

Panel Focus Areas for Investments, Revenue Opportunities, Taxes -- Revised January 24, 2014

| Category | Title | Strategic Objective | LOB | 6-yr O&M (in \$M) | 6-yr CIP (in \$M) | Panel Focus? | Suggested Timing | Suggested Presenters | In-depth or overview? | Role of Panel? |
|--|---|-------------------------------|------|-------------------|-------------------|--------------------------------|------------------|----------------------|-----------------------|--|
| FOCUS AREA: ENVIRONMENT & PUBLIC HEALTH | | | | | | | | | | |
| Investment | Climate Change Adaptation and Resiliency Strategy | Adaptability | Corp | \$1.6 | \$3.5 | Yes; major policy | 7-Feb | Paul Fleming & Nancy | in-depth | provide input on policy choice |
| | Develop Policies for Decentralized "Green" Systems | Adaptability | Corp | \$0.2 | \$0.0 | | | | | |
| | Sustainability -- carbon neutrality only | Sustainability | Corp | \$1.8 | \$0.0 | | | | | |
| FOCUS AREA: OPERATIONAL EXCELLENCE | | | | | | | | | | |
| Investment | Enhanced DWW Planning and Policy Development | Adaptability | DWW | \$6.3 | \$0.4 | Yes; major policy & sig't \$'s | 24-Feb | Tim & Nancy | overview | assess how well we've made our case |
| Investment | Increase Funding for Priority Capital Projects | Environment & Health Mandates | DWW | \$2.8 | \$24.0 | Yes; sig't \$'s | | Tim & Nancy | in-depth | provide input on service level choices |
| Investment | Increase Rate of Wastewater Collection System Rehab | Service Quality | DWW | \$7.3 | \$70.0 | Yes; major policy & sig't \$'s | | Tim & John Holmes | in-depth | assess how well we've made our case |
| Investment | Sewer increases to double current pipe cleaning | Service Quality | DWW | \$7.4 | \$0.0 | | | | | |
| Investment | Information Technology Service Improvements | Effectiveness & Efficiency | Corp | \$9.2 | \$0.0 | Yes; sig't \$'s | 12-Mar | Melina | overview | assess how well we've made our case |
| Investment | Better manage SPU facilities | Effectiveness & Efficiency | Corp | \$1.4 | \$17.2 | Yes; sig't \$'s | | | | |
| Revenue Opportunity | Implement System Development Charges | Fiscal Strength & Integrity | Corp | TBD | TBD | Yes, major policy | | Dani Purnell | in-depth | provide input on policy choices |
| FOCUS AREA: TRANSFORM THE WORKFORCE | | | | | | | | | | |
| Investment | Enhance leadership development programs | People | Corp | \$1.7 | \$0.0 | Yes, interest of Panel | 28-Mar | Kim | overview | assess how well we've made our case |
| | Develop comprehensive talent management strategy | People | Corp | \$2.1 | \$0.0 | | | | | |
| | Design/deploy employee performance management system | People | Corp | \$0.9 | \$0.0 | | | | | |
| | Improve absence and disability management | Place/Safety | Corp | \$3.0 | \$0.0 | | | | | |
| | Improve human resource data and performance measurement | Systems & Processes | Corp | \$3.2 | \$0.0 | | | | | |
| FOCUS AREA: CUSTOMER EXPERIENCE | | | | | | | | | | |
| Investment | Enhance service equity | Service Equity | Corp | \$0.0 | \$0.0 | | | | | |
| Investment | Improve Development Services | Easy Customer Experience | Corp | \$2.7 | \$2.0 | | | | | |

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| Investment | Web Action Plan | Transparency | Corp | \$1.8 | \$0.0 | | | | | |
| FOCUS AREA: ENVIRONMENT & PUBLIC HEALTH | | | | | | | | | | |
| Investment | Retain and maintain selected watershed roadways | Partnering | Water | \$1.8 | \$1.7 | | | | | |
| FOCUS AREA: OPERATIONAL EXCELLENCE | | | | | | | | | | |
| Investment | Managing Information as an Asset/EIM Program | Effectiveness & Efficiency | Corp | \$1.5 | \$0.0 | | | | | |
| Investment | Further centralize materials management | Effectiveness & Efficiency | Corp | \$1.1 | \$0.0 | | | | | |
| Revenue Opportunity | Billing Meter Program Improvements | Effectiveness & Efficiency | Water & DWW | \$1.6 | \$0.4 | | | | | |
| Revenue Opportunity | Maximizing revenue recovery | Fiscal Strength & Integrity | Corp | \$0.3 | \$0.0 | | | | | |
| Investment | Emergency Response and Recovery Planning for Emergencies & Disasters | Service Quality | Corp | \$0.5 | \$0.0 | | | | | |
| Investment | Assess DW System Seismic Vulnerability and Emergency Response | Service Quality | Water | \$0.8 | \$0.0 | | | | | |
| Investment | Expand leak detection and valve maintenance | Service Quality | Water | \$3.7 | \$0.0 | | | | | |

Other Areas of Interest to the Panel:

| FOCUS AREA: OPERATIONAL EXCELLENCE | | | | | |
|---|--|-----------------------------|------|-----|-----|
| Taxes | Utility taxes | Fiscal Strength & Integrity | Corp | TBD | TBD |
| | Implement sustainable Clean City funding | Fiscal Strength & Integrity | Corp | TBD | TBD |