
Meeting Date: April 19, 2017
Staff Contact: Frank Roth, Senior Policy Manager

TITLE: R-17-5 - Establishing One-Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2018 to Meet Five-Year Goals

ACTION: Recommend Approval

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. 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.

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 FY17 either because they require more time to complete, or are ongoing issues.

FISCAL IMPACT:

Objectives are linked to the budget.

ALBUQUERQUE BERNALILLO COUNTY WATER UTILITY AUTHORITY

BILL NO. R-17-5

1 **RESOLUTION**
2 **ESTABLISHING ONE-YEAR OBJECTIVES FOR THE ALBUQUERQUE**
3 **BERNALILLO COUNTY WATER UTILITY AUTHORITY IN FISCAL YEAR 2018 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 2018.

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 66% of all completed maintenance labor hours
24 by the end of the 4th Quarter of FY18.

25 Objective 2. Complete Surface Water Plant Preventive Maintenance to
26 Corrective Maintenance ratio to at least 55% of all completed maintenance labor hours
27 by the end of the 4th Quarter of FY18.

Objective 3. Using the Automated Meter Infrastructure system, permanently install pressure sensors at key locations to continuously monitor and record the data in Pressure Zone 4ER by the end of the 1st Quarter of FY18; evaluate operation and maintenance costs by eliminating redundant pressure reducing valves by the end of the 4th Quarter of FY18.

Objective 4. 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 FY18.

Objective 5. Maintain water use between 127 to 132 gallons per capita per day through the end of the 4th Quarter of FY18.

Objective 6. Begin operation of the Large Scale Aquifer Storage and Recovery Demonstration Project and evaluate the project's progress through the end of the 4th Quarter of FY18.

Objective 7. Establish a monitoring/tracking program for conservation education outreach to service area residents by the end of the 1st Quarter of FY18.

Objective 8. Continue to implement Water 2120 and prepare a new water conservation plan and aquifer monitoring plan and report to the Board by the end of the 3rd quarter of FY18. Prepare and present the environmental plan to the Board by the end of the 4th Quarter of FY18.

Objective 9. 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 FY18.

Objective 10. 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; continue implementing action plans from the self-assessments through the end of the 4th Quarter of FY18.

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 FY18.

5 Objective 2. Beneficially reuse biosolids by diverting 30% of the biosolids to
6 compost through the end of the 4th Quarter of FY18.

7 Objective 3. Complete Waste Water Plant Preventive Maintenance to
8 Corrective Maintenance ratio to at least 60% of all completed maintenance labor hours
9 by the end of the 4th Quarter of FY18.

10 Objective 4. Continue implementation of the Reclamation Rehabilitation
11 Asset Management Plan by planning, designing and constructing reclamation facility
12 improvements through the end of the 4th Quarter of FY18.

13 Objective 5. Install a pH adjustment station on east side of the Rio Grande to
14 provide redundancy to the existing pH adjustment station on the west side, assist in
15 meeting the pH limit for the Southside Reclamation Plant effluent, and maintain odor
16 control at the plant and in the treated portion of the collection system by the end of the
17 4th Quarter of FY18.

18 Objective 6. Televisé and assess the condition of approximately five percent
19 of the small diameter sanitary sewer system by the end of the 4th Quarter of FY18.

20 Objective 7. Monitor compliance with the Water Authority's Cross Connection
21 Prevention and Control Ordinance by continuing to inspect, monitor, and take
22 enforcement action for users of backflow prevention devices; report activities and
23 respective compliance rates through weekly, monthly, and quarterly reporting, while
24 referencing past performance through the end of the 4th Quarter of FY18. Obtain a
25 compliance rate goal of 75%.

26 Objective 8. Monitor compliance with the Water Authority's Sewer Use and
27 Wastewater Control Ordinance by continuing to inspect, monitor, and take enforcement
28 action for permitted industrial users, septage waste haulers, food service
29 establishments, and dental offices; report activities and respective compliance rates
30 through weekly, monthly, and quarterly reporting, while referencing past performance
31 through the end of the 4th Quarter of FY18. Compliance rate goal is 87% for each
32 category.

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

Objective 10. In conjunction with the FOG campaign, include a Toilets Are Not Trashcans campaign focused on protecting the pipes, pumps, plants, and personnel by reducing the materials that are inappropriately flushed or drained into the sewer system through the end of the 4th Quarter of FY18.

Objective 11. Continue work on the Partnership for Clean Water program for the water reclamation treatment to optimize system operations and performance; submit a self-assessment to AWWA by the end of the 4th Quarter of FY18.

GOAL 3. 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.

Objective 1. Improve customer satisfaction and operational efficiency in achieving the four call-center targets through the 4th Quarter of FY18: 1) Average Wait Time of less than 1:30 minutes; 2) Average Contact Time of less than 4 minutes; 3) Abandoned Call Ratio of less than 5; 4) First Call Resolution of greater than 90%.

Objective 2. Improve customer satisfaction by achieving a billing accuracy ratio of less than 8 through the 4th Quarter of FY18.

Objective 3. Implement 'Project Round Up' assistance program to assist area families facing difficulty paying their utility bills by the end of the 2nd Quarter of FY18. For this program, customers' monthly utility bills are rounded up to the next highest dollar with donations routed to a third party.

Objective 4. Evaluate all credit card payment transactions and provide recommendations for determining methods for reducing transaction fees by the end of the 3rd Quarter of FY18.

Objective 5. Continue implementation of the Automated Meter Infrastructure (AMI) project by modernizing aging meter infrastructure with smart meters to increase revenue, support conservation efforts, and provide better customer service by the end of the 4th Quarter of FY18.

Objective 6. Complete Customer Conversation meetings to engage customers and obtain input from customers on the Water Authority's activities through the end of the 4th Quarter of FY18.

Objective 7. Conduct outreach meetings, site tours, and activities to engage and educate legislators and neighborhood coalitions on services, policies and critical infrastructure projects on a quarterly basis.

GOAL 4. BUSINESS PLANNING AND 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.

Objective 1. Expend \$52 million in water and wastewater capital rehabilitation and replacement programs to replace aging, high risk assets that are past their useful life by the end of the 4th Quarter of FY18. \$1 million shall be dedicated and used for identifying steel water pipes in critical or poor condition and rehabilitating or replacing at least 2 miles of small diameter steel water lines by the end of the 4th Quarter of FY18.

Objective 2. Update the Comprehensive Asset Management Plan to determine the condition and criticality of the utility's assets by the end of the 4th Quarter of FY18.

Objective 3. Develop a vehicle asset management plan to better plan for capital replacement of vehicles by the end of the 4th Quarter of FY18.

Objective 4. Finalize odor control measures at the Southside Water Reclamation Plant and prepare implementation plan and report to the Board by the end of the 1st Quarter of FY18.

Objective 5. Implement landscape and sidewalk improvements along 2nd Street at the Southside Water Reclamation plant by the end of the 4th Quarter of FY18.

Objective 6. Coordinate with Bernalillo County for funding to complete design and planning for the Los Padillas water system (South Valley Drinking Water Project Phase 7b). Apply for grant funding for construction of the water distribution system.

Objective 7. Update the vulnerability assessment on utility facilities and systems and implement the most cost-effective measures to reduce risk for physical security, cyber security, and business activities by the end of the 4th Quarter of FY18.

Objective 8. Complete installation of redundant network paths to all utility locations in order to reduce down time and increase efficiencies across all business units by the end of the 4th Quarter of FY18.

Objective 9. Plan, assess, and upgrade SunGard enterprise financial system and complete the open enrollment module by the end of the 4th Quarter of FY18.

Objective 10. Complete the upgrade to Maximo comprehensive asset management system to effectively and efficiency record and manage the maintenance and operation of the utility's assets by the end of the 1st Quarter of FY18. Begin planning for Phase 2 of procurement and full cost accounting by the end of the 4th Quarter of FY18.

Objective 11. Complete Phases 1 and 2 of upgrading the CC&B billing application by the end of the 4th Quarter of FY18.

Objective 12. Evaluate the utility's procurement code and implement best practices in updating purchasing policies and procedures by the end of the 4th Quarter of FY18.

Objective 13. Evaluate the methodology of the Water Supply Charge and integrate the new rates into the Rate Ordinance by the end of the 4th Quarter of FY18.

Objective 14. Maintain the Compliance Division Regulatory Compliance Permit Matrix and the Regulatory Matrix Status Report to respectively maintain schedules for permit submittals and monitor and report emerging Safe Drinking Water Act (SDWA) and Clean Water Act (CWA) regulations, New Mexico Water Quality Control Commission and Environmental Improvement Board regulations, and local laws ordinances, etc. to identify and assess potential impacts on the Water Authority. Provide quarterly reports through the end of the 4th Quarter of FY18.

Objective 15. Collect, monitor, and report weekly, monthly and quarterly key 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. Compare to industry benchmarks.

Objective 16. 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. Use the collected data to update the laboratory prices.

Objective 17. 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 FY18.

Objective 18. 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 FY18.

Objective 19. 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 FY18, 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.

Objective 20. Gather and report on external subcontract laboratory costs that are processed by the Water Quality Laboratory (WQL). Improve how the WQL manages BR numbers from purchasing and sample ids generated in LabVantage and the corresponding invoices received from the external subcontract laboratories. Utilized the existing Compliance Division 'Database of Compliance' (DOC), and make available the cost of external subcontract laboratory analysis for reporting in COGNOS.

Objective 21. Develop an incident and change management process for the Compliance Division Information Services using the cloud based Office 365 platform. The process will be used to track change request for information services such as LabVantage and the Database of Compliance. This involves creating automated workflows and interfaces between a variety of Office 365 applications including but not

1 limited to Outlook, SharePoint, and OneDrive. Additional processes will be developed to
2 track client inquiries for the Water Quality Laboratory, and customer comments/
3 complaints for the other Compliance Division programs.

4 Objective 22. Monitor for Pharmaceuticals and Personal Care Products
5 (PPCPs) in the source water, drinking water and wastewater. Compare PPCP
6 concentrations before and after drinking water and wastewater treatment. Report the
7 findings of this voluntary monitoring by the end of the 4th Quarter of FY18. Compare the
8 results to historical monitoring performed in 2009-2010.

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

13 Objective 1. Conduct an employee engagement and satisfaction survey by the
14 end of the 2nd Quarter of FY18; communicate the survey results to employees by the
15 end of the 4th Quarter of FY18.

16 Objective 2. Maintain an average utility-wide vacancy rate of no greater than 5%
17 through the end of FY18.

18 Objective 3. Complete two employee wellness challenges per fiscal quarter
19 focusing on nutrition, physical activity and weight loss, and disease and injury
20 prevention to employees by the end of the 4th Quarter of FY18.

21 Objective 4. Continue updating the Knowledge Management Strategy to assure
22 that the right knowledge is systematically collected, stored, organized, and transferred
23 to the appropriate employee in a timely and effective manner by the end of the 4th
24 Quarter of FY18.

25 Objective 5. Complete the standard operating procedures for the groundwater
26 facilities by the end of the 4th Quarter of FY18.

27 Objective 6. Reduce injury hours to 2,675 hours or less to improve productivity
28 and reliability of services provided by employees by the end of the 4th Quarter of FY18.

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