategic Business Plan development process served as a catalyst for decision-making and direction-setting. The process for development of the Plan relied on workforce and stakeholder engagement and self-assessment. It has also served as a valuable vehicle for communicating important information to employees to promote greater understanding, commitment and follow-through.

The Public Utilities Department continues to demonstrate great capacity to improve organizational effectiveness and operational resilience in meeting its mission 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.

Working together - we can make it happen.



Roger S. Bailey
Director of Public Utilities

Fiscal Year 2013 Strategic Initiatives Overview

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I. Objectives of the Strategic Business Planning Process

The FY2012-2016 Strategic Business Plan, and the FY13 Strategic Initiatives developed during the spring of 2012, 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 5-year plan and the FY13 Strategic Initiatives. The continued support and participation of employees 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:

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1. An overall plan that clearly sets forth the Department's Strategic framework in alignment with the Effective Utility Management (EUM) Framework, and which consists of the Department vision, mission, guiding principles, goals, objectives and initiatives.
 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.

II. FY13 Strategic Business Planning Process Overview

The development of the Department's 27 FY2013 Strategic Initiatives included three workshops. Participants in these workshops included the Department's Executive Team, Stakeholder Group representatives and employees. These workshops occurred on the following dates, and a brief description of the workshops is also described below:

1. April 6 - The desired outcomes of the session included the following:
 - a. Remind the Executive Team and stakeholders of the EUM framework as a structure for developing the Strategic Initiatives.
 - b. Initiate strategic overview of the Department with internal and external factors considered.
 - c. Develop familiarity with Qualserve Self-Assessment Data.
 - d. Conduct Environmental Scanning via EUM Attribute lenses.
 - e. Establish a strong consensus foundation for developing FY13 Strategic Initiatives at the next Planning Workshop.
 - f. Emerge with Agreements and Action-Plans.
2. May 18 - The desired outcomes of the session included the following:
 - a. Review the status of FY2012 Strategic Initiatives to determine whether there should be any Initiatives that should be carried-over into FY2013.
 - b. Integrate the FY2012 Employee Opinion Survey (EOS) results into strategic thinking for FY2013.
 - c. Review previous and new data to determine potential FY2013 Strategic Initiatives.
 - d. Emerge with initial list of potential FY2013 Strategic Initiatives and Next Steps for Action.
3. June 1 - The desired outcomes of the session included the following:
 - a. Review, further develop, and agree upon FY2013 Strategic Initiatives.
 - b. The Executive Sponsors and Initiative Coordinators were assigned to begin drafting quarterly deliverables and milestones, develop performance metrics and targets, and identify desired outcomes.
 - c. Emerge with a list of FY2013 Strategic Initiatives and Next Steps for Action.

Following the June 1 Workshop, Sponsors and Coordinators completed the Quarterly Trackers (see Appendix D) and the Metrics Spreadsheet (see Appendix E). These two spreadsheets documented the deliverables, performance metrics and targets, and desired outcomes for each initiative. These were reviewed and approved by the USET, thus completing the finalization of Initiatives, quarterly deliverables, performance metrics and targets.

In July 2012, the final FY2013 Public Utilities Strategic Initiatives were publicized and posted on the Intranet, and shared with employees and stakeholders in All-Hands Meetings. The IROC, Metro TAC and MC/JPA were presented with the new initiatives in September and October.

III. Stakeholder Involvement Process

The Public Utilities Department FY2012-2016 Strategic Business Plan, and the newly developed FY2013 Strategic Initiatives described in this report, were 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 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 the 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 the deliberations.

IV. Effective Utility Management (EUM) Model

The Public Utilities Executive Team used the Effective Utility Management (EUM) framework as the structure for developing the five-year plan, and the 27 FY2013 Strategic Initiatives. The ten Attributes are described in Table 1 below, and are illustrated in the model of the EUM Wheel (Appendix A). The alignment of the FY2013 Strategic Initiatives to the EUM Attributes can be found in Appendix B. The FY2013 Strategic Business Plan Goals, Objectives, and Initiatives can be found in Appendix C.

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 A).

The Effective Utility Management framework is an essential tool 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, 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 development of the five-year 2012-16 Strategic Plan, and in the development of the FY2013 Strategic Initiatives.

Table I below includes a list of the ten EUM Attributes and their descriptions:

Table 1: EUM Attributes and Attribute 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.

EUM Attribute	Attribute Descriptions
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. ✓ 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. ✓ Repair efforts are coordinated within community to minimize disruptions.
Operational Resiliency	<ul style="list-style-type: none"> ✓ Staff works 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 protection.
Water Resource Adequacy	<ul style="list-style-type: none"> ✓ Ensures water availability through long-term resource supply and demand analysis, conservation, 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.

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 : Strategic Goals, Objectives, Performance Measures and Desired Outcomes

The Public Utilities Department's Strategic Business Framework 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 27 FY2013 Strategic Business Plan Initiatives Quarterly Tracker (Appendix D) 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 E). 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.

VII. Implementation, Review, and Evaluation of the 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's five-year Strategic Business Plan, and the newly developed 27 FY2013 Strategic Initiatives, reinforces and contributes to a performance monitoring system using the EUM framework. Communication efforts with all employees and stakeholders are made through All-Hands Meetings, the Department Newsletter, the Department's Intranet, and 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 the 27 FY2013 Strategic Initiatives will be reported on a quarterly basis for the purpose of monitoring and evaluating the implementation, just as it was used to monitor the 33 FY2012 Strategic Initiatives.

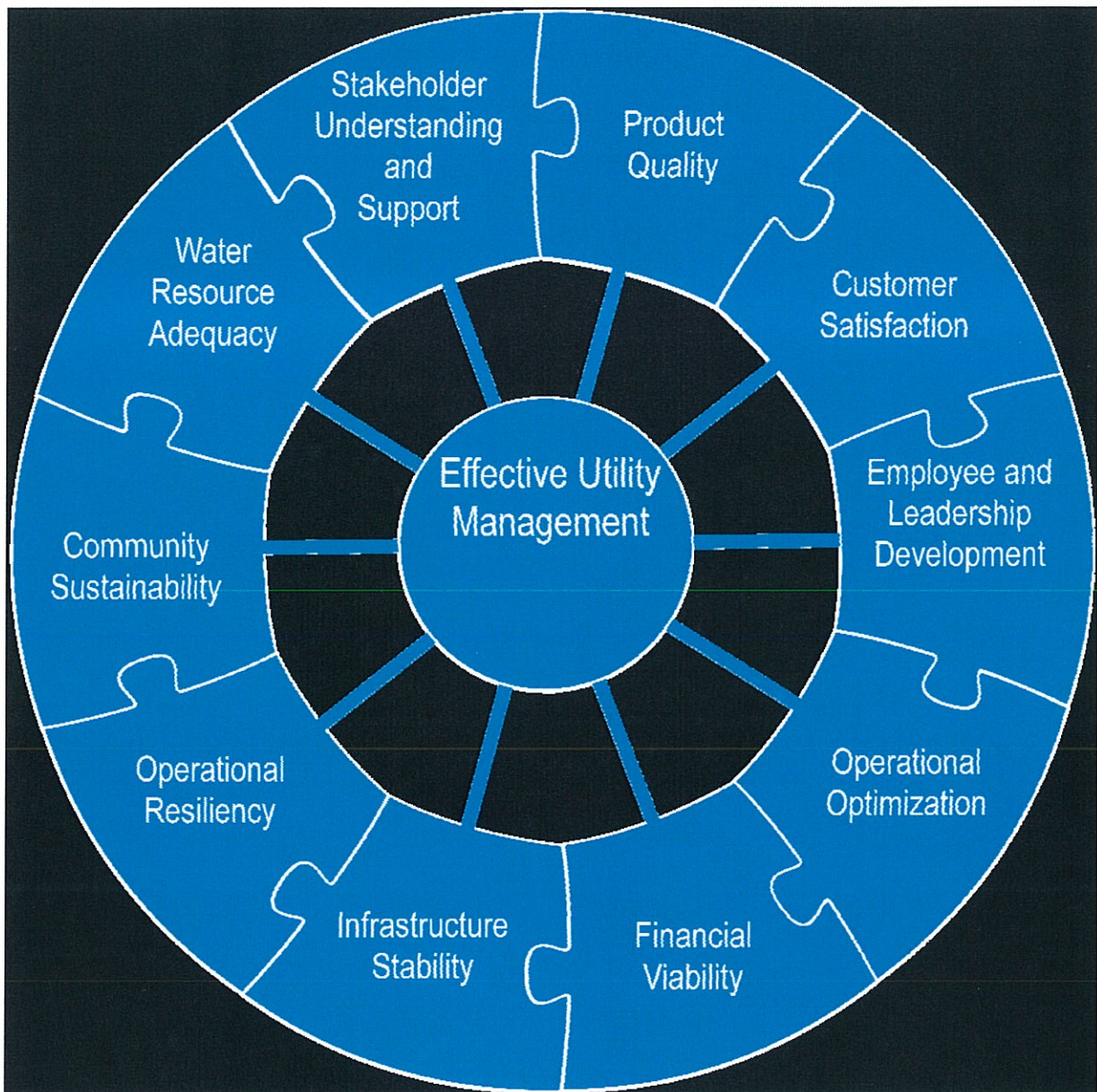
A "plan, do, check, act" approach will continue during this FY2012-2016 Strategic Business Plan process. The Public Utilities Department Executive Team believes the goals, objectives, initiatives, and implementation plans put forth in this document are realistic. However, recognizing the dynamic environment 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. Effective Utility Management (EUM) Wheel of Attributes
- B. Effective Utility Management (EUM) Attribute Matching to FY2013 Strategic Initiatives
- C. FY12-16 Five-year Strategic Goals and Objectives
- D. FY2013 Strategic Initiatives Quarterly Tracker
- E. FY2013 Strategic Initiative Metrics

Appendix A: Effective Utility Management Wheel of Attributes



Appendix B: EUM with Corresponding 27 FY2013 Initiatives

EUM Attribute	Strategic Initiative
EUM # 1: Product Quality	#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.
EUM Attribute	Strategic Initiative
EUM # 2: Customer Satisfaction	#9: Field Customer Service: Review field staff customer service strategy and training, and implement effective programs.
	#10: Internal Collaboration: Develop and implement a collaborative partnering system for inter- and intra-divisional teams and pilot in high priority areas.
	#11: Customer Survey: Enhance the customer survey program and feedback process.
	#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.
EUM Attribute	Strategic Initiative
EUM # 3: Employee and Leadership Development	#22: Injury Trends Health and Safety Plan: Create a health & safety awareness plan that responds to injury trends.
	#25: Communication: Develop a Department-wide communication plan and Division-specific communication plans.
	#26: Technical Training Needs Evaluation: Assess and prioritize the technical training gaps in Dept. classifications, and develop plans and trainings to address them.
	#27: Employee Opinion Survey Follow-up: Address the high priority issues identified in the FY12 EOS.
EUM Attribute	Strategic Initiative
EUM # 4: Operational Optimization	#7: Conduct system-wide (Water/ Wastewater) operational optimization study.
	#12: Managed Competition: Complete Customer Support Division's managed competition efforts.
	#13: Optimization Opportunities: Seek opportunities for additional

	service level optimization efforts.
	#17: Unaccounted for Water: Develop and implement plan to reduce "unaccounted for water" to < or = BMP 5% from current 9%.
	#23: Efficiency: Conduct new, and implement ongoing, efficiency studies.
EUM Attribute	Strategic Initiative
EUM # 5: Financial Viability	#14: Retail Water Cost Policy: Develop a retail water cost policy.
	#18: Cost Recovery Fees: Review service fees to assess opportunities for improved cost recovery.
EUM Attribute	Strategic Initiative
EUM # 6: Infrastructure Stability	#1: Enterprise Asset Management (EAM) Project: Develop a user friendly SAP Enterprise Asset Management consultant-assisted solution.
	#2: CIP Model: Implement a programmatic 10-year CIP model.
	#3: Condition Assessments: Complete major milestones associated with five condition assessment contracts.
	#4: Water Pipeline Replacement Master Plan: Complete a Master Plan for system-wide asbestos cement pipeline replacement program.
	#16: Risk Assessment Cost Analysis: Identify and document key risks affecting our system, and attribute the costs associated with them.
EUM Attribute	Strategic Initiative
EUM # 7: Operational Resiliency	#6: Emergency Response Plan: Develop a system-wide Emergency Response Plan.
	#24: Succession Planning: Design and pilot a formal program to document and retain institutional knowledge for preparedness in key function turnover.

EUM Attribute	Strategic Initiative
EUM # 8: Community Sustainability	#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%.
	#21: Wastewater Discharge: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges.
EUM Attribute	Strategic Initiative
EUM # 9: Water Resource Adequacy	#19: Water Supply Diversification: Explore local water supply diversification.
EUM Attribute	Strategic Initiative
EUM #10 Stakeholder Understanding and Support	#8: Stakeholder Support: Develop a department plan to improve stakeholder understanding and support.

Appendix C: Strategic Goals, Objectives and Initiatives

Goals	Objective	Initiative
Goal # 1: Safe, reliable, and efficient water, wastewater, and recycled water services	Objective # 1: Manage assets optimally through repair, rehabilitation, and replacement	1) Enterprise Asset Management (EAM) Project: Develop a user friendly SAP Enterprise Asset Management consultant-assisted solution. (EUM: Infrastructure Stability)
		2) CIP Model: Implement a programmatic 10-year CIP model. (EUM: Infrastructure Stability)
		3) Condition Assessments: Complete major milestones associated with five condition assessment contracts. (EUM: Infrastructure Stability)
		4) Water Pipeline Replacement Master Plan: Complete a Master Plan for system-wide asbestos cement pipeline replacement program. (Carry-over SI#3 FY12). (EUM: Infrastructure Stability)
	Objective # 2: Meet or exceed regulatory and public health standards	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.(EUM: Product Quality)
		6) Emergency Response Plan: Develop a system-wide Emergency Response Plan. (Carry-over SI#6 FY12). (EUM: Operational Resiliency)
		7) Operational Optimization: Conduct system-wide (Water/Wastewater) operational optimization study. (EUM: Operational Optimization)
Goal # 2: Fiscally-sound and effective public utility	Objective # 3: Provide the public with competitive, customer-focused services	8) Stakeholder Support: Develop a Department plan to improve stakeholder understanding and support. (EUM: Stakeholder Understanding & Support)
		9) Field Customer Service: Review field staff customer service strategy and training, and implement effective programs. (EUM: Customer Satisfaction)
		10) Internal Collaboration: Develop and implement a collaborative partnering system for inter- and intra-divisional teams and pilot in high priority areas. (EUM: Customer Service)
		11) Customer Survey: Enhance the customer survey program and feedback process. (EUM: Customer Service)
		12) Managed Competition: Complete Customer Support Division's managed competition efforts. (Carry-over SI#10 FY12). (EUM: Operational Optimization)
		13) Optimization Opportunities: Seek opportunities for additional service level optimization efforts. (EUM: Operational Optimization)
		14) Retail Water Cost Policy: Develop a retail water cost policy. (EUM: Financial Viability)
		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. (Carry-over SI #13). (EUM: Customer Satisfaction)

Goals	Objective	Initiative
Goal # 2: Fiscally-sound and effective public utility	Objective # 4: Minimize rate impacts through expenditures control, the pursuit of alternative funding, and full cost recovery	16) Risk Assessment Cost Analysis: Identify and document key risks affecting our system, and attribute the costs associated with them. (EUM: Infrastructure Stability)
		17) Unaccounted for Water: Develop and implement plan to reduce "unaccounted for water" to < or = BMP 5% from current 9%. (EUM: Operational Optimization)
		18) Cost Recovery Fees: Review service fees to assess opportunities for improved cost recovery. (Carry-over SI#21 FY12). (EUM: Financial Viability)
Goal # 3: Sustainable growth and economic viability	Objective # 5: Engage in regional initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply	19) Water Supply Diversification: Explore local water supply diversification. (Carryover SI#22 and #23 from FY12) (EUM: Water Resource Adequacy)
	Objective # 6: Reduce the reliance on non-renewable energy	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%. (See SI#25 FY12). (EUM: Community Sustainability)
	Objective # 7: Develop long-range plans to support a growing community	21) Wastewater Discharge: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges. (Carry-over SI#26 FY12). (EUM: Community Sustainability)
Goal # 4: Responsive, safe, committed and innovative workforce	Objective # 8: Meet or exceed safety standards	22) Injury Trends Health and Safety Plan: Create a health and safety awareness plan that responds to injury trends. (Carry-over SI#29 FY12). (EUM: Employee & Leadership Dev)
	Objective # 9: Ensure adequate staffing to meet operational needs	23) Efficiency Studies: Conduct new, and implement ongoing, efficiency studies. (Carry-over SI#11 FY12). (EUM: Operational Optimization)
	Objective # 10: Develop and support employees, and recognize exceptional performance	24) Knowledge Management: Design and pilot a formal program to document and retain institutional knowledge for preparedness of key function turnover. (EUM: Operational Resiliency)
		25) Communication: Develop a Department-wide communication plan and Division-specific communication plans. (Carry-over SI#33a FY12). (EUM: Employee & Leadership Development)
		26) Technical Training Needs Evaluation: Assess and prioritize the technical training gaps in Dept. classifications, and develop plans and trainings to address them. (EUM: Employee & Leadership Development)
		27) Employee Opinion Survey Follow-up: Address the high priority issues identified in the FY12 EOS. (EUM: Employee & Leadership Development)

Appendix D: FY2013 Strategic Initiatives Quarterly Tracker

SI #	Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2012)			Second Quarter Deliverables (October - December, 2012)			Third Quarter Deliverables (January - March, 2013)			Fourth Quarter Deliverables (April through June, 2013)		
Goal 1: Safe, reliable, and efficient water, wastewater and recycled water services															
1	Enterprise Asset Management (EAM) Project: Develop a user friendly SAP Enterprise Asset Management consultant-assisted solution. (EUM: Infrastructure Stability)	Tom Crane	Susan Bowman	1a. Develop PUD EAM "Expert" Consultant Services Statement of Work (SOW) for Business Process Framework, Functionality Specification Requirements, and System TouchPoints.	2a. Develop PUD EAM "Expert" Consultant Services Statement of Work (SOW) for Legacy Data Integration, Migration and Conversion Strategy.		1b. Finalize PUD EAM Business Process Framework, Functionality Specification Requirements, and System TouchPoints Request for Proposal (RFP) with Purchasing and Contracting Department and advertise .	3a. Develop PUD EAM "Expert" Consultant SOW for SAP ECC Platform Integration Requirements and Strategy.	4a. Develop PUD EAM "Expert" Consultant SOW for SAP GIS Strategy (GE Smallworld and ESRI Integration Opinion).	2b. Finalize PUD EAM "Expert" Consultant RFP for Legacy Data Integration, Migration and Conversion Strategy with Purchasing and Contracting Department and advertise.		3b. Finalize PUD EAM "Expert" Consultant SAP ECC Platform Integration Requirements RFP with Purchasing and Contracting Department and advertise.	4b. Finalize PUD EAM "Expert" Consultant RFP for SAP GIS Strategy (GE Smallworld and ESRI Integration Opinion) with Purchasing and Contracting Department and advertise .		Review Vendor Proposals for SOWs and issue Notices to Proceed, as applicable.
2	CIP Model: Implement a programmatic 10-year CIP model. (EUM: Infrastructure Stability)	Guann Hwang	Tung Phung	Submit the 10-year CIP Model (Version 1) to Management for review and approval.	Provide 10-year CIP projections and target expenditures to Public Works-ECP.	Distribute 10-year CIP projections and target expenditures by each fiscal year.	- Present the 10-year CIP projections to IROC. - Use the 10-year CIP Model to establish the FY14 Budget.		Present the 10-year CIP projections to Metro TAC and Metro Commission.	Initiate the 10-year CIP Model updates.		Complete the 10-year CIP Model for Management approval.	Distribute the semi-annual 10-year CIP projection updates.		
3	Condition Assessments: Complete major milestones associated with five condition assessment contract procurements. (EUM: Infrastructure Stability)	Guann Hwang	Pete Wong	(Contract procurement activities) 1. As-Needed Wastewater CA - Interview 2. Potable Water Res CA - Advertise	1. As-Needed Wastewater CA - Selection 3. Three Water Pipeline – Advertise.	2. Potable Water Res CA - Interview 4. Programmatic Wastewater – Advertise.	1. As-Needed Wastewater CA - Finalize Consultant Terms of Agreement 2. Potable Water Res CA - Selection 3. Three Water Pipeline - Interview 5. Programmatic Water Pipeline – Advertise.	3. Three Water Pipeline - Selection 4. Programmatic Wastewater – Interview.	2. Potable Water Res CA - Finalize Consultant Terms of Agreement 4. Programmatic Wastewater - Selection 5. Programmatic Water Pipeline – Interview.	1. As-Needed Wastewater CA - Council Approval 3. Three Water Pipeline - Finalize Consultant Terms of Agreement 5. Programmatic Water Pipeline – Selection.	1. As-Needed Wastewater CA - NTP 4. Programmatic Wastewater - Finalize Consultant Terms of Agreement.	2. Potable Water Res CA - Council Approval 5. Programmatic Water Pipeline - Finalize Consultant Terms of Agreement.	2. Potable Water Res CA - NTP 3. Three Water Pipeline - Council Approval.	4. Programmatic Wastewater - Council Approval.	3. Three Water Pipeline - NTP 5. Programmatic Water Pipeline - Council Approval.
4	Water Pipeline Replacement Masterplan: Complete a master plan for system-wide asbestos cement pipeline replacement program. (Carry-over SI#3 FY12). (EUM: Infrastructure Stability)	Guann Hwang	Eric Rubalcava	1) Phase I - Complete all water modeling, master plan check, and sewer conflict check on Phase I inventory.	2) Phase II - Interview-Select Consulting Firm.		1) Phase I inventory put into Group Jobs (Workshop with Public Works) – Report outlining limits of group job.			1) Phase II Notice to Proceed – Deliverable NTP Letter.	2) Phase II Kick-off meeting.		1) Phase II initial work plan outlining approach, methods, software, and cost loaded schedule.	2) Approve Phase II work plan.	

SI #	Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2012)			Second Quarter Deliverables (October - December, 2012)			Third Quarter Deliverables (January - March, 2013)			Fourth Quarter Deliverables (April through June, 2013)		
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. (EUM: Product Quality)	Jesus Meda	Tatyana Fikshan (Dist. Sys.); Jim McVeigh (Otay); Dean Rauscher (Miramar); Michael Simpson (Alvarado)	A) Otay WTP: Continue Process Optimization Based Upon CY 2011 Report; B) Miramar WTP: Continue Process Optimization Based Upon CY 2011 Report; C) Alvarado WTP: Complete Performance Assessment; D) Potable Distribution System: review the collected data for CY2011 and send items 1-4 to AWWA.			A) Otay WTP: Continue Process Optimization Based Upon CY 2011 Report; B) Miramar WTP: Continue Process Optimization Based Upon CY 2011 Report; C) Alvarado WTP: Complete Design Assessment; D) Potable Distribution System: based on the feedback from AWWA, provide additional data and prepare report.			A) Otay WTP: Complete and Submit CY 2013 Process Optimization Report; B) Miramar WTP: Complete and Submit CY 2013 Process Optimization Report; C) Alvarado WTP: Complete Operation Assessment; D) Potable Distribution System: compile data for CY2013 self-assessment.			A) Otay WTP: Continue Process Optimization Based Upon CY 2013 Report; B) Miramar WTP: Continue Process Optimization Based Upon CY 2013 Report; C) Alvarado WTP: Complete Administration Assessment; D) Potable Distribution System: complete self-assessment and provide schedule for optimization report.		
6	Emergency Response Plan: Develop a system-wide Emergency Response Plan. (Carry-over SI#6 FY12). (EUM: Operational Resiliency)	Jim F. & Ann S.	Stan M. / Stan G. / Agnes G.	Phase II Advertise/Interview/Select Consulting Firm – Deliverable winning consulting Proposal.											
7	Conduct system-wide (Water/Wastewater) operational optimization study. (EUM: Operational Optimization)	Guann Hwang	Vien Hong	Advertise and issue RFP.	1) Hold Pre-submittal meeting 2) Receive project proposals 3) Select and coordinate interview panel members.	Evaluate submitted proposals.	Conduct interview.	Finalize consultant selection.	1) Contract negotiation complete 2) Finalize the project scope and the consultant selection for approval, and obtain Council Approval 3) IROC: Present the project scope and the consultant selection for support.	Route E-1472 for docketing to NR&C; Present the project scope and the consultant selection for approval, and obtain Council Approval	1) Issue NTP 2) Gather pertinent (past 5 years) literature or documents for consultant to review	Project Kick-off	Implement and execute project tasks	Continue to implement and execute project tasks (carry over to next fiscal year)	Continue to implement and execute project tasks (carry over to next fiscal year)
8	Stakeholder Support: Develop a department plan to improve stakeholder understanding and support. (EUM: Stakeholder Understanding & Support)	Brent Eidson	Brent Eidson	Survey divisions to understand current stakeholder outreach efforts.	Establish a definition of "stakeholder" and create a useable database.	1. Identify areas within Dept that would benefit if stakeholders had better understanding. 2. Prioritize functions of Dept that need stakeholder support.	Goal # 2: Fiscally-sound and effective public utility			Present Draft Plan to USET / EXEC Team for approval			Implement the plan		
9	Field Customer Service: Review field staff customer service strategy and training, and implement effective programs. (EUM: Customer Satisfaction)	Brent Eidson	Arian Collins	Review existing customer service training for field crews.	Discuss training needs with field crew chiefs.		Research training offered by outside water and wastewater agencies to determine industry standards.				Develop training materials	Leverage existing training materials of AWWA, etc.	Collaborate with Safety and Training to schedule new training while minimizing impact to operations		
10	Internal Collaboration: Develop and implement a collaborative partnering system for inter- and intra- departmental teams and pilot in high priority areas. (EUM: Customer Service)	Tom Crane	John Gavares	1. Develop high-level POAM. 2. WWTD Mice Staff Reorg - Partnering between Mice and Plant Personnel.	1. Identify priority groups or functions that have a high need for enhanced teaming or partnering. 2. Continue WWTD Mice Staff Reorg Partnering between Mice and Plant Personnel.	1. Present findings/ recommendations to USET, and select two sections for Piloting the FY13 Partnering Projects. 2. Conclude WWTD Mice Staff Reorg Partnering between Mice and Plant Personnel.	Readiness-development and project planning with leadership teams of sections.	Pilot #1: Conduct 3 – 4 month Partnering – Teaming Project with identified sections.	Begin "Teaming-Tales" DVD Project	Pilot #2: Conduct 3-4 month Partnering-Teaming Project with identified sections.			Pilot #2: Conclude 3-4 Month Partnering-Teaming Project with identified Sections.	Draft of Teaming-ales DVD Project is presented to USET.	

SI #	Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2012)			Second Quarter Deliverables (October - December, 2012)			Third Quarter Deliverables (January - March, 2013)			Fourth Quarter Deliverables (April through June, 2013)		
11	Customer Survey: Enhance the customer survey program and feedback process. (EUM: Customer Service)	Brent Eidson	Kurt Kidman	Evaluate Dept's current surveys.	Research other utilities and industry associations to determine industry trends/best practices.		Compile findings and present recommendations to USET including costs/resources needed to institute new survey program.			Incorporate feedback from USET and act upon its direction			Contingent upon direction from USET in 2 nd Quarter		
12	Managed Competition: Complete Customer Support Division's managed competition efforts. (Carry-over SI#10 FY12). (EUM: Operational Optimization)	Jim Fisher	Mike Vogl	1. Complete CCS Veterans training. 2. Analyze and update service level data.	1. Update PSOW based on post CCS implementation actual service level outcomes. 2. Direct docket PSOW for City Council review in Oct (Business Office).	1. Obtain City Council approval of revised PSOW. 2. Conduct kick-off meeting with key stakeholders/teams.		Complete draft SOW/RFP.	Review/finalize SOW/RFP.	Advertise RFP	1. Employee team submits proposal(s). 2. All proposals received		MCIRB completes review and determines best value proposal makes recommendation	Mayor selects service provider	
13	Optimization Opportunities: Seek opportunities for additional service level optimization efforts. (EUM: Operational Optimization)	Tom Crane	John Gavares			Interview Operation ADs and DDs to identify and prioritize opportunities that can reasonably be achieved through commercial entities.		Develop prioritized list.				Assist DDs to complete Draft Pre-competition Assessment for selected functions.	Complete high-level Competition Planning for selected functions.		
14	Retail Water Cost Policy: Develop a retail water cost policy. (EUM: Financial Viability)	Lee Ann Jones-Santos	J. Cole / D. Stallman / T. Haynes	1) Research other utilities to determine industry best practices. 2) Identify cost drivers.			Compile findings and present recommendations to USET including various sensitivities to be considered in a cost policy.				Incorporate feedback from USET and act upon its direction				Complete FY13 Water Cost Policy.
15	Budget-based Billing: Complete the study to evaluate the applicability of a water budget based billing methodology for all customers and proceed with budget based tier rate analysis if approved by Mayor and Council. (Carry-over SI #13). (EUM: Customer Satisfaction)	Marsi Steirer	Luis Generoso / Kyrsten Burr-Rosenthal	Complete Phase I draft written report.			Present Phase I study findings to Mayor's Policy Team and to NR&C. Ask for decision on whether to proceed to Phase II (which would be to determine the appropriate rate structure to support budgets).			Commence on Phase II work upon receiving approval to proceed.					
16	Risk Assessment Cost Analysis: Identify and document the key legal risks affecting our system, and attribute the costs associated with them. (EUM: Infrastructure Stability)	Tom Crane	Susan LaNier	Establish a monthly Atty's Office 15-minute Briefing to the USET.	Outreach to Risk Management to inform them of the intent and scope of this Initiative, and the support we will be seeking from them.	City Atty's Office develops/presents their Case Mgt. System-generated Report consisting of a comprehensive list of pending litigation (lawsuits, claims and settlements), and the costs associated with them.	Continue monthly Atty's Office 15-minute briefing to the USET.		City Atty's Office develops/presents 2nd iteration of their list of pending litigation, and the costs associated with them.	Continue monthly Atty's Office 15-minute briefing to the USET.			Continue monthly Atty's Office 15-minute briefing to the USET.		Report generated and presented identifying the high priority types of risks, and identify approaches to mitigate them.

SI #	Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2012)			Second Quarter Deliverables (October - December, 2012)			Third Quarter Deliverables (January - March, 2013)			Fourth Quarter Deliverables (April through June, 2013)		
17	Unaccounted for Water: Develop and Implement plan to reduce "unaccounted for water" to < or = BMP 5% from current 9%. (EUM: Operational Optimization)	Jesus Meda	Surraya Rashid	Issue Notice to Proceed for Consultant Contract on Meter Replacement and Maintenance Study			Continue to execute the Consultant's work plan. Submit American Water Works Association (AWWA) BMP 1.2 annual report.			Continue to execute the Consultant's work plan.			Complete Consultant Contract Report and set goals and schedule for approved report recommendations		
18	Cost Recovery Fees: Review service fees to assess opportunities for improved cost recovery. (Carry-over SI#21 FY12). (EUM: Financial Viability)	Lee Ann Jones-Santos	Tom Haynes/ Dan Culp	Compile and review comprehensive list of fees charged by Public Utilities Department.	Present fees to USET for feedback.	Identify priority set of fees to analyze.	Determine methodology to analyze cost recovery.	Collect data on revenue generated by each fee.	Work with divisions to determine cost of service for which fee is charged.	Finalize data collection and cost of service calculation.	Analyze data to develop recommendations for fee adjustments.	Provide analysis and recommendations to divisions for review and comment.	Present recommended fee adjustments to USET for approval.	Initiate 1472 for Budget & Finance Committee review and Council approval.	Present to City Council.
Goal # 3: Sustainable growth and economic viability															
19	Water Supply Diversification: Explore local water supply diversification. (Carryover SI#22 and #23 from FY12) (EUM: Water Resource Adequacy)	Marsi Steirer	Jenny Carroll	AWP Facility 12-month testing period complete. Prepare AWP Facility Q4 Report.	Consultant submits 2013 Long-range Water Resources Plan (LRWRP). Final stakeholders' meeting.	Complete the Annual Water Conservation Update Report for FY12.	Complete AWP Facility Final Project Report.	Finalize 2013 LRWRP. Present to IROC, NR&C and City Council.		Present WDPD Final Report to IROC, NR&C and City Council.			Continue operation of AWP Facility at North City and additional testing as needed.		
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%. (See SI#25 FY12). (EUM: Community Sustainability)	Guann Hwang	Tom Alspaugh	Establish Baselines using FY 2013 Data.	1)Receive direction from Energy and Climate Protection Executive Committee on the reformation of the Energy and Climate Protection Management Committee and the use of the automated energy report. 2)Receive 100% design for the 1.6 MW renewable energy North City Cogeneration Facility Expansion (NCCFE).	Meet with SDG&E on demand control programs in preparation for writing Energy and Climate Protection Opportunities Technical Memo (Energy TM).	Identify potential opportunities for a three-year plan (FY13 -FY15) for capital and O&M related projects including operational changes in the draft Energy TM with a spreadsheet listing the potential opportunities.	1)Provide the reformed Energy and Climate Protection Management Committee with the draft Energy TM on the three-year plan. Solicit additional ideas. 2) Break ground on the NCCFE.	In preparation for the BUDG Annual Reconciliation meeting, develop suggestions to be considered to increase flow to the BUDG to increase revenues and decrease PLWTP GHG production. 3) Issue the Energy TM.	Identify potential methods of implementation, funding and document in the TM's spreadsheet	1)Begin the process to renew three of the energy design-build short lists. 2)Start up the NCCFE.	Discuss BUDG alternatives to increase the amount of digester gas to the BUDG at the Annual Reconciliation meeting. Document discussion in notes.	Begin implementation of projects.	1)Receive reports back from operations divisions on any energy related projects or operational changes implemented. 2) Identify new project funding, and start purchasing process for at least two projects. 3)Sign a sales contract for the sale of the NCCFE renewable energy with the highest bidder.	Monitor PUD energy report and PLWTP GHG report and record results at the end of the Fiscal Year.

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21	Wastewater Discharge: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges. (Carry-over SI#26 FY12.) (EUM: Community Sustainability)	Ann Sasaki	Steve Meyer	Complete and submit Pt. Loma Plume Study report to RWQCB.	Present Recycled Water Study to Coastal Commission, RWQCB, etc.		1) Outline executive briefing requirements.			Complete executive briefing binders.	Schedule executive briefings.	Obtain policy direction on options.			
22	Injury Trends Health and Safety Plan: Create a health & safety awareness plan that responds to injury trends. (Carry-over SI#29 FY12.) (EUM: Employee & Leadership Dev)	Sue LaNier	Bryan Green	Prepare division level injury report for FY12.	1. Present injury report to Executive Team 2. Establish priority by Division.	1. Establish Project Team. 2. Hold kick-off meeting. 3. Develop POAM. 4. Schedule meetings with divisional reps and appropriate safety reps to discuss FY12 injury trend and actions to address these trends.	Meet with divisional/safety reps to discuss injury trend data and actions to address these trends.	Continue to meet with divisional/safety reps to discuss injury trend data and actions to address these trends.	1. Compile data based on divisional meetings. 2. Present data to Executive Team with recommendations for actions to reduce injuries.	Develop appropriate actions to reduce injuries based on injury data and discussions with divisional/safety reps.	Develop appropriate actions to reduce injuries based on injury data and discussions with divisional/safety reps.	Create schedule to implement suggested actions to targeted groups.	Implement action plans.	Implement action plans.	Report results to Executive Team.
Goal # 4: Sustainable growth and economic viability															
23	Efficiency Studies : Conduct new, and implement ongoing, efficiency studies. (Carry-over SI #11 FY12.) (EUM: Operational Resiliency)	Tom Crane	John Gavares	1. External Affairs Org and Staffing Study; 2. FY12 Efficiency Study Follow-through and Implementation. 3. W and WW on-going Efficiency efforts continued.		1. FY12 Efficiency Study Re-port published.	1. Qualserve Peer Review serves as direction-setting for next efforts. 2. USET-directed Efficiency-Effectiveness Study commences on the Safety and Training sections. 3. External Affairs Org and Staffing Study PPT-Report completed.		1. Efficiency Studies 1st Qtr Status Update 2. W and WW on-going efficiency efforts continued.	1. CSD Meter Reading Efficiency Study Kick-off 2. The next USET-directed BSB Efficiency Study commences (e.g., ESQA, etc.).	1. Efficiency Studies 2nd Qtr Status Update 2. W and WW on-going efficiency efforts continued.		1. W and WW on-going Efficiency efforts continued.	1. Efficiency Studies 3rd Qtr Status Update.	1. CSD Meter Reading Efficiency Study Report complet.
24	Knowledge Management: Design and pilot a formal program to document and retain institutional knowledge for preparedness in key function turnover. (EUM: Operational Resiliency)	Tom Crane	Maggie Wyatt	1. A Project Team is established. 2. This high-level POAM is approved. 3. The criteria for determination of key functions/positions with highest vulnerability to turnover are identified by Project Team, and presented to and approved by Executive Sponsor Team (EST).	1. The system for <i>what</i> needs to be documented and how to complete documentation is developed by Project Team, and presented to and approved by EST. 2. Data gathering commences to identify priority functions/positions with high vulnerability to turnover.	1. The system for <i>how</i> to transfer knowledge that fits the position/ function is developed by Project Team, and presented to and approved by EST. 2. Data gathering continues to identify priority functions/positions with high vulnerability to turnover. 3. Intern recruitment begins.	1. Data gathering continues to identify priority functions/positions with high vulnerability to turnover. 2. The Succession Planning <i>detailed Pilot Program Plan</i> , and <i>POAM</i> , are developed, and presented to and approved by the EST.	1. The <i>priority functions/ positions</i> with highest vulnerability to turnover are identified by Project Team, and presented to and approved by the EST. 2. The <i>Notification & Recruitment system and Readiness Development Plan</i> are developed for notifying functions & recruiting candidates to be trained or mentored in the Pilot program is approved by EST.		Begin the 4 to 5-month pilot of the Succession Planning Program for at least two key positions/ functions in FY13.			Continue, and complete the 4 to 5-month pilot of the Succession Planning Program for at least two key positions/ functions in FY13.	The Pilot Program results and outcomes are evaluated, and results and recommendations are presented to EST.	If recommendation is to continue and expand, develop a plan to train managers on the importance of and systems for successfully applying this program in their section.

SI #	Strategic Initiative	Sponsor	Coordinator	First Quarter Deliverables (July - September, 2012)			Second Quarter Deliverables (October - December, 2012)			Third Quarter Deliverables (January - March, 2013)			Fourth Quarter Deliverables (April through June, 2013)		
25	Communication: Develop a Department-wide communication plan and Division-specific communication plan. (Carry-over SI#33a FY12). (EUM: Employee & Leadership Development)	Brent Eidson	Eric Symons	1. Draft and disseminate FY13 Communications Protocol (Prior to Development of Department Communications Plan to address immediate issues).	2. Assemble Project Team and establish meeting schedule and duties.	3. Conduct a Department Communications Review and interviews of selected management.	1. Develop Situation Analysis 2. Memorialize opportunities and challenges.	Establish Plan objectives.	Present Preliminary Findings to USET/Mgmt Team.	1. Incorporate initial USET/Mgmt Team Feedback 2. Develop Core Components of Plan (to include audiences, messages, strategies, tactics, timeline and evaluation/adjustment).	1. Research costs and develop draft budget		1. Develop Work Plan and Objectives. 2. Develop Tentative FY14 Work Calendar. 3. Develop Tentative FY15 Work Calendar.	1. Finalize Draft Communications Plan. 2. Present to USET for approval.	1. Finalize Department Communications Plan for Implementation in FY14.
26	Technical Training Needs Evaluation: Assess and prioritize the technical training gaps in Dept. classifications, and develop plans and trainings to address them. (EUM: Employee & Leadership Development)	Sue LaNier	Stuart Karasik	1. Establish project team, including representatives from training, BSB, Water Branch and Wastewater Branch. 2. Establish meeting schedule 3. Create high level POAM.	1. Using the training matrix as a tool, identify job classifications to undergo technical training gap analysis. 2. Meet with appropriate DDs and ADs to review proposed classifications and prioritize.	Present findings/recommendations to USET, and select job classifications for gap analysis .	Develop a comprehensive survey for supervisors and managers of employees in identified Job Classifications/ Occupational Categories to identify any gaps data in Occupational Category Training Matrix, class specs, job announcements and KSA's.	Develop a plan to provide supervisors and managers information regarding need, scope and critical nature of survey.			Roll out survey by February 1, 2013.	Responses to survey due by March 1, 2013.	Compile survey data by March 30, 2013.	1. Present results of survey to Executive Team by April 24, 2013. 2. Based on feedback from the Executive Team, develop a comprehensive job skills based Training Plan to minimize gaps for identified job Classes/Occupations Categories by May 30, 2013. 3. Present Training Plan to Executive Team by June 26, 2013. Report to Executive Team will include the training roll-out schedule for impacted positions.	
27	(EOS) Employee Opinion Survey Follow-up: Address high priority issues identified in the FY12 EOS. (EUM: Employee & Leadership Development)	USET	John Gavares	1. Identify Dept. Director's desired outcomes/ specific expectations. 2. Develop ET alignment re: desired outcomes, via USET/ET Meetings & Workshops.	1. Begin 1 on 1s with ADs and DDs. 2. Begin Dialogue Sessions with employees.	1. Continue Dialogue Sessions. 2. Begin to develop understanding, ownership and action plans to address high priority issues. 3. Communicate progress to workforce.	1. Continue Dialogue Sessions. 2. Develop a summary of Dialogue Session Results.	1. Present Dialogue Session high priority issues to Director, USET and Executive Team. 2. Continue to develop understanding, ownership and action plans to address high priority issues.	Communicate progress to workforce	1. Assess status of Implementation of Action Plans. 2. Convene Leadership Development and Alignment Workshop to meet the desired outcomes identified in the EOS.		Communicate progress to workforce.	Convene Leadership Development and Alignment to meet the desired outcomes identified in the EOS.		Continue to implement action plans to address high priority issues.

Appendix E - FY2013 Strategic Initiatives Metrics

FY13 Public Utility Strat Goals	Objectives		Initiatives (FY13)	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	Enterprise Asset Management (EAM) Project: Develop a user friendly SAP Enterprise Asset Management consultant-assisted solution. (EUM: Infrastructure Stability)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Implementation of a single comprehensive asset management system will enable the tracking and optimization of assets and resources and to leverage the SAP investments made throughout the City.	Susan Bowman	NA	Quarterly Tracking
		2	CIP Model: Implement a programmatic 10-year CIP model. (EUM: Infrastructure Stability)	Establish and update the 10-year CIP Model for cash flow projections.	Distribute the 10-year CIP Model (Version 1) in September 2013 and complete a semi-annual update in April 2013	Provide a timely and consistent CIP progress reports to both internal and external customers.	Tung Phung	Actual expenditures, encumbrances, deappropriation, and phase funding are key elements of the CIP Model.	The CIP Model is in Excel format.
		3	Condition Assessments: Complete major milestones associated with five condition assessment contracts. (EUM: Infrastructure Stability)	Milestones for condition assessment consultant service procurement completed on schedule.	100% of Milestones achieved on schedule.	Initiate condition assessment contracts.	Pete Wong	Meet target dates for procurement for the 5 condition assessment contracts.	track dates of procurement steps.
		4	Water Pipeline Replacement Master Plan: Complete a master plan for system-wide asbestos cement pipeline replacement program. (Carry-over SI#3 FY12). (EUM: Infrastructure Stability)	Milestones accomplished on schedule.	100 % of Milestones achieved on schedule	Completion of a system wide Asbestos Cement pipeline (2,100 miles) replacement program master plan in two years. Determine the condition of the asbestos cement pipelines to develop replacement rates. Determine cost forecast.	Eric Rubalcava	N/A	Quarterly Tracking
	2. Meet or exceed regulatory and public health standards	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. (EUM: Product Quality)				Tatyana Fikhman (Dist. Sys.); Jim McVeigh (Otay); Dean Rauscher (Miramar); Michael Simpson (Alvarado)		
		6	Emergency Response Plan: Develop a system-wide Emergency Response Plan. (Carry-over SI#6 FY12). (EUM: Operational Resiliency)				Stan M/ Stan G/ Agnes G		
		7	Conduct system-wide (Water/ Wastewater) operational optimization study. (EUM: Operational Optimization)	Complete consultant service procurement.	100% of Milestones achieved on strategic initiative schedule.	Reduced costs and improved efficiency to Water and Wastewater operations	Vien Hong	Final Consultant Services Contract Agreement	1) Submitted RFP proposal. 2) NTP
Goal 2: Fiscally-sound and effective public utility	3. Provide the public with competitive, customer-focused services	8	Stakeholder Support: Develop a department plan to improve stakeholder understanding and support. (EUM: Stakeholder Understanding & Support)	Milestones accomplished on schedule.	All Milestones achieved on schedule.	Enhanced engagement from all customer classes and improved perception of quality and value of Department services.	Brent Eidson	N/A	Quarterly Tracking
		9	Field Customer Service: Review field staff customer service strategy and training, and implement effective programs. (EUM: Customer Satisfaction)	Milestones accomplished on schedule.	All Milestones achieved on schedule.	Provide the customer service skills and tools necessary for our field crews to be good ambassadors for the Department.	Arian Collins		Quarterly Tracking

		10	Internal Collaboration: Develop and implement a collaborative partnering system for inter- and intra- departmental teams and pilot in high priority areas. (EUM: Customer Service)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Increase organizational effectiveness through intra and inter-division coordination, cooperation and collaboration efforts.	John Gavares	NA	Quarterly Tracking
FY13 Public Utility Strat Goals	Objectives		Initiatives (FY13)	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 2: Fiscally-sound and effective public utility	3. Provide the public with competitive, customer-focused services	11	Customer Survey: Enhance the customer survey program and feedback process. (EUM: Customer Service)	Milestones accomplished on schedule.	All Milestones achieved on schedule.	To have statistically valid data from our customers regarding the services they receive from the Department.	Kurt Kidman		Quarterly Tracking
		12	Managed Competition: Complete Customer Support Division's managed competition efforts. (Carry-over SI#10 FY12). (EUM: Operational Optimization)				Mike Vogl		
		13	Optimization Opportunities: Seek opportunities for additional service level optimization efforts. (EUM: Operational Optimization)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Reduce cost to operations.	John Gavares		Quarterly Tracking
		14	Retail Water Cost Policy: Develop a retail water cost policy. (EUM: Financial Viability)	Milestones accomplished on schedule.		Develop an optimum policy that considers multiple driving factors.	Jeanne Cole / Dave Stallman / Tom Haynes	NA	Quarterly Tracking
Goal 2: Fiscally-sound and effective public utility	3. Provide the public with competitive, customer-focused services	15	Budget-based Billing: Complete the study to evaluate the applicability of a water budget-based billing methodology for all customers and proceed with budget-based tier rate analysis if approved by Mayor and Council. (Carry-over SI #13). (EUM: Customer Satisfaction)	Work with Consultant to complete the Scope of Work tasks on schedule.	100% of tasks completed on schedule according to RFP.	Identify the pros and cons of implementing a water budget based billing system.	Luis Generoso/ Kyrsten Burr-Rosenthal	Schedule of deliverables in the RFP for Water Budget Based Billing.	Consultant reports accepted by staff to complete each element of the project.
	4. Minimize rate impacts through expenditure control, the pursuit of alternative funding, and full cost recovery	16	Risk Assessment Cost Analysis: Identify and document the key legal risks affecting our system, and attribute the costs associated with them. (EUM: Infrastructure Stability)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Identification of key legal risks affecting our system, quantification of associated costs and action plans to address.	Susan LaNier		Quarterly Strategic Initiative Status Updates.
		17	Unaccounted for Water: Develop and Implement plan to reduce "unaccounted for water" to < or = BMP 5% from current 9%. (EUM: Operational Optimization)				Surraya Rashid		
		18	Cost Recovery Fees: Review service fees to assess opportunities for improved cost recovery. (Carry-over SI#21 FY12). (EUM: Financial Viability)	Milestones accomplished on schedule.	100% of Milestones completed on schedule.	Determine levels of cost recovery and make adjustments where necessary to align revenues and expenditures.	Tom Haynes/Dan Culp	N/A	Quarterly Strategic Initiative Status Updates.

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.	19	Water Supply Diversification: Explore local water supply diversification. (Carryover SI#22 and #23 from FY12) (EUM: Water Resource Adequacy)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	1) Through the maintenance and growth of conservation programs and efforts, achieve quantifiable water savings that align with the conservation goals established in the Long-range Water Resources Plan.2) Demonstrate that indirect potable reuse through reservoir augmentation is feasible. 3) City Council adoption of Recycled Water Study, 2010 Recycled Water Master Plan Update and Long-range Planning Water Resources Plan.	Jenny Carroll	1) Water Conservation Program - Implementation Plan Table included in the Annual Update Report.	1) Annual tracking of all conservation programs included in Water Conservation Implementation Plan Table included in the Annual Update Report.2) Water Purification Demonstration Project - monthly and quarterly tracking of all milestones' progress.3) Quarterly Strategic Initiative Status Updates.
FY13 Public Utility Strat Goals	Objectives		Initiatives (FY13)	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 3: Sustainable growth and economic viability	6. Reduce the reliance on non-renewable energy	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%. (See SI#25 FY12). (EUM: Community Sustainability)	The FY13 thru FY 15 trend of energy use, consumption, and production and the PLWTP GHG production.	Achieve all Milestones.	Reduce Department's Energy Use and GHG production at the PLWTP.	Tom Alsbaugh	Assumptions: 1) If the total volume of treated potable water or wastewater changes by more the 5% per year, then appropriate adjustments will be made to account for the variation of source waters. 2) The average monthly peak demand will be used for calculation. 3) System wide total operational rated KW at all PUD sites (Department owned and private owned facilities) will be used for the renewable energy calculation. 4) Only PLWTP GHG emissions are currently reported to EPA and CARB. 5) The baseline year is FY2013 for energy and the CY 2011 PLWTP CARB GHG report. 6) Green house gas reduction is calculated by comparing GHG at the PLWTP site as officially reported to the Calf Air Resources Board in April 2013 rept to the April 2015 report.	1)Wasterwater Branch's Automated Energy Report. 2) ESD's report on Water Branch's energy use 3) PLWTP's April GHG report to CARB for past calendar year.
	7. Develop long-range plans to support a growing community	21	Wastewater Discharge: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges. (Carry-over SI#26 FY12) (EUM: Community Sustainability)	Milestones accomplished on schedule.	Milestones achieved.	<ul style="list-style-type: none"> • Metro System performance meets or exceeds regulatory requirements • Enhanced monitoring studies on-target • Required reports on-time • Clear policy direction by end of FY 	Steve Meyer	NA	Deputy Director(s) will report to USET.
Goal 4: Responsive, safe, committed and innovative workforce	8. Meet or exceed safety standards	22	Injury Trends Health and Safety Plan: Create a health & safety awareness plan that responds to injury trends. (Carry-over SI#29 FY12). (EUM: Employee & Leadership Development)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Reduced costs to operations; enhanced worker safety	Bryan Green		Quarterly Strategic Initiative Status Updates.
	9. Ensure adequate staffing to meet operational needs.	23	Efficiency Studies: Conduct new, and implement on-going, efficiency studies. (Carry-over SI#11 FY12). (EUM: Operational Optimization)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	Reduce costs to operations.	John Gavares	NA	Quarterly Tracking

		24	Succession Planning: Design and pilot a formal program to document and retain institutional knowledge for preparedness to address key functions. (EUM: Operational Resiliency)				Maggie Wyatt		
FY13 Public Utility Strat Goals	Objectives		Initiatives (FY13)	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 4: Responsive, safe, committed and innovative workforce	10. Develop and support employees, and recognize exceptional performance	25	Communication: Develop a Department-wide and Division-specific communication plan. (Carry-over SI#33a FY12). (EUM: Employee & Leadership Development)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	1. A comprehensive, strategic communications plan that will help increase awareness of, public participation in and support of Department operations, programs, and services. 2. Internal communications plan elements that will increase awareness and morale among employees, celebrate accomplishments and encourage greater communication within the organization.	Eric Symons	N/A	Quarterly Strategic Initiative Tracking
		26	Technical Training Needs Evaluation: Assess and prioritize the technical training gaps in Dept. classifications, and develop plans and trainings to address them. (EUM: Employee & Leadership Development)	Milestones accomplished on schedule.	100% of Milestones achieved on schedule.	A. Training Plan to mitigate any technical training gaps in identified Job Classifications/Occupational Categories will be approved for implementation in FY14.	Stuart Karasik	N/A	Quarterly Strategic Initiative Status Updates.
		27	EOS Follow-up: Address the high priority issues identified in the FY12 EOS. (EUM: Employee & Leadership Development)	Complete all deliverables on schedule.	100% of Milestones achieved on schedule.	Increase organization effectiveness related to the high-priority issues identified in the EOS.	John Gavares	NA	EOS Feedback sessions to AD's, DD's, and Employees followed by the published EOS report.
Legend									
* Metrics with asterisks are reported to the IROC.									
Metrics with no asterisk are not reported. They are for internal purposes only.									