

# Glendale Water & Power

## GWP Strategic Plan — 2015

# GWP STRATEGIC PLAN

## CUSTOMER ENGAGEMENT AND SATISFACTION

### TWO STRATEGIC GOALS

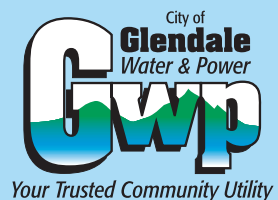
1. Ensure GWP is consistently in the top 25% of California municipal utilities in terms of customer value and satisfaction as measured by annual California Municipal Utility Association (CMUA) surveys by June 2016
2. Integrate GWP business systems and processes to increase efficiency and interaction to improve customer satisfaction and provide new services that enhance customer participation by June 2018

### SEVEN KEY INITIATIVES

1. Implement mobile customer access to data by December 2015; enroll 10,000 residential customers by June 2017
2. Develop a common customer experience across at least two residential customer interface channels by June 2015; enroll 10,000 of residential customers by June 2017
3. Complete implementation of a functioning Outage Management System by June 2015
4. Implement full-scale in home area network program for residential customers by June 2015; enroll 3,000 residential customers by June 2017
5. Develop the capability to tailor programs and services to specific customer segments by June 2016; develop associated action plans to leverage products and services to these segments by June 2017
6. Reduce GWP Customer Service direct customer contact (phone, counter service, cashiering) by 5% each year
7. Reduce GWP billing exceptions by 20% by June 2015 and an additional 20% by June 2016



*Ensuring GWP's future comes with a vision, mission and forward thinking*



*Re-establish a safety recognition program that is practical and sustainable by December 2015*



## **ORGANIZATION AND STRUCTURE**

### **FOUR STRATEGIC GOALS**

1. Develop an increasing capability for the organization to be more proactive in decision making, with integrated collaboration and planned, fact-based, nimble decision making in support of strategic objectives by June 2019
2. Develop an organizational workforce whose competencies and skill sets are aligned with achieving the organization's strategic vision by June 2019
3. Ensure that the Strategic Plan is integrated into the organization's structure, functions and LOBs so that it positively affects the strategic priorities and fundamental aspects of the organization, such as culture, structure, role definition, performance evaluation, and compensation by June 2017
4. Maintain a safe working environment for all staff at all times

### **SIX KEY INITIATIVES**

1. Develop and implement an internal communications program to educate all personnel on the goals of the strategic plan, how they fit into its realization, and to recognize individual efforts during implementation by December 2015
2. Re-establish a safety recognition program that is practical and sustainable by December 2015
3. Complete a comprehensive review of the GWP Organization; develop a plan to maximize organizational efficiency; define and implement a succession plan for key personnel by June 2016
4. Develop clear standards and operating procedures to increase efficiency and consistency by December 2015
5. Develop and implement a department wide training program to ensure personnel receive the training necessary to remain technically proficient in current positions and develop the skills necessary for advancement by June 2017
6. Review and update job titles, descriptions, and salaries to ensure salaries are equitable, and personnel are competitively compensated by June 2017

## GRID OPERATIONS

### FIVE STRATEGIC GOALS

1. Reduce the number of preventable outages to less than 25 per year by June 2015
2. Reduce the number of unscheduled water outages to less than 25 per year by June 2015
3. Reduce unaccounted for water to below 5% by June 2016
4. Reduce technical and non-technical electric system losses to below 6% by June 2016
5. Fully automate 35% of GWP feeders by 2020

### SEVEN KEY INITIATIVES

1. Continue piloting systems to ensure that analytics, automation, and control operate across multiple systems and organizational functions by June 2016
2. Complete the Grandview Substation upgrade by June 2016
3. Upgrade six feeders from 4kV to 12 kV each year through 2020
4. Fully implement electric and water meter data analytics program by June 2015
5. Complete Outage Management/Distribution Management System Pilot on four feeders by March 2015
6. Complete and evaluate a Conservation Voltage Reduction Pilot Program by June 2015
7. Automate six additional feeders each year through 2020

*Complete the Grandview  
Substation upgrade  
by June 2016*



## **TECHNOLOGY AND BUSINESS SYSTEMS**

### **THREE STRATEGIC GOALS**

1. Ensure all business and operational systems are interconnected through an enterprise-wide IT architecture by June 2019
2. Ensure all business and operational system visibility extends across lines of business and business functions throughout the organization by June 2019
3. Security, privacy, and performance issues are considered in all IT implementations across the enterprise - immediate and ongoing

### **NINE KEY INITIATIVES**

1. Implement virtualized environment for major GWP business systems by June 2015
2. Upgrade Itron Openway and Operational Reporting System by June 2015
3. Upgrade Itron Enterprise Edition MDM to 8.1 by June 2016
4. Have a fully functioning Business Intelligence Program by June 2017
5. Fully integrate GWP Business IT Systems through the Enterprise Service Bus by June 2019
6. Implement Data Warehouse and Business Intelligence Tools by June 2017
7. Complete Outage Management/Distribution Management System Pilot Program by April 2015; Fully automate six additional feeders each year through 2020
8. Implement the Customer Information System Automation Platform by December 2015
9. Implement effective mobile workforce and asset management by June 2019

## **POWER, WATER, AND FACILITIES**

### **THREE STRATEGIC GOALS**

1. Complete conceptual plan for a second interconnection facility by June 2017
2. Upgrade water system/facilities to automate pumps to reduce energy costs and optimize storage by December 2017
3. Start construction to re-power Grayson Power Plant by June 2020



*Fully integrate GWP Business IT Systems through the Enterprise Service Bus by June 2019*

## **POWER, WATER, AND FACILITIES (continued)**

### **SEVEN KEY INITIATIVES**

1. Develop initial plan to forecast power needs based on real time data June 2016
2. Complete a Water Master Plan by December 2015
3. Develop a conceptual plan to re-power Grayson Power Plant by December 2015
4. Develop a conceptual plan to add a second connection to State Electric Transmission Grid by June 2017
5. Complete an integrated resource plan that includes new targeted resources and technologies (e.g., demand response, distributed generation, Volt/VAR management, etc.) by June 2015
6. Implement new residential TOU and EV rates by June 2017
7. Expand recycled water system through grant funding and cost sharing programs

## **FINANCIAL PERFORMANCE AND BUSINESS DEVELOPMENT**

### **THREE STRATEGIC GOALS**

1. Ensure GWP is consistently in the top 25% of APPA utilities of similar size/location as measured by the bi-annual APPA Performance Indicators Survey by June 2016
2. Develop the organizational capabilities to support the optimal management of assets and workforce resources by June 2019
3. Identify profitable new business ventures by June 2016

### **FOUR KEY INITIATIVES**

1. Develop and automate executive and key management dashboards by December 2016
2. Automate GWP KPI's by December 2016
3. Complete a Fiber Optics Business Plan by December 2015; increase corresponding GWP Fiber Optic Revenues by 5% each year starting in 2016
4. A functional-level business case for work and asset management has been developed and is being executed by June 2017

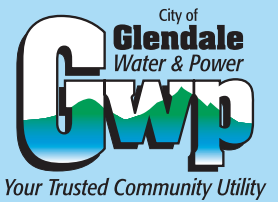
*Complete an integrated resource plan that includes new targeted resources and technologies (e.g., demand response, distributed generation, Volt/VAR management, etc.) by June 2015*



The Scoreboard is a high-level stewardship tool that GWP uses routinely to report on performance toward goals. The scoreboard uses simple methodology. Each goal receives a score that rolls up the aggregate performance of key initiatives assigned to that goal. The scoreboard uses a simple color scheme to indicate the score for each goal.

- GREEN = Goal is ahead of schedule or is exceeding expectations
- YELLOW = Goal is on schedule or is meeting expectations
- RED = Goal is behind schedule or is below expectations

STRATEGIC PLAN SCORE CARD						
STRATEGIC GOAL		REPORTING PERIOD				
Customer Engagement and Satisfaction	R	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Ensure GWP is consistently in the top 25% of California municipal utilities in terms of customer value and satisfaction as measured by annual California Municipal Utility Association (CMUA) surveys by June 2016	Kuennen, Vallier	June 2016 Ongoing				
2. Integrate GWP business systems and processes to increase efficiency and interaction to improve customer satisfaction and provide new services that enhance customer participation by June 2018	Kuennen, Vallier	June 2018				
Organization and Structure	LEAD	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Develop an increasing capability for the organization to be more proactive in decision making, with integrated collaboration and planned, fact-based, nimble decision making in support of strategic objectives by June 2019	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2019				
2. Develop an organizational workforce whose competencies and skill sets are aligned with achieving the organization's strategic vision by June 2019	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2019				
3. Ensure that the Strategic Plan is integrated into the organization's structure, functions and LOBs so that it positively affects the strategic priorities and fundamental aspects of the organization, such as culture, structure, role definition, performance evaluation, and compensation by June 2017	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2017				
4. Maintain a safe working environment for all staff at all times	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	Ongoing				
Grid Operations	R	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Reduce the number of preventable outages to less than 25 per year by June 2015	Abueg	June 2015				
2. Reduce the number of unscheduled water outages to less than 25 per year by June 2015	De Ghetto	June 2015				
3. Reduce unaccounted for water to <below 5% by June 2016	De Ghetto	June 2016				
4. Reduce technical and non-technical electric system losses to below 6% by June 2016	Abueg	June 2016				
5. Fully automate 35% of GWP feeders by 2020	Abueg	2020				
Technology and Business Systems	R	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Ensure all business and operational systems are interconnected through an enterprise-wide IT architecture by June 2019	Kuennen	June 2019				
2. Ensure all business and operational system visibility extends across lines of business and business functions throughout the organization by June 2019	Kuennen	June 2019				
3. Security, privacy, and performance issues are considered in all IT implementations across the enterprise - immediate and ongoing	Kuennen	Ongoing				
Power, Water, and Facilities	R	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Upgrade water system/facilities to automate pumps to reduce energy costs and optimize storage by December 2017	De Ghetto	Dec 2017				
2. Start construction to repower Grayson Power Plant by June 2020	Abueg	June 2020				
3. Complete conceptual plan for a second interconnection facility by June 2017	Abueg	June 2017				
Financial Performance and Business Development	R	DATE	MAR 15	JUN 15	SEP 15	DEC 15
1. Ensure GWP is consistently in the top 25% of APPA utilities of similar size/location as measured by the bi-annual APPA Performance Indicators Survey by June 2016	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2016				
2. Develop the organizational capabilities to support the optimal management of assets and workforce resources by June 2019	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2019				
3. Identify profitable new business ventures by June 2016	Abueg, Vallier, Kuennen De Ghetto, Fitzpatrick	June 2016				



### Glendale Water & Power Administration

- Steve Zurn, General Manager
- Ramon Abueg, Chief Assistant General Manager – Electric
- Michael De Ghetto, Assistant General Manager – Water
- April Fitzpatrick, Deputy General Manager
- Craig Kuennen, Business Transformation & Marketing Administrator
- Tami Vallier, Customer Services Administrator
- Lon Peters, Integrated Resources Plan Administrator
- Maurice Oillataguerre, Environmental Program Administrator

### GLENDALE WATER & POWER

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