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Meeting Date: April 21, 2021

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

**TITLE: R-21-6 – Establishing One-Year Objectives for the Albuquerque Bernalillo County Water Utility Authority in Fiscal Year 2022 to Meet Five Year Goals**

**ACTION: Recommend Approval**

**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 FY21 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-21-6

1 **RESOLUTION**  
2 **ESTABLISHING ONE YEAR OBJECTIVES FOR THE ALBUQUERQUE**  
3 **BERNALILLO COUNTY WATER UTILITY AUTHORITY IN FISCAL YEAR 2022 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 will be major  
12 factors in determining funding for Water Authority programs and improvements in both  
13 the operating budget and capital improvements budgets.

14 BE IT RESOLVED BY THE WATER AUTHORITY:

15 Section 1. That the Water Authority adopts the following five-year goals and one-  
16 year objectives for Fiscal Year 2022.

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

21 Objective 1. Complete Ground Water Plant Preventive Maintenance to  
22 Corrective Maintenance ratio to at least 60% of all completed maintenance labor hours  
23 by the end of the 4th Quarter of FY22.

24 Objective 2. Complete Surface Water Plant Preventive Maintenance to  
25 Corrective Maintenance ratio to at least 60% of all completed maintenance labor hours  
26 by the end of the 4th Quarter of FY22.

Objective 3. Develop a long-term strategy for utilizing existing wells that are currently out of service within the water system by the end of the 4th Quarter of FY22.

Objective 4. Submit annual treatment data to the Partnership for Safe Water - Treatment program for inclusion in the program's annual report of aggregated system water quality data. Maintain individual and combined filter effluent turbidity less than 0.1 nephelometric turbidity unit (NTU) more than 95% of time in operation. Continue work on items identified from the Phase 3 Self-Assessment that are not yet considered optimized and submit a progress report to American Water Works Association (AWWA) by the end of the 4th Quarter of FY22. Continue working towards the application for the Phase IV Excellence in Water Treatment Award in the Partnership for Safe Water -Treatment.

Objective 5. Submit annual distribution data to the Partnership for Safe Water - Distribution program for inclusion in the program's annual report of aggregated system water quality data. Continue work on items identified from the Phase 3 Self-Assessment that are not yet considered optimized and submit a progress report to American Water Works Association (AWWA) by the end of the 4th Quarter of FY22.

Objective 6. To improve the validated water audit inputs for apparent water loss, test a minimum of 300 small meters to support the water audit and strategic water loss plan by the end of the 4th Quarter of FY21.

Objective 7. To improve reliability and reduce interrupted water service, exercise 4,000 isolation valves by the end of the 4th Quarter of FY22.

Objective 8. To improve the validated water audit inputs for apparent water loss, test a minimum of 300 small meters to support the water audit and strategic water loss plan by the end of the 4th Quarter of FY22. Test small meters in accordance with the recommendations of the water audit recently conducted by the Southwest Environmental Finance Center.

Objective 9. As part of the water distribution system preventative maintenance program, implement a flushing program that uses a systematic approach to flush water lines, filtering the water using the new NoDes system before returning it to distribution by the end of the 4th Quarter of FY22. Continue monitoring and reporting the occurrence of complaints before and after flushing to evaluate whether the flushing program improved water quality in the pilot area. Identify metrics to be used for

measuring the effectiveness of this process moving forward. Utilize the new unidirectional flushing (UDF) module of the InfoWater hydraulic model to assist the pilot program by the end of the 4th Quarter of FY22.

Objective 10. Work with the Non-Revenue Water Loss Committee on the implementation of water loss control strategies by identifying areas of improvement recommended in the water loss report and reporting activities through the end of the 4th Quarter of FY22.

Objective 11. Locate water leaks by 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 FY22; Track, evaluate, and report on pilot-scale Echologics acoustic leak detection system on a quarterly basis in FY22.

Objective 12. To prepare for increased climate variability, encourage installation of water conservative landscaping, while working towards the Water 2120 conservation goal of 110 gallons per capita per day (gpcd) by 2037 by implementing the following activities:

- Perform a smart controller field performance study on the top 5% of residential customers.
- Increase smart controller rebate adjustments and Xeriscape square feet conversions by comparing current fiscal year to prior fiscal years.
- Increase the amount of commercial class customers rebate adjustments by comparing from baseline (prior fiscal year) to current fiscal year.
- Work with the Public Information Officer to develop outreach targeting water use messaging that incorporates climate variability. Present the new messaging to management by the end of the 3rd Quarter of FY22.
- Develop a Landscape Irrigation guide to educate customers about the importance of efficient irrigation and how to efficiently water landscapes by the end of the 4th Quarter of FY22.

Objective 13. Identify a new aquifer storage and recovery (ASR) project location. Work with the New Mexico Environment Department and Office of the State Engineer to begin ASR permitting by the end of the 4th Quarter of FY22.

Objective 14. Track and report conservation education outreach to service area customers and meet the following targets: 1) 100 Irrigation Audits; 2) 45 Meetings

1 with Landscapers; 3) 30 Meetings with Property Managers; and 4) two Water  
2 Conservation Open House Meetings by the end of the 4th Quarter of FY22.

3 Objective 15. To better educate children on the importance of water and  
4 resource planning, continue to collaborate with ¡Explora! to design interactive water  
5 exhibits for the new Science Technology Engineering Mathematics (STEM) center  
6 which is planned to open in Q2 of FY22.

7 Objective 16. Implement the Rivers and Aquifers Protection Plan (RAPP),  
8 the Water Authority's source water protection plan, through:

- 9 • Complete source water assessments for surface water and groundwater  
10 by 2nd Quarter of FY22. The source water assessments will utilize the  
11 source water protection areas (SWPAs) developed from the capture  
12 analysis and the updated potential sources of contamination (PSOC)  
13 inventory from FY21. Review the results of the source water assessments  
14 to determine if changes are required to the Rivers and Aquifers Protection  
15 Plan (RAPP) and protection measures.
- 16 • Tracking and review of site data and documents for priority groundwater  
17 contamination sites through the end of the 4th Quarter of FY22;
- 18 • Collaboration and coordination with other agencies, including support of  
19 the Water Protection Advisory Board (WPAB) and the Office of Natural  
20 Resources Trustee through the end of the 4th Quarter of FY22;
- 21 • Contracting with the NM Bureau of Geology and Mineral Resources to  
22 provide an update to the Middle Rio Grande Basin Water Quality Study by  
23 the end of the 4th Quarter of FY22.

24 Objective 17. Provide leadership and support of the Middle Rio Grande  
25 Endangered Species Collaborative Program (ESA Collaborative Program) through: 1)  
26 Participation in the Collaborative Program Executive Committee and 2) Participating in  
27 the development of adaptive management practices for the program.

28 Objective 18. Complete acquisition of easements for additional storage in  
29 Abiquiu Reservoir by the end of the 4th Quarter of FY22. Continue towards permitting  
30 and environmental approvals for storage of native water in Abiquiu Reservoir through  
31 the 4th Quarter of FY22.

32 Objective 19. Initiate, Site, drill, install, and sample a groundwater  
33 monitoring well at the northernmost extent of groundwater contamination at the Kirtland

1 Air Force Base (KAFB) Bulk Fuels Facility jet fuel leak site by 4th Quarter of FY22.

2 Construction of this well will include the development of a work plan and sampling and  
3 analysis plan (SAP) with New Mexico Environment Department (NMED) input. Work  
4 with Water Authority Public Information Office to coordinate neighborhood  
5 communications around the need for and drilling of the well.

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

11 Objective 1. Limit overall permit excursions to no more than 5 operating  
12 discharge permit violations through the end of the 4th Quarter of FY22.

13 Objective 2. Beneficially reuse biosolids by diverting at least 30% of the  
14 biosolids to compost through the end of the 4th Quarter of FY22.

15 Objective 3. Complete Waste Water Plant Preventive Maintenance to  
16 Corrective Maintenance ratio to at least 45% of all completed maintenance labor hours  
17 by the end of the 4th Quarter of FY22.

18 Objective 4. Continue work on the Partnership for Clean Water program  
19 for the Southside Water Reclamation Plant (SWRP) to optimize system operations and  
20 performance; Continue work on outstanding items identified from the Phase 3 Self-  
21 Assessment that are not yet considered optimized and submit a progress report to  
22 American Water Works Association (AWWA) by the end of the 4th Quarter of FY22.

23 Objective 5. In accordance with the Capacity, Management, Operations  
24 and Management (CMOM) Plan, televise and assess the condition of approximately 5%  
25 of the small diameter sanitary sewer system by the end of the 4th Quarter of FY22.

26 Confirm that CCTV ("video") inspection data is subsequently uploaded to Maximo and  
27 the ITpipes Repository. ITpipes reports that summarize the video data are then  
28 immediately available in various standard formats.

29 Objective 6. In FY21, in accordance with the Collection System Odor and  
30 Corrosion Control Master Plan – Treatment Alternatives, dated August 12, 2019, the  
31 Water Authority identified primary chemical feed sites to improve odor and corrosion  
32 issues on the Tijeras Interceptor and the Westside Interceptors. In FY22, the Water  
33 Authority will develop conceptual level designs to verify the viability of the proposed

locations. If verified, continue with design in FY22. If determined to be not viable by the end of the 2nd Quarter of FY22, return with explanation to Collection Section for revision of the siting study.

Objective 7. Manage chemical usage to maintain collection system corrosion and odor control, with a goal of zero odors, while considering impacts on wastewater treatment operations and effluent quality. Utilize collections system and wastewater treatment monitoring data, winter-summer optimized chemical dosing recommendations from the Master Plan dated August 12, 2019, and sewer odor/corrosion modeling results applied as appropriate. Identify metrics for monitoring and reporting by the end of the 1st Quarter of FY22. Monitor and report metrics through the end of the 4th Quarter of FY22.

Objective 8. Monitor compliance with the Water Authority's Cross Connection Prevention and Control Ordinance. Obtain a compliance rate goal of 75% through the end of the 4th Quarter of FY22.

Objective 9. Monitor compliance with the Water Authority's Sewer Use and Wastewater Control Ordinance by continuing to inspect, monitor, and take enforcement action for permitted industrial users, septage waste haulers, food service establishments, and dental offices. The compliance rate goal is 87% for each category through the end of the 4th Quarter of FY22. Evaluate the effectiveness of this metric by the end of the 2nd Quarter of FY22. Track and report data through the end of the 4th Quarter of FY22.

Objective 10. 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, to coordinate efforts to reduce FOG discharges. Track and report the number of SSOs due to FOG compared with previous years through the end of the 4th Quarter of FY22.

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 call-center targets through the 4th Quarter of FY22:



- 1 • Average Wait Time of less than 1:00 minute;
- 2 • Average Contact Time of less than 4:00 minutes;
- 3 • Abandoned Call Ratio of less than 3;
- 4 • First Call Resolution of greater than 95%;
- 5 • Average call quality of greater than 85%.

6 Objective 2. Replace paper logs with electronic record of inbound calls to  
7 Dispatch by the end of the 4th Quarter of FY22.

8 Objective 3. Improve customer satisfaction by achieving a billing  
9 accuracy ratio of less than 8 errors per 10,000 bills through the 4th Quarter of FY22.

10 Objective 4. Continue implementation of the Automated Meter  
11 Infrastructure (AMI) project by replacing 30,000 aging water meters with smart meters to  
12 increase revenue, support conservation efforts, and provide better customer service by  
13 the end of the 4th Quarter of FY22.

14 Objective 5. Develop and implement a Strategic Plan for Internal  
15 Communications through the end of the 4th Quarter of FY22 and report activities  
16 quarterly.

17 Objective 6. Conduct Customer Conversation meetings to engage  
18 customers and obtain input from customers on the Water Authority's activities through  
19 the end of the 4th Quarter of FY22.

20 Objective 7. Conduct a customer opinion survey in order to assess the  
21 Water Authority's performance from the customer's viewpoint from previous surveys by  
22 the end of the 4th Quarter of FY22.

23 Objective 8. Install the Spanish language add-in to provide Spanish  
24 translation on the new website by the end of the 1st Quarter of FY22.

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

28 Objective 1. Expend \$64 million in water and wastewater capital  
29 rehabilitation and replacement programs to replace aging, high risk assets that are past  
30 their useful life by the end of the 4th Quarter of FY22. \$1 million shall be dedicated and  
31 used for identifying and replacing steel water pipes in critical or poor condition by the  
32 end of the 4th Quarter of FY22.

Objective 2. Prepare a report on the status of the implementation of the Reclamation Rehabilitation Asset Management Plan (RRAMP) including activities completed and remaining work by the end of the 1st Quarter of FY22. Continue implementation of the RRAMP by planning, designing and constructing Southside Water Reclamation Plant (SWRP) improvements through the end of the 4th Quarter of FY22.

Objective 3. Implement at least one planned Interceptor Rehabilitation project in FY22, and complete at least one interceptor design package by the 4th Quarter of FY22; Implement at least one planned Small Diameter Sanitary Sewer Rehabilitation project in FY22.

Objective 4. Coordinate with Bernalillo County to design and initiate construction of a force main to convey wastewater from the Municipal Detention Center (MDC) to the Water Authority collections system by the 4th Quarter of FY22.

Objective 5. Work with the Navajo Nation to design and construct water conveyance infrastructure to deliver water provided by the Navajo Nation to To'Hajiilee by the end of the 4th Quarter of FY22.

Objective 6. Solicit feedback on the draft of the Utility Development Guide and incorporate feedback by the end of the 2nd Quarter of FY22. Circulate a final draft for review by the end of the 4th Quarter of FY22.

Objective 7. Finalize Operating Plans for Centralized Engineering, Field, Water Resources, and Asset Management, to be used to inform/train new staff and for existing staff to use as resource by the end of the 4th Quarter of FY22.

Objective 8. Complete a comprehensive asset management plan to understand and document the asset condition, risk assessment, remaining useful life, and replacement cost for every asset by the end of the 4th Quarter of FY23. Input this information into the enterprise asset management system (EAMS) and begin life cycle cost accounting.

Objective 9. Continue monitoring progress on the strategic asset management program (SAMP) and report quarterly through the end of the 4th Quarter of FY22. Track and report metrics on asset registry accuracy and report status towards achieving target(s) by the end of the 4th Quarter of FY22.

Metric Description	Q1	Q2	Q3	Q4	FY Total	Target Percentage Completed
Assets Inventoried						40%
Asset Activity (Created, Decommissioned and Updated)						5,000
Assets with Purchase & Replacement Cost populated						5,000
Work Orders without Assets						< 50
Assets missing Classifications & Attributes						50%
Assets missing required data fields						50%
Maximo Employee Training						200 HRs

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Objective 10. To promote a continued 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 that are directly related to National Infrastructure Protection Plan (NIPP) Water Sector-Specific Plan (SSP) and America's Infrastructure ACT (AWIA). Conduct at least 2 table-top exercises for security and cybersecurity that include representatives from across the organization. Based on the countermeasures identified in Phase 1 of the Water Authority's Final Security Plan implement at least 3 of the countermeasures by the end of the 4th Quarter of FY22.

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Objective 11. 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 4th Quarter of FY22. Track and measure metrics that are directly related to NIST standards.

1 Incorporate specific standards and policies that directly relate to the utilities Supervisory  
2 Controls and Data Acquisition (SCADA) systems.

3           Objective 12.     Continue implementation of the SCADA Master Program;  
4 Implement both short-term and long-term goals directly tied to the sequencing of  
5 migrating to a single SCADA platform for surface water, ground water, wastewater  
6 treatment and collections systems by the end of the 4th Quarter of FY22. Specific FY22  
7 projects include the Southside Water Reclamation Plant (SWRP) DCS HMI upgrade,  
8 Collection/Stormwater PLC replacement, and Network refresh for SWRP supervisory  
9 control and data acquisition (SCADA) network.

10           Objective 13.    Complete annual maintenance for all network and  
11 infrastructure items. This includes networks, firewalls, servers, telephony, mobility and  
12 data storage for both information technology (IT) and supervisory control and data  
13 acquisition (SCADA). Specific projects include the evaluation of the SCADA network  
14 and infrastructure for the Southside Water Reclamation Plant (SWRP) by the end of the  
15 3rd Quarter of FY22. Begin installation and setup of such Infrastructure to upgrade the  
16 SWRP SCADA systems to mirror the IT infrastructure model that was installed at the  
17 Surface Water Treatment Plant by the end of the 4th Quarter of FY22.

18           Objective 14.    Upgrade and patch all enterprise applications to add  
19 enhancements for cyber-security purposes, support, and to leverage functionality  
20 enhancements to improve business processes, capture and use data intelligently, and  
21 create efficiencies.

22           Objective 15.    Complete a gap analysis and best practices review to  
23 identify current and future geographic information system (GIS) needs by the end of the  
24 2nd Quarter of FY22. Follow up on action items and report status quarterly through the  
25 end of the 4th Quarter of FY22.

26           Objective 16.    Continue to identify opportunities to apply machine learning  
27 to assess current operations through the end of the 4th Quarter of FY22. Opportunities  
28 might include strategies that use predictive analytics on near real-time data for early  
29 warning of potential issues and opportunities to integrate capabilities of the Water  
30 Authority's existing modeling tools. Expand usage of Splunk data analytics tool to  
31 implement functions for cyber-security, water quality, and/or asset management by the  
32 end of the 4th Quarter of FY22. Develop a strategy for the utilization of machine

learning and analytics to predict failure of linear and vertical assets by the end of the 4th Quarter of FY22.

Objective 17. 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, local laws ordinances, and issues involving emerging contaminants to identify and assess potential impacts on the Water Authority. Provide quarterly reports through the end of the 4th Quarter of FY22.

Objective 18. 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). Maintain greater than 0.5 results reported per productive hour per quarter in each analytical section through end of the 4th Quarter of FY22.
- Laboratory Productivity (results reported per productive hour, results sent to subcontract laboratories in lieu of in-house testing). Maintain greater than 2,000 results per quarter in each analytical section through end of the 4th Quarter of FY22.
- Percentage of results reported late (turnaround time). Maintain less than 10 percent results reported late per quarter and provide quarterly results through end of the 4th Quarter of FY22.

Objective 19. Continue to develop LabVantage ("laboratory information management system") throughout FY22 to increase the automation of data entry to reduce data entry errors and reduce the amount paper used at the laboratory. Begin developing reports in LabVantage by the end of the 4th Quarter of FY22.

Objective 20. Utilize the Environmental Monitoring Program to monitor the reliability and consistency of results from Compliance field instrumentation and sample collection techniques. Conduct at least one internal audit per year. Conduct and report on internal audits of sampling procedures and report results as they pertain to regulatory requirements and standard operating procedures. Issue corrective action response requests as needed and track and report on their progress. Ensure

1 Compliance Division field instruments are calibrated as necessary and that personnel  
2 demonstrate capability in sample collection and measurement. Monitor and report on  
3 corrective action response report (CARR) closure duration quarterly through the end of  
4 the 4th Quarter of FY22.

5           Objective 21.     Maintain accreditation with the American Association for  
6 Laboratory Accreditation (A2LA) by addressing any changes resulting from the on-site  
7 assessment of the Water Quality Laboratory. Conduct internal audits, Standard  
8 Operating Procedure (SOP) revisions, and identify actions to address risks and  
9 opportunities as required by ISO/IEC 17025:2017. Implement any changes resulting  
10 from the 2019 Methods Update Rule. Track and report on corrective actions and risk  
11 assessment responses. Maintain a closure duration of less than 60 days per corrective  
12 action response report (CARR) and an average completion of less than 30 days for all  
13 CARRs per fiscal year through the end of the 4th Quarter of FY22.

14           Objective 22.     Prepare for the Revised Lead and Copper Rule by  
15 developing a system for a lead service line inventory and to identify and track  
16 monitoring at all schools and child-care centers in the service area by the end of the 4th  
17 Quarter of FY22. The final rule was published in January of 2021 and must be  
18 implemented by the end of the 2nd Quarter of FY24.

19           Objective 23.     Evaluate water and sewer rate structures to ensure equity  
20 within the structures by the end of the 4th Quarter of FY22. Complete an affordability  
21 study that utilizes the methodology described in the 2019 report titled “Developing a  
22 New Framework for Household Affordability and Financial Capability Assessment in the  
23 Water Sector”.

24           Objective 24.     Consistent with the effective utility management (EUM)  
25 continuous improvement process, complete the biennial attribute self-assessment using  
26 the EUM Benchmarking Assessment Tool by the end of the 2nd Quarter of FY22 and  
27 incorporate findings into the FY23 goals and objectives.

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

Objective 1. Recognize at least 15% of the work force through initiatives such as employee incentive awards, on-the-spot awards, and years of service awards through the 4th Quarter of FY22.

Objective 2. Complete two employee wellness challenges per fiscal quarter focusing on nutrition, physical activity and weight loss, and disease and injury prevention to employees with a 60 percent or greater overall completion rate by the end of the 4th Quarter of FY22. Increase time spent stretching to 4,125 hours to improve productivity and wellness of employees by the end of the 4th Quarter of FY22. Incorporate more remote wellness options for employees to participate in while keeping social distance, including video classes, and instructional videos by the end of the 4th Quarter of FY22.

Objective 3. Maintain an average utility-wide vacancy rate of no greater than 5% through the end of FY22. Maintain an average number of days to fill positions of 40 days or less and report quarterly through the end of the 4th Quarter of FY22.

Objective 4. To promote a continued Culture of Safety in the Water Authority, provide a variety of job-related safety trainings, opportunities for recognition and safety communications to create awareness and promote good work practices. Track and report the hours of training offered and percent attendance by working group through the end of the 4th Quarter of FY22 and study the data to identify trends that could be mitigated by implementing tailored work practices, standard operating procedures (SOPs), and customized safety trainings. Reduce injury hours to 2,600 hours or less to improve productivity and reliability of services provided by employees by the end of the 4th Quarter of FY22.

Objective 5. Provide employees with job-related training and monitor hours of training completed. Maintain an average of at least 25 hours of training per employee through the end of the 4th Quarter of FY22.

Objective 6. Consistent with the Water Research Foundation (WRF) Project 4907 Utility Innovation Project, develop a Strategic Plan for the Water Authority's Innovation Program by the end of the 4th Quarter of FY22.

Objective 7. Develop a formalized plan for remote working options within the Water Authority by end of 1st Quarter of FY22.

Section 2. That the Executive Director of the Water Utility Authority shall ensure that these goals and objectives are carried out and integrated with the performance plan

- 1 and submit a report by Goal to the Water Authority Board at least semi-annually on the
- 2 progress made toward implementation of the one-year objectives.



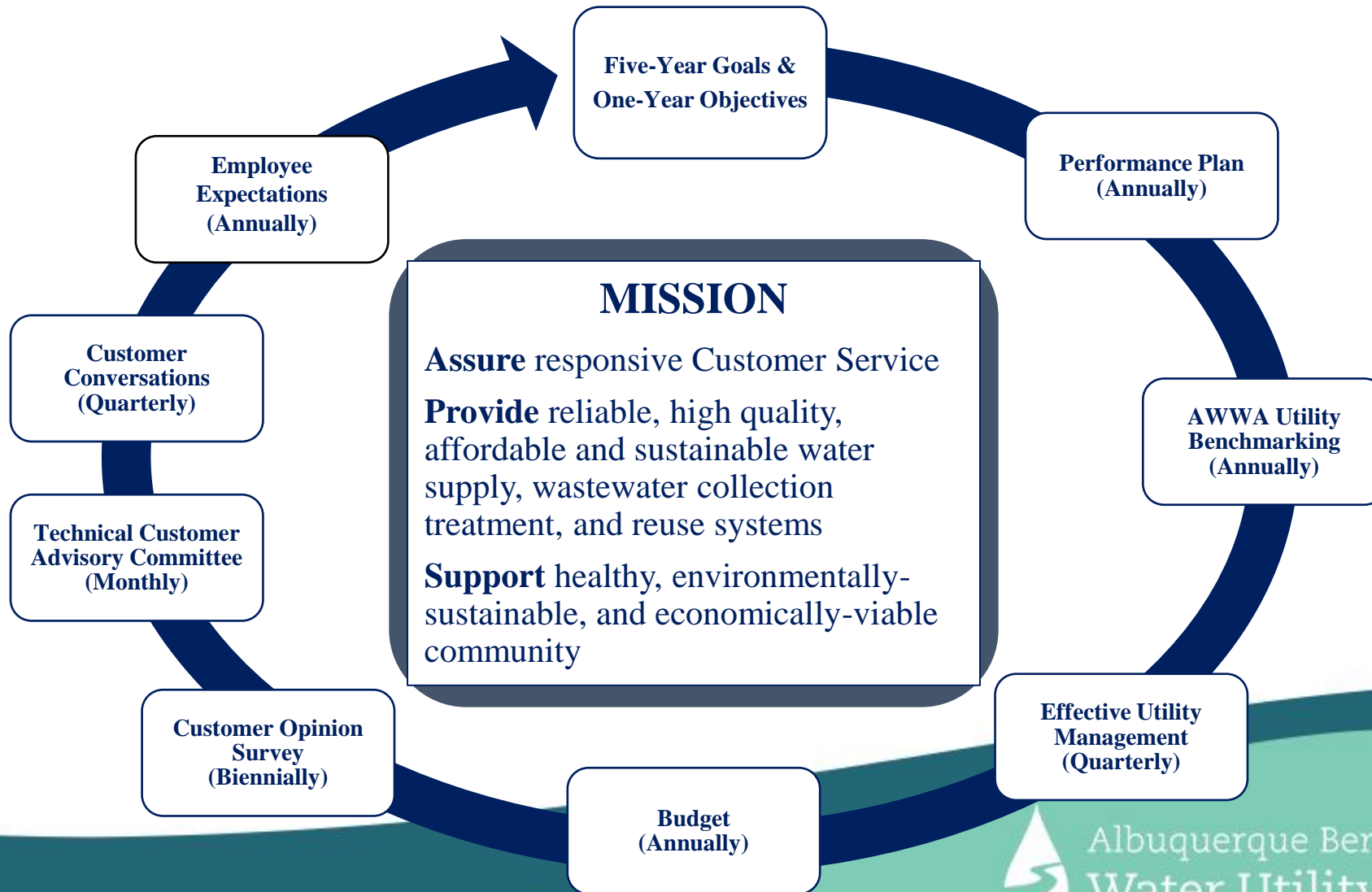
# **FY22 Goals & Objectives**

Elizabeth Anderson, PE  
Chief Planning Officer  
March 17, 2021



Albuquerque Bernalillo County  
Water Utility Authority

# 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

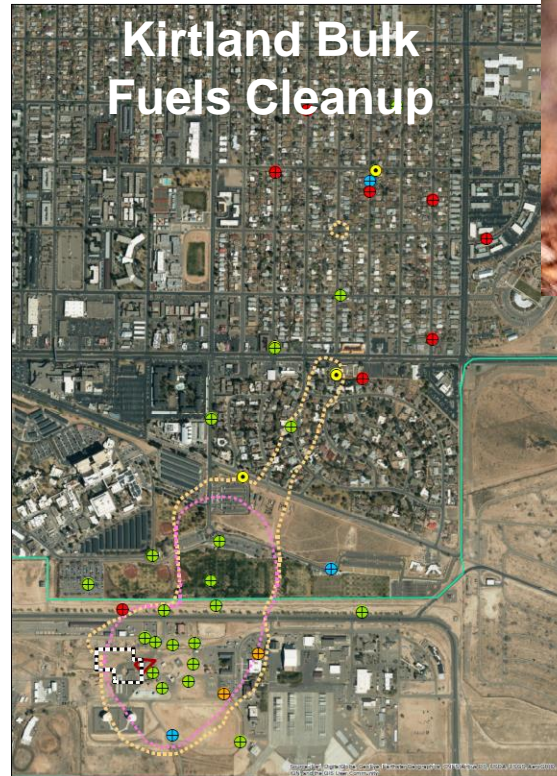


# Goal 1: Water Supply and Operations

**Aquifer Storage and Recovery (ASR)**



**Kirtland Bulk Fuels Cleanup**



**Irrigation Efficiencies**



**Xeriscape Conversions**

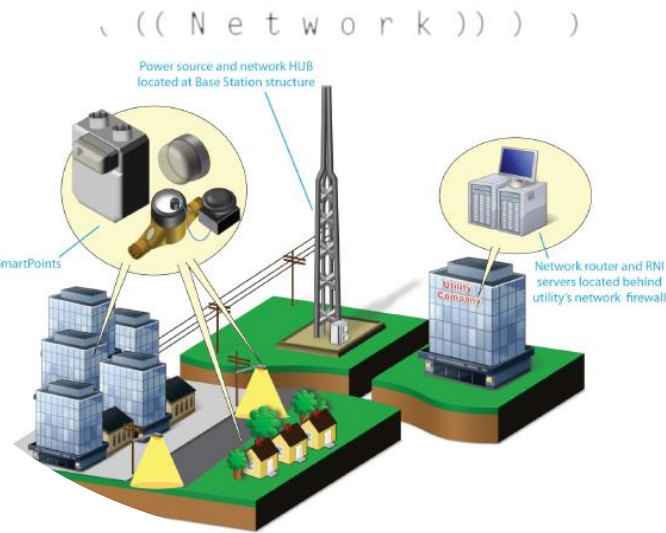




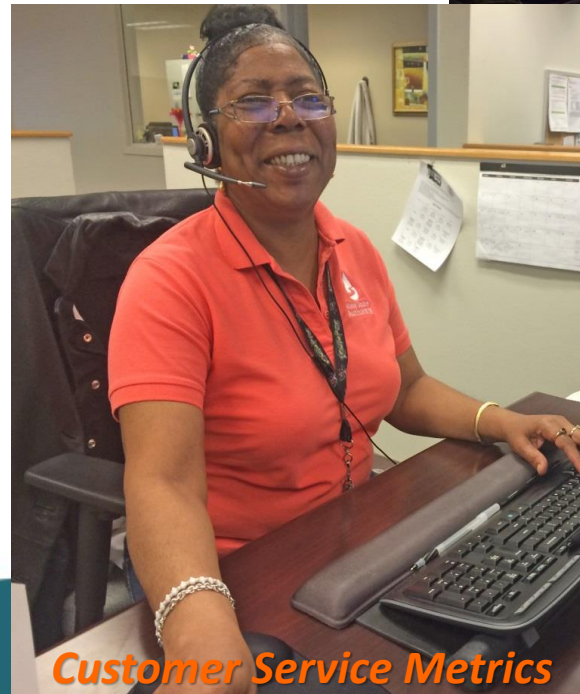
# Goal 2: Wastewater Collection and Operations



# Goal 3: Customer Services



**Automated Meter Infrastructure (AMI)**

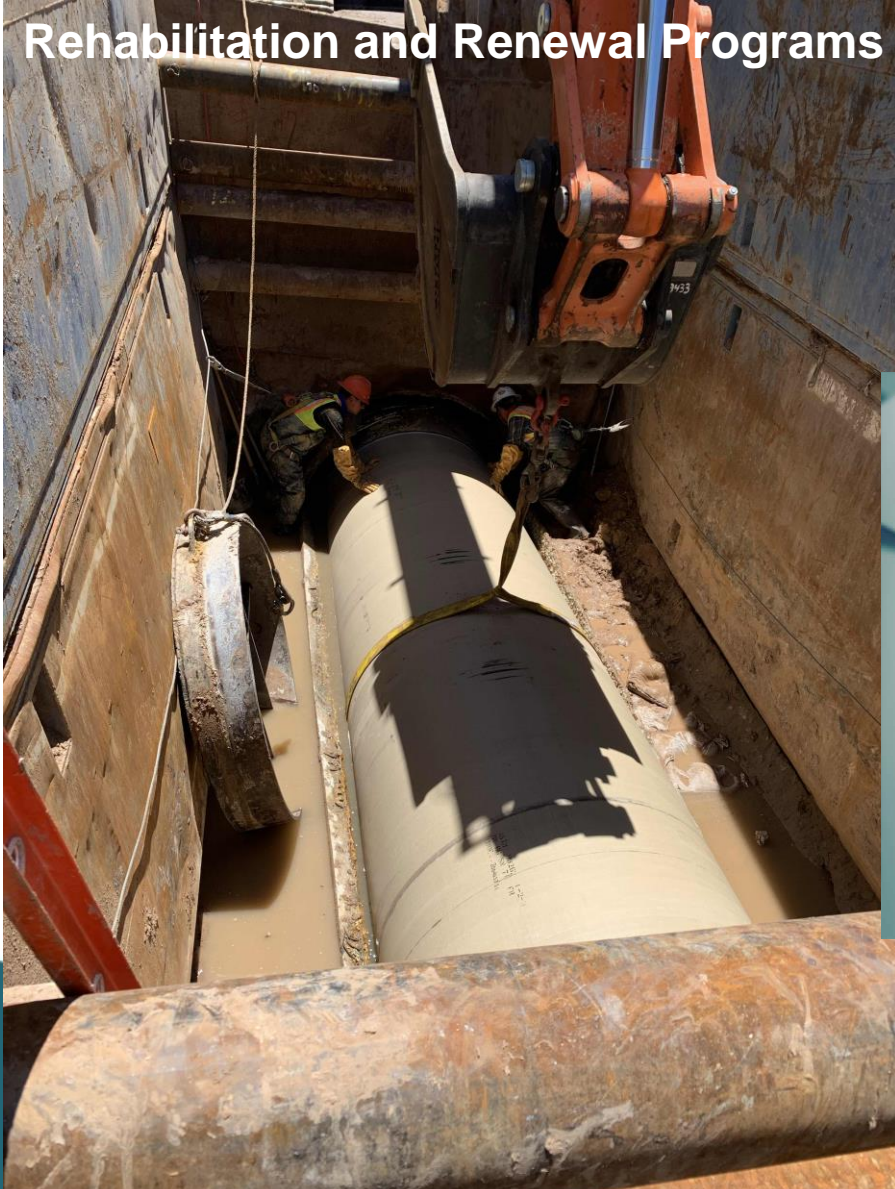


**Customer Service Metrics**



# Goal 4: Business Planning and Management

Rehabilitation and Renewal Programs



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# Goal 5: Organization Development

**Encourage Innovation**



**Stretching Initiative**

***Reduce  
Injury  
Hours***



**Training for Employees**



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