
Meeting Date: May 20, 2015
Staff Contact: Frank Roth, Senior Policy Manager

TITLE: R-15-8 - Establishing One-Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2016 to Meet Five-Year Goals

ACTION: Recommend Approval

Overview of Goal Development

The Water Authority established Five-Year Goals and One-Year Objectives in 2005 to help guide the Water Authority's budget process and address priority issues. In addition, the Water Authority's Budget Ordinance specifies that the Water Authority shall annually review and adopt one-year objectives related to the five year goals for the Water Authority. The Ordinance also states that the Water Authority's operating budget shall be formulated by the Water Authority's Executive Director and be consistent with the goals and objectives, and that they be major factors in determining funding for Water Authority programs and improvements in both the operating and capital improvements budgets.

The Five-Year Goals adopted by the Water Authority are based on American Water Works Association's (AWWA) business model using fifteen successful quality achievement programs, including the Malcolm Baldrige National Quality Award Program, the Deming Award, and the International Standards Organization series of quality standards. The model characterizes the work of the typical water and wastewater utility around five business systems:

1. Water Supply and Operations
2. Wastewater Collection and Operations
3. Customer Relations
4. Business Planning and Management
5. Organization Development

The Water Authority has participated in several continuous performance programs through AWWA including Benchmarking, Self-Assessment, and Peer Review. More recently, the Water Authority has incorporated the EPA's *Effective Utility Management* (EUM) into its strategic planning process which is designed to help utilities to make practical, systematic changes to achieve excellence in performance. The Water Authority has been using the EUM's Ten Attributes to select priorities for improvement, based on each organization's strategic objectives and the needs of the community it serves.

Overview of One-Year Objectives

The One-Year Objectives in this resolution are categorized by the Water Authority's Five-Year Goal areas. The Water Authority has developed guiding goal statements for each goal area which explains the long-term desired result for that goal. The continuous performance programs mentioned above help the Water Authority to identify gaps in service delivery or performance. The Water Authority's performance measures are used to help monitor the Water Authority's performance and to develop performance targets. With the performance measures being used to identify gaps, the One-Year Objectives which are policy directives from the Water Authority Board are used to close performance or service delivery gaps and improve performance levels.

Some Objectives are related to completing projects or improving programs. Some of the FY16 Objectives are tied to resources contained in the proposed FY16 Budget. A few of the objectives are carried over from FY15 either because they require more time to complete, or are ongoing issues. Some of the Objectives are tied to the Performance Plan in order to improve operations and/or customer service.

1 Objective 3. Implement the decommissioning plans of Santa Barbara Pump
2 Station by the end of the 4th Quarter of FY16.

3 Objective 4. Purchase the necessary field equipment and begin
4 implementation of a pilot internal large diameter valve exercise program including field
5 location and GPS coordinates of existing valves. The program should include
6 developing exercise protocol and standard operating procedures and determining
7 overall manpower needs and equipment to implement a priority phasing schedule based
8 on business risk exposure rating; continue implementation of program through the end
9 of the 4th Quarter of FY16.

10 Objective 5. Maintain water use between 134 to 144 gallons per capita per
11 day through the end of the 4th Quarter of FY16.

12 Objective 6. Submit the demonstration permit application for Large Scale
13 Aquifer Storage and Recovery by the end of the 4th Quarter of FY16.

14 Objective 7. Continue distribution water loss program by locating water leaks
15 from surveying 500 miles of small diameter water lines through conventional leak
16 detection methods and 2,000 miles of small diameter water lines through acoustic leak
17 detection by the end of the 4th Quarter of FY16.

18 Objective 8. Continue work on the Partnership for Safe Water program for
19 surface water treatment and drinking water distribution systems to optimize water
20 system operations and performance; submit assessments to AWWA by the end of the
21 4th Quarter of FY16.

22 Objective 9. Complete asset management plans for the reservoirs, wells, and
23 pump stations to determine the condition of the Water Authority's groundwater facilities
24 by the end of the 4th Quarter of FY16.

25 Objective 10. Begin updating the Water Resources Management Strategy
26 through the 4th Quarter of FY16.

27 Objective 11. Continue implementation of the Water Quality Protection Policy
28 and Action Plan (WPPAP) including administrative, policy and technical support to the
29 Water Quality Advisory Board (WPAB). Continue to monitor ongoing or new ground
30 water contamination sites and provide technical comments to preserve and protect the
31 aquifer and surface water supplies in the Middle Rio Grande. Provide quarterly status
32 reports to the Water Authority Board through the 4th Quarter of FY16.

1 GOAL 2. WASTEWATER COLLECTION AND OPERATIONS: Provide
2 reliable, safe and affordable wastewater collection, treatment and reuse systems to
3 protect the health of the Middle Rio Grande Valley by safeguarding the regional
4 watershed, minimizing environmental impacts, and returning quality water to the Rio
5 Grande for downstream users.

6 Objective 1. Limit overall permit excursions to no more than 5 operating
7 discharge permit violations through the end of the 4th Quarter of FY16.

8 Objective 2. Beneficially reuse biosolids by diverting 25% of the biosolids to
9 compost through the end of the 4th Quarter of FY16.

10 Objective 3. Complete Waste Water Plant Preventive Maintenance to
11 Corrective Maintenance ratio to at least 40% of all completed maintenance labor hours
12 by the end of the 4th Quarter of FY16.

13 Objective 4. To continue minimizing odors and corrosion potential, continue
14 testing of the magnesium hydroxide additions to the sanitary sewer system and
15 establish criteria to evaluate performance impacts to the interceptor system including
16 the Yucca/Central area and the water reclamation facility by the end of the 4th Quarter
17 of FY16.

18 Objective 5. Continue assessment of root foaming pilot program on sewer
19 lines that meet the root infested and/or inaccessibility criteria; assess the effectiveness
20 to mechanical cleaning currently practiced and provide recommendation by the end of
21 the 4th Quarter of FY16.

22 Objective 6. Continue a Fats, Oils, and Grease (FOG) Buster pilot program
23 on sewer lines; evaluate and provide recommendation by the end of the 4th Quarter of
24 FY16.

25 Objective 7. Televisive and assess the condition of approximately five percent
26 of the small diameter sanitary sewer system by the end of the 4th Quarter of FY16.

27 Objective 8. Implement the Reclamation Rehabilitation Asset Management
28 Plan by planning, designing and constructing reclamation facility improvements through
29 the end of the 4th Quarter of FY16.

30 Objective 9. Begin development of the Odor Control Facilities Asset
31 Management Plan to sustain the acceptable level of service on odor control throughout
32 the collection and interceptor system through the end of the 4th quarter of FY16.

1 Objective 10. Monitor compliance with the Water Authority's Cross
2 Connection Prevention and Control Ordinance by continuing to inspect, monitor, and
3 take enforcement action for users of backflow prevention devices; report activities and
4 respective compliance rates through weekly, monthly, and quarterly reporting, while
5 referencing past performance through the end of the 4th Quarter of FY16. Obtain a
6 compliance rate goal of 75%.

7 Objective 11. Monitor compliance with the Water Authority's Sewer Use and
8 Wastewater Control Ordinance by continuing to inspect, monitor, and take enforcement
9 action for permitted industrial users, septage waste haulers, food service
10 establishments, and dental offices; report activities and respective compliance rates
11 through weekly, monthly, and quarterly reporting, while referencing past performance
12 through the end of the 4th Quarter of FY16. Compliance rate goal is 86% for each
13 category.

14 Objective 12. Implement the Fats, Oils, and Grease (FOG) Policy to reduce
15 impacts on the sewer system by inspecting each Food Service Establishment (FSE)
16 once every three years, working with the Collections section with Sanitary Sewer
17 Overflow (SSOs) investigations, and convene FOG Task Force of other governmental
18 entities to coordinate efforts to reduce FOG discharges. Track and report the number of
19 SSOs due to FOG compared with previous years. In conjunction with Public Affairs
20 Manager, develop a public relations campaign to inform rate-payers of Best
21 Management Practices for FOG. Report campaign progress monthly and quarterly.

22 GOAL 3. CUSTOMER SERVICES: Provide quality customer services by
23 communicating effectively, billing accurately, and delivering water and wastewater
24 services efficiently based on understanding the needs and perceptions of our customers
25 and the community at large.

26 Objective 1. Maintain call wait time for all call centers to less than 1 minute,
27 90 percent of the time to provide effective customer service through the 4th Quarter of
28 FY16.

29 Objective 2. Continue implementation of Phase 4 of the Automated Meter
30 Infrastructure (AMI) project modernizing the Water Authority's aging meter infrastructure
31 with smart meters to increase revenue, support conservation efforts, and provide better
32 customer service by the end of the 4th Quarter of FY16.

1 Objective 3. Implement web self-service program to provide more payment
2 options to customers and improved cash flow through the end of the 4th Quarter of
3 FY16.

4 Objective 4. Transition the large meter program to customer service and
5 create a maintenance program to test and repair large meters every two years through
6 the end of the 4th Quarter of FY16.

7 Objective 5. Conduct a customer opinion survey in order to assess the Water
8 Authority's performance from the customer's viewpoint from previous surveys by the
9 end of the 4th Quarter of FY16.

10 Objective 6. Complete Consumer Conservation meetings to engage
11 customers and obtain input from customers on the Water Authority's activities through
12 the end of the 4th Quarter of FY16.

13 **GOAL 4. BUSINESS PLANNING AND MANAGEMENT:** Maintain a well
14 planned, managed, coordinated, and financially stable utility by continuously evaluating
15 and improving the means, methods, and models used to deliver services.

16 Objective 1. Expend \$37 million in water and wastewater capital rehabilitation
17 and replacement programs to replace aging, high risk assets that are past their useful
18 life by the end of the 4th Quarter of FY16. \$1 million shall be dedicated and used for
19 identifying steel water pipes in critical or poor condition and rehabilitating or replacing at
20 least 2 miles of small diameter steel water lines by the end of the 4th Quarter of FY16.

21 Objective 2. Continue development of a comprehensive energy master plan
22 to reduce energy demand by utilizing alternative clean energy sources by the end of the
23 4th Quarter of FY16.

24 Objective 3. Continue implementation and system integration of mobile
25 solutions to operations staff for optimization of the work order process including Clevest,
26 and automation of preventative maintenance on utility equipment; begin implementation
27 of Phase 2 to assess and plan the expansion of Clevest and consolidation of mobile
28 solutions to the Clevest application, and its impact on the Maximo upgrade scheduled
29 for FY16.

30 Objective 4. Implement an independent telephony/data network that will
31 provide a more reliable infrastructure and network in order to provide better customer
32 service and additional functionality to staff by the end of the 1st Quarter of FY16.

1 Objective 5. Update an Information Technology Strategic Plan that supports
2 the upgrade of enterprise applications and the continued growth of the Information
3 Technology Division as an effective Internal Service Provider including: 1) Phase 1 of
4 Maximo work order asset management system to be upgraded to version 7.5 by the end
5 of the 4th Quarter of FY16; 2) planning, assessment and development of an RFP for
6 implementation services for the Customer Care and Billing program; 3) upgrade
7 SunGard ERP to include core finance, personnel, payroll; 4) implementation of
8 information technology best practices for service desk, change management, and
9 project tracking, to better manage budget control, reporting and resource allocation.

10 Objective 6. Complete bar coding of all utility vehicles by the end of the 4th
11 Quarter of FY16.

12 Objective 7. Conduct formal Budget training for all division managers, chief
13 engineers, section managers, and superintendents by the end of the 2nd Quarter of
14 FY16.

15 Objective 8. Review and update financial and budget procedures and policies
16 based on best practices for improved government management by the end of the 2nd
17 Quarter of FY16.

18 Objective 9. Conduct a survey and review of peer organization
19 communication processes in order to generate ideas for improvement of the Public
20 Affairs function, to include a review of approaches to use of social media, with
21 conclusions, analysis and recommendations to be submitted by the end of the 4th
22 Quarter of FY16.

23 Objective 10. Maintain the Compliance Division Regulatory Compliance
24 Permit Matrix and the Regulatory Matrix Status Report to respectively maintain
25 schedules for permit submittals and monitor and report emerging Safe Drinking Water
26 Act (SDWA) and Clean Water Act (CWA) regulations, New Mexico Water Quality
27 Control Commission and Environmental Improvement Board regulations, and local laws
28 ordinances, etc. to identify and assess potential impacts on the Water Authority.
29 Provide quarterly reports through the end of the 4th Quarter of FY16.

30 Objective 11. Collect, monitor, and report weekly, monthly and quarterly key
31 laboratory performance metrics to include: WQL results approved and reported for
32 each laboratory section (chemistry, microbiology, metals, and external labs), laboratory
33 productivity (results reported per productive hour), and the percentage of results

1 reported late (turnaround time (TAT)). Maintain performance levels at FY14 levels.
2 Research and identify industry performance benchmarks to be included for comparison.

3 Objective 12. Continue collection and analyses of the operational data
4 necessary to determine and document the actual cost of service for laboratory services
5 for the analytical methods within the Water Quality Laboratory scope of accreditation.
6 The status of the data collection and analyses efforts will be reported quarterly.

7 Objective 13. In conjunction with the Information Technology Division, begin
8 transition to LabAdvantage Laboratory Information Management System through the
9 end of the 4th Quarter of FY16.

10 Objective 14. Continue to develop the data repository including coordinating
11 with Plant Operations Division to develop reports generated from the Data Repository to
12 provide new access to approved laboratory and field analytical instrument water quality
13 analyses and user statistical analyses tools through the end of the 4th Quarter of FY16.

14 Objective 15. Continue to develop the Environmental Monitoring Program to
15 improve the reliability of results from field instrumentation and sample collection
16 techniques. Develop a program plan based on designated ISO standard to address
17 accreditation requirements to include standard operating procedures, document control
18 and records management plans, and a process for demonstration of staff capability.
19 Implement program plan by the end of the 2nd Quarter of FY16.

20 Objective 16. Prepare for the American Association for Laboratory
21 Accreditation (A2LA) annual assessment of the Water Quality Laboratory including
22 completing required internal audits and annual review and revision of Standard
23 Operating Procedures. Monitor and report findings each Quarter of FY16, along with
24 progress made to address and resolve any deficiencies identified in the preceding
25 quarter. Monitor and report weekly, monthly, and quarterly the number of Corrective
26 Action Reports and the necessary time for completion of corrective actions.

27 Objective 17. Evaluate the cost of treating septage and chemical toilet waste
28 at the Southside Reclamation Plant; update the hauled wastewater policies and
29 procedures by the end of the 4th Quarter of FY16.

30 GOAL 5. ORGANIZATION DEVELOPMENT: Sustain a well informed,
31 trained, motivated, safe, organized, and competitive work force to effectively meet the
32 expectations of the customers, community, and Board in accordance with adopted
33 policies and mandates.

1 Objective 1. Conduct an employee engagement and satisfaction survey by the
2 4th Quarter of FY16.

3 Objective 2. Maintain an average utility-wide vacancy rate of no greater than 6%
4 through the end of FY16.

5 Objective 3. Complete the standard operating procedures for the water and
6 wastewater plants and begin training by the end of the 4th Quarter of FY16.

7 Objective 4. Continue implementation of the Operational Improvement Strategy
8 by implementing the Area Procedures and Evaluations, and documenting and collecting
9 data from key performance indicators to improve work load management and system
10 performance efficiencies by the end of the 4th Quarter of FY16.

11 Objective 5. Reduce injury hours to 2,700 hours or less to improve productivity
12 and reliability of services provided by employees by the end of the 4th Quarter of FY16.

13 Section 2. That the Executive Director of the Water Utility Authority shall ensure
14 that these goals and objectives are carried out and integrated with the performance plan
15 and submit a report by Goal to the Water Authority Board at least semi-annually on the
16 progress made toward implementation of the one-year objectives.