

Strategy #1 --Improve Organizational Effectiveness	Status	E. Olin Paterson	Combined
Follow City Guidelines for HR - use City HR	Completed		
Develop & Implement a Communication Plan	Plan completed, but not implemented	1	1
Individual Performance Review	Steering Team is working on	5	5
Regular Staff Meetings - not led by Management	Completed		
"Respect In the Workplace" Training	Tresa Martinez will contact WU in December	1	1
Email	Has been offered to everyone		
Identify Leaders outside of management	Steering/Design Team	1	1
Change Culture of Utility Communication	Work in progress	3	8
Develop a way to communicate suggestions without fear of retaliation	Work in progress	5	10
Define Directions for leadership then implement	Work in progress	1	1
Open Communication	Work in progress		
Photo Staff Directory, also on Website	Work in progress	1	1
Include Field Supervisors in Management Group	Under discussion		
Double Fill Positions prior to vacancies	Work in progress	4	4
Management/Staff Visitation/Ride-along with Staff	Work in progress	1	1
Newsletter - Customer	Work in progress	1	1
Newsletter - Employee		2	3
Classes on Communication skills		2	3
Classes on Leadership Skills		1	2
<b>Additional Suggestions</b>			
Comm plan not implemented in Customer Service		1	1
Identify psychological harrassment and stop it			
4 day work week (10 hour days -- save \$\$\$) lighten stress load a little		4	4
Flexible Work Schedule			
Recognize excellence and reward			
Develop performance measure for staff			
Coach/mentor/develop staff			
Foster continuous improvement culture			
<b>Total</b>		<b>33</b>	<b>53</b>

Total 33 20 53

**Strategy #2 -- Enhance Customer Satisfaction**

**Status**

**E. Olin Paterson Combined**

Strategy #2 -- Enhance Customer Satisfaction	Status	E. Olin Paterson	Combined
Conduct more frequent Customer Surveys	Completed		
Customer Satisfaction Cards	Work in progress		
Implement a PR program		2	2
Define "Mission" and educate employees on it			
Every Employee Card -- MWU business card to hand out		4	6
At all staff meetings, communicate use of above card		1	1
Make sure our employees have proper/correct info			
Have adequate staff to serve needs of customers			
Have Contact Info for other City Department			
Conduct/Host Public Meetings			
Irate/Non-Irate Customer Training			
Review & Develop SOP on Complaint Handling/Inquiry			
Improve Website		3	4
Be more proactive with media, customers, staff			
Train all employees on media contact		1	5
Have regular Info Updates from other WU Departments.		5	5
Hire a PR person			
Evaluate process used to contact customers & get feedback			
Routine emails to neighborhood groups			
Direct all customer calls to customer service			
Survey new customers with first bill			
Integrate complaint DB with CIS			

**Additional Suggestions**

**Total**      5      13      18

**Strategy #3 -- Strengthen Regional Economic Potential**

**E. Olin Paterson Combined**

**Status**

Item	E. Olin	Paterson	Combined
Hotline with Current Water Issues-frequent updates			
Provide Customer Service Training for all employees			
Planned maintenance/replacement			
Sponsor/Host Neighborhood Meetings			
Improve Outreach for Non-English speaking customers			
Participate in Tapping Competition & Top-ops			
Educate public on Water Rates			
Infrastructure Planning & Replacement			
Date collection for future planning			
New upgraded SCADA			
Improved water interruption notification			
Implement CMMS			
Audit/review processes			
Better coordination with other department for Underground Replacement/Maintenance			
Employee Training			
Establish level of service goals/standards			
Keep Inventory & Equipment at optimum levels			
Re-design sections for Water Inspectors			
Done by List Serve			
CMMS - Work in progress	1	1	2
Work in progress			
Work in progress			
Researched by ST, in Parking Lot		2	2
Work in progress		4	4
Work in progress	1	2	3
Work in progress, Accela System			
Work in progress	1		1
Work in progress			
Work in progress			
SOPs being written			
Design Team made recommendations	3		3
	2	2	2
<b>Total</b>	<b>8</b>	<b>11</b>	<b>19</b>

**Additional Suggestions**

Strategy #4 -- Leverage Technology

Status E. Olin Paterson Combined

Item	Status	E. Olin	Paterson	Combined
IT Plan	"Acella" software; bids for X Connection	3		3
Computerized Databases	In process			
Implement CMMS	In process			
Increase rates	On going	1	1	2
Training for job needs	Work in progress		2	2
Assess latest technology available	On going			
Take advantage of new technology when replacing infrastructure	Design Teams			
Be aware of capabilities - (skills of employees)	Design Teams			
Employee Competency/Training Level Inventory	Work in progress			
Integrate Accounting Systems	Work in progress	2	1	3
Train all necessary people	Work in progress			
Establish expectation standards	Karl VanLith			
Same Key Card System for all facilities except OP Ctr	Completed			
Upgrade Radio/Phone/Communication Technology	Work in progress	3		3
Assign costs to assets	CMMS	1		1
Set standards to measure value of assets	CMMS			
Set/update standards for new assets	CMMS			
Preventative maintenance on scheduled basis	CMMS			
Bar Code Technology for inventory	CMMS			
Locate West clean fill site	CMMS	1	26	27
Dedicated IS Dept				
Technologies must integrate with each other				

Additional Suggestions

More giant push-pins

Total 11 30 41

**Strategy #5 -- Optimize Infrastructure Performance**

**E. Olin Paterson Combined**

**Status**

Establish SOPs for Consistent & Reliable Performance	In process	1	8	9					
Get updated equipment to save time & for safety	Work in progress	1	1	2					
Better Communication between Management/Field Crew/Office Staff		2	13	15					
Establish Best Practices	Design Team								
Implement a Residential Cross-Connection Inspection Plan	In process	1	1	2					
Exchange ideas with other water utilities	On going	2	2	4					
Field crew feedback on condition of infrastructure	On going		2	2					
Regular PSC/DNR meetings in compliance	On going								
Make sure equipment meets requirements	On going		2	2					
Regularly update Strategic Plan	On going								
Chart & Communicate Progress of Strategic Plan	On going								
Determine level at which asset is to be replaced	On going								
Develop asset maintenance schedule	CMMS								
Get input from staff when buying equipment	CMMS		1	1					
Regularly assess progress & need for cross functional team	2 Design Teams formed	1	10	11					
Add Main Leak Data to GIS	Design Team								
Share long term plans	In process								
Regular review Industry Standards	Work in progress								
Comprehensive Employee Training Program	Work in progress	1	2	3					
AWWA updates	Work in progress								
Be current on latest technologies and their application	Work in progress		3	3					
Cost-Benefit Analysis/return on investment	Work in progress	6		6					
Replace small meters instead of rebuilding									

**Additional Suggestions**

Four day work week (4 - 10's)			64	64
Stop kicking the ladder out from employees and promote the 20-year guys			4	4

**Total 15 113 128**

**Strategy #6 -- Develop Sustainable Workforce**

**Status**

**E. Olin Paterson Combined**

Item	E. Olin Paterson Combined	Status
Develop Training Plans for Employees by Functional Groups		Design Team
Develop Feedback Forum/Share Training Learned/Organization		Work in progress
Encourage employee participation in Safety Programs		In process
Identify Needs of WU & Employee Skill Sets		Design Team
Establish Career Ladder, where appropriate	6	Design Team
Cross-Functional Training	1	Design Team
Identify skills & match with responsibilities	2	Design Team
Cross Training	3	Design Team
Create Troubleshooting binder/laptop		Design Team
Exit interviews		ST discussing
Performance Evaluations and Discussions	4	ST discussing
Create Mentoring Program		Informal program in place
WU employeenet with databases particular to WU	1	Actively working
List of Training Opportunities (AWWA)		Completed
Require employee participation in Safety Programs		Completed
More Interaction between Supervisors & Employees	4	Work in progress
Promote Interdepartment Communication	1	Work in progress
Foster Teamwork		Work in progress
Work to get rid of the us/them mentality	9	Work in progress
Ensure each vehicle has fully stocked first aid kit		Work in progress
Annual Refresher Courses		In process
Establish Training Records on all employees		In process
Develop SOPs based on Employee Input		In process
Establish Central Library of SOPs		On going
Deadline on Approval for Vacation/Comp Time use		
Survey Employees for Training		
Develop Opportunities for Personal growth	3	
Job shadowing for expected retirements	3	
<b>Total</b>	<b>37</b>	<b>47</b>

**Additional Suggestions**

Develop individual career goals for all employees

**Total 37 47 84**

Rank	Top Ten Vote Getters	Status	E. Olin	Paterson	Combined
1	Four day work week (4 - 10's)	Design Team formation	4	64	68
2	Locate West clean fill site	Checking w/ City Real Estate	1	26	27
3	Work to get rid of the us/them mentality	Work in progress	9	15	24
4	Better Communication between Management/Field Crew/Office Staff	Work in progress	2	13	15
4	Develop a way to communicate suggestions without fear of retaliation	Work in progress	5	10	15
5	Develop Opportunities for Personal growth	Work in progress/Individual Development Plans	3	10	13
6	Establish Career Ladder, where appropriate	Design Team	6	5	11
6	Get input from staff when buying equipment	2 Design Teams formed	1	10	11
7	Establish SOPs for Consistent & Reliable Performance	In process	1	8	9
8	Job shadowing for expected retirements	Currently happening with 2 positions	3	5	8
8	Change Culture of Utility Communication	Work in progress	3	5	8
Total votes cast overall			109	234	343
			18.17	39	57.17
			Divided by 6 dots		