



Looking to the Future – Johnson County Wastewater Strategic Business Plan

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Key Project Drivers

- ◆ Aging assets and infrastructure
- ◆ Increasingly stringent regulatory and system performance requirements
- ◆ Increased stakeholder scrutiny and service expectations
- ◆ A changing public image
- ◆ Enhanced security expectations and needs
- ◆ Attracting, training, and retaining staff
- ◆ Substantial senior staff transition – need to capture institutional knowledge
- ◆ Budgetary limitations - improve overall effectiveness and efficiency of service

JCW Project Goal

“Johnson County Wastewater’s goal is to foster more efficient financial and physical resource investments and to prolong the life of the wastewater system components. Portions of the Business and Asset Management Plans will serve as a logical cost-effective framework for making organizational changes to comply with new environmental regulations and reporting requirements.”

Critical Success Factors – Lessons Learned From the Trenches

1. Build on lessons learned – don't reinvent the wheel (“Best Practices” are well established)
2. Distinguish between “Best Practices” and “Best *Appropriate* Practices”
3. Work diligently to get “buy-in” from key stakeholders – “upward and downward”
4. It's ultimately about knowledge transfer and capacity building (mentoring and strategic thinking)
5. Allocate adequate resources – both staff time and calendar
6. Balance “culture/organization”, “business processes”, and “technique/technology”

Our Strategic Planning Framework: The “Balanced Scorecard”

What is our mission? What services and programs are required and need to be provided?

Mission

How do we create value? What benefits do we need to provide?

Customers & Stakeholders

Financial

To prudently manage public resources, how should we allocate funds and control costs?

Strategy

Employees & Organization Capacity

How will we sustain our ability to change and improve?

Internal Business Processes

To satisfy taxpayers, elected officials, regulators, and other stakeholders, at what business processes must we excel?

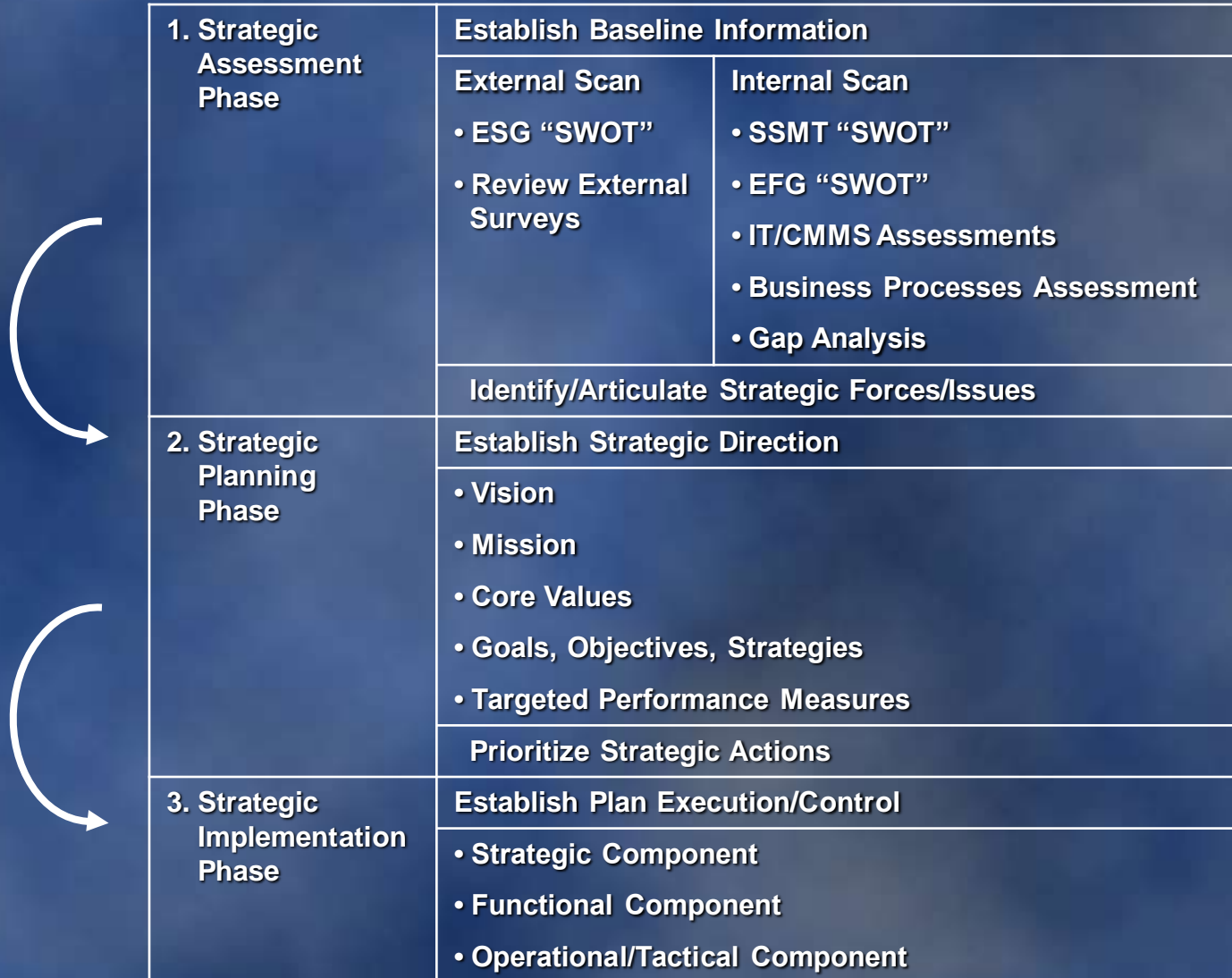
Balanced Scorecard Benefits

- ◆ Focus and alignment of entire organization
- ◆ Articulates into operating terms key strategic issues, goals, objectives aligned with vision and mission
- ◆ Encourages focused dialogue
- ◆ Creates a solid foundation for continuous improvement across all perspectives and provides a performance management system
- ◆ Provides both an internal and external perspective to the SBP

The Strategic Business Plan Core “Value Chain” Elements



Project Methodology/Process



Strategic Business Planning Tool Kit

- ◆ **Focused Workshops**
- ◆ **Senior Strategic Management Team**
- ◆ **Employee Focus Group**
- ◆ **External Stakeholder Group**
- ◆ **Communication Plan**
- ◆ **Business Process Gap Analysis Tool**
- ◆ **Extensive Performance Measures Data Base**
- ◆ **JCW sets planning pace**

What Worked

- ◆ External Stakeholder Group
- ◆ Senior Strategic Management Team
- ◆ Employee Focus Group
- ◆ Organization Realignment
- ◆ Prioritization of Key Business Process Improvements
- ◆ Time Management/Staff Resources
- ◆ JCW made the SBP its own
- ◆ Communication Plan

Areas of Improvement

- ◆ Even more management involvement
 - ◆ Interim reviews of draft TMs
 - ◆ Pilot implementation process
- ◆ Employee Focus Group improvements
 - ◆ Take risks in exposing challenges
 - ◆ Make changes in membership to improve productivity
 - ◆ Be sensitive to individual's needs when making changes

Questions ?