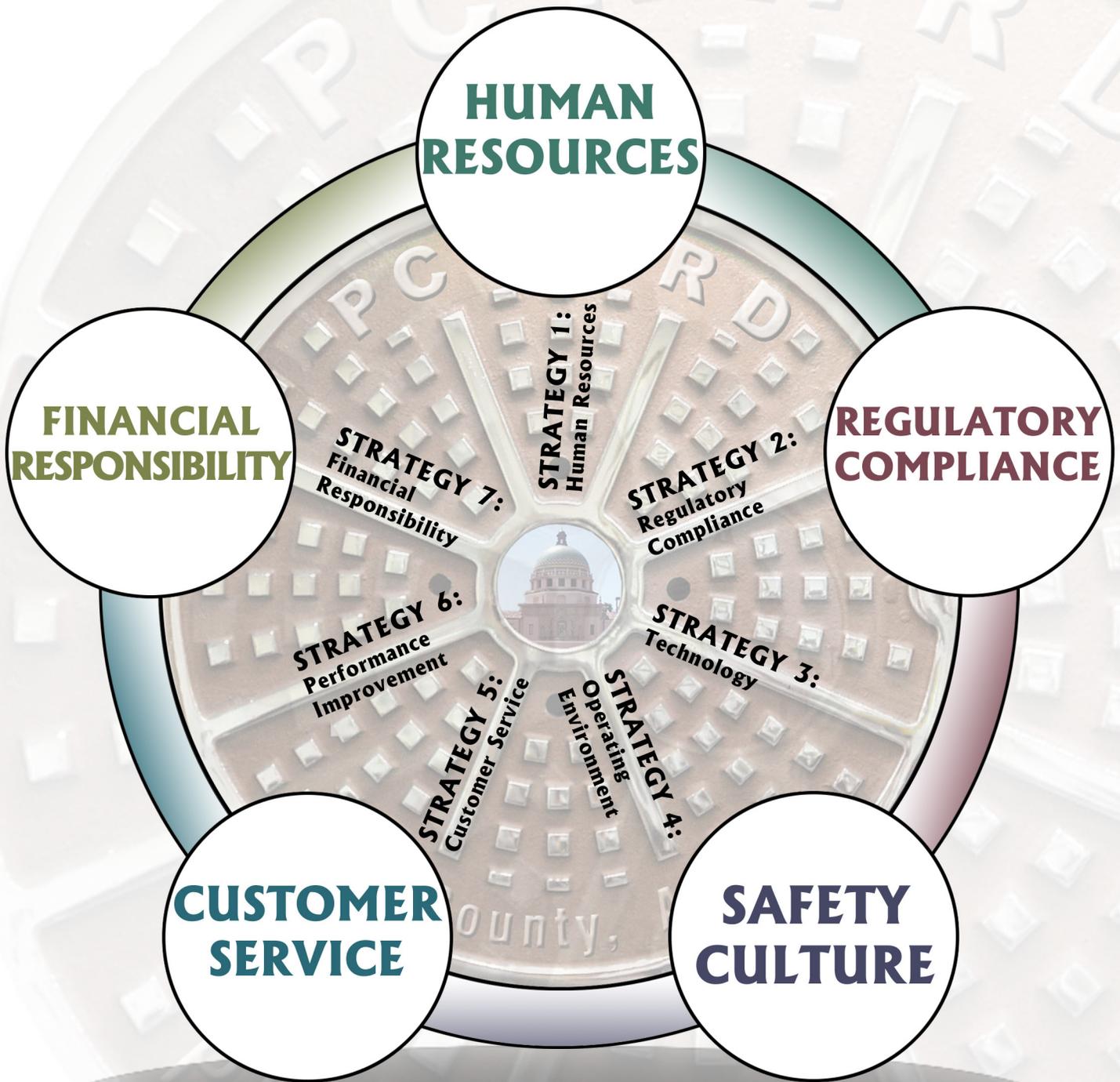


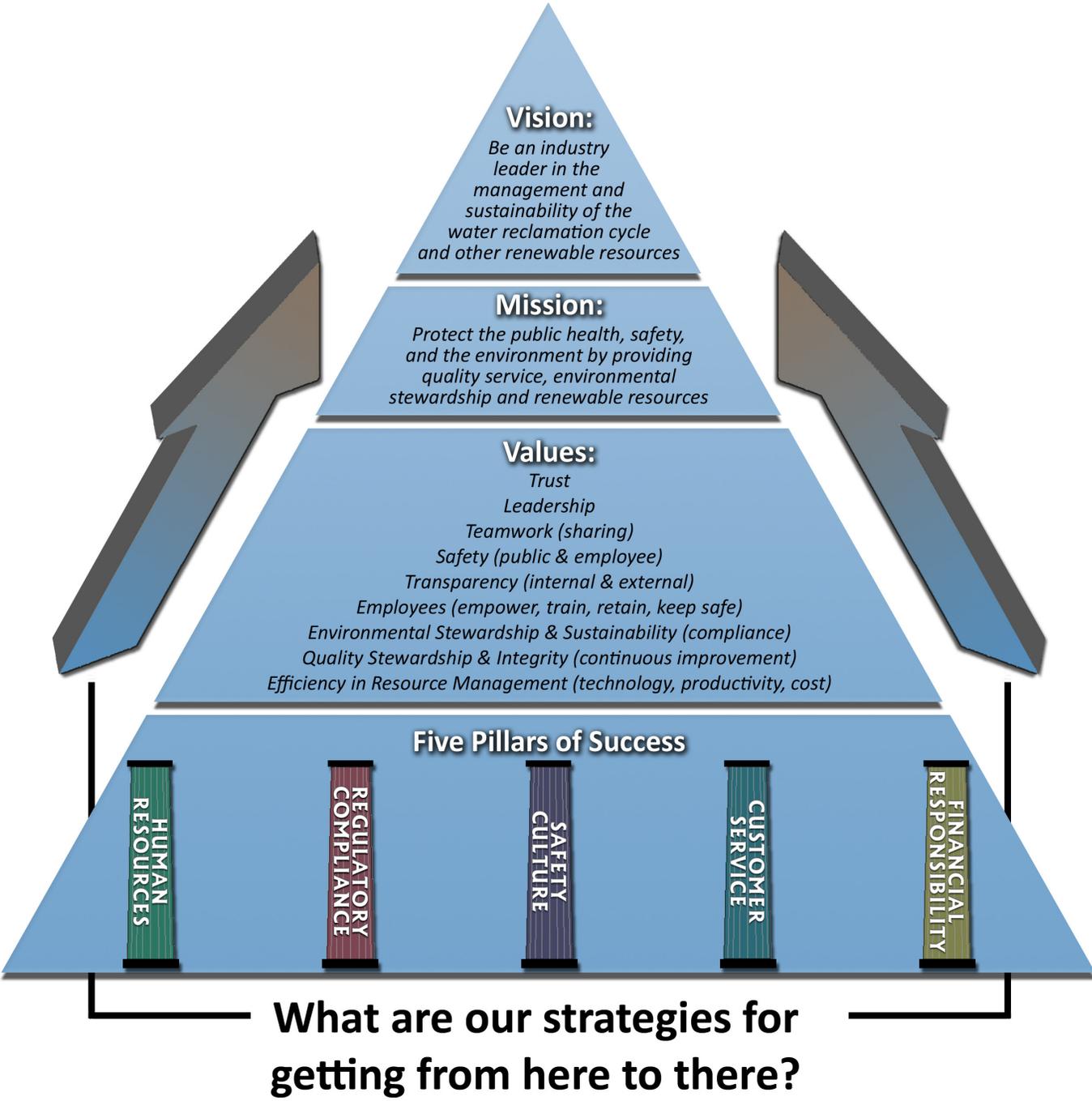
RWRD STRATEGIC PLAN FY 2012 – 2016



**RWRD's 5 Pillars
and 7 Strategies for Success**

June 2012

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.

INTRODUCTION

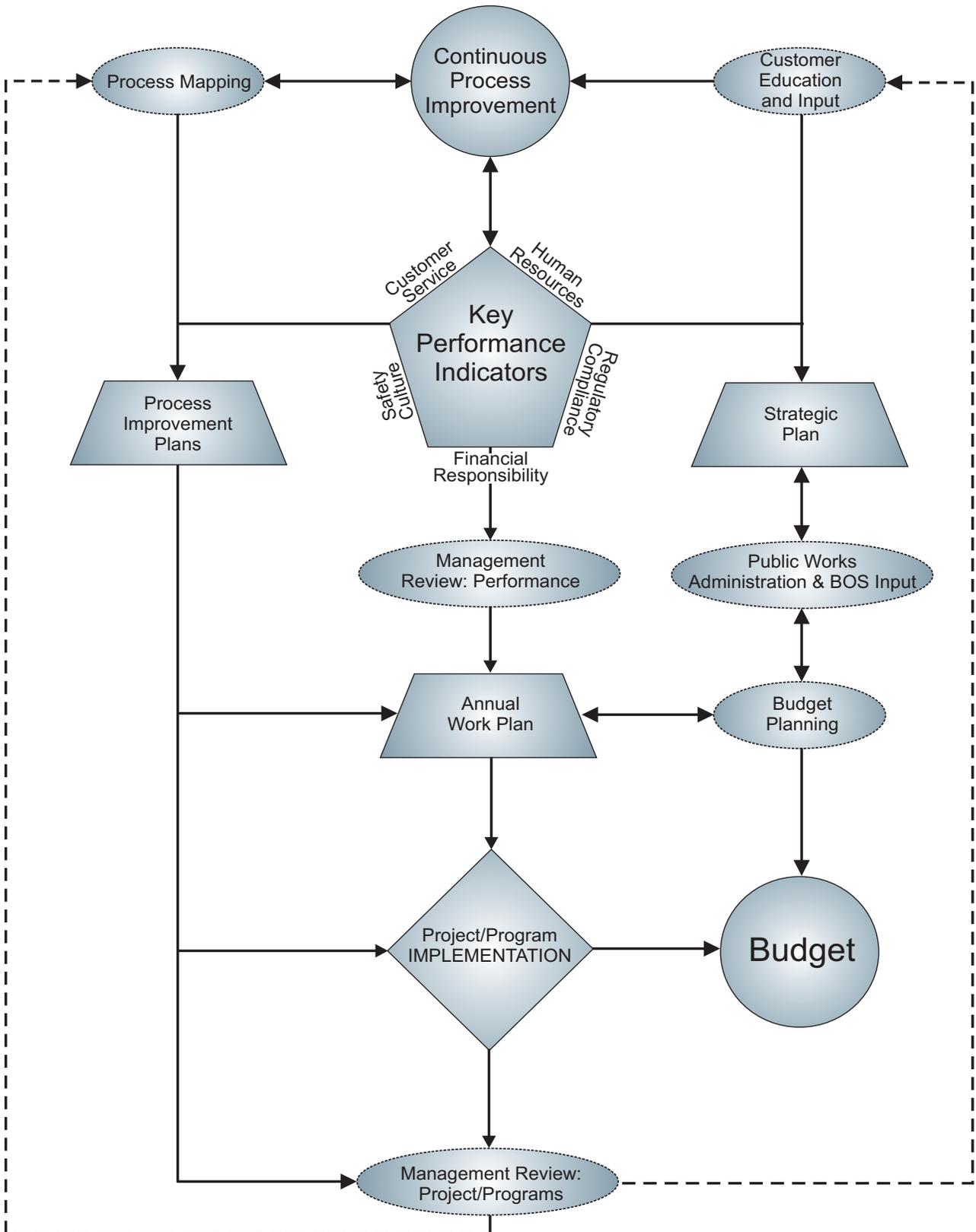
This five-year Strategic Plan (2012-2016) provides a roadmap for achieving the Pima County Regional Wastewater Reclamation Department's (RWRD) vision and for strengthening the utility across 5 pillars of success: Human Resources, Regulatory Compliance, Safety Culture, Customer Service and Financial Responsibility. 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.

Integrated Strategic System



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:

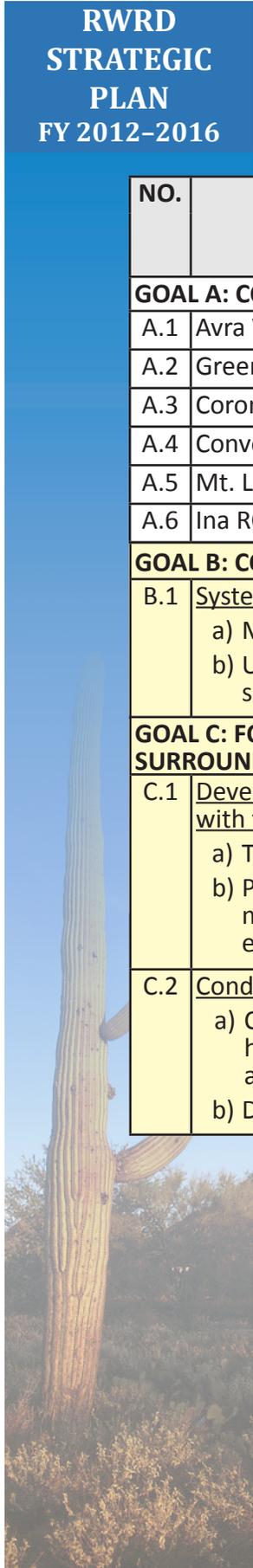
Utilize technology to enhance and optimize business operations while decreasing overall operating costs.

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>		

