

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

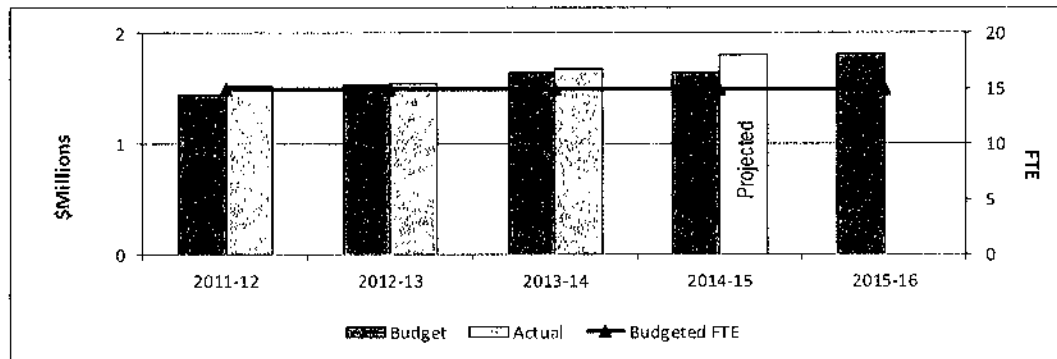
DIVISION	SECTION	ACTIVITY
WATER	470	UPPER VALLEY WTP

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Water Plant Superintendent ¹	130	1	1	1	1
Water Plant Assistant Superintendent ²	125	1	1	1	1
Water Plant Senior Technician	52	6	6	5	6
Utility Plant Technician	49	7	7	8	7
Total Personnel		15	15	15	15

¹ Water Plant Superintendent upgraded from 128 to 130 per Issue Paper FY2013-14

² Water Plant Assistant Superintendent upgraded from 55 to 125 per Issue Paper FY2015-16

BUDGET TO ACTUAL BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WATER	480	KAY BAILEY HUTCHISON DESALINATION PLANT

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	651,166	677,000	609,998	679,000
7750	Worker's Compensation	7,100	7,500	1,500	7,500
	TOTAL PERSONAL SERVICES (LOADED)	658,266	684,500	611,498	686,500
	<u>MATERIALS & SUPPLIES</u>				
7240	Laboratory Supplies & Testing	23,258	20,000	18,466	20,000
7310	Water Supply for Desalination	379,089	300,000	161,003	200,000
7500	Chemicals	404,677	500,000	293,223	400,000
7560	Office Supplies & Printing	1,743	2,000	887	2,000
7620	Small Tools & Equipment	5,322	3,000	4,466	4,000
7740	Rental of Equipment	3,078	3,000	3,160	3,000
	TOTAL MATERIALS & SUPPLIES	817,167	828,000	481,206	629,000
	<u>MAINTENANCE</u>				
7380	Landscape	8,950	10,000	8,192	10,000
7660	Building Services	22,865	26,000	28,377	28,600
7680	Communication Equipment	882	1,100	1,013	1,100
7850	Maintenance of Equipment	116,605	130,000	164,768	130,000
7930	Maintenance of Structures & Improvements	61	1,000	3,000	1,000
	TOTAL MAINTENANCE	149,362	168,100	205,350	170,700
	<u>UTILITIES</u>				
7060	Electricity Expense	1,111,511	950,000	867,894	850,000
7760	Utilities	18,046	20,000	15,905	20,000
	TOTAL UTILITIES	1,129,557	970,000	883,798	870,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	16,172	15,000	17,844	18,000
7260	Expense of Supervisor & Employees	15,967	10,500	24,284	25,000
7320	Lease of Land	376,700	376,700	376,700	376,700
7640	Uniforms	6,121	5,300	5,683	6,000
7700	Insurance	700	11,000	11,000	12,000
7730	Special Services	-	500	-	600
7770	Security Services	19,927	17,000	17,000	17,000
7780	Miscellaneous Expense	935	800	695	1,000
7790	Software/Hardware Expense	517	1,600	920	500
	TOTAL MISCELLANEOUS	437,039	438,400	454,126	456,800
	TOTAL - ALL ACCOUNTS	3,191,391	3,089,000	2,635,978	2,813,000

Section 480 – Desalination Plant

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The strategy map illustrates the following causal links:</p> <ul style="list-style-type: none"> Customer Objectives: 1Augment Current Water Supplies, 2Educate Community, 3Satisfy SDWA Regulations. Financial Objectives: 1Implement Well Maintenance, 2Implement I&C maintenance. Internal Process Objectives: 1Complete Rehabilitation Projects, 2Review Current Wtr Quality Regs, 3Collaborate w/3rd Party Research Projects. Organizational Capacity Objectives: 1Develop Leadership Succession, 2Train / Mentor New Employees, 3Upgrade Licenses. <p>Key causal links include:</p> <ul style="list-style-type: none"> Organizational Capacity (1, 2, 3) → Internal Process (1, 2, 3) Internal Process (1, 2, 3) → Financial (1, 2) Financial (1, 2) → Customer (1, 2, 3) 	¹ Production demand from Central ² # of Plant Tours ³ TDS levels	¹ 90% of demand in year 1 ² 150 in year 1 ³ < 1000 mg/l in year 1	¹ Ensure well availability w/ respect to preventative maintenance – Add tasks in Hansen ² Sustainable resources awareness program ³ Continuous monitoring of effluent
Financial (funding+ risk assessment + cost/benefit data)	<p>The strategy map illustrates the following causal links:</p> <ul style="list-style-type: none"> Customer Objectives: 1Augment Current Water Supplies, 2Educate Community, 3Satisfy SDWA Regulations. Financial Objectives: 1Implement Well Maintenance, 2Implement I&C maintenance. Internal Process Objectives: 1Complete Rehabilitation Projects, 2Review Current Wtr Quality Regs, 3Collaborate w/3rd Party Research Projects. Organizational Capacity Objectives: 1Develop Leadership Succession, 2Train / Mentor New Employees, 3Upgrade Licenses. <p>Key causal links include:</p> <ul style="list-style-type: none"> Organizational Capacity (1, 2, 3) → Internal Process (1, 2, 3) Internal Process (1, 2, 3) → Financial (1, 2) Financial (1, 2) → Customer (1, 2, 3) 	¹ Complete PM program of tasks completed ² I&C Maintenance program in operation	¹ Each well 1 per year in yr 1 ² Completed I&C Maintenance Plan in year 1	¹ Utilize Hansen to develop maintenance program and add additional tasks ² Utilize Hansen to develop and implement I&C program
Internal Process (metrics designed by those who know the process)	<p>The strategy map illustrates the following causal links:</p> <ul style="list-style-type: none"> Customer Objectives: 1Augment Current Water Supplies, 2Educate Community, 3Satisfy SDWA Regulations. Financial Objectives: 1Implement Well Maintenance, 2Implement I&C maintenance. Internal Process Objectives: 1Complete Rehabilitation Projects, 2Review Current Wtr Quality Regs, 3Collaborate w/3rd Party Research Projects. Organizational Capacity Objectives: 1Develop Leadership Succession, 2Train / Mentor New Employees, 3Upgrade Licenses. <p>Key causal links include:</p> <ul style="list-style-type: none"> Organizational Capacity (1, 2, 3) → Internal Process (1, 2, 3) Internal Process (1, 2, 3) → Financial (1, 2) Financial (1, 2) → Customer (1, 2, 3) 	¹ # Projects Completed ² # Staff Attending Workshops ² # of workshops scheduled ³ # of projects on schedule	¹ 2 in year 1 ² 75% personnel participation in year 1 ² 1 in year 1 ³ 100% of those approved by mgmt. in year 1	¹ Rehab of 2 above ground Surface Injection Facilities (above ground tank/SCADA/ Well Annulus Monitoring) ¹ New Sand Strainer ² Reverse Osmosis Training ² South Central Membrane Association SCMA coordination ³ Research projects with UTEP as approved by EPWU mgmt.
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	<p>The strategy map illustrates the following causal links:</p> <ul style="list-style-type: none"> Customer Objectives: 1Augment Current Water Supplies, 2Educate Community, 3Satisfy SDWA Regulations. Financial Objectives: 1Implement Well Maintenance, 2Implement I&C maintenance. Internal Process Objectives: 1Complete Rehabilitation Projects, 2Review Current Wtr Quality Regs, 3Collaborate w/3rd Party Research Projects. Organizational Capacity Objectives: 1Develop Leadership Succession, 2Train / Mentor New Employees, 3Upgrade Licenses. <p>Key causal links include:</p> <ul style="list-style-type: none"> Organizational Capacity (1, 2, 3) → Internal Process (1, 2, 3) Internal Process (1, 2, 3) → Financial (1, 2) Financial (1, 2) → Customer (1, 2, 3) 	¹ # Key Positions Identified ² # of Cross Trained Employees ³ # of Class A Operators ³ # of Class B & C Operators	¹ 100% Identified in year 1 ² 75% of new employees in year 1 ³ 3 in year 1 ³ 2 B in year 1; 1 C in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure program between maintenance and operations ³ TEEX Class; Course & materials

DIVISION	SECTION	ACTIVITY
WATER	480	KAY BAILEY HUTCHISON DESALINATION PLANT

FUNCTION:

Operate the well field, and the blend wells in conjunction with the desalination plant. This state-of-the-art desalination facility applies an innovative reverse osmosis technology to convert brackish groundwater to high quality drinking water that will provide a reliable supply for many years to come and extend the life of the fresh water portion of the Hueco Bolson.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Received SCMA 2014 Outstanding Large Membrane Plant Award.
2. Conducted a successful concentrate disposal pilot plant project.
3. Made internal structural repairs to clearwell.
4. Acquired one "B" license and one "D" license.
5. Acquired one "D" wastewater license as part of cross training program.
6. Crossed trained employees on water distribution system chlorine sampling & testing and assisted Water Distribution section to comply with dead-end main flushing program requirements.
7. Met and exceeded SDWA and TCEQ drinking water standards.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Implement Strategic plan & goals matrix.
2. Continue to identify and develop plant personnel for leadership succession and achieve a 75% of cross training and mentoring of operation personnel.
3. Acquire three Water Operator "A" licenses, two "B" Surface Water licenses and one "C" Surface Water license.
4. Coordinate and assist with UTEP pilot plant research projects at the KBHDP research lab approved by upper management.
5. Bring in and host one SCMA membrane workshop.
6. Install new sand strainer in feed water process flow.
7. Make permanent repairs to above ground Surface Injection Facility storage tanks #1 & #3.
8. Develop and implement an I&C SCADA equipment maintenance program and add additional maintenance well maintenance tasks with respect of 90% brackish water availability.
9. Conduct continuous monitoring of finished water TDS levels and keep them below TCEQ requirements.
10. Conduct 150 informative sustainable resources awareness talks during Desal plant tours.
11. Meet all SDWA and TCEQ drinking water standards.

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DIVISION	SECTION	ACTIVITY
WATER	480	KAY BAILEY HUTCHISON DESALINATION PLANT

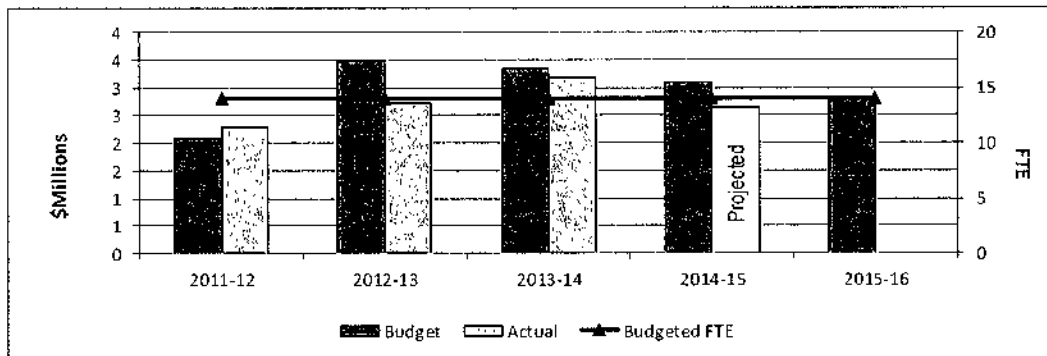
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Percent Recovery	Customer	82.5%	82.5%	82.5%	82.5%
Cost of chemicals per 1,000 gallons	Financial	\$0.06	\$0.06	\$0.08	\$0.08

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Desal Plant Superintendent ¹	130	1	1	1	1
Water Plant Assistant Superintendent ²	125	1	1	1	1
Water Plant Senior Technician	52	6	6	6	6
Utility Plant Technician	49	6	6	6	6
Total Personnel		14	14	14	14

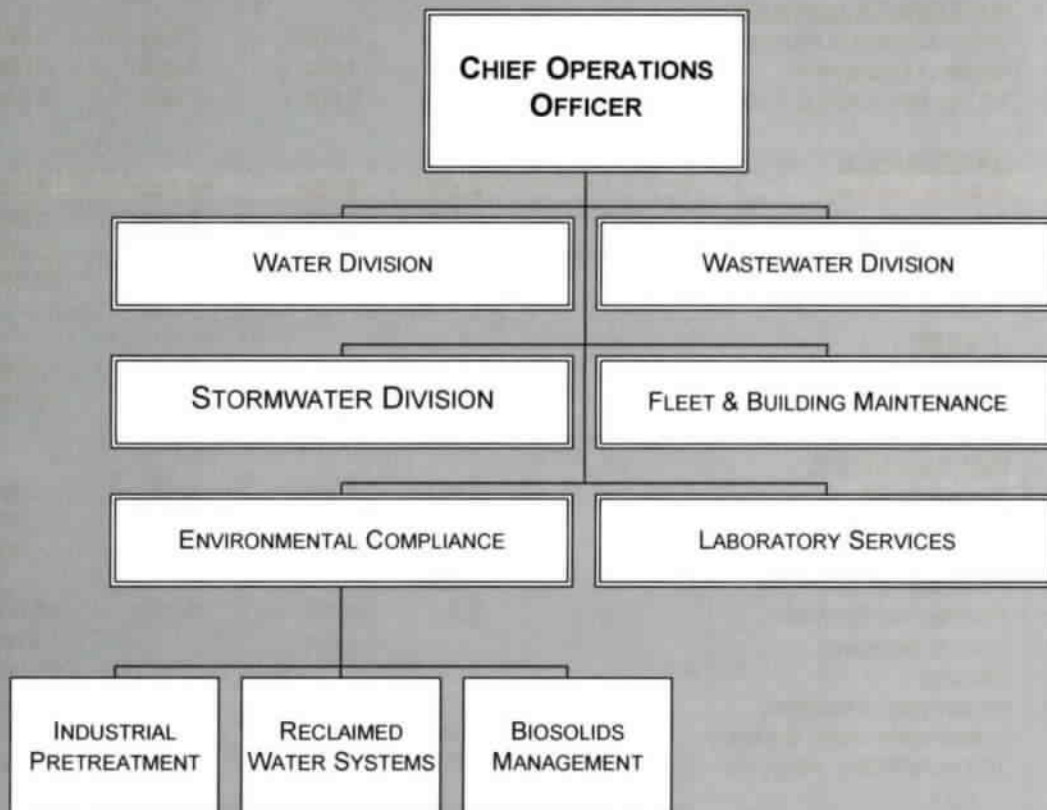
¹ Desal Plant Superintendent upgraded from 128 to 130 per Issue Paper FY2013-14

² Water Plant Assistant Superintendent upgraded from 55 to 125 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



OPERATIONS



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	510	OPERATIONS MANAGEMENT

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	399,630	464,000	430,374	464,000
	TOTAL PERSONAL SERVICES (LOADED)	399,630	464,000	430,374	464,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	2,160	3,000	3,229	4,000
7740	Rental of Equipment	3,948	3,000	3,858	3,000
	TOTAL MATERIALS & SUPPLIES	6,109	6,000	7,086	7,000
	<u>MAINTENANCE</u>				
7660	Building Services	4,871	6,000	14,000	6,000
7680	Communication Equipment	1,513	2,500	2,065	2,500
7930	Maintenance of Structures & Improvements	1,777	3,000	4,147	15,000
	TOTAL MAINTENANCE	8,160	11,500	20,211	23,500
	<u>UTILITIES</u>				
7760	Utilities	12,153	8,000	9,851	10,000
	TOTAL UTILITIES	12,153	8,000	9,851	10,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	3,961	5,500	4,061	5,500
7260	Expense of Supervisor & Employees	9,609	7,000	10,034	12,000
7420	Postage	191	400	121	400
7700	Insurance	300	-	-	-
7720	Professional Services	5,211	10,000	18,000	40,000
7730	Special Services	-	2,000	-	2,100
7770	Security	-	-	-	25,000
7780	Miscellaneous Expense	628	600	237	1,100
7790	Software/Hardware Expense	1,101	2,000	2,000	2,400
	TOTAL MISCELLANEOUS	21,000	27,500	34,453	88,500
	TOTAL - ALL ACCOUNTS	447,052	517,000	501,975	593,000

Section 510 – Chief Operations Officer

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<pre> graph TD subgraph Customer C1((1Maintain Service w/in Regulations)) C2((2Improve Central Dispatch)) C3((3Improve Facility Aesthetics)) end subgraph Financial F1((1Improve Asset Security & Protection)) F2((2Optimize Discretionary O&M Budget)) F3((3Reduce non-revenue water)) end subgraph Internal Process IP1((1Augment Current Water Supply)) IP2((2Improve Security)) IP3((3Optimize W/WW Plants)) end subgraph Organizational Capacity OC1[1Develop Leadership Succession] OC2[2Train / Mentor New Employees] OC3[3Update Operation's Plan for EPWU] end OC1 --> C1 OC1 --> C2 OC1 --> C3 OC2 --> F1 OC2 --> F2 OC2 --> F3 OC3 --> IP1 OC3 --> IP2 OC3 --> IP3 IP1 --> F1 IP1 --> F2 IP1 --> F3 IP2 --> F1 IP2 --> F2 IP2 --> F3 IP3 --> F1 IP3 --> F2 IP3 --> F3 F1 --> C1 F1 --> C2 F1 --> C3 F2 --> C1 F2 --> C2 F2 --> C3 F3 --> C1 F3 --> C2 F3 --> C3 </pre>	¹ # of violations w/ww/sw ² # of equipment upgrades ² Evaluation of dispatch & customer service calls (include peak times & emergencies) ³ # of Facilities improved	¹ Reduce 50% in each division ² 1 in year 1 ² 1 Report in year 1 ³ 6 in year 1	¹ Monitor reports & regs; address deficiencies; Coord w/810 for tracking software/ Hansen ² Assess dispatch workspace addnl unit; ² Eval process; IVR codes; 720 ph call transfers; equip to automate; reporting & inquiry response, call center; Coord w 810 ³ Develop w/ww/sw priority list; install rockwalls, xeriscaping at facilities as prioritized
Financial (funding+ risk assessment + cost/benefit data)		¹ List of vulnerable facilities ⁴ # projects completed ² Ratio \$ spent to \$ budgeted ³ Unbilled Water Identified	¹ 1 list in year 1 ¹ 2 in year 1 ² Ratio of 1 in year 1 ³ Quantify real vs. apparent losses in year 1	¹ Identify/prioritize facilities; Eval lock & key mgmt. sys; upgrade security equipment at ea facility ¹ Meter shop/warehouse ² Identify accts to optimize; Monitor Dercerto for wtr energy savings; improve 3 cogen unit eff ³ Determine master meter & cust meter accuracy; utilize AWWA water audit worksheet
Internal Process (metrics designed by those who know the process)		¹ Additional MGD produced ² # facilities tested quarterly by Master Contract ² # of facilities w access control ³ # of processes eval at each plant	¹ 5 MGD in year 1 ² 3 in year 1 ² 5 in year 1 ³ 1 process/plant in year 1	¹ Increase Hudspeth wells prod: Complete Adv purified WTP design ² Conduct pilot test alarms & tech security of 1 ea w/ww/sw; ² Identify & install as per priority SW, UV, NW, RBWWTP, FHWRP ³ Send Key mgrs. & ops to tech conf and pilot new technologies;
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Upper Mgt Pos Identified ² # of emp cross trained w/ww/sw/env ² Cross Training Guidelines ³ # of employees emergency training	¹ 100% Identified in year 1 ² 80% in year 1 ² 2 positions w or ww in year 1 ³ 1 set of guidelines in yr 1 ³ 80% in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure prog between W/WW/SW/Env ² Coord with 120 to develop guidelines ³ Develop security lang for new constr & decrease vulnerabilities Conduct Emergency Response Plan review & drills

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	510	OPERATIONS MANAGEMENT

FUNCTION:

Manage the Water, Wastewater, Environmental Compliance, Fleet/Building Maintenance and Storm Operations Divisions to ensure safe, reliable and economical services to our customers in compliance with all regulatory requirements and in accordance with adopted PSB rules and regulations.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Derceto energy management software fully implemented at Central Control.
2. Purified Water Treatment pilot project started with TCEQ approval.
3. Successfully worked with EPCWID #1 and managed limited surface water allotment and treated 24,100 acre feet.
4. Received excellent reviews from Corp of Engineers on Dam maintenance.
5. Received Partnership for Safe Water Awards for the Canal and Jonathan Rogers Water Treatment Plants.
6. Phase One - fire prevention training given to all water utility employees.
7. Security cameras upgraded and installed at the Upper Valley Water Treatment Plant.
8. Operations staff in Speakers Bureau gave Advance Purified Water presentations to all operations personnel.
9. Met all EPA regulatory requirements for the water and wastewater sections.
10. Participated on expert panel at the National Water Reuse Conference in Dallas.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Improve Central and Dispatch customer service calls during peak and emergencies.
2. Improve aesthetics at 6 water or wastewater facilities.
3. Reduce the TCEQ – Notice of Violations by 50 % for water, wastewater, and stormwater.
4. Monitor Derceto for energy savings and optimize and improve the 3 cogeneration units.
5. Assist with pilot testing for the Direct Potable Reuse 10 MGD future plant.
6. Improve security awareness at all EPWU facilities; Perform emergency response exercises for all EPWU personnel.
7. Develop succession planning and identify key upper management positions.
8. Establish a One Stop Shop with the City of El Paso for the Pretreatment and Meter installation programs.
9. Successfully relocate the Operations Fleet, Water, and Wastewater facilities to new location.
10. Assist with Water Resources in acquiring additional water supply facilities from Hudspeth County.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Operations FTE's per 1,000 water service customers (R & W)	Customer/Internal Process	2.7	2.8	2.8	2.6
Water production cost per 1,000 gallons	Financial	\$0.57	\$0.57	\$0.56	\$0.57

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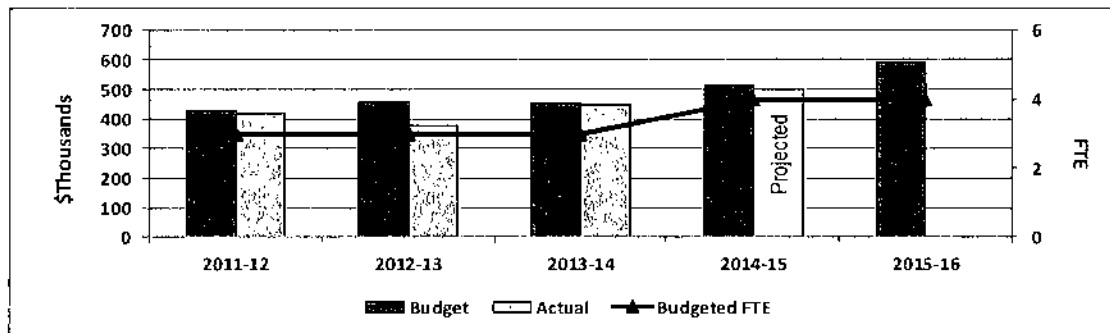
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	510	OPERATIONS MANAGEMENT

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Average turbidity of potable water (NTU)	Customer/Internal Process	<0.10	>0.10	>0.10	>0.10
Wastewater permit excursions	Internal Process	1	0	0	0
New operations	Internal Process	New Bar Screens at Bustamante	Nozzles installed at Bustamante	Pilot Project completed for DPR	Start Construction of 10 MGD DPR Plant

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Chief Operations Officer	EX2	1	1	1	1
Environmental Compliance Manager	EX5	1	1	1	1
Utility Security & Emergency Response Coordinator ¹	EX5	0	1	1	1
Senior Secretary	49	1	1	1	1
Total Personnel		3	4	4	4

¹ Security & Response Coordinator transferred from section 105 per Issue Paper FY2014-15

**OPERATIONS MANAGEMENT
BUDGET TO ACTUAL AND BUDGETED PERSONNEL**



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	520	ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	519,859	533,000	484,115	526,000
7750	Worker's Compensation	4,197	5,000	3,748	3,000
	TOTAL PERSONAL SERVICES (LOADED)	524,056	538,000	487,864	529,000
	<u>MATERIALS & SUPPLIES</u>				
7240	Laboratory Supplies & Testing	40,633	50,000	50,371	50,000
7560	Office Supplies & Printing	12,266	11,000	11,643	11,000
7620	Small Tools & Equipment	37,655	27,000	9,463	27,000
7740	Rental of Equipment	3,244	4,000	3,685	4,000
	TOTAL MATERIALS & SUPPLIES	93,798	92,000	75,162	92,000
	<u>MAINTENANCE</u>				
7660	Building Services	4,284	5,000	35,000	5,000
7680	Communication Equipment	3,256	3,000	4,870	9,000
7850	Maintenance of Equipment	14,194	15,000	6,267	10,000
	TOTAL MAINTENANCE	21,734	23,000	46,137	24,000
	<u>UTILITIES</u>				
7060	Electricity Expense	7,500	9,000	8,250	9,000
	TOTAL UTILITIES	7,500	9,000	8,250	9,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	26,470	24,000	22,349	24,000
7260	Expense of Supervisor & Employees	5,491	7,000	8,643	9,000
7420	Postage	2,949	6,000	4,907	6,000
7640	Uniforms	7,993	6,000	8,259	6,000
7700	Insurance	300	-	-	-
7730	Special Services	8,333	800	1,000	1,100
7780	Miscellaneous Expense	1,007	1,100	687	900
7790	Software/Hardware Expense	15,245	10,100	20,000	25,000
	TOTAL MISCELLANEOUS	67,787	55,000	65,845	72,000
	TOTAL - ALL ACCOUNTS	714,874	717,000	683,258	726,000

Section 520 – Industrial Pretreatment

Integrated Strategic Planning Map3

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<pre>graph TD subgraph OrgCap [Organizational Capacity] O1((1 Develop Leadership Succession)) O2((2 Train / Mentor New Employees)) O3((3 Upgrade Licenses/ Deputize Inspectors)) end subgraph IntProc [Internal Process] I1((1 Implement Streamlining Rule)) I2((2 Improve Monitoring Strategies)) I3((3 Implement electronic applications)) end subgraph Fin [Financial] F1((1 Evaluate Surcharges BOD & TSS New grease)) F2((2 Ensure equipment availability)) F3((3 Issue Notice of Violations)) end subgraph Cust [Customer] C1((1 Reduce Significant Non-Compliance)) C2((2 Improve Permittee Understanding)) C3((3 Verify FSE & Industrial Permittee Registration)) end O1 --> I1 O2 --> I2 O3 --> I3 I1 --> F1 I2 --> F2 I3 --> F3 F1 --> C1 F2 --> C2 F3 --> C3</pre>	¹ # of Repeat SNC across years	¹ 1 in year 1	¹ Schedule follow-up samples and request Permittee to sample more; Develop SNC Corrective Guideline
		² # of Orientations w/new and existing permittees	² 100% Categorical Users in year 1	² Develop and present pilot orientation for categorical users
		³ # ACCELA verified users	³ 50 mobile vendors in year 1	³ Reconcile database Coord w/ EPWU & City Depts; develop priority verification list
		³ # apps processed thru OSS	³ 50% in year 1	³ Establish a full-time presence at OneStop Shop
Financial (funding+ risk assessment + cost/benefit data)		¹ Revisit exist BOD & TSS surcharge fee for IU & transporters	¹ Phase 1- Data gather & identify affected sectors yr 1	¹ Establish committee/monthly meetings
		² # of Equipment replaced	² 100% in year 1 (w/available funding)	² Develop/implement tracking system based upon current cond/expected life; explore Hansen & PeopleSoft
		³ # of days to address	³ 100% w/in 5 days in year 1	³ Monitor lab results and promptly address deficiencies.
		¹ Evaluate New Grease surcharge for transporters	¹ Ph I – gather info in yr 1	
Internal Process (metrics designed by those who know the process)		¹ Completion of TCEQ requirements	¹ W/in 1 yr of HSWWTP permit renewal	¹ Implement requirements per draft submitted to TCEQ
		² # permitted IU removed based upon historical data	² 10 in year 1	² Evaluate historical data to reduce # of permittees
		² # of Grease Trap Sizes Verified for New Permits	² 100% of new in year 1	² Verify grease trap size reqmt prior for inclusion in permit
		³ # of electronic new apps completed	³ 50% of total new in yr 1	³ Coord w/115 & 810 modifications existing online application process & OSS
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		² Qty of Cross Trained Employees	² 100% of employees in year 1	² Cross exposure program w/ 520, FOG & 230 & WWTP
		³ # of Class B Operators	³ 1 in year 1	³ Courses & materials
		³ # deputized	³ 3 employees in year 1	³ Training/exam background ck Cont Ed for license renewal

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	520	ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT

FUNCTION:

Support Water and Wastewater Divisions in complying with federal, state and local environmental regulations to protect the integrity and functions of the collection system and wastewater treatment plant processes. Permit, investigate, monitor and regulate wastewater generated by industrial users that may enter the wastewater collection and treatment system. Ensure compliance with the requirements of the Clean Water Act and conduct related special assignments.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Reduced the number of industrial users meeting criteria for Significant Non-compliance from four during the 2013 to 2014 Pretreatment Year (PY) to two during the 2014-2015 PY
2. Began developing Standard Operating Procedures for the Fats, Oils, and Grease Program (FOG)
3. Participated in a committee with other City Departments to help to address registration of food service establishments (FSE) under the FOG Program
4. Requested an EPWU presence at the One Stop Shop to improve Customer Service for FOG/other EPWU related matters
5. Partnered with the EPWU Engineering Department to modify Applications of New Service to help to capture information related to industrial activities and FSE
6. Worked to make Applications for Registration under the FOG Program available to customers electronically with the option to also submit the Applications electronically
7. Began working to update existing Industrial Pretreatment Program (IPP) Standard Operating Procedures
8. Developed a user survey for distribution to area dentists under the Amalgam Rule
9. Recognized 21 permitted industrial users that achieved 100% compliance with requirements under the IPP

STRATEGIC PLAN GOALS FY 2015-2016:

1. Continue to recognize those permitted industrial users that achieve 100% compliance with requirements under the IPP
2. Reduce the number of industrial users in significant non-compliance to one within one year
3. Develop and present pilot of orientation beginning with 100% of existing Categorical Industrial Users within one year to help to increase understanding of requirements under the IPP
4. Reconcile the information within the Pretreatment Program databases, within the databases of other EPWU departments, and with the databases of other departments within the City to insure all Industrial Users and FSE are identified and permitted/registered

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	520	ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT

5. Establish an EPWU presence at the One Stop Shop within 6 months
6. Begin work to register mobile food vendors under the FOG Program; 50 within one year
7. Evaluate surcharge for high strength discharges to liquid waste transporters within one year
8. Evaluate surcharge to liquid waste transporters for discharge of waste containing grease within one year
9. Implement modifications to the Pretreatment Program to include Streamlining within due date imposed by the Texas Commission on Environmental Quality when notice to proceed with implementation is received
10. Distribute User Survey to area dentists within 6 months
11. Continue to insure enforcement action is initiated within 5 days of becoming aware action is needed in all cases in which enforcement action is required
12. Develop and implement a tracking system based upon current condition and life expectancy of equipment within one year
13. Develop a succession plan for key positions and identify key criteria and eligible dates within one year
14. Develop and implement a cross exposure program between Section 520, Section 230 and Water Treatment Plants within one year
15. Pursue training to obtain higher level licenses for one employee within one year
16. Pursue training and exam to deputize three IP employees as Code Enforcement Officers within one year

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Process time for notice of violations once lab report is received (days)	Internal Process	2 days	2 days	2 days	2 days
Number of significant industrial users in non-compliance vs. total number of SIU's	Customer	3/26	4/26	2/23	1/23
Number of industrial inspections performed vs. required	Customer/Internal Process	67/67	67/67	57/57	52/52
Number of control documents issued vs. number required	Internal Process	25/25	25/25	24/29	24/24

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

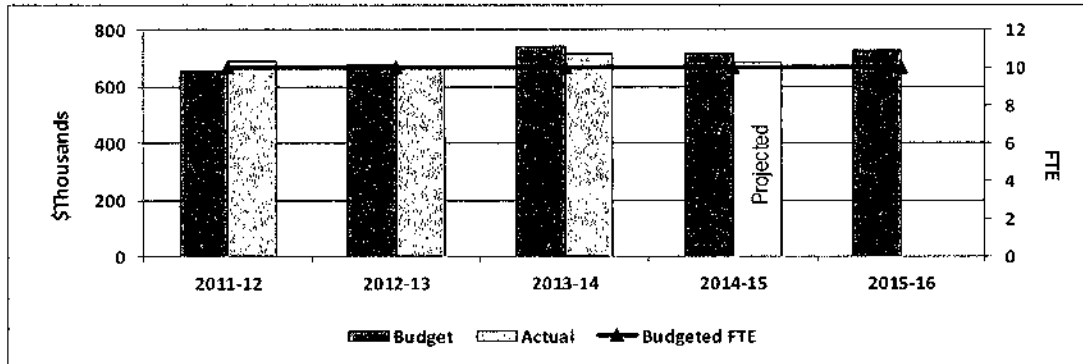
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	520	ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Pretreatment Manager	132	1	1	1	1
Pretreatment Assistant Manager	125	1	1	1	1
Pretreatment Inspector Supervisor	54	1	1	1	1
Pretreatment Inspector	51	5	5	4	5
Customer Relations Representative ²	48	0	0	0	1
Secretary	46	1	1	1	1
General Service Worker ¹	43	1	1	1	0
Total Personnel		10	10	9	10

¹ General Service Worker deleted per Issue Paper FY2015-16 submitted for Section 570

² One Customer Relations Representative added per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	525	LABORATORY SERVICES

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	1,702,482	1,712,000	1,662,541	1,745,000
7750	Worker's Compensation	7,815	5,000	2,000	3,000
	TOTAL PERSONAL SERVICES (LOADED)	1,710,297	1,717,000	1,664,541	1,748,000
7240	Laboratory Supplies & Testing	478,430	450,000	450,838	470,000
7560	Office Supplies & Printing	11,345	9,000	10,005	9,000
7740	Rental of Equipment	4,903	5,000	5,305	5,000
	TOTAL MATERIALS & SUPPLIES	494,678	464,000	466,147	484,000
	MAINTENANCE				
7380	Landscaping	7,425	12,000	8,778	12,000
7660	Building Services	136,571	150,000	143,216	150,000
7680	Communication Equipment	1,398	1,600	1,560	1,600
7850	Maintenance of Equipment	174,480	253,000	207,728	220,000
7930	Maintenance of Structures & Improvements	1,686	2,000	4,319	2,000
	TOTAL MAINTENANCE	321,560	418,600	365,601	385,600
	UTILITIES				
7060	Electricity Expense	149,962	150,000	136,399	150,000
7710	Natural Gas Expense	50,636	30,000	43,392	45,000
7760	Utilities	11,023	10,500	11,148	11,500
	TOTAL UTILITIES	211,621	190,500	190,939	206,500
	MISCELLANEOUS				
7120	Transportation	10,420	11,000	14,461	16,000
7260	Expense of Supervisor & Employees	13,145	20,500	11,079	20,500
7640	Uniforms	3,795	4,000	3,286	5,500
7700	Insurance	3,000	3,000	3,000	3,000
7730	Special Services	26,778	52,200	24,907	31,200
7780	Miscellaneous Expense	2,463	1,600	3,220	3,700
7790	Software/Hardware Expense	6,268	4,600	5,639	16,000
	TOTAL MISCELLANEOUS	65,869	96,900	65,593	95,900
	TOTAL - ALL ACCOUNTS	2,804,025	2,887,000	2,752,821	2,920,000

Section 525 – Laboratory Services

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of complaints addressed w/in 48 business hours	¹ 100% per month in year 1	¹ Conduct monthly reviews to verify customer calls are returned
		² # of projects completed	² 3 projects in year 1	² Remodel lobby receptionist & increase security w/added cameras and visitor login
Financial (funding+ risk assessment + cost/benefit data)		¹ # of TPDS metals contracted out	¹ 0 of metals in year 1	¹ Submit TCEQ paperwork to expand fields of accreditation
		¹ # of TPDS organics	¹ Develop method for organics in year 1	² Conduct evaluation for technology / cost
		² Feasibility Analysis	² 1 evaluation in year 1	³ Review updated BuyBoard List when appropriate
		³ # of projects using BuyBoards when appropriate	³ 100% for all applicable	
Internal Process (metrics designed by those who know the process)		¹ Time to share data (dependent upon testing parameters)	¹ 100% online available in yr 1	¹ Complete LIMS installation & begin creating reports for stakeholders & Horizon Data Exchange
		² # of projects completed	² 1 in year 1	² Implement wireless temp monitoring
		³ # projects completed	³ 2 In year 1	³ Security projects as per 510 priority list – “No Solicitation” & lobby remodel
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		² Qty of Cross Trained Employees	² 100% of employees in year 1	² Cross exposure program w/in lab sections for chemists & analysts
		³ # Shadow days (Mgr – odd months / QA-even months)	³ 5 days each in year 1	³ Implement monthly “Manager for Day” 1 st Monday

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	525	LABORATORY SERVICES

FUNCTION:

To provide accurate, precise, and timely analytical laboratory data to the Water Division, Wastewater Division, Environmental Compliance, Reclaimed Water Division and Stormwater. Furnish data and support for treatment plant operations and process controls. Coordinate analytical testing, reporting and chain of custody for water treatment plants, wastewater treatment plants and the Industrial Pretreatment program. The Laboratory Services section also provides support to all EPWU sections, small communities and other PWS that requires analytical testing.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Implemented Laboratory Purchasing Contract for Chemicals and Miscellaneous Supplies
2. Implemented contract for the disposal of Hazardous and Chemical Waste to be in compliance with the EPA requirements for a Small Exempt Generator.
3. Procured new LIMS program; implementation is ongoing
4. Renewed the contract for Professional Laboratory Services
5. Setup sampling and testing program for the EPA UCMR3 sampling
6. Purchased and implemented Calibry pipette calibration software
7. Replaced parking lot lights with energy efficient LEDs
8. Purchased and installed new ICP/MS
9. Began implementation of over 20 new building safety items
10. Began testing of samples for the APWTP as directed by Arcadis
11. Began Air Quality Study to determine the cause of bad smells in the laboratory
12. Purchase an UPS for the IT room

STRATEGIC PLAN GOALS FY 2015-2016:

1. Complete building safety changes; implement Visitor in the Workplace Policy
2. Implement Fire Safety and Fire Drills
3. Complete installation of LIMS
4. Prepare an issue paper to start a pilot prescription safety glasses program for the laboratory; ultimately leading to a utility wide prescription safety glasses program
5. Purchase a temperature monitoring software for the laboratory incubators, refrigerators, ovens and furnaces
6. Complete and implement recommendations of Air Quality Study
7. Prepare for TCEQ on site assessment in the third quarter 2015
8. Prepare lab for sampling for EPA Lead/Copper testing program in the third quarter 2015

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	525	LABORATORY SERVICES

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Number of samples received	Internal Process	39,925	39,783	43,000	45,000
Number of analysis performed	Internal Process	210,797	209,052	217,000	220,000
Number of samples outstanding	Internal Process	2,268	2,030	1,667	<1,000
Number of analyses outstanding	Internal Process	1,802	2,395	3,072	<3,000
Miles driven without an at fault accident (since December 2012)	Financial	NA	57,792	100,000	140,000

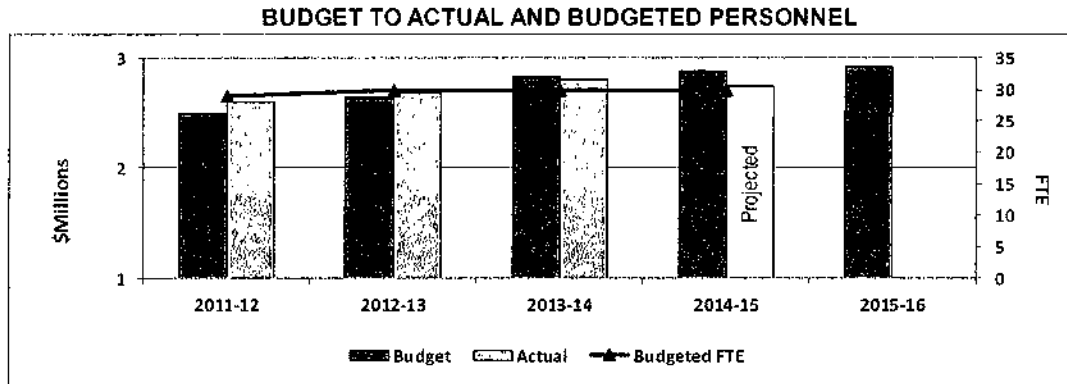
Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Laboratory Services Manager ¹	EX5	1	1	1	1
Quality Control Chemist	131	1	1	1	1
Senior Chemist	129	7	7	5	7
Microbiologist	125	1	1	1	1
Chemist	125	7	7	9	7
Utility Sample Specialist	53	1	1	1	1
Utility Laboratory Technician	50	9	9	8	9
Laboratory Sampler	48	2	2	2	2
Secretary ²	46	1	1	0	1
Senior Office Assistant ²	45	0	0	1	0
Total Personnel		30	30	29	30

¹ Utility Laboratory Services Manager upgraded from PM 132 to EX5 effective March 1, 2013

² Upgraded Senior Office Assistant to Secretary per Issue Paper FY2013-14

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	525	LABORATORY SERVICES



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	114,007	114,000	113,445	115,000
	TOTAL PERSONAL SERVICES (LOADED)	114,007	114,000	113,445	115,000
	<u>MATERIALS & SUPPLIES</u>				
7240	Laboratory Supplies & Testing	10,078	2,000	3,000	3,000
7500	Chemicals	31,584	80,000	40,995	50,000
7560	Office Supplies & Printing	188	500	28	500
7740	Rental of Equipment	640	500	573	500
	TOTAL MATERIALS & SUPPLIES	42,490	83,000	44,597	54,000
	<u>MAINTENANCE</u>				
7680	Communication Equipment	641	1,200	815	1,200
7850	Maintenance of Equipment	8,014	10,000	25,000	25,000
7860	Maintenance of Services	41	1,000	31	1,000
7880	Maintenance of Mains	68,557	70,000	37,889	50,000
	TOTAL MAINTENANCE	77,254	82,200	63,735	77,200
	<u>UTILITIES</u>				
7060	Electricity Expense	116,819	225,000	209,393	225,000
7760	Utilities	3,285	2,000	4,169	2,000
	TOTAL UTILITIES	120,104	227,000	213,562	227,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	2,285	2,000	2,216	2,000
7260	Expense of Supervisor & Employees	3,817	5,500	3,914	5,500
7720	Professional Services	32,700	82,000	32,700	32,000
7730	Special Services	6,090	500	500	600
7780	Miscellaneous Expense	644	1,000	364	700
7790	Software/Hardware Expense	973	800	973	1,000
	TOTAL MISCELLANEOUS	46,510	91,800	40,666	41,800
	TOTAL - ALL ACCOUNTS	400,365	598,000	476,005	515,000

Section 540/560 – Reclaimed Water / Biosolids

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of website postings	¹ 4 in year 1	¹ Coord w/ 115 for posting ² Gather Data, site visit, develop PM plan ³ Inspect customers bi-annually, monitor quality and address deficiencies
		² Preventative maintenance plan	² 1 plan in year 1	
		³ # of violations	³ 0 in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ # of projects	¹ 1 in year	¹ Increase storage at the NW plant ² Revisit customer demand vs. supply wrt peak electrical hours & identify system deficiencies ³ Identify punitive consequences for infractions
		² Evaluation of Customer Needs	² 1 in year 1	
		³ Feasibility report	³ 1 report in year 1	
Internal Process (metrics designed by those who know the process)		¹ # of Evaluations Prepared	¹ 1 in Qtr 1 in year 1	¹ Evaluate existing Bio-solids master plan and prepare evaluation addressing feasibility of composting prior to issuing new agreement for disposal ² To develop a plan and coord with 440 ³ Identify contractor sources to include BuyBoards when appropriate
		² Cost & Feasibility study	² 1 study in year 1	
		³ Evaluation of CP	³ 1 evaluation in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure program w/ sw ptrmt & upcoming Adv Trmt; ³ Test master training ³ TEEX training, courses and materials
		² Qty of Cross Trained Employees	² 100% of employees in year 1	
		³ # PEs	³ 2 in year 1	
		³ Class C licenses	³ 1 in year 1	

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

FUNCTION:

Provide reclaimed water for irrigation, construction and industrial use to various public and private entities and reduce the demands on the potable water supplies and distribution system. Assure proper maintenance and operation of these systems and their component facilities, and support the inclusion of current works in progress into the future system. Assist very large water users in meeting recycling demands. Assist customers to maximize the beneficial use of reclaimed water.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Coordinate with Section 115 for a quarterly Reclaimed Water Newsletter to be posted to the EPWU website.
2. Gather Data, make site visits and develop a preventive maintenance plan.
3. Inspect customers bi-annually, monitor quality and address deficiencies of reclaimed water systems.
4. Construct tank to increase storage at Northwest WWTP.
5. Revisit Customer demand vs. supply water during peak electrical hours and identify system deficiencies.
6. Complete a feasibility report to identify punitive consequences for infractions.
7. Coordinate with Section 440 to develop a leak detection program.
8. Evaluate the cathodic protection for the reclaimed water system. Identify contractor sources to include buyboards.
9. Develop a succession plan with key positions, criteria and eligible dates.
10. Develop a cross exposure program with stormwater, pretreatment and upcoming advanced treatment.
11. Acquire Class C licenses.

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Engineer	132	0.75	0.75	0.75	0.75
Utility Engineering Associate ¹	128	0	0	0	0.75
Engineering Associate ¹	126	0.75	0.75	0.75	0
Total Personnel		1.5	1.5	1.5	1.5

¹Engineering Associate upgraded to Utility Engineering Associate per Issue Paper FY2015-16

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

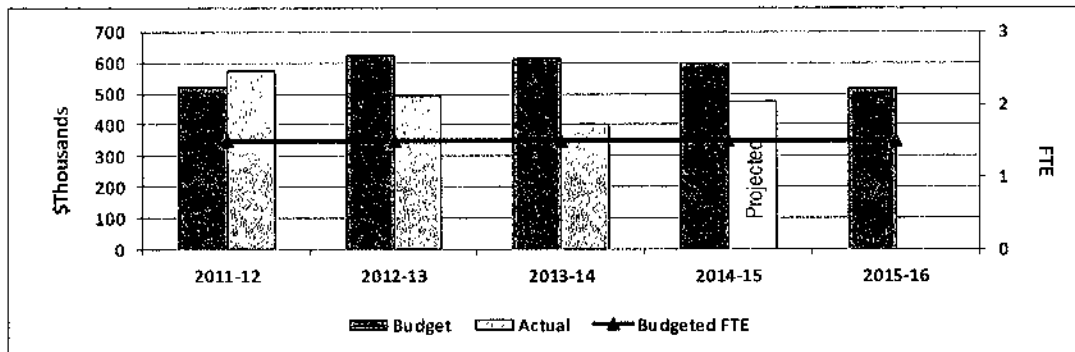
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
New reclaimed water hookups	Customer/Internal Process	1	3	4	4
Reclaimed water sold (MG)	Customer/Internal Process	2261	1978	1950	2350
# of website postings	Customer	N/A	N/A	N/A	4
Preventative Maintenance Plan	Customer	N/A	N/A	N/A	1
# of Customer bi-annual inspection violations	Customer	N/A	N/A	N/A	0
Tank Project to increase capacity at John T. Hickerson Water Reclamation Facility	Financial	N/A	N/A	N/A	1
Evaluation of Customer needs	Financial	N/A	N/A	N/A	1
Feasibility Report to identify punitive consequences for infractions	Financial	N/A	N/A	N/A	1
Cost and feasibility study for leak detection program	Internal Process	N/A	N/A	N/A	1
Evaluation of Cathodic Protection	Internal Process	N/A	N/A	N/A	1
Key Positions for Succession Plan Identified	Organizational Capacity	N/A	N/A	N/A	100%
Quantity of Cross Trained Employees	Organizational Capacity	N/A	N/A	N/A	100%
Class C Licenses obtained	Organizational Capacity	N/A	N/A	N/A	1

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	560	BIOSOLIDS MANAGEMENT

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	31,734	38,000	32,682	38,000
	TOTAL PERSONAL SERVICES (LOADED)	31,734	38,000	32,682	38,000
	MISCELLANEOUS				
7530	Sludge Disposal/Monofill Management	1,773,140	2,000,000	1,618,646	1,900,000
7720	Professional Services	-	60,000	30,000	-
7780	Miscellaneous Expense	135	-	-	-
	TOTAL MISCELLANEOUS	1,773,275	2,060,000	1,648,646	1,900,000
	TOTAL - ALL ACCOUNTS	1,805,009	2,098,000	1,681,328	1,938,000

Section 540/560 – Reclaimed Water / Biosolids

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of website postings	¹ 4 in year 1	¹ Coord w/ 115 for posting
		² Preventative maintenance plan	² 1 plan in year 1	² Gather Data, site visit, develop PM plan
		³ # of violations	³ 0 in year 1	³ Inspect customers bi-annually, monitor quality and address deficiencies
Financial (funding+ risk assessment + cost/benefit data)		¹ # of projects	¹ 1 in year	¹ Increase storage at the NW plant
		² Evaluation of Customer Needs	² 1 in year 1	² Revisit customer demand vs. supply wrt peak electrical hours & identify system deficiencies
		³ Feasibility report	³ 1 report in year 1	³ Identify punitive consequences for infractions
Internal Process (metrics designed by those who know the process)		¹ # of Evaluations Prepared	¹ 1 in Qtr 1 in year 1	¹ Evaluate existing Bio-solids master plan and prepare evaluation addressing feasibility of composting prior to issuing new agreement for disposal
		² Cost & Feasibility study	² 1 study in year 1	² To develop a plan and coord with 440
		³ Evaluation of CP	³ 1 evaluation in year 1	³ Identify contractor sources to include BuyBoards when appropriate
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		² Qty of Cross Trained Employees	² 100% of employees in year 1	² Cross exposure program w/ sw ptrmt & upcoming Adv Trmt;
		³ # PEs	³ 2 in year 1	³ Test master training
		³ Class C licenses	³ 1 in year 1	³ TEEX training, courses and materials

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	560	BIOSOLIDS MANAGEMENT

FUNCTION:

Manage sludge hauling and proper disposal from all treatment plants to the mono-fill and/or any future disposal sites. Assure compliance with all regulations for sludge production, hauling, landfill disposal, and beneficial use of bio-solids. Mono-fill management and sludge hauling is currently an outsourced operation.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Contractor (CEMEX) hauled and mono-filled 100% of the sludge generated by EPWU's treatment plants at Cerro Alto Monofill.
2. Prepared and submitted annual TPDES, NPDES and other state-required sludge quality reports to TCEQ.
3. Addressed and resolve issues related to correct Biosolids Contract.
4. Drilled well for CEMEX at Cerro Alto site.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Prepare, bid and award new Biosolids Management Contract that incorporates more effective and sustainable technologies.
2. Work with UTEP in improving the sludge process to increase % solids and decrease the hauling costs of the sludge produced at the WWTP.
3. Get specialized training for employees.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Sludge hauled to mono-fill and beneficially used (wet tons)	Internal Process	83,317	100,000	92,000	98,000
Award new Biosolids Management Contract	Financial	N/A	N/A	N/A	1
Increase % solids	Internal Process	N/A	N/A	N/A	5%
Training for Employees	Organizational Capacity	N/A	N/A	N/A	100%

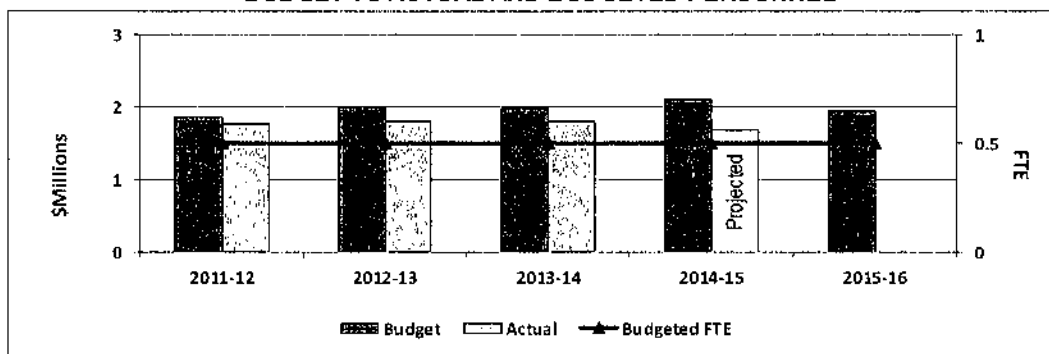
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	560	BIOSOLIDS MANAGEMENT

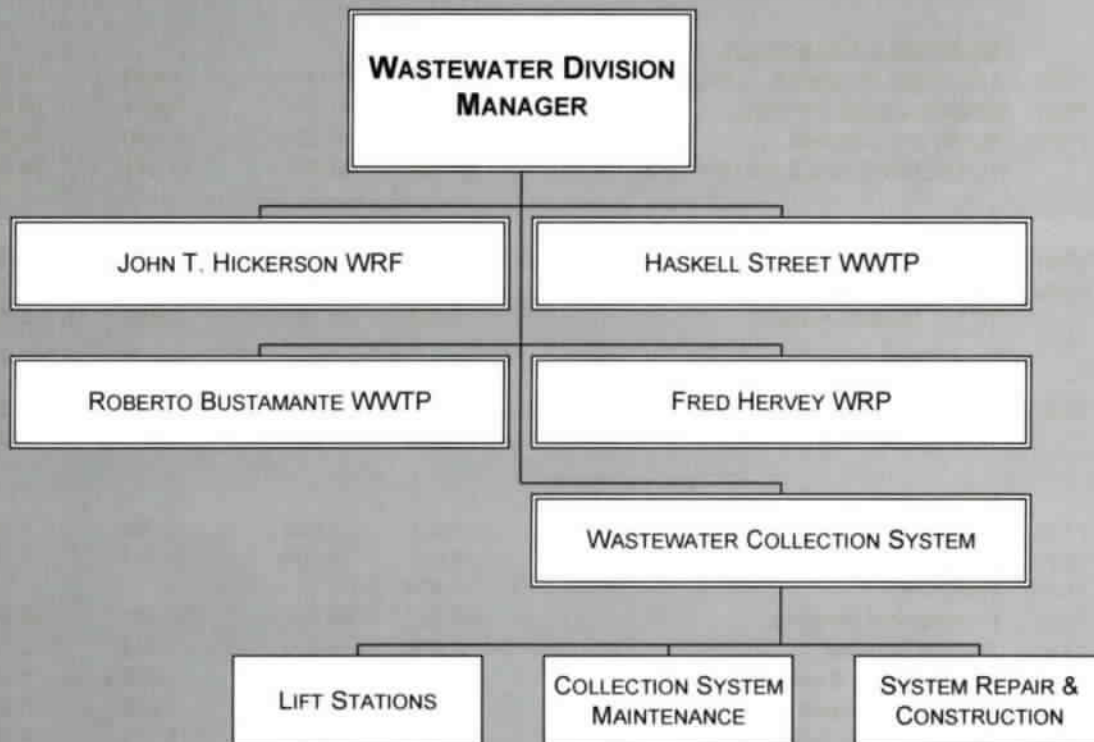
Positions	Pay Grade	Approved 2013-14	Approved 2014-16	Actual As Of 09/01/14	Approved 2015-16
Utility Engineer	132	0.25	0.25	0.25	0.25
Utility Engineering Associate ¹	128	0	0	0	0.25
Engineering Associate ¹	126	0.25	0.25	0.25	0
Total Personnel		0.5	0.5	0.5	0.5

¹Engineering Associate upgraded to Utility Engineering Associate per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



WASTEWATER DIVISION



El Paso Water Utilities/Fiscal Year 2015-16 Annual Report

DIVISION	SECTION	ACTIVITY
WASTEWATER	610	WASTEWATER DIVISION OFFICE

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	454,206	462,000	441,384	462,000
	TOTAL PERSONAL SERVICES (LOADED)	454,206	462,000	441,384	462,000
	<u>MATERIALS & SUPPLIES</u>				
7240	Laboratory Supplies & Testing	17,474	12,000	11,480	12,000
7560	Office Supplies & Printing	3,891	5,000	5,451	16,000
7740	Rental of Equipment	4,970	6,000	6,110	6,000
	TOTAL MATERIALS & SUPPLIES	26,335	23,000	23,041	34,000
	<u>MAINTENANCE</u>				
7660	Building Services	2,217	4,000	2,067	4,000
7680	Communication Equipment	1,421	1,700	1,582	1,700
	TOTAL MAINTENANCE	3,638	5,700	3,650	5,700
	<u>UTILITIES</u>				
7060	Electricity Expense	5,833	7,000	6,417	7,000
	TOTAL UTILITIES	5,833	7,000	6,417	7,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	4,820	5,000	2,163	5,000
7260	Expense of Supervisor & Employees	5,017	5,500	4,241	7,000
7700	Insurance	800	-	-	-
7720	Professional Services	45,322	96,000	110,000	98,000
7730	Special Services	236	2,000	118	2,100
7780	Miscellaneous Expense	523	1,100	689	1,000
7790	Software/Hardware Expense	1,808	2,700	910	5,200
	TOTAL MISCELLANEOUS	58,527	112,300	118,121	118,300
	TOTAL - ALL ACCOUNTS	548,539	610,000	592,612	627,000

Section 610 – Wastewater Division Office

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<pre>graph TD subgraph Customer C1((1Prioritize Odor Control)) C2((2NACWA Performance Awards)) C3((3Maintain Customer Satisfaction)) end subgraph Financial F1((1Minimize NOV and Non-Compliance)) F2((2Optimize Energy & Consumption)) F3((3Optimize Chemical Consumption)) end subgraph InternalProcess IP1((1Maintain WWTP Permit Requirements)) IP2((2Improve System Rehabilitation)) IP3((3Conduct Hydraulic Failures Assessment)) end subgraph OrganizationalCapacity OC1((1Develop Leadership Succession)) OC2((2Train / Mentor New Employees)) OC3((3Upgrade Licenses)) end OC1 --> C1 OC1 --> C2 OC1 --> C3 OC1 --> F1 OC1 --> F2 OC1 --> F3 OC1 --> IP1 OC1 --> IP2 OC1 --> IP3 OC2 --> C1 OC2 --> C2 OC2 --> C3 OC2 --> F1 OC2 --> F2 OC2 --> F3 OC2 --> IP1 OC2 --> IP2 OC2 --> IP3 OC3 --> C1 OC3 --> C2 OC3 --> C3 OC3 --> F1 OC3 --> F2 OC3 --> F3 OC3 --> IP1 OC3 --> IP2 OC3 --> IP3 C1 --> C2 C1 --> C3 C2 --> C3 C2 --> F1 C2 --> F2 C2 --> F3 C2 --> IP1 C2 --> IP2 C2 --> IP3 C3 --> F1 C3 --> F2 C3 --> F3 C3 --> IP1 C3 --> IP2 C3 --> IP3 F1 --> IP1 F1 --> IP2 F1 --> IP3 F2 --> IP1 F2 --> IP2 F2 --> IP3 F3 --> IP1 F3 --> IP2 F3 --> IP3 IP1 --> C1 IP1 --> C2 IP1 --> C3 IP2 --> C1 IP2 --> C2 IP2 --> C3 IP3 --> C1 IP3 --> C2 IP3 --> C3</pre>	¹ # of Section Targets Satisfied	¹ 100% goals met in year 1	¹ Monitor problem areas; implement OC measures; establish central reporting for OC complaints ² Establish Daily Incentive Reminder in break-rooms ³ Continue Aggressive PM for ww collection system
		² # Section Targets Satisfied	² 100% goals met in year 1	
		³ WW dry weather overflow per 1,000 miles of main	³ 10 sanitary sewer overflow (SSO) per 1,000 miles in yr 1	
		Financial (funding+ risk assessment + cost/benefit data)	¹ # of NOV & Non-compliance	¹ 0 in year 1
² # of Section Targets Satisfied			² 100% in year 1	
³ # of Section Targets Satisfied			³ 100% in year 1	
Internal Process (metrics designed by those who know the process)			¹ Monthly Permit DMR Reports	¹ 100% per month in year 1
		² Planned CIP Projects Completed	² 85% in year 1	
		³ # of assessments	³ 1 assessment in year 1	
		Organizational Capacity (employee culture & training Learning w teamwork collaboration)	¹ # Key Positions Identified	¹ 100% Identified in year 1
² # of section targets satisfied			² 100% goals met in year 1	
³ # of section targets satisfied			³ 100% goals met in year 1	

DIVISION	SECTION	ACTIVITY
WASTEWATER	810	WASTEWATER DIVISION OFFICE

FUNCTION:

Responsible for the management of the overall operation and maintenance of all wastewater treatment and reclamation plants, all lift stations and storm water pump stations, the sewer collection system, and repair and construction of the sewer system.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Implemented capital improvements budget in accordance with enhanced planning methodologies.
2. Supported completion of the following projects at Northwest Plant: award and design of new disc filters; reclaimed water treatment plant and storage tank design; and continued diversion of influent flows and solids to Haskell plant.
3. Supported completion of the following projects at Haskell Plant: construction of Grit Building Odor Control System; design of Primary Clarifiers Rehabilitation, Odor and Polymer System, and temporary emergency odor control unit; cleaning of Digester #1 and Evaluation study; and construction of new wireless SCADA system.
4. Supported completion of the following projects at Bustamante Plant: Process Optimization Studies; Advanced Purified Water Treatment Plant pilot study; bid and award of two new bar screens, six primary sludge pumps, cogeneration gas scrubber media; and cleaning of two Primary Clarifiers.
5. Supported completion of the following projects at Fred Hervey Plant: Oxidation Pond Groundwater study; Wastewater Diversion Study; FOG codigestion study; and construction of the second half of the original AWWARF ASR Infiltration Basin pair.
6. Assisted individual sections with small plant upgrades, lift station rehabilitation and emergencies.
7. Supported completion and startup of super oxygenation system at Frontera Lift Station for odor control improvement at the Northwest Plant.
8. Completed various emergency projects (Rim Road line and flood proofing of Album Park lift station).
9. Renewed TPDES permit for the Bustamante Plant.
10. UTEP Dewatering Optimization study was completed, which identified sludge dewatering improvements at Haskell Street.
11. Strategic plans and maps for each section were developed for 2015/16.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Support the completion of 100% strategic odor control initiatives.
2. Obtain NACWA Peak Performance Awards for all four plants.
3. No more than 10 sanitary sewer dry weather SSOs per 1,000 miles.
4. Zero TCEQ Notices of Violation in wastewater collection and treatment system.
5. Assist individual sections to meet strategic plan-developed energy and chemical consumption targets.
6. Submit TPDES permit applications for Northwest, Fred Hervey, and Haskell Plants.
7. Complete a minimum of 85% of CIP projects assigned to wastewater operations.

DIVISION	SECTION	ACTIVITY
WASTEWATER	610	WASTEWATER DIVISION OFFICE

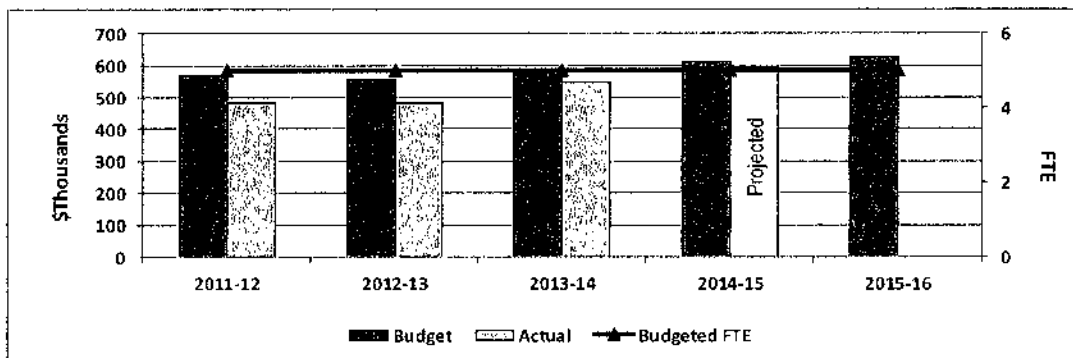
8. Develop priority list of collection system segments recommended for rehabilitation.
9. Complete leadership succession plans for all sections; meet target goals and initiatives for training, mentoring and obtain TCEQ licenses for all sections.
10. Continue studies to optimize wastewater treatment operations.
11. Provide operations support for the Advanced Purified Water Treatment Plant pilot and design.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Total raw wastewater, 1,000 gal per calendar year	Internal Process	21,572,109	21,415,315	21,630,000	21,850,000

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Systems Division Manager	Ex3	1	1	1	1
Wastewater Treatment Manager	Ex4	1	1	1	1
Utility Engineer ¹	EX5	1	1	1	1
Engineering Senior Technician	54	1	1	1	1
Secretary	46	1	1	1	1
Total Personnel		5	5	5	5

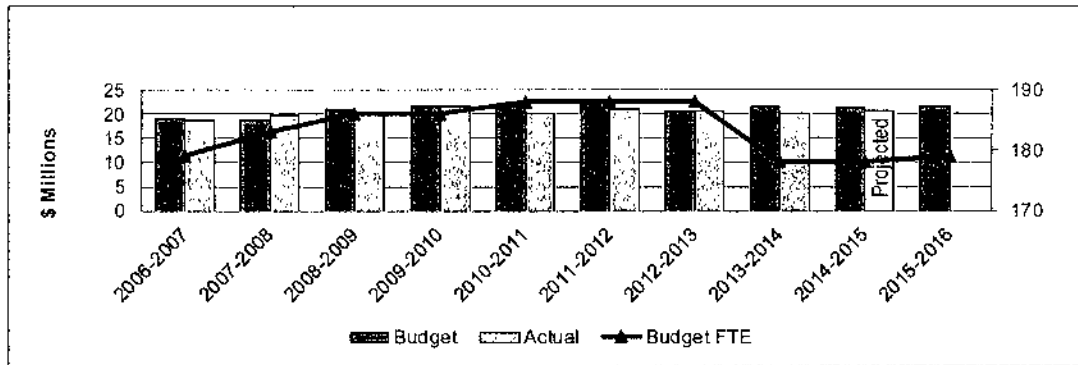
¹ Utility Engineer upgraded from 132 to EX5 per Issue Paper FY2014-15

**WASTEWATER DIVISION OFFICE
BUDGET TO ACTUAL AND BUDGETED PERSONNEL**



DIVISION	SECTION	ACTIVITY
WASTEWATER	610	WASTEWATER DIVISION OFFICE

**WASTEWATER DIVISION
BUDGET TO ACTUAL AND BUDGETED PERSONNEL**



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	620	WASTEWATER LIFT STATIONS

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	730,483	865,000	783,364	871,000
7750	Worker's Compensation	13,372	10,200	30,486	20,000
	TOTAL PERSONAL SERVICES (LOADED)	743,855	875,200	813,850	891,000
	<u>MATERIALS & SUPPLIES</u>				
7500	Chemicals	146,585	300,000	209,889	300,000
7560	Office Supplies & Printing	317	1,000	865	1,000
7620	Small Tools & Equipment	2,209	4,000	4,091	4,000
7740	Rental of Equipment	1,216	1,000	1,384	1,000
	TOTAL MATERIALS & SUPPLIES	150,326	306,000	216,029	306,000
	<u>MAINTENANCE</u>				
7380	Landscaping	12,811	13,000	14,093	13,000
7660	Building Services	6,193	8,000	8,013	8,000
7680	Communication Equipment	6,838	7,000	7,607	7,000
7850	Maintenance of Equipment	522,637	550,000	473,259	525,000
7930	Maintenance of Structures & Improvements	-	1,000	1,081	1,000
	TOTAL MAINTENANCE	548,479	579,000	504,054	554,000
	<u>UTILITIES</u>				
7060	Electricity Expense	655,646	675,000	658,611	725,000
7760	Utilities	31,734	40,000	31,741	35,000
	TOTAL UTILITIES	687,380	715,000	690,351	760,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	69,020	80,000	77,514	80,000
7260	Expense of Supervisor & Employees	5,629	6,000	5,496	10,000
7640	Uniforms	17,841	13,800	17,076	19,000
7700	Insurance	-	8,000	8,000	9,000
7730	Special Services	-	500	88	600
7780	Miscellaneous Expense	394	1,100	1,150	800
7790	Software/Hardware Expense	22,124	21,400	45,000	22,600
	TOTAL MISCELLANEOUS	115,007	130,800	154,323	142,000
	TOTAL - ALL ACCOUNTS	2,245,048	2,606,000	2,378,608	2,653,000

Section 620 – Lift Stations

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of Odor complaints	¹ 1 in year 1	¹ Operate Super O2 System at Frontera & other carbon & oxygen systems ² Continued Preventative Maintenance (Hansen Program) ³ Proactive maintenance of Facilities in timely manner
		² # of L.S. violations	² 0 continuously	
		³ # of Customer Facility Complaints	³ 2 in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ # Removed from Service	¹ 1 in 3 years	¹ Perform evaluation to identify ² Develop/implement regular maintenance/upgrade pump schedule (Hansen Program) replace with Higher Eff motors ³ Initiate System assessment to Modify Canutillo to gravity per CIP 2016
		² Pump Overhauls	² 21 in year 1	
		³ Canutillo LS Overtime cost	³ TBD in 3 years	
Internal Process (metrics designed by those who know the process)		¹ # of L.S. Meeting Sessions	¹ Bi-weekly meetings	¹ Follow up with Action Items ² Update EPWU list for L.S. Rehab (dependent upon funding & LS cost) ² Rehab L.S. as listed ³ Upgrade to VFDs & max efficiency pump & motors
		² # of L.S. rehabilitated	² Rehab 3 L.S. per year per CIP funding availability	
		³ # of L.S. energy eff upgraded	³ 1% electrical reduce year 1	
		³ # of pumps replaced as needed	³ 100% most eff as replaced	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key positions Identified	¹ 100% identified in year 1	¹ Succession plan w/key positions/criteria/Eligible dates ² Cross exposure program w/in 620 ³ TEEX Training ³ Class 1 Training courses & materials
		² # of cross trained employees	² 100% in year 1 WW & Stormwater	
		³ # of TEEX trained employees	³ 100% in 3 years (30% yr 1)	
		³ # of Class 1 Collection Certifications	³ 15% of 620 staff in year 1	

DIVISION	SECTION	ACTIVITY
WASTEWATER	620	WASTEWATER LIFT STATIONS

FUNCTION:

Responsible for the 24 hour operation and maintenance of 75 lift stations throughout the sewer collection system. The system is comprised of approximately 166 pumps, six compressors, three vacuum pumps and seven diesel and natural gas engine generators. Pump capacities range from 50 to 7,777 gallons per minute per unit and electric motors and control panels ranging from three to 350 HP per unit. We also provide odor control measures and maintain supervisory control and data acquisition (SCADA) control panels for the Utility's alarm system. Responsible for the operation and maintenance of 22 storm water pump stations with pumps ranging from three to 476 horsepower and capacities of 450 to 70,000 gallons per minute.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Replace Hydro tank for Canutillo Lift Station #101.
2. Replace 20,000 Lbs. of Carbon at Frontera Lift Station #114.
3. Replaced pumps at Mesquite Trails Lift Station #145.
4. Replaced 4 V.F.D. units at Sunland Lift Station #113.
5. Replaced V.F.D. unit at Tres Suenos Lift Station #150.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Operate the Super O2 system at Frontera along with other Carbon and Oxygen systems.
2. Continued Preventative Maintenance (Hanson Program).
3. System assessment to modify Canutillo Lift Station to gravity per C.I.P. 2016.
4. Update E.P.W.U. list for Lift Station rehabilitation (dependent upon funding and Lift Station cost).
5. Upgrade to V.F.D.'s along with premium efficiency pumps and motors.
6. Succession plan with key positions, criteria and eligible dates.
7. Continue TEEX training to obtain licensing.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Pump overhauls completed	Financial	18	20	22	20
Overflows due to lift station malfunctions	Internal Process	0	3	0	0
Reduce O&M Costs*	Financial	92.49%	87.53%	91.27%	90.00%

*Percent used of total budgeted amount

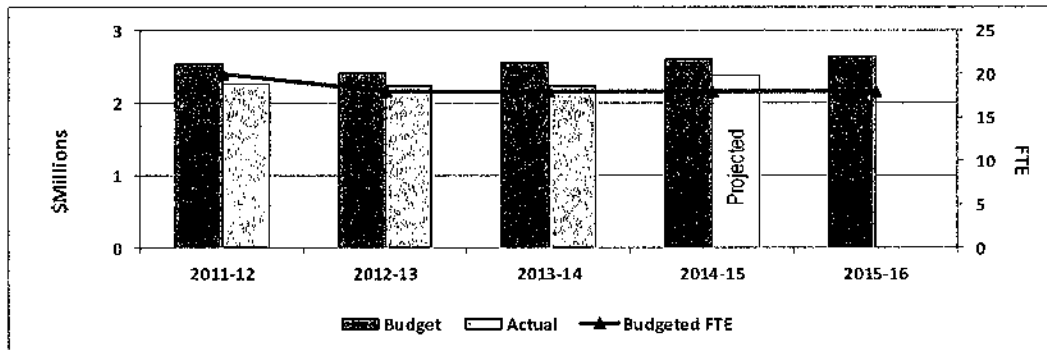
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	620	WASTEWATER LIFT STATIONS

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Lift Stations Superintendent ¹	130	1	1	1	1
Wastewater Lift Stations Maintenance Supervisor	55	1	1	1	1
Industrial Electrician	55	1	1	1	1
Electrician	54	1	1	1	1
Lead Maintenance Mechanic	54	2	2	2	2
Maintenance Mechanic	51	7	7	7	7
Trades Helper	45	5	5	4	5
Total Personnel		18	18	17	18

¹Wastewater Lift Stations Superintendent upgraded from 57 to 130 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	630	COLLECTION SYSTEM MAINTENANCE

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7010	Capital Salaries and Wages	40,682	66,000	59,413	66,000
7020	O & M Salaries and Wages	1,315,523	1,251,000	1,245,696	1,255,000
7750	Worker's Compensation	83,865	28,800	75,524	40,000
	TOTAL PERSONAL SERVICES (LOADED)	1,440,070	1,345,800	1,380,633	1,361,000
	<u>MATERIALS & SUPPLIES</u>				
7500	Chemicals	12,460	20,000	13,163	20,000
7560	Office Supplies & Printing	3,731	4,000	3,456	4,000
7620	Small Tools & Equipment	14,797	15,000	12,214	15,000
7740	Rental of Equipment	1,035	1,500	776	1,500
	TOTAL MATERIALS & SUPPLIES	32,023	40,500	29,609	40,500
	<u>MAINTENANCE</u>				
7280	Manhole Expense	448	2,500	430	2,500
7660	Building Services	5,693	6,000	5,409	6,000
7680	Communication Equipment	6,646	9,000	7,575	9,000
7850	Maintenance of Equipment	159,491	50,000	110,313	70,000
7880	Maintenance of Mains	108,480	110,000	150,000	110,000
	TOTAL MAINTENANCE	280,758	177,500	273,727	197,500
	<u>UTILITIES</u>				
7760	Utilities	5,849	8,000	5,963	8,000
	TOTAL UTILITIES	5,849	8,000	5,963	8,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	349,566	325,000	323,819	325,000
7260	Expense of Supervisor & Employees	7,290	10,000	6,060	10,000
7640	Uniforms	22,615	20,000	23,304	24,000
7700	Insurance	2,000	-	-	-
7730	Special Services	-	500	-	600
7780	Miscellaneous Expense	775	1,700	626	1,700
7790	Software/Hardware Expense	30,264	25,000	45,000	32,700
	TOTAL MISCELLANEOUS	412,511	382,200	398,808	394,000
	TOTAL - ALL ACCOUNTS	2,171,212	1,954,000	2,088,740	2,001,000

Section 630 – Collection System Maintenance

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of re-occurring MH complaints	¹ Eliminate reoccurring	¹ Use GIS & Hansen to track problematic areas & schedule preventative maintenance ¹ Monitor Problem areas perform necessary repairs ² Use Hansen to assess/ prioritize ³ Continue Sanitary Sewer Overflow (SSO) Report Program
		¹ # of new complaints per month	¹ Address 100% w/in 24 hours	
		² # of P-traps serviced/installed	² 90% / year annually	
		³ # TCEQ violations	³ 0 continuously	
Financial (funding+ risk assessment + cost/benefit data)		¹ LF. maintained per man hour	¹ min 65 lf / man-hour	¹ General maintenance schedule ² Field Investigation of questionable connections
		² # of Unbilled Identified	² Investigate 100% received from Eng/Cust Service	
Internal Process (metrics designed by those who know the process)		¹ % of system receiving PM	¹ 38% in year 1	¹ Preventative Maintenance for cleaning & clearing line ² Televise Schedule based on priority lines
		¹ LF of system cleaned	¹ 4.6 Million LF per year in year 1	
		² # of LF televised & inspected	² 490,000 LF per year in yr 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key positions Identified	¹ 100% identified in year 1	¹ Succession plan w/key positions/criteria /Eligible dates ² Cross exposure program ³ TEEX Training ³ Class 1 Training Courses and Materials
		² # of cross trained employees	² 100% in year 1 all areas of city	
		³ # of TEEX trained employees	³ 20% in year 1	
		³ # of Class 1 Collection Cert	³ 3 of 630 staff in year1	

DIVISION	SECTION	ACTIVITY
WASTEWATER	630	COLLECTION SYSTEM MAINTENANCE

FUNCTION:

Responsible for the operation and maintenance of the sewage collection system including a preventive and emergency sewer line cleaning program (hydro-vactors); operation of a TV inspection program of sewer lines; application of chemicals to sewage for odor control and build up in sewer system; clean-up of customer backups due to a water main break or sewage backup; and operation of relief valves. There are approximately 2,270 miles of sewer lines ranging in sizes from 6" to 72" in the collection system.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Disposed of excess wastewater in the Collection System through manholes structures and eliminate the possibilities of having sewer system overflows turn into emergencies projects relative to main breaks at the interceptors.
2. Cleaned 4,210,100 linear feet (797 miles or 35%) of sewer lines with hydro-vector.
3. Rodded 18,050 linear feet of sewer lines due to stoppages in the Collection System.
4. Televised 370,474 linear feet of sewer lines for assessment of condition of new and existing sewer lines and infiltration purposes
5. Complied with the TCEQ reporting information and requirements relative to Sewer System Overflows during emergencies in the Collection System.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Use GIS and Hansen Programs to track problematic areas and schedule preventive maintenance for mains.
2. Monitor problem areas to perform necessary repairs at mains.
3. Use Hansen Program to assess condition of mains and prioritize replacements.
4. Continue with the SSO's Report Programs.
5. Continue with the general maintenance schedule of mains.
6. Provide a field investigation tabulation of questionable connections.
7. Continue with the Preventive Maintenance Program for cleaning/clearing of mains
8. Televiser for assessment base on priority of problem areas.
9. Continue with the succession planning within the section.
10. Continue with the cross training program of employees.
11. Increase number of employees attending TEEX training/classes.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Linear feet of sewer lines televised and inspected	Internal Process	428,736	471,897	400,000	400,000
Linear feet of sewer lines cleaned using hydro-vactors	Internal Process	2,966,561	4,309,219	4,210,100	4,200,000

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	630	COLLECTION SYSTEM MAINTENANCE

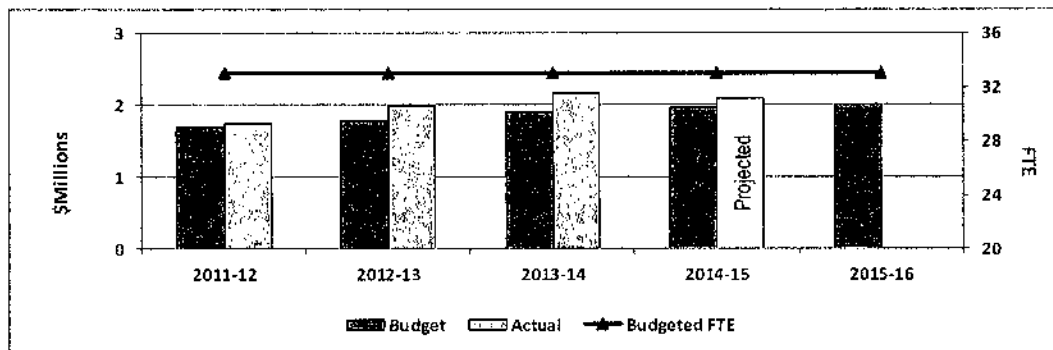
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Percent of total system receiving PM	Internal Process	26%	36%	35%	35%
Linear feet of collection system maintained per man-hour (budgeted FTE's)	Financial	70	68	69	70

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Collect Maint Superintendent ²	130	1	1	1	1
Wastewater Collection Maint Supervisor	54	1	1	1	1
GIS Technician ¹	122	1	1	1	1
Wastewater Service Worker Supervisor	52	7	7	7	7
Equipment Operator	48	8	8	8	8
Trades Helper	45	7	7	7	7
General Service Worker	43	8	8	6	8
Total Personnel		33	33	31	33

¹ GIS Technician upgraded from 121 to 122 per City Classification Study FY2013-14

² Wastewater Collection Maint Superintendent upgraded from 57 to 130 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	640	JOHN T. HICKERSON WRF

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	754,976	753,000	701,289	753,000
7750	Worker's Compensation	7,970	8,100	1,000	8,100
	TOTAL PERSONAL SERVICES (LOADED)	762,946	761,100	702,289	761,100
	MATERIALS & SUPPLIES				
7240	Laboratories Supplies & Testing	15,031	25,000	23,787	25,000
7500	Chemicals	274,830	400,000	279,629	325,000
7560	Office Supplies & Printing	1,353	1,000	1,490	1,000
7620	Small Tools & Equipment	8,755	6,000	7,101	6,000
7740	Rental of Equipment	1,976	3,000	2,251	3,000
	TOTAL MATERIALS & SUPPLIES	301,945	435,000	314,259	360,000
	MAINTENANCE				
7380	Landscaping	7,471	6,000	3,871	10,000
7660	Building Services	12,290	13,000	12,784	13,000
7680	Communication Equipment	4,021	3,700	3,086	3,700
7850	Maintenance of Equipment	453,667	480,000	519,422	520,000
7930	Maintenance of Structures & Improvements	4,987	10,000	3,369	10,000
	TOTAL MAINTENANCE	482,437	512,700	542,532	556,700
	UTILITIES				
7060	Electricity Expense	703,356	675,000	677,500	710,000
7710	Natural Gas Expense	83,456	90,000	94,630	100,000
7760	Utilities	15,775	17,000	17,137	17,000
	TOTAL UTILITIES	802,588	782,000	789,267	827,000
	MISCELLANEOUS				
7120	Transportation	10,403	11,500	10,810	11,500
7160	Permit Fee to State	96,444	84,000	90,024	100,000
7260	Expense of Supervisor & Employees	7,317	6,000	9,254	8,000
7640	Uniforms	9,728	8,700	10,281	10,000
7700	Insurance	4,060	10,000	10,000	11,900
7730	Special Services	-	500	-	600
7770	Security Services	42,141	43,000	40,830	43,000
7780	Miscellaneous Expense	577	1,600	542	1,700
7790	Software/Hardware Expense	7,129	12,900	10,000	9,500
	TOTAL MISCELLANEOUS	177,799	178,200	181,741	196,200
	TOTAL - ALL ACCOUNTS	2,527,714	2,669,000	2,530,088	2,701,000

Section 640 – John T. Hickerson Water Reclamation Facility

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ Qty reclaimed water	¹ 100% as requested by 540 & stand pipe availability year 1	¹ Coord operational use of new 1.5MG storage tank
		¹ Quality of reclaimed	¹ 0 Violations TCEQ	² Continuous monitor (2 hr) plant effluent
		² Satisfy Permit Parameters Effluent	² 0 violations in year 1	³ CH2MHill Odor Strategy recommendations
		³ # OC strategies completed CH2MHill	³ 1 per year (funds available)	
Financial (funding+ risk assessment + cost/benefit data)		¹ # motors & pumps replaced	¹ 4 motors/pumps in year 1	¹ Establish priority listing based upon performance
		¹ # int/ext lamps replaced	² 25% in year 1	² Establish priority listing based upon safety
		³ # hours engines on per day (peak 10-8pm 6/1- 9/30)	³ 40 hours per week year 1	³ Incorporate switch-over in daily plant operational schedule
Internal Process (metrics designed by those who know the process)		¹ Start-up operation of disk filters	¹ 100% operational in year 1	¹ Install new disk filters as per PSC pilot testing report
		² gpm diverted to HSWWTP	² Measure 100% flow diversions in year 1	² Meter installed by EPWU and data collection
		³ H2S and sulfide levels	³ Measure 100% H2S at scrubbers every 2 hr	³ Implement/monitor super oxygen cone at Frontera L.S. and continuous data collection
		³ Sulfide Levels	³ Sulfides every 4 hr in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key Positions Identified	¹ 100% Identified in year 1	¹ Succession plan w/key positions/criteria/Eligible dates
		² # of cross trained employees	² 100% new employee year 1	² Cross exposure program maintenance & operation
		³ # of Level A&B Certifications	³ 1 new each in year 1	³ A & B Training courses/materials
		³ # of potential candidates	³ 100% of identified employees	³ Identify candidates/initiate mentoring program for help

DIVISION	SECTION	ACTIVITY
WASTEWATER	640	JOHN T. HICKERSON WRF

FUNCTION:

The John T. Hickerson Water Reclamation Facility is responsible for safely and efficiently receiving, treating and processing all wastewater generated in the west and northwest part of the City of El Paso. The treatment plant is designed to treat a capacity of 17.5 MGD. The treatment process at this facility includes activated sludge, secondary clarification, sand filtration, ultraviolet disinfection, and re-aeration of the final effluent. Part of the plant's effluent is directed to the reclaimed water system where it is used for irrigation by various schools, and businesses in the northwest part of the city. The plant's final effluent is safely discharged into the Rio Grande.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Received the NACWA Platinum Award for fifteen years of consistent NPDES permit compliance.
2. Met all USEPA and TCEQ discharge permit limits.
3. Routed all thickened sludge produced at the plant to the Haskell Street plant via pipeline.
4. Installed new sodium hypochlorite storage tank for added storage capacity of chemical for odor control.
5. Selected Hydrotech Micro Screens for sand filter retrofit.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Meet USEPA and TCEQ Permit Requirements.
2. Comply with USEPA Storm Water Permit.
3. Achieve sixteen years permit compliance to receive the 16yr. platinum award.
4. Provide adequate supplies of reclaimed water to customers.
5. Increase energy efficiencies throughout the plant.
6. Complete upgrade of final effluent filters.
7. Optimize and monitor the Super Oxygenation System at Lift Station to reduce odors at the treatment plant.
8. Develop leadership succession plan.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
NACWA Award	Customer	Platinum 14	Platinum 15	Platinum 16	Platinum 17
Average cost per 1,000 gallons treated effluent	Financial	\$1.28	\$1.06	\$1.02	<\$1.02

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

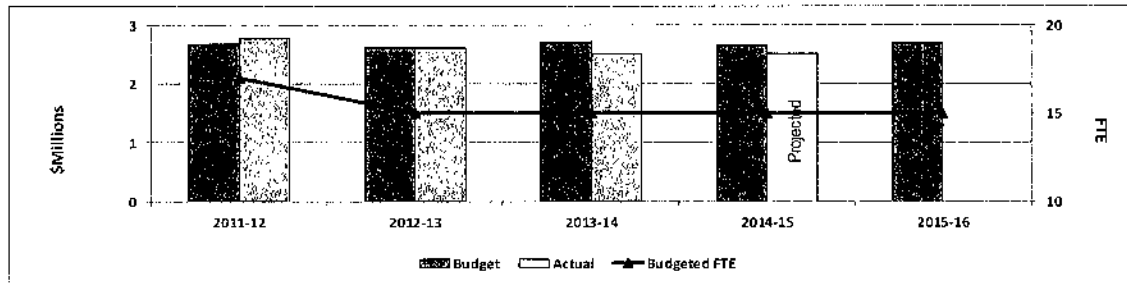
DIVISION	SECTION	ACTIVITY
WASTEWATER	640	JOHN T. HICKERSON WRF

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Plant Superintendent ¹	130	1	1	1	1
Wastewater Plant Assistant Superintendent ²	125	2	2	2	2
Wastewater Plant Senior Technician	52	7	7	4	7
Utility Plant Technician	49	5	5	7	5
Total Personnel		15	15	14	15

¹ Wastewater Plant Superintendent upgraded from 125 to 130 per Issue Paper FY2015-16

² Wastewater Plant Assistant Superintendents upgraded from 55 to 125 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	650	HASKELL STREET WWTP

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	1,345,548	1,356,000	1,282,571	1,372,000
7750	Worker's Compensation	25,543	19,100	5,000	16,100
	TOTAL PERSONAL SERVICES (LOADED)	1,371,091	1,375,100	1,287,571	1,388,100
	MATERIALS & SUPPLIES				
7240	Laboratories Supplies & Testing	23,335	25,000	35,454	25,000
7500	Chemicals	609,650	700,000	623,872	600,000
7560	Office Supplies & Printing	2,361	2,000	1,844	2,000
7620	Small Tools & Equipment	8,377	10,000	9,372	10,000
7740	Rental of Equipment	2,205	3,000	3,130	3,000
	TOTAL MATERIALS & SUPPLIES	645,928	740,000	673,671	640,000
	MAINTENANCE				
7380	Landscaping	19,877	15,000	15,272	15,000
7660	Building Service	30,930	27,000	26,964	27,000
7680	Communication Equipment	1,875	2,000	2,001	2,000
7850	Maintenance of Equipment	603,199	600,000	564,926	575,000
7930	Maintenance of Structures & Improvements	3,807	8,000	4,800	8,000
	TOTAL MAINTENANCE	659,688	652,000	613,962	627,000
	UTILITIES				
7060	Electricity Expense	786,375	750,000	774,039	750,000
7710	Natural Gas Expense	169,258	170,000	172,740	170,000
7760	Utilities	49,149	50,000	42,487	45,000
	TOTAL UTILITIES	1,004,782	970,000	989,266	965,000
	MISCELLANEOUS				
7120	Transportation	21,313	25,000	21,907	25,000
7160	Permit Fee to State	110,000	105,000	108,510	110,000
7260	Expense of Supervisor & Employees	11,358	12,000	13,680	18,000
7640	Uniforms	17,381	16,000	17,474	12,000
7700	Insurance	3,900	12,000	12,000	14,000
7730	Special Services	326	500	-	600
7770	Security Services	33,291	33,000	31,124	33,000
7780	Miscellaneous Expense	2,102	2,000	2,343	2,400
7790	Software Hardware Expense	11,325	13,400	13,400	8,900
	TOTAL MISCELLANEOUS	210,995	218,900	220,439	223,900
	TOTAL - ALL ACCOUNTS	3,892,486	3,956,000	3,784,908	3,844,000

Section 650 – Haskell Street Wastewater Treatment Plant

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # Customer Complaint	¹ 1 complaint in year 1	¹ New bio odor scrubbers (primary clarifier & grit basin) CDM Report
		² Satisfy Effluent Parameters	² 0 Violations TCEQ	² Treatment & monitor
		³ Qty/Qlty effluent discharge American canal	³ 12,000 ac ft; TDS <1200 mg/l SAR < Contractual reqmts	³ Monitor diversions & coordinate with 640 & 610
		⁴ Qty reclaimed water	¹ 100% as requested by 540 & stand pipe availability year 1	⁴ Weekly monitor and testing ⁴ Monitor reuse flows & coordinate demand with 540
Financial (funding+ risk assessment + cost/benefit data)		¹ Qty of caustic and bleach	¹ Decrease \$100,000 Year 1	¹ New biological odor scrubbers
		² # hrs blow engines on per day (peak 10-8pm 6/1- 9/30)	³ 40 hours per week year 1	² Incorporate switch-over in daily plant operational schedule
		² # hours co-gen on per day (run time 1-5 pm)	² 20 hours per week year 1	³ Establish priority listing based upon safety
		³ # interior lamps replaced	³ 10% in year 1	
Internal Process (metrics designed by those who know the process)		¹ # stages online	¹ 14 in year 1 (100%)	¹ Implement New SCADA System Coordinate with 825
		² # OC strategies completed H2S Emissions grit/primary clarifier scrubbers	² 2 in year 1 w/in Design Level in year 1	² Install High Tech Biological Odor Control Units
		² Customer Odor Complaints	² Reduce 50% in 2 years	² Daily grit/primary clarifiers grab air samples
		³ # Projects Completed	³ 4 in year 1	³ PSC clarifier rehab Digester No.1 Rehab design SCADA & Odor Control
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key Positions Identified	¹ 100% Identified in year 1	¹ Succession plan w/key positions/criteria /Eligible dates
		² # of Cross Trained Employees	² 100% in year 1	² Cross exposure program w/in 650
		³ # of Level B&D Certifications	³ 1 new each in year 1	³ TEEX Training Class B Training Courses & Materials
		³ # potential mentor candidates	³ 100% of identified employees	

DIVISION	SECTION	ACTIVITY
WASTEWATER	650	HASKELL STREET WWTP

FUNCTION:

Supervise the 24-hour operation and maintenance of the treatment plant, which treats all wastewater from Central El Paso, Fort Bliss, and the diversions from the Northwest Wastewater Treatment Plant. The activated sludge plant consists of primary treatment, activated sludge treatment that includes an anoxic selector to recover energy through nitrification/denitrification, final disinfection, dewatering of anaerobic sludge with filter belt presses, and the treatment of sewer gases with chemical scrubbers for odor control. Plant effluent is pumped into the American Canal in return for additional water credits for the surface water plants. The plant provides reclaimed water to Ascarate Golf Course, South-Central area parks, schools and businesses.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Install two new inlet gates on Aeration Basin #2.
2. Install new drain valves on Aeration Basin #1 and #3.
3. Replaced one 148 HP Headwork's lift station pump.
4. Refurbish one Filter Belt Press Unit.
5. Refurbish DAF Unit #2.

STRATEGIC PLAN OBJECTIVES FY 2015-2016:

1. Install Bio Scrubber odor control units at Grit building and Primary Clarifiers.
2. Implement new SCADA System.
3. Rehabilitation of one Primary Clarifier.
4. Rehabilitation of Digester #1.
5. Install low energy lighting fixtures in Administration buildings.
6. Initiate cross training amongst section 650 employees.
7. Incorporate running natural gas blowers during high electrical peak hours.
8. Provide TEEX training courses and increase TCEQ operator certification levels.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Non-compliance days	Customer	0	0	0	0
NACWA Award Recognition	Customer	Gold	Gold	Gold	Gold
Average cost per 1,000 gallons	Financial	\$0.74	\$0.82	\$0.85	<\$0.85

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

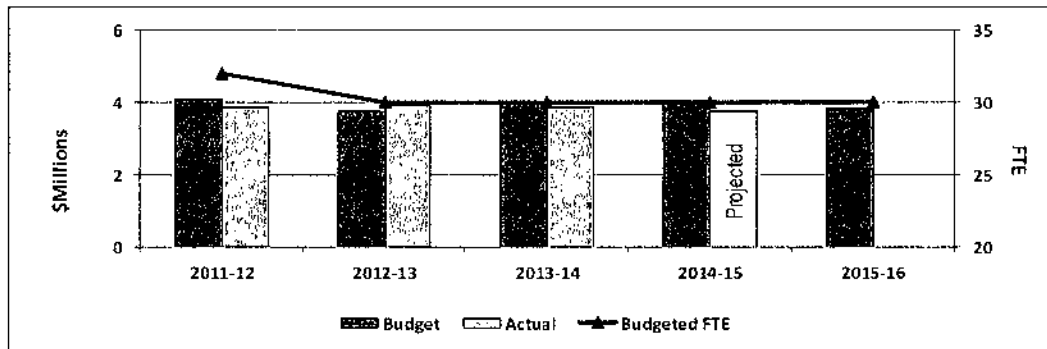
DIVISION	SECTION	ACTIVITY
WASTEWATER	650	HASKELL STREET WWTP

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Plant Superintendent ¹	130	1	1	1	1
Wastewater Plant Assistant Superintendent ²	125	2	2	2	2
Electrician	54	1	1	1	1
Wastewater Plant Senior Technician	52	8	8	8	8
Utility Plant Technician	49	17	17	14	17
Senior Office Assistant	45	1	1	1	1
Total Personnel		30	30	27	30

¹ Wastewater Plant Superintendent upgraded from 128 to 130 per Issue Paper FY2015-16

² Wastewater Plant Assistant Superintendent upgraded from 55 to 125

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	670	ROBERTO BUSTAMANTE WWTP

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	1,201,603	1,312,000	1,248,360	1,352,000
7750	Worker's Compensation	24,294	20,200	2,000	17,200
	TOTAL PERSONAL SERVICES (LOADED)	1,225,896	1,332,200	1,250,360	1,369,200
	MATERIALS & SUPPLIES				
7240	Laboratories Supplies & Testing	17,320	35,000	30,455	30,000
7500	Chemicals	639,046	700,000	636,288	750,000
7560	Office Supplies & Printing	4,079	3,000	4,031	4,000
7620	Small Tools & Equipment	10,823	20,000	17,437	20,000
7740	Rental of Equipment	3,560	3,000	6,268	3,000
	TOTAL MATERIALS & SUPPLIES	674,828	761,000	694,479	807,000
	MAINTENANCE				
7380	Landscaping	3,000	3,000	1,516	5,000
7660	Building Services	24,109	25,000	27,750	30,000
7680	Communication Equipment	4,656	4,000	4,037	4,000
7850	Maintenance of Equipment	649,435	780,000	670,132	700,000
7930	Maintenance of Structures & Improvements	6,575	7,000	6,415	7,000
	TOTAL MAINTENANCE	687,775	819,000	709,850	746,000
	UTILITIES				
7060	Electricity Expense	1,137,823	1,100,000	1,092,357	1,100,000
7710	Natural Gas Expense	125,849	130,000	162,363	130,000
7760	Utilities	64,215	53,000	72,240	75,000
	TOTAL UTILITIES	1,327,887	1,283,000	1,326,960	1,305,000
	MISCELLANEOUS				
7120	Transportation	21,834	15,000	19,537	20,000
7160	Permit Fee to State	112,015	107,000	111,146	115,000
7260	Expense of Supervisor & Employees	13,039	13,000	18,026	22,000
7640	Uniforms	19,263	16,700	18,694	20,000
7700	Insurance	14,800	16,000	16,000	18,000
7730	Special Services	-	500	127	600
7770	Security Services	49,723	48,000	49,134	48,000
7780	Miscellaneous Expense	532	2,800	824	2,900
7790	Software/Hardware Expense	10,338	13,800	13,800	10,300
	TOTAL MISCELLANEOUS	241,543	232,800	247,288	256,800
	TOTAL - ALL ACCOUNTS	4,157,929	4,428,000	4,228,936	4,484,000

Section 670 – Roberto Bustamante Wastewater Treatment Plant

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ Satisfy Effluent Parameters ² Qty effluent discharge Riverside Canal ³ Qty reclaimed water	¹ 0 Violations TCEQ in year 1 ² 13,333 ac ft in year 1 ³ 100% as requested by customers yr 1	¹ Treatment & Monitor Effluent ² Communication with EPCWID No. 1 ³ Monitor effluent quantity for service to Tree Farm, Cemetery and Rio Bosque Wetland
Financial (funding+ risk assessment + cost/benefit data)		¹ # hours co-gen on per day (run time 24 hrs/day) ² # motors & pumps replaced ² No. Of DO probes & scada control added ³ Dosages of chemicals	¹ 80% of total 8760 hours year 1 ² 4 motors/pumps in year 1 ² 4 DO control probes w/scada in yr 1 ³ Optimize while meeting permit limits in year 1	¹ Maximize operation digester gas-fueled generator; optimize primary solids concentration & stabilize primary/waste to digester ratio ² Replace 3 RAS pumps & motors & 1 new raw pump motor ² Install new probes as required for system automation ³ Continue to monitor monthly data & prepare annual dosage summary spreadsht to communicate w/670
Internal Process (metrics designed by those who know the process)		¹ Water Quality to plant ² # stages online ³ # of automated Chlorinator control system installed	¹ Satisfy pilot plant reqmts in year 1 ² 4 in year 1 (100%) ³ 1 unit in year 1	¹ Provide water to pilot Plant w quality as required; coord w/ Arcadis during pilot study ² Implement New SCADA System Coordinate with 825 ³ Evaluate equipment options, purchase, install & Coord controls w/825
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key positions Identified ² # of Eligible Asst. Superintend ² # of Eligible Senior Technicians ³ Level A,B & C certifications	¹ 100% identified in year 1 ² 3 in year 1 ² 1 in year 1 ³ 7 new "C" in year 1 1 new "B" in year 1 5 new "A" in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Complete eligibility time ³ Training courses and materials; continue 670 exam study guide program; retest immediately

DIVISION	SECTION	ACTIVITY
WASTEWATER	670	ROBERTO BUSTAMANTE WWTP

FUNCTION:

Responsible for the operation and maintenance of the Roberto Bustamante Wastewater Treatment Plant, which treats approximately 30 MGD. The plant treatment process provides primary digestion, conventional activated sludge treatment, and final disinfection. Responsible for a septage receiving facility to accept waste from commercial septic tank haulers, and a 2 MGD sand filter system with pumping equipment and disinfecting capabilities to provide reclaimed water to the Mount Carmel Cemetery and City Tree Farm. The plant also provides water to the Rio Bosque wetlands park.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Received the NACWA Silver Award 2013.
2. Installed (6) New 6" Vogelsang Lobe pumps for Primary Clarifiers 1-4
3. Installed new 60HP 8" ABS Return Well pump
4. Installed new 70HP 12" Dewatering pump
5. Replaced all Filter Media Sand for Sand Filters 1 & 2.
6. Installed over 4,000 new membrane Aeration Basin Diffusers, All Aeration Basin lateral Piping and installed all new main header piping for Aeration Basins 1-4
7. Installed (6) new 6" ABB flow meters for all Primary Pumps
8. Replaced all electrical conduit/wiring for Aeration Basins 1-4 flow control valves, power outlets and Dissolved Oxygen meters.

STRATEGIC PLAN OBJECTIVES FY 2015-2016:

1. Achieve NACWA Gold Award in 2015.
2. Satisfy the third party irrigation contract with LVWD.
3. Provide adequate reclaimed water to existing customers.
4. Maximize operation of cogeneration engine.
5. Install three new (RAS) pumps & motors for Secondary Pump room #1.
6. Optimize aeration basin using automated D.O. system and anoxic zones.
7. Overhaul Ashbrook Belt Filter Press #2.
8. Install new 350Hp motor for Patterson (RAW) pump #1.
9. Provide effluent and meet quality required for APWTP pilot plant operation.
10. Continue with the succession planning within the section.
11. Continue with the cross training of employees within the section.
12. Provide TEEX training courses and increase TCEQ operator certification levels.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	670	ROBERTO BUSTAMANTE WWTP

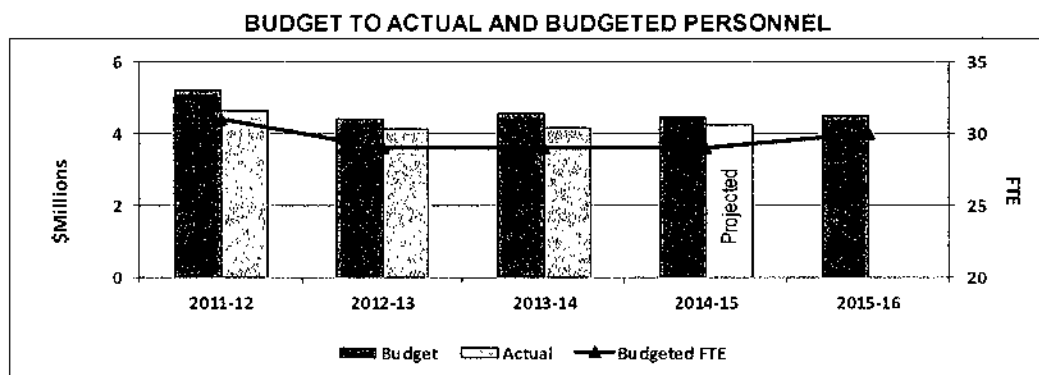
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
EPA/TCEQ Violations	Customer	0	1	0	0
NACWA Award	Customer	Gold	Silver	Gold	Gold
Total output (thousands of gallons)	Customer	9,966,610	10,963,271	10,999,897	10,999,897
Average cost of 1,000 gallons treated	Financial	\$0.45	\$0.41	\$0.41	\$0.41

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Plant Superintendent ²	130	1	1	1	1
Wastewater Plant Assistant Superintendent ³	125	2	2	2	2
Electrician	54	1	1	1	1
Wastewater Plant Senior Technician	52	9	9	8	9
Utility Plant Technician ¹	49	15	15	15	16
Senior Office Assistant	45	1	1	1	1
Total Personnel		29	29	28	30

¹ One Utility Plant Technician added per Issue Paper FY2015-16

² Wastewater Plant Superintendent upgraded from 128 to 130 per Issue Paper FY2015-16

³ Wastewater Plant Assistant Superintendent upgraded from 55 to 125 per Issue Paper FY2015-16



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	680	FRED HERVEY WRP

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	1,086,484	1,240,000	1,119,966	1,226,000
7750	Worker's Compensation	76,487	25,600	64,831	30,000
	TOTAL PERSONAL SERVICES (LOADED)	1,162,971	1,265,600	1,184,797	1,256,000
	<u>MATERIALS & SUPPLIES</u>				
7240	Laboratory Supplies & Testing	10,936	14,400	17,320	14,400
7500	Chemicals	996,597	1,100,000	870,671	990,000
7560	Office Supplies & Printing	2,942	5,300	5,300	2,800
7620	Small Tools & Equipment	13,583	7,600	6,326	7,600
7740	Rental of Equipment	1,618	2,000	2,085	2,000
	TOTAL MATERIALS & SUPPLIES	1,025,676	1,129,300	901,702	1,016,800
	<u>MAINTENANCE</u>				
7380	Landscaping	330	2,000	1,356	2,000
7660	Building Services	18,789	18,700	20,022	18,700
7680	Communication Equipment	1,653	2,000	1,878	2,000
7850	Maintenance of Equipment	295,172	300,000	283,984	300,000
7930	Maintenance of Structures & Improvements	10,450	17,200	7,313	17,200
	TOTAL MAINTENANCE	326,394	339,900	314,552	339,900
	<u>UTILITIES</u>				
7060	Electricity Expense	662,815	640,000	695,009	695,000
7710	Natural Gas Expense	16,364	15,200	16,424	22,700
7760	Utilities	19,431	12,600	38,650	12,600
	TOTAL UTILITIES	698,610	667,800	750,083	730,300
	<u>MISCELLANEOUS</u>				
7120	Transportation	27,621	29,200	32,092	29,200
7160	Permit Fees to State	5,589	5,000	5,231	6,000
7260	Expense of Supervisor & Employees	12,142	13,200	16,623	15,200
7640	Uniforms	16,375	16,000	15,071	16,000
7700	Insurance	5,900	14,000	14,000	15,800
7730	Special Services	-	600	-	600
7770	Security	-	-	-	10,000
7780	Miscellaneous Expense	1,960	1,400	896	1,100
7790	Software/Hardware Expense	9,071	13,000	13,000	12,100
	TOTAL MISCELLANEOUS	78,658	92,400	96,913	106,000
	TOTAL - ALL ACCOUNTS	3,292,309	3,495,000	3,248,047	3,449,000

Section 680 – Fred Hervey Water Reclamation Plant

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The diagram shows a central cluster of objectives with arrows pointing to them from various initiatives. The objectives are: 1NACWA Gold Award, 2Satisfy/Exceed Permit Limits & Standards, 3Provide Adequate Reclaimed Wtr, 1Optimize Engines during peak use, 2Maximize Efficiency of Effluent Prod, 3Optimize Chemical Usage, 1Continue to Maximize Plant Throughput, 2Repair/Replace Blowers, and 3Evaluate economic impact of replacing diffuser. Arrows indicate that Customer, Financial, Internal Process, and Organizational Capacity initiatives all contribute to these central objectives.</p>	1Satisfy Effluent Permit Parameters	1 0 violations 1 year	1Treatment and monitor effluent
		2TCEQ & SDWA Permit Limits	20 violations continuous	2Continuously monitor data/immediately address deficiencies
		3Qty reclaimed water	3100% as requested by 540 & stand pipe availability year 1	3Maintain levels in storage tank and clearwells
Financial (funding+ risk assessment + cost/benefit data)		1# hours co-gen on per day (run time 1-5 pm, June – Sept)	115 hours per week in year 1	1Maximize operation digester gas-fueled generator
		2Cost per 1000 gal Product Water	2Less than \$1.60/1000 gal in year 1	2Treatment and maximize plant throughput
		3Dosages of chemicals	3Optimize while meeting permit limits in year 1	3Continue to monitor & update FHWRP dosage spreadsheet/communicate with 680
Internal Process (metrics designed by those who know the process)		1Ratio plant product water/ raw water	190% in year 1	1 Maximizing plant throughput while minimizing oxidation pond flow
		2# Repaired/replaced	21 in year 1	2Repair/replacement after economic evaluation
		3Completed evaluation	31 evaluation in year 1	3680 conduct evaluation
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	1Develop Leadership Succession 2Train/Mentor New Employees 3Upgrade Licenses	1 # of Key positions Identified	1100% identified in year 1	1Succession Plan w/key positions/criteria/eligible dates
		2Qty of cross trained employees	2100% in year 1	2Cross exposure operations & maintenance
		3# of Level A&B Certifications	32 new A in year 1 2 new B in year 1	3Training courses & materials
				3Sponsor travel/accommodation to TWUA testing facility

DIVISION	SECTION	ACTIVITY
WASTEWATER	680	FRED HERVEY WRP

FUNCTION:

Operate and maintain the water reclamation plant that treats Northeast El Paso wastewater to drinking water quality. Operate and maintain injection wells and infiltration basins that recharge the Hueco Bolson aquifer, a pumping station, and a field reservoir. Product water is sold to the El Paso Electric Company Newman power plant, Painted Dunes Golf Course, Solid Waste Management, *Triple B* Cattle Ranch and the Northeast Regional Park.

MAJOR ACCOMPLISHMENTS IN FY 2014-15:

1. Met all SDWA standards for plant product water and all TCEQ/EPA permit limits.
2. Produced 2,133 million gallons (MG) of drinking quality water in 2014.
3. Treated 94.9 percent the wastewater received to drinking water standards, an improvement of 3.9 percent compared to 2013.
4. Sold 1,024 MG to EPEC, 156 MG to Painted Dunes GC, and 26 MG to the Northeast Regional Park.
5. Injected/infiltrated 911 MG of water into the Hueco Boson.
6. Reduced the lime, CO₂, powdered carbon, and methanol dosages without negatively impacting effluent water quality.
7. Completed and commissioned the second infiltration basin to complete pair number 1. (The plant discharge permit specifies that the infiltration basins be in pairs.)
8. Converted 50 percent of the admin building lighting to LED lamps.
9. Replaced one of the admin building AC/heating units.
10. Installed grating on reactor clarifier number 3 to improve worker safety while cleaning the effluent launders.

STRATEGIC PLAN GOALS FY 2015-16:

1. Achieve NACWA Gold Award status in 2015.
2. Meet or exceed all Safe Drinking Water Act standards for plant product water.
3. Meet or exceed all TCEQ/EPA permit limits for plant effluents and biosolids.
4. Provide adequate reclaimed water to customers.
5. Optimize engine/generator operation during peak electric rate period.
6. Maximize plant product water quantity in relation to wastewater received.
7. Optimize chemical dosages without negatively impacting effluent quality.
8. Develop a plan for replacement of the aeration blowers and air diffuser systems.
9. Replace one aeration blower.
10. Develop leadership succession and promote obtaining higher than requisite certification levels.
11. Ensure requisite certification levels are maintained in all plant operational roles.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	680	FRED HERVEY WRP

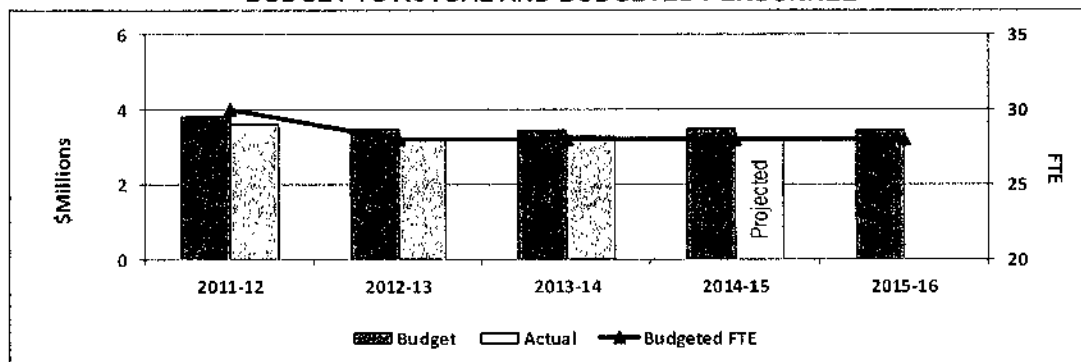
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Days not in compliance with SDWA standards	Customer	0	0	0	0
Total water production (MG)	Customer	2,151	2,081	2,133	>2,070
Average cost per 1,000 gallons treated	Financial	\$1.48	\$1.58	\$1.54	<\$1.58

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Reclamation Plant Superintendent ¹	130	1	1	1	1
Wastewater Plant Assistant Superintendent ²	125	2	2	2	2
Electrician	54	1	1	1	1
Wastewater Plant Senior Technician	52	8	8	7	8
Utility Plant Technician	49	14	14	9	14
Equipment Operator	48	1	1	1	1
Senior Office Assistant	45	1	1	1	1
Total Personnel		28	28	22	28

¹ Utility Reclamation Plant Superintendent upgraded from 129 to 130 per Issue Paper FY2015-16

² Wastewater Plant Assistant Superintendent upgraded from 55 to 125 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	690	SYSTEM REPAIR & CONSTRUCTION

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7010	Capital Salaries and Wages	407,269	356,000	348,899	360,000
7020	O & M Salaries and Wages	360,838	435,000	399,482	440,000
7750	Worker's Compensation	69,470	36,800	26,000	20,000
	TOTAL PERSONAL SERVICES (LOADED)	837,577	827,800	774,381	820,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	943	1,400	1,329	1,400
7620	Small Tools & Equipment	56,602	38,000	42,739	38,000
	TOTAL MATERIALS & SUPPLIES	57,545	39,400	44,068	39,400
	<u>MAINTENANCE</u>				
7280	Manhole Expense	203,930	180,000	250,395	180,000
7660	Building Services	5,230	5,000	9,583	5,000
7680	Communication Equipment	3,338	5,000	3,986	5,000
7850	Maintenance of Equipment	41,037	70,000	46,702	70,000
7880	Maintenance of Mains	583,350	575,000	608,760	575,000
	TOTAL MAINTENANCE	836,885	835,000	919,426	835,000
	<u>MISCELLANEOUS</u>				
7120	Transportation	50,161	60,000	48,531	50,000
7260	Expense of Supervisor & Employees	1,329	3,000	3,880	5,000
7640	Uniforms	14,350	17,000	12,016	17,000
7700	Insurance	1,200	-	-	-
7730	Special Services	-	500	-	600
7780	Miscellaneous Expense	2,102	2,500	2,197	4,400
7790	Software/Hardware Expense	510	1,800	1,800	600
	TOTAL MISCELLANEOUS	69,651	84,800	68,424	77,600
	TOTAL - ALL ACCOUNTS	1,801,658	1,787,000	1,806,299	1,772,000

Section 690 – Wastewater System Repair & Construction

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of repairs/installations	¹ 100% work order completed	¹ Develop list of potential trouble spots
		² # of times Risk is contacted	² 100% for any potential claim	² Field determination of Risk Assessment
		³ Time taken to assess/secure area	³ 100% w/in 90 minutes	³ Review Dispatch logs for response time
				³ Secure problem area (trench safety, TCP, etc.)
Financial (funding+ risk assessment + cost/benefit data)		¹ Miles of Sewer Main / employee	¹ 112 miles / employee	¹ Coordination with EPWU Eng for Work Orders
		² # of By-Pass Systems > 2000 gpm installed by 690	² 0 in 2 years	² Follow-up with Engineering on By-Pass Master Contract year 1
Internal Process (metrics designed by those who know the process)		¹ # of Executed On-Call Service Contracts	¹ 2 contracts in 3 years	¹ Coordinate contract requirements with EPWU purchasing
		² # of alternatives piloted	² Min 2 in year 1	² Evaluate alternative rehab options as selected by EPWU
		³ # of MHs Installed for maintenance	³ 100% of EPWU requested	³ Install as requested by collection system section
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # of Key positions Identified	¹ 100% identified in year 1	¹ Succession planning strategy
		² # of cross trained employees	² 100% in year 1 in all areas of city	² Cross exposure program
		³ # of TEEX basic wtr & trench safety trained employees	³ 50% in 4 years (10% yr 1)	³ TEEX Training / trench safety training
		³ # of Class 1 Collection Cert	³ 6 of 690 staff in 3 years (2 in yr 1)	³ Class 1 Training Courses and Materials

DIVISION	SECTION	ACTIVITY
WASTEWATER	690	SYSTEM REPAIR & CONSTRUCTION

FUNCTION:

Repair sanitary sewer pipeline system consisting of over 2,270 miles in place. Also, construct new sanitary sewer mains and new sewer main extensions. Construct new manholes when necessary to improve maintenance of sewer system. Make large diameter taps to connect new sewer service lines into public sewer mains. Set up dewatering systems where ground water is present for replacing, repairing and installing new sewer and water mains. Adjust manhole rings and covers to specific elevation and grades due to city street paving and resurfacing projects. Replace broken and worn-out manhole rings and covers throughout the city. Identify manholes in deteriorated conditions due to hydrogen sulfide (H₂S) gases for rehabilitation purposes.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Assisted the main contractor in diverting the wastewater flow from construction sites and installed temporary bypass systems to alleviate hydraulic load from system in conjunction with EPWU's projects in the Collection System.
2. Installed 410'-4"/6" sanitary sewer lines. Installed 4,100'-8", 2,000'-12", and 200'-18" of new sanitary sewer lines.
3. Repaired 320'-4"/6", 280'-8", 180'-10"/12" and 380'-36" of sanitary sewer mains.
4. Set up and installed 1,300' of dewatering and discharge piping. Set up 900' of emergency bypass piping.
5. Reconnected 112'-4" and 80'-6" sewer services to new sanitary sewer mains.
6. Raised and adjusted 210 manhole rings and covers to grade for various City resurfacing projects.
7. Cleaned and inspected 540 sanitary sewer manholes for condition of manhole walls and condition of sewer lines for rehabilitation purposes.
8. Plugged 65 different sizes of sewer mains for sewer line inspections, maintenance and emergency repairs.
9. Replaced 350 manhole rings and covers due to traffic wear.
10. Repaired 60 manholes due to deterioration. Constructed 45 new sanitary manholes in areas necessary throughout the City. Rehabilitated 20 manholes.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Develop a list of potential areas with hydraulic problems.
2. Review periodically the Dispatch Logs relative to response time during emergencies.
3. Assess areas of construction to meet trench safety issues.
4. Coordinate construction activities with EPWU Engineering Department relative to work orders.
5. Assist EPWU Engineering Department to set up Bypass Master Contract.
6. Evaluate alternatives for rehabilitation of manholes.
7. Install manholes as requested by Collection System Section for accessibility to mains for cleaning purposes.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
WASTEWATER	690	SYSTEM REPAIR & CONSTRUCTION

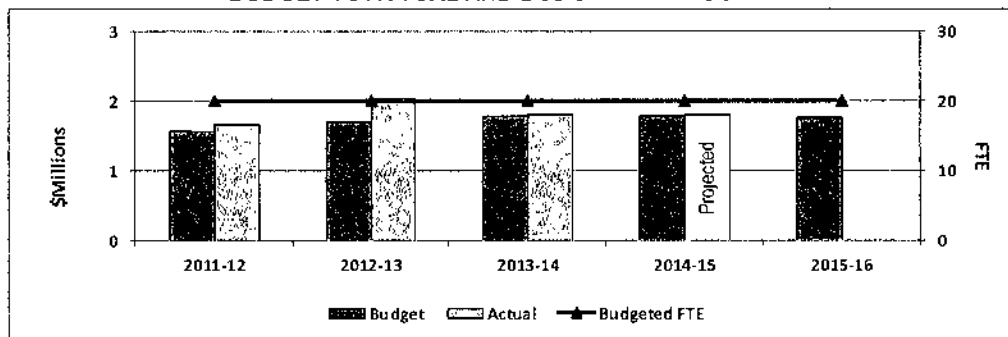
8. Provide a cross-training program for employees to be acquainted with other personnel activities.
9. Continue with the succession planning within the section.
10. Encourage TEEX training and license certifications for employees.
11. Increase Trench Safety training for employees within the section.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
GPM of infiltration/inflow stopped	Customer	100	73	80	80
Miles of sewer lines in place	Internal Process	2165	2241	2270	2300
Miles of sewer mains per employee	Financial	108	112	114	115

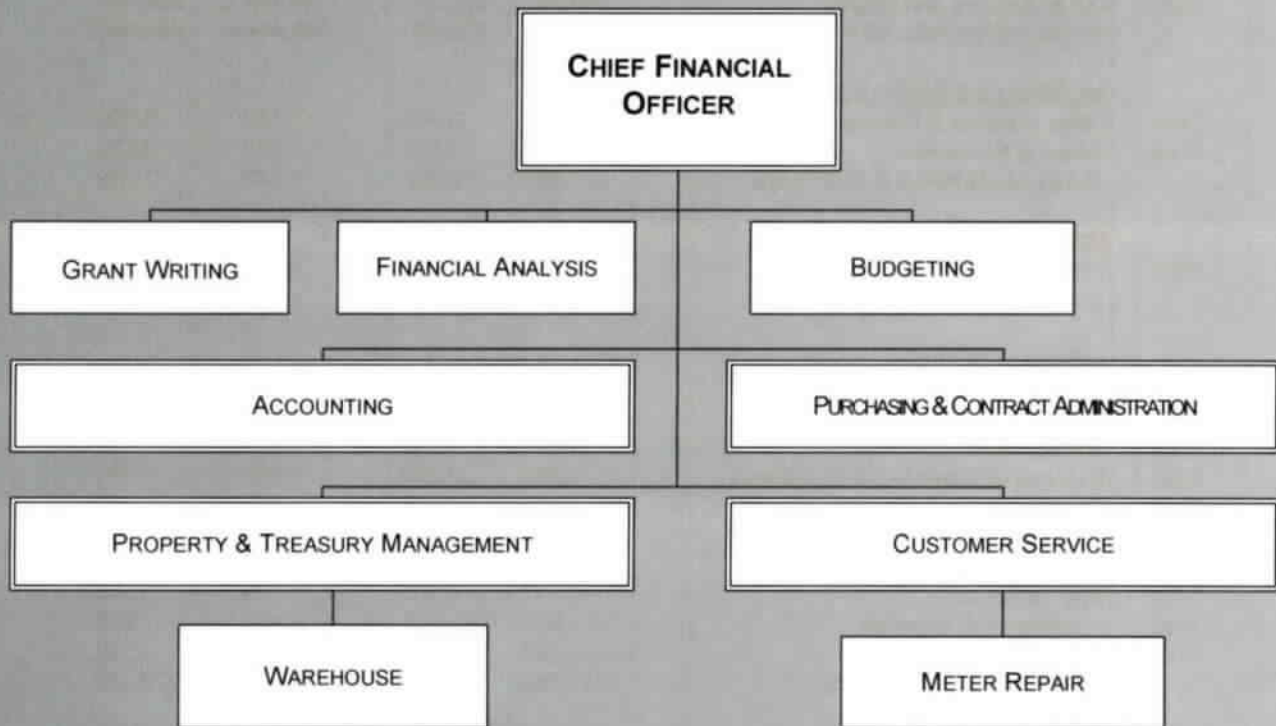
Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Construction Superintendent ¹	130	1	1	1	1
Wastewater Service Worker Supervisor	52	3	3	3	3
Wastewater Lead Service Worker	47	1	1	0	1
Utility Pipelayer	46	8	8	7	8
General Service Worker	43	7	7	5	7
Total Personnel		20	20	16	20

¹ Wastewater Construction Superintendent upgraded from 57 to 130 per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



FINANCIAL & SUPPORT SERVICES



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	710	FINANCE

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	248,297	322,000	336,454	362,000
	TOTAL PERSONAL SERVICES (LOADED)	248,297	322,000	336,454	362,000
	MATERIALS & SUPPLIES				
7560	Office Supplies & Printing	1,162	3,700	7,322	5,000
7740	Rental of Equipment	1,323	1,800	2,300	2,300
	TOTAL MATERIALS & SUPPLIES	2,486	5,500	9,622	7,300
	MAINTENANCE				
7680	Communication Equipment	1,256	1,900	1,498	1,500
	TOTAL MAINTENANCE	1,256	1,900	1,498	1,500
	MISCELLANEOUS				
7050	Audit Services	95,000	97,000	95,000	97,000
7100	Rent	10,300	11,200	11,200	12,500
7120	Transportation	4,480	1,500	-	-
7260	Expense of Supervisor & Employees	2,899	3,200	1,500	4,100
7420	Postage	209	200	242	-
7700	Insurance	-	5,000	5,000	5,000
7720	Professional Services	163,572	150,000	191,255	150,000
7730	Special Services	17	6,100	29	1,000
7780	Miscellaneous Expense	635	300	1,467	500
7790	Software Expense	270	100	197	100
	TOTAL MISCELLANEOUS	277,382	274,600	305,890	270,200
	TOTAL - ALL ACCOUNTS	529,421	604,000	653,464	641,000

Section 710 - Finance

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of Positive Ratings	¹ 2 in year 1	¹ Coord w/rating agencies during bond issuance; submit req'd information; monitor reserves & debt service coverage
		² # of Programs Operable	² 1 in year 1	² Coordinate System upgrades w/715,720,810 and CIS Vendor
		³ # of section targets satisfied	³ 100% goals met in year 1	³ Monitor each section progress on a monthly basis
Financial (funding+ risk assessment + cost/benefit data)		¹ \$ available	¹ 90 days reserve W&S and SW operating fund in year 1	¹ Review monthly reports, operating expenses, revenue
		² # of Rate Structure Evaluations	² 1 in year 1	² Analyze different rate structures to remain financially stable while improving cash reserves & debt service coverage
		³ # of Days submitted to CEO prior to PSB Budget Meeting	³ 7 days prior in year 1	³ Develop Critical Path for Section Heads outlining firm deadlines in Qtr 3; Issue weekly memo to Executive Mgmt w/updates for each section & note deficiencies
Internal Process (metrics designed by those who know the process)		¹ # of months review conducted	¹ 12 months in year 1	¹ Conduct monthly review of funding options w/financial advisor
		² # of new grants applied	² 50% of total applicable in year 1	² Identify potential grants, apply for those applicable
		³ # of apps completed	³ 1 in year 1	³ Compile data to complete & submit app potentially for JRWTP and/or Advance Purified
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		² Qty of Cross Trained Employees	² 100% of employees in year 1	² Cross exposure program between 715 & 740, Finance Mgr & Budget Specialist
		³ # of GFOA Certifications	³ 1 in year 1	³ Course & materials

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	710	FINANCE

FUNCTION:

Through direction by the Board and management the Finance section is responsible for ensuring the financial stability of the Utility. Plans, administers, and coordinates all financial and support services operations, including Finance, Accounting, Customer Service (including meter reading and repair, billing, call center, and collections), Purchasing, Property and Treasury Management, and the Warehouse. Major responsibilities include overseeing revenue and expenditures, investments and cash management, assets and property control, and producing executive summary reports on each for the President and CEO and the Public Service Board. Updates the Five Year Financial Plan annually, in accordance with the policies of the Public Service Board and the direction of management, and prepares and produces the Annual Budget and the Comprehensive Annual Financial Report.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Maintain the Municipal Drainage Utility bond rating from Fitch Ratings of AA+ with a stable outlook.
2. Maintain the Water & Sewer Utility bond rating from Fitch Ratings and Standard & Poor's Rating Services of AA+ with a stable outlook.
3. Issued \$131.65 million of Water & Sewer Revenue Refunding Bonds, Series 2015 to advance refund six previously issued bonds that resulted in a Net Present Value Benefit of \$10.28 million and to take \$25 million in Commercial Paper long.
4. Developed the Water, Wastewater, Reclaimed Water and Stormwater budget and financial plan for FY 2015-16.
5. Received the Government Finance Officers Association Distinguished Budget Presentation Award for FY 2014-15 Annual Budget Maintained adequate cash reserves in both the Water & Sewer Utility and the Municipal Drainage Utility.

STRATEGIC PLAN GOALS FOR FY 2015-2016:

1. Maintain AA+ rating and stable to positive financial outlooks from Fitch Ratings and Standard and Poor's bond rating agencies.
2. Analyze the future interest savings of refunding bonds.
3. Maintain adequate cash reserves in order to fund operations and cash portion of the CIP and maintain bond rating agencies' recommended levels.
4. Improve customer service relations by leading the Customer Service Department to implement changes in business processes, technology and implementation of a call center to improve the response and quality of service to our customers.
5. Improve the leadership skills of managers and supervisors by interacting more with all employees to develop trust and cooperation.
6. Create succession planning at upper and mid-level management positions by identifying more than one potential replacement for position and mentor them on all aspects, duties and procedures and create detailed job manuals for every job duty that each position perform.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	710	FINANCE

7. Provide financial information on a timely and accurate manner to end users by ensuring that financial reporting be completed by the 10th business day of each month.
8. Ensure all procurement and contracts are in compliance with EPWU rules and regulations, local, state and federal laws.
9. Receive the GFOA Distinguished Budget Presentation Award for FY 2015-16 Annual Budget.

Performance Measures	Perspective	FY 2012-13 Actual	FY 2013-14 Actual	Projected FY 2014-15	Goal FY 2015-16
Improve Bond Ratings					
S&P Bond Rating	Customer	AA	AA+	AA+	AA+
Fitch Bond Rating	Customer	AA+	AA+	AA+	AA+
S&P Bond Rating Outlook	Customer	Stable	Stable	Stable	Stable to Positive
S&P Bond Rating Outlook	Customer	Stable	Stable	Stable	Stable to Positive
Maintain Commercial Paper (CP) Rating					
S&P CP Rating	Financial	A1+	A1+	A1+	A1+
Moody's CP Rating	Financial	P-1	P-1	P-1	P-1
Improve Reserves					
Water and Sewer Operating Fund Reserve Target (days)	Financial	134 days	138 days	130 days	120 days
Improvement Fund Balance	Financial	\$31,015,892	\$46,128,625	\$30,000,000	\$30,000,000
Stormwater Operating Fund Reserve Target (days)	Financial	255 days	110 days	130 days	120 days
Stormwater Improvement Fund Balance	Financial	\$4,568,494	\$9,467,464	\$7,000,000	\$8,000,000
Financial Ratios					
Debt Service Coverage	Customer/Financial	2.01	2.09	2.00	2.00
Other					
Budget Adopted by Target Date	Financial	Yes	Yes	Yes	Yes
Variances, Actual vs. Budgeted, favorable/(unfavorable)					
Total Operating Revenues	Customer/Financial	1.9%	(3.68%)	(0.01%)	1-2%
Total Operating Expenditures	Customer/Financial	0.53%	6.96%	1%	2%

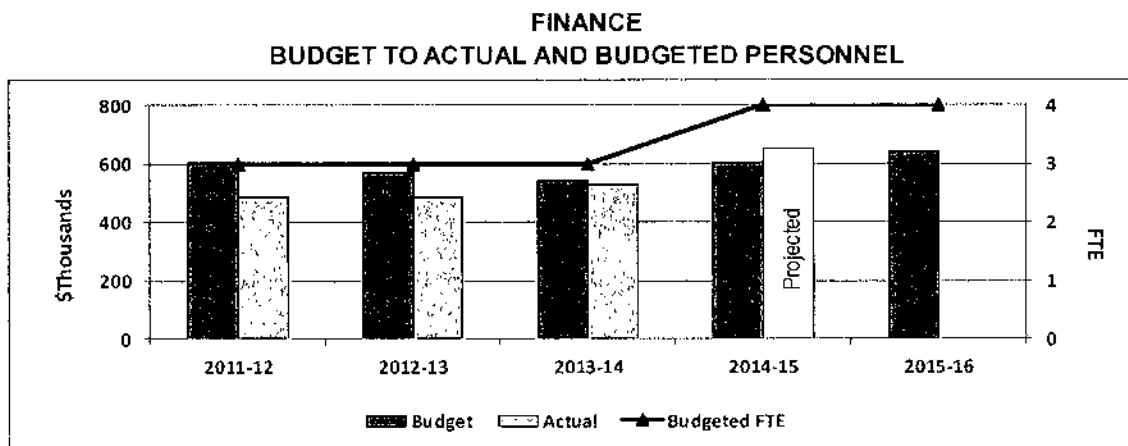
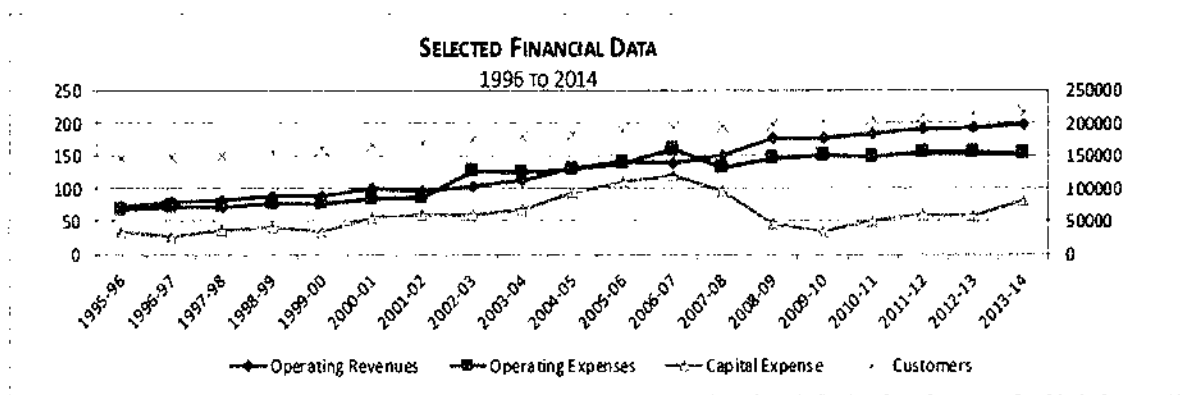
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	710	FINANCE

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Chief Financial Officer	Ex2	1	1	1	1
Rate Analyst	128	1	1	1	1
Grant Writer ¹	126	0	1	1	1
Budget & Management Analyst ²	125	0	0	0	1
Budget Specialist ²	53	1	1	1	0
Total Personnel		3	4	4	4

¹ Position added per Issue Paper FY2014-15

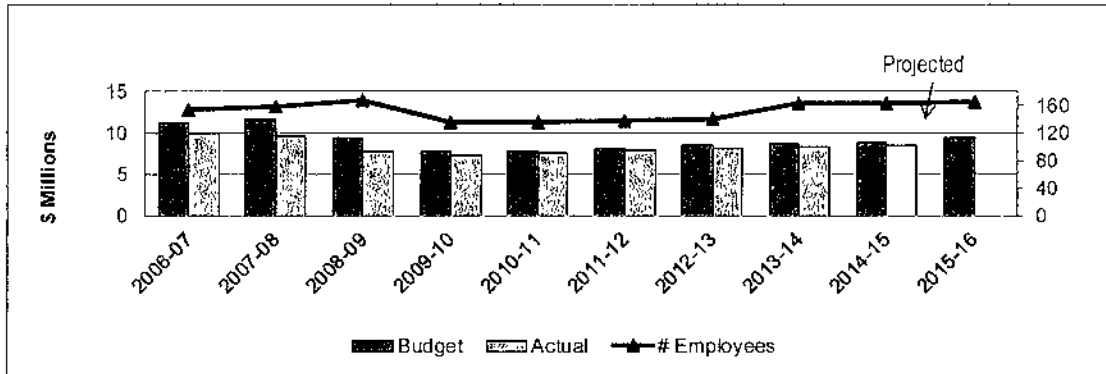
² Budget & Management Analyst added and Budget Specialist deleted per Issue Paper FY2015-16



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	710	FINANCE

FINANCE DIVISION*
BUDGETED TO ACTUAL AND BUDGETED PERSONNEL



*Includes Sections 710, 715, 720, 725, 740, 750, and 760. Sections 725 and 760 only included through FY2008-09. Consolidated to Administration as of FY2009-10.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	715	PROPERTY & TREASURY MANAGEMENT

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	565,794	639,000	590,579	699,000
7750	Worker's Compensation	1,309	3,000	1,714	3,000
	TOTAL PERSONAL SERVICES (LOADED)	567,103	642,000	592,293	702,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	10,292	14,000	5,920	8,000
7620	Small Tools & Equipment	33	-	-	-
7740	Rental of Equipment	960	1,000	739	1,000
	TOTAL MATERIALS & SUPPLIES	11,286	15,000	6,660	9,000
	<u>MAINTENANCE</u>				
7660	Building Services	7,357	6,000	5,407	6,000
7680	Communication Equipment	41,953	-	2,500	2,200
7910	Maintenance of Office Furniture & Equipment	27,030	28,300	28,000	28,300
	TOTAL MAINTENANCE	76,340	34,300	35,907	36,500
	<u>UTILITIES</u>				
7760	Utilities	16,501	7,500	6,851	7,500
	TOTAL UTILITIES	16,501	7,500	6,851	7,500
	<u>MISCELLANEOUS</u>				
7100	Rent	5,900	6,400	6,400	11,000
7120	Transportation	7,363	9,000	6,946	10,000
7130	Cash Management	116,092	109,300	108,000	103,000
7260	Expense of Supervisor & Employees	3,311	6,500	5,000	6,500
7320	Lease of Land	4,509	4,600	4,554	4,600
7420	Postage	1,592	2,000	1,584	2,000
7640	Uniforms	856	1,000	566	1,000
7700	Insurance	1,800	10,000	10,000	10,000
7730	Special Services	5,548	5,900	5,270	6,000
7780	Miscellaneous Expense	1,431	1,000	1,322	1,200
7790	Software/Hardware Expense	5,893	500	500	2,700
	TOTAL MISCELLANEOUS	154,294	156,200	150,143	158,000
	TOTAL - ALL ACCOUNTS	825,525	855,000	791,853	913,000

Section 715 – Property & Treasury Management

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The Strategy Map illustrates the following causal links:</p> <ul style="list-style-type: none"> Organizational Capacity (Develop Leadership Succession, Train/Mentor New Employees, Upgrade Licenses) leads to Internal Process (Improve Submittal of Bank Reconciliation to Acctg, Improve Property Control Audit Process, Increase Treasury Automated Management). Internal Process leads to Financial (Maximize Interest Earnings, Increase FILA Investments, Increase No. of CD Bids). Financial leads to Customer (Increase Payment Methods, Increase Internal Property Audits). 	¹ # of Programs Operable	¹ 1 in year 1	¹ Coordinate System upgrades and implementations w/720,810 and CIS Vendor ³ Develop Schedule and coordinate w/EPWU sectional Supervisors
		² # of Operable Mobile Apps	² 1 in year 1	
		³ # of Sections Audited	³ 100% in year 1	
Financial (funding+ risk assessment + cost/benefit data)	<p>The Strategy Map illustrates the following causal links:</p> <ul style="list-style-type: none"> Organizational Capacity (Develop Leadership Succession, Train/Mentor New Employees, Upgrade Licenses) leads to Internal Process (Improve Submittal of Bank Reconciliation to Acctg, Improve Property Control Audit Process, Increase Treasury Automated Management). Internal Process leads to Financial (Maximize Interest Earnings, Increase FILA Investments, Increase No. of CD Bids). Financial leads to Customer (Increase Payment Methods, Increase Internal Property Audits). 	¹ % of Available Funds Invested	¹ 100% invested in year 1	¹ Implement EPWU investment policy to increase amt invested ² Continue monthly deposit w/ Fila; coord deposits w/upcoming capital Project Expenditures ³ Request Bids from institutions and select highest yield
		² \$ Invested	² \$25Mil invested in year 1	
		³ # of Bids	³ 1 per quarter in year 1	
Internal Process (metrics designed by those who know the process)	<p>The Strategy Map illustrates the following causal links:</p> <ul style="list-style-type: none"> Organizational Capacity (Develop Leadership Succession, Train/Mentor New Employees, Upgrade Licenses) leads to Internal Process (Improve Submittal of Bank Reconciliation to Acctg, Improve Property Control Audit Process, Increase Treasury Automated Management). Internal Process leads to Financial (Maximize Interest Earnings, Increase FILA Investments, Increase No. of CD Bids). Financial leads to Customer (Increase Payment Methods, Increase Internal Property Audits). 	¹ # of Days to Submit	¹ 100% w/in 25 days in yr 1	¹ Upon monthly closing in Acct begin reconciliation process immediately ² Clean database and utilize laptops during audits ³ Evaluate PeopleSoft Treasury Model module options, features, prepare & present findings & recommendations
		² # of Improvements to the process	² 2 in year 1	
		³ # of software Evaluations	³ 1 in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	<p>The Strategy Map illustrates the following causal links:</p> <ul style="list-style-type: none"> Organizational Capacity (Develop Leadership Succession, Train/Mentor New Employees, Upgrade Licenses) leads to Internal Process (Improve Submittal of Bank Reconciliation to Acctg, Improve Property Control Audit Process, Increase Treasury Automated Management). Internal Process leads to Financial (Maximize Interest Earnings, Increase FILA Investments, Increase No. of CD Bids). Financial leads to Customer (Increase Payment Methods, Increase Internal Property Audits). 	¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure program w/in treasury, cashiers, property control ³ Research requirements, \$ amt and EPWU possible reimbursements
		² Qty of Cross Trained Employees	² 100% of new employees in year 1	
		³ # Treasurer Certification Researched	³ 1 in year 1	

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	715	PROPERTY & TREASURY MANAGEMENT

FUNCTION:

Exercise control of and account for all investments made by the Utility to ensure the daily liquidity for the cash flow demand of the El Paso Water Utilities and maximum investment yield through a daily analysis of market interest rates, while maintaining maximum security. Conform to all state and local statutes governing the investment of public funds. Ensure that investments are made in accordance with the Public Service Board's Rules and Regulations #10 (Investment Policy). Supervise and coordinate Property Control operation in providing safekeeping and complete inventory records of Utility assets. Supervise EPWU Warehouse operations. Responsible for the collection, processing and posting of customer payments and deposits through cashiering operations. Oversee \$40 million commercial paper program.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. PSB approved the use of the Federal Insured Liquidity Account (FILA). As of January 8, 2014, EPWU has invested \$22,149,953 earning a 0.23% interest rate; 19 basis points higher than Texpool and TexStar overnight pools.
2. Proactively bidding for Certificates of Deposits with local financial institutions which offer higher yields than other securities.
Piper Jaffray Co., was approved by the investment committee and it's currently included in the EPWU broker-dealer investments list.
3. In conjunction with IT and Customer Service successfully tested and implemented Real-Time posting of Check Free Pay Walk-In bill pay location payments.
4. Successfully educated 73% of the Utility sections on Asset Management procedures.
5. Successfully submitted for review monthly bank reconciliations.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Maximize interest earnings by proactively investing available funds in allowable investments under our investment policy.
2. Submit monthly bank reconciliations to accounting before established deadline.
3. Perform 100% asset management audits.
4. In conjunction with IT and Customer Service test and implement Real-Time posting of Bill Matrix Phone and Online payments.
5. Complete Asset Management training for remaining Utility sections.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Number of investments	Financial	136	294	200	200
Value of investments	Financial	\$222,262,529	\$166,784,000	\$170,000,000	\$175,000,000

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	715	PROPERTY & TREASURY MANAGEMENT

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Portfolio investments rate of return	Financial	0.28%	0.18%	0.29%	0.30%
Section Audits completed by Property Control	Customer/ Internal Process	17%	80%	93%	100%

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Treasury and Property Control Manager ²	EX5	0	1	0	1
Accounting Manager ²	130	1	0	1	0
Accountant ⁶	125	0	0	0	1
Revenue Processing Supervisor	54	1	1	1	1
Office Manager ¹	54	0	1	1	1
Senior Accounting/Payroll Specialist ¹	52	1	0	0	0
Collections Supervisor ⁵	51	0	2	0	2
Property Control Officer	50	1	1	1	1
Materials Specialist	47	1	1	0	1
Accounting/Payroll Clerk ^{3,6}	46	1	2	2	1
Senior Cashier ^{4,5}	45	2	6	5	6
Cashier ⁴	43	6	0	2	0
Total Personnel		14	15	13	15

¹ Senior Accounting/Payroll Specialist upgraded to Office Manager per Issue Paper FY2014-15

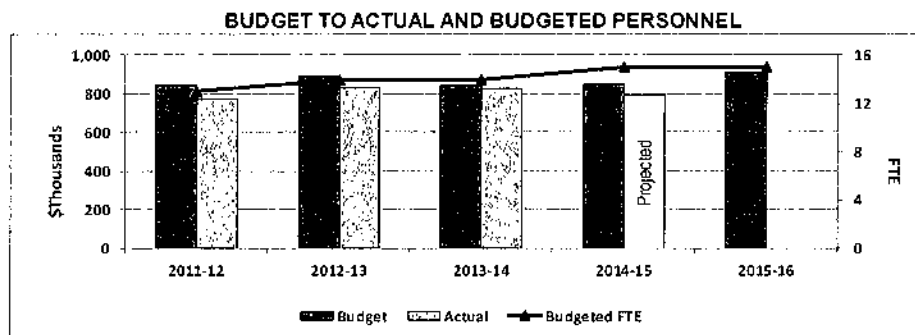
² Upgraded Accounting Manager 130 to Utility Treasury and Property Control Manager EX5 per Issue Paper FY2014-15

³ One Accounting/Payroll Clerk transferred from section 914 per Issue Paper FY2014-15

⁴ Six Cashiers upgraded to Senior Cashiers per issue Per Issue Paper FY2014-15

⁵ Two Senior Cashiers upgraded to Collections Supervisors per Issue Paper FY2014-15

⁶ Accountant added and one Accounting/Payroll Clerk deleted per Issue Paper FY2015-16



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	720	CUSTOMER SERVICE

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	3,827,402	4,001,000	3,823,718	4,101,000
7750	Worker's Compensation	65,158	40,800	20,000	30,000
	TOTAL PERSONAL SERVICES (LOADED)	3,892,559	4,041,800	3,843,718	4,131,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	54,045	53,000	59,188	53,000
7620	Small Tools & Equipment	6,119	8,500	5,934	8,500
7740	Rental/Lease of Equipment	5,512	12,700	6,588	70,700
	TOTAL MATERIALS & SUPPLIES	65,676	74,200	71,710	132,200
	<u>MAINTENANCE</u>				
7660	Building Services	52,805	48,000	59,366	39,000
7680	Communication Equipment	22,794	40,000	31,367	40,400
7860	Maintenance of Services	57,632	40,000	46,657	47,000
7910	Maintenance of Office Furniture & Equipment	1	2,500	500	-
7940	Maintenance of Data Processing Equipment	8,276	7,000	4,138	7,000
	TOTAL MAINTENANCE	141,508	137,500	142,027	133,400
	<u>UTILITIES</u>				
7060	Electricity Expense	21,841	25,000	21,121	27,600
7710	Natural Gas Expense	-	1,200	6	1,800
7760	Utilities	40,439	38,600	19,605	8,500
	TOTAL UTILITIES	62,280	64,800	40,732	37,900
	<u>MISCELLANEOUS</u>				
7120	Transportation	247,625	290,000	253,864	275,000
7260	Expense of Supervisor & Employees	23,038	18,000	12,564	24,500
7320	Lease of Land	25,550	34,000	29,775	25,600
7420	Billing Postage & Envelopes	1,334,172	1,335,100	1,400,000	1,550,000
7640	Uniforms	20,563	21,400	19,191	21,400
7700	Insurance	500	300	300	400
7730	Special Services	2,821	700	944	800
7770	Security Services	42,365	45,000	46,568	56,000
7780	Miscellaneous Expense	1,542	2,100	2,170	4,500
7790	Software/Hardware Expense	68,133	33,100	33,000	91,300
	TOTAL MISCELLANEOUS	1,766,308	1,779,700	1,798,376	2,049,500
	TOTAL - ALL ACCOUNTS	5,928,330	6,098,000	5,896,562	6,484,000

Section 720 – Customer Service

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The strategy map shows four objectives in ovals: '1Improve Customer Service' (top left), '2Increase Real-Time Bill Matrix Payments' (top right), '1Increase Small Meter Replacements' (middle, dashed), and '1Implement Quality Management Software' (bottom left). Arrows point from '1Implement Quality Management Software' to '1Improve Customer Service'. Arrows point from '1Increase Small Meter Replacements' to both '1Improve Customer Service' and '2Increase Real-Time Bill Matrix Payments'. An arrow points from '2Increase Real-Time Bill Matrix Payments' to '1Improve Customer Service'. An arrow points from '2Increase Real-Time Bill Matrix Payments' to '3Installation of Avaya Real-Time Reporting' (bottom right). An arrow points from '3Installation of Avaya Real-Time Reporting' to '2Implement IVR' (bottom middle). An arrow points from '2Implement IVR' to '1Implement Quality Management Software'.</p>	¹ # of Dropped Calls	¹ < 12% in year 1	¹ Maintain Technology; Generate Abandoned Call Graphs ¹ Implement real-time recording/ IVR; develop call taker feedback ¹ Develop review cklist /conduct monthly incentive mtg / group emails after QC calls conducted ² Coordinate System upgrades w/715, 810 and CIS Vendor
		¹ Average Call Wait Time	¹ Monthly avg <5min in yr 1	
		¹ # of Trainer/Q Monitoring Calls	¹ 1st line 1 call / wk Asst supervisor 2 call/ month Mgr 1 call / month	
		² # of Programs Operable	² 1 in year 1	
Financial (funding+ risk assessment + cost/benefit data)	<p>The strategy map shows '1Increase Small Meter Replacements' (middle, dashed) with an arrow pointing to '2Increase Real-Time Bill Matrix Payments' (top right).</p>	¹ # of Residential Meters Replaced	¹ 17,000 replaced in year 1	¹ Continue voluntary Saturday replacement (OT); implement mandatory Saturdays as req'd;
Internal Process (metrics designed by those who know the process)	<p>The strategy map shows three objectives in ovals: '1Implement Quality Management Software' (bottom left), '2Implement IVR' (bottom middle), and '3Installation of Avaya Real-Time Reporting' (bottom right). Arrows point from '1Implement Quality Management Software' to '2Implement IVR'. An arrow points from '2Implement IVR' to '3Installation of Avaya Real-Time Reporting'. An arrow points from '3Installation of Avaya Real-Time Reporting' to '2Increase Real-Time Bill Matrix Payments' (top right). An arrow points from '2Increase Real-Time Bill Matrix Payments' to '1Improve Customer Service' (top left). An arrow points from '1Improve Customer Service' to '1Implement Quality Management Software'.</p>	¹ # Vendors Evaluated	¹ Minimum 3 evaluated in yr 1	¹ Coor w/810; contact other cities ² Generate reports for abandoned calls, call backs and wait times ³ Calls per clerk/day; avg time/call
		² # of data reports generated	² 3 reports in first qtr of operation in year 1	
		³ # of data reports generated	³ 2 reports in first qtr of operation in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	<p>The strategy map shows two objectives in ovals: '1Develop Leadership Succession' (bottom left) and '2Train / Mentor Employees' (bottom right). An arrow points from '2Train / Mentor Employees' to '1Develop Leadership Succession'.</p>	¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross train between clerk tasks ³ Register, travel arrangements for AWWA or CMS or other CS conferences
		² Qty of Cross Trained Employees	² 100% of new employees in year 1	
		² # of Employ to Utility Mgmt Conf	² 2 in year 1	

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	720	CUSTOMER SERVICE

FUNCTION:

Customer Service is responsible for all services related to customer accounts. This includes meter reading, billing, delinquent action, service turn-on/cut-off, field inspections and all matters related to the customer's account. These services are carried out in a manner that gives primary consideration to the customer's needs and ensures that the Public Service Board's rules, regulations and policies are adhered to. The Customer Service Center is also responsible for oversight of the Meter Repair Shop.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Implemented Real Time Payment with Checkfree Pay in August 2014.
2. Extended service hours to the Call Center from 7 AM to 9 PM in May 2014.
3. Closed the Homestead Office in March 2014.
4. Created the scope of work and implemented work orders in Field Port for Section 440.
5. Streamlined the process for service for the County customers.
6. Implemented bi-monthly communication meetings with New Services.
7. Established monthly meeting with Environmental Services.
8. Implemented a motivational team building reward system for the Call Center.

STRATEGIC PLAN GOALS FY 2015-2016:

1. Upgrade of telephone/IVR systems.
2. Decrease Abandon Call Rate to 10%.
3. The hiring of a Training Specialist/QA Auditor will focus on the quality and efficiency of customer service along with the goal to improve the overall customer experience.
4. Implementing Smartphone Payment Application and Real Time Payments with Bill Matrix.
5. Renovation of the Call Center.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Small Meters Replaced	Financial	12,800	14,005	16,000	17,000
Accuracy of meter reading	Financial	99.93%	99.95%	99.96%	99.97%
Meter Leak Repairs Completed from 1 to 5 days	Customer/ Internal Process	4,749 Overall 72% Completed in 1 to 5 days	4,505 Overall 88% Completed in 1 to 5 days	4,400 Overall 99% Completed in 1 to 5 days	4,000 Overall 100% Completed in 1 to 5 days

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	720	CUSTOMER SERVICE

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Average Calls per employee per day	Customer/ Internal Process	87	87	91	95**
Percent of Abandoned Calls	Customer/ Internal Process	14%	16%	18%	10%

*This figure for FY13-14 is an estimate because figures were not available for August 2013.

** This is not a true representation due to the 3 shifts (14 hour day).

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Business & Customer Service Manager ²	EX4	1	1	1	1
Business & Cust Service Assistant Manager	130	3	3	3	3
Budget & Management Analyst	125	1	1	0	1
Utility Call Center Supervisor ⁴	55	0	0	0	1
Utility Customer Service Supervisor	53	1	1	1	1
Customer Relations & Billing Supervisor ^{3,4}	52	1	1	2	1
Call Center Supervisor ^{1,3}	52	1	1	0	0
Call Center Training/QA Specialist ⁵	52	0	0	0	1
Utility Field Customer Service Supervisor	51	1	1	1	1
Utility Meter Reader Supervisor	50	1	1	1	1
Utility Field Customer Service Inspector	49	6	6	6	6
Customer Relations Representative	48	6	6	6	6
Utility Field Customer Service Worker	48	25	25	24	25
Secretary	46	1	1	1	1
Utility Meter Reader	46	20	20	20	20
Customer Relations Clerk	45	31	31	28	31
Senior Office Assistant	45	3	3	2	3
Total Personnel		102	102	96	103

¹ Call Center Supervisor added per Issue Paper FY2013-14

² Business & Customer Service Manager upgraded from EX5 to EX4 per Issue Paper FY2014-15

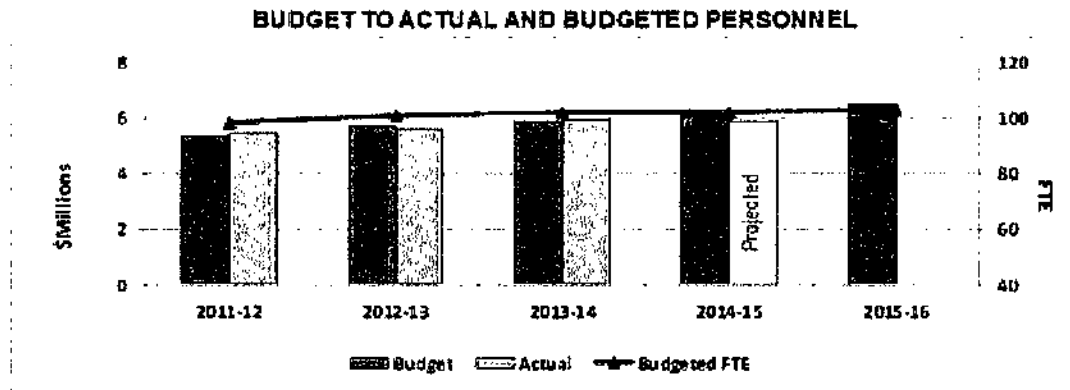
³ Call Center Supervisor changed to Customer Relations & Billing Supervisor FY2014-15

⁴ Utility Call Center Supervisor added, one Customer Relations and Billing Supervisor deleted per Issue Paper FY2015-16

⁵ Call Center Training/QA Specialist added per Issue Paper FY2015-16

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	720	CUSTOMER SERVICE



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	740	ACCOUNTING

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7010	Capital Salaries and Wages	74	-	-	-
7020	O & M Salaries and Wages	616,269	638,000	602,231	642,000
	TOTAL PERSONAL SERVICES (LOADED)	616,343	638,000	602,231	642,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	9,087	8,500	9,547	9,600
7740	Rental/Lease of Equipment	2,854	3,000	2,966	3,000
	TOTAL MATERIALS & SUPPLIES	11,941	11,500	12,513	12,600
	<u>MISCELLANEOUS</u>				
7100	Rent	36,900	40,300	40,300	40,000
7260	Expense of Supervisor & Employees	5,168	9,700	4,247	6,200
7420	Postage	6,200	5,600	3,815	5,600
7700	Insurance	500	-	-	-
7730	Special Services	12,625	13,800	18,612	14,000
7780	Miscellaneous Expense	-	700	1,228	700
7790	Software/Hardware Expense	3,427	2,400	719	2,900
	TOTAL MISCELLANEOUS	64,820	72,500	68,921	69,400
	TOTAL - ALL ACCOUNTS	693,104	722,000	683,664	724,000

Section 740 – Accounting

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The diagram shows the following objectives and their relationships:</p> <ul style="list-style-type: none">Customer Objectives:<ul style="list-style-type: none">¹GFOA Certificate of Excellence²Improve Customer Deposit Refund Checks ProcessFinancial Objectives:<ul style="list-style-type: none">¹Increase Internal AuditsInternal Process Objectives:<ul style="list-style-type: none">¹Improve Monthly Transaction Posting²Improve Financial Reporting³Implement People-Soft UpgradeOrganizational Capacity Objectives:<ul style="list-style-type: none">¹Develop Leadership Succession²Train / Mentor Employees³Upgrade Certifications <p>Relationships (Arrows):</p> <ul style="list-style-type: none">Organizational Capacity ¹Develop Leadership Succession → Internal Process ¹Improve Monthly Transaction PostingOrganizational Capacity ²Train / Mentor Employees → Internal Process ²Improve Financial ReportingOrganizational Capacity ³Upgrade Certifications → Internal Process ³Implement People-Soft UpgradeInternal Process ¹Improve Monthly Transaction Posting → Customer ¹GFOA Certificate of ExcellenceInternal Process ²Improve Financial Reporting → Financial ¹Increase Internal AuditsInternal Process ³Implement People-Soft Upgrade → Customer ²Improve Customer Deposit Refund Checks ProcessFinancial ¹Increase Internal Audits → Customer ¹GFOA Certificate of Excellence	¹ # of Certificates	¹ 1 in year 1	¹ Continue to satisfy financial requirements; Implement new GFOA guidelines annually ² Coordinate meetings for discussion & develop plan of action for interface w/ People-Soft & Enquesta
		² # of Coord Mtgs w/810	² 1 in Qtr 1 in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ # of Internal Audits	¹ 2 in year 1	¹ Conduct and record results from internal audits
Internal Process (metrics designed by those who know the process)		¹ # of months posted w/in 7 business days	¹ 9 months in year 1 (excluding Final month Feb)	¹ Continue communication for data collection ² Verify that key managers obtain transactions & prepare reports ³ Coord w/810 attend weekly meetings; document processes; conduct functionality & accuracy testing; other tasks as required
		² # of months w/ reports in 10 business days	² 9 months in year 1	
		³ # of software implemented	³ 1 in year 1 (Nov 2015)	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure program between payroll, A/R, grants, CIP acct ³ Course & materials
		² Qty of Cross Trained Employees	² 1 cross trained in Payroll, & 1 in CIP Acct in yr 1	
		³ # of GFOA Certifications	³ 2 in year 1	

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	740	ACCOUNTING

FUNCTION:

Maintain the financial records of the Utility in accordance with Ordinance 752 and subsequent ordinances and amendments. In addition, Ordinance No. 016668 established the Municipal Drainage Utility System. Responsible for all general accounting functions. Make authorized disbursements. Prepare annual budget revenue projections and assist in the preparation of the CIP budget. Responsible for submitting grant reimbursement and State Revolving Fund (SRF) Loan requests. Prepare annual financial statements in accordance with Generally Accepted Accounting Principles. Administer all benefits offered to Utility employees and dependents. Prepare all required payroll tax reports including W-2's and 1099's.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Received the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2012-13 from the Government Finance Officers Association
2. Issued the Comprehensive Annual Financial Report for FY2013-14 and received an unqualified opinion from our independent auditors.
3. Received no reportable conditions, material weaknesses or material noncompliance for compliance with OMB Circular A-133.

STRATEGIC PLAN GOALS FOR FY 2015-2016:

1. Prepare the Comprehensive Annual Financial Report for FY2014-15 and receive an unqualified opinion from our independent auditors.
2. Receive the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY2013-14 from the Government Finance Officers Association.
3. Improve the collection, recording, and reporting of the Utility's business transactions in a timely, efficient, and accurate manner within the first ten business days every month.
4. Implement new GASB pronouncements and changes in GAAP as required.
5. Implement technology to improve accounting processes and self-service functionality for employee services such as insurance and benefits and payroll and coordinate with IS for the 9.2 PeopleSoft financials upgrade.

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Receive GFOA's Certificate of Excellence in Financial Reporting for Comprehensive Annual Financial Report	Customer	Yes	Yes	Yes	Yes

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	740	ACCOUNTING

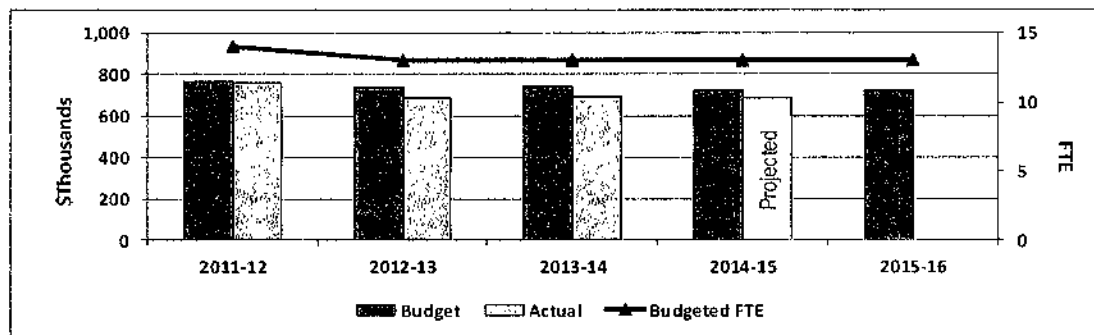
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Receive unqualified opinion from external auditors	Internal Process	Yes	Yes	Yes	Yes
*Average number of business day to close monthly	Internal Process	N/A	8	7	7
*Average number of business day to prepare monthly financial reports	Internal Process	N/A	13	11	10

*Data not tracked prior to FY 2013-14

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Fiscal Operations Manager	EX5	1	1	1	1
Accounting Manager	130	1	1	1	1
Accountant	125	1	1	1	1
Disbursement Supervisor	52	1	1	1	1
Senior Accounting/Payroll Specialist	52	2	2	2	2
Accounting/Payroll Specialist ¹	50	2	2	2	3
Accounting/Payroll Clerk ¹	46	5	5	5	4
Total Personnel		13	13	13	13

¹ One Accounting/Payroll Clerk upgraded to Accounting/Payroll Specialist per HR FY2014-15

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	750	PURCHASING & CONTRACT ADMINISTRATION

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
7020	O & M Salaries and Wages	530,386	562,000	500,591	556,000
	TOTAL PERSONAL SERVICES (LOADED)	530,386	562,000	500,591	556,000
	MATERIALS & SUPPLIES				
7560	Office Supplies & Printing	10,703	8,000	7,544	8,000
7740	Rental/Lease of Equipment	7,730	9,100	8,878	9,100
	TOTAL MATERIALS & SUPPLIES	18,433	17,100	16,421	17,100
	MISCELLANEOUS				
7100	Rent	38,900	42,400	42,400	42,500
7260	Expense of Supervisor & Employees	437	3,500	1,691	3,500
7420	Postage	1,354	1,500	1,097	1,500
7700	Insurance	4,583	-	-	-
7730	Special Services	1,632	1,800	1,553	1,800
7780	Miscellaneous Expense	1,546	2,300	2,216	2,300
7790	Software Expense	914	400	345	17,300
	TOTAL MISCELLANEOUS	49,367	51,900	49,302	68,900
	TOTAL - ALL ACCOUNTS	598,186	631,000	566,314	642,000

Section 750 – Purchasing

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of Awards	¹ 1 in year 1	¹ Outreach to HUB; email construction project invite to contractors; continue to update contact list
		² # Programs Prepared	² 1 in year 1	² Draft program and determine approval process
		³ # of Business Fairs Attended	³ 4 in year 1	³ Develop schedule of upcoming fairs; continue to update booth display; email contractor of upcoming front end changes
Financial (funding+ risk assessment + cost/benefit data)		¹ # of 2015/16 Projects Analyzed	¹ 100% in year 1	¹ Utilize LCP tracking software to collect efficiency data
		² LD Data Collected for Constr Projects	² 100% of projects closing out in Q1 & Q2	² Work w/Eng; develop email for tracking "lost LD's"
Internal Process (metrics designed by those who know the process)		¹ # of Evaluation Written	¹ 1 Report in Year 1	¹ Evaluate benefits of business status registration at various agencies
		² # of Coordination Meetings	² 1 per Qtr in Year 1	² Establish schedule and coordinate w/EPWU Utility Construction Manager; general agenda for each meeting
		³ # of Meetings Conducted	³ 1 per Qtr in Year 1	³ Establish Committee; Prepare overview of concerns; Develop Alternative; Present to Executive Mgmt
		⁴ # of Bids w/addenda	⁴ Reduce by 20% in year 1	⁴ Establish QA/QC process for reviewing docs prior to bid
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		² # of Excel Training	² 3 persons in year 1	² Identify City Training programs and enroll personnel;
		² # of Employees Cross trained	² 1 position in year 1	² Establish cross train program w/ Purchasing clerk position
		³ # of Procurement Certifications	³ 1 in year 1	³ Course & materials

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	750	PURCHASING & CONTRACT ADMINISTRATION

FUNCTION:

Responsible for the procurement of goods, services, consultant and construction. Supervise and insure compliance to purchasing state statutes, government codes and utility policies and procedures. Evaluate and prepare bids or quotations as required. Bid construction projects; issue the notice of award; review contract documentation for compliance with bid specifications and issue the notice to proceed. Write, execute, and administer all design, study, construction, consulting and various other formal contracts. Administer change orders and review engineering and contractor invoices and progress reports for compliance with contract terms and ensure that all contract requirements are fulfilled. Process and close all developer contracts for new subdivisions. Analyze and implement federal and state regulations accompanying Economically Disadvantaged Assistance Program (EDAP), State Revolving Fund (SRF)—drinking water or otherwise, North American Development Bank (NADBank), EPA, TWDB and other grant funding. Administer procurement card program. Track and report annually on the Public Service Board's goals of using historically underutilized businesses. As much as reasonably and economically possible.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Participation of Minority, Women and Small Locally-Owned businesses was 72.57% for Goods and Services procured and 36.21% in Construction bids. This report was compiled and presented to the Public Service Board on June 11, 2014.
2. Hosted the 2014 Construction Forum held at the Tech2O Center with contractors, suppliers and subcontractors attending and announced the implementation of LCP Tracker, the EPWU's new automated payroll compliance software.
3. Utilized the new EJCDC, new construction front ends and updated construction projects to the new 2012 City wage rates for all new projects.
4. Decreased the cost of production by making CD ROMS available which contractors preferred because they were available at a much lower cost.
5. Held an insurance training forum for Purchasing and Contracts Administration and the Engineering Department with EPWU's Risk Manager to get a better understanding of the insurance that is required and have subsequently decreased some insurance costs on some projects that would have been passed on to EPWU through bid proposals.
6. Cross trained between the two Senior Office Assistants in Purchasing and Contracts Administration allowing for consistent work flow.
7. Purchasing and Contracts posted advertisements, addendum notification and bid tables to their website rather than relying on Information Services which resulted in quicker turn around times.

STRATEGIC PLAN GOALS FY 2015-2016:

1. To have all projects utilizing LCP Tracker.
2. To continue to increase electronic bidding by to be fully automated including conducting bid opening online.

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

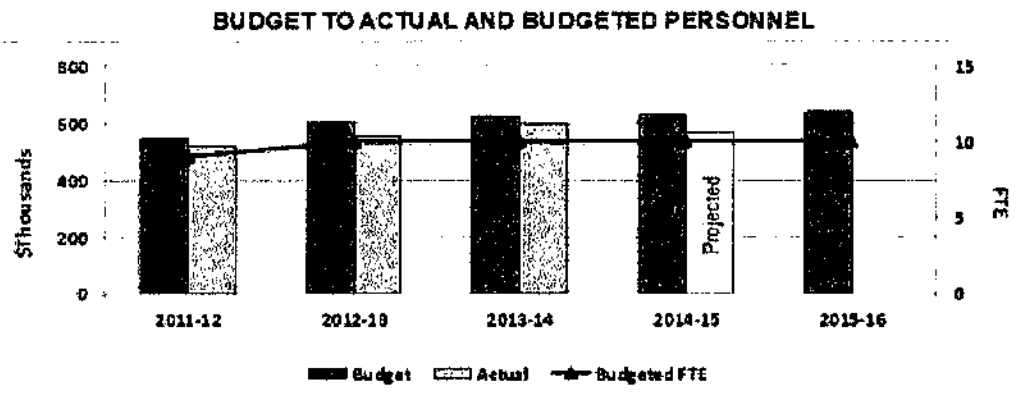
DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	750	PURCHASING & CONTRACT ADMINISTRATION

3. Started working with IS to upgrade PeopleSoft Financial System, continue to work with IS until the upgrade is complete.
4. Coordinate and host the 2015 EPWU Construction Forum.
5. Start automating the records management system

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Number of historically underutilized business listing	Customer/Financial	454	411	452	500
Use of small, local minority or women owned businesses for goods and services	Customer/Financial	56%	54%	59%	65%
Change in procurement card expenditures from prior year (to increase annual rebate and turnaround time for purchases)	OM	3%	6.79%	-7.5%	10%
Change order variance	Financial	1.35%	4.53%	10.57%	5%
Professional and construction services invoices processed and sent to Project Managers within seven days of receipt from consultants	Internal Process	82.79%	80%	80%	85%

El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	750	PURCHASING & CONTRACT ADMINISTRATION



Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Senior Purchasing Agent ¹	131	0	1	0	1
Purchasing Agent ¹	129	1	0	1	0
Administrative Analyst	128	2	2	0	2
Procurement Analyst	126	2	2	2	2
Project Compliance Specialist	122	2	2	2	2
Purchasing Clerk	47	1	1	1	1
Senior Office Assistant	45	2	2	2	2
Total Personnel		10	10	8	10

¹ Purchasing Agent upgraded to Senior Purchasing Agent FY2014-15

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DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	912	METER REPAIR & TESTING

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
9020	O & M Salaries and Wages	351,849	403,000	369,729	349,000
9750	Worker's Compensation	6,172	5,400	1,000	5,400
	TOTAL PERSONAL SERVICES (LOADED)	358,020	408,400	370,729	354,400
	<u>MATERIALS & SUPPLIES</u>				
9500	Chemicals	903	1,000	630	500
9560	Office Supplies & Printing	840	1,000	579	1,000
9620	Small Tools & Equipment	10,847	12,000	11,557	12,000
9740	Rental/Lease of Equipment	1,242	1,300	1,121	1,300
	TOTAL MATERIALS & SUPPLIES	13,833	15,300	13,886	14,800
	<u>MAINTENANCE</u>				
9660	Building Services	4,166	3,000	4,997	5,000
9680	Communication Equipment	4,404	7,000	4,493	4,500
9850	Maintenance of Equipment	4,018	2,000	5,805	5,000
9900	Maintenance of Meters	14,860	15,000	10,880	10,000
9930	Maintenance of Structures & Improvements	1,002	2,500	2,888	3,000
	TOTAL MAINTENANCE	28,449	29,500	29,063	27,500
	<u>UTILITIES</u>				
9760	Utilities	3,837	5,000	3,989	5,000
	TOTAL UTILITIES	3,837	5,000	3,989	5,000
	<u>MISCELLANEOUS</u>				
9120	Transportation	23,113	27,000	23,022	25,000
9260	Expense of Supervisor & Employees	195	5,000	125	2,000
9640	Uniforms	5,339	5,100	5,366	6,000
9700	Insurance	600	-	-	-
9780	Miscellaneous Expense	577	900	781	600
9790	Software/Hardware Maintenance	877	1,800	1,800	11,700
	TOTAL MISCELLANEOUS	30,701	39,800	31,095	45,300
	TOTAL - ALL ACCOUNTS	434,840	498,000	448,762	447,000

Section 912 – Meter Repair Shop

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<pre> graph TD subgraph OrgCap [Organizational Capacity] O1[1Develop Leadership Succession] O2[2Train / Mentor Employees] O3[3Upgrade Licenses] end subgraph IntProc [Internal Process] I1[1Improve Meter Testing Program] I2[2Improve Large Meter Replacements Program] end subgraph Fin [Financial] F1[1Reduce non-revenue water] end subgraph Cust [Customer] C1[1Improve Customer Service] end O1 --> I1 O2 --> I2 O3 --> I2 I1 --> F1 I2 --> F1 F1 --> C1 </pre>	¹ Increase billed revenue from large meters replaced.	¹ Increase billed revenue by 0.1% in year 1	¹ Review Cognos Reports and track monthly water usage of meters that have been replaced and compare billed revenue to historical usage.
		¹ % Reduction in Non-Revenue Wtr	¹ 0.25% reduction in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ # meters satisfying AWWA Accuracy Stnd	¹ 100% of those identified & repaired	¹ Review Cognos Report Identify problematic meters; Determine large meter accuracy; share info w/440 ² Replace inaccurate/inoperable meters to obtain actual reading in lieu of using an estimated reading
		¹ Reduce # of Estimated Readings	¹ 25% reduction in year 1	
Internal Process (metrics designed by those who know the process)		¹ # meters tested monthly	¹ 120 per month in year 1	¹ Continue updating Enquesta testing log and QA/QC work order; Conduct Quarterly review of monthly reports ² Use targeted list of meters and customers; Convert replacement into a permanent Preventative Maintenance Program
		² # large meters replaced	² 200 in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	¹ Develop Leadership Succession ² Train / Mentor Employees ³ Upgrade Licenses	¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² External Conference / training course ³ TEEX Class Course & materials ³ EPWU Training
		² # Employees to Meter Repair Class	² 2 employees in year 1	
		³ # of Class C Wtr Licenses	³ 50% through training & 25% tested & certified in yr 1	
		³ # of Inspector Licenses	³ 25% in year 1	

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	912	METER REPAIR & TESTING

FUNCTION:

Responsible for the in-house repairs and testing of 5/8" x 3/4" through 12" water meters. Maintain sufficient quantities of repaired water meters for use by Utility field crews. Maintain adequate meter parts stock level (new and rebuilt) for proper repair of all sizes of water meters. Maintain records on all water meters purchased by the Utility, including repairs and in the field, for the 440 and 720 sections (5/8" x 3/4" through 12" turbines and compounds). Provide testing, tagging, and sealing of all water meters purchased by the El Paso Water Utilities. Install, repair, test and track, on a daily basis, all construction fire hydrant meters issued and installing at various locations for contractors through requests from New Services.

MAJOR ACCOMPLISHMENTS FY 2014-2015:

1. Implementation of the Large Meter Replacement Program for 1 1/2" inch meters to 10" inch water meters projected to be at 280 replacements utilizing Section 912 personnel.

STRATEGIC PLAN GOALS FY 2015-16:

1. Continue the Large Meter Replacement Program.
2. Replace Western Refining sewer flumes with Flo-Dar flow meters.
3. Provide training for Meter Shop personnel for large mechanical and electronic water meters and sewer flow meters (Flo-Dar and Flumes).

PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Meters repaired	Internal Process	1,888	1,786	1,602	1,800
Number of 1 1/2" thru 12" meters tested	Internal Process	1,927	1,536	1,640	1,800
Large (over 1") meters replaced	Internal Process	159	103	280	200*
Issued 5/8" x 3/4" thru 12" meters	Internal Process	17,421	22,276	23,840	24,000
Issued/Maintained Construction fire-hydrant/backflow meters	Internal Process	172	162	194	200

* The figure has been anticipated to be lower due to the fact that large meters are more time consuming and complicated to replace

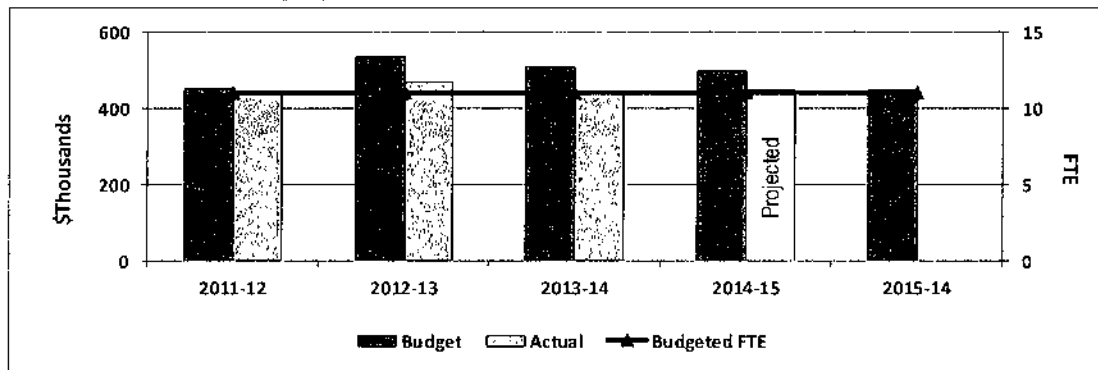
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	912	METER REPAIR & TESTING

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Proposed 2015-16
Meter Shop Supervisor ¹	53	0	0	0	1
Utility Meter Repair Supervisor ¹	51	1	1	1	0
Utility Meter Senior Repairer	49	1	1	1	1
Utility Meter Repairer	47	4	4	4	4
Stores Clerk	45	1	1	1	1
General Service Worker	43	4	4	3	4
Total Personnel		11	11	10	11

¹Meter Shop Supervisor added and Utility Meter Repair Supervisor deleted per Issue Paper FY2015-16

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	914	WAREHOUSE

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
9020	O & M Salaries and Wages	308,528	316,000	268,293	315,000
9750	Worker's Compensation	7,544	4,300	1,000	4,300
	TOTAL PERSONAL SERVICES (LOADED)	316,072	320,300	269,293	319,300
	<u>MATERIALS & SUPPLIES</u>				
9560	Office Supplies & Printing	4,048	3,000	5,138	3,500
9620	Small Tools & Equipment	1,437	1,500	668	2,000
9740	Rental/Lease of Equipment	2,485	2,400	2,257	2,400
	TOTAL MATERIALS & SUPPLIES	7,970	6,900	8,062	7,900
	<u>MAINTENANCE</u>				
9660	Building Services	10,520	6,000	13,000	7,500
9680	Communication Equipment	1,108	1,400	1,344	2,400
9850	Maintenance of Equipment	645	5,000	1,521	2,500
	TOTAL MAINTENANCE	12,274	12,400	15,865	12,400
	<u>UTILITIES</u>				
9760	Utilities	16,288	13,000	15,513	16,000
	TOTAL UTILITIES	16,288	13,000	15,513	16,000
	<u>MISCELLANEOUS</u>				
9120	Transportation	25,756	30,000	27,855	30,000
9260	Expense of Supervisor & Employees	1,162	1,300	1,796	1,300
9640	Uniforms	4,096	3,900	3,841	3,900
9700	Insurance	1,100	1,000	1,000	1,000
9770	Security	-	-	-	4,100
9780	Miscellaneous Expense	2,905	1,900	1,206	1,800
9790	Software/Hardware Expense	3,477	300	300	300
	TOTAL MISCELLANEOUS	38,495	38,400	35,999	42,400
	TOTAL - ALL ACCOUNTS	391,099	391,000	344,732	398,000

Section 914 – Warehouse

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	<p>The diagram shows causal links between objectives across four perspectives:</p> <ul style="list-style-type: none">Customer: 1Improve Yard Time to Load, 2Improve Inventory Availability, 3Improve Specialty Order ProcessFinancial: 1Increase Purchase Orders, 2Improve Inventory Audit, 3Increase Master ContractsInternal Process: 1Improve Procurement of High Demand Material, 2Improve Internal Process & ControlOrganizational Capacity: 1Develop Leadership Succession, 2Train / Mentor Employees <p>Key causal links include: Organizational Capacity (2) to Internal Process (2); Internal Process (1) to Financial (1); Internal Process (2) to Financial (2) and Customer (2); Financial (1) to Customer (1); Financial (2) to Customer (2); Financial (3) to Customer (3); Customer (1) to Customer (2); Customer (2) to Customer (3).</p>	1# of Yard Time Tracking System	11 System in year 1	1Sign Time in at counter and time out at yard w/sign off; Revise order slips to include time in & time out; 2Establish System to track # of times an item is not available 3Develop Specialty Request Form and location to hold forms until Friday
		2# of Out of Stock Tracking System	21 System in year 1	
		3# of times items ordered by Friday of the week request is placed	3100% in year 1	
Financial (funding+ risk assessment + cost/benefit data)		1% of Purchase Order Increase	125% in year 1	1Develop list of materials and determine those for Purchase Orders 2Conduct Daily Cycle Counts for approx. 20 items; Develop cycle count schedule 3Establish new master contract for all brass materials; eliminate Purchase order & spot buying
		2% Accuracy	280% Accuracy in year 1	
		3# of New Master Contracts	31 in year 1	
Internal Process (metrics designed by those who know the process)		1# of Monthly meetings	112 in year 1	1Coord mtg w/440 supervisors and lead workers 2Coord w/914 staff and relay information 2Establish wkly mtgs w/materials Specialist and supervisor; discuss the inventory report data; review process manager
		2# of Weekly Section Meetings	252 in year 1	
		2# of times weekly Inventory Status Report are run	252 in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		1# Key Positions Identified	1100% Identified in year 1	1Succession Plan w/key positions/criteria/eligible dates 2Cross exposure program among 5 store clerks and between materials specialists & Supervisor
		2Qty of Cross Trained Employees	2100% of employees in year 1	
		2# of MSOffice & PeopleSoft trained	2100% in year 1	

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	914	WAREHOUSE

FUNCTION:

Provide in a timely manner adequate supply, storage, and issues of warehouse materials and supplies for proper operation of the construction and maintenance crews in the water distribution, wastewater collection, and stormwater divisions. Procure and deliver warehouse materials and supplies for field crews during working hours and provide after-hours emergency issues and delivery services as required. Responsible and accountable for stores items located at various locations.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Successfully completed year-end inventory audit.
2. Successfully increased to 62% of the warehouse procurement into contracts and decreased to 38% in P Cards
3. Improved sales process by establishing new warehouse procedures with the implementation of numbered carbon copy sale requisitions for better record keeping and data entry. In addition, 2 employees were assigned to monitor the yard to expedite material issued to field crews to better customer service.
4. Improved communication with field crew supervisors by establishing monthly meetings.

STRATEGIC PLAN GOALS FY 2015-16:

1. Setup monthly meetings with utility sections to improve the procurement of the high demand material.
2. Increase procurement bids and contracts from a 62% to 75% to raise cost saving for the utility.
3. Establish a master contract for all brass material.
4. Continue developing warehouse personnel on Microsoft Office and PeopleSoft to become more efficient and to minimize errors.
5. Establish a separate location within the warehouse for the successful scrap dismantling program.
6. Strive to have a 100% accuracy yearend inventory audit.

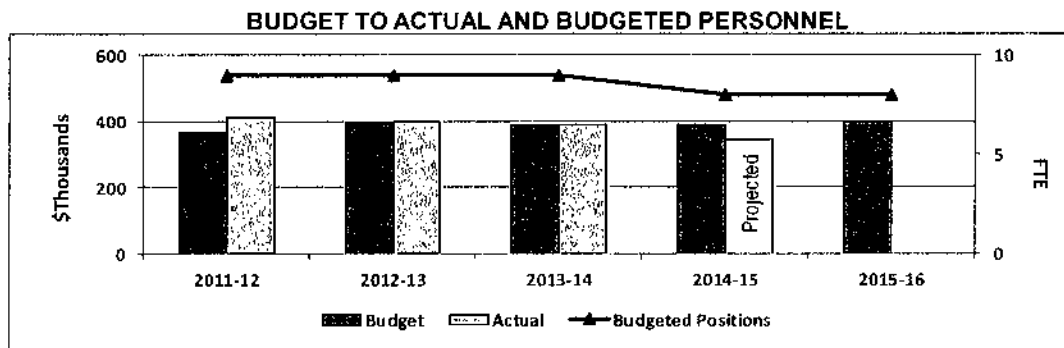
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-16 PROJECTED	FY 2015-16 GOAL
Inventory turnover rate	Financial/Internal Process	2.4	2.6	2.4	2.5
Value of items issued	Financial	\$2.4 Million	\$2.8 Million	\$2.6 Million	\$2.5 Million
Value of inventory	Financial	\$.976 Million	\$1.10 Million	\$1.1Million	\$1 Million

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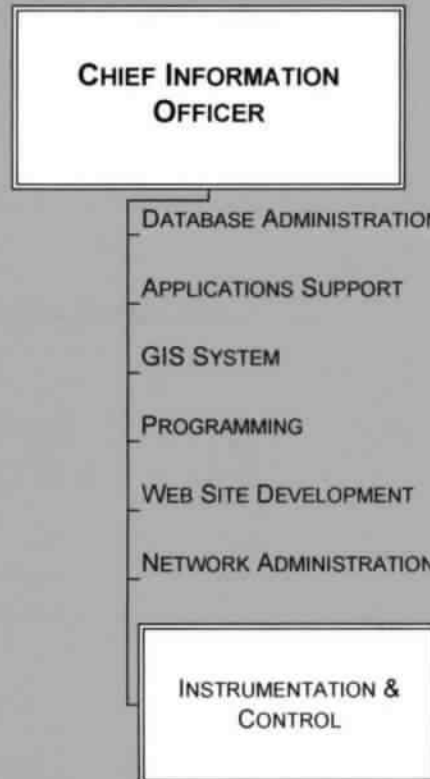
DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	914	WAREHOUSE

Positions	Pay Grade	Approved 2013-14	Approved 2014-16	Actual As Of 09/01/14	Approved 2015-16
Materials Supervisor	54	1	1	1	1
Materials Specialist	47	2	2	3	2
Accounting/Payroll Clerk ¹	46	1	0	0	0
Stores Clerk	45	5	5	4	5
Total Personnel		9	8	8	8

¹ Accounting/Payroll Clerk transferred to section 715 per Issue Paper FY2014-15



INFORMATION SYSTEMS



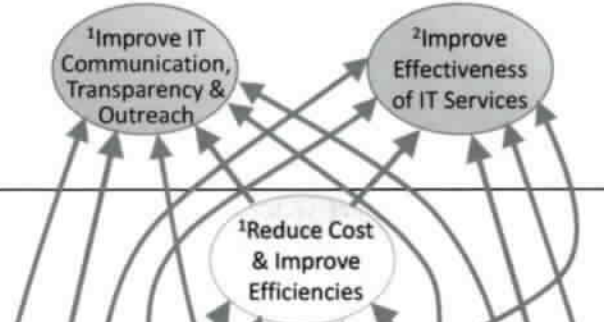



El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

DIVISION	SECTION	ACTIVITY
INFORMATION SERVICES	810	INFORMATION SERVICES

OPERATING AND MAINTENANCE BUDGET					
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	<u>PERSONAL SERVICES</u>				
7020	O & M Salaries and Wages	1,768,627	2,137,000	1,967,241	2,189,000
7750	Worker's Compensation	8,144	-	23	-
	TOTAL PERSONAL SERVICES (LOADED)	1,776,771	2,137,000	1,967,263	2,189,000
	<u>MATERIALS & SUPPLIES</u>				
7560	Office Supplies & Printing	5,837	10,000	6,789	10,000
7740	Rental/Lease of Equipment	39,859	43,200	58,641	-
	TOTAL MATERIALS & SUPPLIES	45,696	53,200	65,430	10,000
	<u>MAINTENANCE</u>				
7680	Communication Equipment	10,207	16,300	16,000	16,300
7940	Maintenance of Data Processing Equipment	100,069	135,100	87,809	156,600
	TOTAL MAINTENANCE	110,275	151,400	103,809	172,900
	<u>MISCELLANEOUS</u>				
7100	Rent	72,000	81,100	81,100	80,200
7120	Transportation	7,148	7,000	7,187	7,000
7260	Expense of Supervisor & Employees	24,453	30,000	18,779	35,000
7420	Postage	96	500	186	500
7720	Professional Services	33,317	14,400	50,000	14,400
7730	Special Services	244,352	226,500	200,970	272,900
7780	Miscellaneous Expense	383	2,700	1,078	3,100
7790	Software/Hardware Expense	1,450,261	1,432,200	1,575,688	1,312,000
	TOTAL MISCELLANEOUS	1,832,010	1,794,400	1,934,988	1,725,100
	TOTAL - ALL ACCOUNTS	3,764,752	4,136,000	4,071,491	4,097,000

Section 810 – Information Services

Integrated Strategic Planning Map

Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of section meetings	¹ 50% in year 1	¹ Develop channels to inform EPWU of IT services; develop IT project mgmt. guidelines; develop presentation inform EPWU sections of IT process ² Identify 3 priorities; improve "always been done that way" philosophy"; Coord w/Section managers; encourage use of new products Generate follow-up mtg memo to Executive Mgmt
		² # of IT Follow-up mtgs "making the rounds"	² 1 per Qtr for each priority in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ # of Projects Implemented	¹ 1 in year 1	¹ Continue to Leverage Technology to reduce cost
Internal Process (metrics designed by those who know the process)		¹ # of IT Strategic Plans Revised	¹ 1 Plan in year 1	¹ Implement PM best practices; revise the IT strategic plan to align w/EPWU strategies; project infrastructure requirements and staffing requirements; explore new emerging technologies ² Establish the project charter; proceed through using PMI until project sign-off ³ Contact individual sections & determine type of data sources used; compile data sources inventory list ⁴ Establish IT Governance and guidelines; Conduct 2 meetings for major IT project; train committee members ⁵ Identify & replace paper based processes in 740/750 w/ automated workflows
		² # of Projects Delivered using formal PMI methodology	² 25% of those applicable in year 1	
		³ # of EPWU Data Sources Identified	³ 100% in year 1	
		⁴ # of Governance Meetings	⁴ 2 meetings in year 1	
		⁵ # of paper processes converted to electronic	⁵ 1 In year 1	
Organizational Capacity (employee culture, training Learning w teamwork collaboration)		¹ # Key Positions Identified	¹ 100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates ² Cross exposure program among network systems ³ Course & materials
		² # of Cross Trained Employees	² 4 network employees in yr 1	
		³ # of PMI / COBIT Certifications	³ 1 each in year 1	

DIVISION	SECTION	ACTIVITY
INFORMATION SERVICES	810	INFORMATION SERVICES

FUNCTION:

Implement the information technology initiatives outlined in the Strategic Information Technology Master Plan - Plan 2014 developed by the Utility and approved by the Public Service Board in 2009. Primary responsibilities include the implementation, maintenance, and support of the following systems: EPWU computer and telecommunications network, office automation, PeopleSoft financials and human resources management system (FHRMS), Geographic Information System (GIS), KRONOS Workforce Timekeeper management system, Horizon laboratory information management system (LIMS), Systems & Software enQuesta customer information system (CIS), First Data Government Solutions telephone interactive voice response (IVR), Fiserv CheckFree electronic bill presentment and payment (EBPP) services, Fiserv BillMatrix telephone and Web bill payment services, Trimble FieldPort mobile work order system, Documentum records management system, Infor Hansen enterprise asset management (EAM) system, and DSX security access system. Information Services also supports computer applications associated with instrumentation control, plant operations and other related areas.

MAJOR ACCOMPLISHMENTS IN FY 2014-2015:

1. Implemented CheckFree walk-in and BillMatrix telephone and online real-time payment processing systems to enhance customer bill payment collection processes.
2. Completed functional assessment and redesign of epwu.org and tech2o.org websites.
3. Implemented Trimble FieldPort enQuesta mobile work orders for Water Distribution Section 440.

STRATEGIC PLAN GOALS FY 2015-16:

1. Adopt the use of the COBIT (Control Objectives for Information and Related Technology) IT Governance framework for implementing processes, measuring results and ensuring Utility objectives are being met and cost effective.
2. Identify and replace paper-based processes with automated, streamlined workflows that use document imaging at the front end of the process; automate and eliminate paper-based manual processes.
3. Determine the value and effectiveness of the existing IT services being provided to both internal and external customers and work to improve their usability and encourage their use.
4. Improve and encourage the use of project management best practices.