

BUSINESS PLAN 2008



Charlotte-Mecklenburg Utilities

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NOTES

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VISION

We will be the recognized leader
in our region, state and nation
in contributing to the health,
safety, and economic well-being
of our customers;

in protecting and conserving
our natural resources
and environment;

and in providing for the
growth and development
of our employees.

MISSION

We are committed to **customer satisfaction** and confidence by providing responsive services, reasonable rates, system capacity, and effective communication.

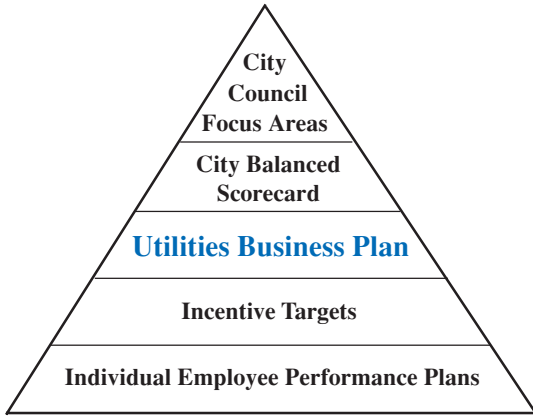
We provide **safe and sufficient drinking water** by protecting, treating and distributing drinking water.

We **protect the environment** by collecting and treating wastewater, reusing residuals beneficially, and regulating system discharges.

We accomplish our mission through **well-trained employees** dedicated to customer service.

From Your Job to City Hall

How our business plan supports
city objectives



Several years ago, the City Council developed five focus areas. Using those areas as a framework, the City then created a scorecard – a sort of checklist – including four *general* perspectives and 16 *specific* objectives.

We have developed our own **Utilities Business Plan**, which contains priority areas and objectives that support the city scorecard (see page 5). Some of our most important objectives serve as our Incentive Targets for the year:

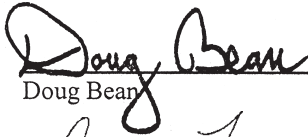
1. 90% of annual reviews complete within 30 days.
2. 1,182 cards returned with a rating of “good” or higher on 90%.
3. 20% of vending items must be healthy choice items and conduct 10 healthy nutrition learning sessions with one being in each division.

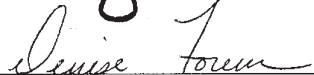
The work you do every day makes the accomplishment of City goals and incentives possible.

LEADERSHIP COMMITMENT

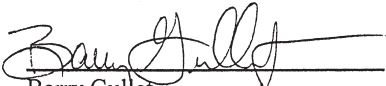
The development and implementation of the Charlotte-Mecklenburg Utilities Balanced Scorecard is critical to the continued success of our business.

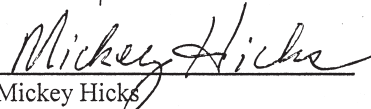
We, the members of the Management Team, are committed to working with all of our coworkers to see that this plan achieves our mission and moves us ever closer to our vision.

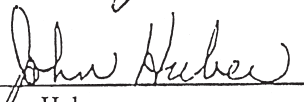

Doug Bean

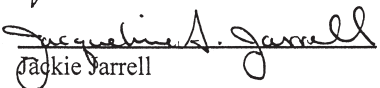

Denise Foreman

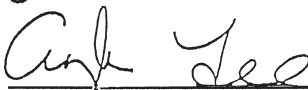

Doug Groce



Barry Gullet

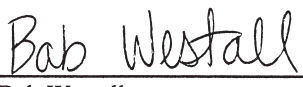

Mickey Hicks

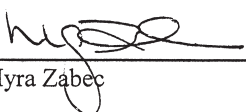

John Huber


Jackie Jarrell


Angela Lee


Barry Shearin


Bab Westall


Myra Zabec

UTILITIES KEY BUSINESS UNIT SERVICES COMPETITION AND CONTRACTING PLAN – FY2008-FY2012						
Service Description	Competition or Contract Out	Number of Employees Potentially Impacted	FY2008	FY2009	FY2010	FY2011 FY2012
Lee S. Dukes Water Treatment Plant	Benchmark	8.0	\$1,777,776			
Water Locates	Competition	10.0	\$661,673			
Sugar Creek Wastewater Treatment Plant	Optimization	14.0	\$2,224,529			
Mallard Creek Wastewater Treatment Plant	Optimization	12.0	\$1,980,660			
McDowell Creek Wastewater Treatment Plant	Optimization	9.5	\$1,851,398			
McAlpine Creek Wastewater Treatment Plant	Optimization	25.0	\$8,190,163			
Franklin Water Treatment Plant	Benchmark	25.0		\$3,717,729		
Residuals Management	Contract Out	0.0	\$5,169,125			
Wastewater Lift Stations	Optimization	13.0			\$681,201	
Vest Water Treatment Plant	Compete	7.0				\$1,016,634
Irwin Creek Wastewater Treatment Plant	Compete	16.0			\$2,508,814	
Catawba River Pump Station	Benchmark	6.0			\$1,756,969	

UTILITIES BUSINESS PLAN – PART OF THE CITY'S BALANCED SCORECARD

City Scorecard
Perspectives/Objectives

Utilities
Mission Link

SERVE THE CUSTOMER	<p>Protect the Environment</p>
<p>Increase Perception of Safety</p> <p>Promote Economic Opportunity</p> <p>Strengthen Neighborhoods</p>	
RUN THE BUSINESS	
<p>Enhance Customer Service</p> <p>Optimize Business Processes</p> <p>Develop Collaborative Solutions</p>	<p>Customer Satisfaction</p>
MANAGE RESOURCES	
<p>Invest in Infrastructure</p> <p>Deliver Competitive Services</p> <p>Expand Tax Base and Revenues</p>	<p>Safe & Sufficient Drinking Water</p>
DEVELOP EMPLOYEES	
<p>Recruit and Retain Skilled Diverse Workforce</p> <p>Achieve Positive Employee Climate</p> <p>Promote Learning and Growth</p>	<p>Well-Trained Employees</p>

MISSION

We are committed to
CUSTOMER SATISFACTION
 and confidence by providing
responsive services,
reasonable rates, system
capacity, and effective
communication ...

Charlotte-Mecklenburg Utilities

Facts and Figures as of June 30, 2007

USE UNTIL 6/30/08

Operating Budget FY08	\$ 252,737,905
(includes debt service)	
Water CIP FY08	\$104,675,00
Wastewater CIP FY08	\$ 139,810,000
Authorized Positions	819.5
Estimated Population Served in Mecklenburg County	750,000
<i>Based on U.S. Census and local planning figures</i>	

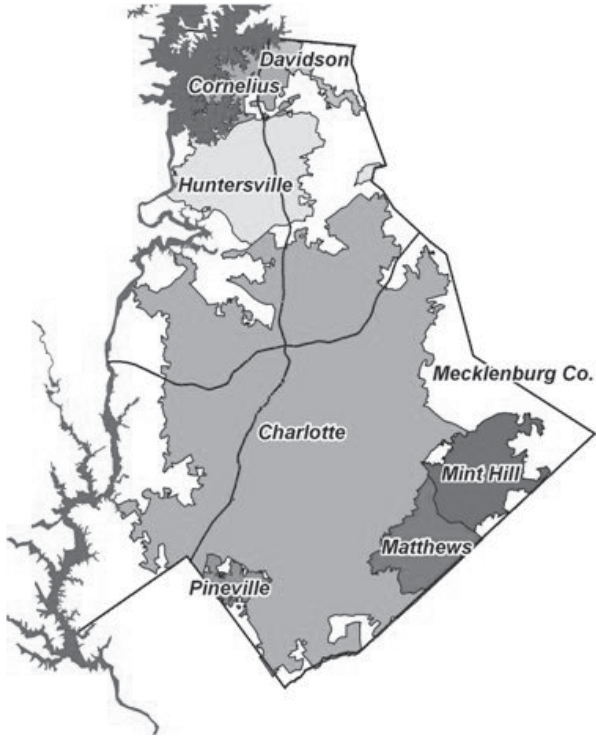
WATER OPERATIONS

Water Treatment Capacity (three plants)	242 mgd
(mgd = million gallons per day)	
Number of Treatment Plants	3
Franklin	181 mgd capacity
Vest	36 mgd capacity
Lee S. Dukes	25 mgd capacity
Average Daily Pumped	113.672 mgd
Highest Daily Pumped FY07	167.202 mgd
All-Time Highest Pumped	167.202 mgd
(record set May 30, 2007)	
Estimated Active Water Service Connections	243,996
Water Mains	3,850 miles

WASTEWATER OPERATIONS

Wastewater Treatment Capacity (five plants) ..	117.6 mgd
(mgd = million gallons per day)	
Number of Treatment Plants	5
Sugar Creek	20 mgd capacity
Irwin Creek	15 mgd capacity
McAlpine Creek	64 mgd capacity
Mallard Creek	12 mgd capacity
McDowell Creek	6.6 mgd capacity
Average Daily Treatment	86.489 mgd
Active Wastewater Service Connections	219,268
Wastewater Mains	3,865 miles
Lift Stations	74

CHARLOTTE-MECKLENBURG UTILITIES



Providing Water and Wastewater Services to all of Mecklenburg County

CUSTOMER SATISFACTION

<i>KBU Initiative</i>	<i>Measure</i>	<i>Last Year's Results</i>	<i>This Year's Target</i>
Customer Service	Update and revise the standards for customer interaction	New measure	Complete by September 1, 2007
	Develop and begin implementing a communication and training process	New measure	Complete by November 1, 2007
	Reduce the number of calls to the billing center	New measure. 222,582 calls offered in FY 07	Reduce number of calls by 5%
	Increase number of customer service cards returned; and	1,366	Increase 7% of prior year target (have 1,182 returned)
	Maintain a rating of good or higher on 90% or more of responses	95.68%	At least 90% (1,064) cards returned with rating of "good" or higher
	Increase billing of metered accounts on actual readings	New measure	99.5% of metered accounts on actual readings

MISSION

... We provide
**SAFE AND SUFFICIENT
 DRINKING WATER**

by protecting, treating and
distributing
drinking water ...

WELL TRAINED EMPLOYEES

<i>KBU Initiative</i>	<i>Measure</i>	<i>Last Year's Results</i>	<i>This Year's Target</i>
Achieve Positive Employee Climate	Conduct annual and semi-annual reviews in a timely manner	Target Met	90% within 30 days 95% within 60 days
	Expand the workforce planning program to two new areas	New measure	Complete by June 30, 2008
	Develop an implementation process for the Wastewater Treatment workforce planning program	New measure	Complete by December 1, 2007
Support Healthy Nutrition	Offer healthy vending items Conduct healthy nutrition learning sessions	New measure	20% of vending items and will be "healthy choice" items and will be identified with the appropriate vending signage Minimum of 10 sessions with at least 1 in each division

MISSION

...We accomplish our mission through **WELL-TRAINED EMPLOYEES** dedicated to customer service.

SAFE AND SUFFICIENT DRINKING WATER

<i>KBU Initiative</i>	<i>Measure</i>	<i>Last Year's Results</i>	<i>This Year's Target</i>
Prepare for the future	Complete the Work and Asset Management study project	Adequate Progress (On-going Project)	Complete by June 30, 2008
	Complete the Water Master Plan	New measure	Complete by December 31, 2007
	Maintain the schedule established for critical action items in Wastewater Treatment Capacity Study	New measure	Maintain the established schedule
	Add additional field computing devices	New measure	Add 5 by August 31, 2007 and 12 by April 30, 2008
Provide clean drinking water	Meet or exceed Safe Drinking Water Act requirements	100%	Maintain 100% compliance

MISSION

...We **PROTECT THE ENVIRONMENT**

by collecting and treating wastewater,
reusing residuals
beneficially and regulating
system discharges...

PROTECT THE ENVIRONMENT

<i>KBU Initiative</i>	<i>Measure</i>	<i>Last Year's Results</i>	<i>This Year's Target</i>
Environmental Stewardship	100% compliance with National Pollutant Discharge System (NPDES) permit requirements for all five wastewater plants	Target not achieved	100%
	Reduce sanitary sewer overflows (SSOs)	12.30 per 100 mile (3,433 miles of pipe)	Reduce SSOs to below 10 per 100 miles of pipe
	Improve water leak response time	Response time 11.91 days 90.25% repaired within 4 weeks	Improve response time to an average of 10 days Fix 95% of all leaks within 4 weeks
	Improve leak repair time		
	Improve the public's perception of the department's performance as environmental stewards	New measure	Increase combined positive performance rankings in the fall UNCC survey from 26% to 28%