



BexarMet
WATER DISTRICT

Fiscal Year 2009-2010

Strategic Plan

June 2009



Mission

Deliver sustainable and reliable, high-quality water at affordable rates for our customers by controlling, protecting, preserving, and distributing the District's water through maximizing the public service of all District resources.

Vision

Satisfy the customer the first time-*every time*-through versatility and excellence in resource management as the most progressive utility in the nation.

Values

Service - We are dedicated to providing excellent water for each customer and the community. To ensure excellence in our services, we continuously gather, analyze and learn from customer feedback and our personal best is the benchmark of commitment.

Teamwork - We are a unified team made up of employees committed to learning from one another and serving our customers together. We are adaptable to change, creative in our approaches and flexible in the way we carry our mission into the future.

Respect - We recognize and respect diverse backgrounds, experiences and perspectives of our fellow employees and those we serve. We nurture individual strengths and abilities to fulfill the public trust and achieve our vision.

Integrity - We are personally and collectively responsible for maintaining the ethics of this organization. We pledge individual accountability for our words, actions and principles.

Leadership - We demonstrate leadership through our regional partnerships and alliances. We affirm our responsibility and ability to manage a valuable and scarce resource today, and to ensure diverse and sustainable water supplies for generations to come.

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Introduction

Purpose

The Strategic Plan's (the Plan) purpose is to strengthen and support the financial, managerial and technical capacities of the District as it transforms itself into an organization fully equipped to fulfill its mission and realize its vision. The goals and their measures reflect the mission and vision by focusing on affordability, efficiency, accountability, reliability, excellence, and protection. The measures are selected to mark progress as the District achieves its goals.

Background

BexarMet's strategic planning process began in April 2006 with recommendations to senior management. Revisions made through this process were prioritized by the results of the District's self-assessment of its financial, managerial and technical capacity, conducted during the summer of 2007. This assessment included participation in the 2007 American Water Works Association Qualserve Survey and consisted of a thorough internal evaluation of the status and direction of the District's ability to measure industry standard performance indicators as well as its technical, managerial and financial capacity captured through a self-assessment of performance and data quality.

The assessment process was completed with a gap analysis and the resulting action plans were drafted to guide necessary improvements. All stages involved the interdepartmental participation of subject matter experts, those possessing the highest level of expertise in performing a specialized job, task, or skill within the District.

Results of the assessment were reported to Legislative Oversight Committee in October 2007 and the action plans were incorporated into the Plan. A concurrent District-wide process updated the mission statement and drafted vision and values statements in October 2007. The 2006 recommendations along with the assessment results were restated in "Bridging the Gap: 2007 – 2009" which was used as a guideline for this plan.

Preparation for Presenting the Strategic Plan

The General Manager's report for the Board's regularly scheduled February 2008 meeting included the mission and vision statements. The statements were presented to Finance and Personnel Committees in July 2008 and to the full Board on August 4, 2008. The Board adopted the Mission, Vision and Values Statements on March 30, 2009.

Business Plans, annual departmental plans for implementing the Strategic Plan, were first initiated by the Director of Engineering and Operations in February 2008, included in the BexarMet Fiscal Year 2008-2009 Budget and commenced implementation on May 1, 2008. In preparation for fiscal year 2009-2010, the structure and elements were reconfigured to

strengthen the relationship between annual objectives and performance measurement (See Appendix 4).

The action plans and recommendations served as the basis for measuring progress in improving the capacities of the District. These measures and their components take the form of programs, plans and other initiatives, some of which are newly implemented or scheduled for completion during this fiscal year. The Departmental Business Plans ensure resources are assigned and efforts are coordinated.

The Strategic Plan will be refined and updated on an annual basis, scheduled to support the business planning and budgetary processes.

Next Steps

The priorities for Fiscal Year 2009-2010 are:

- Sustain and improve existing planning and programmatic efforts related to the Strategic Plan Measures; confirm which deliverables are or will be complete in the near term
- Strengthen connections between the Asset Management Program and Information Management Planning efforts by
 - Defining existing and future business processes to support appropriate implementation of related software
 - Developing and delivering training for Operations Asset Management Standard Operating Procedures and methods of documentation through related software
- Identify and implement cost allocation mechanisms to support Performance Budgeting;
- Enhance District capacities through completion of the Emergency Response Plan, Disaster Recovery Plan and preparation of the Business Continuity Plan
- Develop and implement the Employee and Leadership Development Plan to support internal growth opportunities, sustain fully credentialed staff, and provide for cross-training to enhance service delivery
- Establish and support new programs such as Source Water Protection and web-based reporting for Capital Improvements and other programs to ensure public participation and awareness

Reporting

Progress will be tracked monthly and reported to the Board of Directors quarterly. Where measures noted in this document have been completed and presented to the Board, improvements and additions will be included.

Strategic Plan Goals & Measures

Sustain Affordability and Efficiency

Measures

Asset Management Program

Asset management is the organization of resources to manage infrastructure assets in order to minimize the total cost of owning and operating them while continuously delivering the service levels customers desire. The program sets out roles and responsibilities for implementing the following elements: asset inventory; level of service; criticality of assets; lifecycle cost-related programs for maintenance, repair, replacement and capital improvements; and long-term funding strategy.

Information Management Planning

Information management is the means by which an organization maximizes the efficiency with which it plans, collects, organizes, uses, controls, stores, and disseminates its information, and through which it ensures that the value of that information is identified and exploited to the maximum extent possible

Workflows, Procedures, Guidelines & Programs

Workflows, Procedures, Guidelines and Programs are all related but differ in scale. All are documented, communicated through some type of training and checked for results and possible improvements.

Workflows, usually depicted as a flow chart, show the sequence of steps necessary to produce an outcome. The quality of this outcome is often controlled through a written *procedure*; a fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task. Where discretion is appropriate or where circumstances may vary, *guidelines* help to assure the desired outcome. *Programs* formalize related workflows by identifying roles and responsibilities as well as desired goals achieved through multiple outcomes.

Demonstrate Accountability

Measures

Business Plans; Goals, Objectives & Performance Budgets

Business Plans are the annual portrait of a department's work program and the method used to track how the department devotes its resources to accomplishing the goals of the District. Business Plan goals are set for long-term efforts—either those intended to improve the Department or those day-to-day tasks required to deliver quality service. Objectives describe measureable efforts that will take place during the fiscal year. These objectives will be assigned budgets when the necessary resources of time, funding and employees are quantified. The connection of measures to budgeted objectives provides fiscal accountability for performance.

Five-year Financial Plan, Updated Annually

This planning process looks 5 to 25 years into the future and matches resources to achievement of goals such as cost of service studies, system development charges, asset management programming, water resources and conservation funding.

Infrastructure Master Plans

The Infrastructure Master Plan analyzes the existing water system, sets out growth projections and defines an infrastructure plan for the District's future. It is closely associated with Water Resource Planning and supported by long-term Financial Planning.

Ensure Reliability of Water for the Future

Measures

50-Year Water Resources Plan

The District's 50-Year Water Resources Plan is developed to be consistent with purpose of the state water plan which "shall provide for the orderly development, management, and conservation of water resources and preparation for and response to drought conditions, in order that sufficient water will be available at a reasonable cost to ensure public health, safety, and welfare; further economic development; and protect the agricultural and natural resources of the entire state." Texas Water Code, §16.051 This plan is closely associated with the Infrastructure Master Plan and supported by long-term Financial Planning.

Source Water Protection Program

The Source Water Protection Program is a voluntary, cooperative endeavor, with public water systems such as Bexar Metropolitan Water District (BexarMet) working with the Texas Commission on Environmental Quality (TCEQ) to analyze susceptibility to contamination of source waters and develop ways to minimize potential sources of contamination through effective Source Water Protection efforts. The program comprised of three key elements: Source Water Susceptibility Assessments (Assessments), associated Best Management Practices (BMPs) to protect against identified potential sources of drinking water contamination and support for community involvement to help implement those practices.

Deliver Excellence in Service

Measures

Emergency Response & Business Continuity Planning

The Emergency Response Plan is put into effect whenever a crisis, man-made or natural, disrupts operations, threatens life, and/or creates major damage that affects District operations. Business Continuity planning ensures that critical business functions will be available to customers, suppliers, regulators, and other entities that must have access to those functions and refers to those activities performed daily to maintain service, consistency, and recoverability.

Employee and Leadership Development Planning

Employee and Leadership Development plans support improved performance and retention through integrated training programs, maintaining licensing requirements, exploring the feasibility of implementing job families and formal career paths and ensuring employees are continually expanding their skills, knowledge and abilities.

Provide Protection of District Resources

Measures

Updated Policies and Bylaws

Updated Policies and Bylaws ensure that the rules governing the actions of District whether related to administrative (Policies) or governing (Bylaws) actions are consistent with current legislation, industry standards and best practices.

Records Management Program

The Records Management Program ensures the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records in accordance with Texas Administrative Code

Contract Administration Program

The Contract Administration Program is designed to direct and guide the management of all actions after the award of a contract that must be taken to assure compliance with the contract; e.g., timely delivery, acceptance, payment, closing contract, etc. This protects the District's interest in ensuring that outsourcing activities result in the maximum benefit to the District while appropriately expending District funds.