

Goals, Objectives and Action Items (CONTINUED from page 3):

OBJECTIVE:	OPERATIONAL OPTIMIZATION: ACTION ITEMS	(CONTINUED from page 3)
4. Extend management system framework to those departmental programs that are responsible for public Health, Water Quality, Water reclamation and future projects	Commit resources (\$\$\$)	
	Assign an action team to create and implement a Management System	
	Develop framework for change	
	Communicate Plan	
OBJECTIVE:	RELIABILITY: ACTION ITEMS	
1. Prepare for catastrophic events 2. Strategically manage assets	Update vulnerability assessments	
	Update mutual aid agreements with neighboring utilities	
	To complete emergency interconnect agreements and interconnects	
	Develop and continually maintain and define a Sustainable Infrastructure Program (SIP) to improve the resiliency of facilities and infrastructure	
	Forecast infrastructure replacement needs over a ten (or more) year period along with the requisite financial funding	
Reinstate vital maintenance programs dropped or reduced to budget cut		
OBJECTIVES:	RESOURCE MANAGEMENT: ACTION ITEMS	
1. Recognize and evaluate growth patterns and revisit planning assumptions to ensure resource availability 2. Encourage prudent consumption of water resources across all customers groups	Conduct a comprehensive water audit consistent AWWA standards on an annual basis	
	Update/develop water supply plan	
	Report water supply plan in the annual report to the City Council	
	Develop and update annually a comprehensive water resources assessment and plan	
	Complete with updates, the potential plan for utilization of reuse water.	
	Evaluate Water Shortage and Response Plan (WSRP)	
	Develop a five and ten year goal for reduction of per capita usage in collaboration with community stakeholders	
Evaluate and update conservation education programs: online technical information, educational literature and water auditing		
Evaluate and consider expanding existing water efficiency incentive programs		
OBJECTIVES:	STAKEHOLDER OUTREACH: ACTION ITEMS	
1. Establish ongoing partnerships with the City Council 2. Effectively increase key stakeholder partnerships with CORPUD on Public Utility issues and initiatives 3. Improve internal communication with employees	Conduct an annual workshop with the City Council to review strategic, operational and financial plans of the water utility	
	Establish communication plan for external stakeholders	
	Develop methods to identify and monitor stakeholder group concerns and issues	
	Establish PUD employee communication plan	
Develop methods to identify and monitor employee concerns and issues		

Invitation to Comment:

We need your help in refining this plan. Public Utilities (PU) is dedicated to working closely with our employees to ensure that the final Plan incorporates your thoughts, concerns, suggestions and preferences.

For questions regarding the Plan and submitting comments, please contact Carolyn Dumas, Public Information Manager, at 919.996.3473 or email Carolyn.Dumas@raleighnc.gov. The deadline for submissions is close of business 5:00 pm on **October 31st**, 2012.

City of Raleigh Public Utilities Department



INTRODUCTION TO THE STRATEGIC PLAN

WHAT is a Strategic Plan?

A *Strategic Plan* is developed to help define the future direction of an organization, creating a road map for making resource allocation decisions that take us where we want to go. With many challenges and limited resources, we make investment decisions for the utility every day. The Strategic plan will help us decide how to optimize our investments in our people, work processes and the tools needed to do the job of providing our customers with world class service.

Strategic Planning has a long track record of success in private industry, with every major and most minor corporations implementing and constantly updating Strategic Plans. Large regional utilities have long recognized the value of strategic planning efforts in optimizing service delivery for utility customers.

CORPUD Vision: "We are a world-class leader in sustainable water and wastewater service delivery."

CORPUD Mission: "To provide safe, sustainable water services for our customers while protecting public health and contributing to the economic, environmental and social vitality of our communities."

Eight Areas for Development

The management team used this planning and guidance document to identify and prioritize eight areas for development or improvement. The management team used the EPA's Effective Utility Management as a planning and guidance document to create eight areas for development, described below in alphabetical order. These development areas will serve as the focal areas for this Plan. More details are found in the HOW section on pages 25-32, see your supervisor for a copy.

1. Customer Service
2. Employee & Leadership Development
3. Environmental Stewardship
4. Financial Viability
5. Operational Optimization
6. Reliability
7. Stakeholder Outreach
8. Water Resource Management



Core Values for Development:

- Accountability** = For our actions as a group and as individuals; to accept responsibility for our duties and for our actions, good or bad.
- Effectiveness** = To competently and efficiently accomplish our tasks, whatever they maybe. To repeatedly and reliably complete our jobs and, when necessary, help others to complete theirs.
- Empathy** = Compassion for our co-workers and our customers. Through empathy, we understanding and identifying the issues of others; we become better people and better employees; we pause and think before we react and we take the state of mind of our co-workers and customers into account when responding to situations. Empathy is also important as it promotes efforts to foster other organizational values such as equality, fairness, honesty and openness.
- Equality** = Impartially interacting with all co-workers and customers; to provide the same opportunities to all of our employees without regard to friendship, familiarity and to not discriminate in any manner on the basis of age, disability, sex, race, color, creed, sexual orientation or national origin in our interpersonal interactions; to avoid conflicts of interest and appearance of conflicts of interest; and to apply the Golden Rule: "Do unto others as you would have them do unto you."
- Fairness** = Justly interacting with our employees, our coworkers, customers and vendors; committed to minimizing bias, promoting justice and striving for equitable, repeatable decisions in everyday actions.
- Fiscal Responsibility** = Monetarily responsible with the tools, training and resources placed within our care to efficiently complete tasks within our job duties; to be good stewards of our time; to eliminate waste and to encourage effectiveness and accountability in ourselves and our co-workers.
- Honesty and Openness** = Regarding our individual moral character; denoting positive, virtuous characteristics such as: integrity, truthfulness, and straightforwardness; committed to being transparent in our actions and decision making as well as our obligations to accept different points of view, and to consider those viewpoints when reaching decisions.

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Goals, Objectives and Action Items:

(The full chart is located on pages 25-32 of the Strategic Plan)

OBJECTIVE:	CUSTOMER SERVICE: ACTION ITEMS
1. <i>Establish acceptable levels of customer service</i>	Identify customer service needs through Citizen Advisory Council (CAC) meetings, surveys, polls, focus groups.
	Quantify baseline of service levels currently provided
	Choose/establish appropriate customer service levels, based on findings
2. <i>Provide staff the necessary resource to meet/exceed customer expectation</i>	Perform gap analysis of current resources relative to service level goals
	Develop an action plan to close identified gap(s)
	Examine need for PUD-specific or centralized call center and call-handling process
	Establish method for ongoing measurement of (service level) satisfaction
	Establish method for linking employee performance to customer satisfaction levels
3. <i>Align staff performance goals to customer satisfaction goals</i>	
OBJECTIVE:	EMPLOYEE & LEADERSHIP DEVELOPMENT: ACTION ITEMS
1. <i>Align employee development with organizational needs</i>	Perform gap analysis of staff and skill needs within CORPUD
	Incorporate outputs from the organizational gap analysis into individual employee development plans
	Develop structure for continually aligning CORPUD business strategies to identified employee needs.
	Evaluate salary and compensation structure
	Create incentive/certification plan
	Establish plan for consistently developing goals for each employee and annually tying them to performance evaluation.
	Develop recruitment plan in partnership with HR, based upon PUD staffing assessment needs
	Perform analysis of CORPUD attrition and areas of knowledge loss
	Develop a plan for capturing and retaining institutional knowledge, with a priority given to identified areas of concern
2. <i>Retain skilled and motivated workforce</i>	
3. <i>Recruit a highly skilled workforce</i>	
4. <i>Capture and retain institutional knowledge</i>	

Core Values for Development:

(...CONTINUED)

- Knowledge** = Knowledgeable about our continued commitment to acquire skills, experience and education; to share our knowledge unselfishly with others and to encourage the pursuit of knowledge in our employees and co-workers to the benefit of our organization.
- Quality** = Having pride in the quality of the potable water produced, treated effluent, and process residuals in full compliance with regulatory and reliability requirements and consistent with customer, public health, and ecological needs.

Goals, Objectives and Action Items:

(...CONTINUED)

OBJECTIVE:	ENVIRONMENTAL STEWARDSHIP: ACTION ITEMS
1. <i>Insure future regulatory compliance</i>	Identify future regulatory requirements
	Compare actual performance to requirements (gap analysis)
	Communicate gaps and seek input from stakeholders
	Implement plan of action to meet future requirements
	Determine acceptable levels of environmental stewardship, above and beyond regulatory compliance from stakeholders
	Determine current performance and compare to acceptable levels
	Develop plan to close identified gaps between current performance and acceptable levels
	Evaluate fleet usage for efficiency improvements
	Conduct water system real-time energy efficiency study
	Update Biosolids Master Plan
2. <i>Minimize gaps between acceptable levels of stewardship, as defined by our community and performance</i>	Participate in Cost Effective Analysis Process (CEAP) development (overlap with Greenhouse Gas, GHG, study and tie efforts to attach future regulation; diverse energy portfolio)
3. <i>Evaluate sustainable practices</i>	Evaluate renewable energy for feasibility
OBJECTIVE:	FINANCIAL VARIABILITY: ACTION ITEMS
1. <i>Five year operating budget; maintain a balance between long-term debt, asset value, O & M, and operating revenues</i>	Address the objectives of the Financial Planning and Policy Guiding Principle
	Present and obtain approval for the budget from the City Council annually
	Review and update options from the Customer Assistance Program (CAP) to provide financial assistance to low-income customers
	Communicate the idea of "Truth in Billing" to both employees and customers
	Ensure that decisions and practices of the Department have symmetrical equity among the City and its merger partners
	Fund future projects with pay-as-you-go (replacement) versus bonds (expansion or new)
	Develop project specific reserve policies and incorporate legal advice on protecting infrastructure replacement reserve funds
	Create cost benefit analysis template to evaluate water conservation and efficiency programs
2. <i>Ensure fairness and equity for customers and merger partners</i>	
3. <i>Obtain and maintain "AAA" bond ratings</i>	
OBJECTIVE:	OPERATIONAL OPTIMIZATION: ACTION ITEMS (CONTINUED on page 4)
1. <i>Assess critical business processes</i>	Prioritize and map business processes to identify areas for improved efficiencies
	Benchmark CORPUD against like utilities of similar characteristics
	Adopt performance measures to address identified areas of improvement
2. <i>Benchmark CORPUD against like utilities to determine areas for improvement</i>	
3. <i>Structure CORPUD for optimization efficiency</i>	Study various governance models that may be appropriate for the management of the water utility
	Structure organization based upon business processes, customer service, and staffing skill assessments

