

# RWRD Annual Work Plan | FY 2012-13

## HUMAN RESOURCES PILLAR (Pillar Champions: Annie Szalay and Judy Scrivener)

| GOAL 1.A: CREATE CAREER DEVELOPMENT PATHWAYS AND FORMAL TRAINING PROGRAMS, INCLUDING MULTI-SKILLS PROGRAMS, TO INCREASE EMPLOYEE SKILLS AND ENABLE PROFESSIONAL GROWTH. |   |   |   |          |                         |               |              |   |
|---|---|---|---|----------|-------------------------|---------------|--------------|---|
| No.   | Actions   | Responsible Division/Work Unit:         |   | Due Date | Estimated Budget Impact |               |              | KPIs  |
|   |   | Lead                                    | Support   |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 1.A.1   | <p><u>Initiate and implement RWRD Learning Program</u> to include multi-skilled program for Office Administrative Program<br/> <i>*(Other programs to be scheduled for FY 13/14)</i></p> <p><u>Develop Annual Training Plan</u></p> <p>a) Implement In-Service (continuing education and specialized skills) Training</p> | Director's Division: CRAO Training Unit | Director's Division: Employee Services  | 06/13    |                         | X             |              | <p>Percent employees ranking RWRD highly in terms of its career and professional growth opportunities in the employee survey</p> <p>Percent Pass/Fail on training test scores</p>   |
| 1.A.2   | <p><u>Conduct a baseline employee survey</u></p> <p>a) Develop survey instrument<br/>                     b) Implement instrument<br/>                     c) Review and analyze results<br/>                     d) Explore opportunities to partner with UA and internal service departments as appropriate</p>         | Director's Division: Employee Services  | Director's Division: Special Assistance Office & CRAO Training Unit<br><br>Executive Team | 01/13    |                         | X             |              | <p>Number of employee departures monthly (in FTE) divided by the total number FTEs</p> <p>Percent internal promotions versus external hires</p> <p>Percent O&amp;M participants at each level of O&amp;M certification</p> <p>50% of O&amp;M workforce participating in learning programs</p> <p>Total training hours per employee</p> <p>95% of new hires completing "On Boarding" Program within 15 work days of start date</p> <p>Percent of RWRD annual budget expenditures allocated for employee training and development</p> |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## HUMAN RESOURCES PILLAR (Pillar Champions: Annie Szalay and Judy Scrivener)

| GOAL 1.E: DEVELOP A FORMAL MANAGEMENT TRAINING PROGRAM TO INCREASE LEADERSHIP AND SUPERVISORY SKILLS, PERFORMANCE AND TO FOSTER A POSITIVE WORKING ENVIRONMENT. |   |   |   |          |                         |               |              |  |
|---|---|---|---|----------|-------------------------|---------------|--------------|--|
| No.   | Actions   | Responsible Division/Work Unit:         |   | Due Date | Estimated Budget Impact |               |              | KPIs   |
|   |   | Lead                                    | Support   |          | Low <\$50K              | Med \$50-250K | High >\$250K |  |
| 1.E.1   | <u>Develop and begin implementation of Supervision and Leadership Training Program to include addressing</u><br>a) Establish job competencies for RWRD Supervisors and Managers (e.g., hiring, training, performance evaluation)<br>b) Schedule and conduct a Supervisory Leadership Development Program<br>c) Provide training and education on process mapping and continuous improvement methods<br>d) Evaluate the need for additional Executive Leadership training and coaching<br>e) Refine operational indicators once plan is developed and implemented<br>f) Initiate development of Management and Leadership Program (building from Supervisor Program) | Director's Division: CRAO Training Unit | Director's Division: Employee Services  | 07/12    |                         | X             |              | Percent employees ranking RWRD's leadership, supervisory and management skill sets highly in the employee survey |
|   |   |   |   |          |                         |               |              | Percent employees ranking RWRD highly as providing a positive working environment in the employee survey         |
|   |   |   |   |          |                         |               |              | 100% of required performance appraisals completed on time  |
|   |   |   |   |          |                         |               |              | Percent internal promotions versus external hires  |
|   |   |   |   |          |                         |               |              | Management and Leadership Training Program developed by FY 2012-13   |
| 1.E.2   | <u>Conduct a baseline employee survey</u><br>a) Develop survey instrument<br>b) Implement instrument<br>c) Review and analyze results<br>d) Explore opportunities to partner with UA and internal service departments as appropriate  | Director's Division: Employee Services  | Director's Division: Special Assistance Office & CRAO Training Unit<br><br>Executive Team | 01/13    |                         | X             |              | Percent RWRD supervisors completing Supervisory Skills Training Program  |
|   |   |   |   |          |                         |               |              | Percent RWRD managers completing the Management and Leadership Training Program                                  |
|   |   |   |   |          |                         |               |              |  |
|   |   |   |   |          |                         |               |              |  |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## HUMAN RESOURCES PILLAR (Pillar Champions: Annie Szalay and Judy Scrivener)

| GOAL 1.H: INCREASE COORDINATION, COMMUNICATION, PROBLEM SOLVING AND TEAMWORK WITHIN AND ACROSS DIVISIONS TO FOSTER IMPROVED TRUST, SHARED DECISION MAKING AND INCREASED PRODUCTIVITY. |   |  |   |          |                         |               |              |  |
|---|---|--|---|----------|-------------------------|---------------|--------------|--|
| No.   | Actions   | Responsible Division/Work Unit:                |   | Due Date | Estimated Budget Impact |               |              | KPIs   |
|   |   | Lead   | Support   |          | Low <\$50K              | Med \$50-250K | High >\$250K |  |
| 1.H.1   | <u>Initiate implementation of a formal Continuous Improvement Program that includes:</u><br>a) Identify and prioritize core processes<br>b) Establish process teams & process owners<br>c) Initiate mapping of prioritized core processes | Director's Division: Special Assistance Office | All Divisions   | 06/13    | X                       |               |              | Percent employees ranking RWRD highly on its capacity for effective problem solving, teamwork, cooperation, and communication  |
| 1.H.2   | <u>Conduct a baseline employee survey</u><br>a) Develop survey instrument<br>b) Implement instrument<br>c) Review and analyze results<br>d) Explore opportunities to partner with UA and internal service departments as appropriate      | Director's Division: Special Assistance Office | Director's Division: Special Assistance Office & CRAO Training Unit<br><br>Executive Team | 01/13    |                         | X             |              | Core operational processes across all Divisions (Treatment, Conveyance, Planning and Engineering, and Director's Division) identified and prioritized for mapping by FY 2012-13<br><br>KPI progress reports presented to staff Department-wide semi-annually |
| 1.H.3   | <u>Implement Bi-Annual "Pillar Talk"</u> as successor to the Department Dialogues and Meet & Greets featuring:<br>a) KPI progress reports<br>b) Annual Work Plan implementation progress reports<br>c) Benchmarking progress reports      | Director's Division: Community Relations       | Director's Division: Special Assistance Office  | 06/13    | X                       |               |              |  |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

# RWRD Annual Work Plan | FY 2012-13

## HUMAN RESOURCES PILLAR (Pillar Champions: Annie Szalay and Judy Scrivener)

| GOAL 4.C: FOSTER A CULTURE OF PERSONAL PRIDE IN OUR WORK, CARE FOR OUR SURROUNDINGS, AND OWNERSHIP OF OUR FACILITIES. |   |  |  |          |                         |               |              |   |
|---|---|--|--|----------|-------------------------|---------------|--------------|---|
| No.   | Actions   | Responsible Division/Work Unit:          |  | Due Date | Estimated Budget Impact |               |              | KPIs  |
|   |   | Lead                                     | Support  |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 4.C.1   | <u>Develop a focused message for Pillar Talks (formerly known as Dialogues with the Director) with staff Department-wide</u><br>a) Updates on the Strategic Plan; progress reports on Annual Work Plan implementation and KPIs<br>b) The benefits of ROMP to the community and the environment<br>c) Pima County's sustainability goals and Action Plans and how RWRD is meeting the County's policy objectives for energy and water resource efficiency and sustainability | Director's Division: Community Relations | Director's Division: Special Assistance Office | 09/12    | X                       |               |              | Employee survey results demonstrating increased employee awareness of County's sustainability goals and ROMP benefits<br><br>Percent of RWRD facilities toured annually |
| 4.C.2   | <u>Conduct Facility Tours</u><br>a) Conduct periodic tours of RWRD facilities to visually assess overall housekeeping and aesthetic condition (e.g., cleanliness, professional appearance, etc.)<br>b) Develop guidelines for conducting facility tours   | Director & Deputy Directors              |  | 06/13    | X                       |               |              |   |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## REGULATORY COMPLIANCE PILLAR (Pillar Champion: Jeff Prevatt)

| GOAL 2.C: ENSURE CONTINUED, COST-EFFECTIVE COMPLIANCE WITH ALL CURRENT AND FUTURE REGULATORY REQUIREMENTS DEPARTMENT-WIDE. |   |                                 |   |          |                         |               |              |   |
|--|---|---------------------------------|---|----------|-------------------------|---------------|--------------|---|
| No.  | Actions   | Responsible Division/Work Unit: |   | Due Date | Estimated Budget Impact |               |              | KPIs  |
|  |   | Lead                            | Support                                 |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 2.C.1  | <u>Initiate development of a standardized Compliance Program</u><br>a) Finalize Compliance Plan (as needed)<br>b) Train Compliance Team on Compliance Plan<br>c) Implement Compliance Plan<br>d) Develop Audit Worksheets   | Director's Division: CRAO       |   | 09/12    | X                       |               |              | 100% permit compliance (all facilities)   |
|  |   |                                 |   |          |                         |               |              | Permit implementation meetings for each revised or new permit within six weeks of receipt                           |
| 2.C.2  | <u>Permit Compliance Training:</u><br>a) Revamp/Expand Permit Roll-Out Training: Staff aware and involved in new regulatory developments  | Director's Division: CRAO       | Director's Division: CRAO Training Unit | 03/13    | X                       |               |              | Monthly/bimonthly inspections of operations and facilities for compliance   |
|  |   |                                 |   |          |                         |               |              | Develop a Regulatory Communication Plan in Calendar Year 2012   |
| 2.C.3  | <u>Inspections</u><br>a) Conduct regular compliance inspections<br>b) Restructure the regulatory permit audit process   | Director's Division: CRAO       | Treatment & Conveyance Divisions        | 12/12    | X                       |               |              | Quarterly submission of Regulatory Status Updates documenting ongoing performance and pending legislation and rules |
|  |   |                                 |   |          |                         |               |              |   |
| 2.C.4  | <u>Communications and Coordination</u><br>a) Develop a regulatory compliance newsletter/compliance report (for internal distribution)<br>b) Continue regulatory update meetings on: <ul style="list-style-type: none"> <li>• AZPDES &amp; APP Permits</li> <li>• Capacity, Management, Operations, and Maintenance (CMOM) Program</li> <li>• Rehabilitation</li> <li>• Capacity Assurance</li> <li>• Sanitary Sewer Overflows</li> <li>• Stormwater Management</li> </ul> | Director's Division: CRAO       | All Divisions                           | 12/12    | X                       |               |              |   |
| 2.C.5  | <u>Trend Analysis</u><br>a) Develop a Department-wide, centralized compliance database and dashboard tool (e.g., Intalex)   | Director's Division: CRAO       | Treatment Division                      | 09/12    | X                       |               |              |   |

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## SAFETY CULTURE PILLAR (Pillar Champions: John Sherlock and John Warner)

| GOAL 4.D: ENHANCE SAFETY PERFORMANCE AND CULTURE. |   |                                 |   |          |                         |               |              |   |
|---|---|---------------------------------|---|----------|-------------------------|---------------|--------------|---|
| No.   | Actions   | Responsible Division/Work Unit: |   | Due Date | Estimated Budget Impact |               |              | KPIs  |
|   |   | Lead                            | Support   |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 4.D.1   | <u>Initiate development and implementation of a Departmental Standardized Safety Program to include:</u><br>a) Establish Departmental Safety Committee<br>b) Develop Safety Plan<br>c) Explore use of a consultant to develop a JHA (Job Hazard Analysis) Procedure including: <ul style="list-style-type: none"> <li>• Define process of identifying job tasks that require JHAs</li> <li>• Develop template for collecting JHA data</li> <li>• Develop a format for documenting JHAs</li> <li>• Develop training for conducting JHAs within RWRD</li> </ul> d) Develop procedure for conducting inspections<br>e) Develop procedures for conducting audits<br>f) Implement continuous improvement<br>g) Communicate the data at mini-retreats and Pillar Talk in Fall | E-Team Safety Champions         | Safety Committee (with representation from all Divisions) | 12/12    |                         | X             |              | Zero number of incidents annually   |
|   |   |                                 |   |          |                         |               |              | Percent pass vs. fail on training test scores                                       |
|   |   |                                 |   |          |                         |               |              | Total Recordable Case Rate (TRCR)   |
|   |   |                                 |   |          |                         |               |              | Days away, restricted or transferred (DART)   |
|   |   |                                 |   |          |                         |               |              | Percent of documented audit/inspection failures with corrective actions implemented |
|   |   |                                 |   |          |                         |               |              | Percent of required inspections/audits completed annually                           |
|   |   |                                 |   |          |                         |               |              | Number of corrective actions implemented  |
| 4.D.2   | <u>Initiate implementation of an expanded Safety Training Program</u><br>a) Continue and improve existing employee safety training and documentation (Treatment & Conveyance)<br>b) Implement annual safety training in Planning & Engineering and Director's Divisions   | E-Team Safety Champions         | Director's Division: CRAO Training Unit                   | 06/13    |                         | X             |              | Job Hazard Analysis (JHAs) needs assessment completed                               |
|   |   |                                 |   |          |                         |               |              | Safety program and procedures developed and documented by FY 12/13                  |
|   |   |                                 |   |          |                         |               |              | Number of JHAs completed per month  |
|   |   |                                 |   |          |                         |               |              | Number of safety meetings/tailgates monthly   |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## SAFETY CULTURE PILLAR (Pillar Champions: John Sherlock and John Warner)

| GOAL 4.D: ENHANCE SAFETY PERFORMANCE AND CULTURE (cont.). |   |  |               |          |                         |               |              |      |
|---|---|--|---------------|----------|-------------------------|---------------|--------------|------|
| No.   | Actions   | Responsible Division/Work Unit:  |               | Due Date | Estimated Budget Impact |               |              | KPIs |
|   |   | Lead   | Support       |          | Low <\$50K              | Med \$50-250K | High >\$250K |      |
| 4.D.3   | <u>Conduct Safety Inspections and Audits</u><br>a) Supervisors conduct inspections to monitor safety compliance<br>b) Safety Managers conduct audits to evaluate inspection results and to assess corrective actions coming out of investigations   | E-Team<br>Safety<br>Champions  | All Divisions | 06/13    | X                       |               |              |      |
| 4.D.4   | <u>Enhance Department trend analysis program</u><br>a) Measure progress in meeting continuous improvement goals and KPIs<br>b) Analyze trends emerging from safety audits/inspections, near misses, injury rates<br>c) Analyze and report trends in TRCR – Total Recordable Case Rate – and DART (Days away, restricted or transferred) | E-Team<br>Safety<br>Champions  | All Divisions | 03/13    | X                       |               |              |      |
| 4.D.5   | <u>Incident Command System (ICS) Training for selected staff</u><br>a) Delegate the authority for ICS program in RWRD<br>b) Develop procedure for ICS participation (internal/external)<br>c) Plan for ICS roll-out<br>d) Conduct training identified for FY 12/13  | Director's<br>Division:<br>Special<br>Assistance<br>Office<br>& CRAO<br>Training<br>Unit | All Divisions | 6/13     | X                       |               |              |      |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| <b>GOAL 4.B: CONTINUE ENHANCEMENT OF SYSTEM-WIDE ODOR CONTROL PROGRAM.</b> |  |                                 |   |          |                         |               |              |   |
|--|--|---------------------------------|---|----------|-------------------------|---------------|--------------|---|
| No.  | Actions  | Responsible Division/Work Unit: |   | Due Date | Estimated Budget Impact |               |              | KPIs  |
|  |  | Lead                            | Support                                     |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 4.B.1  | <u>System-wide Odor Control Program Enhancement</u><br>a) Maintain appropriate funding for Odor Program<br>b) Upgrade equipment/implement new technologies at odor control sites | Conveyance Division             | Director's Division:<br>Community Relations | 06/13    |                         |               | X            | Percent reduction in number of complaints per year<br><hr/> Number of odor reduction projects completed |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

# RWRD Annual Work Plan | FY 2012-13

## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| GOAL 5.D: IMPROVE PERFORMANCE THROUGH A BETTER UNDERSTANDING OF STAKEHOLDER AND CUSTOMER NEEDS, AND THROUGH IMPROVED PROCESSES AND APPLIED TECHNOLOGIES. |   |  |  |          |                         |               |              |  |
|--|---|--|--|----------|-------------------------|---------------|--------------|--|
| No.  | Actions   | Responsible Division/Work Unit:          |  | Due Date | Estimated Budget Impact |               |              | KPIs   |
|  |   | Lead                                     | Support  |          | Low <\$50K              | Med \$50-250K | High >\$250K |  |
| 5.D.1  | <u>Educate public and businesses about our system</u><br><b>Project #1: External Communications Effort</b><br>a) Upgrade and expand ROMP information on website<br>b) Upgrade and expand Departmental information on website<br>c) Upgrade and expand information on regulatory requirements and stakeholder notification in compliance with SB 1598<br>d) Maintain information on website<br><br><b>Project #2: Communicate effectively with Spanish speaking public</b><br>a) Hire a bi-lingual staff member as FTE becomes available through attrition | Director's Division: Community Relations | Director's Division: Special Assistance Office | 01/13    | X                       |               |              | Number of customer complaints annually   |
|  |   |  |  |          |                         |               |              | Completion of baseline employee survey of customer service and communication skills and understanding of customer values by FY 12/13             |
|  |   |  |  |          |                         |               |              | Percent processes in compliance with SB 1598 (ARS 11-1600-1610)  |
|  |   |  |  |          |                         |               |              | Turnaround time for complaint resolution   |
|  |   |  |  |          |                         |               |              | 90% of data requests receiving a response within two business days   |
| 5.D.2  | <u>Initiate implementation of a Continuous Improvement Program for Planning &amp; Engineering that includes:</u><br>a) Map processes with Process Owners and their process team members<br>b) Identify customer/external stakeholders and assessing what they value/need<br>c) Improve processes<br>d) Define or refine process level KPIs<br>e) Identify linkages to IT (AccelaAutomation/Hansen), SB 1598, etc.   | Planning & Engineering Division          | Director's Division: Special Assistance Office | 06/13    | X                       |               |              | Number of public contacts that are tracked and documented annually   |
|  |   |  |  |          |                         |               |              | Average response time  |
|  |   |  |  |          |                         |               |              | eDMS and the Land and Permit Management System projects completed  |
|  |   |  |  |          |                         |               |              | Communications policy developed  |
|  |   |  |  |          |                         |               |              | Employees use Outlook Out of Office Assistant and/or forward phones or leave out of office messages when scheduled absence for one day or longer |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| GOAL 5.D: IMPROVE PERFORMANCE THROUGH A BETTER UNDERSTANDING OF STAKEHOLDER AND CUSTOMER NEEDS, AND THROUGH IMPROVED PROCESSES AND APPLIED TECHNOLOGIES (cont.). |  |  |   |          |                         |               |              |      |
|--|--|--|---|----------|-------------------------|---------------|--------------|------|
| No.  | Actions  | Responsible Division/Work Unit:  |   | Due Date | Estimated Budget Impact |               |              | KPIs |
|  |  | Lead   | Support   |          | Low <\$50K              | Med \$50-250K | High >\$250K |      |
| 5.D.3  | <p><u>Improve understanding of stakeholder needs/values</u><br/> <b>Project #1: Obtain, track and evaluate public input/inquiries</b><br/>                     a) Community Relations to continue tracking the types of questions and responses to public inquiries coming to the downtown office<br/>                     b) Develop a survey or questionnaire to obtain and track feedback at every business community outreach event<br/>                     c) Conduct periodic customer satisfaction surveys for all key planning processes<br/>                     d) Evaluate customer values and input received through outreach and surveys and incorporate into process improvement efforts (See D.2)</p> <p><b>Project #2: Develop a policy for external communications</b><br/>                     a) Refresh Media Communications Plan<br/>                     b) Educate appropriate staff about the Media, Crisis and Continuity of Operations Communications Plans</p> | Director's Division: Community Relations (Project 1a and Projects 2a, 2b)<br><br>Planning & Engineering Division (Projects 1b-d) | Planning & Engineering Division<br><br>Director's Division: Special Assistance Office | 06/13    | X                       |               |              |      |
| 5.D.4  | <p><u>SB 1598 Compliance (Regulatory Bill of Rights)</u><br/>                     a) Finalize Directory of Documents for County Administrator to post by 12/31/12<br/>                     b) Develop Licensing timeframe requirements (administrative review elements, substantive review elements &amp; timeframes associated with each, legal basis for denial, and right to appeal denial framework)</p>   | Director's Division: Special Assistance Office   | Planning & Engineering Division<br><br>Director's Division: CRAO IWC Unit             | 12/12    | X                       |               |              |      |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| GOAL 5.F: INTEGRATE CUSTOMER SERVICE VALUES THROUGHOUT RWRD. |  |   |  |          |                         |               |              |  |
|--|--|---|--|----------|-------------------------|---------------|--------------|--|
| No.  | Actions  | Responsible Division/Work Unit:         |  | Due Date | Estimated Budget Impact |               |              | KPIs   |
|  |  | Lead                                    | Support                                  |          | Low <\$50K              | Med \$50-250K | High >\$250K |  |
| 5.F.1  | <p><u>Provide standardized customer service training to field staff and contractors</u></p> <p><b>Project #1: Customized curriculum development</b></p> <p>a) Create a cross functional customer service support team</p> <p>b) Develop and implement a Department-wide survey to assess types of public interaction, FAQs, training needs, etc.</p> <p>c) Develop training curriculum based on survey results including generic training for all staff and targeted training for specific needs</p> <p>d) Initiate training for Planning and Engineering first, and other Divisions as feasible</p> <p><b>Project #2: On-line &amp; Instructor led training program (using canned product)</b></p> <p>a) Identify/procure canned training product</p> <p>b) Train the trainer</p> <p>c) Implement training for 50% of staff in year 1</p> | Director's Division: CRAO Training Unit | Director's Division: Community Relations | 12/12    | X                       |               |              | 100% of new field staff receiving customer service training annually |
|  |  |   |  | 06/13    |                         |               |              |  |

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## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| GOAL 6.A: IDENTIFY KEY PROCESSES TO BENCHMARK. |  |   |               |          |                         |               |              |  |
|--|--|---|---------------|----------|-------------------------|---------------|--------------|--|
| No.  | Actions  | Responsible Division/Work Unit:                   |               | Due Date | Estimated Budget Impact |               |              | KPIs   |
|  |  | Lead  | Support       |          | Low <\$50K              | Med \$50-250K | High >\$250K |  |
| 6.A.1  | <u>Conduct a formal business analysis to:</u><br>a) Identify core processes and process owners across all four divisions<br>b) Identify products and services<br>c) Identify customers and customer values<br>d) Identify linkages across processes (internally and externally)<br>e) Identify opportunities and "low-hanging fruit"<br>f) Prioritize areas where further process mapping is desired | Director's Division:<br>Special Assistance Office | All Divisions | 06/13    | X                       |               |              | Key processes in all RWRD Divisions and Process Owners identified and prioritized for mapping by June 2013 |

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## CUSTOMER SERVICE PILLAR (Pillar Champion: Laura Hagen Fairbanks)

| GOAL 6.D: ESTABLISH PERFORMANCE METRICS FOR CORE PROCESSES. |  |                                 |  |          |                         |               |              |   |
|---|--|---------------------------------|--|----------|-------------------------|---------------|--------------|---|
| No.   | Actions  | Responsible Division/Work Unit: |  | Due Date | Estimated Budget Impact |               |              | KPIs  |
|   |  | Lead                            | Support  |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 6.D.1   | <u>Initiate Continuous Improvement Program for Planning and Engineering Processes to include establishment of performance metrics (i.e., a component of 5.D.2)</u>   | Planning & Engineering Division | Director's Division: Special Assistance Office | 12/12    | X                       |               |              | Process metrics for time and quality established for 100% of mapped processes by June 2013<br>Performance dashboard developed |
| 6.D.2   | <u>Maintain Conveyance Division Continuous Improvement Program</u><br>a) Integrate Conveyance Division systems maps with system maps generated by FY 2012-13 Department-wide Business Assessment<br>b) Review process maps for accuracy and to identify opportunities for improvement<br>c) Identify and document corrective actions | Conveyance Division             | Director's Division: Special Assistance Office | 11/12    | X                       |               |              |   |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

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## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 3.E: ENHANCE USER PROFICIENCY AND PRODUCT VALUE OF PIMACORE MANAGEMENT SYSTEMS. |   |   |               |          |                         |               |              |   |
|--|---|---|---------------|----------|-------------------------|---------------|--------------|---|
| No.  | Actions   | Responsible Division/Work Unit:                   |               | Due Date | Estimated Budget Impact |               |              | KPIs  |
|  |   | Lead  | Support       |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 3.E.1  | <u>Enhance user proficiency of Advantage Financial System</u><br>a) Coordinate user-advocacy efforts with other PW Departments to strengthen requests to PimaCore management for additional training efforts and user support aids<br>b) Promote increased Departmental participation in regular user-group meetings to enable shared-education and problem-solving discussions<br>c) Conduct or participate in recurring (annual) surveys of users to identify existing user needs and perceived system weaknesses | Director's Division:<br>Special Assistance Office | All Divisions | 06/13    | X                       |               |              | Comfort/satisfaction level of 75% of surveyed users as reflected in annual PimaCore surveys (RWRD & County)<br>100% of needed modules in use by end of FY 2012-13 |
| 3.E.2  | <u>Enhance product value of Maximo Work Management System</u><br>a) Expand Maximo applications to mobile devices (smart phones) or any replacement system<br>b) Obtain full access to needed system modules<br>c) Explore other available competing products (e.g., Hansen)   | Director's Division:<br>Special Assistance Office | All Divisions | 06/13    | X                       |               |              |   |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

# RWRD Annual Work Plan | FY 2012-13

## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 7.A: MAINTAIN FISCAL RESPONSIBILITY WITHIN THE PARAMETERS OF THE DEPARTMENT'S FINANCIAL PLAN. |  |  |               |          |                         |               |              |   |
|--|--|--|---------------|----------|-------------------------|---------------|--------------|---|
| No.  | Actions  | Responsible Division/Work Unit:                |               | Due Date | Estimated Budget Impact |               |              | KPIs  |
|  |  | Lead   | Support       |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 7.A.1  | <u>Improve CIP budget tracking and analysis</u><br>a) Detailed tracking of variances and projections<br>b) Develop a dashboard tool for cost tracking and comparison of budget projections vs. actual<br>c) Division managers convene monthly unit-level CIP budget discussions<br>d) Review project performance reports at mini-retreats<br>e) Develop five-year budget projections for CIP | Planning & Engineering Division                | All Divisions | 09/12    | X                       |               |              | 98% year-end O&M costs within budget  |
|  |  |  |               |          |                         |               |              | Triple A bond rating achieved annually (at 90% level)   |
|  |  |  |               |          |                         |               |              | Percent CIP projects delivered on time and at/or under budget                                       |
|  |  |  |               |          |                         |               |              | O&M unit year-to-date costs within budget (at 90% level by 12/12 and at 95% level by 3/13)          |
| 7.A.2  | <u>Improve O&amp;M budget tracking and analysis</u><br>a) Detailed tracking of variances and projections<br>b) Develop a dashboard tool for cost tracking and comparison of budget projections vs. actual<br>c) Division managers convene monthly unit-level O&M budget discussions<br>d) Develop five-year budget projections for O&M per the Financial Plan                                | Director's Division: Special Assistance Office | All Divisions | 09/12    | X                       |               |              | 90% unit year-to-date costs within budget for completed CIP projects within that year               |
|  |  |  |               |          |                         |               |              | 90% variance of monthly total CIP projected cash flow by period vs. actual cash flow                |
|  |  |  |               |          |                         |               |              | Cost per account and per gallon of sewage treated   |
| 7.A.3  | <u>Propose adequate revenue stream</u><br>a) Obtain revenue data from Finance and distribute information to end users<br>b) Cover RWRD revenue needs as a topic for discussion at regular meetings with Finance<br>c) Actively engage in the development of the Financial Plan   | Director's Division: Special Assistance Office | All Divisions | 09/12    | X                       |               |              | Ratio between cost and hours invested in planned vs. unplanned maintenance activities               |
|  |  |  |               |          |                         |               |              | Kilowatt hours/million gallons treated  |
|  |  |  |               |          |                         |               |              | Produce an Annual Financial Plan by end of FY 12/13   |
|  |  |  |               |          |                         |               |              | Number of unit level monthly budget and CIP reviews and quarterly management reviews of budget held |
|  |  |  |               |          |                         |               |              |   |

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# RWRD Annual Work Plan | FY 2012-13

## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 7.A: MAINTAIN FISCAL RESPONSIBILITY WITHIN THE PARAMETERS OF THE DEPARTMENT'S FINANCIAL PLAN (cont.). |  |                                  |         |          |                         |               |              |      |
|--|--|----------------------------------|---------|----------|-------------------------|---------------|--------------|------|
| No.  | Actions  | Responsible Division/Work Unit:  |         | Due Date | Estimated Budget Impact |               |              | KPIs |
|  |  | Lead                             | Support |          | Low <\$50K              | Med \$50-250K | High >\$250K |      |
| 7.A.4  | <u>Enhance (optimize) operational efficiency</u><br>a) Increase planned maintenance activities | Treatment & Conveyance Divisions |         | 6/13     |                         | X             |              |      |
| 7.A.5  | <u>Increase CIP Rehabilitation Program activities</u>  | Planning & Engineering Division  |         | 6/13     |                         |               | X            |      |

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# RWRD Annual Work Plan | FY 2012-13

## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 7.B: PROVIDE EFFECTIVE TOOLS AND ACCURATE INFORMATION FOR IMPROVED DEPARTMENTAL AND DIVISIONAL BUDGET MANAGEMENT AND COORDINATION. |   |   |  |          |                         |               |              |   |
|---|---|---|--|----------|-------------------------|---------------|--------------|---|
| No.   | Actions   | Responsible Division/Work Unit:   |  | Due Date | Estimated Budget Impact |               |              | KPIs  |
|   |   | Lead  | Support                                |          | Low <\$50K              | Med \$50-250K | High >\$250K |   |
| 7.B.1   | <u>Develop advocacy tools to ensure Department's financial needs are met</u><br>a) Dedicate staff to coordinate PimaCore problem resolution<br>b) Review and track PimaCore problem list and validate RWRD priorities<br>c) Advocate for resolution of RWRD priority problems<br>d) Communicate resolution to staff | Director's Division: Special Assistance Office  | Planning & Engineering Division        | 12/12    | X                       |               |              | RWRD/PimaCore Survey results showing effectiveness of PimaCore (Advantage, Maximo, and Planning/Budgeting)<br>Budget process map completed<br>Work instructions for forecasting completed<br>Budget planning policy developed |
| 7.B.2   | <u>Obtain new staff support for resource management and KPI tracking</u><br>a) Identify position duties within the constraints of the Consolidation Program<br>b) Develop justification and obtain approval to hire<br>c) Hire and train approved staff   | Director's Division: Special Assistance Office  | Director's Division: Employee Services | 09/12    |                         | X             |              |   |
| 7.B.3   | <u>Baseline data collection</u><br>a) Develop work instructions to improve forecasting<br>b) Collect baseline data needed to set KPI targets<br>c) Set up an efficient KPI tracking and reporting system<br>d) Perform benchmark research (as needed)   | Director's Division: Special Assistance Office<br><br>Planning & Engineering Division | All Divisions                          | 06/13    | X                       |               |              |   |

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# RWRD Annual Work Plan | FY 2012-13

## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 7.B: PROVIDE EFFECTIVE TOOLS AND ACCURATE INFORMATION FOR IMPROVED DEPARTMENTAL AND DIVISIONAL BUDGET MANAGEMENT AND COORDINATION (cont.). |  |  |                |          |                         |               |              |      |
|---|--|--|----------------|----------|-------------------------|---------------|--------------|------|
| No.   | Actions  | Responsible Division/Work Unit:  |                | Due Date | Estimated Budget Impact |               |              | KPIs |
|   |  | Lead   | Support        |          | Low <\$50K              | Med \$50-250K | High >\$250K |      |
| 7.B.4   | <u>Map RWRD budget development and forecasting processes</u><br>a) Document budget timeline<br>b) Establish process team and process owner<br>c) Define/refine process KPIs<br>d) Identify budget points of contact: who do we go to? (e.g., use Finance's, Customer Service Section's or ITD's Business Relationship Manager as a model)<br>e) Identify linkages to PimaCore (Maximo, Advantage and Planning/Budgeting)<br>f) Identify internal and Finance timelines (O&M and CIP)<br>g) Provide increased internal coordination among Division administrative staff involved in budget preparation and monitoring | Director's Division:<br>Special Assistance Office<br><br>Planning & Engineering Division | All Divisions  | 09/12    | X                       |               |              |      |
| 7.B.5   | <u>Develop budget performance reports</u><br>a) Quarterly budget performance report<br>b) Monthly unit-level budget reports<br>c) Use PimaCore tools to project O&M and CIP expenses and monitor unplanned costs as designed   | Director's Division:<br>Special Assistance Office<br><br>Planning & Engineering Division | All Divisions  | 12/12    | X                       |               |              |      |
| 7.B.6   | <u>Establish policy and communicate</u><br>a) Leadership creates expectations and accountability for integrity in budget planning  | Director's Division:<br>Special Assistance Office  | Executive Team | 09/12    | X                       |               |              |      |

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# RWRD Annual Work Plan | FY 2012-13

## FINANCIAL RESPONSIBILITY PILLAR (Pillar Champions: Eric Wieduwilt and Matt Matthewson)

| GOAL 7.D: SUPPORT COUNTY SUSTAINABILITY GOALS TO MAXIMIZE USE OF RENEWABLE WATER AND ENERGY RESOURCES TO BENEFIT THE ENVIRONMENT AND COMMUNITY. |   |  |  |          |                         |               |              |                                     |
|---|---|--|--|----------|-------------------------|---------------|--------------|-------------------------------------|
| No.   | Actions   | Responsible Division/Work Unit:                |  | Due Date | Estimated Budget Impact |               |              | KPIs                                |
|   |   | Lead   | Support  |          | Low <\$50K              | Med \$50-250K | High >\$250K |                                     |
| 7.D.1   | <p><u>Develop an expanded RWRD Sustainability Program in support of the Board Resolutions on Sustainability: No. 2007-84 (Pima County Operations)</u></p> <p><b>a) Conduct a sustainability assessment to include:</b></p> <ul style="list-style-type: none"> <li>Identify gaps/success stories and opportunities for achieving the goals of the adopted Sustainable Action Plan for Pima County Operations</li> <li>Identify internal and external stakeholders and conduct outreach to identify shared interests and other opportunities for sustainability in the utilities' conveyance, treatment, water resources and infrastructure planning and construction activities</li> <li>Coordinate with internal and external stakeholders such as the Pima County Sustainability Steering Committee, the RWRD Water Resources Unit, COT, PAG and the UA</li> </ul> <p><b>b) Support the existing sustainable development goals within the Comprehensive Plan, the Integrated Infrastructure Planning Study and the Sonoran Desert Conservation Plan</b></p> <ul style="list-style-type: none"> <li>In conjunction with the Comprehensive Plan update, evaluate sustainability and land use impacts related to extending public sewer to outlying areas</li> <li>Establish criteria and an evaluation model for deciding when to invest CIP monies in pump station rehabilitation (and/or building new pump stations) versus moving to a gravity system or a small treatment plant</li> <li>Coordinate with regional land planners to increase preparedness and capacity to respond to emerging development patterns (e.g., having appropriately sized trucks for high density developments)</li> </ul> | Director's Division: Special Assistance Office | All Divisions<br>Director's Division: Water Resources Unit | 06/13    | X                       |               |              | Sustainability Assessment completed |

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