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Meeting Date: March 22, 2023

Staff Contact: Elizabeth Anderson, P.E., Chief Planning Officer

**TITLE: R-23-6 – Establishing One Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2024 to Meet Five Year Goals**

**ACTION: Introduction March 22, 2023, Final Action April 19, 2023**

**SUMMARY:**

**Overview of Goal Development**

The Albuquerque Bernalillo County Water Utility Authority (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. Since 2012, 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.

The Technical Customer Advisory Committee has reviewed the proposed one-year objectives and is supportive. The underlying intent of the one-year objectives is to have a continuous improvement of the utility's operations to achieve efficiencies.

### **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 used to address 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 FY23 either because they require more time to complete or are ongoing issues.

### **FISCAL IMPACT:**

Objectives are linked to the budget.



1 Objective 3. Develop a long-term strategy for utilizing existing wells that  
2 are currently out of service within the water system and identify priority Arsenic  
3 Treatment plant projects for design and construction by the end of the 4th Quarter of  
4 FY24.

5 Objective 4. Complete the assessment that began in FY23 of the impact  
6 of widescale power outages upon water system production and pumping facilities by the  
7 end of the 4<sup>th</sup> Quarter of FY24. Work directly with the Public Service Company of New  
8 Mexico (PNM) and the Water Authority's Geographical Information System (GIS) group  
9 to determine potential impact areas. Subsequently, engage the services of a hydraulic  
10 modeling consultant to perform strategic hydraulic modeling to assess resulting water  
11 supply capacity limitations and water outage timelines.

12 Objective 5. Assess arsenic treatment media adsorption capacity at  
13 groundwater treatment plants to determine if the nominal 40,000 bed-volume metric  
14 marketed by the media manufacturer can be increased and optimized to reduce the  
15 frequency of media replacement ongoing through the end of the 4<sup>th</sup> Quarter of FY24.  
16 Collect and analyze data captured from the existing four treatment plants to support this  
17 objective.

18 Objective 6. Develop and execute a program of regular inspections of the  
19 inventory of drinking water reservoirs at a frequency consistent with good practices for  
20 steel and concrete reservoir assets and AWWA Partnership for Safe Water-Distribution  
21 goals by the end of the 4<sup>th</sup> Quarter of FY24.

22 Objective 7. Implement the following in the Maximo asset management  
23 system:

- 24 • Checklist for Groundwater Swing Shift Operators to complete the  
25 Swing Shift standard operating procedure (SOP) requirements for  
26 each site on an iPad tablet by the end of the 4<sup>th</sup> Quarter of FY24.
- 27 • Checklist for Groundwater Weekly Disinfection for operators to  
28 complete the ClorTec/PSI chlorine generation equipment weekly data  
29 gathering in Maximo by the end of the 4<sup>th</sup> Quarter of FY24.
- 30 • Annual Groundwater Reservoir Exterior Inspection Program to  
31 annually document the condition of each reservoir. Report progress at  
32 the end of each quarter by the end of the 4<sup>th</sup> Quarter of FY24.

1 Objective 8. Submit annual treatment data to the Partnership for Safe  
2 Water - Treatment program for inclusion in the program's annual report of aggregated  
3 system water quality data by the end of the 4<sup>th</sup> Quarter of FY24.

- 4 • Maintain turbidities for each individual filter cell and for combined filter  
5 effluent at less than 0.1 nephelometric turbidity unit (NTU) more than  
6 95% of time in operation.
- 7 • Continue work on items identified from the Phase 3 Self-Assessment  
8 that are not yet considered optimized and submit a progress report to  
9 American Water Works Association (AWWA).
- 10 • Continue working towards the application for the Phase IV Excellence  
11 in Water Treatment Award in the Partnership for Safe Water -  
12 Treatment.

13 Objective 9. Submit annual distribution data to the Partnership for Safe  
14 Water - Distribution program for inclusion in the program's annual report of aggregated  
15 system water quality data by the end of the 4<sup>th</sup> Quarter of FY24.

- 16 • Continue work on items identified from the Phase 3 Self-Assessment  
17 that are not yet considered optimized and submit a progress report to  
18 AWWA.

19 Objective 10. To improve reliability and reduce interrupted water service,  
20 inspect at least 4,000 isolation valves by the end of the 4th Quarter of FY24.

21 Objective 11. To improve the validated water audit inputs for apparent  
22 water loss, test a minimum of 300 small meters and half of all large meters to include  
23 the top 25 customers to support the water audit and strategic water loss plan by the end  
24 of the 4th Quarter of FY24. Test meters in accordance with the recommendations of the  
25 water audit conducted by the Southwest Environmental Finance Center in calendar year  
26 2021.

27 Objective 12. As part of the water distribution system preventative  
28 maintenance program, continue the flushing program that uses a systematic approach  
29 to flush water lines, filtering the water using the NO-DES system before returning it to  
30 distribution by the end of the 4th Quarter of FY24. Monitor monthly and report the  
31 occurrence of complaints before and after flushing to evaluate whether the flushing  
32 program improved water quality in the pilot area. Identify metrics to be used for  
33 measuring the effectiveness of this process moving forward.

1 Objective 13. Provide timely response to utility locate requests and  
2 achieve a damage ratio of less than two Water Authority-caused damages per 1,000  
3 utility locate requests by the end of the 4<sup>th</sup> Quarter of FY24. Continue exploring utility  
4 locating equipment and mapping technologies to improve locate accuracy, provide  
5 documentation, and reduce costly damages to buried water and wastewater  
6 infrastructure and report on results.

7 Objective 14. Locate water leaks by surveying 650 miles of small diameter  
8 water lines through conventional leak detection methods and 2,200 miles of small  
9 diameter water lines through acoustic leak detection by the end of the 4<sup>th</sup> Quarter of  
10 FY24; Track, evaluate, and report on existing ZoneScan and Echologics acoustic leak  
11 detection systems on a quarterly basis in FY24. Report on acoustic equipment “fleet”  
12 replacement on a quarterly basis in FY24.

13 Objective 15. Support and advocate for the Water Authority’s interests on  
14 the Colorado River through the end of the 4<sup>th</sup> Quarter of FY24.

- 15 • Promote basin-wide collaboration and advocacy for sustainable water  
16 resources through continued leadership and support for the San Juan  
17 Chama Contractor’s Association.
- 18 • Plan for implementation of the Colorado River Water Users Memorandum  
19 of Understanding, which promotes municipal water conservation through  
20 conversions to drought-and climate-resilient landscaping, while  
21 maintaining vital urban landscapes and tree canopies that benefit our  
22 communities, wildlife, and the environment.

23 Objective 16. To prepare for increased climate variability, encourage the  
24 installation of desert-friendly xeriscapes, while working towards the Water 2120  
25 conservation goal of 110 gallons per capita per day (GPCD) by 2037 by implementing  
26 the following activities by the end of the 4<sup>th</sup> Quarter of FY24:

- 27 • Perform 100 water use audits on high water users.
- 28 • Increase education and outreach on water conservation, xeriscape  
29 conversions, climate wise landscaping, and water waste.
- 30 • Develop a water use audit to identify leaks and develop a retrofit program  
31 for customers enrolled in the Water Authority’s low-income credit program.

32 Objective 17. Work with the New Mexico Environment Department and  
33 Office of the State Engineer to begin aquifer storage and recovery (ASR) permitting by

1 the end of the 4<sup>th</sup> Quarter of FY24. Develop a project plan and cost estimate by the end  
2 of the 2<sup>nd</sup> Quarter of FY24.

3 Objective 18. Track and report conservation education outreach to service  
4 area customers and meet the following targets: 1) 100 Water Use Efficiency Audits; 2)  
5 400 Landscape Professionals trained; and 3) 24 newsletter articles by the end of the 4<sup>th</sup>  
6 Quarter of FY24.

7 Objective 19. To better educate children on the importance of water  
8 resources planning, continue to collaborate with ¡Explora! to coordinate Water Authority  
9 staff for mentorships and facilitation of interactive water exhibits for the new Science  
10 Technology Engineering Mathematics (STEM) center through the 4<sup>th</sup> Quarter of FY24.

11 Objective 20. Implement the Rivers and Aquifers Protection Plan (RAPP),  
12 the Water Authority's source water protection plan, through the following actions:

- 13 • Complete an update of locations and/or plume extent at known  
14 groundwater contamination sites within the Service Area by the 2<sup>nd</sup>  
15 Quarter of FY24; map the update to include updated data from sites in the  
16 2018 groundwater contamination site map and newly established sites by  
17 the NMED. Additionally, update the groundwater contamination site  
18 summaries from the 2018 RAPP with current site regulatory status,  
19 contaminants of concern and regulatory oversight summary;
- 20 • Track and review site data and documents for priority groundwater  
21 contamination sites through the end of the 4<sup>th</sup> Quarter of FY24;
- 22 • Collaborate and coordinate with other agencies, including support of the  
23 Water Protection Advisory Board (WPAB) and the Office of Natural  
24 Resources Trustee (ONRT) through the end of the 4<sup>th</sup> Quarter of FY24;  
25 and
- 26 • Contract with the NM Bureau of Geology and Mineral Resources to  
27 provide an update to the Middle Rio Grande Basin Water Quality Study by  
28 the end of the 4<sup>th</sup> Quarter of FY24.

29 Objective 21. Provide leadership and support of the Middle Rio Grande  
30 Endangered Species Collaborative Program (ESA Collaborative Program) through 1)  
31 participation on the Collaborative Program Executive Committee and 2) participating in  
32 the development of adaptive management practices for the program through the 4<sup>th</sup>  
33 Quarter of FY24.

1 Objective 22. To establish native water storage in Abiquiu Reservoir as  
2 approved by Congress, coordinate the update of the USACE Water Control Manual and  
3 storage contract updates through the 4th Quarter of FY24. Continue towards permitting  
4 and environmental approvals for Abiquiu Reservoir through the 4th Quarter of FY24.

5 Objective 23. Conduct regular water quality monitoring and reporting of the  
6 Water Authority data gap well at the Kirtland Air Force Base (KAFB) Bulk Fuels Facility  
7 jet fuel leak site through the end of FY24. Evaluate whether additional monitoring wells  
8 are needed by the end of the 1<sup>st</sup> Quarter of FY24 and seek funding, if applicable.

9 Objective 24. Develop a strategy to convert existing irrigation accounts to  
10 non-potable accounts. Recommend actions based on the strategy by the 4<sup>th</sup> Quarter of  
11 FY24.

12 Objective 25. To reduce water loss in the system, work with the Non-  
13 Revenue Water Loss Control group to identify increases in AMI data management  
14 opportunities for enhancing the customer portal, reducing non-revenue water loss,  
15 improving conservation programs, optimizing distribution system operations, and  
16 facilitating capital planning decisions by the 4<sup>th</sup> Quarter of FY24.

17 Objective 26. Develop a hydraulic modeling program that maintains  
18 centralized versions of the hydraulic models, provides routine user training, and  
19 develops Standard Operating Procedures (SOPs) by the end of the 4<sup>th</sup> Quarter of FY24.

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

25 Objective 1. Seek recognition in the National Association of Clean Water  
26 Agencies (NACWA) Peak Performance award program for excellence in permit  
27 compliance through the end of the 4<sup>th</sup> Quarter of FY24.

28 Objective 2. Beneficially reuse biosolids by diverting at least 30% of the  
29 biosolids to compost through the end of the 4th Quarter of FY24.

30 Objective 3. Complete Wastewater Plant Preventive Maintenance to  
31 Corrective Maintenance ratio to at least 45% of all completed maintenance labor hours  
32 by the end of the 4th Quarter of FY24.

1 Objective 4. Continue work on the Partnership for Clean Water program  
2 for the Southside Water Reclamation Plant (SWRP) to optimize system operations and  
3 performance by the end of the 4th Quarter of FY24.

- 4 • Continue work on outstanding items identified from the Phase 3 Self-  
5 Assessment that are not yet considered optimized and submit a  
6 progress report to AWWA.

7 Objective 5. To gain information for future re-use projects, establish  
8 appropriate key performance indicators (KPIs) for the chloramination process at SWRP  
9 used to disinfect effluent re-use water by the end of the 4<sup>th</sup> Quarter of FY24. Use these  
10 indicators to optimize chemical feed rates at SWRP and at the Puerto del Sol and Mesa  
11 del Sol closed loop pumping systems to maintain desired water quality for effluent re-  
12 use water.

13 Objective 6. In accordance with the Capacity, Management, Operations  
14 and Management (CMOM) Plan, televise and assess the condition approximately 5% of  
15 the small diameter sanitary sewer system by the end of the 4<sup>th</sup> Quarter of FY24.  
16 Evaluate and prioritize unlined concrete large diameter lines (15-inch diameter and  
17 larger) for rehabilitation based on the condition from the FY23 CCTV data by the end of  
18 the 4th Quarter of FY24.

19 Objective 7. Manage chemical usage and residual iron sludge from the  
20 Water Treatment Plant to maintain collection system corrosion and odor control, with a  
21 goal of zero odors, while considering impacts on wastewater treatment operations and  
22 effluent quality. Monitor and report metrics through the end of the 4th Quarter of FY24,  
23 including progress on Odor Control Station construction. Identify additional odor control  
24 stations, as needed.

25 Objective 8. To continuously reduce sanitary sewer overflows (SSOs) in  
26 accordance with the CMOM Plan. Continue the manhole monitoring pilot study initiated  
27 in FY23 to diagnose flow patterns and provide advance alerts of downstream  
28 blockages. Provide final recommendations based on the pilot study by the end of the 4<sup>th</sup>  
29 Quarter of FY24.

30 Objective 9. As part of the CMOM Program, continue to evaluate pilot  
31 modifications to the Sub-Basin cleaning program. Look at possible changes such as  
32 sub-basin cleaning frequency to optimize effectiveness of preventative maintenance

1 cleaning to the lines most likely to spill. Provide final recommendations for modifications  
2 to the cleaning program by the end of the 4<sup>th</sup> Quarter of FY24.

3 Objective 10. Install AMI devices in three additional vacuum station service  
4 areas to gather system performance data and respond quickly to low-vacuum conditions  
5 by the end of the 4<sup>th</sup> Quarter of FY24.

6 Objective 11. Monitor compliance with the Water Authority's Cross  
7 Connection Prevention and Control Ordinance. Obtain a compliance rate goal of 75%  
8 through the end of the 4<sup>th</sup> Quarter of FY24.

9 Objective 12. National Pollutant Discharge Elimination System (NPDES)  
10 Pretreatment Program monitors compliance with the Water Authority's Sewer Use and  
11 Wastewater Control Ordinance:

- 12 • Monitor continuous discharge permitted industries 16 days per year  
13 or four days per quarter;
- 14 • Complete 16 industrial permit inspections each quarter;
- 15 • Complete 175 Food Service Establishment inspections each  
16 quarter; and
- 17 • Complete 52 dental office inspections each quarter.

18 Report on performance and percent of Sewer Users in compliance for each category  
19 each quarter during FY24.

20 Objective 13. Implement the Fats, Oils, Grease and Solids (FOGS) Policy  
21 to reduce impacts on the sewer system by working with the Collections section with  
22 sanitary sewer overflow (SSO) investigations to coordinate efforts to reduce FOGS  
23 discharges. Track and report the number of SSOs due to FOGS compared with  
24 previous years through the end of the 4<sup>th</sup> Quarter of FY24.

25 Objective 14. Implement the Mercury Minimization Plan and report to the  
26 United States Environmental Protection Agency (EPA) by the end of the 2<sup>nd</sup> Quarter of  
27 FY24, as required in the permit.

28 Objective 15. Continue to collaborate with the Office of the Natural  
29 Resources Trustee (ONRT) on projects that support environmental restoration, such as  
30 the SWRP Outfall Restoration Project. Report on identified opportunities and project  
31 progress through the 4<sup>th</sup> Quarter of FY24.

1 Objective 16. In support of the Bosque Water Reclamation Plant, work  
2 collaboratively to develop actions, workflow, and an updated timeline for completion of  
3 the required easements, permits, and environmental documents throughout FY24.

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

8 Objective 1. Improve customer satisfaction and operational efficiency in  
9 achieving the call-center targets through the 4th Quarter of FY24:

- 10 • Average Wait Time of less than 1:00 minute;
- 11 • Average Contact Time of less than 4:00 minutes;
- 12 • Abandoned Call Ratio of less than 3;
- 13 • First Call Resolution of greater than 95%;
- 14 • Average call quality of greater than 90% for Call Center and  
15 Communication Center

16 Objective 2. Improve customer satisfaction by achieving a billing  
17 accuracy ratio of less than 8 errors per 10,000 bills through the 4th Quarter of  
18 FY24.

19 Objective 3. Collaborate with Utility Development staff to review, improve  
20 and streamline the New Construction application processes by the end of the 4<sup>th</sup>  
21 Quarter of FY24.

22 Objective 4. Continue implementation of the AMI project by replacing  
23 20,000 aging water meters with smart meters to increase revenue, support conservation  
24 efforts, and provide better customer service by the end of the 4th Quarter of FY24.

25 Objective 5. Conduct 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 FY24.

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 \$64 million in water and wastewater capital  
32 rehabilitation and replacement programs to replace aging, high risk assets that are past  
33 their useful life by the end of the 4th Quarter of FY24. \$2 million shall be dedicated and

1 used for identifying and replacing high-risk water pipes in critical or poor condition by  
2 the end of the 4th Quarter of FY24.

3 Objective 2. Prepare quarterly updates in FY24 on the status of the  
4 implementation of the Reclamation Rehabilitation Asset Management Plan (RRAMP)  
5 including activities completed and remaining work. Continue implementation of the  
6 RRAMP by planning, designing and constructing reclamation facility improvements  
7 through the end of the 4th Quarter of FY24.

8 Objective 3. Implement at least one planned Interceptor Rehabilitation  
9 project in FY24, and complete at least one interceptor design package by the 4th  
10 Quarter of FY24; Implement at least one planned Small Diameter Sanitary Sewer  
11 Rehabilitation project in FY24.

12 Objective 4. Coordinate with Bernalillo County to design and initiate  
13 construction of a force main to convey wastewater from the Municipal Detention Center  
14 to the Water Authority collections system through the end of the 4th Quarter of FY24.

15 Objective 5. Work with the Navajo Nation to design and construct water  
16 conveyance infrastructure to deliver water provided by the Navajo Nation to To'Hajiilee  
17 through the end of the 4th Quarter of FY24.

18 Objective 6. Seek to increase renewable/green energy generation at  
19 Water Authority facilities. Provide updates on plan and project progress, and report  
20 power generation over time by the end of the 4<sup>th</sup> Quarter of FY24. Generate at least  
21 25% of total SWRP power needs from the on-site solar array and from digester gas-  
22 fueled cogeneration by the end of the 4<sup>th</sup> Quarter of FY24 and report progress quarterly.

23 Objective 7. Develop an annual asset workbook onboarding training  
24 program for On-Call contractors and consultants to improve understanding of asset  
25 onboarding workbooks (AOBWB) responsibilities. Perform on-going training sessions  
26 with project managers, consultants, and contractors by the end of the 4<sup>th</sup> Quarter of  
27 FY24.

28 Objective 8. Create a Grant/Loan Funding Plan and annual Grant/Loan  
29 Funding Cycle Schedules to prioritize projects for State and Federal funding  
30 opportunities and update quarterly on the progress through the 4<sup>th</sup> Quarter of FY24.

31 Objective 9. Finalize the Utility Development to clarify the development  
32 process for users by the end of the 4th Quarter of FY24.

1 Objective 10. Collaborate with local governments in an effort to develop  
2 more affordable housing through the end of the 4<sup>th</sup> Quarter of FY24.

3 Objective 11. Finalize Operating Plans for Centralized Engineering and  
4 Utility Development to be used to inform/train new staff and for existing staff to use as a  
5 resource by the end of the 4<sup>th</sup> Quarter of FY24.

6 Objective 12. Continue monitoring progress on Utility Development  
7 processes, with quarterly monitoring of the following metrics and associated target(s)  
8 through the end of the 4<sup>th</sup> Quarter of FY24.

- 9 • Availability Statement/Serviceability Letter
  - 10 ○ Turn-around time (excludes time in holding when additional
  - 11 information is required from the requestor), target response
  - 12 time of less than 45 days
  - 13 ○ Hold time, seek ways to reduce hold time, monitor and report
  - 14 progress
- 15 • Identify metrics and targets for other areas of Utility Development,  
16 such as turn-around times for connection permits and closeout  
17 packages. Currently, deliverable status is reported through the Water  
18 Authority's Tracking Sites so customers can check on the status of  
19 their requests at:
  - 20 ○ <https://availability.abcwua.org/>
  - 21 ○ <https://wa-workorders.abcwua.org/>
  - 22 ○ <https://connectionpermit.abcwua.org>

23 Objective 13. Continue monitoring progress on the strategic asset  
24 management program (SAMP), with quarterly monitoring of the following metrics and  
25 associated target(s) by the end of the 4<sup>th</sup> Quarter of FY24.

- 26 • Assets Inventoried, Target greater than 50%
- 27 • Asset Activity (Created, Decommissioned and Updated), Target  
28 greater than 6,500
- 29 • Assets with Purchase & Replacement Cost populated, Target greater  
30 than 5,000
- 31 • Work Orders without Assets, Target less than 25%
- 32 • Assets missing Classifications & Attributes, Target less than 25%
- 33 • Assets missing required data fields, Target less than 50%

- Maximo Employee Training, Target greater than 500 hours
- Preventative Maintenance Optimization, Target greater than 30%

Objective 14. To improve decision making with available data, transition existing SAMP, Scorecard, Effective Utility Management (EUM) and Operations dashboards to Microsoft Power BI by the end of the 4<sup>th</sup> Quarter of FY24. Utilizing Power BI dashboards, with the integration with Maximo and Finance Enterprise, will ease the time required to calculate key performance indicators (KPIs).

Objective 15. Continue promoting a Culture of Security in accordance with the American Water Works Association (AWWA) G430 standard within the Water Authority, develop policies and procedures that include strategies for internal communication and trainings on security-related topics. Track and measure metrics quarterly throughout FY24 that are directly related to the National Infrastructure Protection Plan Water Sector-Specific Plan and America's Infrastructure Act. Conduct at least 1 table-top exercise for security and cybersecurity that include representatives from across the organization.

Objective 16. Complete the annual update and review of the Comprehensive Information Technology Security Plan and related policies that are aligned with the standards, guidelines, and best practices of the National Institute of Standards and Technology (NIST) Cybersecurity Framework by the end of the 4<sup>th</sup> Quarter of FY24. Track and measure metrics that are directly related to NIST standards. Incorporate specific standards and policies that directly relate to the Water Authority's SCADA systems. Complete Annual Penetration (PEN) test and remediate any critical items that pose an imminent threat. Automate and implement a secure zero-trust model to proactively detect and remediate indicators of compromise to minimize the impact to the Water Authority.

Objective 17. Continue implementation of the Supervisory Control and Data Acquisition (SCADA) System Master Program. Implement both short-term and long-term goals directly tied to the sequencing of migrating to a single SCADA platform utilized including programmed projects by the end of the 4<sup>th</sup> Quarter of FY24.

Objective 18. Complete Information Technology (IT) projects scheduled for FY24 and report progress quarterly.

Objective 19. Continue efforts to build and grow the Project Management Office. Begin implementation of a Project Portfolio Management (PPM) system to

1 provide a centralized location to manage the utility's entire collection of projects.  
2 Continue efforts to build foundational structure for the Service Management Office to  
3 standardize Information Technology (IT) policies and procedures within the division.  
4 Create a formal Service Catalog and a more stringent Change Control Process by the  
5 end of the 4<sup>th</sup> Quarter of FY24.

6 Objective 20. Create a process to effectively update the Construction in  
7 Progress layer in GIS. Review and prioritize tasks needed to fulfill the requirements of  
8 the Data Readiness Assessment for the migration to the Utility Network. Complete and  
9 create standard editing procedures for the Service Lines layer data. Build schema for  
10 the new Connection Permits layer that replaces Tapping Permits and Mini Work Orders  
11 and place all existing Connection Permits into GIS. Continue to provide assistance with  
12 Revised Lead and Copper Rule (RLCR) compliance, the Utility Network upgrade, and  
13 the Water Model through the end of the 4<sup>th</sup> Quarter of FY24.

14 Objective 21. Consolidate efforts to centralize a Data Warehouse/Data  
15 Hub for more effective reporting and data analytics. Work with all divisions to organize  
16 data in a fashion that provides usable data to positively impact business decisions by  
17 the end of the 4<sup>th</sup> Quarter of FY24.

18 Objective 22. Upgrade and patch all enterprise applications to add  
19 required upgrades and enhancements, mitigate potential cybersecurity vulnerabilities,  
20 continue daily support, leverage functionality enhancements to improve business  
21 processes and capture and use data intelligently and create efficiencies through the end  
22 of the 4<sup>th</sup> Quarter of FY24. Projects include:

- 23 • Upgrade the Customer Care and Billing (CC&B) application. The  
24 upgrade will include issuing a request for proposals (RFP), selecting a  
25 vendor and beginning implementation by the end of the 4<sup>th</sup> Quarter of  
26 FY24.
- 27 • Utility Network upgrade to begin FY24, with completion targeted for  
28 FY25.

29 Objective 23. Maintain the Compliance Division Regulatory Compliance  
30 Permit Matrix and the Regulatory Matrix Status Report to respectively maintain  
31 schedules for permit submittals and monitor and report emerging Safe Drinking Water  
32 Act and Clean Water Act regulations, New Mexico Water Quality Control Commission  
33 and Environmental Improvement Board regulations, local laws, ordinances, and issues

1 involving emerging contaminants to identify and assess potential impacts on the Water  
2 Authority. Provide quarterly reports through the end of the 4th Quarter of FY24.

3 Objective 24. Collect, monitor, and report weekly, monthly and quarterly  
4 key laboratory performance metrics to include:

- 5 • Water Quality Laboratory results approved and reported for each  
6 laboratory section (chemistry, microbiology, metals, and external labs).  
7 Maintain greater than 0.5 results reported per productive hour per quarter  
8 in each analytical section through end of the 4th Quarter of FY24.
- 9 • Laboratory Productivity (results reported per productive hour, results sent  
10 to subcontract laboratories in lieu of in-house testing). Maintain greater  
11 than 2,000 results per quarter in each analytical section through end of the  
12 4th Quarter of FY24.
- 13 • Percentage of results reported late (turnaround time). Maintain less than  
14 10 percent results reported late per quarter and provide quarterly results  
15 through end of the 4th Quarter of FY24.

16 Objective 25. Continue to develop LabVantage (“laboratory information  
17 management system”) throughout FY24 to increase the automation of data entry to  
18 reduce data entry errors, reduce the amount paper used at the laboratory and develop  
19 reports in LabVantage through the end of the 4th Quarter of FY24.

20 Objective 26. Utilize the Environmental Monitoring Program to monitor the  
21 reliability and consistency of results from Compliance field instrumentation and sample  
22 collection techniques. Conduct and report on at least one internal audit per year. Issue  
23 corrective action response requests as needed and track and report on their progress.  
24 Ensure Compliance Division field instruments are calibrated as necessary and that  
25 personnel demonstrate capability in sample collection and measurement. Monitor and  
26 report on corrective action response report (CARR) closure duration quarterly through  
27 the end of the 4th Quarter of FY24.

28 Objective 27. Maintain accreditation with the American Association for  
29 Laboratory Accreditation by addressing any changes resulting from the on-site  
30 assessment of the Water Quality Laboratory. Conduct internal audits, Standard  
31 Operating Procedure (SOP) revisions, and identify actions to address risks and  
32 opportunities as required by ISO/IEC 17025:2017. Implement any changes resulting  
33 from the 2023 Methods Update Rule. Track and report on corrective actions and risk

1 assessment responses. Maintain a closure duration of less than 60 days per CARR and  
2 an average completion of less than 30 days for all CARRs per fiscal year through the  
3 end of the 4th Quarter of FY24.

4 Objective 28. Prepare for the Revised Lead and Copper Rule to establish  
5 a system for a lead service line inventory. Identify and collect information from all  
6 schools and child-care centers in the service area that will require lead monitoring and  
7 develop sample plan templates for the facilities to use to track multiple faucets by the  
8 end of the 4th Quarter of FY24. Develop tools for monitoring, data requirements and  
9 expectations for corrosion control studies under the new rule.

10 Objective 29. Review and update the utility emergency communications  
11 plan by the end of the 4<sup>th</sup> Quarter of FY24.

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

16 Objective 1. Recognize at least 15% of the work force through initiatives  
17 such as employee incentive awards, on-the-spot awards, and years of service awards  
18 through the 4th Quarter of FY24.

19 Objective 2. Complete two employee wellness challenges per fiscal  
20 quarter focusing on nutrition, physical activity and weight loss, and disease and injury  
21 prevention to employees with a 60% or greater overall completion rate by the end of the  
22 4th Quarter of FY24. In collaboration with our Employee Assistance Program, increase  
23 mental health awareness through quarterly trainings and presentations. Incorporate  
24 more remote wellness options for employees to participate in, including video classes  
25 and instructional videos by the end of the 4th Quarter of FY24.

26 Objective 3. Develop an awareness program to increase employee  
27 participation in annual physicals by 20% by the end of the 4<sup>th</sup> Quarter of FY24.

28 Objective 4. Maintain an average utility-wide vacancy rate of no greater  
29 than 7% through the 4<sup>th</sup> Quarter of FY24. Maintain an average number of days to fill  
30 positions of 40 days or less through the end of the 4th Quarter of FY24.

31 Objective 5. Consistent with the EUM self-assessment, track and  
32 measure the effectiveness of an onsite injury prevention program by utilizing a local  
33 ergonomic/physical therapy contractor to conduct field ergonomic assessments. The

1 goal of these assessments is to mitigate workplace injuries and to reinforce correct body  
2 mechanics. Maintain the yearly injury hours goal of 2,500 hours or less to improve  
3 productivity and reliability of services provided by employees by the end of the 4th  
4 Quarter of FY24.

5 Objective 6. Provide employees with job-related training and monitor  
6 hours of training completed. Maintain an average of at least 25 hours of training per  
7 employee through the end of the 4th Quarter of FY24.

8 Objective 7. Consistent with the Water Research Foundation Utility  
9 Innovation Project, develop a Strategic Plan for the Water Authority's Innovation  
10 Program by the end of the 4th Quarter of FY24. The Innovation Program will help  
11 identify new ways to seek efficiencies throughout the organization.

12 Objective 8. Implement a mentorship program to support staff as they  
13 progress in their careers and reduce silos between divisions. Conduct a pilot program  
14 by the end of the 2<sup>nd</sup> Quarter of FY24.

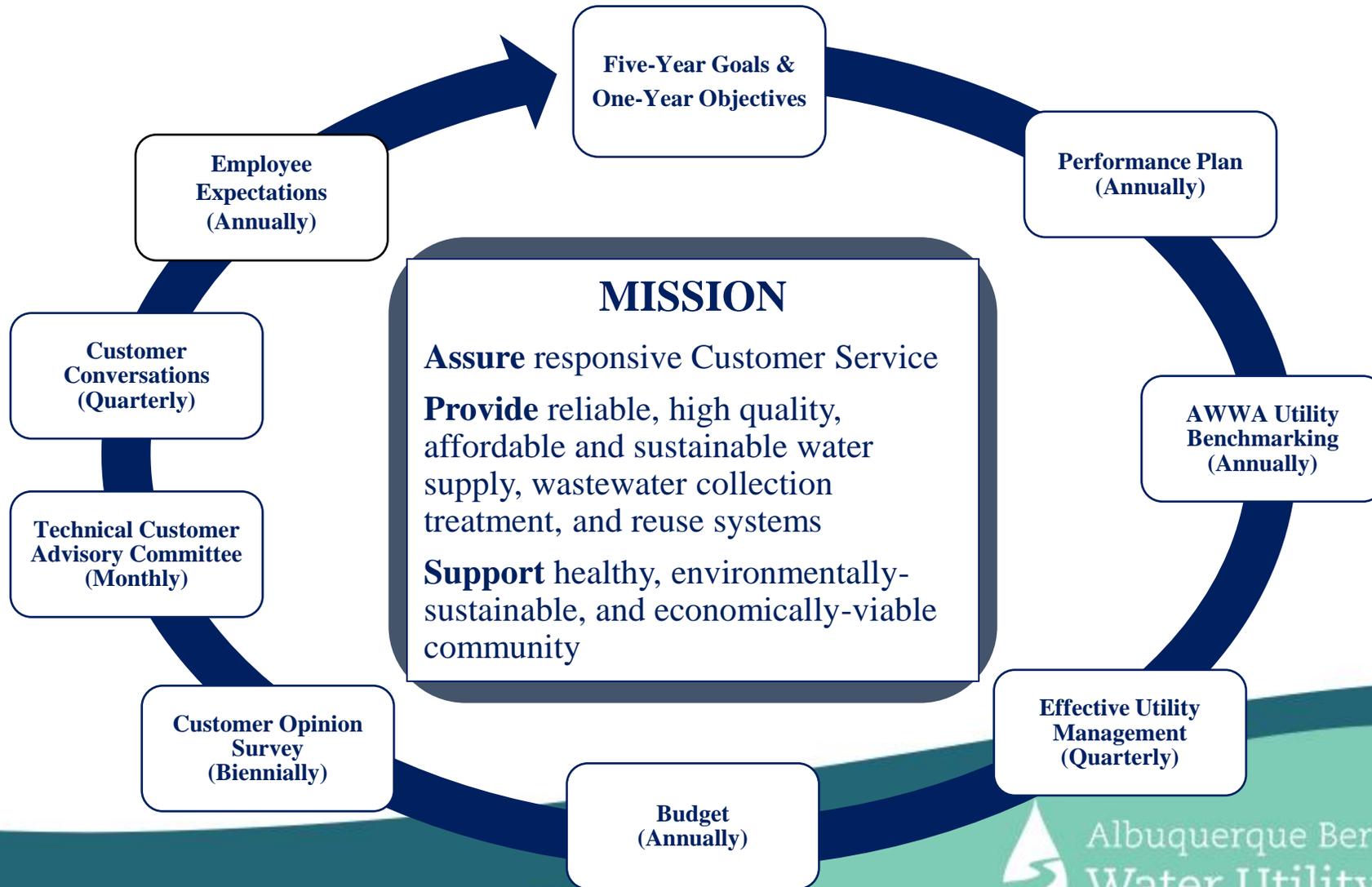
15 Section 2. That the Executive Director of the Water Utility Authority shall ensure  
16 that these goals and objectives are carried out and integrated with the performance plan  
17 and submit a report by Goal to the Water Authority Board at least semi-annually on the  
18 progress made toward implementation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

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# **FY24 Goals & Objectives**

Elizabeth Anderson, PE  
Chief Planning Officer  
March 22, 2023

# Strategic Planning, Budgeting & Improvement Process



# Five-Year Goal Statements

## Customer Services

Provide quality customer services by communicating effectively, billing accurately, and delivering water and wastewater services efficiently based on understanding the needs and perceptions of our customers and the community at large.

## Business Planning & Management

Maintain a well planned, managed, coordinated, and financially stable utility by continuously evaluating and improving the means, methods, and models used to deliver services.

## 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.

## Water Supply & Operations

Provide a reliable, safe, affordable, and sustainable water supply by transitioning to renewable supplies and minimizing long term environmental impacts on the community and natural resources while ensuring the ability of the community to grow in a responsible manner.

## Wastewater Collection & Ops

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

# Performance Measures by Goal Area

## Customer Services

Customer/Technical Quality Complaints  
Customer Service Cost per Account  
Billing Accuracy  
Call Center Indicators  
Residential Cost of Water/ Sewer Service  
Stakeholder Outreach Index

## Business Planning & Management

Debt Ratio  
Return on Assets  
System Renewal/Replacement Rate  
Triple Bottom Line Index

## Organization Development

Employee Health and Safety Severity Rate  
Training Hours per Employee  
Customer Accounts per Employee  
Employee Indicators  
Organizational Best Practices Index

## Water Supply & Operations

Drinking Water Compliance Rate  
Distribution System Water Loss  
Water Distribution System Integrity  
O&M Cost Ratios  
Planned Maintenance Ratio  
Water Use per Capita Consumption

## Wastewater Collection & Ops

Sewer Overflow Rate  
Collection System Integrity  
Wastewater Treatment Effectiveness  
O&M Cost Ratios  
Planned Maintenance Ratio

# Performance Objectives & Measures

- Identify performance gaps in operations and service delivery compared to other utilities
- Address performance gaps during the budget process by allocating and prioritizing resources
- Develop improvement processes in order to be more efficient and effective in our operations and service delivery

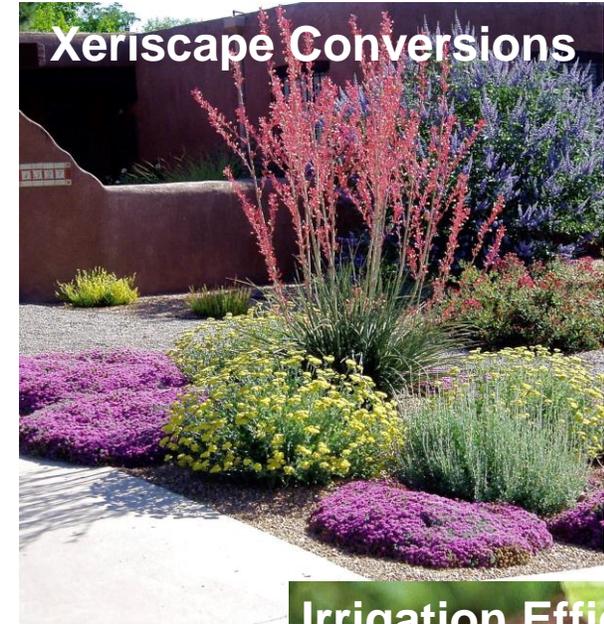


**One Year  
Objectives**

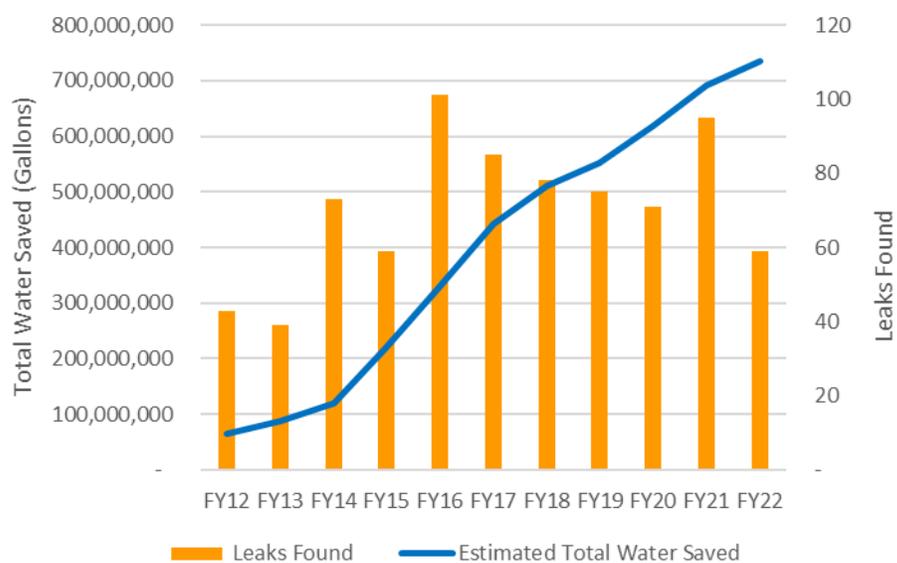


Albuquerque Bernalillo County  
Water Utility Authority

# Goal 1: Water Supply and Operations



## Leak Detection = Water Savings



# Goal 2: Wastewater Collection and Operations

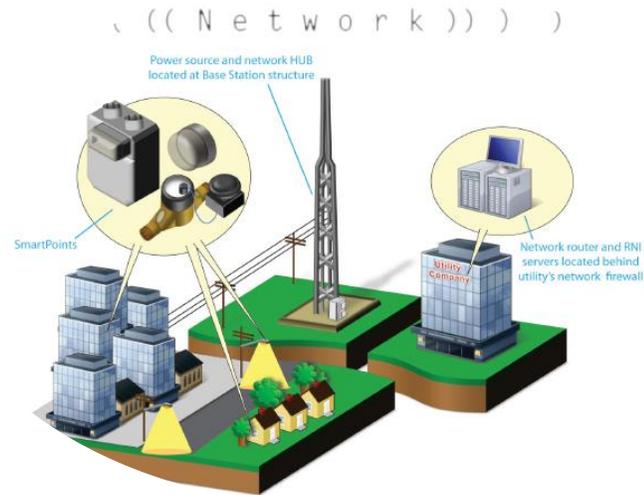


**Collaboration with Partner Agencies  
SWRP Outfall Minnow Habitat**



# Goal 3: Customer Services

## Customer Service Metrics



## Automated Meter Infrastructure (AMI)



## Customer Conversations

# Goal 4: Business Planning and Management



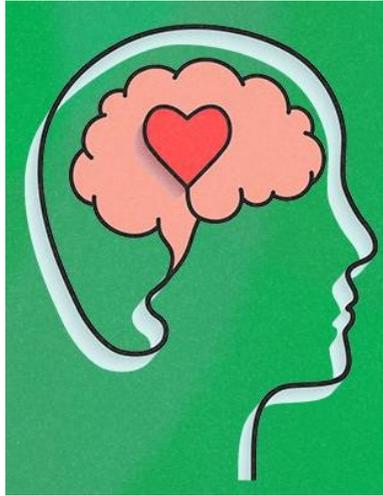
American  
Rescue Plan Act  
(ARPA) Projects



**Increase Green Energy**



# Goal 5: Organization Development



## Employee Wellness Initiatives



Training



Stretching

**Reduce  
Injury  
Hours**

