

**May, 2006**



**2006**

# **Sterling Challenge**

## **Feedback Report**

Miami-Dade County Water and Sewer Department

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## INTRODUCTION

The goal of the Sterling Challenge process is to improve efficiency and productivity throughout the State of Florida by promoting common standards for organizational performance excellence in all public and private business sectors of the State. The process is designed to help an organization lay the foundation for future success. It provides a comprehensive self-assessment opportunity that can help organizations optimize their operations and results.

The Miami-Dade Water and Sewer Department has completed its application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information requested. This Feedback Report is the culmination of the Examiners' site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strength and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report provides an **Executive Summary** of the observations of the Examiners regarding the organization's key strengths and opportunities for improvement, and general recommendations designed to assist the organization in its effort to reach the next level on its continuous improvement journey.

The Report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence*. These views are expected to enhance the ability of administrators and employees within the organization to analyze their quality effort and to achieve consistently higher levels of performance excellence.

## EXECUTIVE SUMMARY

The Miami-Dade Water and Sewer Department is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Human Resource Focus. Some of the most important strengths include:

- The Department established the POWER (Partnership Optimizing Water and Sewer's Efficiency and Reengineering) program to promote initiative, cooperation, and improvement. The program empowers employees to improve their work processes through participation in Process Improvement Teams (PITs); efficiency savings of over \$16 million were realized from FY2001 through FY2004.
- The Department's focus on safety, both for its employees and the safety of its key product, quality drinking water, and service, wastewater treatment, is a key strength. Personnel safety is addressed through the establishment of the Safety and Rescue Training Center, the only such facility in southeastern United States. The Center trains employees to reduce injuries associated with potentially dangerous tasks such as working in confined spaces and handling dangerous chemicals. To promote continued on-site safety the Department has established Site Safety Teams at each primary work site to resolve safety concerns at the local level; team members may be assigned, may volunteer, or may be elected by their peers to serve on the teams.
- Preparedness actions for emergencies and disasters are detailed in a variety of plans; these include the Natural Disaster Plan, the Continuity of Operations Plan, the Process Safety Management Plan, Emergency Response Plan and the Risk Management Plan.

There are also opportunities for improvement:

- The Department has not developed longer-term strategic objectives. For example, the Business Plan initiatives have goals for the current fiscal year (FY2005-2006); however, many of its projects span several years, but are not connected to defined long-term goals. Without longer-term goals the Department may find it difficult to continue to meet the challenges of aging infrastructure and a rapidly growing population.
- The Department does not have a process in place to assess the levels of employee satisfaction and dissatisfaction. Without methods to understand the factors that are most important to each employee group and then measure their levels of satisfaction and dissatisfaction, the Department may not be able to achieve the Guiding Principle of being responsive to its workforce.

- The Department does not have a systematic approach to achieve effective succession planning for unexpected personnel changes. Currently an overage position is created to hire a replacement in time to train with the person who will be leaving. This approach may not be sufficient in the case where a key position might suddenly become vacant due unforeseen circumstances such as serious illness.

The Organizational Performance Results Category assesses Miami-Dade Water and Sewer Department's trended and comparative performance in those areas of importance to the organization's key factors. Some of the strengths and opportunities for improvement in the organization's results include:

- The Department's results address many areas of importance. Key product and service processes overall have had favorable trends through 2004. The positive trends continue through 2005 for the feet of sewer cleaned and the cost per million gallons of water processed. Water and sewer fecal coliform, CBOD5, and TSS all exceed regulatory standards. Employee injuries and days lost to injuries have steady downward trends.
- Comparative information is not provided for most key results such as response time to customer non-billing and non-emergency complaints, volume of sanitary overflows, unaccounted water, employee injuries, and capital improvement expenditures.
- The Department has no results for several areas of importance. There are no results for employee satisfaction and dissatisfaction. There are some customer requirements such as reliable, uninterrupted service that have no results; and some key process performance indicators such as saltwater movement, supplier performance to cost and delivery, and contracts renewed on time do not have results.

In order to help Miami-Dade Water and Sewer Department's management move to the next level in its journey for performance excellence, the Sterling Examination team recommends the following:

- Develop longer-term objectives and goals that go beyond the current year to provide a more integrated focus from one year to the next.
- Develop a process to determine the key well-being and satisfaction factors for each employee group. Then develop methods to determine how well those factors are being met and use the data to identify potential improvements.
- Review the Department's results measures to use more current comparative information (all comparison data are from 2004) and to segment the data into useful information. For example, segment customer satisfaction and dissatisfaction by customer group such as wholesale, retail, developers, or other

as appropriate, and segment employee data such as injuries and satisfaction/dissatisfaction by employee group such as administrative, skilled craft, type of work, or other as appropriate.

## 1.0 Leadership

The **Leadership** Category examines how the organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

### Category 1 - Leadership

This category summary addresses the organization's **Senior Leadership**, and **Governance and Social Responsibility**.

**Scoring Range: 50% - 65%**

### Strengths

- Senior leaders communicate the vision, mission, and values of the overall organization and its Department to all employees in a variety of ways. For example, guiding principles are communicated to employees and customers through formal written communications such as wall plaques, memorandums, email messages, the intranet, brochures, publications, postings on vehicles and by example. Diverse and frequent communication of the vision, mission, and values will help reinforce them among its employees so the Department can continue to deliver excellent public services that address the community's needs and enhance the quality of life.
- Senior leaders support an environment that requires legal and ethical behavior through a *Commission on Ethics and Public Trust* that is an independent agency authorized to investigate complaints and render advisory opinions. For example, the Training Department works closely with the Commission to develop workshops that educate employees on ethical decision-making. All employees have taken the workshops and signed documents to this fact. The Commission has issued several opinions to the Department in the past year. An approach that incorporates expertise from a professional agency such as the Commission may help the Department promote the principles of respect, honesty, ethical behavior, and fairness to all.
- Senior leaders create an environment of performance improvement, innovation, and employee learning in a variety of ways. For example, the Department sponsors an employee empowerment program called POWER (Partnership Optimizing Water and Sewer's

**Category 1 – Leadership (continued)**

This category summary addresses the organization's **Senior Leadership**, and **Governance and Social Responsibility**.

Efficiency and Reengineering) where employees serve on Process Improvement Teams, (PITs). Employees also submit suggestions through the Employee Suggestion Program (ESP) and can serve on a Site Safety Team. Additionally, senior leaders support performance improvement through the Pebble Program, Gain-sharing, Employee of the Month Award, and the Employee of the Year Award processes.

- The Department addresses management accountability, fiscal accountability, and independent internal and external audits through the Senior Management Performance Appraisal System that aligns management objectives with Business Plan objectives and monitors progress with performance indicators. For example, the Active Strategy Enterprise system is a web-based point-and-click program for managers, employees, and ultimately the customers to use to view the performance measures of the Department in a balanced scorecard approach. The system allows managers to update the measures, view any variances to the attainment of the objectives, write comments concerning those variances (positive or negative) and to communicate with other employees on the strategies to reach their goals. Connecting the managers to Department performance through such an automated system may enable them to more effectively track and manage performance to become more accountable, more responsive to the customer, more efficient and effective, more innovative, and more action-oriented.

**Opportunities for Improvement**

- Senior leaders do not participate in succession planning for the Department. For example, with exception of advertising the assistant director position in advance of a vacancy, there is no process or plan for the succession of key positions. Without planning actively for succession of its key employees, and providing them with training and mentoring needed for

**Category 1 – Leadership  
(continued)**

This category summary addresses the organization's **Senior Leadership**, and **Governance and Social Responsibility**.

future jobs in a proactive way, the Department may not be able to meet its Guiding Principle of “Development of Leadership in Public Service” or meet the challenge of recruiting, hiring, and retaining employees with the skills and motivation necessary to help the Department in “Delivering Excellence Everyday”.

- Senior leaders do not have a systematic process to communicate with and motivate employees at all levels of the organization to accomplish objectives. For example, although the Department has implemented the Active Strategies program to link plans, scorecard, and appraisals, many employees are not aware of these processes. Without full deployment of processes that promote and engage all employees in achieving Departmental objectives, the Department may miss opportunities to attain the vision of “Deliver Excellence Everyday”.
- The Department does not have a process to actively identify its key communities. For example, the Department provides financial support for a variety of local, state, and national charities but has no systematic process or any criteria by which to determine who or what organizations make up their key communities. Without a process to identify those communities that best align with the mission and vision, the Department may expend resources unnecessarily and may not be able to promote its Guiding Principles of “Accountable and Responsive to the Public” and “Committed to Development of Leadership in Public Service.”

## 2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

### Category 2 – Strategic Planning

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

**Scoring Range: 30% - 45%**

### Strengths

- The Department develops a two-year Business Plan based on the County's strategic themes. The Department's senior and mid-level managers annually review the initiatives to ensure alignment of the business plan with the County's strategic plan and to secure appropriate resource allocation.
- The Department's strategic planning process addresses technology, disasters, and weaknesses through its Business Plan. Possible technology enhancements are reviewed and incorporated into Division Action Plans. For example, state-of-the-art tools are provided to increase employee productivity. Also, a Security Section was created to improve the proactive response to emergencies and other threats.
- The Department has identified key strategic short-term objectives that include action plans for FY2004–2006. For example, the strategic objective to reduce the incident/injury rate in FY2006 resulted in an action plan to purchase up-to-date protective eyewear to increase its acceptance and use.

### Opportunities for Improvement

- The strategic planning process does not address the potential of competition and or privatization, a key strategic challenge for the Department. For example, although the Partnership Optimizing Water and Sewer's Efficiency and Reengineering (POWER) program was formed to address the threat of privatization, this process is focused solely on County-driven or

**Category 2 – Strategic Planning (continued)**

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

internal goal achievement. Without a process to recognize areas of potential competition, the Department may run the risk of the County government removing the Department's right of refusal and allow privatization.

- The Department does not establish long-term goals and objectives or time tables for accomplishing them other than those set forth in the County Plan that drive projects in the Master Plan. For example, the Business Plan's program initiatives only have goals for FY2005-2006. Without longer-term goals, it may be difficult for the Department to continue meeting the challenges of aging infrastructure, rapidly increasing population, and complex environmental issues.
- The Department's Divisions do not have a systematic process to fully deploy action plans to all employees. For example, even though the assistant directors are assigned ownership of action plan initiatives and division chiefs oversee the progress of the initiatives, there is no process used to communicate action plans to all employees. Without a clear process to communicate action plans that support strategic plan objectives, the Department's employees may not be able to meet the challenges in a quality, timely, and cost effective manner.

### 3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty and retention, and to business expansion and sustainability.

#### **Category 3 – Customer and Market Focus**

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

**Scoring Range: 30% - 45%**

#### **Strengths**

- The Department is in the beginning stages of listening to key customer requirements through an external survey in 2003, random surveys of retail customers following interactions with the Department, attending community council and neighborhood meetings, and holding routine meetings with developers. The 24-hour Communication Center completes surveys after 5 p.m. when many of the customers are at home.
- The Department enables customers to seek information, conduct business, or complain through multiple points of contact including the telephone, email, web page, and walk-in facilities. For example, a quarterly newsletter entitled, *Pipeline*, is mailed to all customers with the water bills, and a new customer booklet entitled, *All You Need To Know About Your Department*, is mailed to all new customers; both are published in English, Spanish, and Creole.
- The Department collects customer complaints through the Customer Service Supervisor, Customer Service Division Chief, Communications Center, Public Affairs Manager, Director of Finance and Director depending on the type and level of the complaint. These complaints are handled through the customer complaint process. Public Affairs staff members handle the complaints sent to the County Commissioners, Mayor, or County Manager. All complaints are tracked and monitored until resolution.

### **Category 3 – Customer and Market Focus (continued)**

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

### **Opportunities for Improvement**

- The Department does not segment all of its customer groups. For example, the Department has identified developers as a key customer group with distinct requirements. However, the Department does not distinguish other customer groups such as in wholesale and retail markets to determine differing needs and contact requirements. Without a clear process to segment its customer groups, the organization may miss opportunities to discover changing needs and requirements of the market and to reach its goal of improving trust among all of its customer groups.
- There is no systematic process in place to learn from customer complaints. For example, the Department logs all customer complaints; however, there is no systematic process to use the information to better satisfy customer needs. Without learning from complaints, the Department may not be able to meet its mission of *Delivering Excellence Everyday*.
- The Department does not build relationships with all of its current retail and wholesale customers. For example, the Department conducts monthly meetings with developers. The developers are allowed to comment on the process and to make process improvement recommendations. During the meetings, developers compare how other cities and states have procedures that expedite the process; this two-way communication with the developers helps build relationships. There is not a similar process for other retail and wholesale customers such as municipalities. Without developing positive relationships with all customer groups, the Department may not meet its Guiding Principles of being Customer-focused and Customer-driven.

## 4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information and knowledge assets. Also examined is how your organization reviews its performance.

### Category 4 – Measurement, Analysis, and Knowledge Management

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

**Scoring Range: 30% - 45%**

### Strengths

- The Department's data collection is based on two fundamental driving forces: legal requirements and operational needs. Data are used to track regulatory compliance, business performance, efficiency, and performance indicators linked to the Business Plan. Customer Information such as demographic information and complaints are entered into the Customer Information System (CIS); location information is entered into Geographic Information System (GIS); the automated transmission and tracking Supervisory Control Acquisition Data System (SCADA) provides centralized remote monitoring and control of almost all of the drinking water and wastewater functions. The Active Strategy Enterprise system is being deployed countywide to group results in customer, financial, internal, and learning and growth categories to assist in strategic and business planning.
- The Department is in the early stages of using the Active Strategy Enterprise system to analyze performance data and set priorities for performance improvements in a balanced scorecard approach. This system links directly to the Business Plan objectives for senior leaders who review the scorecard monthly and quarterly during management meetings to ensure performance levels are on track.
- The Department ensures the continued availability of data and information and hardware and software in the event of an emergency using critical data protection by back-ups and power supplies. Hardware and software assets are protected by a secure environment in structures that can withstand natural and man-made

**Category 4 – Measurement, Analysis, and Knowledge Management (continued)**

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

disasters. Back up systems are identified, protected, and housed in separate locations.

- The Department ensures the integrity, reliability, accuracy, timeliness, security and confidentiality of data and information by enforcing access via security, by validation through supervisory review, by planned outages, by employing on-site maintenance staff, and by monitoring timeliness. For example, MIS has developed and implemented an automated update system to ensure the latest patches available are tested and installed for all their applicable licensed software. Many levels of protocol exist to protect the Department's data including management and database owner security.

**Opportunities for Improvement**

- The Department does select comparative and competitive data and information to support strategic and operational decision making. For example, although the organization has participated in a benchmark study with the American Water Works Association in 2004 to make some comparisons, there are no comparisons selected for most key product, service, and support processes such as Water Production, Water Conservation, Wastewater Disposal, Engineering, Budget Management, or Permitting. Without a systematic process to select and use current comparative and competitive information, the Department may miss the opportunity to gauge its performance in *Delivering Excellence Everyday*.
- The Department does not ensure the continued availability of all its hardware and software systems in the event of an emergency. For example, the Department's Supervisory Control Acquisition Data System (SCADA) will not operate past the three-hour back-up battery power supply in the event of an emergency. This breach could result in a loss of vital alerts necessary in monitoring performance of the

**Category 4 – Measurement, Analysis, and Knowledge Management (continued)**

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

systems. In addition, the divisions may have to resort to manual operations.

- The Department does not have a systematic process to identify the knowledge and best practices worthy of sharing with other employees. For example, meetings and the intranet are tools for transferring information, but there are no guidelines as to what knowledge and best practices are most worthy of sharing. Without a process to identify what knowledge and best practices should be shared, the Department may not be able to capitalize on its mission of continuous improvement and cost efficiencies.

## 5.0 Human Resource Focus

The **Human Resource Focus** Category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

### **Category 5 – Human Resource Focus    Strengths**

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

**Scoring Range: 30% - 45%**

- The Department promotes cooperation, individual initiative, empowerment, and innovation through the creation of Process Improvement Teams (PITs), part of the Partnership Optimizing Water and Sewer's Efficiency and Reengineering (POWER) program, with work groups organized by function and representatives from different areas. Improvement teams have made process recommendations resulting in savings of millions, 25% of which was shared with employees through the Gain-sharing program. These savings have contributed to bonus awards that encourage teamwork and cooperation. Employee performance is based on productivity, effectiveness, and compliance with rules and regulations with pay increases directly related to an individual's productivity. Outstanding employees may be considered for additional compensation, and middle managers may be approved for increases over 5%. Senior managers' evaluations are based on performance related to goals and objectives in the Business Plan.
- The Department recruits and retains employees by ensuring that competitive salaries are maintained, offering opportunities for career advancement, delivering numerous training and development opportunities, and allowing flexible work schedules.
- The Department motivates employees to develop and utilize their potential through several employee recognition programs. For example,

**Category 5 – Human Resource Focus (continued)**

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

the Pebble Program recognizes employees for exceptional customer service (internal and external). Each Division awards an Employee of the Month and Year. In addition, the Department encourages the use of the Employee Suggestion Program (ESP) and supports employee participation in other County recognition programs.

- The Department has improved workplace health and safety through the establishment of the Safety and Rescue Center. This Center trains employees to reduce injuries associated with potentially dangerous tasks and is the only one of its kind in the southeastern United States. Site Safety Teams are established at primary work sites; team members include employees that volunteer, are assigned, or are elected by peers, management, and union representatives. The purpose is to resolve safety concerns at the local level by recommending improvements, training, and corrective actions. The Executive Safety Committee considers issues elevated from the Site Safety Teams.

**Opportunities for Improvement**

- There is no succession plan for leadership and management positions in case of a sudden or unplanned departure. For example, when the Department becomes aware of a potential vacancy, it creates an overage position so the successor can be appointed and trained prior to the departure of the outgoing employee, but there is no systematic plan for preparing employees to create a highly trained pool of applicants. Without a clear process to ensure key positions are filled quickly and effectively with high quality people, the Department may be hindered in maintaining consistency of direction and continuity of operations.
- The Department does not determine employee satisfaction and dissatisfaction. For example, even though the Department uses a survey

**Category 5 – Human Resource Focus (continued)**

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

methodology to determine customer satisfaction, no methods exist to systematically assess levels of employee satisfaction and dissatisfaction. Without determining indicators and levels of satisfaction and dissatisfaction of employees, the Department may not achieve its Guiding Principle of being responsive to its workforce, and may have difficulty retaining high quality staff.

## 6.0 Process Management

The **Process Management** Category examines the key aspects of your organization's process management, including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.

### Category 6 – Process Management

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

**Scoring Range: 50% - 65%**

### Strengths

- The Department's key product and service processes address the primary needs and requirements of quality drinking water consumption and wastewater disposal. They are defined by regulatory requirements and are those that utilize a great quantity of resources, are highly visible, and affect customers and the quality image of the organization. The key product and service processes are: Drinking Water Supply, Storage, Treatment, Analysis, Distribution, and Conservation; and Wastewater Collection, Treatment, and Disposal. The key support processes are: Budget Management, Engineering, Facilities Management, MIS, Purchasing, Safety, Human Resources, Customer Service, and Permitting. Key product and support processes are determined by regulatory requirements, response to community growth and development, public safety, emergency response management and provision of service continuity to their customers. The product and service processes are monitored automatically through computerized systems for daily water and wastewater operations. The key product, service, and support processes have indicators linked to the Business Plan.
- The Department improves key product, service, and support processes through the use of customer service surveys, service requests, and meetings with developer groups; these are used in conjunction with its metrics and POWER (Partnership Optimizing Water and Sewer's Efficiency and Reengineering) program to identify and implement improvements. Performance measures are reviewed and compared with the Division's Action Plan to

### **Category 6 – Process Management (continued)**

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

identify improvement initiatives. A recent improvement in the Geographical Information Systems (GIS) was providing laptops for field personnel to access the system.

- The Department ensures adequate financial resources through the use of a Multi-Year Capital Improvement Plan where projects are prioritized by the County and identified in the Water Facilities Master Plan and other sub-plans. In addition, the Department utilizes in-house engineering assets to reduce consulting costs, pursues grant opportunities, and investigates low interest loans from the Florida Department of Environmental Protection
- The Department has several major contingency plans to ensure continuity of operations: the Natural Disaster Plan (flooding and hurricanes), the Continuity of Operations Plan (COOP), the Emergency Response Plan (senior management use), the Process Safety Management Plan (an OSHA plan for hazardous chemicals, eliminate hazards, accidents and consequences), and the Risk Management Plan (Federal and State environmental plan for hazardous chemical release; a sister plan to the Process Safety Management Plan). The effectiveness of the Department's emergency preparedness was validated during Hurricane Wilma; pumps were running continuously and there was never a need to issue a "boil water" order. Backup services for all electronically generated user and laboratory files are provided. Monthly, a full backup of systems and files is stored in a secure off-site location. The 24-hour Communication Center that handles emergency calls has an alternate location.

### **Opportunities for Improvement**

- The Department does not have a systematic process to ensure that all support processes meet changing business needs over time. For example, MIS meets regularly with divisions to

**Category 6 – Process Management (continued)**

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

assess their future technology needs. However, some support processes such as Human Resources and areas of customer service do not systematically assess their changing needs over time. Without a method to ensure support processes meet all stakeholder requirements and the ability to assess changing needs over time, the Department may not be able to meet its strategic challenge of rapid growth.

- The Department does not have a systematic process to review or revise the Process Safety Management (PSM) and Risk Management (RM) Plans. For example, Safety Teams are charged with updating plans every five years to meet regulatory requirements or more often if indications for change are identified from other sources such as one revision in 2004 that affected only the Preston water site. Copies of the Process Management and Risk Management plans located at various Department sites are dated August 1997 with no reviews or revisions to these plans since that time. Failure to provide the most recent review or revision date in the PSM and RM plans may negatively impact response to an emergency event.

## 7.0 Organizational Performance Results

The **Organizational Performance Results** Category examines your organization's performance and improvement in key business areas – product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors.

### Category 7 – Organizational Performance Results

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

**Scoring Range: 30% - 45%**

### Strengths

- The *Combined Water and Sewer Residential Rates comparison to other utilities across the country* (Figure 7.1.1) and the *Average Residential Monthly Water Bill* (Figure 7.2.1) indicate that the Department's residential rates compare favorably to other cities. In 2004, the average residential water bill was \$11 compared to the Florida average of \$21; individual regions were \$18 to \$29. The Department's combined residential water and sewer rates were \$36; national averages were a high in Atlanta \$82, and only Indianapolis and Chicago \$35 and \$33 were less. The *% of time <3 days to reply to customer non-billing, non-emergency complaints* (Figure 7.2.2) shows a favorable increase from 59% in FY2005 Q4 to 88% in FY2006 Q1.
- The number of *Employee Injuries – Minor, Disabling and Total* (Figure 7.4.1) shows injuries have decreased from 280 in 2000 to 192 in 2005. *Days Lost to On-the-Job Injuries* (Figure 7.4.2) were 4599 in FY 2002 and declined to 2255 in FY 2005. *Training Hours per Employee* (Figure 7.4.3) is at 20.6 hours in 2004 compared to two of the four Florida regions at 13.5 and 18.9. *Efficiency Savings (millions)* (Figure 7.6.3) increased from \$4 million in FY2002 and FY2003 to \$4.75 in FY2004.
- The feet of sewer lines cleaned in *Feet of Sewer Cleaned, Stoppages and Overflows* (Figure 7.5.1) improved from ~800 feet cleaned in 2002-2003 and 2003-2004 to about 1100 feet in 2004-2005. *O&M Cost per MGD Water Processed* (Figure 7.5.6) in 2004 was \$824, better than all four Florida regions ranging from \$1102 to

### **Category 7 – Organizational Performance Results (continued)**

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

\$1559. *Unaccounted Water as a percentage of total water pumped* (Figure 7.5.7) improved from almost 12% in FY 2004 to slightly over 10% in FY 2005. *Unaccounted Wastewater as a percentage of total wastewater treated* (Figure 7.5.8) improved from 32% in FY 2001 to 22% in FY 2004. *Network Uptime CY 2003-2005* (Figure 7.5.9) shows a positive trend from 99.3% in 2002 to 99.65% in 2005.

- *Water and Sewer exceed all regulatory standards for Fecal Coliform, CBOD5 and TSS levels* (Figure 7.1.2) from 2002 to 2005. Fecal coliform level improved from 2 as of 09/30/02 to 1 (the target) as of 09/30/03 and has remained at 1 through 09/30/05; TSS has been at 10 (above target of 9) from 09/30/02 through 09/30/05, CBOD5 improved from 5 as of 09/30/02 through 09/30/04 to 7 (above the target of 4) as of 09/30/05. *Volume of Sanitary Overflows* (Figure 7.5.2) improved from 1,241,225 gallons in FY95 to 74,864 in FY96 and remained under 365,000 gallons through FY04. *Wastewater Effluent Flows (Millions of Gallons a Day)* (Figure 7.5.3) improved from 298 million gallons as of 12/31/01 to 275 million as of 12/31/04. *Sewer Overflow Rate (per 100 Miles of Pipe)* (Figure 7.5.4) for 2004 was 5.19, better than two of the four Florida regions at 17.61 and 5.66.

### **Opportunities for Improvement**

- There are no results or indicators for the Department's customer requirement of reliable, uninterrupted service. There are no results for indicators of employee satisfaction and dissatisfaction. There are no results for the Department's ethics compliance. There are no results for some of the key process indicators; these include saltwater movement, supplier performance to cost and delivery, and contracts renewed on time.
- Many results have no comparative data, including the *% of time <3 days to reply to*

**Category 7 – Organizational Performance Results (continued)**

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

*customer non-billing, non-emergency complaints (Figure 7.2.2), Per Capita Water Usage Gallons per Day (Figure 7.3.1), Days Lost To On The Job Injuries (Figure 7.4.2), Employee Injuries – Minor, Disabling and Total (Figure 7.4.1), Feet of Sewer Cleaned, Stoppages and Overflows (Figure 7.5.1), Unaccounted Water As A Percentage Of Total Water Pumped (Figure 7.5.7), Sewer Overflow Rate (per 100 Miles of Pipe) (Figure 7.5.4), and Network Uptime CY 2003-2005 (Figure 7.5.9).*

- Many results do not indicate current performance levels including, the *Average Residential Monthly Water Bill (Figure 7.2.1)* from 10/2004, *Training Hours per Employee (Figure 7.4.3)*, and *O&M Cost Per MGD Water Processed (Figure 7.5.6)*. Results are not segmented by customer groups, such as wholesale or retail, or by employee groups such as office personnel or skilled craft.
- The *Volume of Sanitary Overflows (Figure 7.5.2)* increased from a low of 48,666 in FY2004 to 2,100,689 in FY2005. *Wastewater Effluent Flows (Millions of Gallons a Day) (Figure 7.5.3)* increased from 275 million as of 12/31/04 to 295 million as of 12/31/05. *Unaccounted Water as a percentage of total water pumped (Figure 7.5.7)* shows an increase over the 5-year period from a little over 6% in 2000 to almost 12% in 2004. *Unaccounted Wastewater as a percentage of total wastewater treated (Figure 7.5.8)* increased from 22% in FY 2004 to 26% in FY 2005.
- The *% of time <3 days to reply to customer non-billing, non-emergency complaints (Figure 7.2.2)* shows a negative trend from 91% in FY2005 Q1 to 59% in FY2005 Q4.