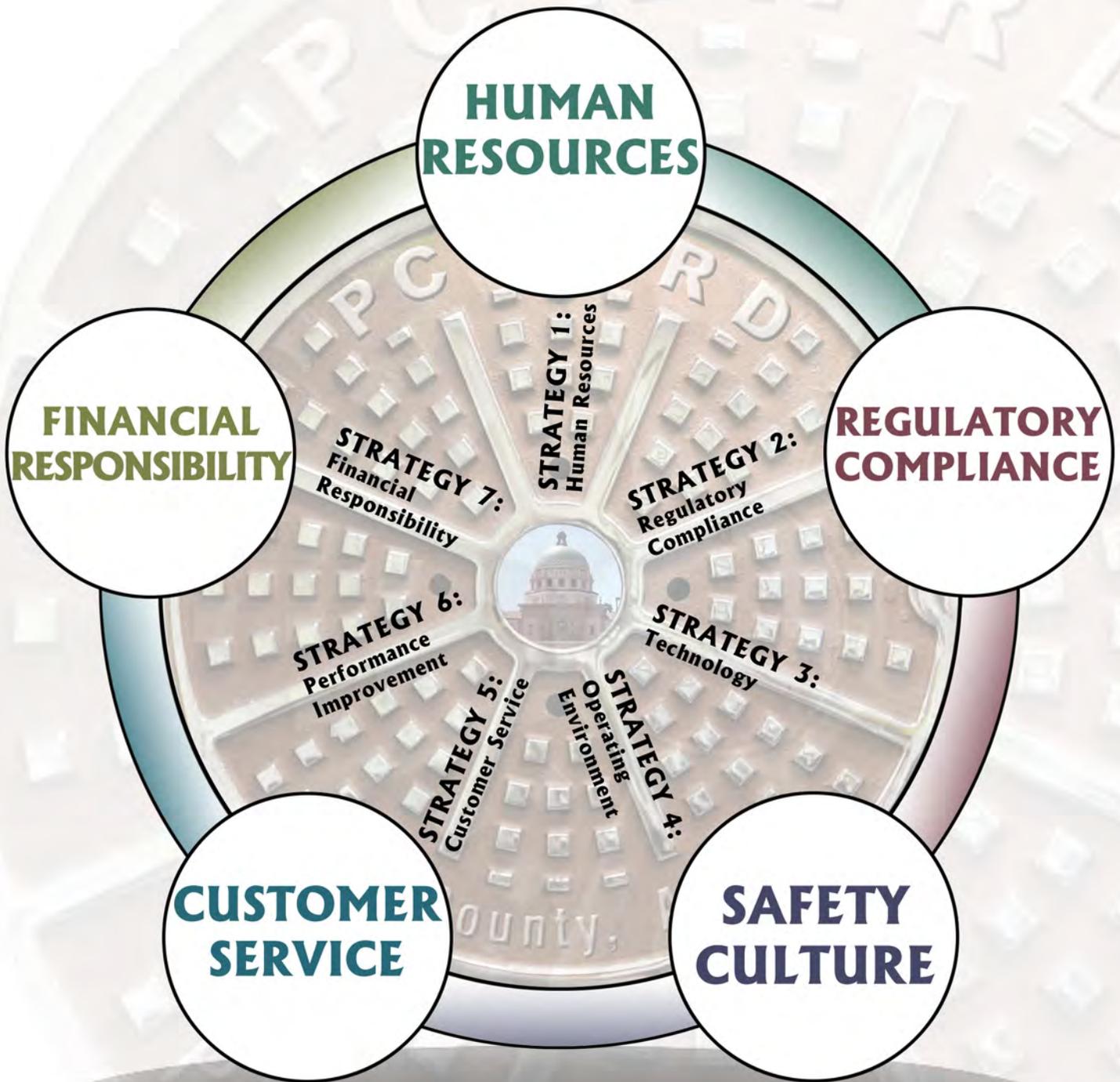


RWRD STRATEGIC PLAN FY 2012 – 2016



RWRD's 5 Pillars and 7 Strategies for Success

June 2012

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RWRD STRATEGIC PLAN FRAMEWORK



**RWRD
PILLARS**

**RWRD
STRATEGIES**

**Human
Resources**

Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

**Regulatory
Compliance**

Ensure continuous compliance with regulatory requirements and participate in the dialogue of emerging regulatory issues.

**Safety
Culture**

Provide the community and employees with safe, secure, environmentally friendly and aesthetically pleasing facilities.

**Customer
Service**

Enhance customer and stakeholder trust, confidence and service by providing timely, accessible and accurate information.

Benchmark performance and enhance business processes through continuous improvement methodologies to be recognized as a national leader in the water industry.

**Financial
Responsibility**

Utilize technology to enhance and optimize business operations while decreasing overall operating costs.

Be fiscally responsible by ensuring allocated funding sources are adequate to meet expenses and available funds and resources are managed efficiently.

Public Works Vision and Mission

Public Works Vision

Our vision for Pima County Public Works is to be recognized as an organization that continuously strives to provide premier, progressive, fiscally-responsible and timely services.

We embrace professionalism and are dedicated to earning the trust of the people and communities we serve.

We value our human resources and we clearly recognize and are sensitive to the critical roles the environment and public involvement play in our pursuit of sustainable development.

Public Works Mission

Pima County Public Works, through its highly-motivated and knowledgeable employees, instills mutual respect, trust and confidence by providing high-quality, cost-effective and timely services and by developing and maintaining safe and reliable infrastructure that protects and enhances the public health, safety, welfare, environment and quality of life for the benefit of our present and future citizens.



INTRODUCTION

This five-year Strategic Plan (2012-2016) provides a roadmap for achieving the Pima County Regional Wastewater Reclamation Department's (RWRD) vision and for strengthening the utility across 5 pillars of success: Human Resources, Regulatory Compliance, Safety Culture, Customer Service and Financial Responsibility. This roadmap includes clear signposts in the form of tangible, measurable goals, actions to achieve the goals and key performance indicators to measure our progress.

Employees were engaged in developing the Strategic Plan through surveys, management retreats, Pillar and Executive Team meetings, and Department-wide "Pillar Talks" (a.k.a. "Meet and Greets" or "Department Dialogues"). This resulted in a thorough vetting of values and priorities leading to updates to the mission and vision, and identification of 7 strategies and 40 goals. Building upon this framework, staff developed specific actions and key performance indicators to drive performance results Department-wide.

While all 40 goals are important, not everything can be addressed at the same time. To focus energy and resources on what is most important to do now, the RWRD Executive Team ranked each goal and selected 15 priority goals which are the focus areas of this Strategic Plan (highlighted in yellow). A complete list of the 40 goals is included in the Overview on page 8. The remaining goals will be addressed in future Strategic Planning cycles.

The Strategic Plan is a living document and will be updated annually in time to inform the budget cycle. Broad employee input will continue through management retreats, surveys, Pillar Talks and other collaborative, team-based endeavors. Inputs to future updates will also come from performance reviews assessing progress on our key performance indicators, project reviews, process improvement activities, and customer input from the Regional Wastewater Reclamation Advisory Committee, the Pima County Administrator and the Pima County Board of Supervisors.

ACKNOWLEDGEMENTS

The contributions of the staff listed below to the successful completion of the RWRD 2012-2016 Strategic Plan are greatly appreciated:

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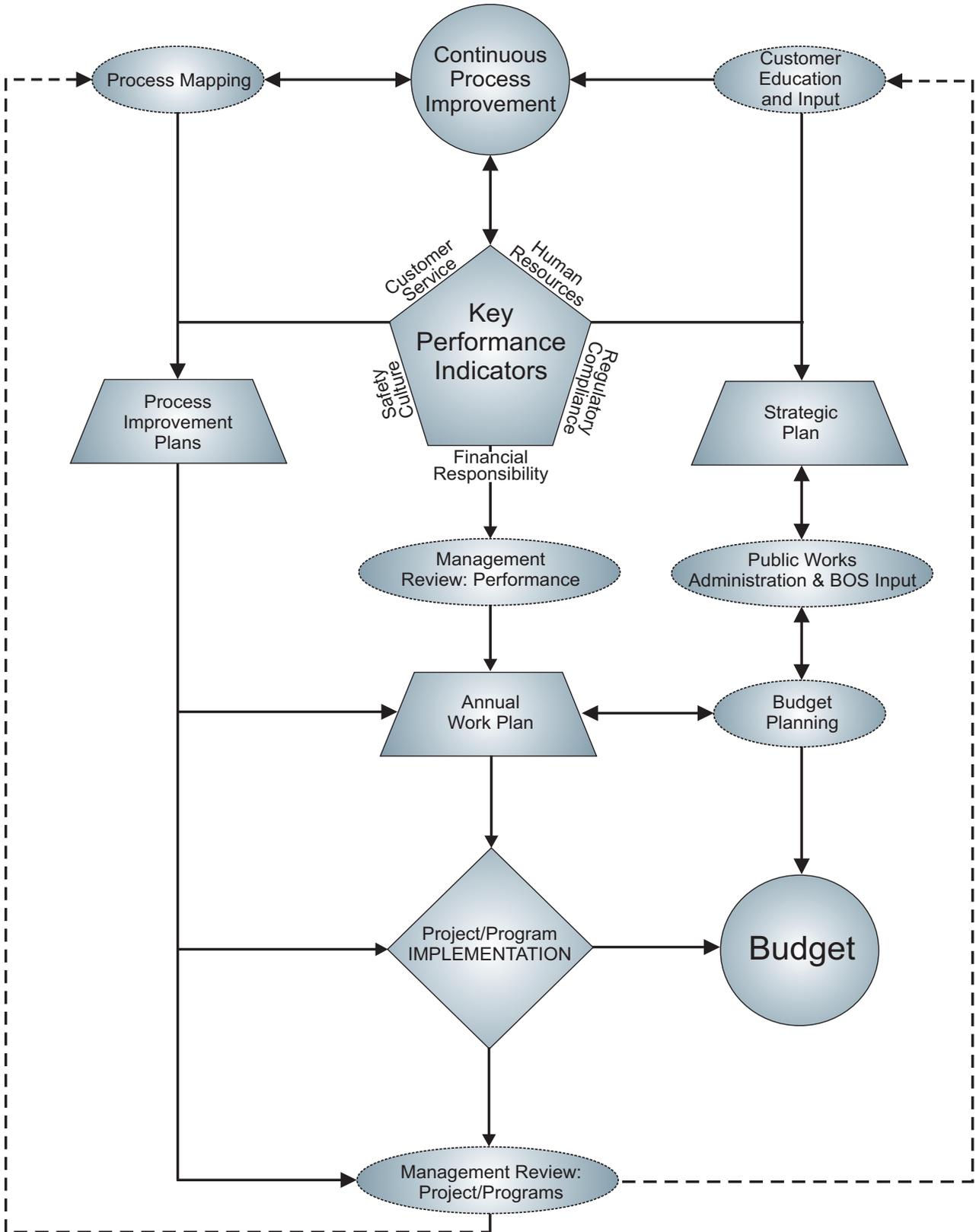


DEFINITIONS

- Mission: The broad description of what we do, for whom we do it, and why we do it
- Vision: Describes an image of what we aspire to become in the future
- Values: Values are what RWRD stands for, what it holds dear, what it believes in; core values inform both mission and vision
- Strategies: Overall priorities/directions; how and where RWRD focuses its resources
- Goals: Outcome statements that define what RWRD is trying to accomplish
- Actions (projects, programs, activities): Measurable, time-phased results that support the goals
- Bi-Annual: Twice yearly
- Key Performance Indicators (KPIs): Quantifiable measures critical to the success of an organization. KPIs, if implemented and monitored correctly, help define and measure progress toward both short-term and long-term organizational goals.
- KPI Categories:
 - *End Outcome Indicator*: Measures the desired end outcome or goal. End outcome indicators are typically achieved over a longer term.
 - *Dashboard Indicator*: Shows trends over time (monthly/yearly). Usually indicates how effective we are in achieving our goals.
 - *Operational Indicator*: Measures the things we produce (products and services) – e.g. the number of plans reviewed, miles of sewer pipe rehabilitated, etc. Operational indicators are important for preparing and allocating budgets but do not typically measure effectiveness.



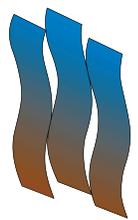
Integrated Strategic System





ANNUAL STRATEGIC & BUDGET PLANNING TIMELINE

| DIMENSION | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
|-------------------------------------|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|
| Strategic Planning | | | | | | | ↘ | ↔ | ↔ | ↗ | | |
| Budget Planning | ↔↗ | ↗ | | | | | | | | | ↔↘ | ↘ |
| Adopt Budget | | | | | 📄 | | | | | | | |
| Adopt Annual Work Plan (AWP) | | | | | | 📄 | | | | | | |
| Pillar Talks/AWP Action Highlights | | | | | 👥 | | | | | | 👥 | |
| Performance Reviews / Mini Retreats | 👥 | | | 👥 | | | 👥 | | | 👥 | | |
| Annual Strategic Planning Retreat | | | | | | | | 👥 | | | | |



RWRD Goals

Following is a list of the 40 goals included in the RWRD Strategic Plan (FY 2012-2013). The 15 top priority goals are highlighted in yellow below. The FY 2012-13 Strategic Plan is primarily focused on achieving these 15 priority goals. The remaining goals will be addressed as the Strategic Plan is updated, priority goals are achieved or priorities shift in subsequent years.

| NO. | PRIORITY GOALS (Scored 27-38) | SCORE |
|-----|--|-------|
| 1 | Maintain fiscal responsibility within the parameters of the Department's financial plan. (7A) | 38 |
| 2 | Provide effective tools and accurate information for improved Departmental and Divisional budget management and coordination. (7B) | 36 |
| 3 | Support County sustainability goals to maximize use of renewable water and energy resources to benefit the environment and community. (7D) | 36 |
| 4 | Integrate customer service values throughout RWRD. (5F) | 35 |
| 5 | Identify key processes to benchmark. (6A) | 35 |
| 6 | Ensure continued, cost-effective compliance with all current and future requirements Department-wide. (2C) | 34 |
| 7 | Increase coordination, communication, problem solving and teamwork within and across Divisions to foster improved trust, shared decision-making and increased productivity. (1H) | 34 |
| 8 | Continue enhancement of System-Wide Odor Control Program. (4B) | 32 |
| 9 | Enhance safety performance and culture. (4D) | 32 |
| 10 | Enhance user proficiency and product value of PimaCore management systems. (3E) | 28 |
| 11 | Establish performance metrics for core processes. (6D) | 28 |
| 12 | Develop a formal management training program to increase leadership and supervisory skills, performance and to foster a positive working environment. (1E) | 28 |
| 13 | Foster a culture of personal pride in our work, care for our surroundings, and ownership of our facilities. (4C) | 28 |
| 14 | Improve performance through a better understanding of stakeholder and customer needs, and through improved processes and applied technologies. (5D) | 28 |
| 15 | Create career development pathways and formal training programs, including multi-skills programs, to increase employee skills and enable professional growth. (1A) | 27 |

| NO. | REMAINING GOALS (scored 16-26) | SCORE |
|-----|--|-------|
| 16 | Incorporate better safety, security, and aesthetic standards into Department-wide infrastructure design, construction, operations and maintenance activities. (4E) | 26 |
| 17 | Strengthen the Department's strategic planning process and outputs. (5C) | 26 |
| 18 | Develop performance appraisals that empower employees and improve accountability. (1D) | 26 |
| 19 | Clarify and communicate organizational goals, roles and responsibilities for employees, and expectations for accountability. (1F) | 26 |
| 20 | Implement Reliability Centered Maintenance (RCM) to become more proactive in maintenance. (3A) | 26 |
| 21 | Define consistent and efficient procedures for key processes and identify and implement potential improvements. (6C) | 26 |
| 22 | Foster employee understanding of and commitment to continuous improvement philosophy. (6E) | 26 |
| 23 | Improve communication with stakeholders such as the development community, other jurisdictions, and other County departments, to increase awareness and obtain feedback on Departmental requirements and performance. (5B) | 26 |
| 24 | Establish and document consistent and efficient business practices. (5F) | 24 |
| 25 | Develop, implement and update Individual Development Plans. (1B) | 24 |
| 26 | Develop an electronic document management system to improve access to information and to reduce costs associated with storage and retrieval. (3C) | 24 |
| 27 | Improve document management while complying with state records retention schedules and statutes. (2E) | 22 |
| 28 | Implement a Continuous Improvement Program for all Divisions. (6G) | 22 |
| 29 | Partner with academic, regulatory and industry organizations to identify "best practices" against which to benchmark and ways to enhance our performance. (6B) | 22 |
| 30 | Utilize automation and technology to remotely operate equipment/infrastructure for improved operational performance. (3D) | 22 |
| 31 | Assess job competencies, develop accurate job descriptions and link them to job specific training needs. (1C) | 22 |
| 32 | Develop and implement succession planning and cross training to enhance knowledge retention at risk through attrition. (1I) | 22 |
| 33 | Advocate for regulatory flexibility to optimize the use of effluent and reclaimed water resources. (2B) | 22 |
| 34 | Improve accuracy and management of staff training records and compliance through electronic data management. (3B) | 22 |
| 35 | Prepare and communicate an annual Department performance report to the public and staff. (5A) | 20 |
| 36 | Develop plans/programs for responding to emerging contaminant regulations. (2A) | 20 |
| 37 | Work with Pima County Human Resources to improve hiring processes and compensation plans that are adequately benchmarked. (1G) | 18 |
| 38 | Continue implementation of the Security Master Plan. (4A) | 16 |
| 39 | Participate in research projects with academic, regulatory and trade organizations to help lead our industry. (6F) | 16 |
| 40 | Plan and develop forward-looking, cost-effective projects and delivery processes in order to provide infrastructure sustainability and effective asset management. (7C) | 16 |

Priority Goals and Desired Impacts by Strategy

| STRATEGY 1: HUMAN RESOURCES | |
|--|---|
| <i>Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.</i> | |
| PRIORITY GOALS | DESIRED IMPACTS |
| Create career development pathways and formal training programs, including multi-skills programs, to increase employee skills and enable professional growth. (Goal A) | <ul style="list-style-type: none"> • Increased opportunities for professional development • Increased employee skills and job performance • Improved employee morale and job satisfaction • Increased employee retention • O&M Program Success • Increased safety • Improved communication • Increased collaboration in solving problems • Increased leadership and supervisory skills • Improved trust • More shared decision-making • Employees understand Departmental strategic goals and how they fit into the big picture |
| Develop a formal management training program to increase leadership and supervisory skills, performance and to foster a positive working environment. (Goal E) | |
| Increase coordination, communication, problem solving, and teamwork within and across Divisions to foster improved trust, shared decision making and increased productivity. (Goal H) | |

STRATEGY 2: REGULATORY COMPLIANCE

Ensure continuous compliance with regulatory requirements and participate in the dialogue of emerging regulatory issues.

| PRIORITY GOALS | DESIRED IMPACTS |
|---|---|
| <p>Ensure continued, cost-effective compliance with all current and future requirements Department-wide. (Goal C)</p> | <ul style="list-style-type: none"> • Permit compliance, schedule and budget is maintained • Audits give feedback and I.D. problems for resolving • Monitor sites and parameters are identified • Improved communication and feedback • Smooth contractor performance and compliance with contracts and regulations • Increased accountability in meeting project schedules and cost estimates • Increased system reliability • Increased operational efficiency • Decreased permit non-compliance • Back on track sooner and better • Continue to meet current regulatory requirements • Improved public perception • Increased demand for reclaimed water • Prepared for new regulations and able to influence new regulations • Increased cost effectiveness • Better able to address local needs and conditions • Reduced risk of fines/penalties and adverse publicity associated with late or inaccurate agency reports or noncompliant events • Improved accessibility, timeliness and accuracy of environmental information • Proactive monitoring of trends • Accurate and secure records and reports |

STRATEGY 3: TECHNOLOGY

Utilize technology to enhance and optimize business operations while decreasing overall operating costs.

| PRIORITY GOALS | DESIRED IMPACTS |
|--|---|
| <p>Enhance user proficiency and product value of PimaCore management systems. (Goal E)</p> | <ul style="list-style-type: none"> • Lower non-compliance incidents • Know trends; troubleshoot • I.D. and fix systemic problems • Information – timely and available and analyzed • Optimized process – increase return on investment • Minimize costs per gallon treated • Smooth start-up |

STRATEGY 4: OPERATING ENVIRONMENT

Provide the community and employees with safe, secure, environmentally friendly and aesthetically pleasing facilities.

| PRIORITY GOALS | DESIRED IMPACTS |
|--|---|
| Continue enhancement of System-Wide Odor Control Program. (Goal B) | <ul style="list-style-type: none"> • Increased customer satisfaction • Reduced complaints • Increased employee awareness of PC sustainability goals and opportunities to contribute to sustainability outcomes • Increased employee awareness of ROMP benefits • Improved public relations and awareness of ROMP benefits • Improved aesthetics and professional appearance of RWRD facilities • Zero safety incidents • RWRD Standardized Safety Program • Uniform safety procedures implementation, application and enforcement • Consistency in expectations and uniform safety statistics for analysis • Standardized safety training program • Better reported data to determine if safety goals have been met or for setting new continuous improvement goals • Prompt corrective actions • Effective safety audits and inspections |
| Foster a culture of personal pride in our work, care for our surroundings, and ownership of our facilities. (Goal C) | |
| Enhance safety performance and culture. (Goal D) | |

STRATEGY 5: CUSTOMER SERVICE

Enhance customer and stakeholder trust, confidence and service by providing timely, accessible and accurate information.

| PRIORITY GOALS | DESIRED IMPACTS |
|---|---|
| Improve performance through a better understanding of stakeholder and customer needs, and through improved processes and applied technologies. (Goal D) | <ul style="list-style-type: none"> • Improved public perception • Increased public awareness and understanding of our business / rates / water quality / water cycle |
| Integrate customer service values throughout RWRD. (Goal F) | <ul style="list-style-type: none"> • Increased awareness of what the customer values and how they perceive the quality of RWRD services • Understanding and documentation of types and frequency of public information needs for wastewater-specific information • Effective communication with the public and stakeholders through the County website • More accurate, timely and accessible data and information Department-wide • Increased productivity • Timely response to requests for information from internal and external customers • Increased customer satisfaction (internal and external) • Increased customer service skill sets • Integration of customer values in continuous improvement efforts • Voter approval of Bonds |

STRATEGY 6: PERFORMANCE IMPROVEMENT

Benchmark performance and enhance business processes through continuous improvement methods to be recognized as a national leader in the water industry.

| PRIORITY GOALS | DESIRED IMPACTS |
|--|---|
| Identify key processes to benchmark. (Goal A) | <ul style="list-style-type: none"> • Core processes identified in all Divisions |
| Establish performance metrics for core processes. (Goal D) | <ul style="list-style-type: none"> • Improved trust and communication • Increased process quality, timeliness and efficiency • Increased productivity • Improved problem resolution • Improved employee morale |

STRATEGY 7: FINANCIAL RESPONSIBILITY

Be fiscally responsible by ensuring allocated funding sources are adequate to meet expenses and available funds and resources are managed efficiently.

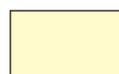
| PRIORITY GOALS | DESIRED IMPACTS |
|--|---|
| Maintain fiscal responsibility within the parameters of the Department’s financial plan. (Goal A) | <ul style="list-style-type: none"> • Stay within budget while maintaining Departmental mission • Optimize life cycle cost • Revenues sufficient to meet estimated expenditures • Improved community understanding and confidence in Department mission and rates • Improved bond rating • More accurate, timely and cost-effective budget management • Improved communication and coordination • Better quality information provided by Finance • Better access to financial information • Defined and consistent process for budgeting • PimaCore works as designed for RWRD • More accurate, timely and relevant budget information • Improved forecasting |
| Provide effective tools and accurate information for improved Departmental and Divisional budget management and coordination. (Goal B) | |
| Support County sustainability goals to maximize use of renewable water and energy resources to benefit the environment and community. (Goal D) | |

STRATEGY 1 ~ HUMAN RESOURCES:

Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: CREATE CAREER DEVELOPMENT PATHWAYS AND FORMAL TRAINING PROGRAMS, INCLUDING MULTI-SKILLS PROGRAMS, TO INCREASE EMPLOYEE SKILLS AND ENABLE PROFESSIONAL GROWTH | | | |
| A.1 | <u>Establish and implement RWRD career paths</u> for all core positions in RWRD. For example: utility field workers, IWC Inspector Program, Chemist Program, Engineering Program and Office Administrative Program a) Establish job competencies for each employee and related training requirements b) Implement multi-skill program c) Implement project management training program d) Implement a computer-based training program e) Track staff training resources & multi-skills progress | | |
| A.2 | <u>Conduct a baseline employee survey</u> a) Leadership and supervision skills b) Multi-Skills / (assess baseline knowledge) c) Morale | | |
| A.3 | <u>Establish and implement an "On-Boarding" program</u> | | |

Legend



: Yellow indicates it is a priority goal/action



: Blue indicates the year an action is to be initiated

STRATEGY 1 ~ HUMAN RESOURCES:

Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

| NO. | ACTIONS | TIMELINE | |
|--|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL B: DEVELOP, IMPLEMENT AND UPDATE INDIVIDUAL DEVELOPMENT PLANS | | | |
| | <i>No specific actions currently developed</i> | | |
| GOAL C: ASSESS JOB COMPETENCIES, DEVELOP ACCURATE JOB DESCRIPTIONS AND LINK THEM TO JOB SPECIFIC TRAINING NEEDS | | | |
| | <i>No specific actions currently developed</i> | | |
| GOAL D: DEVELOP PERFORMANCE APPRAISALS THAT EMPOWER EMPLOYEES AND IMPROVE ACCOUNTABILITY | | | |
| D.1 | <u>Link operational KPIs to performance appraisal plans</u> a) Supervisors, Managers and other leadership staff develop operational level KPIs for inclusion in updated Performance Appraisal Plans and future Financial Plans (Note pre-existing KPIs linked to cost centers can provide a springboard) | | |
| D.2 | <u>Enhance Performance Plans and Appraisal Process</u> a) Conduct 360 degree performance reviews b) Increase flexibility and ability to tailor to individual employees c) Increase opportunities for interaction and feedback d) Provide specific measures to indicate success in achieving expectations | | |



STRATEGY 1 ~ HUMAN RESOURCES:

Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL E: DEVELOP A FORMAL MANAGEMENT TRAINING PROGRAM TO INCREASE LEADERSHIP AND SUPERVISORY SKILLS, PERFORMANCE AND TO FOSTER A POSITIVE WORKING ENVIRONMENT | | | |
| E.1 | Develop an overall plan for establishing a Management & Leadership Training Program to include addressing: <ul style="list-style-type: none"> a) Establish coaching & mentoring services for RWRD management and leadership staff b) Establish job competencies for RWRD Managers and Supervisors (e.g. hiring, training, performance evaluation) c) Schedule and conduct a Supervisory Leadership Development Program d) Provide training and education on process mapping and continuous improvement methods (a.k.a. "Quality Management System") e) Evaluate the need for additional Executive Leadership training and coaching f) Refine operational indicators once plan is developed and implemented | | |
| E.2 | Conduct a baseline employee survey for <ul style="list-style-type: none"> a) Leadership and supervision skills b) Multi-Skills c) Morale | | |
| GOAL F: CLARIFY AND COMMUNICATE ORGANIZATIONAL GOALS, ROLES AND RESPONSIBILITIES FOR EMPLOYEES, AND EXPECTATIONS FOR ACCOUNTABILITY | | | |
| F.1 | Implement a quality management system in each Division | | |
| GOAL G: WORK WITH PIMA COUNTY HUMAN RESOURCES TO IMPROVE HIRING PROCESSES AND COMPENSATION PLANS THAT ARE ADEQUATELY BENCHMARKED | | | |
| | <i>No specific actions currently developed</i> | | |

STRATEGY 1 ~ HUMAN RESOURCES:

Develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL H: INCREASE COORDINATION, COMMUNICATION, PROBLEM SOLVING AND TEAMWORK WITHIN AND ACROSS DIVISIONS TO FOSTER IMPROVED TRUST, SHARED DECISION MAKING AND INCREASED PRODUCTIVITY | | | |
| H.1 | <u>Initiate implementation of a Continuous Improvement Program that includes:</u> a) Identification and prioritization of core processes b) Establishing process teams & process owners c) Mapping and improving prioritized core processes d) Defining/refining process KPIs for mapped processes e) Surveying team members for: collaboration, effectiveness and efficiency | | |
| H.2 | <u>Conduct a baseline survey</u> for RWRD employees knowledge, skills, attitudes a) Leadership and supervision b) Multi-Skills c) Morale | | |
| H.3 | <u>Implement Bi-Annual "Pillar Talk"</u> as part of the Department Dialogues (Meet & Greets) a) KPI progress reports b) Benchmarking progress reports c) Annual Work Plan implementation progress reports | | |
| GOAL I: DEVELOP AND IMPLEMENT SUCCESSION PLANNING AND CROSS TRAINING TO ENHANCE KNOWLEDGE RETENTION AT RISK THROUGH ATTRITION | | | |
| I.1 | <u>Implement a Continuous Improvement Program in each Division</u> | | |
| I.2 | <u>Develop a Succession Management Plan to address such things as:</u> a) Turnover/knowledge management gaps b) Policies and procedures for conducting mandatory exit interviews c) Documentation of knowledge d) Plan implementation strategies | | |

STRATEGY 2 ~ REGULATORY COMPLIANCE:

Ensure continuous compliance with regulatory requirements and participate in the dialogue on emerging regulatory issues.

| NO. | ACTIONS | TIMELINE | |
|---|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: DEVELOP PLANS AND PROGRAMS FOR RESPONDING TO EMERGING CONTAMINANTS AND REGULATIONS | | | |
| | <i>No specific actions currently developed</i> | | |
| GOAL B: ADVOCATE FOR REGULATORY FLEXIBILITY TO OPTIMIZE THE USE OF EFFLUENT AND RECLAIMED WATER RESOURCES | | | |
| | <i>No specific actions currently developed</i> | | |
| GOAL C: ENSURE CONTINUED, COST-EFFECTIVE COMPLIANCE WITH ALL CURRENT AND FUTURE REQUIREMENTS DEPARTMENT-WIDE | | | |
| C.1 | <u>Initiate development of a standardized Compliance Program</u> a) Develop a Program for communicating regulatory status and issues | | |
| C.2 | <u>Permit Compliance Training:</u> a) Expand Permit Roll-Out Training: Staff aware and involved in new regulatory developments | | |
| C.3 | <u>Inspections</u> a) Conduct regular compliance inspections and restructure the audit process | | |
| C.4 | <u>Communications and Coordination</u> Regularly scheduled regulatory update meetings should focus on: a) AZPDES & APP b) CMOM c) Rehab d) Capacity e) SSO f) Stormwater | | |
| C.5 | <u>Trend Analysis</u> a) Trend Analysis of ROMP treatment data on a monthly and quarterly basis | | |
| GOAL D: IMPROVE DOCUMENT MANAGEMENT WHILE COMPLYING WITH STATE RECORDS RETENTION SCHEDULES AND STATUTES | | | |
| | <i>No specific actions currently developed</i> | | |

STRATEGY 3 ~ TECHNOLOGY:

Utilize technology to enhance and optimize business operations while decreasing overall operating costs.

| NO. | ACTIONS | TIMELINE | |
|--|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: IMPLEMENT RELIABILITY CENTERED MAINTENANCE (RCM) TO BECOME MORE PROACTIVE IN MAINTENANCE | | | |
| A.1 | Maximo Mobile | | |
| A.2 | Network Redundancy Project | | |
| GOAL B: IMPROVE ACCURACY AND MANAGEMENT OF STAFF TRAINING RECORDS AND COMPLIANCE THROUGH ELECTRONIC DATA MANAGEMENT | | | |
| B.1 | eDMS Project | | |
| GOAL C: DEVELOP AN ELECTRONIC DOCUMENT MANAGEMENT SYSTEM TO IMPROVE ACCESS TO INFORMATION AND TO REDUCE COSTS ASSOCIATED WITH STORAGE AND RETRIEVAL | | | |
| C.1 | eDMS Project | | |
| GOAL D: UTILIZE AUTOMATION AND TECHNOLOGY TO REMOTELY OPERATE EQUIPMENT/ INFRASTRUCTURE FOR IMPROVED OPERATIONAL PERFORMANCE | | | |
| D.1 | eDMS Project | | |
| D.2 | Green Valley WRF SCADA & Automation Upgrades | | |
| D.3 | Mt. Lemmon WRF SCADA & Automation Upgrades | | |
| D.4 | Randolph Park WRF SCADA & Automation Upgrades | | |
| D.5 | Corona de Tucson WRF SCADA & Automation Upgrades | | |
| D.6 | Avra Valley WRF SCADA & Automation Upgrades | | |
| D.7 | Network Redundancy Project | | |
| GOAL E: ENHANCE USER PROFICIENCY AND PRODUCT VALUE OF PIMACORE MANAGEMENT SYSTEMS | | | |
| E.1 | <u>Enhance user proficiency of Advantage Financial System</u> a) Coordinate user-advocacy efforts with other PW departments to strengthen requests to PimaCore management for additional training efforts and user support aids b) Present regular (monthly to quarterly) Departmental user-group meetings to enable shared-education and problem-solving discussions c) Conduct recurring (annual) surveys of users to identify existing user needs and perceived system weaknesses | | |
| E.2 | <u>Enhance product value of Maximo Work Management System</u> a) Expand Maximo applications to mobile devices (smart phones) b) Obtain full access to needed system modules c) Explore other available competing products (e.g., Hansen) | | |

STRATEGY 4 ~ OPERATING ENVIRONMENT:

Provide the community and employees with safe, secure, environmentally friendly and aesthetically pleasing facilities.

| NO. | ACTION | TIMELINE | |
|---|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: CONTINUE IMPLEMENTATION OF THE SECURITY MASTER PLAN | | | |
| A.1 | Avra Valley WRF Security Enhancements | | |
| A.2 | Green Valley WRF Security Enhancement | | |
| A.3 | Corona de Tucson WRF Security Enhancements | | |
| A.4 | Conveyance Security Enhancements | | |
| A.5 | Mt. Lemmon WRF Security Enhancements | | |
| A.6 | Ina ROMP Security Enhancements | | |
| GOAL B: CONTINUE ENHANCEMENT OF SYSTEM-WIDE ODOR CONTROL PROGRAM | | | |
| B.1 | <u>System-Wide Odor Control Program</u> a) Maintain appropriate funding for Odor Program b) Upgrade equipment/implement new technologies at odor control sites | | |
| GOAL C: FOSTER A CULTURE OF PERSONAL PRIDE IN OUR WORK, CARE FOR OUR SURROUNDINGS, AND OWNERSHIP OF OUR FACILITIES | | | |
| C.1 | <u>Develop a focused message for Pillar Talks (formerly known as Dialogues with the Director) with staff Department-wide</u> a) The benefits of ROMP to the community and the environment b) 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 | | |
| C.2 | <u>Conduct facility tours</u> a) Conduct periodic tours of RWRD facilities to visually assess overall housekeeping and aesthetic condition (e.g. cleanliness, professional appearance, etc.) b) Develop guidelines for conducting facility tours | | |



STRATEGY 4 ~ OPERATING ENVIRONMENT:

Provide the community and employees with safe, secure, environmentally friendly and aesthetically pleasing facilities.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL D: ENHANCE SAFETY PERFORMANCE AND CULTURE | | | |
| D.1 | <p><u>Initiate development and implementation of a Departmental Standardized Safety Program to include:</u></p> <ul style="list-style-type: none"> a) Establish Departmental Safety Committee b) Develop Safety Plan c) Develop a Job Hazard Analysis (JHA) procedure including: <ul style="list-style-type: none"> • Define process of identifying job tasks that require JHAs • Develop template for collecting JHA data • Develop a format for documenting JHAs • Develop training for conducting JHAs within RWRD d) Develop procedure for conducting inspections e) Develop procedure for conducting audits f) Implement continuous safety improvement g) Communicate the data | | |
| D.2 | <p><u>Initiate implementation of a Safety Training Program</u></p> <ul style="list-style-type: none"> a) Continue and improve existing employee safety training and documentation (Treatment & Conveyance) b) Implement annual safety training in Planning & Engineering and Director's Divisions c) Improve safety training and documentation d) Develop management/supervisor safety training program: <ul style="list-style-type: none"> • JHA training • Accident investigation & Corrective Action training • How to conduct inspections and hazard recognition training e) Audits vs. inspections training f) Develop tools (e.g. Testing) to foster increased training retention g) Develop a training plan report identifying continuous improvement actions needed | | |
| D.3 | <p><u>Conduct Safety Inspections and Audits</u></p> <ul style="list-style-type: none"> a) Supervisors conduct inspections to monitor safety compliance b) Safety Managers conduct audits to evaluate inspection results and to assess corrective actions coming out of investigations | | |
| D.4 | <p><u>Enhance Department trend analysis program</u></p> <ul style="list-style-type: none"> a) Measure progress in meeting continuous improvement goals and KPIs b) Analyze trends emerging from safety audits/inspections, near misses, injury rates c) Analyze and report trends in Total Recordable Case Rate (TRCR) and DART (Days away, restrictions or transfers) | | |

STRATEGY 4 ~ OPERATING ENVIRONMENT:

Provide the community and employees with safe, secure, environmentally friendly and aesthetically pleasing facilities.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL E: INCORPORATE BETTER SAFETY, SECURITY, AND AESTHETIC STANDARDS INTO DEPARTMENT-WIDE INFRASTRUCTURE DESIGN, CONSTRUCTION, OPERATIONS AND MAINTENANCE ACTIVITIES | | | |
| | <i>No specific actions currently developed</i> | | |

STRATEGY 5 ~ CUSTOMER SERVICE:

Enhance customer and stakeholder trust, confidence and service by providing timely, accessible and accurate information.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: PREPARE AND COMMUNICATE AN ANNUAL DEPARTMENT PERFORMANCE REPORT TO THE PUBLIC AND STAFF | | | |
| A.1 | Annual RWRD Performance Report | | |
| GOAL B: IMPROVE COMMUNICATION WITH STAKEHOLDERS SUCH AS THE DEVELOPMENT COMMUNITY, OTHER JURISDICTIONS, AND OTHER COUNTY DEPARTMENTS, TO INCREASE AWARENESS AND OBTAIN FEEDBACK ON DEPARTMENTAL REQUIREMENTS AND PERFORMANCE | | | |
| B.1 | Stakeholder Coordination and Communications Plan | | |
| B.2 | SB 1598 Compliance (Regulatory Bill of Rights) | | |
| B.3 | Pharmaceuticals Take-back Program | | |
| GOAL C: STRENGTHEN THE DEPARTMENT'S STRATEGIC PLANNING PROCESS AND OUTPUTS | | | |
| C.1 | Annual RWRD Strategic Plan | | |



STRATEGY 5 ~ CUSTOMER SERVICE:

Enhance customer and stakeholder trust, confidence and service by providing timely, accessible and accurate information.

| NO. | ACTIONS | TIMELINE | |
|--|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL D: IMPROVE PERFORMANCE THROUGH A BETTER UNDERSTANDING OF STAKEHOLDER AND CUSTOMER NEEDS, AND THROUGH IMPROVED PROCESSES AND APPLIED TECHNOLOGIES | | | |
| D.1 | <u>Educate public and businesses about our system</u> a) Communicate through an email listserv b) Public service announcements c) Use the website to communicate d) Respond to questions and negative concepts e) Develop procedure for conducting audits f) Hold public meetings for CIP projects g) Communicate effectively with Spanish speaking public | | |
| D.2 | <u>Improve project and internal communications</u> a) Improve communications between RWRD staff and contractors, engineers and the public b) Improve internal communications between our Project Management staff and Community Relations staff c) Define a protocol d) Develop a coordinated message about the benefits of ROMP and sustainability and RWRD's role in the urban water cycle e) Create a staff directory that identifies areas of responsibility f) Ensure quick and easy access to data and information | | |
| D.3 | <u>Initiate implementation of a Continuous Improvement Program for selected priority processes (e.g. Planning & Engineering) that includes:</u> a) Mapping processes with Process Owners and their process team members b) Identifying customer/external stakeholders and assessing what they value / need c) Improving processes d) Defining or refining process level KPIs e) Identifying linkages to IT (Accela Automation / Hansen), SB1598, etc. on the process maps | | |
| D.4 | <u>Improve understanding of external stakeholder needs and values</u> a) Obtain feedback at every outreach event and summarize / categorize feedback according to type of concern (e.g. vector, odor, plan review) b) Incorporate discussions about customer values during process mapping and improvement efforts (See D.3) c) Obtain customer feedback on a regular basis for all key planning processes d) Develop a policy for external communications | | |
| D.5 | SB 1598 Compliance (Regulatory Bill of Rights) | | |

STRATEGY 5 ~ CUSTOMER SERVICE:

Enhance customer and stakeholder trust, confidence and service by providing timely, accessible and accurate information.

| NO. | ACTIONS | TIMELINE | |
|---|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL E: ESTABLISH AND DOCUMENT CONSISTENT AND EFFICIENT BUSINESS PRACTICES | | | |
| E.1 | Land and Permit Management Project | | |
| E.2 | SB 1598 Compliance (Regulatory Bill of Rights) | | |
| GOAL F: INTEGRATE CUSTOMER SERVICE VALUES THROUGHOUT RWRD | | | |
| F.1 | <u>Provide standardized customer service training to field staff and contractors</u> a) Enhance ability to respond accurately and promptly to FAQs and increase customer service and communications skill sets among field staff (e.g. engineers, inspectors, etc.), contractors and others who interface with the public b) Provide more information to staff on public values, internal standards, expectations, etc. c) Evaluate training program | | |
| F.2 | <u>Improve understanding of general customer (rate payer) needs and values</u> a) Customer over the counter surveys b) Develop feedback loops at points of customer contact c) Conduct an internal customer service values analysis d) Conduct an internal customer values analysis e) Develop a policy for external communications | | |



STRATEGY 6 ~ PERFORMANCE IMPROVEMENT:

Benchmark performance and enhance business processes through continuous improvement methodologies to be recognized as a national leader in the water industry.

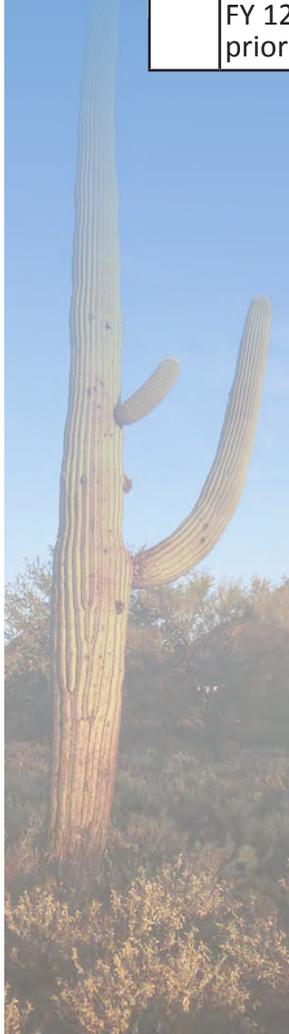
| NO. | ACTIONS | TIMELINE | |
|---|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: IDENTIFY KEY PROCESSES TO BENCHMARK | | | |
| A.1 | Conduct a formal business analysis to: <ul style="list-style-type: none"> a) Identify core processes and process owners across all four Divisions b) Identify products, & services c) Identify customers and customer values d) Identify linkages across processes (internally and externally) e) Identify opportunities and low hanging fruit f) Prioritize areas where further process mapping is desired | | |
| GOAL B: PARTNER WITH ACADEMIC, REGULATORY AND INDUSTRY ORGANIZATIONS TO IDENTIFY "BEST PRACTICES" AGAINST WHICH TO BENCHMARK AND WAYS TO ENHANCE OUR PERFORMANCE | | | |
| B.1 | Obtain NELAP Certification | | |
| B.2 | Research national "best management practices" (BMPs) and select appropriate BMPs against which to benchmark | | |
| GOAL C: DEFINE CONSISTENT AND EFFICIENT PROCEDURES FOR KEY PROCESSES AND IDENTIFY AND IMPLEMENT POTENTIAL IMPROVEMENTS | | | |
| C.1 | Obtain ISO Compliance for Department | | |
| C.2 | Renewal of ISO Certification for Conveyance | | |
| C.3 | Streamline purchasing and financial controls | | |
| GOAL D: ESTABLISH PERFORMANCE METRICS FOR CORE PROCESSES | | | |
| D.1 | Initiate a Continuous Improvement Program outlined in Goal 1.H | | |
| D.2 | Maintain Conveyance Division Continuous Improvement Program <ul style="list-style-type: none"> a) Integrate Conveyance Division system maps with the systems maps generated by the FY 2012-13 Department-wide Business Assessment b) Review process maps for accuracy and to identify opportunities for improvement c) Identify and document corrective actions | | |



STRATEGY 6 ~ PERFORMANCE IMPROVEMENT:

Benchmark performance and enhance business processes through continuous improvement methodologies to be recognized as a national leader in the water industry.

| NO. | ACTIONS | TIMELINE | |
|--|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL E: FOSTER EMPLOYEE UNDERSTANDING OF AND COMMITMENT TO CONTINUOUS IMPROVEMENT PHILOSOPHY | | | |
| E.1 | Prepare a PowerPoint presentation targeted to management on the principles, benefits and methods of process mapping and continuous improvement as components of an overall Quality Management System | | |
| E.2 | Develop a training program for staff on process mapping and continuous improvement methods | | |
| GOAL F: PARTICIPATE IN RESEARCH PROJECTS WITH ACADEMIC, REGULATORY, AND TRADE ORGANIZATIONS TO HELP LEAD OUR INDUSTRY | | | |
| F.1 | Work with U of A on research and WEST project | | |
| F.2 | Continue to do joint research projects with U of A | | |
| GOAL G: IMPLEMENT A CONTINUOUS IMPROVEMENT PROGRAM FOR ALL DIVISIONS | | | |
| | FY 12-13 actions related to this goal are identified in previously listed priority goals. Achieving this for all Divisions is a longer term endeavor | | |



STRATEGY 7 ~ FINANCIAL RESPONSIBILITY:

Be fiscally responsible by ensuring allocated funding sources are adequate to meet expenses and available funds and resources are managed efficiently.

| NO. | ACTIONS | TIMELINE | |
|--|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL A: MAINTAIN FISCAL RESPONSIBILITY WITHIN THE PARAMETERS OF THE DEPARTMENT'S FINANCIAL PLAN | | | |
| A.1 | <u>Improve budget tracking and analysis</u> a) Detailed tracking of variances (change management) b) Develop quarterly budget and CIP Performance Reports and review at mini retreats c) Division managers convene monthly unit-level budget and CIP discussions | | |
| A.2 | <u>Develop accurate CIP information</u> a) Develop five-year budget projections for CIP b) Measure how accurate earlier projections were and set a baseline c) Develop process for tracking changes d) Develop a CIP dashboard tool for cost tracking and comparison of budget projections vs. actual | | |
| A.3 | <u>Propose adequate revenue stream</u> a) Obtain revenue data from Finance and distribute information to end users b) Cover RWRD revenue needs as a topic for discussion at regular meetings with Finance c) Actively engage in the development of the Financial Plan | | |
| A.4 | <u>Enhance (optimize) operational efficiency</u> a) Increase planned maintenance activities | | |



STRATEGY 7 ~ FINANCIAL RESPONSIBILITY:

Be fiscally responsible by ensuring allocated funding sources are adequate to meet expenses and available funds and resources are managed efficiently.

| NO. | ACTIONS | TIMELINE | |
|---|--|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL B: PROVIDE EFFECTIVE TOOLS AND ACCURATE INFORMATION FOR IMPROVED DEPARTMENTAL AND DIVISIONAL BUDGET MANAGEMENT AND COORDINATION | | | |
| B.1 | <u>Develop advocacy tools to ensure Department's financial needs are met</u> a) Advocating outside RWRD for better tools b) Develop customer service alliances with other departments c) Strong internal user group (PW level) d) Finding common issues between Public Works departments e) Developing and documenting paths for problem resolution | | |
| B.2 | <u>Obtain new staff support for resource management and KPI tracking</u> a) Identify position duties within the constraints of the Consolidation Program b) Conduct a gap analysis c) Provide increased internal coordination among Division administration staff involved in budget preparation and monitoring | | |
| B.3 | <u>Baseline data collection</u> a) Identify number of shadow systems b) Person hours to do budgeting and maintain shadow systems c) Measuring how much time we spend tracking our spending (efficiencies) d) Improve forecasting e) Collect baseline data needed to set KPI targets f) Set up an efficient KPI tracking and reporting system g) Perform benchmark research h) Develop a CIP dashboard tool for cost tracking and comparison of budget projections vs. actual | | |
| B.4 | <u>Map RWRD budget development and forecasting processes</u> a) Document budget timeline b) Establish process team and process owner c) Define/refine process KPIs d) Identify budget points of contact: who do we go to? (e.g. use customer service ITD business relationship manager as a model) e) Identify linkages to PimaCore (Maximo, Advantage and Performance Budgeting) f) Identify internal and Finance timelines (O&M and CIP) | | |
| B.5 | <u>Budget performance review</u> a) Quarterly budget performance review / report b) Monthly unit-level budget discussions c) Use of PimaCore tools to project O&M expenses and monitor unplanned costs as designed | | |
| B.6 | <u>Establish policy and communicate</u> a) Leadership creates expectations and accountability for integrity in budget planning | | |

STRATEGY 7 ~ FINANCIAL RESPONSIBILITY:

Be fiscally responsible by ensuring allocated funding sources are adequate to meet expenses and available funds and resources are managed efficiently.

| NO. | ACTIONS | TIMELINE | |
|--|---|----------|-----------|
| | | FY 12-13 | 2-5 Years |
| GOAL C: PLAN AND DEVELOP FORWARD-LOOKING, COST-EFFECTIVE PROJECTS AND DELIVERY PROCESSES IN ORDER TO PROVIDE INFRASTRUCTURE SUSTAINABILITY AND EFFECTIVE ASSET MANAGEMENT | | | |
| C.1 | <u>Develop a long term asset management plan for treatment facilities and conveyance systems including:</u> a) System wide sewer augmentation b) System wide conveyance rehab program c) Master asset management template for each WRF d) Master asset management template for Conveyance system e) Five-year CIP program for pump station rehabilitation and enhancement f) Hansen Version 8 Upgrade | | |
| C.2 | <u>Develop long term water resource and asset management and effluent management plans</u> | | |
| GOAL D: SUPPORT COUNTY SUSTAINABILITY GOALS TO MAXIMIZE USE OF RENEWABLE WATER AND ENERGY RESOURCES TO BENEFIT THE ENVIRONMENT AND COMMUNITY | | | |
| D.1 | <u>Initiate analysis and reporting of impacts of sustainability actions</u> | | |



OVERVIEW: RWRD SCORECARD

The Strategic Plan includes a total of 80 Key Performance Indicators (KPIs) which comprise our organization's Scorecard of success across the 5 pillars. The KPIs for each priority goal within each pillar are provided below. These KPIs are grouped into three different categories:

- End outcome indicators: Measure the end outcome we seek to achieve – our ultimate purpose. Some would say these are the most important KPIs because they measure how effective we are at achieving our purpose and thus they represent our ultimate measure of success.
- Dashboard indicators: Measure trends and show progress over time in meeting our goals.
- Operational indicators: Measure the number of products and services produced and are helpful in developing and allocating the budget.

Working in the Pillar Teams, staff began developing the KPIs by addressing such questions as, "What do we hope to change or impact in the world by working to achieve the goals and strategies?" "What evidence would show that impact had occurred?" "What deliverables or measurable activities support the desired impact?" And finally, "How would we measure that the impact or activity has occurred?"

Thoughtful deliberation along these lines was helpful in identifying the priority actions needed to achieve the goals and from there to defining meaningful performance indicators.

One or more of the quarterly mini retreats held each year will be devoted to reporting out on the KPI progress. As such, these KPIs represent an important component of the overall Integrated Strategic System (see schematic in Overview on page 6) that is now in place to drive performance throughout RWRD.

The list of KPIs is still under development and may be modified over the course of the next fiscal year and beyond as staff grapple with such questions as does the data exist now, is it being tracked, and if not, how easy and useful is it to start tracking the data? Executive Team members are each assigned to serve as a "Pillar Champion" to oversee the further development of the KPIs within each Pillar in cooperation with other staff as appropriate. Examples of future KPI development activities include collecting baseline data, setting up dashboard tracking systems and reports, and establishing targets.

**"What gets
measured
gets done."**

--Peter Drucker

**RWRD SCORECARD
Human Resources Pillar**

PRIORITY GOAL (1A)

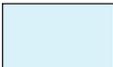
Create career development pathways and formal training programs, including multi-skills programs, to increase employee skills and enable professional growth.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|--|
| 1 | Percent employees ranking RWRD highly in terms of its career and professional growth opportunities in the employee survey | TBD once baseline employee survey results are in |
| 2 | Percent Pass/Fail on training test scores | TBD once baseline is calculated |
| 3 | Number of employee departures monthly (in FTE) divided by the total number FTEs | TBD once baseline is calculated |
| 4 | Percent internal promotions versus external hires | TBD once baseline is calculated |
| 5 | Percent O&M participants at each level of O&M certification | TBD once baseline is calculated |
| 6 | Percent of O&M Workforce Participating in O&M learning programs | 50% |
| 7 | Total training hours per employee | TBD |
| 8 | Percent of new hires completing "On Boarding" Program within 15 days of start date | 95% |
| 9 | Percent of RWRD annual budget expenditures allocated for employee training and development | 3% |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

Legend

 : ULTIMATE MEASURE OF SUCCESS

 : DASHBOARD INDICATORS

 : OPERATIONAL INDICATORS

**RWRD SCORECARD
Human Resources Pillar**

PRIORITY GOAL (1E)

Develop a formal management training program to increase leadership and supervisory skills, performance and to foster a positive working environment.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|--|--|
| 1 | Percent employees ranking RWRD's leadership, supervisory and management skill sets highly in the employee survey | TBD once baseline employee survey results are in |
| 2 | Percent employees ranking RWRD highly as providing a positive working environment in the employee survey | TBD once baseline employee survey results are in |
| 3 | Percent of required performance appraisals completed on time | 100% |
| 4 | Percent internal promotions versus external hires | TBD |
| 5 | Percent of 360 degree evaluations completed annually | 100% |
| 6 | Management and Leadership Training Program developed | FY 2012-13 |
| 7 | ____ RWRD supervisors completing Supervisory Skills Training Program by FY ____ | TBD |
| 8 | 40% RWRD managers completing the Management and Leadership Training Program by FY ____ | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

**RWRD SCORECARD
Human Resources Pillar**

PRIORITY GOAL (1H)

Increase coordination, communication, problem solving, and teamwork within and across Divisions to foster improved trust, shared decision making, and increased productivity.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|--|
| 1 | Percent employees ranking RWRD highly on its capacity for effective problem solving, teamwork, cooperation, and communication | TBD once baseline employee survey results are in |
| 2 | Core operational processes across all Divisions (Treatment, Conveyance, Planning and Engineering, and Director's Office) identified and prioritized for mapping | FY 2012-2013 |
| 3 | KPI progress reports presented to staff Department-wide | Semi-annually |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (4C)

Foster a culture of personal pride in our work, care for our surroundings, and ownership of our facilities.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|---------------|
| 1 | Employee survey results demonstrating increased employee awareness of County's sustainability goals and ROMP benefits | TBD |
| 2 | Percent of RWRD facilities toured annually | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

RWRD SCORECARD
Regulatory Compliance Pillar

PRIORITY GOAL (2C)

Ensure cost effect compliance with all current and future requirements Department-wide.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|--------------------|
| 1 | Percent permit compliance annually (all facilities) | 100% |
| 2 | Permit implementation meetings for each revised or new permit within six weeks of receipt | TBD |
| 3 | Monthly/bimonthly inspections of operations and facilities for compliance | TBD |
| 4 | Develop a Regulatory Communication Plan | Calendar Year 2012 |
| 5 | Quarterly Submission of Regulatory Status Updates documenting ongoing performance and pending legislation and rules | TBD |
| 6 | Monthly reports distributed via email | TBD |
| 7 | Quarterly report similar to, or part of, the Regulatory Status Update | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

**RWRD SCORECARD
Safety Culture Pillar**

| PRIORITY GOAL (4D) <i>Enhance safety performance and culture.</i> | | |
|---|---|---------------|
| | KEY PERFORMANCE INDICATOR | TARGET |
| 1 | Number of incidents annually | 0 |
| 2 | Percent pass vs. fail on training test scores | TBD |
| 3 | Total Recordable Case Rate (TRCR) | TBD |
| 4 | Turnaround time for complaint resolution | TBD |
| 5 | Percent of documented audit / inspection failures with corrective actions implemented | TBD |
| 6 | Number of corrective actions implemented | TBD |
| 7 | Job Hazard Analysis (JHAs) needs assessment completed | TBD |
| 8 | Safety program and procedures developed and documented | FY 2012 |
| 9 | Number of JHAs completed per month | FY 2012 |
| 10 | Percent of required inspections / audits completed annually | TBD |
| 11 | Number of safety meetings / tailgates monthly | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

RWRD SCORECARD Customer Service Pillar

PRIORITY GOAL (4B)

Continue enhancement of System-Wide Odor Control Program.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|--|---------------|
| 1 | Percent reduction in number of complaints per year | TBD |
| 2 | Number of odor resolution projects completed | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (5D)

Improve performance through a better understanding of stakeholder and customer needs, and through improved processes and applied technologies.

| | KEY PERFORMANCE INDICATOR | TARGET |
|----|---|---------------|
| 1 | Reduction of customer complaints received annually | TBD |
| 2 | Percent processes in compliance with SB 1598 (ARS 11-1600-1610) | TBD |
| 3 | Turnaround time for complaint resolution | TBD |
| 4 | Percent of data requests receiving a response within two business days | 90% |
| 5 | Completion of baseline employee survey of customer service and communication skills and understanding of customer values | FY 2013 |
| 6 | Number of public contacts that are tracked and documented annually | TBD |
| 7 | Average response time | TBD |
| 8 | eDMS and the Land and Permit Management System projects completed | TBD |
| 9 | Communications policy developed | TBD |
| 10 | Employees use Outlook Out of Office Assistant and/or forward phones or leave out of office messages when scheduled absence for one business day or longer | 100% |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

RWRD SCORECARD
Customer Service Pillar

PRIORITY GOAL (5F)

Integrate customer service values throughout RWRD.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|--------|
| 1 | Percent of new field staff receiving customer service training annually | 100% |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (6A)

Identify key processes to benchmark.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|--|-----------|
| 1 | Key processes in all RWRD Divisions and Process Owners identified and prioritized for mapping by June 2013 | June 2013 |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (6D)

Establish performance metrics for core processes.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|-----------|
| 1 | Process metrics for time and quality established for 100% of mapped processes | June 2013 |
| 2 | Performance dashboard developed | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

RWRD SCORECARD

Financial Responsibility Pillar

PRIORITY GOAL (3E)

Enhance user proficiency and product value of PimaCore management systems.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|---|-----------------------|
| 1 | Comfort / satisfaction level of users as reflected in annual PimaCore surveys (RWRD & County) | 75% of surveyed users |
| 2 | Needed modules in use by end of FY 2012-13 | 100% |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (7A)

Maintain fiscal responsibility within the parameters of the Department's financial plan.

| | KEY PERFORMANCE INDICATOR | TARGET |
|----|---|---------------|
| 1 | Percent year-end O&M costs within budget | 98% |
| 2 | Triple A bond rating achieved annually | 90% |
| 3 | Percent CIP projects delivered on time and at/or under budget | TBD |
| 4 | Percent O&M unit year-to-date costs within budget | 90% |
| 5 | Percent variance of monthly total CIP projected cash flow by period vs. actual cash flow | 90% |
| 6 | Cost per account and per gallon of sewage treated | TBD |
| 7 | The ratio between cost and hours invested in planned vs. unplanned maintenance activities | TBD |
| 8 | Kilowatt hours per million gallons treated | TBD |
| 9 | Produce an Annual Financial Plan | FY 2012 |
| 10 | Number of unit level monthly budget and CIP reviews and quarterly management reviews of budget held | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

RWRD SCORECARD
Financial Responsibility Pillar

PRIORITY GOAL (7B)

Provide effective tools and accurate information for improved Departmental and Divisional budget management and coordination.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|--|---------------|
| 1 | Survey results showing effectiveness of PimaCore (Advantage, Maximo, and PB) | TBD |
| 2 | Budget Process map completed | TBD |
| 3 | Public Works User Group created | TBD |
| 4 | Work instructions for forecasting completed | TBD |
| 5 | Policy developed | TBD |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS

PRIORITY GOAL (7D)

Support County sustainability goals to maximize use of renewable water and energy resources to benefit the environment and community.

| | KEY PERFORMANCE INDICATOR | TARGET |
|---|------------------------------------|---------------|
| 1 | RWRD Sustainability Plan developed | FY 2012-13 |

ULTIMATE MEASURE OF SUCCESS; DASHBOARD INDICATORS; OPERATIONAL INDICATORS