

Johnson County Wastewater Strategic Business Plan

Executive Summary

Introduction

This report is the result of the Johnson County Wastewater (JCW) leadership team's desire to develop a road map for JCW's future. This desire was built on the need to proactively respond to the following challenges:

- A large number of JCW's employees will be retiring in the near future taking many years of institutional knowledge with them; the baby boomer retirement wave.
- A recognized need to improve customer service.
- Rising costs due to energy, inflation, growth demands and the need to comply with ever increasing requirements to treat wastewater to more stringent effluent limits.

This project, authorized by the Board of County Commissioners (BOCC) on December 15, 2005, consists of two phases, the development of a Strategic Business Plan (SBP) and the development of an Asset Management Program. This report provides the results of Phase 1, the SBP.

Things to Keep Doing

As the project team gathered feedback about the Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) from leadership, employees, and external stakeholders, the following organizational strengths (among others) were identified.

- Good set of rules and regulations which provide reliable system performance over the long term. This includes a strong maintenance and repair program.
- Employees are knowledgeable, skilled and care about their work.
- The organization has a clearly stated commitment to environmental protection.
- Strong reputation within the utility community of being a professional organization.
- Financial policies have resulted in competitive costs of service for single family homes, provided for infrastructure maintenance, and provided favorable methods for financing development.

It is important to recognize these areas of strength and build on them as the organization works on the recommendations below.

Critical Strategic Recommendations

The Johnson County Wastewater SBP has been built on the following eight critical strategic recommendations:

1. JCW's top priority should be the implementation of a formalized Succession Planning and Knowledge Management Programs.
2. Improvements are needed in customer service and public and stakeholder education.
3. Implementation of an effective asset management program will provide substantial resource planning and operating benefits to JCW.
4. Improvements are needed in both internal and external communications.
5. Implementation of the SBP is critical to the future success of JCW.
6. Institutionalization of a comprehensive performance management system is critical to the future success of JCW.
7. Information Technology/ Computerized Maintenance Management System (IT/CMMS) investments should be optimized through the development of a focused IT Master Plan and a formal Information Technology Support group within JCW.
8. Organizational realignment will be necessary to support implementation of the SBP.

These critical strategic recommendations have guided the development of the goals, objectives, strategies, target performance measures and implementation plan that comprise the comprehensive SBP presented in this document.

These eight critical strategic recommendations are the result of the identification of critical success factors developed for each perspective of the Balanced Scorecard framework.

Critical Success Factors

Critical success factors for each perspective of the Balanced Scorecard are summarized below:

Customers and Stakeholders

- Develop and execute programs to continually build and strengthen support from customers and stakeholders for future JCW strategic initiatives and resource needs.
- Develop a tool kit to assist in identifying customer and stakeholder needs and service expectations by focusing on the services they value and provide benefit.
- Develop programs and tools necessary to improve and enhance the current quality and timeliness of service.

- Maximize infrastructure reliability using an asset management program.
- Continue to focus on water quality issues recognizing that JCW is a frontline protector of public health.

Employee and Organizational Capacity

- Develop and implement as quickly as possible both Succession Planning and Knowledge Management Programs to manage and mitigate the risks associated with loss of key staff due to impending retirements.
- Develop programs and tools to improve internal communications to all levels of staff.
- Develop programs to promote JCW as an “Employer of Choice” in order to retain current highly capable staff and attract new talent and skill sets needed in the future.
- Focus on maintaining a healthy business culture that supports organizational flexibility and acceptance of change.

Finance

- Optimize the use of financial resources by mitigating risks associated with infrastructure investment decisions.
- Evaluate, and if appropriate, modify current rate structure to combine O&M user charges and tax assessed capital charges into a comprehensive user charge system.
- Ensure affordability of future rates by expanded strategic financial planning.
- Enhance JCW’s resource management by providing critical financial information either through the County’s financial reporting system or customized reports.

Internal Business Processes

- Maximize future benefits received from IT/CMMS investments by developing an IT Master Plan.
- Create a cohesive and integrated IT/Information Systems (IS) Section within the JCW organization to improve systems reliability and to provide skill set redundancy.
- Implement an Asset Management Program to be more cost effective and efficient.

Strategic Business Plan Guiding Principles

In order for the SBP to be an effective and implementable tool, the strategic planning methodology and process utilized must result in a plan that assists JCW in attaining its overall vision, mission, core values, goals, and objectives. The strategies and

implementation plans must be integrated into all management and operations functions. To achieve this integration, successful organizations are guided by the following principles.

- A clear sense of purpose, shared values, and specific goals and objectives are prerequisites.
- Internal and external stakeholders must have a common understanding of available resources, the operating and business environment, and the principles upon which the ultimate SBP is based.
- Consensus and acceptance of future direction and the urgency of ultimate strategies and implementation plans by both internal and external stakeholders and the community at large is fundamental.

The methodology and processes used in the development of the SBP have been selected and utilized in a manner which is focused and targeted to meet these three principles.

Balanced Scorecard Approach

The SBP has been developed using the Balanced Scorecard as its basic framework, as shown in Figure ES – 1. The Balanced Scorecard methodology, developed by Robert Kaplan and David Norton, has been used extensively in both the public and private enterprise arenas. Its overall intent is to align an organization’s vision and mission with customer requirements and day-to-day work, manage and evaluate business strategy, monitor operational efficiency improvements, build organization capacity, and communicate progress to all employees, customers, and stakeholders.

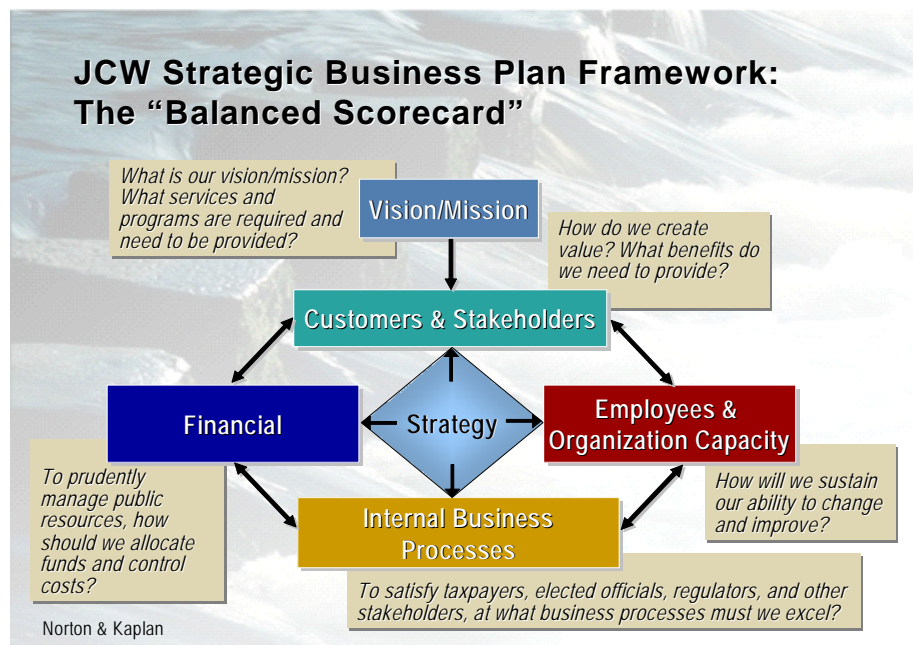


Figure ES – 1 Balanced Scorecard

The Balanced Scorecard framework provides JCW the following key benefits:

- Focuses and aligns the entire JCW organization on the key strategic initiatives that must be implemented to create breakthrough performance and identify and articulate what is most important in reaching its vision and mission.
- Articulates and translates into operating terms a holistic set of key strategic issues, goals, and objectives aligned with JCW's vision and mission and a clear organization direction.
- Encourages focused dialogue within the organization about strategic goals and performance expectations.
- Creates a solid foundation of continuous improvement across all four Balanced Scorecard perspectives and provides JCW with a performance measurement system.

The use of the Balanced Scorecard has permitted JCW to develop a SBP using the perspectives of its customers and stakeholders, internal managers and business process owners, and employees. It also allowed JCW to develop a vision and mission directed to focused services and programs that are required from both an internal and external perspective.

Stakeholder Participation Processes

The SBP has been developed using a highly collaborative approach including the utilization of a formalized Internal Stakeholder Communications plan which consisted of four Newsletters and several staff meetings focused on the following objectives:

- Communication to all internal stakeholders the clear purpose of the SBP project which is to provide JCW with a strategic "road map" that can be used to guide its continued success now and in the future.
- Obtain input and suggestions regarding the JCW vision, mission, and core values.
- Develop and maintain internal stakeholder support for the development and implementation of the SBP.

In addition, the development of the SBP used numerous focused workshops with three key groups (See Introduction Letter from John O'Neil for group membership), including:

- Senior Strategic Management Team (SSMT) – Composed of key JCW management team members and other key staff. This team has been responsible for the development of the JCW's vision, mission, core values, objectives, goals, strategies, and implementation plan and provided oversight and guidance to the consulting team during the project.

- Employee Focus Group (EFG) – Composed of staff from every JCW division. This group has provided a review and comment function regarding those portions of the SBP developed by the SSMT.
- External Stakeholder Group (ESG) – Composed of external stakeholders that are representative of the JCW customer and external stakeholder base, including representation from the BOCC, County Manager’s office, Office of Financial Management, Human Resources, service area municipalities, other local utilities, and developer community. This group served as “sounding board” for the development of the SBP by offering a very necessary external perspective to the process.

Strategic Planning Process

The Strategic Planning Process included three interrelated phases: Strategic Assessment, Strategic Planning, and Strategic Implementation.

Strategic Assessment Phase

The Strategic Assessment Phase established key baseline information necessary for the development of the SBP by identifying dynamic strategic forces which impact JCW now and could impact it in the future and the identification and articulation of resulting strategic issues which should be addressed in the SBP.

Based on work performed under the Strategic Assessment Phase, eight critical strategic issues have been identified and utilized in the Strategic Planning Phase. These eight issues are presented on Page 2 of this Executive Summary.

Strategic Planning Phase

The Strategic Planning Phase established the future JCW strategic direction (vision, mission, core values (see page E-9) and identified and built both internal and external consensus regarding specific strategic issues, goals, objectives, strategies, and targeted performance measures to be included in the SBP (see pages E-10 through E-15).

Strategic Implementation Phase

The Strategic Implementation Phase included the development of a preliminary prioritization of specific goals and objectives of the SBP; an assessment of the current JCW organization capability to support implementation of the SBP; an assessment of current and future staffing needs of JCW; and a discussion of future challenges and opportunities beyond the five year planning horizon of the SBP. The following summarizes key elements of the Implementation Plan presented in detail in Appendix A.

Goals and Objectives Prioritization

Seven goals and/or objectives have been identified as highly critical to the success of the SBP, as summarized below with their applicable SBP designation for reference.

1. (E-3a) Develop and implement a formalized Succession Planning Program that also addresses Knowledge Management.
2. (BP-2) Develop a JCW IT Master Plan
3. (BP-3) Use an effective asset management program to drive future infrastructure investment decisions
4. (C-2b) Develop and implement a training program related to JCW's procedures regarding private main extensions and commercial permitting
5. (C-2a) Develop and implement a proactive public education and outreach program targeted at customers, stakeholders, and communities
6. (E-1a) Improve communications within JCW so that employees generally consider communication to be good
7. (E-1b) Strengthen employee development program which is focused on performance management and accountability

Organizational Realignment

An organizational realignment has been recommended by the consulting team which reflects the four perspectives of the Balanced Scorecard. The realignment includes the establishment of three divisions as discussed below:

- Customer Relations Division – Will provide JCW with a single source or center for all key customer service activities regardless of customer type, service, or informational need. This change addresses the need for improved customer service and encourages cross-training of personnel.
- Business Operations/Planning Division – Besides combining all key business functions of JCW, this division becomes the “care taker” of the SBP and drives its overall implementation, monitors results, and provides suggestions as to how to react to results.
- Operations and Maintenance Division – Combines Existing Infrastructure Engineering with all Operation and Maintenance (O&M) functions. As a result, all organization entities involved with the planning, engineering, construction, operations, and maintenance of existing infrastructure reside in the same division. This change should enhance efficiencies with regards to communication and cooperation with regards to key business processes such as Capital Improvement Planning (CIP) and the implementation of a successful Asset Management Program.

JCW is currently reviewing consulting recommendations for organization realignment and will probably make some of the proposed changes.

Staffing Recommendations

Staffing recommendations have been made by the consulting team. Additions to staff are recommended during the period of 2007 through 2011. These additions reflect consideration of the following:

- Impact of the SBP implementation on the current operations and staff resources of JCW.
- Need for focused improvements in customer service and public and stakeholder education.
- Implementation resource demands and staffing impacts associated with the implementation of an effective Asset Management Program.
- Resource demands associated with anticipated annual expansion and growth of the JCW system.

It is anticipated that JCW will review staffing recommendations and make necessary adjustment as needed on an annual basis.

Strategic Business Plan Implementation Timeline

A draft timeline has been developed for the implementation of the SBP which reflects the prioritization of goals and objectives and is presented in Appendix A. JCW intends to review this draft timeline and make adjustments as needed to reflect the impact on staff resources and potential consulting resources deemed necessary for the implementation of the SBP.

Mission

*Protecting our environment,
serving our customers
enhancing our communities*

Vision

JCW seeks to be locally respected and nationally recognized for excellence in:

- Water Quality
- Customer Service and Stakeholder Satisfaction
- Responsible and sustainable use of resources
 - Natural
 - Human
 - Financial
- Positive Work Environment that
 - Provides training/education
 - Empowers Employee Productivity, Innovation and Transfer of Knowledge
 - Emphasizes safe work habits and practices

Core Values

Respect – We value our diverse backgrounds and cultures, each other's contributions and ideas from various perspectives.

Integrity – We demonstrate trustworthiness by being truthful, openly sharing information and taking responsibility for our actions.

Service – We embrace public service as a personal commitment of our talents to the benefit of the people we serve.

Creativity – We encourage employee innovation, seek continuous improvement and embrace learning opportunities.

Humor – We will laugh with one another, use humor in a sensitive manner, and recognize and celebrate our accomplishments.

| Goal # | Goals | Objectives | Implementation Strategies |
|-----------------------------------|--|--|--|
| Customers and Stakeholders | | | |
| C-1 | Provide valued customer service that recognizes the interest of all customers and stakeholders | | |
| | | C-1a: Define the needs and expectations of our customers and stakeholders and periodically update our findings. | <p>Develop a program of customer feedback and follow-up and incorporate feedback in JCW's processes, priorities, and projects when appropriate.</p> <p>Communicate how JCW is responding to customer feedback to customers, staff, the Board and other stakeholders. (every 2 years)</p> <p>Provide customer service training to all staff that has contact with customers and stakeholders and cultivate a strong customer service ethic among all staff.</p> <p>Continue to utilize an External Stakeholder Focus Group to provide input into future strategic initiative and provide comment on what is valued service.</p> |
| | | C-1b: Improve the timeliness and quality of customer service as measured by internal business performance measures. | Develop and implement response time standards for all customer service activities and report results on monthly basis to all staff. |
| C-2 | Seek endorsement and support of customers, stakeholders, and communities by building stronger partnerships | | |
| | | C-2a Develop and implement a proactive public education and outreach program targeted at customers, stakeholders, and communities. | <p>Develop an informational packet for new service customers.</p> <p>Develop informational brochure for district creation, plan and commercial review.</p> <p>Develop a training program for all JCW personnel. (Note: JCW is currently in the process of developing an employee orientation program to educate all employees on all the operations of JCW).</p> <p>Seek opportunities to have "Face Time" with customers and stakeholders (including Board of County Commissioners (BOCC) and municipalities) by giving presentations, providing education, and working together on common challenges.</p> <p>Seek to participate in strategic partnerships with multiple stakeholders and interests, including local government agencies, universities, regulators and industry to achieve common goals (such as regional water quality issues).</p> |
| | | C-2b Develop and implement a training program related to JCW's procedures regarding private main extensions and commercial permitting. | <p>Identify those entities and stakeholders that will benefit the most from such training, including but not limited to developers, consulting engineers, main extension contractors, commercial property owners and agents, architects, plumbing designers, general contractors and plumbers.</p> <p>Develop training program materials and conduct training as part of a continuing program.</p> |
| | | C-2c: Improve the quality of customer service as recognized by our customers. | <p>Implement residential survey</p> <p>Develop an annual Residential Customer Satisfaction Survey that tracks customers attitudes towards JCW and key issues over time. Evaluate the survey results and use the results to identify and modify processes and procedures as appropriate.</p> <p>Develop an annual Business Customer Satisfaction Survey that tracks customers service attitudes towards JCW and key issues over time. Evaluate the survey results and use the results to identify and modify processes and procedures as appropriate.</p> <p>Implement commercial survey</p> |

| Goal # | Goals | Objectives | Implementation Strategies |
|-----------------------------------|--|--|---|
| Customers and Stakeholders | | | |
| C-3 | Ensure that JCW is a good steward of water quality by operating, repairing and upgrading JCW facilities, fostering programs that enhance water quality and focus on sustainable operations | | |
| | | C-3a: Operate, repair, and upgrade JCW facilities to achieve compliance with National Pollution Discharge Elimination System (NPDES) permit limits. | Continue with planned Capital Improvement Plan (CIP) improvements to treatment plants which are focused on nutrient removal, automation, and document management. Provide operation and maintenance personnel with adequate training prior to start up of new facilities and processes. |
| | | C-3b: Minimize Sanitary Sewer Overflows (SSOs), including sewer backups in the JCW collection system. | Use such tools as to identify causes of SSOs and implement appropriate system capacity improvements. Conduct an aggressive program of cleaning, inspection, and repair to maintain and maximize system capacity. |
| | | C-3c: Achieve recycling of treated wastewater and biosolids and a high level of energy efficiency. | Conduct CIP planned Energy Efficiency Evaluation Study, create recommendations for future plants operations/design and implement economically viable improvements. Implement beneficial reuse of biosolids where economically and technically feasible. Implement reuse of recycled water where economically and technically feasible. (every fourth quarter) |
| | | C-3d: Develop and implement a proactive education program with respect to water quality and/or support existing programs that enhance water quality. | Prepare education material for water quality which recognizes various types of customers. Become an active participant in all regional water quality initiatives. |

| Goal # | Goals | Objectives | Implementation Strategies |
|---|--|--|---|
| Employee and Organizational Capacity | | | |
| E-1 | Provide a rewarding work environment for all employees | | |
| | | E-1a: Improve communication within JCW so that employees generally consider communication to be good. | <p>Develop and implement a comprehensive "360 degree" internal communication plan used to communicate strategic activity within divisions, across divisions, and department wide on a monthly basis. Especially focus on clear performance expectations and current performance as measured against "targets".</p> <p>Create or continue to use the Employee Focus Group to meet with management on a quarterly basis to discuss key strategic issues and employee concerns.</p> <p>Use the "team approach" in the development and implementation of any strategic initiatives that have a significant impact on JCW.</p> |
| | | E-1b: Strengthen employee development program which is focused on performance management and accountability. | <p>Develop and implement an Individual Development Plan with each employee as part of the annual performance review. The Individual Development Plan should target career progression plan, including development experiences, training activities, and associated time periods for accomplishment. Each plan should be monitored by the employee, supervisor, and senior management and be linked directly to the execution of JCW's vision, mission, core values, goals, objectives, and strategies presented in the Strategic Business Plan.</p> <p>Develop and implement a mentoring program which involves candidates who are capable and have the desire to learn. Mentoring program is directly linked to hiring practices, Individual Development Plans, and training programs.</p> |
| | | E-1c: Make visible and measurable improvements each year to the work environment for all employees. | <p>Provide a safe work environment through appropriate annual training, operating procedures, and equipment.</p> <p>Provide employee flexibility which balances organization and individual needs.</p> <p>Provide employees with the tools and equipment to accomplish daily tasks by monitoring on annual basis.</p> |
| | | E-1d: Enable JCW to maintain continuous improvement by enhancing personnel development, efficiency, quality, performance management, and accountability. | <p>Provide training and develop and adopt guidelines to support decision making at all levels of JCW, including systematic process that documents key decisions using qualitative and quantitative measures.</p> <p>Evaluate operating procedures to simplify or remove work steps to improve the speed, efficiency, and quality of operations.</p> <p>Evaluate current promotional process and link to Individual Development Plan for employees.</p> |
| E-2 | Encourage the pursuit of innovation | | |
| | | E-2a: Promote and reward creative thinking among the workforce such that two new strategic initiatives that support JCW Vision (e.g., customer service improvements, enhanced quality, improve efficiency) are generated annually. | <p>Create a program to encourage and support employee participation in professional, technical, and community organizations.</p> <p>Promote employee participation in internal and external meetings, conferences, and other mechanisms which provide for the transfer of knowledge and ideas.</p> <p>Be willing to try new and innovative ideas and accept failures where employee initiative is shown without severe repercussions that cause employees not to try.</p> |

| Goal # | Goals | Objectives | Implementation Strategies |
|---|--|--|--|
| Employee and Organizational Capacity | | | |
| E-2 (cont.) | | E-2b: Learn from the best practices of other organizations by annually surveying benchmarks and other indicators of critical performance. | Identify benchmark teaming partners with consultant assistance. Implement and Evaluate Benchmark Results Designate a team to accomplish this objective by annually surveying benchmarks, and other indicators of crucial performance by and applying findings from surveys and evaluating best in class performance to enhance our ability to meet JCW's vision and mission. |
| E-3 | Provide organization continuity, effectiveness, and productivity by maintaining a motivated staff with high level skill sets | | |
| | | E-3a: Develop and implement a formalized Succession Planning Program that also addresses Knowledge Management. | Develop and implement a formalized Succession Planning Program that includes such elements as a formalized succession program for leadership positions, staffing manpower analysis, review of hiring practices, utilization of Individual Development Plans, establishment of a focused mentoring program, expansion of training programs, and enhancements to business culture to assist in retention and attraction of needed talent and skill sets. Develop and implement a formalized Knowledge Management program that includes such elements as development of a formalized document management system, standardization of PC software tools, identification of knowledge assets, identification of a Knowledge Management Team, and effective communication program. |
| | | E-3b: Develop and adopt a compensation plan to reward performance and attract and retain high performing staff. | Continue to work on maintaining a market competitive compensation plan that rewards high performance. Reevaluate current job descriptions, grading, and related compensation and continue to work with the County to ensure a market competitive pay scale. |
| | | E-3c: Develop and maintain hiring practices that are targeted for a specific position, recognizing need for training, knowledge exchange, mentoring receptiveness, cross-training potential, position core skills, compatibility with JCW core values, and abilities necessary for future JCW success. | Develop an employee integration program that permits new and existing staff to become more aware of the total operations of JCW and receive the proper knowledge transfer to enhance early effectiveness in the organization and on the job. |
| | | E-3d: Maintain a healthy business culture that provides a sense of community for all employees, a shared vision of where JCW is going in the future, and a shared positive outlook where employees seek opportunities for improvement. | Accomplishment of all the objectives under Goal E-3 should provide the business culture that is necessary to attract new staff, assist in staff retention, and to grow and develop all employees. Perform a business culture survey, such as the County's Engagement Survey, biannually that can be used not only to measure employee satisfaction with the business culture, but also to identify those managers who are doing the job of motivating their team and providing a positive work environment. |

| Goal # | Goals | Objectives | Implementation Strategies |
|----------------|---|---|--|
| Finance | | | |
| F-1 | Ensure that JCW is financially responsible and a good steward of the taxpayers' money | | |
| | | F-1a: Ensure that expenditure of funds is done in a manner that provides the best value over the life of the investment. | <p>Implement asset management program with increased emphasis on staff understanding and training to evaluate asset condition, assess failure modes, and adjust maintenance strategy as appropriate so as to extend and maximize the lives of JCW's infrastructure while minimizing the costs to rate payers.</p> <p>Implement CIP Validation</p> <p>Implement optimized renewal decision making process using life cycle cost evaluations.</p> |
| | | F-1b: Provide accurate and timely financial information to management to ensure that appropriate decisions are being made. | <p>Review current cost center structure, modify as appropriate, and ensure that cost centers are appropriately defined.</p> <p>Provide all cost center managers with monthly financial and budgetary variance reports.</p> |
| | | F-1c: Continue Development of a 5-year financial plan for both Operation and Maintenance and Capital funds. | <p>Strengthen understanding of longer term CIP requirements by building and expanding existing tools and processes focused on projecting repair and replacement needs while maintaining close working relationships with appropriate planning agencies to provide critical insights regarding new facility requirements.</p> <p>For internal purposes expand financial forecasting timeframe to 10 years to enable JCW to better plan for the timing of major capital improvements while minimizing rate shocks.</p> |
| F-2 | Develop a rate structure that is financially sound, recovers total costs of service, and is equitable to all customer classes and results in affordable rates | | |
| | | F-2a: Complete a comprehensive rate and fee evaluation, including creation of a single unitary rate, connection fees, capital charges, and miscellaneous fees by March 2007; if appropriate move forward with implementation by January 2008. | <p>Conduct a series of workshops with the community, stakeholders, elected officials, etc. to identify key issues regarding rates and fees and to obtain input on potential alternatives.</p> |
| | | F-2b: Develop and implement a program to educate and inform the community, stakeholders and elected officials on how rates are established. | <p>Engage a national financial consultant to evaluate current rate structure and policies and recommend comprehensive modifications including the establishment of an integrated rate.</p> <p>Develop final recommendations, seek BOCC approval and move to implement.</p> <p>Engage consultant to assess impact of any implemented rate modifications to evaluate if they are meeting JCW and community objectives within 3 budget years of implementation.</p> |
| | | F-2c: Assure affordability of rates by avoiding rate spikes and moderating increases. | <p>Establish an overall rate target policy that seeks to limit future rate adjustments for all customers to a 3 to 5 year rolling average tied to some external inflation/cost measure such as the CPI. Policy should reflect the cumulative impact of all charges, excluding one time charges such as connection fees.</p> <p>Continue to refine and strengthen multi-year financial forecasting capacity and structure capital program and operating budget with the rate policy in mind.</p> <p>Track performance relative to the goal and include in management reports, BOCC briefings, and other outreach efforts.</p> |

| Goal # | Goals | Objectives | Implementation Strategies |
|------------------------------------|--|---|--|
| Internal Business Processes | | | |
| BP-1 | Ensure that all core business processes are efficient and effective with continuous evaluation and improvement | | |
| | | BP-1a: Identify and define core processes, establish priorities, and assign responsibility to members of the SSMT upon completion of the SBAMP. | Upon completion of draft Business Plan from the consulting team, assess what business processes are most critical to implementation success. Assign responsibility with target of completing evaluation and recommended modifications within next 6 months to year. |
| | | BP-1b: Develop key performance measures based on long term strategic goals and external stakeholder input. | In subsequent year, identify next tier of processes/issues to be addressed. |
| | | BP-1c: Establish a continuous improvement evaluation and refinement process for core business processes and incorporate into annual budget process. | Evaluate current performance for critical processes, identify appropriate level of performance (service) and establish performance target. Establish tracking reporting system to inform senior management and staff on progress/success. Track and report performance |
| | | BP-1d: Seek changes in JCW Charter that will enable JCW to operate in a more effective and efficient manner consistent with attainment of the SBAMP's vision, mission, goals and objectives. | Work with the BOCC to identify and to begin implementing appropriate and feasible Charter changes by First Quarter 2007. |
| BP-2 | Develop a JCW IT Master Plan | | |
| | | BP-2a: Create a comprehensive asset registry built around a consistent hierarchy that includes criticality, condition, value and remaining useful life. | Complete SBAMP and begin using tools and processes developed through that process. |
| | | BP-2b: Ensure that the Operations and Maintenance groups have a CMMS that meets their business needs and is capable of integrating with other JCW tools to support the successful implementation of the asset management initiative. | In light of SBAMP needs, identify and develop implementation program for needs not resolved during SBAMP. |
| | | BP-2d: Evaluate and implement a CIS including modifying business processes, that meets JCW's business needs and enables JCW to improve customer service while minimizing the resources required to support customer service. | Evaluate CIS Alternatives Implement CIS Alternatives |
| | | BP-2c: Close AM gaps | Tied to BP-3a |
| BP-3 | Use an effective asset management program to drive future infrastructure investment decisions | | |
| | | BP-3a: Create a comprehensive asset registry built around a consistent hierarchy that includes criticality, condition, value and remaining useful life. | Complete SBAMP and begin using tools and processes developed through that process. |
| | | BP-3b: Train employees and modify work practices so that condition data and value is updated and modified on a regular and consistent basis. | Ensure that the processes are in place and followed to keep current the critical asset registry. |
| | | BP-3c: Develop a CIP validation process for all new projects by December 2006. | Track key performance measures to document impact of asset management program. (this is directly linked with F-1a) |
| | | BP-3d: Implement an asset management tool that will enable JCW to track and identify assets that will no longer provide appropriate service and/or will reach the end of their useful life. Integrate this information into CIP and validation process. | Develop tool Implement tool |