



THE CITY OF SAN DIEGO

Public Utilities Department

More Efficient Department is Saving Rate Payer Dollars

During 2009 and 2010 the City of San Diego's Public Utilities Department participated in a variety of efforts to achieve optimal operations through identifying areas for efficiencies. First, the Water and Metropolitan Wastewater departments were merged in order to create a more streamlined City department.

During this time three Division Efficiency Studies were conducted, following the Department consolidation in FY09. These studies were in the following three divisions: The Water Operations Branch, the Wastewater Collection Division, and the Wastewater Treatment and Disposal Division. Each of these Division Efficiency Studies consisted of separate studies on specific areas of focus.

The following is a brief list of accomplishments for each of the studies:

- **Water Operations Branch:** The Efficiency Studies for the Water Operations Branch began in the fall of 2009 with the purpose of examining different functions and services in the Department for opportunities for increased efficiency and effectiveness. Nine Efficiency Studies were conducted. Here is a brief list of results from the Water Operations Branch's nine efficiency studies:
 - ✓ The studies helped result in a reduction in staff of 33 full time employees, which resulted in \$3,029,503 in savings from salary and other personnel costs, as well as \$581,115 savings from associated equipment usage and assignment.
 - ✓ Numerous process improvements have been implemented that have increased the productivity level and overall effectiveness of the branch.
 - ✓ A decrease in driving time due to the relocation of staff is resulting in savings.
- **Wastewater Collection Division:** The Efficiency Studies for the Wastewater Collection Division began in the summer of 2009 with the purpose of examining different functions and services in the Department for opportunities for increased efficiency and effectiveness. Eight efficiency Studies were conducted or are still in progress in Wastewater Collection Division. The various recommendations implemented as a result of each of these Efficiency Studies included improved processes, improved procedures, and dollar savings to the Department. Here is a brief list of results from the Wastewater Collection Division's nine efficiency studies:
 - ✓ A more efficient sewer cleaning was developed. The frequency that sewer pipes are cleaned was examined to prioritize sewer pipe cleaning, based on previous findings during cleanings. This more efficient pipe-cleaning frequency will reduce over-cleaning

of pipe that is diagnosed as having light to medium clogging, and provide a greater focus on cleaning efforts for pipes with heavy clogging.

- ✓ A contract for “root-foaming” was discontinued, resulting in savings of nearly \$2M.

- **Wastewater Treatment and Disposal Division:** The Efficiency Studies for the Wastewater Treatment and Disposal Division began in the summer of 2009 with the purpose of examining different functions and services in the Department for opportunities for increased efficiency and effectiveness. Nine Efficiency Studies were conducted or are still in progress within the Wastewater Treatment and Disposal Division. Here is a brief list of results from the Division’s nine efficiency studies:
 - ✓ Developed a plan for a new organizational structure at Point Loma Gas Utilization Facility, which will result in a reduction of staff.
 - ✓ Developed a plan for a new rotation schedule for the pump station operators that will reduce overtime.

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