



City of San Diego
Public Utilities Department

FY2012 Strategic Initiatives: Summary of Achievements

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Reviewed and Approved By:

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Strategic Initiative Achievement Status

Goals	Objectives	Strategic Initiatives	Achievement Status
Goal # 1: Safe, reliable, and efficient water, wastewater, and recycled water services	Objective # 1: Manage assets optimally through repair, rehabilitation, and replacement	Initiative # 1: Finalize Water and Wastewater 10-year CIP.	IP
		Initiative # 2: Develop Bill of Materials (BOM) stocking policy.	C
		Initiative # 3: Develop a Master Plan for Asbestos Cement pipeline replacement incorporating a system evaluation.	C
Goal # 1: Safe, reliable, and efficient water, wastewater, and recycled water services	Objective # 1: Manage assets optimally through repair, rehabilitation, and replacement	Initiative # 4: Develop an integrated, system-wide condition assessment program (Asset Management).	C
	Objective # 2: Meet or exceed regulatory and public health standards	Initiative # 5: Continue Department-wide enhanced environmental monitoring and assessment programs.	C
		Initiative # 6: Conduct a security and seismic vulnerability study for utility facilities.	IP
	Objective # 2: Meet or exceed regulatory and public health standards	Initiative # 7: Develop recycled water quality improvement program addressing TDS (SBWRP) and Manganese, Sulfates, etc.	IP
		Initiative # 8: Continue Partnership for Safe Water Program participation at Otay WTP and Expand to Miramar WTP and Water Distribution System.	C

Goals	Objectives	Strategic Initiatives	Achievement Status
Goal # 2: Fiscally-sound and effective public utility	Objective # 3: Provide the public with competitive, customer-focused services	Initiative # 9: Proactively evaluate customer satisfaction and implement a point-of-service customer satisfaction survey for field services.	C
		Initiative # 10: Successfully complete the Customer Support Division's "Managed Competition" efforts.	IP
		Initiative # 11: Implement Efficiency Studies: 1) Implement Multi-year reorganization of WWTD plant maintenance functions, 2) bring cooperative yard to completion, and 3) implement warehousing consolidation in Wastewater Branch.	C
Goal # 2: Fiscally-sound and effective public utility	Objective # 3: Provide the public with competitive, customer-focused services	Initiative # 12: Expand departmental outreach to 1) engage customers and solicit feedback in the value and importance of services provided, and 2) identify new or modified customer expectations. Perform interactive outreach through a variety of media and formats to reach the broadest demographic cross-section of customers.	IP
		Initiative # 13: Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology and implement recommendations approved by Mayor and Council, if any.	IP

Goals	Objectives	Strategic Initiatives	Achievement Status
		Initiative # 14: Implement cost-effective technology to improve core business activities.	IP
	Objective # 4: Minimize rate impacts through expenditures control, the pursuit of alternative funding, and full cost recovery	Initiative # 15: Optimize grant and State Revolving Funding (SRF) loan opportunities.	C
		Initiative # 16: Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives.	C
		Initiative # 17: Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.	C
Goal # 2: Fiscally-sound and effective public utility	Objective # 4: Minimize rate impacts through expenditures control, the pursuit of alternative funding, and full cost recovery	Initiative # 18: Develop/implement 5-year Financial Plan.	C
		Initiative # 19: Work with Debt Management Department and establish debt coverage ratio policy.	IP
		Initiative # 20: Conduct SLA Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements).	IP
		Initiative # 21: Review/study service fees to assess opportunities for better cost recovery.	IP

Goals	Objectives	Strategic Initiatives	Achievement Status
Goal # 3: Sustainable growth and economic viability	Objective # 5: Engage in regional Strategic Initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply	Initiative # 22: Complete testing of the Advanced Water Purification Facility treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.	IP
		Initiative # 23: Complete the Long-Range Water Resources Plan Update.	IP
		Initiative # 24: Complete Recycled Water Study and present results to stakeholders and elected officials.	IP
	Objective # 6: Reduce the reliance on non-renewable energy	Initiative # 25: Implement cost-effective energy production and conservation projects.	IP
	Objective # 7: Develop long-range plans to support a growing community	Initiative # 26: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges.	C
		Initiative # 27: Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking.	C
		Initiative # 28: Study and implement plan to reduce "unaccounted for water" to < or = BMP (5%) from current 9%.	IP

Goals	Objectives	Strategic Initiatives	Achievement Status
Goal # 4: Responsive, safe, committed and innovative workforce	Objective # 8: Meet or exceed safety standards	Initiative # 29: Create a health and safety awareness plan that responds to injury trends.	IP
	Objective # 9: Ensure adequate staffing to meet operational needs	Initiative # 30: Implement selected elements of HR Hiring plan.	IP
	Objective # 10: Develop and support employees, and recognize exceptional performance	Initiative # 31: Develop a new and innovative employee incentive program for efficiency/cost reduction Strategic Initiatives.	NC
		Initiative # 32: Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure high-performing workforce.	IP
		Initiative # 33: Develop and implement a plan to improve department-wide communication and successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.	C

Goal #1: Safe, reliable, and efficient water, wastewater, and recycled water services

Objective #1: Manage assets optimally through repair, rehabilitation, and replacement.

Strategic Initiative #1: Finalize water and wastewater 10-year CIP.

Achievement: This Initiative was partially completed and is in-progress. We are still implementing the Plan of Action and Milestones (POAM) for this Initiative. A list of Capital Improvement Projects was developed. The FY2012 water and wastewater de-appropriation schedule was submitted to Financial Management on May 4, 2012. Budget revisions were presented to the CIPRAC on May 17, 2012. The FY2013 Budget and the CIP budget texts and adjustments have been finalized. The City council approved the FY2013 budget on June 11, 2012.

Strategic Initiative #2: Develop Bill of Materials (BOM)/stocking policy.

Achievement: This Initiative was completed on schedule. The Warehouse staff now utilizes EMPAC for inventory and ordering processes. All parts and kits for materials identified with a lead time less than two months have been received. The warehouse inventory for all materials identified as Asset BOMs were completed, and all parts & equipment were ordered, by March 31, as scheduled.

Strategic Initiative #3: Develop a Master Plan for Asbestos Cement (AC) pipeline replacement incorporating a system evaluation.

Achievement: This Initiative was completed on schedule. A scoring system was developed and approved. The Phase 1 report was developed, documenting the study and results, and included training recommendations for the Standard Operating Policies and Procedures (SOPPs). The report was distributed for approval and presented to the IROC subcommittee on July 9, 2012.

Strategic Initiative #4: Develop an integrated, system-wide condition assessment program.

Achievement: This Initiative was completed on schedule. Development of the Enterprise Asset Management (EAM) Plan was completed. The plan includes the Condition Assessment Program which documents the Condition Assessment activities within the Department. The preliminary process blueprints for SAP were developed, reviewed by the subject-matter experts (SMEs) and updated to reflect current processes, in preparation for the SAP EAM project. The Asset Management Program and the EPM Division worked together to establish roles and responsibilities for the Condition Assessment Plan. The Application Portfolio matrix was developed and is being used to develop the Statement of Work for the EAM project.

Objective #2: Meet or exceed regulatory and public health standards.

Strategic Initiative #5: Continue department-wide enhanced environmental monitoring and assessment programs.

Achievement: This Initiative was completed on schedule. New programs and projects that provide enhanced monitoring and assessment were developed, coordinators identified, and deliverables schedules created. The Enhanced Ocean Monitoring Programs projects, with annual progress reports, were submitted to Coastal Commission on April 12, 2012 and to the San Diego Regional Water Quality Control Board on June 13, 2012. Internal (EMTS) Weekly and Quarterly Progress Reports regarding weekly Reservoir Water Quality Monitoring and quarterly Quagga Mussels were presented on time.

Strategic Initiative #6: Conduct a security and seismic vulnerability study for Utility facilities.

Achievement: This Initiative was partially completed and is in-progress. We are still implementing the Plan of Action and Milestones (POAM) for this Initiative. This Initiative is being carried forward as a FY2013 Strategic Initiative. A master schedule was developed for the Vulnerability Assessment and Emergency Response Plans. A scope of work was developed and distributed. Five firms competed for the project. The Department is currently in negotiations with the selected firm.

Strategic Initiative #7 Develop recycled water quality improvement program addressing Total Dissolved Solids (TDS) at South Bay Water Reclamation Plant (SBWRP) and Manganese, Sulfates, etc.

Achievement: This Initiative was partially completed and is in-progress. We are still implementing the Plan of Action and Milestones (POAM) for this Initiative. A two-phase process was initiated to help reduce the level of manganese via the tertiary process. Phase 1 involved cleaning the anthracite coal in the tertiary filters. Phase 2 involves adding new anthracite to the tertiary filters to restore the filters optimum anthracite operational level. The limited supply of anthracite will delay completion of Phase 2 until November, 2012. In addition, a Business Case Evaluation (BCE) is underway for relocation of a mobile Electro Dialysis Reversal (EDR) from North City to South Bay.

Strategic Initiative #8: Continue Partnership for Safe Water Program participation at Otay Water Treatment Plant (WTP) and Expand to Miramar WTP and Water Distribution System.

Achievement: This Initiative was completed on schedule. The CY2011 Annual Performance/ Process Optimization report was completed and submitted to the Partnership for reviews. Otay Water Treatment Plant (WTP) completed the CY 2011 Annual Optimization Report and was awarded the Director's Award for CY2011 performance. Miramar WTP completed Operation Assessment, and this was documented in the Phase III Self-Assessment Report. The Phase III Self Assessment Report was completed and submitted to the Partnership Program. The Partnership Program has requested the entire City's collected data on the Potable Distribution System. The delivery of the data has been postponed due to database issues. The City will hold the data until the Partnership is prepared to receive the data.

Goal #2: Fiscally-sound and effective public utility

Objective #3: Provide the public with competitive, customer-focused services.

Strategic Initiative #9: Proactively evaluate customer satisfaction and implement a point-of-service customer satisfaction survey for field services.

Achievement: This Initiative was completed. Meetings were held with Customer Support Field Office personnel finalizing the scope of the Customer Service Field Survey. The survey was printed for distribution as well as made available online for customers. Printed materials related to the survey were created and the surveys are now being left with customers. Surveys were also distributed via the US Postal Service. However, due to a postal permit issue, the surveys were not received. This issue is expected to be resolved by the second week of August, 2012.

Strategic Initiative #10: Complete the Customer Support Division's (CCS) "Managed Competition" efforts.

Achievement: This Initiative was partially completed and is in-progress. This Initiative is being carried forward as a FY2013 Strategic Initiative. The Preliminary Statement of Work (PSOW) and Request for Proposal were postponed due to unanticipated impacts associated with implementing CCS through the end of the Fiscal Year. The City Council concurred with the Public Utilities' request for delaying the Managed Competition effort so that employees could spend time focusing on providing better service to the customers throughout the transition between the older software system and the CCS system. In FY2013, the PSOW must be revised and approved by the City Council to reflect the more realistic service levels using CCS. The changes are docketed for City Council approval in September, 2012.

Strategic Initiative #11: Implement Efficiency Studies: 1) Implement the multi-year reorganization of WWTD plant maintenance functions, 2) Complete implementation of the Cooperative Yard Project, and 3) Complete the Warehousing consolidation in Wastewater Branch.

Achievement: This Initiative deliverables and milestones were completed on schedule. This Initiative is being carried over into FY2013, as new Structure and Staffing Studies are being conducted. The WWTD maintenance staff reorganization was implemented in the spring. An evaluation is underway as to whether refinements should be made. The Generator Maintenance Study is complete. The Construction Staffing Study was completed and implemented. Staffing levels were not reduced, due to the backlog of work. The Confined Space Study will be carried over into FY2013. During FY2012, the Study Team completed a RFP for services, and development of improved scheduling of confined space entries, resulting in reduced expenses. The implementation of the Cooperative Yard Study between Wastewater Collections (WWC) and the Water Operations Construction Section staff was implemented. WWC transferred 13 Canyon Access FTEs to Chollas, and Water Operations transferred 24 Water Construction and Recycled Water crew employees from Chollas to MOC I in July, 2011. Water Operations is beginning to use the Central Facilities Support group's RMG technology for equipment

condition assessments.

Strategic Initiative #12: Expand Departmental outreach to a) engage customers and solicit feedback in the value and importance of services provided, and b) identify new or modified customer expectations.

Achievement: This Initiative was partially completed and is in-progress. The External Affairs group was established in January, 2012, and Public Information Officers (PIOs) were consolidated into this group. This group has established a communications plan for the entire department including the Department Website. Update of the San Diego City Website is scheduled for implementation in the fall, though this is being led by the Department of Information Technology. External Affairs work on community and stakeholder presentations related to the Cost of Service Study will continue into FY2013. An Organization Structure and Staffing study of the External Affairs function will be conducted during FY2013.

Strategic Initiative #13: Complete studying the benefits (including water conservation benefits) and applicability of water budget based billing methodology, and implement recommendations approved by Mayor and Council, if any.

Achievement: This Initiative is in-progress. An unexpected delay occurred when the parent company of the consultant selected for the study was identified to potentially play a role in litigation against the City. After clearing the selection with the City Attorney's Office, the consultant was issued a Notice to Proceed on January 23, 2012, and the Project kickoff meeting was held on February 7, 2012. The report on the Pilot Study Validation was presented to NR&C on May 23, 2012, and to IROC the following month. The report for Phase 1 of the Study is expected to be finalized in October-November, 2012.

Strategic Initiative #14: Implement cost-effective technology to improve core business activities.

Achievement: This Initiative is in-progress. Five Mobile Device Units/ lap-tops have been purchased and truck mounts installed. A test computer was setup and testing began on June 25. The testing included accessing SPLASH and the new SWIM paperless Work Orders and cost capture, and testing the connectivity with Sprint. Errors occurred in the connection to SWIM and SPLASH. Despite ongoing efforts by technical staff, the testing has been unsuccessful. The Paperless Work Order project cannot proceed until a viable solution for running SWIM and SPLASH from the field is approved.

Objective #4: Minimize rate impacts through expenditure control, the pursuit of alternative funding, and full cost recovery.

Strategic Initiative #15: Develop revenue analysis/audit process and a reporting mechanism for review, analysis and tracking of rates and fees.

Achievement: This Initiative was completed on schedule. The section continued with ongoing research and communication with funding agencies regarding upcoming grant and State Revolving Fund (SRF) loan funding opportunities. Staff worked with staff from the Long Range Planning and Water Resources Division to provide CWA eligibility documents. Staff provided information to EPM and CIP staff regarding pending projects. Four additional projects were added in June 2012 Safe Drinking Water SRF Loan Program's Project Priority List. This is the first step in applying for a SRF Loan from the California Department of Public Health.

Strategic Initiative #16: Develop IT Initiative that clarifies financial spending ceiling, and aligns, enhances and consolidates IT systems based on Business Objectives.

Achievement: This Initiative was completed on schedule. The IT budget was analyzed as "Run the Business," "Enhancements," & "Investments" projects. Reducing the Department "Run the Business" year-end expenditures met the goal of less than 75%. The Department assessed consolidation feasibility of Water SCADA and Plant Process Control System with the Wastewater COMNET system and the final report has been submitted. The SPLASH conversion from GE SmallWorld to the City's GIS standard, ESRI, was assessed and the final report has been submitted.

Initiative # 17: Review and modify existing financial performance measures to provide management the tools needed to support departmental financial viability.

Achievement: This Initiative was completed on schedule. The Current-Year Monitoring (CYM), Budget Monitoring Application (BMA), and Charter 39 report formats were reviewed and the Department finalized the selection of fields and codified the methodology for CYM / BMA/ Charter 39 reports. CYM information was provided to the Executive Team as scheduled. Month 12 CYM including post-close adjustments by the Comptroller's Office was reported on August 29, 2012.

Strategic Initiative #18: Develop/implement 5-year Financial Plan.

Achievement: This Initiative was completed on schedule. Review of the 5-year budget, and validation of FY2013 proposed budget, was completed. The 5-Year Financial Plan, with projected O&M expenditures, was completed and integrated into the Water and Wastewater rate models.

Strategic Initiative #19: Work with Debt Management Department and establish debt coverage ratio policy

Achievement: This Initiative is in-progress. The Department has worked with the Debt Management Department to establish a prudent and attainable debt ratio. The Department will continue to work with Debt Management in FY2013 to develop an approved policy debt coverage ratio policy.

Strategic Initiative #20: Conduct Service Level Agreement (SLA) Review (e.g., costs, adequacy, performance measures, execution, correct model, overhaul of agreements).

Achievement: This Initiative is in-progress. As of the end of the fourth quarter, approximately 50% of the SLAs have been finalized, including thorough analysis of appropriate accounting and internal orders. Review of the remaining SLAs is underway and is expected to be complete by the end of Q1 of FY2013.

Strategic Initiative #21: Review/study service fees to assess opportunities for better cost recovery.

Achievement: This Initiative is in-progress. It is being carried over as an FY2013 Initiative. Cost recovery data from General Fund fees for the Lakes Recreation Program were submitted for Financial Management Department review. Adjustments to the existing Lake's fees were made for the private concessionaire taking over the rental boat fees. This action went to Council in the 4th quarter under Financial Management's comprehensive user fee review process to formalize the change. In FY2013, the Department will continue to look comprehensively at the user fees to determine cost recovery levels and appropriate fee amounts.

Goal #3: Sustainable growth and economic viability

Objective #5: Engage in regional Strategic Initiatives which provide viable, environmentally responsible and cost-effective alternative sources of water supply.

Strategic Initiative #22: Complete testing of the Advanced Water Purification Facility (AWPF) treatment technologies and reservoir analyses in preparation for obtaining regulatory approval at completion of the Water Purification Demonstration Project in 2013.

Achievement: This Initiative is in-progress. In March, 2012, the City submitted a proposed framework defining the regulatory criteria for full-scale reservoir augmentation to the California Department of Public Health (CDPH) and a brief project summary that CDHP staff submitted to their upper management to gain the authorization to issue a concept approval letter. CDPH requested no changes to either document. The City expects to receive a response to the City's proposed concept document from CDPH in September 2012. The IAP Workshop to review the test facility's final report and the final project report will occur in November 2012. Final project report of all the demonstration project tasks will be completed in December 2012.

As of June 30, 2012, more than 2400 attendees have toured the AWPf and nearly 120 presentations have been delivered throughout the City. Project updates are accessible through Facebook and Twitter and seven educational project videos may be viewed on YouTube. On September 12, 2012, these efforts were awarded the WaterReuse Association's Small Project of the Year award.

Strategic Initiative #23: Complete the Long-Range Water Resources Plan Update.

Achievement: This Initiative is in-progress. The Long-Range Water Resources Plan Update will be completed by the end of 2012, and multiple Stakeholder Workshops were convened. The draft report will be presented during the 5th Stakeholder meeting, scheduled for October 23, 2012. Upon review and finalization in the 3rd quarter of FY2013, the report will be submitted to IROC, NR&C, and the City Council.

Strategic Initiative #24: Complete Recycled Water Study and present results to stakeholders and elected officials.

Achievement: This Initiative is in-progress. As of the end of Fiscal Year 2012, the Recycled Water Study (Study) was complete. The Study was presented to IROC, NR&C and the Metropolitan Wastewater JPA in May, 2012 and in July, 2012 it was presented to City Council. Each of the above bodies accepted the Study as fulfillment of the terms of the Cooperative Agreement with San Diego Coastkeeper and Surfrider Foundation. The Study was delivered to the California Coastal Commission in July, 2012 and will be formally presented to them at their October 10, 2012 meeting.

Objective #6: Reduce the reliance on non-renewable energy

Strategic Initiative #25: Implement cost-effective energy production and conservation projects.

Achievement: This Initiative is in-progress. The BUDG project occurred at Point Loma, and is fully operational. Revenue and energy production is being generated. The NCCFE Design-Build project made great progress in FY2012. The Design/Builder provided the 60% design on May 1, 2012. The NCCFE Permit issuance and test of NCCFE Engine were delayed to the fall of 2012. The Alvarado Lab Audit first Draft Report was completed, and sent to facility staff for review on 3/12/12. The Alvarado Lab Audit Final Report was issued on June 22, 2012.

Objective #7: Develop long range plans to support a growing community.

Strategic Initiative #26: Develop and implement actions to ensure we preserve options for meeting the long-term regulatory requirements for wastewater discharges.

Achievement: The milestones and deliverables for this Initiative were completed on schedule. The Enhanced Ocean Monitoring Programs projects annual progress reports were submitted to the Coastal Commission on April 12, 2012 and to the San Diego Regional Water Quality Control Board on June 13, 2012. The Department is in 100% compliance. The Water Reclamation Study was finalized and presented to the NR&C and City Council.

Strategic Initiative #27: Update Muni Master Plan by integrating all-inclusive analyses with emphasis on Inflow/Infiltration (I/I) tracking.

Achievement: The milestones and deliverables for this Initiative were completed on schedule. The final Muni Master Plan had incorporated the I/I results, regulatory requirements, facilities condition and hydraulic needs, 5-year forecasted expenditure, and prioritized Muni CIP projects, which resulted from the prioritization workshops/meetings for Muni CIP projects with internal stakeholders. The results provided to the Program Management Section for CIP development and inclusion.

Strategic Initiative #28: Study and implement plan to reduce "unaccounted for water" to < or = Best Management Practices (BMP) (5%) from current 9%.

Achievement: This Initiative is in-progress. Staff researched meter replacement data, cost and meter calibration information as part of this initiative. The Department has elected to hire a consultant to study the small meter replacement cycles, and large meter maintenance programs. As a result of these changes, the Initiative is carried over to FY2013 as part of this new consultant contract.

Goal #4: Responsive, Safe, Committed and Innovative Workforce

Objective #8: Meet or exceed safety standards.

Strategic Initiative #29: Create a health and safety awareness plan that responds to injury trends.

Achievement: This Initiative was partially completed. This Initiative is being carried forward as a FY2013 Strategic Initiative. The goal of this Initiative is to reduce injuries to at or below the national average. Specific objectives include developing a clear picture of the Division/section-specific injury trends and to collaborate with Divisions to develop action plans to proactively address these causes/trends and to minimize these injuries in the future. Internal data gathering was completed via interviews with the Deputy Directors and focus groups with senior staff. Externally, 35 organizations were contacted to gather information on their safety and health

programs. Presentations were made to the Executive Team based on the initial findings.

Objective #9: Ensure adequate staffing to meet operational needs

Strategic Initiative #30: Implement selected elements of HR Hiring plan.

Achievement: This Initiative is in-progress. Public Utilities staff submitted a Service Level Agreement (SLA) with the Personnel Department providing for 2 associate level analysts to assist with Public Utilities hiring and medical placement. This recommendation appears to have been rejected. The Personnel Department plans to make additional changes to their processes that are in line with what the Public Utilities Staff suggested by fully implementing the new on-line application and candidate management system known as NeoGov. At the present time, the HR Section will continue to monitor progress and will hold off on requesting any other changes.

Objective #10: Develop and support employees, and recognize exceptional performance

Strategic Initiative #31: Develop a new and innovative employee incentive program for efficiency/cost reduction Strategic Initiatives.

Achievement: This Initiative was not completed. Staff completed the benchmarking analysis and reviewed the City's Administrative Regulation (AR) 95.92 on the City's Suggestion Awards Program. Staff met and discussed results regarding this Initiative with the Executive Team. The Utility Senior Executive Team (USET) discussed the pros and cons of moving forward with this Initiative, and discussed the initiative with appropriate City management. The City is in the process of reviewing the AR and has requested that the Department not take any action until their AR is rewritten.

Strategic Initiative #32: Develop and deliver performance management training to improve supervisor skills and confidence to manage performance and to ensure high-performing workforce.

Achievement: This Initiative was completed on time. Staff completed internal and external benchmarking activities. A report of results, with recommendations was made at the October 12, 2011 Executive Team Meeting. The Executive Team accepted the recommendations from the benchmarking studies. Training was proposed to be presented in two parts. First, Chiefs were to complete the E-Learning, which identified the on-line location of the Citywide and Department Performance Management tools used in performance management. Chiefs will then complete classroom training, which enables them to practice using various skills, communication, discipline, rewards, to increase their Performance Management abilities. The formal Training

Plan was approved by the Executive Team. As of June 30, 2012, 81 Chiefs had completed the E-Learning. The classroom portion of the training was developed and content was approved. Due to conflicts with other mandatory training, it was agreed upon to roll out the classroom portion of the training in the third quarter of FY2013.

Strategic Initiative #33: Develop and implement a plan to improve department-wide communication and successfully administer and complete the FY2012 Employee Opinion Survey (EOS) effort.

Achievement: The project was completed on schedule. This Initiative consisted of two separate projects. Part I: The Department has continued to expand the use of social media (e.g., Facebook, Twitter, YouTube, etc.). The Department implemented SOPs for improved use of Director communiqués to the department for high-profile items.

Part II: Employee Opinion Survey (EOS): The EOS was administered, responses analyzed, and report developed, on schedule. The EOS Results were presented to the Executive Team on June 20th. Executives approved the FY2013 Project Schedule for report-out of results, Dialogue Sessions with employees, and continued feedback and briefing to the Executive Team. Addressing the high Priority Issues identified in the EOS has become a Strategic Initiative for FY2013.
