



**City of Toledo**  
**Department of Public Utilities**

**2018 Strategic Plan**

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# Annual Strategic Planning Process

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## **Revalidate DPU's Mission, Vision & Values**

Mission  
Vision  
Values

## **Review and Update Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analyses**

**Develop Higher Level Goals and Objectives** – Formulate DPU short-term and longer-term goals and objectives that support the mission, vision, and values; leverage strengths and opportunities and mitigate weaknesses and threats.

**Work with Individual Divisions to Develop Supporting Goals and Objectives** – Each division develops specific goals and objectives that support the higher-level DPU goals and objectives.

**Create a Summary Level Strategic Planning Document** – This document summarizes the current strategic plan, and includes the mission, vision, values, SWOT, overall and division level goals and objectives.

**Review Progress on a Quarterly Basis** – Divisions are responsible to report their progress toward achieving unit-level goals and objectives in a quarterly report to the Director.

**Incorporate Strategic Plan Summary into the Current Annual Report** – The current year strategic plan and results from the prior year are summarized in the Department's Annual Report.

**Initiate Strategic Planning Process Prior to Annual Budgeting Cycle** – Strategic Planning is an ongoing process within the Department of Public Utilities.

# Strategic Planning Procedure

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The Department of Public Utilities (DPU) incorporates an annual strategic planning process as a part of its overall management processes. A strategic plan consists of:

- A Statement of the Mission of the Organization
- A Vision Statement
- Guiding Principles or Values of the Organization
- An Assessment of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the Organization
- The Development of Higher Level Goals and Objectives – In line with the mission, vision, and values and leveraging the strengths and opportunities or minimizing the weaknesses and threats of the organization.
- Divisional Goals to support the Higher Level Goals and Objectives.

The goal of this process is to have all levels working in concert to support the mission and higher level goals and objectives by having individual areas develop and execute supporting goals and objectives. DPU's success in implementing its strategic plan will be measured through a process of quarterly reporting to the Director and on an annual basis in its Annual Report.

The Strategic Planning Team is responsible for the development of this Strategic Planning document. Members of the Strategic Planning Team include:

- Edward A. Moore - Director
- Cindy Geronimo – Commissioner
- Patekka Bannister – Commissioner
- Abed Semaan – Commissioner
- Donald M. Moline - Administrator
- Doug Stephens - Administrator
- Susan Street – Administrator
- Janet Schroeder – Communication Officer

# Strategic Planning Calendar

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The City of Toledo's fiscal year is January through December. Strategic planning begins each year prior to the annual budgeting process.

## Annual Strategic Planning Timeline

Activity	Timeframe
1. 4 <sup>th</sup> Quarter Report on Divisional Goals & Objectives (thru December)	January
2. Final Strategic Plan	January
3. DPU Summary for Annual Report (reporting latest audited financials)	January
4. Perform Annual AWWA Performance Measurement Survey	February
5. 1 <sup>st</sup> Quarter Report on Divisional Goals & Objectives (thru March)	April
6. Reconfirm Mission, Vision, and Values	May - June
7. Conduct SWOT Analysis	May - June
8. Develop Higher Level Goals & Objectives	June
9. Develop Division Goals & Objectives in Support of Higher Level Goals and Objectives	July
10. 2 <sup>nd</sup> Quarter Report on Divisional Goals & Objectives (thru June)	July
11. Initiate Annual Budgeting Process incorporating #8 & #9 above	August
12. Draft of Strategic Plan	September
13. 3 <sup>rd</sup> Quarter Report on Divisional Goals & Objectives (thru September)	October

Quarterly Reports by the Divisions to be PowerPoint presentations to Strategic Planning Team.

# Mission

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The mission of the Department of Public Utilities is to improve the health, vitality, and overall quality of our customers' lives by consistently delivering trustworthy, excellent, sustainable, and affordable public utility services on a regional basis.

We support the mission by providing:

- Safe drinking water that meets or exceeds all quality standards
- Effective storm and wastewater management
- A culture of safety for our employees
- Well-maintained utility infrastructure
- Safe and functional roadways
- Proactive environmental protection
- Education to foster environmental stewardship
- Excellence in customer service
- Strong fiscal management

# Vision

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To be an organization that embraces continuous improvement to achieve its mission through the effective management of people, financial resources, and physical assets.

# Values

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## **Safety**

We protect the quality of life for our customers and our employees. Safety is our highest priority.

## **Integrity**

We act with honesty and integrity to build trust and credibility.

## **Passion**

We take pride in who we are, what we do, and the products and services we deliver. We are committed in heart and mind to our customers, co-workers, and the communities we serve.

## **Service**

We are here to serve our customers. Our priorities are to provide for customers' health, safety, satisfaction, and to inspire their confidence.

## **Innovation**

We build on our legacy and pioneer solutions with our partners to extend competitive advantages to the communities we serve.

## **Collaboration**

We create partnerships with neighboring communities and business leaders to foster creative approaches to regional issues using a team approach.

## **Stewardship**

We manage our financial and human resources, and utility infrastructure to protect our environment and build better communities for future generations.

## **Learning**

We cultivate a learning environment to promote knowledge-building and creative thinking to develop a highly-trained, respected and empowered workforce and an informed citizenry.

## **Respect**

We value diversity and respect our partners, our customers, our co-workers, and our environment.

# SWOT Summary

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## Strengths

**DPU Product:** Production and delivery of world-class quality drinking water, sanitary water collection and treatment, storm water management, air and water quality monitoring, and public utility and transportation system engineering are our basic products and services.

**DPU Employees:** Capable, knowledgeable public servants; approachable leadership team that enables open communication.

- As the Department continues to implement changes to improve its operations, though we've experienced some growing pains, our employees have participated and responded with flexibility and grace.
- DPU is a top-ranked AWWA utility for having low turnover rates for water and wastewater employees.

**Emergency Planning & Response Procedures:** National Incident Management Systems (NIMS) training and tabletop exercises have been implemented at DPU.

- DPU is a top-ranked AWWA utility for the hours of emergency response readiness training provided per employee.

**Continuous Improvement/Infrastructure:** Infrastructure improvement that allows continuous delivery of service despite aging facilities, with an action plan underway to remedy water and wastewater systems.

- DPU is in the midst of a \$500 million Ohio EPA-approved Capital Plan of Improvements at the Collins Park Water Treatment Plant.
- DPU is in the last three years of the 18-year, \$527 million Toledo Waterways Initiative construction program to reduce pollution entering our waterways, completing all milestones on time.
- DPU continues to secure grants to reduce the cost of infrastructure improvements to ratepayers (and for taxpayers on roadway projects not related to water main replacement).
- DPU is working with a consultant to design a Comprehensive Asset Management Plan for full implementation in 2019.

**Continuous Improvement/Performance:** DPU has created higher-level performance reporting tied to the CityWorks software.

- AWWA Level of Service (LOS) expectations have been established for every division in the Department of Public Utilities and Key Performance Indicators (KPI's) or metrics have been developed to measure and track performance.

- Using the Analytics Module of CityWorks, DPU management has the ability to gauge workforce performance and make the necessary changes (additional training, crew make-up and alignments, equipment upgrades) to reach expected LOS.

**Customer Service:** Quality customer contact and issue resolution through the Engage Toledo philosophy and process.

- Customers can reach Engage Toledo 24 hours a day by telephone, website, or App.
- Development of an Engage Toledo App provides customers with information as convenient as their cell phones.
- DPU is a top-ranking AWWA utility for the high number of calls handled per call center representative.
- DPU is a top-ranking AWWA utility for resolving issues in one call.

**Customer/Community Relations:** Public outreach efforts have increased as has national recognition of DPU's citizen engagement.

- Toledo is one of eight communities in the country and the first in Ohio to be designated as a Citizen-Engaged Community from 2016-2018 by the Public Technology Institute.
- The Customer Care Center received the single 2017 Award of Distinction from the Association of Government Contact Center Professionals.
- Two annual Water Clinics provide customers with face-to-face informative interactions with utility professionals from all divisions.
- An active Speakers' Bureau provides presentations throughout the year for professional, civic and neighborhood organizations. DPU gave more public presentations (51) through the third quarter in 2017 than during all of 2016 (46).
- Positive public and media relations facilitate citizens' understanding of seasonal water issues, special projects and programs.

**Fiscal Responsibility:** The accuracy of monthly financial reporting has increased through process-improvement.

- Working with the City Finance Department we have established an ERP SAP monitoring process that produces highly-accurate balances for each utility fund.
- All divisions monitor budget to actual reports on a monthly basis. Discrepancies over budgeted amounts receive explanatory notes.
- DPU is a top-ranking AWWA utility regarding return on assets.
- DPU is a top-ranking AWWA utility for lower operating & maintenance costs compared to total operating revenue.

- DPU is a top-ranking AWWA utility for days of working capital.
- DPU is a top-ranking AWWA utility for low cost of residential water services.
- DPU is a top-ranking AWWA utility for its low delinquency rate.

## Weaknesses

**Succession Planning:** At this time Succession Planning remains a weakness; however, we have taken concrete steps to address the issue and continued Succession Planning is included in 2018 Goals & Objectives.

- DPU has 26% of its workforce eligible to retire within five years which places it in the AWWA bottom-quartile.
- Continuous recruitment of talented employees to join our team would benefit the Department as would assisting Human Resources with qualifying employees for selection.
- The 75%, 85%, 95% and even the 100% contractual pay levels are not conducive to hiring and retaining qualified candidates.
- The Department has procured the AWWA compensation survey to help determine appropriate pay levels for employees.
- Although progress has been made, the promotional/transfer system is complicated, union grievance issues exist, and some job descriptions remain outdated.

**Safety:** DPU remains a bottom-ranked AWWA utility for high health and safety severity rates for water and wastewater employees based on 2016 statistics. There has been tremendous improvement in safety training, and consistent reporting and data collection through the SAP management system.

**Debt Ratio:** DPU's combined Water, Wastewater and Stormwater debt ratio places it among AWWA's lowest scoring utilities.

**Aging Infrastructure:** Twenty-seven percent of the Sanitary Mains serving the core of the city and almost all of downtown are the Combined Sanitary/Storm variety. Eighty-seven percent of these Sanitary Mains are past their estimated useful life of 100 years.

**Rates:** Customer Service Costs per Account Combined Water and Wastewater place DPU in the bottom quartile of AWWA utilities.

**Service Affordability** for Wastewater and Stormwater Services place DPU among low-ranking AWWA utilities; Toledo's Wastewater Service Affordability is almost double that of the bottom ranking utilities. (Increases to fund Toledo's Consent Decree settled in 2002 are included in this index. Our comparative rating may improve over time as other utilities "catch up" with even higher consent decree costs.)

## Opportunities

**Regional Water System:** DPU remains committed to finding a reasonable path to regional water that provides mutual benefit for all interested partners.

**External Support:** The Utility is strengthened through its community engagement with others, including watershed partners, environmental groups and agencies, as well as other City departments which are committed to working with DPU. (E.g. Department of Public Services, Finance, Law, Economic Development, Mayor/Administration, etc.)

**Economic Development:** Support regional growth and cooperation utilizing our Great Lakes, port of Toledo, interstate and intermodal assets, and the intellectual capital and diversity of our city and surrounding communities.

Continue to use water to drive economic development for our region and new revenue streams for the utility, such as:

- The innovative Cleveland Cliffs contract for both potable and recycled water from Collins Park, which will repurpose recycled washwater to be used as a secondary source water to add resiliency to the water supply system; and,
- Constructing a water supply line to Clean Energy II gas generation plant in Oregon, Ohio at no charge to DPU and providing a potential \$30 million in revenue over 20 years that can also serve Toledo in the event of an emergency.

**Source Water Protection:** Source water vulnerability has provided momentum for agencies to work together to address the fundamental issue of Lake Erie water quality which directly affects not only the utility but the development of the region. Improving communication with critical entities, such as those which impact the watershed, elected officials, researchers, regulators, educators, environmental non-profits and neighboring communities can positively affect the regional economic climate, increasing revenues for the Utility and City.

**Stakeholder Outreach:** Increase strategic educational outreach to a more diverse segment of customer base to improve concepts about the value of water and how to engage others to protect it.

**Technological Advancements:** Use technological advancements to improve the quality of services we provide.

- The new Pavement Management System (PMS) will allow the utility to capture the status of all roadways in the City at one time, instead of one third each year. This will enable us to create long-term pavement replacement models and plans, necessary to developing financing mechanisms.
- Increased use of mobile devices provides the opportunity for increased efficiency throughout the utility.

- New Metering Technologies improve our ability to provide our customers with real-time data about their utility consumption.
- Using the CityWorks asset management program enables us to upgrade maintenance practices throughout the utility.

## Threats

**Source Water Vulnerability/Hysteria:** While helping to educate others on ways to reduce excess nutrients from entering the waterways, we must also reassure an anxious public that we are prepared to properly treat water to remove microcystin toxins and any other contaminants to provide safe drinking water that meets or exceeds all water quality standards.

**Alternative Water Systems:** Alternatives to Toledo's water system may erode DPU's current customer base and revenues.

**Leadership Continuity:** Executive leadership team turnover is inconsistent with best utility management practices.

**Economic Issues & Unemployment:** Median Household Income for Toledo remains significantly less than the surrounding area (in some cases nearly half). The affordability index for wastewater places Toledo at the bottom of AWWA-ranked utilities, with a continuing need for additional investment in the sanitary sewer system.

**Value of Water:** There is a lack of understanding of the value of the public water supply. Water is being marketed and sold commercially as a "higher quality" and more costly alternative to public water supply systems.

# Overall Departmental Goals

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## Introduction

It is critical that any plan starts out with well-defined goals and measurable objectives, as they are the foundation for the entire project. These elements assist in guiding the subsequent tasks and are referred to throughout the year. By obtaining consensus early on as to the Department's vision for the 2018 DPU Strategic Plan, the goals of the Department, and the objectives the divisions are striving to achieve, the resulting strategic plan will better meet the needs of our stakeholders.

While this task begins with the development of goals and objectives of DPU, it is also important at this stage to identify the associated performance measures. Because objectives are meant to be specific and performance toward those objectives needs to be tracked, it is important to ensure that any objective can actually be measured with either existing or easily obtainable data. The following working definitions are used to assist the development of this portion of the 2018 DPU Strategic Plan:

**Goal:** A goal is a broad statement of what the Department hopes to achieve and is qualitative in nature.

**Objectives:** Objectives are specific, achievable and measurable statements of what will be done to achieve goals within a designated time and are typically achieved through work plans.

**Performance Measures:** Quantitative or qualitative characterization of performance that are used to evaluate progress toward objectives. They quantify DPU's efficiency or effectiveness in conducting business operations.

Defining the performance measures that relate to each objective has a dual purpose: first, to help guide the Department as it evaluates its services and how they are delivered, and second, to provide a basis for ongoing measurement of the program's success as it is implemented.

### **Goal #1 - Maintain and improve our products and services**

Delivering high-quality water is fundamentally important to our customers and to us. In addition to producing ample supplies of safe drinking water, we build and maintain water distribution lines, operate storm water and sanitary sewer systems, construct roadways, and monitor air and water quality for our region.

### **Goal #2 - Create a quality customer service experience**

Successful communication with our customers is a key component of their satisfaction. We provide multiple ways for customers to receive reliable and consistent information and also for them to provide feedback, including speaking with them individually by phone and in person, through print materials, public presentations, websites, social media, digital apps and surveys. “Service” is the standard to be considered as employees conduct their daily work, regardless of whether they have direct interaction with consumers or impact the customer experience from behind the scenes.

### **Goal #3 - Operate in a fiscally responsible manner**

We manage financial resources to ensure that we have funds in place to fulfill our mission and to ensure fiscal strength into the future. We strive for business efficiencies in all aspects of our operations to control costs and maintain accountability through fiscal transparency.

### **Goal #4 - Implement a comprehensive asset management plan**

By maximizing the life of our infrastructure through asset management practices we create the best value for our customers. Though much of our infrastructure is nearing the end of its useful life, we are committed to monitoring and maintaining existing facilities and equipment to extend its use and to ensure performance while providing the lowest ongoing operational costs. We will properly maintain new facilities and equipment to achieve maximum use through scheduled care and maintenance.

### **Goal #5 - Promote employee development**

The Department supports the continued development of employees through education and cross-training to increase skill sets, by promoting additional certification training and coursework to increase knowledge and inspire a more efficient and effective workforce and to enable staff to position themselves for promotion.

### **Goal #6 - Promote regional responsibility**

We will be good neighbors and partners as we manage one of our region's greatest natural resources and major assets to meet not only today's needs but those of future generations.

### **Goal #7 - Maintain environmental protection**

We play a part in providing environmental protection for the region. In addition to operating in an environmentally responsible manner, we assist other organizations within the region with environmental monitoring and support.

### **Goal #8 - Strengthen and support Safety Culture throughout Department**

Place renewed emphasis on safety through more comprehensive training programs, incident and near-miss audits, and continual root cause analysis to prevent future accidents and injuries. "Safety First" is the thought we want employees to bear in mind with each task of the day so that they can return home safely to their families each night. For those whose jobs require them to work in challenging environments, safety means donning proper protective gear and drilling on safe procedures so they become natural. Even the most safety-oriented and conscientious employees can be injured when overtired or distracted. Safety involves performing work carefully, reducing hazards in the working environment and watching out for our coworkers.

# Objectives to support Departmental Goals

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*The Department develops specific objectives to drive its performance as compared to other water and wastewater utilities using metrics provided by the American Water Works Association, our industry standard. References to achieve or maintain top or mid quartile performance are related to key performance indicators of the AWWA.*

## **Goal #1 - Maintain and improve our products and services**

Delivering high-quality water is fundamentally important to our customers and to us. In addition to producing ample supplies of safe drinking water, we build and maintain water distribution lines, storm water and sewer systems, construct roadways and monitor air and water quality for our region.

- Provide safe clean drinking water that meets or exceeds all quality standards.
- Increase drinking water production reliability and redundancy through \$47.5 M in expenditures to implement the Ohio EPA approved General Plan of Improvements at Collins Park, with 40% CIP completion.
- Maintain Water Emergency Operation Preparedness through participation in OH WARN, conducting Water Tabletop Exercises, and review of Emergency Operation Plan.
- Improve efficiency by expanding the Automated Work Order System to include 100% of Field Services work orders, completing the final 75% of the work orders.
- Improve protection to the Water Distribution System by completing the overhaul of the Hydrant Meters & Rental Program in compliance with the OEPA deadline.
- Reduce inconvenience to customers by eliminating planned water disruptions that last more than 12 hours.
- Implement Sewer Line Rapid Assessment Tool to inspect higher priority 100 miles of the sewer system.
- Increase integrity of sewer system by making more than 800 repairs.
- Clean more than 342 miles of sewers to maintain system and comply with Consent Decree mandate.
- Televiser more than 50 miles of sewer to provide preventive maintenance and comply with Consent Decree mandate.
- Improve the 2-year Pavement Condition Rating (PCR) of the federal aid route streets.

- Provide safe pedestrian walkways and improve the walkability of Toledo by reducing the backlog of sidewalk requests.
- Improve the reliability of the water distribution system as measured by main breaks per mile; replacing ½% of the distribution system per year based on available resources. (AWWA standard is 1% per year.)
- Ensure safety for pedestrians and the public in the right-of-way by performing inspections of 40% of the City’s subspaces.
- Monitor the 3-year Pavement Condition Index (PCI) rating of the residential streets.
- Improve the integrity and reliability of the sanitary sewer collection system by completing \$1 M of sanitary sewer rehabilitation based on available resources. Note: There will be no effect on breaks per mile or reduction of sinkholes due to the size of the project relative to the size of our system.
- Reduce localized flooding in specific locations where drainage is minimal through investment of \$400 K in drainage improvements.
- Remove 26 homes from the flood plain, better protecting the homes of our residents and significantly reducing their home insurance costs through construction of the Jamieson Ditch Improvements Phase 1.
- Evaluate 24 priority projects on site at the Water Reclamation facility and develop implementation plan to provide resiliency and redundancy.
- Reduce pollution from entering our waterways through the commission of new equipment/systems and operation of the International Park Storage Basin and Pump Station.
- Improve Billing to move towards AWWA mid quartile by reducing errors from 29.5 to 19.5 per 10,000 bills generated.

## **Goal #2 - Create a quality customer service experience**

Successful communication with our customers is a key component of their satisfaction. We provide multiple ways for customers to receive reliable and consistent information and also for them to provide feedback, including speaking with them individually by phone and in person, through print materials, public presentations, websites, social media and surveys. “Service” is the standard to be considered as employees conduct their daily work, regardless of whether they have direct interaction with consumers or impact the customer experience from behind the scenes.

- Improve customer service and efficiency in meter reads by working with Consultant to determine the best type of AMI (Advanced Metering Infrastructure) system and how to finance the system.
- Improve customer knowledge of lead service lines by implementing Community Outreach/Education for Lead Service Line Replacement Program.
- Reduce the number of backlog work orders in CityWorks to zero.
- Seek citizen input to help guide future roadway projects by providing public meetings on Engineering Services projects in all 6 Council Districts.
- Improve citizen awareness about the Water Reclamation Plant and CSO Storage Facilities through media updates and tours for area schools and educational institutions.
- Develop and use informative presentations as requested on Toledo Water Treatment Plant operations, treatment barriers and capital improvement program.
- Develop plant procedures to inform Engage Toledo on treatment changes that affect drinking water.
- Improve average call time in order to move into the AWWA mid quartile by reducing talk time by 37 seconds while maintaining call quality.
- Reduce average call wait time by 2:33 minutes in order to move toward the AWWA mid quartile.
- Reduce abandoned call ratio by 2.7% to move into the AWWA mid quartile.
- Maintain first call resolution performance at 95% to remain in AWWA top quartile.
- Improve Stakeholder Outreach Rate by 10% to move from mid into top AWWA quartile.

### **Goal #3 - Operate in a fiscally responsible manner**

We manage financial resources to ensure that we have funds in place to fulfill our mission and to ensure fiscal strength into the future. We strive for business efficiencies in all aspects of our operations to control costs and maintain accountability through fiscal transparency.

- Reduce Costs to City by sending a Water Distribution Employee to obtain required State certification for testing of City owned isolation backflow prevention devices.
- Reduce the CIP burden by securing \$8 M in grants and/or 0% interest loans to maintain the federal aid route streets.
- Increase sustainability by using digester gas in addition to natural gas to heat the anaerobic digesters at the Water Reclamation facility.

- Reduce communication/telemetry costs for outside facilities through wireless communication technologies.
- Monitor invoices from receipt of product/service to payment, setting internal red flags to reduce the amount of invoices processed past 30 days, using 2018 as baseline. Note: The Construction Program at the Water Treatment Plant has created an enormous amount of invoices.
- Improve Operating Ratio by 4% in order to move into the top AWWA quartile.
- Increase Days of Cash on hand from 531 to 541 in order to move into the top AWWA quartile.
- Measure Delinquency Rate to maintain position in AWWA top quartile.

#### **Goal #4 - Implement a comprehensive asset management plan**

By maximizing the life of our infrastructure through asset management practices we create the best value for our customers. Though much of our infrastructure is nearing the end of its useful life, we are committed to monitoring and maintaining existing facilities and equipment to extend its use and to ensure performance while providing the lowest ongoing operational costs. We will properly maintain new facilities and equipment to achieve maximum use through scheduled care and maintenance.

DPU has hired Stantec Consulting Services to design a Comprehensive Asset Management Plan for the Department. The design phase was started in late 2017, and the project will continue in 2018 and be fully implemented in 2019.

- Remove 100 City Side Lead Service Lines through 2018 Water Main Replacement Program and 2 pilot projects.
- Ensure valves are in operating condition by increasing the number of valves operated by 5%.
- Decrease the number of customers impacted by maintenance to the system by developing a valve replacement program and adding to future year CIP.
- Prepare Asset Management Plan for the Water Distribution System in compliance with Ohio EPA deadline.
- Improve reporting time of Wastewater service disruption completion through the use of technology, installing tablets in all 9 vectors.
- Reduce frequency of reported sewer backups by 2% by treating 10 miles of sewer lines with root foam.
- Create a roadway asset management system to help guide a long term comprehensive CIP plan for the roadway system.

- Improve the GIS asset database and mapping for storm, sanitary, and water utilities; deliver a system condition and needs report.
- Increase preventive maintenance at the Water Treatment Plant through use of CityWorks for maintenance work orders, inventory controls, and to track operating costs.

### **Goal #5 - Promote employee development**

The Department supports the continued development of employees through education and cross-training to increase skill sets, by promoting additional certification training and coursework to increase knowledge and a more efficient and effective workforce and to enable staff to position themselves for promotion.

- Maintain a knowledgeable and competent work force with respect to technical abilities and workplace safety by providing continuous training throughout the year, increasing the average number of training hours to move from AWWA mid quartile to top quartile.
- Protect the integrity of our water system from bulk users by training 6 additional employees on backflow testing.
- Begin a succession plan for Heavy Equipment Operators by providing 40 hours of training to 15 conditional alternate employees.
- Hire consultant to develop comprehensive Departmental Succession Plan to comply with Senate Bill 2.

### **Goal #6 - Promote regional responsibility**

We will be good neighbors and partners as we manage one of our region's greatest natural resources and major assets to meet not only today's needs but those of future generations.

- Increase wastewater issue awareness by providing information on treatment processes to area educational institutions and the Ohio EPA.
- Provide information and technical assistance to neighboring communities on various wastewater treatment systems and equipment.

## **Goal #7 - Maintain environmental protection**

We play a part in providing environmental protection for the region. In addition to operating in an environmentally responsible manner, we assist other organizations within the region with environmental support.

- Protect source water by active participation in Green Infrastructure activities such as monthly Rain Garden, Stormwater Coalition, and Sustainability meetings and projects.
- Protect water quality in the watershed by meeting all NPDES permit requirements.
- Improve source water by completing Habitat Restoration Plans for Wolf and Cedar Creeks, funded by OEPA grant dollars.
- Reduce amount of Fats, Oils and Grease in our Collection System through additional hot spot monitoring and education.
- Improve Air Quality in Toledo and NW Ohio by proactively monitoring demolitions and investigating all complaints.
- Improve Air Quality in Toledo and NW Ohio by adopting new Universal Procedures in Ambient Air Monitoring.
- Protect our customers and the integrity of our water system by physically surveying 10% more commercial property backflow settings than in 2017. Improve and support source water protection by completing MS4 permit negotiations and responding to all OEPA requests within 30 days.
- Improve the environment by expending remaining \$300,000 grant from Racetrack Redevelopment grant funds on Brownfield Redevelopment.
- Meet all regulatory water and air compliance requirements.

## **Goal #8 - Strengthen and support Safety Culture throughout Department**

“Safety First” is what we want employees to bear in mind with each task of the day so that they can return home safely to their families. Safety means donning proper protective gear and drilling on safe procedures so they become natural. Even the most safety-oriented and conscientious employees can be injured when overtired or distracted. Safety involves performing work carefully, reducing hazards in the working environment and watching out for our coworkers.

- Complete training for all divisions to exceed the AWWA mid quartile.

- Hold monthly safety committee meetings to ensure safety measures are being enforced and to discuss any problems that may be arising in the work place.
- Maintain compliance excellence with use of Personal Protection Equipment.
- Provide safety training for maintenance employees on specific issues, such as confined space entry and rescue, cranes, boom trucks, roll-off trucks, vacuum trucks, etc.
- Approve updated Lock Out/Tag Out procedures and train authorized and affected employees.
- Conduct and document regular Field Inspections to ensure that employees who work in non-office environments comply with safety regulations such as proper traffic pattern set-up and wear proper Personal Protective Equipment.
- Improve the Health Safety and Severity Rate to move toward the AWWA mid quartile.
- Increase Emergency Response Readiness Rate by 10% based on number of hours of training per employee to move toward the top AWWA quartile.
- Develop a new employee training program for the two field divisions that have the most injuries and begin training for 100% of new hires by 4<sup>th</sup> quarter.
- Institute a Departmental Light Duty/Return to Work Program to reduce average number of days on Light Duty by 10%.

### **Progress Toward Goal Attainment Tracked on Quarterly Basis**

Quarterly progress reports on these goals and objectives are provided to the Strategic Planning Team and documented on a Performance Tracker designed by Director Moore. Quantifying measurements for each are defined on the Performance Tracker along with percentage of goal accomplished, the quarter of the year to be completed, and name of the responsible person.