Otay Water District

Strategic Performance Management Plan

Fiscal Year 2015-2018

Spring Valley, CA

Otay Water District

Strategic Plan

Fiscal Years 2015-2018

Approved by the Board on May 19, 2014

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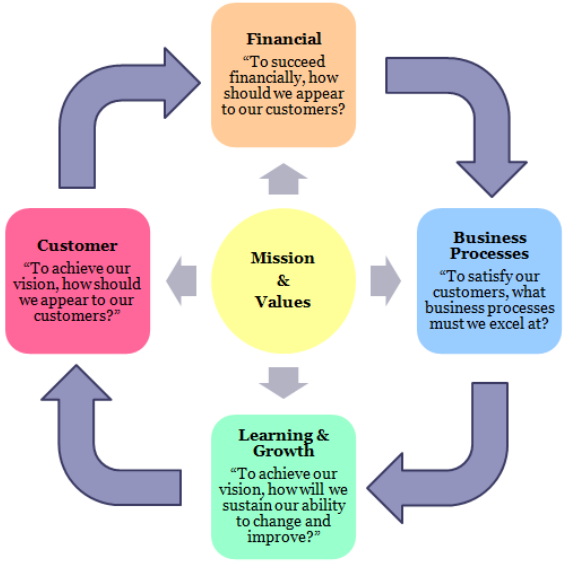
INTRODUCTION

The strategic plan is the core document which guides the agency's efforts to meet and positively adapt to change. The overall plan is extensively reviewed and revised every three to four years. This current edition (covering fiscal years 2015 - 2018) is the fifth in a series of UPDATED PLANS.

In order to develop the FY15-18 Strategic Plan, the Senior Management Team carefully reviewed the previous strategic plans, and, in an interactive environment, examined future opportunities and risks, and after careful analysis, set an overall direction for the plan. In this latest plan, the team elected to use a two phase approach. Phase 1 focuses on four key enterprise wide projects in FY15 that are critical to developing a solid foundation for the overall plan. Phase 2 (FY16-18) will utilize this foundation to develop more extensive and reliable performance measurement that reliably quantifies the value created by these efforts.

The General Manager presented the plan to the Board and the Board unanimously endorsed the strategic plan on May 19, 2014. This approval is the initial step in the FY15 budget approval processes. The Board is then able to make well informed oversight decisions about the utility's direction.



MISSION

To provide high quality and reliable water and wastewater services to the customers of the Otay Water District, in a professional, effective and efficient manner.

VISION

A District that is innovative in providing water services at competitive rates, with a reputation for outstanding customer service.

Mission
Vision
&
Values

STATEMENT OF VALUES

AS OTAY WATER DISTRICT EMPLOYEES WE DEDICATE OURSELVES TO:

CUSTOMERS:

WE TAKE PRIDE THAT OUR COMMITMENT TO CUSTOMER-CENTERED SERVICE IS OUR HIGHEST PRIORITY.

EXCELLENCE:

WE STRIVE TO PROVIDE THE HIGHEST QUALITY AND VALUE IN ALL THAT WE DO.

INTEGRITY:

WE COMMIT OURSELVES TO DOING THE RIGHT THING. ETHICAL BEHAVIOR, TRUSTWORTHINESS AND ACCOUNTABILITY ARE THE DISTRICT'S FOUNDATION.

EMPLOYEES:

WE SEE EACH INDIVIDUAL AS UNIQUE AND IMPORTANT. WE VALUE DIVERSITY AND OPEN COMMUNICATION TO PROMOTE FAIRNESS, DIGNITY AND RESPECT.

TEAMWORK:

WE PROMOTE MUTUAL TRUST BY SHARING INFORMATION, KNOWLEDGE AND IDEAS TO REACH OUR COMMON GOALS.

KEY CHALLENGE

Our key challenge, as District staff, is to quantify and demonstrate our commitment and ability to optimize our resources, business processeses, and technology to achieve the strategic plan goals. We, as a team, commit to regularly assess and document how our decisions and work practices accomplish our goals and objectives.

Balanced Scorecard Goals

- **Customer:**
  - Increase customer confidence in the District
  - Improve and expand communications
  - Provide effective water services
- **Financial:** Manage the financial issues that are critical to the District
  - Improve financial information and systems
  - Maintain District Financial Strength
- **Business Processes**: Maximize efficiency and effectiveness
  - Actively manage water supply as well as support for water and sewer services
  - Identify and evaluate improvements to enterprise and departmental business processes
- **Learning and Growth**: Provide leadership and management expertise
  - Reinforce a results-oriented and accountable culture
  - Focus on achieving a lean flexible workforce

Key Strategic Objectives - Phase 1 (FY15-16)

The following items are top priority and require enterprise wide participation and resources. These are foundational items necessary to build required systems and infrastructure necessary to support Phase 2.

- Water Operations - Implement Enterprise SCADA and Wireless Communications System

- Asset Management - Implement GIS Centric Work Order System

- Water Resources - Determine Infrastructure and Supply Needs to Support District Operations

- Business Continuity - Be Prepared for Emergencies and Disasters
    - Expand and clarify the District's Emergency Response Plan

Key Strategic Objectives - Phase 2 (FY16-18)

The Board approved a two phase approach to implementing stronger performance measurement, particularly as it related to identifying and measuring items which documented the value that is being added through the improvement of business processes and procedures. Based upon the work done in Phase 1, and in consultation with the Management Team, additional or revised measures will be introduced in FY 2016 to accomplish the objectives stated in the key challenge. These items will be presented to the Board in conjunction with the FY2016 budget.

Ongoing Objectives Currently In Progress:

- Influence developers to use practical water efficient practices in new construction.
- Streamline Accounts Payable business processes.
- Develop an effective asset management program.
- Streamline meter related work processes.
- Improve the operating cost and efficiency of data center and network services.
- Streamline Finance business processes.
- Evaluate opportunities to combine or transfer similar work functions.
- Develop and implement a comprehensive meter testing program.
- Improve response to extended power outages.
- Finalize and implement new MOU.

OTAY WATER DISTRICT

Strategic Plan Performance Measures

Fiscal Years 2015-2018

Performance metrics and targets are a critical element of the Strategic Plan but differ from strategic plan objectives. Objectives identify the action items that are necessary to achieve the strategic vision. Performance measures are designed to ensure the day-to-day operations of the utility are meeting agreed upon expectations. We will advise the Board in June when the measures have been thoroughly developed and meaningful targets have been identified.

- ***Customer Satisfaction***: Percent positive/Percent surveyed.
- ***Health & Safety Severity Rate***: Number of lost days/Number of injuries resulting in lost time.
- ***Employee Turnover Rate***: Number of voluntary terminations/Average number of employees.
- ***Training Hours per Employee***: Total qualified training hours for all employees/Average number of FTE.
- ***Safety Training Program***: Number of safety training hours /Number of field employees.
- ***CIP Project Expenditures vs. Budget***: Actual quarterly expenditures/Annual budget.
- ***Construction Change Order Incidence***: Total cost of change orders/Total original construction contract amount.
- ***Markout Accuracy***: Number of markouts performed without an at-fault hit.
- ***Answer Rate***: Number of all calls answered/Number of all calls received.
- ***O&M Cost per Account***: Total operations O&M costs/Number of accounts.
- ***Billing Accuracy***: Number of correct bills /Number of total bills.

- ***Overtime Percentage***: Actual overtime costs (including comp time)/Budgeted overtime costs.
- ***Sewer Rate Ranking***: Otay percentage ranking for the average bill for sewer among regional agencies.
- ***Water Rate Ranking***: Otay percentage ranking among regional agencies.
- ***Debt Coverage Ratio***: Qualified net operating revenues/Debt service requirements.
- ***Reserve Level***: Number of reserve funds that meet or exceed fund target levels/Total number of reserve funds.
- ***Distribution System Loss***: 100 [volume purchased – (volume sold + volume used) /Volume purchased].
- ***Customer Satisfaction with Website***: % satisfied customers based on Customer Opinion and Awareness Survey.
- ***Network Availability***: % Time availability of core applications during business hours/Total time.
- ***Website Hits***: Average total visitors per month.
- ***Unplanned Disruptions***: Number of customer accounts experiencing unplanned disruptions
- ***Technical Quality Complaint***: 1000 X (number of technical quality – associated complaints)
- ***Planned Potable Water Maintenance Ratio in $***: Total planned maintenance cost/Total maintenance cost.
- ***Planned Recycled Water Maintenance Ratio in $***: Total planned maintenance cost/Total maintenance cost.
- ***Planned Wastewater Maintenance Ratio in $***: Total planned maintenance cost/Total maintenance cost.
- ***Direct Cost of Treatment per MGD***: Total O&M costs directly attributable to sewer treatment /Total volume (in MGD).
- ***O&M Cost per MGP – Wastewater***: Total O&M cost (less depreciation) /Volume in MG processed.
- ***% PM's Completed – Fleet Shop***: Number of PM's completed/Number of PM's scheduled to be completed.
- ***% PM's Completed – Reclamation Plant***: Number of PM's completed/Number of PM's scheduled to be completed.
- ***% PM's Completed – Pump/Electric Section***: Number of PM's completed /Number of PM's scheduled to be completed.
- ***% PM's Completed – Valve Maintenance Program***: Number of PM's completed /Number of PM's scheduled to be completed.
- ***Water Distribution System Integrity***: 100 (annual total number of leaks or breaks / total miles of distribution pipes).

- ***Planned Water Service Disruption Rate***: Number of customers experiencing disruption per 1000 accounts.
- ***Potable Water Compliance Rate***: All primary health regulations are met.
- ***Collection System Integrity***: Collection system failure /Total miles of collection system piping.
- ***Recycled Water System Integrity***: Leaks or breaks/Number of miles of distribution system.
- ***Sewer Overflow Rate***: Total number of sewer overflows /Total miles of pipe in the sewage collection system.
- ***Annual Recycled Water Site Inspections:*** Percentage of required recycled water use sites inspected per year.
- ***Recycled Water Shutdown Testing:*** Percentage of recycled water use sites per year vs. the number required by the DOH.
- ***Emergency Facility Testing:*** Number of facilities and generators tested on an annual basis.
- ***Leak Detection Program:*** Percentage distribution system surveyed for leaks.
- ***Reservoir Inspection and Cleaning:*** Number of water reservoirs cleaned annually.
- ***Main Flushing and Hydrant Maintenance:*** Number of mains flushed and fire hydrants maintained.

Otay Water District

2554 Sweetwater Springs Blvd.
Spring Valley, CA 91978-2004
www.otaywater.gov