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Meeting Date: April 18, 2018  
Staff Contact: Frank Roth, Senior Policy Manager

**TITLE: R-18-10 - Establishing One Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2019 to Meet Five Year Goals**

**ACTION: Recommend Approval**

**SUMMARY:**

**Overview of Goal Development**

The Albuquerque Bernalillo County Water Utility Authority (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 the Goals and Objectives 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 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 FY18 either because they require more time to complete, or are ongoing issues.

### **FISCAL IMPACT:**

Goals and Objectives are linked to the FY19 Budget.

# ALBUQUERQUE BERNALILLO COUNTY WATER UTILITY AUTHORITY

BILL NO. R-18-10

1 **RESOLUTION**  
2 **ESTABLISHING ONE YEAR OBJECTIVES FOR THE ALBUQUERQUE**  
3 **BERNALILLO COUNTY WATER UTILITY AUTHORITY IN FISCAL YEAR 2019 TO**  
4 **MEET FIVE YEAR GOALS**

5 WHEREAS, the Albuquerque Bernalillo County Water Utility Authority's (Water  
6 Authority) Budget Policies and Procedures Ordinance specifies that the Water Authority  
7 shall annually review and adopt one year objectives related to the five year goals for the  
8 Water Authority; and

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

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

16 BE IT RESOLVED BY THE WATER AUTHORITY:

17 Section 1. That the Water Authority adopts the following five year goals and one  
18 year objectives for Fiscal Year 2019.

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

23 Objective 1. Complete Ground Water Plant Preventive Maintenance to  
24 Corrective Maintenance ratio to at least 66% of all completed maintenance labor hours  
25 by the end of the 4th Quarter of FY19.

26 Objective 2. Complete Surface Water Plant Preventive Maintenance to  
27 Corrective Maintenance ratio to at least 60% of all completed maintenance labor hours  
28 by the end of the 4th Quarter of FY19.

Objective 3. Evaluate the Automated Meter Infrastructure Pressure Monitoring pilot project and assess operation and maintenance costs by eliminating redundant pressure reducing valves by the end of the 4th Quarter of FY19.

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 FY19. Pilot an acoustic leak detection system with intelligent nodes to monitor and communicate possible leaks to a central data collection hub by the end of the 4th Quarter of FY19.

Objective 5. 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 FY19.

Objective 6. Maintain water use at or below 128 gallons per capita per day through the end of the 4th Quarter of FY19.

Objective 7. Begin testing of the Large Scale Aquifer Storage and Recovery project through the end of the 3rd Quarter of FY19. Complete an operational plan based on the testing by the end of the 4th Quarter of FY19.

Objective 8. Complete an evaluation of the next Aquifer Storage and Recovery project to determine the best location and project type by the end of the 4th Quarter of FY19.

Objective 9. Track and report conservation education outreach to service area customers and meet the following targets: 1) 100 Irrigation Audits; 2) 45 Meetings with Landscapers; 3) 30 Meetings with Property Managers; and 4) 2 Water Conservation Open House Meetings by the end of the 4th Quarter of FY19.

Objective 10. Continue implementation of Water 2120: 1) Complete Environmental Plan; 2) Prepare draft of the Groundwater Management Plan; 3) Begin development of the Reuse Plan by the end of the 4th Quarter of FY19.

Objective 11. Complete update to the source water protection plan by the end of the 2nd Quarter of FY19. Begin implementation of the updated plan, including monitoring for new and existing groundwater and surface water contamination and education outreach through the end of the 4th Quarter of FY19. Participate in and provide comments to protect the groundwater aquifer and surface water supplies

1 throughout the Middle Rio Grande; continue work with the Water Protection Advisory  
2 Board through administrative, policy, and technical support.

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

8 Objective 1. Limit overall permit excursions to no more than 5 operating  
9 discharge permit violations through the end of the 4th Quarter of FY19.

10 Objective 2. Beneficially reuse biosolids by diverting 30% of the biosolids to  
11 compost through the end of the 4th Quarter of FY19.

12 Objective 3. Complete Waste Water Plant Preventive Maintenance to  
13 Corrective Maintenance ratio to at least 60% of all completed maintenance labor hours  
14 by the end of the 4th Quarter of FY19.

15 Objective 4. Continue work on the Partnership for Clean Water program for  
16 the water reclamation treatment to optimize system operations and performance; submit  
17 a self-assessment to AWWA by the end of the 2nd Quarter of FY19.

18 Objective 5. Continue implementation of the Reclamation Rehabilitation  
19 Asset Management Plan by planning, designing and constructing reclamation facility  
20 improvements through the end of the 4th Quarter of FY19.

21 Objective 6. Televis and assess the condition of approximately five percent  
22 of the small diameter sanitary sewer system by the end of the 4th Quarter of FY19.

23 Objective 7. Monitor compliance with the Water Authority's Cross Connection  
24 Prevention and Control Ordinance. Obtain a compliance rate goal of 75%.

25 Objective 8. Monitor compliance with the Water Authority's Sewer Use and  
26 Wastewater Control Ordinance by continuing to inspect, monitor, and take enforcement  
27 action for permitted industrial users, septage waste haulers, food service  
28 establishments, and dental offices. Compliance rate goal is 87% for each category.

29 Objective 9. Implement the Fats, Oils, and Grease (FOG) Policy to reduce  
30 impacts on the sewer system by inspecting each Food Service Establishment (FSE)  
31 once every three years, working with the Collections section with Sanitary Sewer  
32 Overflow (SSOs) investigations, and convene FOG Task Force of other governmental

1 entities to coordinate efforts to reduce FOG discharges. Track and report the number of  
2 SSOs due to FOG compared with previous years.

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

7 Objective 1. Improve customer satisfaction and operational efficiency in  
8 achieving the four call-center targets through the 4th Quarter of FY19: 1) Average Wait  
9 Time of less than 1:30 minutes; 2) Average Contact Time of less than 4 minutes; 3)  
10 Abandoned Call Ratio of less than 5; 4) First Call Resolution of greater than 90%.

11 Objective 2. Improve customer satisfaction by achieving a billing accuracy  
12 ratio of less than 8 through the end of the 4th Quarter of FY19.

13 Objective 3. Provide communications support for the implementation of the  
14 Water Assistance Fund and updates to CC&B billing system through the end of the 4th  
15 Quarter of FY19.

16 Objective 4. Continue implementation of the Automated Meter Infrastructure  
17 (AMI) project by modernizing aging meter infrastructure with smart meters to increase  
18 revenue, support conservation efforts, and provide better customer service by the end  
19 of the 4th Quarter of FY19.

20 Objective 5. Complete Customer Conversation meetings to engage  
21 customers and obtain input from customers on the Water Authority's activities through  
22 the end of the 4th Quarter of FY19.

23 Objective 6. Conduct periodic activities and communication initiatives to  
24 engage and educate legislators, stakeholders and neighborhood coalitions regarding  
25 Water Authority services, policies and projects through the end of the 4th Quarter of  
26 FY19.

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

30 Objective 1. Expend \$55 million in water and wastewater capital rehabilitation  
31 and replacement programs to replace aging, high risk assets that are past their useful  
32 life by the end of the 4th Quarter of FY19. \$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 FY19.

3           Objective 2. Complete update to the Comprehensive Asset Management  
4 Plan to determine the condition and criticality of the utility's assets by the end of the 2nd  
5 Quarter of FY19.

6           Objective 3. Complete vehicle asset management plan to better plan for  
7 capital replacement of vehicles by the end of the 2nd Quarter of FY19.

8           Objective 4. In order to provide a central location for processes and  
9 procedures, complete a Utility Development Guide by the end of the 2nd Quarter of  
10 FY19. Update System Expansion Ordinance to align to the Guide. Review fee  
11 structure for Utility Development deliverables.

12           Objective 5. Continue design, planning, and construction of the Los Padillas  
13 water system (South Valley Drinking Water Project Phase 7b). Identify funding for  
14 Phase 7c for design and planning through the end of the 4th Quarter of FY19.

15           Objective 6. Begin implementation of recommendations from the vulnerability  
16 assessment on utility facilities and systems to reduce risk for physical security, cyber  
17 security, and business activities by the end of the 4th Quarter of FY19. Update  
18 Emergency Response Plan by the end of the 4th Quarter of FY19.

19           Objective 7. Complete a Comprehensive Information Technology Security  
20 Plan that is aligned with the standards, guidelines, and best practices of the National  
21 Institute of Standards and Technology Cybersecurity Framework to protect the utility's  
22 critical infrastructure from cyber-attacks by the end of the 4th Quarter of FY19.

23           Objective 8. Complete a needs assessment of the Supervisory Control And  
24 Data Acquisition (SCADA) system; implement recommendations of the assessment in  
25 order for the updated platform to align with the asset management program by the end  
26 of the 4th Quarter of FY19.

27           Objective 9. Complete Phase 2 of the Maximo comprehensive asset  
28 management system upgrade which includes asset onboarding and de-commissioning,  
29 full life cycle accounting, barcoding, fleet management, and preventive and condition  
30 monitoring by the end of the 4th Quarter of FY19.

31           Objective 10. Complete replacement of an applicant online system that aligns  
32 to the OneSolution enterprise financial system by the end of the 4th Quarter of FY19.

Objective 11. Complete upgrade to the CC&B billing application by the end of the 3rd Quarter of FY19.

Objective 12. Evaluate water and sewer rate structures to ensure equity within the structures by the end of the 4th Quarter of FY19.

Objective 13. Finalize a conceptual plan to consolidate field, fleet, warehouse and customer services operations from multiple locations to the Drinking Water Plant. Complete design documents and start construction for building, site work and ancillary facilities by the end of the 4th Quarter of FY19.

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 FY19.

Objective 15. Collect, monitor, and report weekly, monthly and quarterly key laboratory performance metrics to include: Water Quality Laboratory 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). 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 its LIMS, LabVantage, throughout FY19 to increase the automation of data entry to reduce data entry errors and reduce the amount paper used at the laboratory. Develop dashboards to help analysts and management manage samples and workflows entirely in the application. Expand the collection of electronic data to field analytics, balances, probes, and spectrophotometry instruments stored in the Database of Compliance.

Objective 18. Continue to develop the Environmental Monitoring Program to improve the reliability of results from field instrumentation and sample collection



1 techniques. Develop a program plan based on designated ISO standard to address  
2 accreditation requirements to include standard operating procedures, document control  
3 and records management plans, and a process for demonstration of staff capability.  
4 Implement program plan by the end of the 4th Quarter of FY19.

5 Objective 19. Prepare for the New Mexico Environment Department Drinking  
6 Water Laboratory Certification audit for microbiological water testing in the 4th quarter of  
7 FY19. Prepare for the American Association for Laboratory Accreditation (A2LA)  
8 annual assessment of the Water Quality Laboratory including completing required  
9 internal audits and annual review and revision of Standard Operating Procedures.

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

16 Objective 21. Monitor for Pharmaceuticals and Personal Care Products  
17 (PPCPs) in the source water, drinking water and wastewater. Report the findings of  
18 voluntary monitoring by the end of the 4th Quarter of FY19. Compare the results to  
19 historical monitoring performed in 2009-2010.

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

24 Objective 1. Align ongoing supervisor training to address issues identified during  
25 Employee Connections meetings and from Employee Satisfaction Surveys; modify  
26 supervisor training to incorporate employee appreciation, recognition and  
27 communication by the end of the 2nd Quarter of FY19.

28 Objective 2. Maintain an average utility-wide vacancy rate of no greater than 5%  
29 through the end of FY19.

30 Objective 3. Complete two employee wellness challenges per fiscal quarter  
31 focusing on nutrition, physical activity and weight loss, and disease and injury  
32 prevention to employees by the end of the 4th Quarter of FY19.

1           Objective 4. Continue updating the Knowledge Management Strategy to assure  
2 that the right knowledge is systematically collected, stored, organized, and transferred  
3 to the appropriate employee in a timely and effective manner by the end of the 4th  
4 Quarter of FY19.

5           Objective 5. Reduce injury hours to 2,650 hours or less to improve productivity  
6 and reliability of services provided by employees by the end of the 4th Quarter of FY19.

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