
Meeting Date: March 23, 2016
Staff Contact: Frank Roth, Senior Policy Manager

TITLE: R-16-3 - Establishing One-Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2017 to Meet Five-Year Goals

ACTION: Introduction

SUMMARY:
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 framework to identify areas for improvement.

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. In addition to identifying areas of improvement, some of the Objectives are related to completing projects or improving programs. A few of the objectives are carried over from FY16 either because they require more time to complete, or are ongoing issues.

ALBUQUERQUE BERNALILLO COUNTY WATER UTILITY AUTHORITY

BILL NO. R-16-3

1 **RESOLUTION**
2 **ESTABLISHING ONE-YEAR OBJECTIVES FOR THE ALBUQUERQUE**
3 **BERNALILLO COUNTY WATER UTILITY AUTHORITY IN FISCAL YEAR 2017 TO**
4 **MEET FIVE-YEAR GOALS.**

5 WHEREAS, the Water Authority's Budget Policies and Procedures Ordinance
6 specifies that the Water Authority shall annually review and adopt one-year objectives
7 related to the five year goals for the Water Authority; and

8 WHEREAS, the Water Authority's operating budget shall be formulated by the
9 Water Authority's Executive Director and be consistent with the goals and objectives as
10 established and approved by the Water Authority; and

11 WHEREAS, the Water Authority's adoption of goals and objectives, which will be
12 valuable in themselves, will be major factors in determining funding for Water Authority
13 programs and improvements in both the operating budget and capital improvements
14 budgets.

15 BE IT RESOLVED BY THE WATER AUTHORITY:

16 Section 1. That the Water Authority adopts the following five-year goals and one-
17 year objectives for Fiscal Year 2017.

18 GOAL 1. WATER SUPPLY AND OPERATIONS: Provide a reliable, safe,
19 affordable, and sustainable water supply by transitioning to renewable supplies and
20 minimizing long term environmental impacts on the community and natural resources
21 while ensuring the ability of the community to grow in a responsible manner.

22 Objective 1. Complete Ground Water Plant Preventive Maintenance to
23 Corrective Maintenance ratio to at least 65% of all completed maintenance labor hours
24 by the end of the 4th Quarter of FY17.

25 Objective 2. Complete Surface Water Plant Preventive Maintenance to
26 Corrective Maintenance ratio to at least 50% of all completed maintenance labor hours
27 by the end of the 4th Quarter of FY17.

Objective 3. Begin development of an asset management plan that evaluates and rates the condition and criticality of transmission and distribution line valves including the annual funding needed for the repair and replacement in a valve program by the end of the 4th Quarter of FY17.

Objective 4. Maintain water use between 127 to 135 gallons per capita per day through the end of the 4th Quarter of FY17.

Objective 5. Pending demonstration permit approval from the State Engineer, start construction of the Large Scale Aquifer Storage and Recovery Demonstration Project and evaluate the project's progress if completed by the end of the 4th Quarter of FY17.

Objective 6. Continue distribution water loss program by locating water leaks from surveying 650 miles of small diameter water lines through conventional leak detection methods and 2,200 miles of small diameter water lines through acoustic leak detection by the end of the 4th Quarter of FY17.

Objective 7. Submit annual distribution and treatment data to the Partnership for Safe Water program for inclusion in the program's annual report of aggregated system water quality data; begin implementing action plans from the self-assessments through the end of the 4th Quarter of FY17.

Objective 8. Complete asset management plans for the reservoirs, wells, and pump stations to determine the condition and criticality of the Water Authority's groundwater facilities by the end of the 4th Quarter of FY17.

Objective 9. Adopt the updated Water Resources Management Strategy by the 2nd Quarter of FY17; develop a Strategy Implementation Plan by the end of the 4th Quarter of FY17.

Objective 10. Continue implementation of the Water Quality Protection Policy and Action Plan (WPPAP) including administrative, policy and technical support to the Water Quality Advisory Board (WPAB). Continue to monitor ongoing or new ground and surface water contamination sources and provide technical comments to preserve and protect the aquifer and surface water supplies in the Middle Rio Grande. Provide quarterly status reports through the 4th Quarter of FY17.

GOAL 2. WASTEWATER COLLECTION AND OPERATIONS: Provide reliable, safe and affordable wastewater collection, treatment and reuse systems to protect the health of the Middle Rio Grande Valley by safeguarding the regional

1 watershed, minimizing environmental impacts, and returning quality water to the Rio
2 Grande for downstream users.

3 Objective 1. Limit overall permit excursions to no more than 5 operating
4 discharge permit violations through the end of the 4th Quarter of FY17.

5 Objective 2. Beneficially reuse biosolids by diverting 30% of the biosolids to
6 compost through the end of the 4th Quarter of FY17.

7 Objective 3. Complete Waste Water Plant Preventive Maintenance to
8 Corrective Maintenance ratio to at least 50% of all completed maintenance labor hours
9 by the end of the 4th Quarter of FY17.

10 Objective 4. Complete an Odor Control Facilities Asset Management Plan
11 that evaluates the effectiveness of chemical dosing and assesses the condition and risk
12 of all facilities with odor control systems; prepare asset management and capital
13 improvement plans by the end of the 2nd Quarter of FY17.

14 Objective 5. Continue implementation of the Reclamation Rehabilitation
15 Asset Management Plan by planning, designing and constructing reclamation facility
16 improvements through the end of the 4th Quarter of FY17.

17 Objective 6. Continue the assessment of root foaming and FOG Buster pilot
18 programs on sewer lines and provide recommendation by the end of the 2nd Quarter of
19 FY17.

20 Objective 7. Televis and assess the condition of approximately five percent
21 of the small diameter sanitary sewer system by the end of the 4th Quarter of FY17.

22 Objective 8. Monitor compliance with the Water Authority's Cross Connection
23 Prevention and Control Ordinance by continuing to inspect, monitor, and take
24 enforcement action for users of backflow prevention devices; report activities and
25 respective compliance rates through weekly, monthly, and quarterly reporting, while
26 referencing past performance through the end of the 4th Quarter of FY17. Obtain a
27 compliance rate goal of 75%.

28 Objective 9. Monitor compliance with the Water Authority's Sewer Use and
29 Wastewater Control Ordinance by continuing to inspect, monitor, and take enforcement
30 action for permitted industrial users, septage waste haulers, food service
31 establishments, and dental offices; report activities and respective compliance rates
32 through weekly, monthly, and quarterly reporting, while referencing past performance

1 through the end of the 4th Quarter of FY17. Compliance rate goal is 87% for each
2 category.

3 Objective 10. Implement the Fats, Oils, and Grease (FOG) Policy to reduce
4 impacts on the sewer system by inspecting each Food Service Establishment (FSE)
5 once every three years, working with the Collections section with Sanitary Sewer
6 Overflow (SSOs) investigations, and convene FOG Task Force of other governmental
7 entities to coordinate efforts to reduce FOG discharges. Track and report the number of
8 SSOs due to FOG compared with previous years. In conjunction with Public Affairs
9 Manager, develop a public relations campaign to inform rate-payers of Best
10 Management Practices for FOG. Report campaign progress monthly and quarterly.

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

15 Objective 1. Improve customer satisfaction and operational efficiency in
16 achieving the four call-center targets through the 4th Quarter of FY17: 1) Average Wait
17 Time of less than 2 minutes; 2) Average Contact Time of less than 4 minutes; 3)
18 Abandoned Call Ratio of less than 8; 4) First Call Resolution of greater than 90%.

19 Objective 2. Improve customer satisfaction by achieving a billing accuracy
20 ratio of less than 10 through the 4th Quarter of FY17.

21 Objective 3. Continue implementation of the Automated Meter Infrastructure
22 (AMI) project by modernizing aging meter infrastructure with smart meters to increase
23 revenue, support conservation efforts, and provide better customer service by the end
24 of the 4th Quarter of FY17.

25 Objective 4. Complete Customer Conversation meetings to engage
26 customers and obtain input from customers on the Water Authority's activities through
27 the end of the 4th Quarter of FY17.

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

31 Objective 1. Expend \$40 million in water and wastewater capital rehabilitation
32 and replacement programs to replace aging, high risk assets that are past their useful
33 life by the end of the 4th Quarter of FY17. \$1 million shall be dedicated and used for

1 identifying steel water pipes in critical or poor condition and rehabilitating or replacing at
2 least 2 miles of small diameter steel water lines by the end of the 4th Quarter of FY17.

3 Objective 2. Continue development of a comprehensive energy master plan
4 to reduce energy demand by utilizing alternative clean energy sources by the end of the
5 4th Quarter of FY17.

6 Objective 3. Implement Phase 3 of the telephony and data center/network to
7 provide a more reliable infrastructure and network, better customer service, and
8 additional staff functionality by the end of the 4th Quarter of FY17.

9 Objective 4. Assess the utility's cybersecurity capabilities by using the
10 AWWA's Process Control System Security Guidance and Tool; evaluate the tool's
11 recommendations for updating the utility's cybersecurity standards by the end of the 4th
12 Quarter of FY17.

13 Objective 5. Continue implementation of updating the Maximo work order
14 system to effectively and efficiency record and manage the maintenance and operation
15 of the utility's assets; assess the Clevest mobile technology's integration with the
16 updated Maximo system through the end of the 4th Quarter of FY17.

17 Objective 6. Continue the assessment for upgrading and enhancing the
18 utility's billing application through the end of the 4th Quarter of FY17.

19 Objective 7. Develop financial metrics to measure utility's fiscal performance
20 by the end of the 2nd Quarter of FY17.

21 Objective 8. Evaluate water and sewer rate structures to ensure equity within
22 the structures by the end of the 4th Quarter of FY17.

23 Objective 9. Update the existing Crisis Communications Plan consistent with
24 EPA, AWWA and CDC guidelines by the end of the 3rd Quarter of FY17.

25 Objective 10. Maintain the Compliance Division Regulatory Compliance
26 Permit Matrix and the Regulatory Matrix Status Report to respectively maintain
27 schedules for permit submittals and monitor and report emerging Safe Drinking Water
28 Act (SDWA) and Clean Water Act (CWA) regulations, New Mexico Water Quality
29 Control Commission and Environmental Improvement Board regulations, and local laws
30 ordinances, etc. to identify and assess potential impacts on the Water Authority.
31 Provide quarterly reports through the end of the 4th Quarter of FY17.

32 Objective 11. Collect, monitor, and report weekly, monthly and quarterly key
33 laboratory performance metrics to include: WQL results approved and reported for

each laboratory section (chemistry, microbiology, metals, and external labs), laboratory productivity (results reported per productive hour), and the percentage of results reported late (turnaround time (TAT)). Maintain performance levels at FY15 levels. Research and identify industry performance benchmarks to be included for comparison.

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

Objective 13. In conjunction with the Information Technology Division, begin transition to Labvantage Laboratory Information Management System through the end of the 4th Quarter of FY17.

Objective 14. Continue to develop the data repository including coordinating with Plant Operations Division to develop reports generated from the Data Repository to provide new access to approved laboratory and field analytical instrument water quality analyses and user statistical analyses tools through the end of the 4th Quarter of FY17.

Objective 15. Continue to develop the Environmental Monitoring Program to improve the reliability of results from field instrumentation and sample collection techniques. Develop a program plan based on designated ISO standard to address accreditation requirements to include standard operating procedures, document control and records management plans, and a process for demonstration of staff capability. Implement program plan by the end of the 2nd Quarter of FY17.

Objective 16. Prepare for the American Association for Laboratory Accreditation (A2LA) annual assessment of the Water Quality Laboratory including completing required internal audits and annual review and revision of Standard Operating Procedures. Monitor and report findings each Quarter of FY17, along with progress made to address and resolve any deficiencies identified in the preceding quarter. Monitor and report weekly, monthly, and quarterly the number of Corrective Action Reports and the necessary time for completion of corrective actions.

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

1 Objective 1. Establish a steering committee to evaluate the results from the
2 employee engagement and satisfaction survey and develop a plan for addressing areas
3 where employees' responses indicated improvement was needed by the end of the 4th
4 Quarter of FY17.

5 Objective 2. Maintain an average utility-wide vacancy rate of no greater than 6%
6 through the end of FY17.

7 Objective 3. Complete two employee wellness challenges per fiscal quarter with
8 at least a 60% participant completion rate; post fitness/exercise signs at the two plants
9 by the end of the 4th Quarter of FY17.

10 Objective 4. Update the Knowledge Management Strategy to assure that the
11 right knowledge is systematically collected, stored, organized, and transferred to the
12 appropriate employee in a timely and effective manner by the end of the 4th Quarter of
13 FY17.

14 Objective 5. Complete the standard operating procedures for the groundwater
15 facilities by the end of the 4th Quarter of FY17.

16 Objective 6. Reduce injury hours to 2,700 hours or less to improve productivity
17 and reliability of services provided by employees by the end of the 4th Quarter of FY17.

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