Otay Water District

Strategic Plan (DRAFT)
(3-5 Years / 2018-2022)

“Growth and Sustainability”
MISSION

To provide exceptional water and wastewater services to its customers, and to manage District resources in a transparent and fiscally responsible manner

VISION

To be a model water agency by providing stellar service, achieving measurable results, and continuously improving operational practices

STATEMENT OF VALUES

As Otay Water District employees we dedicate ourselves to:

Customers:
We take pride that our commitment to customer-centered service is our highest priority.

Excellence:
We strive to provide the highest quality and value in all that we do.

Integrity:
We commit ourselves to doing the right thing. Ethical behavior, trustworthiness and accountability are the District’s foundation.

Employees:
We see each individual as unique and important. We value diversity and open communication to promote fairness, dignity and respect.

Teamwork:
We promote mutual trust by sharing information, knowledge, and ideas to reach our common goals.

Innovation:
We constantly seek better, more efficient and cost effective ways to deliver our services.
STRATEGIES & OBJECTIVES

Communications/Water Conservation:

1. Strategy: Enhance Agency’s Image
   Objectives:
   - Information & outreach via social media, web, and education.
   - Enhance District communication efforts and reputation:
     - Branding
     - Facility tours and briefings with media
     - Otay “apps”
   - Internal discussion of what each department does – Videos “Day in the Life of...”

2. Strategy: Evaluate and implement new online tools
   Objectives:
   - Educate customers about different conservation programs

Customer Service:

1. Strategy: Optimize meter activity operations
   Objectives:
   - Web based portal for backflow tester entry
   - Dynamic GPS fleet assignment
   - Routing optimization – dynamic fleet assignment
   - Cellular meter reading technology pilot
   - Evaluation of AMI technology?

2. Strategy: Enhance customer experience (Hybrid between Customer Service and Public) Relations)
   Objectives:
   - Exit surveys with 8x8
   - Customer electronic communication and outreach
     - Develop electronic payment campaign
     - Develop electronic customer education and satisfaction campaign
   - Strategic deployment of payment kiosks

Engineering:

1. Strategy: Enhancement of District’s Asset Management (AM) Program
Objectives:
- Gap assessment/validation & adoption of formal AM framework (ISO 55000)
- Pilot Project
- Recommendation
- Implementation

2. Strategy: Potable Water Resources/Facility Optimization
Objectives:
- South District potable water supply alternative to PL4 (catastrophic event).
- Treatment Plant long-term business plan (sewer portion).
- Recycled Water long-term business plan.
- Otay Mesa recycled water pipeline repurposing.
- Project - alternative delivery methods for CIPs.

Finance:

1. Strategy: Evaluation of key system alternatives and financial impact
Objectives:
- Recycle Water
- Sewer
- Desalination (Rosarito)

2. Strategy: Enhancement of Business Systems
Objectives:
- ERP validation and replacement evaluation
- CIS/CRM validation and replacement evaluation
- Psicapture/Paperless AP
- Cloud payroll service

3. Strategy: Enhance CIP Development Program
Objectives:
- Enhance framework for systematic development, validation, & implementation
- Cross-functional awareness
- Enhance financial impact forecasting and analysis of future CIP’s
- 870-2 Pump Station Replacement Project/16.9 million, ensure that contingencies are planned for.

4. Strategy: Achieve PERs funding ahead of schedule
Objectives:
- Optimize funding and liability schedule
Human Resources:

1. Strategy: Enhancement of succession planning and training development programs
   **Objectives:**
   - Knowledge transfer/management program (including desk procedures) due to projected retirements.
   - Continued development of leadership and District-wide training programs.

2. Strategy: Enhance employee engagement by providing information, resources, and services to staff, which promote collaboration, connection, and commitment.
   **Objectives:**
   - Stay interviews and/or employee opinion survey
   - Development of preventative physical training programs (aging workforce)
     - Standing Work Stations
     - Stretching & Work Programs
   - HR communications and outreach
   - Review employee recognition approaches

   **Objectives:**
   - Negotiate and implement new labor agreement
     - Identify strategies to support labor agreement health benefit requirements.
     - Identify language which acts as a barrier to change and/or limits managerial flexibility

   **Objectives:**
   - Evaluate ADP’s cloud-based human capital management system
   - Evaluate Neogov’s on-boarding modules

IT/GIS:

1. Strategy: Maintain a reliable, scalable, secure, and high performing technology infrastructure to support current and future service needs.
   **Objectives:**
   - Deploy next generation storage services and communication architecture
   - Assess, adopt, and deploy NIST cyber security enterprise framework
   - Adopt a cloud-first strategy for new services
2. **Strategy:** Enhance SCADA service via SCADA roadmap project.
   **Objectives:**
   - Execute fourteen (14) strategic project/initiatives, recently developed

3. **Strategy:** Enhancement of the District’s enterprise geographic data.
   **Objectives:**
   - Deploy ArcGIS Pro for 3D analysis
   - Migrate GIS data structure from geometric network to utility network
   - Improve vertical data accuracy and create a universal mechanism for field data collection and input
   - Evaluate the use of Drone2Map technology for asset and field inspections and condition assessment

**Operations:**

1. **Strategy:** Enhance District maintenance and program standards.
   **Objectives:**
   - Evaluate changes for valve maintenance program
   - Participate in evaluation of ISO 55000 asset management framework
   - Participate in analysis of future water supply redundancy study/project
   - Participate in evaluation of electric vs hybrid fleet
   - Participate in engineering’s water quality study

**Purchasing/Facilities Management:**

1. **Strategy:** Enhancement of contracting and facility services.
   **Objectives:**
   - Optimization of contracting and purchase order execution
   - Analyze lease vs buy of fleet vehicles
   - Evaluate electric vs hybrid
   - Evaluate cooperative agreement(s) for chemical purchases
   - Enhance customer and employee security in lobby public area
   - Participate in validation and evaluation of a replacement ERP system

**Safety:**

1. **Strategy:** Enhancement of District’s confined space program.
   **Objectives:**
   - Automate C5 and confined space work forms (electronic conversion)
   - Add confined space data layer in the District’s enterprise GIS system
OTHER OBJECTIVES/IDEAS

- Help to focus on all areas of responsibility; Emergency Management, Resilience, Bus Continuity, Inspections, OHS, Security, etc.
- Sign up District for Cal OSHA Volunteer Program. Cal reach first with goal of obtaining CalStar certification
- Further hardening facilities e.g. admin, ops, key facilities
- Safety for succession planning. OSHA 10 and OSHA 30. Include Emergency Management Environmental Compliance Ergonomics Fire Protection Industrial Hygiene
- Optimizing EOC – tools, hardware, software, electronics, etc.
- Elimination of as many Confine Space by using engineering practices. E.g. the regulatory, 711-3 recirculation pump room, Regulatory site 35’ deep vault, and the bunker recycled water pump station
- Tank reservoirs wrap around ladders
- Better PPE (Personal Protection Equipment), communication equipment for field work, e.g. from safety glasses, to ergonomic impact resistant gloves to radios, headsets similar to the one’s used by firemen
- TQM, six sigma, ISO pick best practices and apply them to District Ops without signing up
- Focus on aging workforce. Ergonomics program, once a year bring workshop for field and office staff, lower back, hand, arm, wrist, shoulder and neck injury prevention
- Development of grant program
- Refresh or replacement of key field safety equipment
- From safety committee meetings, any issues or ideas that warrant developing initiatives?
- Program optimization/streamline
- Optimize procurement and contract administration
  - More effective and efficient way of how contracts and purchased orders are processed
- Leasing Analysis of pool vehicles, electric/hybrid vehicle program
- Cooperative agreement with chemicals
  - There is a program in northern California but none in southern.
- Evaluation and deployment of enhanced employee and customer security.
  - Redesign of lobby. We have a CIP for it already.
  - Install Customer service light through admin building.
- System integration with SCADA system
- InfoMaster/ InfoSewer for Asset management