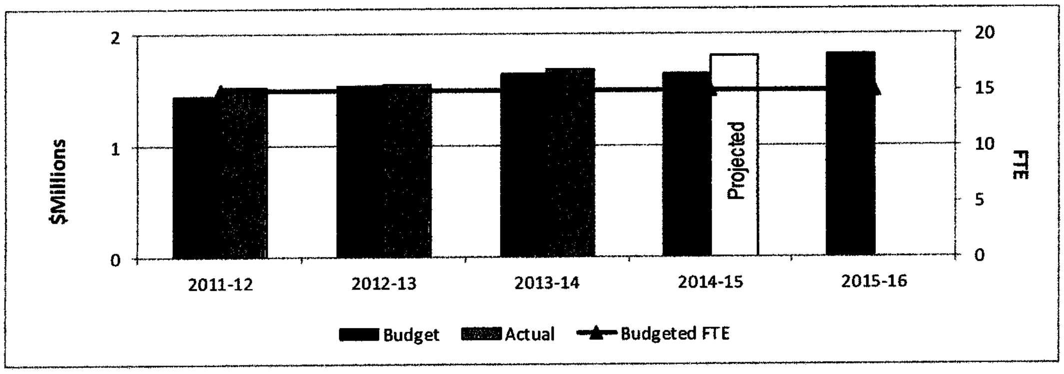
DIVISION	SECTION	ACTIVITY
WATER	**470**	**UPPER VALLEY WTP**

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



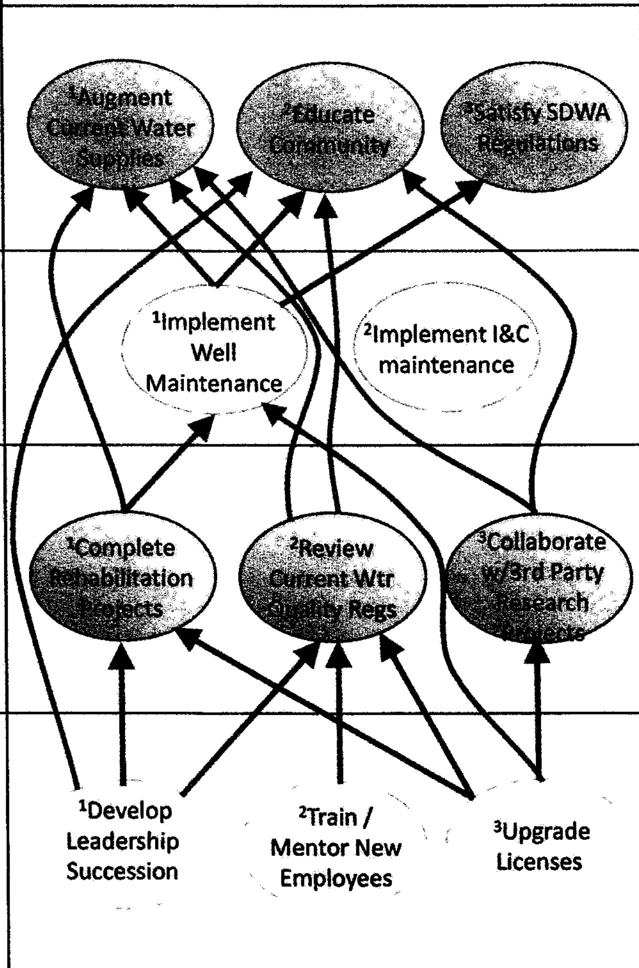
DIVISION	SECTION	ACTIVITY
WATER	480	KAY BAILEY HUTCHISON DESALINATION PLANT

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
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
	MISCELLANEOUS				
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)		[1]Production demand from Central	[1]90% of demand in year 1	[1]Ensure well availability w/ respect to preventative maintenance – Add tasks in Hansen
		[2]# of Plant Tours	[2] 150 In year 1	[2] Sustainable resources awareness program
		[3]TDS levels	[3] < 1000 mg/l in year 1	[3]Continuous monitoring of effluent
Financial (funding+ risk assessment + cost/benefit data)		[1]Complete PM program of tasks completed	[1]Each well 1 per year in yr 1	[1]Utilize Hansen to develop maintenance program and add additional tasks
		[2]I&C Maintenance program in operation	[2]Completed I&C Maintenance Plan in year 1	[2]Utilize Hansen to develop and implement I&C program
Internal Process (metrics designed by those who know the process)		[1]# Projects Completed	[1]2 in year 1	[1]Rehab of 2 above ground Surface Injection Facilities (above ground tank/SCADA/ Well Annulus Monitoring) [1]New Sand Strainer
		[2]# Staff Attending Workshops	[2]75% personnel participation in year 1	[2]Reverse Osmosis Training
		[2]# of workshops scheduled	[2]1 in year 1	[2]South Central Membrane Association SCMA coordination
		[3]# of projects on schedule	[3]100% of those approved by mgmt. in year 1	[3]Research projects with UTEP as approved by EPWU mgmt.
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 Cross Trained Employees	[2]75% of new employees in year 1	[2]Cross exposure program between maintenance and operations
		[3]# of Class A Operators	[3]3 in year 1	[3] TEEX Class; Course & materials
		[3]# of Class B & C Operators	[3] 2 B in year 1; 1 C in year 1	

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.

DIVISION	SECTION	ACTIVITY
WATER	480	KAY BAILEY HUTCHISON DESALINATION PLANT

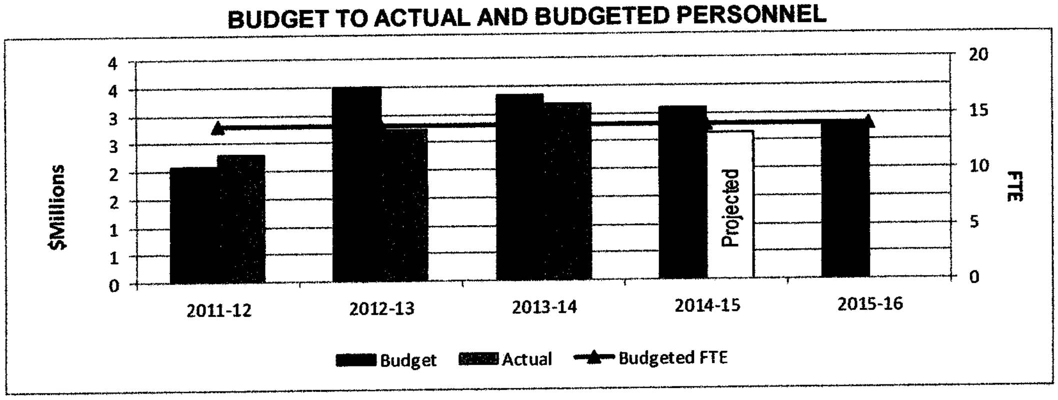
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Percent Recovery	Customer	82.5%	82.5%	82.5%	82.5%
Cost of chemicals per 1,000 gallons	Financial	$0.06	$0.06	$0.08	$0.08

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

CHIEF OPERATIONS OFFICER

WATER DIVISION

WASTEWATER DIVISION

'ORMWATER DIVISION

FLEET & BUILDING MAINTENANCE

IRONMENTAL COMPLIANCE

LABORATORY SERVICES

RECLAIMED WATER SYSTEMS

BIOSOLIDS MANAGEMENT

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	510	OPERATIONS MANAGEMENT

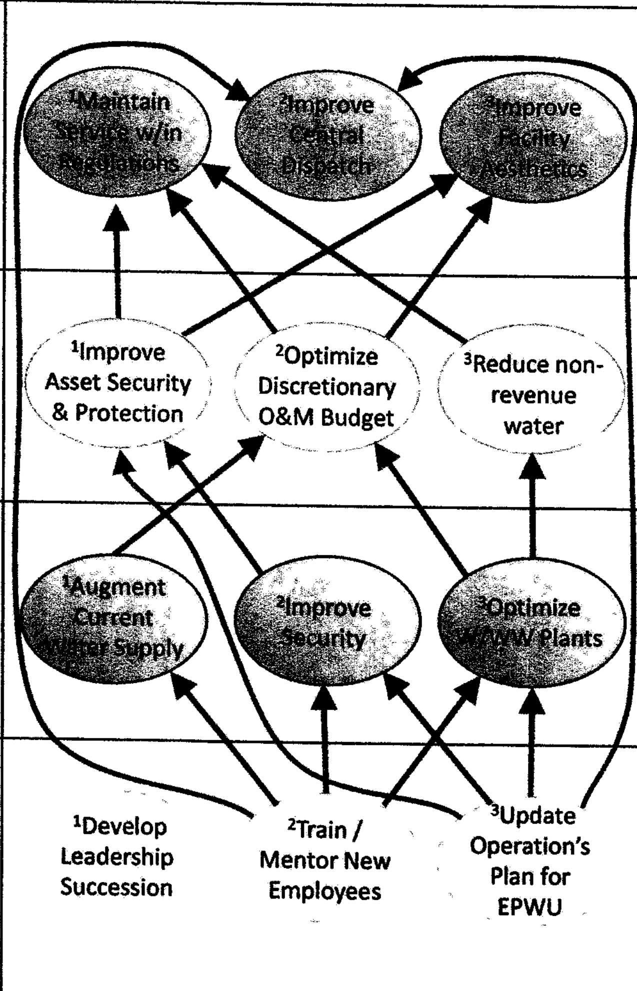
OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
7760	Utilities	12,153	8,000	9,851	10,000
	TOTAL UTILITIES	12,153	8,000	9,851	10,000
	MISCELLANEOUS				
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

Objectives and Strategy Map



Perspective	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	[1]# of violations w/ww/sw	[1]Reduce 50% in each division	[1]Monitor reports & regs; address deficiencies; Coord w/810 for tracking software/ Hansen
	[2]# of equipment upgrades	[2]1 in year 1	[2]Assess dispatch workspace addtnl unit;
	[2]Evaluation of dispatch & customer service calls (include peak times & emergencies)	[2]1 Report in year 1	[2]Eval process; IVR codes; 720 ph call transfers; equip to automate, reporting & inquiry response, call center; Coord w 810
	[3]# of Facilities improved	[3]6 in year 1	[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	[1]1 list in year 1	[1]Identify/prioritize facilities; Eval lock & key mgmt. sys; upgrade security equipment at ea facility
	[1]# projects completed	[1]2 in year 1	[1]Meter shop/warehouse
	[2] Ratio $ spent to $ budgeted	[2]Ratio of 1 in year 1	[2]Identify accts to optimize; Monitor Dercerto for wtr energy savings; improve 3 cogen unit eff
	[3]Unbilled Water Identified	[3]Quantify real vs. apparent losses in year 1	[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	[1]5 MGD in year 1	[1]Increase Hudspeth wells prod: Complete Adv purified WTP design
	[2]# facilities tested quarterly by Master Contract	[2]3 in year 1	[2]Conduct pilot test alarms & tech security of 1 ea w/ww/sw;
	[2]# of facilities w access control	[2]5 in year 1	[2]Identify & install as per priorty SW, UV, NW, RBWWTP, FHWRP
	[3]# of processes eval at each plant	[3]1 process/plant in year 1	[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	[1]100% Identified in year 1	[1]Succession Plan w/key positions/criteria/eligible dates
	[2]# of emp cross trained w/ww/sw/env	[2]80% in year 1	[2]Cross exposure prog between W/WW/SW/Env
	[2]Cross Training Guidelines	[2]2 positions w or ww in year 1	[2]Coord with 120 to develop guidelines
	[3]# of employees emergency trained	[3]1 set of guidelines in yr 1 80% in year 1	[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

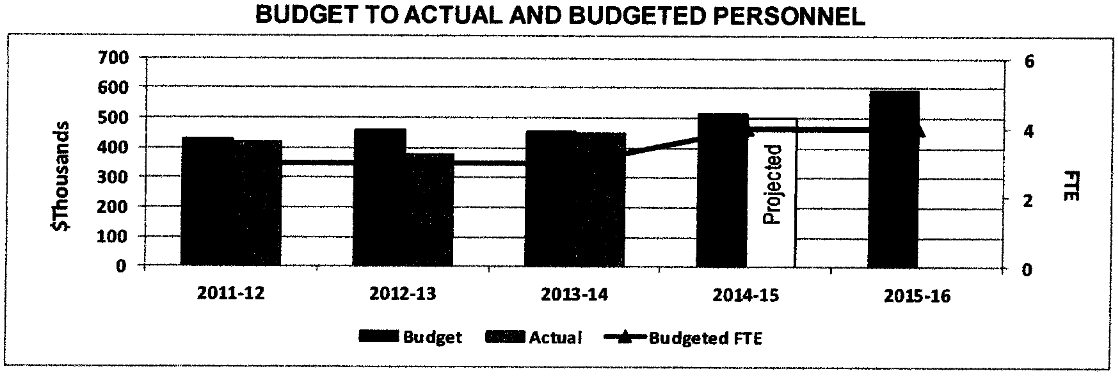
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	510	OPERATIONS MANAGEMENT

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



DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	520	ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT

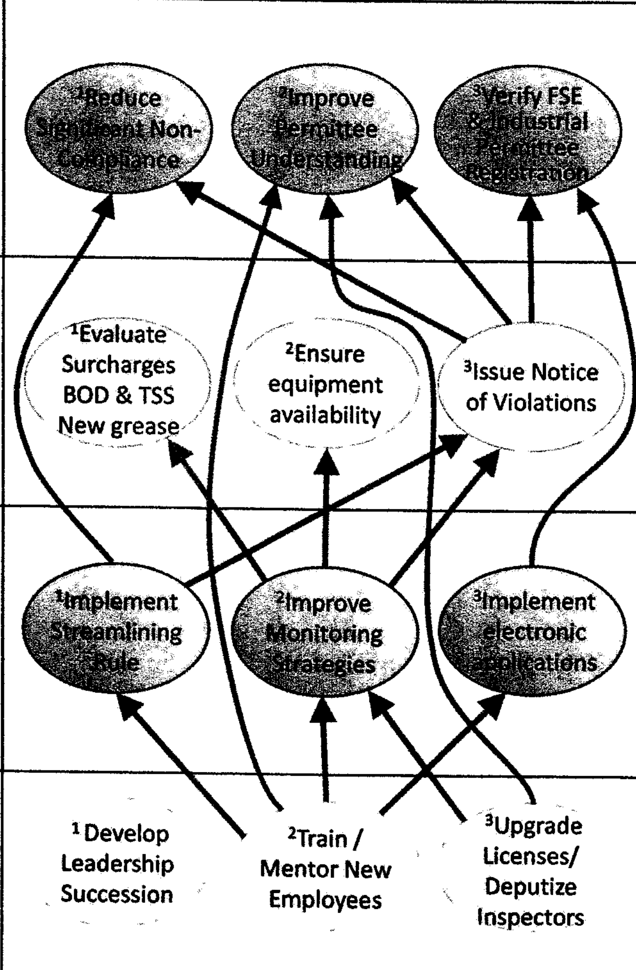
OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
7060	Electricity Expense	7,500	9,000	8,250	9,000
	TOTAL UTILITIES	7,500	9,000	8,250	9,000
	MISCELLANEOUS				
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

Objectives and Strategy Map



Perspective	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	[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

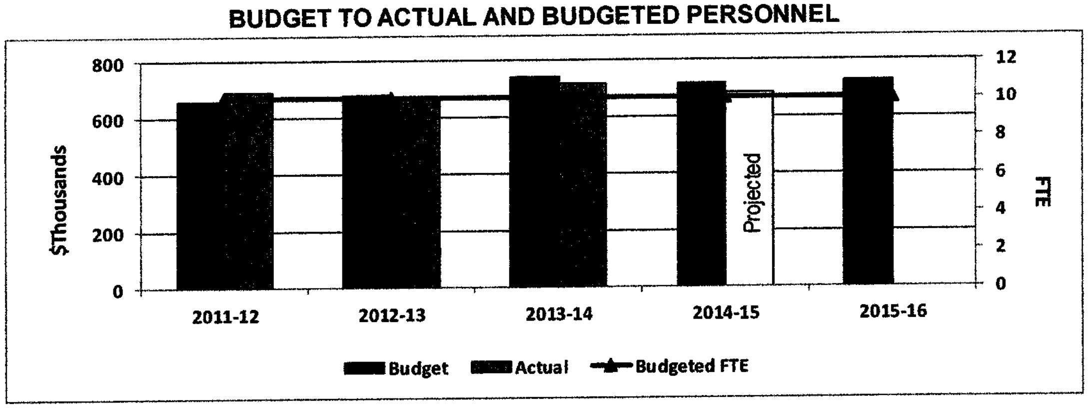
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	**520**	**ENVIRONMENTAL COMPLIANCE & INDUSTRIAL PRETREATMENT**

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 670

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

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



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]Address Customer Complaints; [2]Improve Lab aesthetics	[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]Reduce # of tests sent out under contract; [2]Evaluate potential for testing cyanide in house; [3]Optimize BuyBoard	[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]Provide data to EPWU in timely manner; [2]Improve lab equipment temp readings; [3]Improve Security	[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]Develop Leadership Succession; [2]Train / Mentor Employees; [3]Manager/QA Shadow Program	[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" 1st 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

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

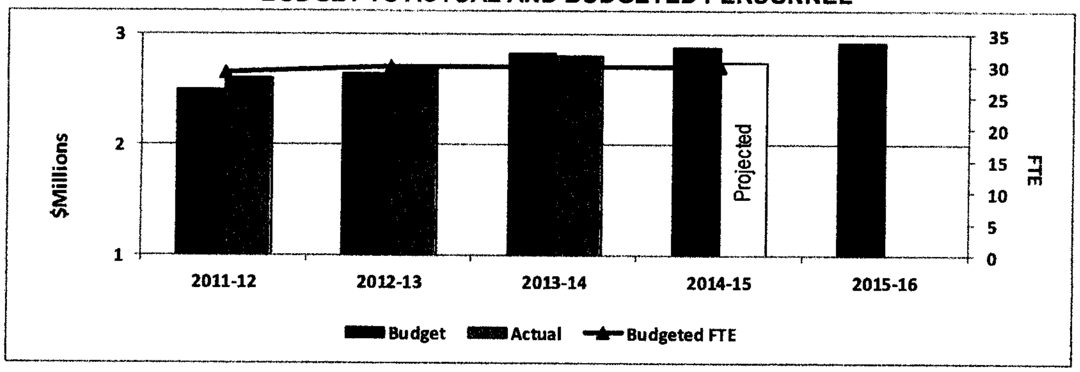
Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Utility Laboratory Services Manager[1]	EX5	1	1	1	1
Quality Control Chemist	131	1	1	1	1
Senior Chemist	129	7	7	5	7
Microbiologist	125	1	1	1	1
Chemist	125	7	7	9	7
Utility Sample Specialist	53	1	1	1	1
Utility Laboratory 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

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	525	LABORATORY SERVICES

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

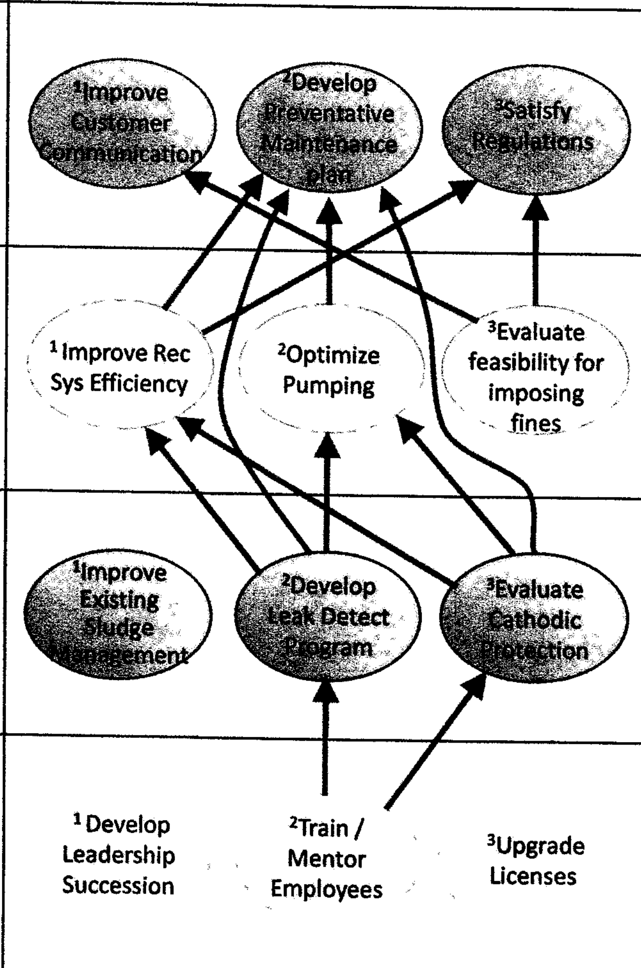
OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
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
	MISCELLANEOUS				
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

Objectives and Strategy Map



Perspective	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]Feasibilty 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 compositing 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	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**

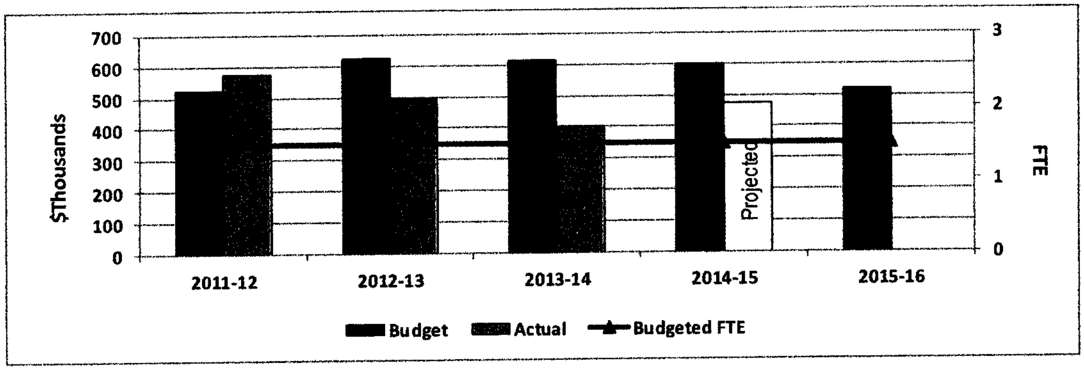
[1]Engineering Associate upgraded to Utility Engineering Associate per Issue Paper FY2015-16

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

DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	540	RECLAIMED WATER SYSTEM

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



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]Improve Customer Communication [2]Develop Preventative Maintenance plan [3]Satisfy Regulations	[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]Improve Rec Sys Efficiency [2]Optimize Pumping [3]Evaluate feasibility for imposing fines	[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]Feasibilty report	[3]1 report in year 1	
Internal Process (metrics designed by those who know the process)	[1]Improve Existing Sludge Management [2]Develop Leak Detect Program [3]Evaluate Cathodic Protection	[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 compositing 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]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]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	**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 Biosolds 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.

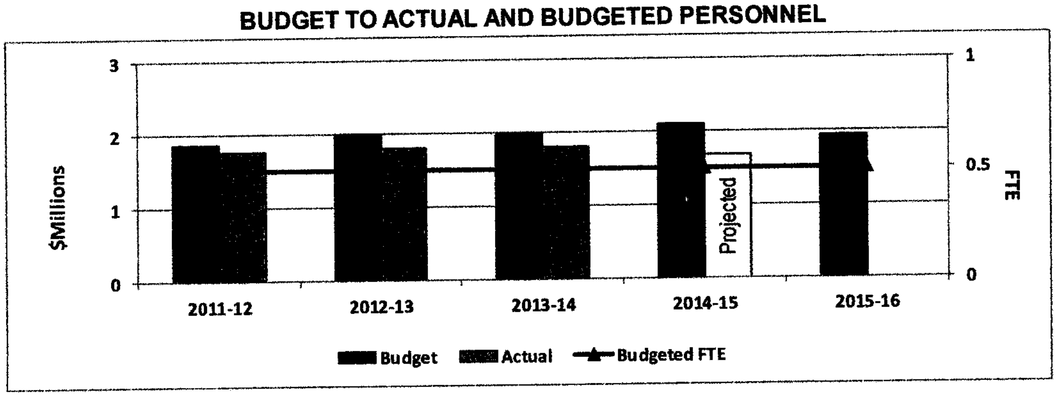
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Sludge hauled to mono-fill and beneficially used (wet tons)	Internal Process	83,317	100,000	92,000	98,000
Award new Biosolids Management Contract	Financial	N/A	N/A	N/A	1
Increase % solids	Internal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

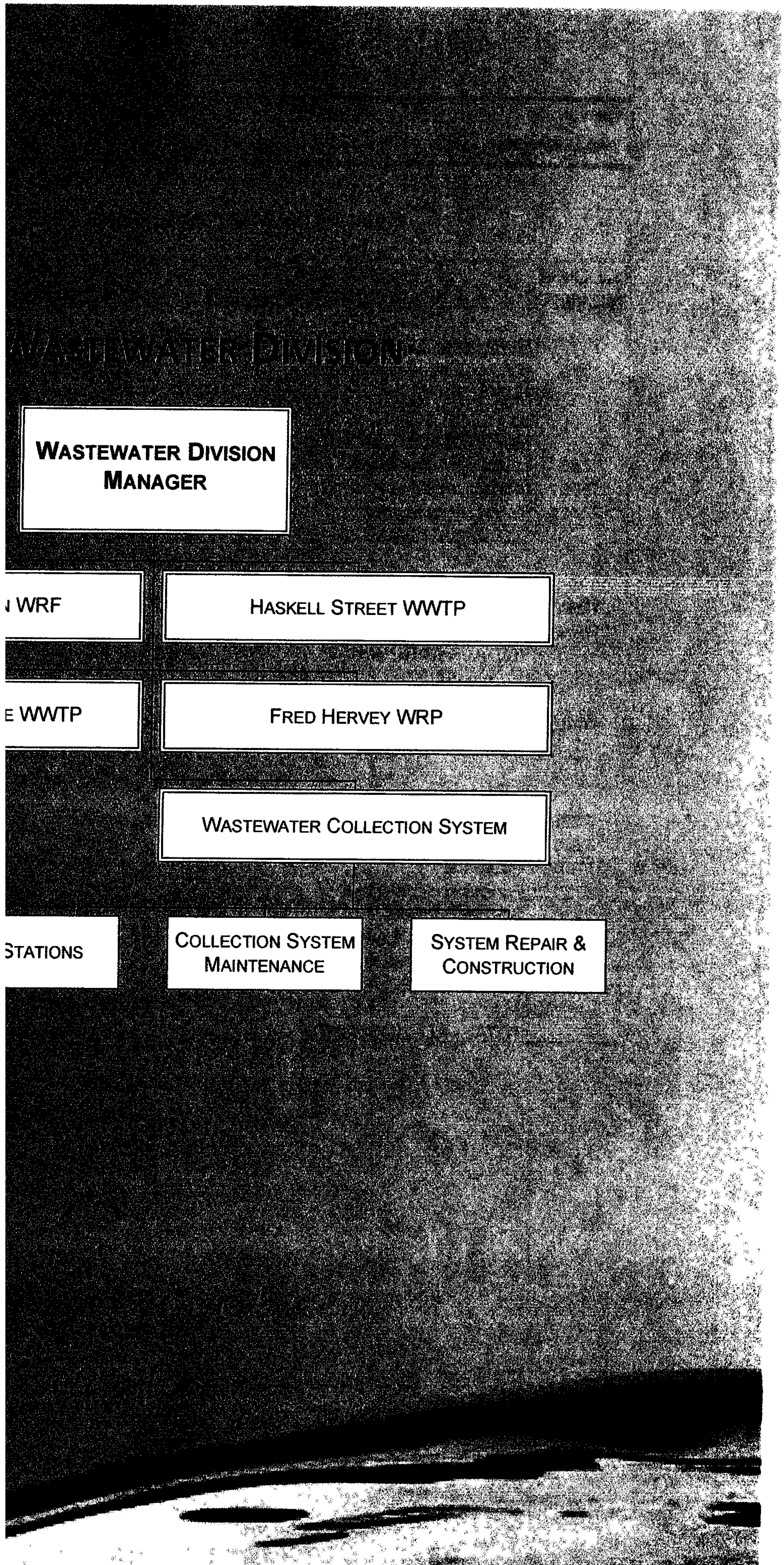
DIVISION	SECTION	ACTIVITY
OPERATIONS SUPPORT	**560**	**BIOSOLIDS MANAGEMENT**

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	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**

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

BUDGET TO ACTUAL AND BUDGETED PERSONNEL




Wastewater Division Manager
WRF
Haskell Street WWTP
WWTP
Fred Hervey WRP
Wastewater Collection System
Collection System Maintenance
System Repair & Construction

DIVISION	SECTION	ACTIVITY
WASTEWATER	610	WASTEWATER DIVISION OFFICE

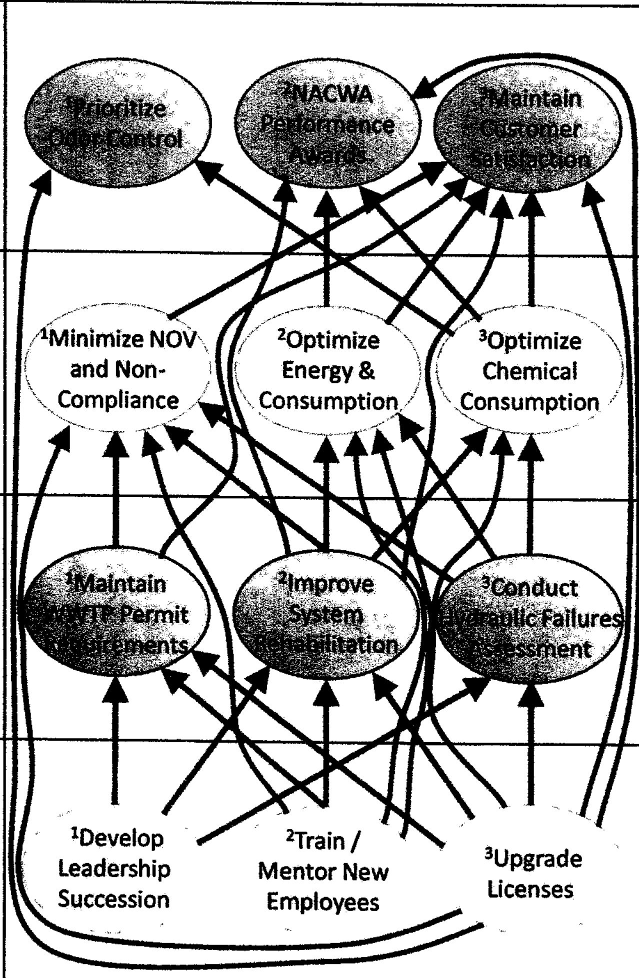
OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
7060	Electricity Expense	5,833	7,000	6,417	7,000
	TOTAL UTILITIES	5,833	7,000	6,417	7,000
	MISCELLANEOUS				
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

Objectives and Strategy Map



Perspective	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	[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]# Section Targets Satisfied	[2]100% goals met in year 1	[2]Establish Daily Incentive Reminder in break-rooms
	[3]WW dry weather overflow per 1,000 miles of main	[3]10 sanitary sewer overflow (SSO) per 1,000 miles in yr 1	[3]Continue Aggressive PM for ww collection system
Financial (funding+ risk assessment + cost/benefit data)	[1]# of NOV & Non-compliance	[1]0 in year 1	[1]Monitor and conduct proactive review of system; coord w/all 600 sections
	[2]# of Section Targets Satisfied	[2]100% in year 1	[2]Implement initiatives identified per section
	[3]# of Section Targets Satisfied	[3]100% in year 1	[3]Implement initiatives identified per section
Internal Process (metrics designed by those who know the process)	[1]Monthly Permit DMR Reports	[1]100% per month in year 1	[1]Compile/review/submit monthly reports to TCEQ
	[2]Planned CIP Projects Completed	[2]85% in year 1	[2]Implement projects as per CIP list for each section
	[3]# of assessments	[3]1 assessment in year 1	[3]Develop priority list of projects for 310
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 section targets satisfied	[2]100% goals met in year 1	[2]Offer cross training exposure
	[3]# of section targets satisfied	[3]100% goals met in year 1	[3] Offer promotional incentives; internal incentives
			[3]Pursue Approval for A license testing in El Paso

DIVISION	SECTION	ACTIVITY
WASTEWATER	610	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

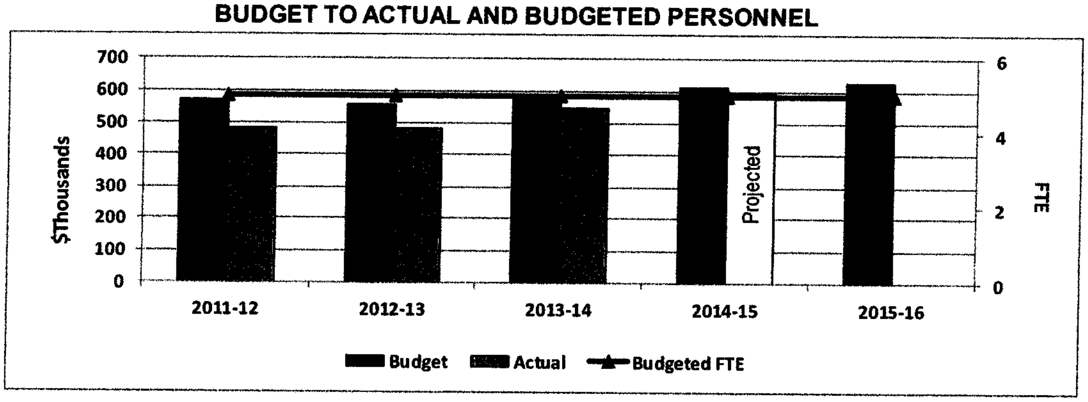
8. Develop priority list of collection system segments recommended for rehabilitation.
9. Complete leadership succession plans for all sections; meet target goals and initiatives for training, mentoring and obtain TCEQ licenses for all sections.
10. Continue studies to optimize wastewater treatment operations.
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**

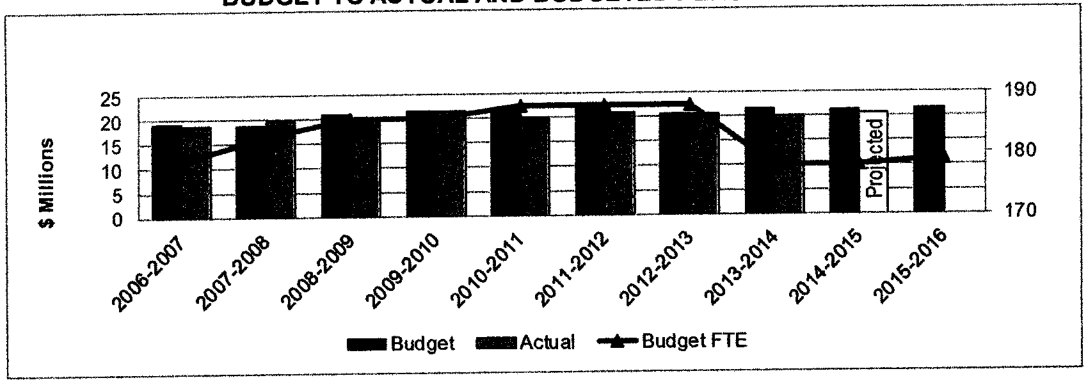
[1] Utility Engineer upgraded from 132 to EX5 per Issue Paper FY2014-15

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



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
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
7500	Chemicals	146,585	300,000	209,689	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
	MAINTENANCE				
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
	UTILITIES				
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
	MISCELLANEOUS				
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 Proactive w/ Odor Control & Graffiti; 2 Maintain Service within TCEQ Regs; 3 Maintain Customer Satisfaction	1 # of Odor complaints	1 1 in year 1	1 Operate Super O2 System at Frontera &other carbon & oxygen systems
		2 #of L.S. violations	2 0 continuously	2 Continued Preventative Maintenance (Hansen Program)
		3 # of Customer Facility Complaints	3 2 in year 1	3 Proactive maintenance of Facilities in timely manner
Financial (funding+ risk assessment + cost/benefit data)	1 Eliminate Unnecessary Lift Station; 2 Minimize Pumping Costs; 3 Reduce Overtime Canutillo LS	1 # Removed from Service	1 1 in 3 years	1 Perform evaluation to identify
		2 Pump Overhauls	2 21 in year 1	2 Develop/implement regular maintenance/upgrade pump schedule (Hansen Program) replace with Higher Eff motors
		3 Canutillo LS Overtime cost	3 TBD in 3 years	3 Initiate System assessment to Modify Canutillo to gravity per CIP 2016
Internal Process (metrics designed by those who know the process)	1 Conduct Emp Innovative Tech Brainstorm; 2 Perform LS Rehabilitation Upgrade; 3 Evaluate LS Technology	1 # of L.S. Meeting Sessions	1 Bi-weekly meetings	1 Follow up with Action Items
		2 # of L.S. rehabilitated	2 Rehab 3 L.S. per year per CIP funding availability	2 Update EPWU list for L.S. Rehab (dependent upon funding & LS cost)
		3 # of L.S. energy eff upgraded	3 1% electrical reduce year 1	2 Rehab L.S. as listed
		3 # of pumps replaced as needed	3 100% most eff as replaced	3 Upgrade to VFDs & max efficiency pump & motors
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	1 Develop Leadership Succession; 2 Train/Mentor New Employees; 3 Upgrade Licenses	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 WW & Stormwater	2 Cross exposure program w/in 620
		3 # of TEEX trained employees	3 100% in 3 years (30% yr 1)	3 TEEX Training
		3 # of Class 1 Collection Certifications	3 15% of 620 staff in year 1	3 Class 1 Training courses & materials

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%

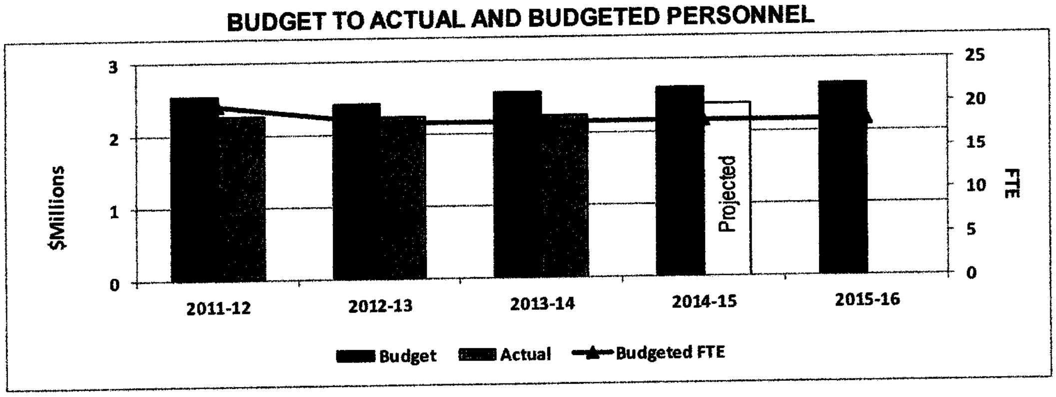
*Percent used of total budgeted amount

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**

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

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



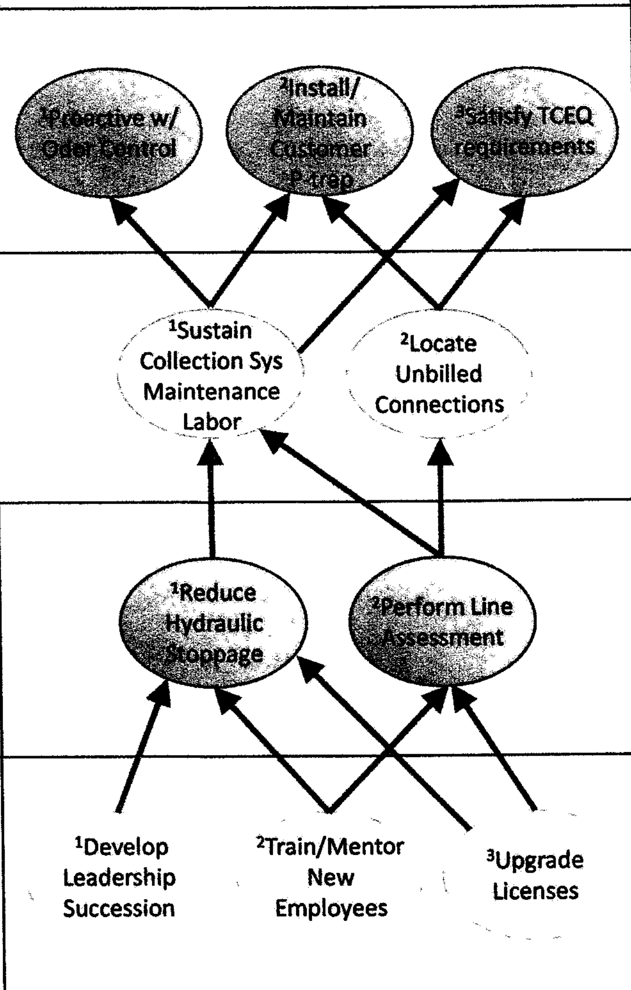
DIVISION	SECTION	ACTIVITY
WASTEWATER	630	COLLECTION SYSTEM MAINTENANCE

OPERATING AND MAINTENANCE BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013-14	BUDGET FY 2014-15	PROJECTED FY 2014-15	APPROVED FY 2015-16
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
7760	Utilities	5,849	8,000	5,963	8,000
	TOTAL UTILITIES	5,849	8,000	5,963	8,000
	MISCELLANEOUS				
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]# of new complaints per month	[1]Address 100% w/in 24 hours	[1]Monitor Problem areas perform necessary repairs
		[2]# of P-traps serviced/installed	[2]90% / year annually	[2]Use Hansen to assess/ prioritize
		[3] # TCEQ violations	[3]0 continuously	[3] Continue Sanitary Sewer Overflow (SSO) Report Program
Financial (funding+ risk assessment + cost/benefit data)		[1]L.F. maintained per man hour	[1]min 65 lf / man-hour	[1]General maintenance schedule
		[2]# of Unbilled Identified	[2]Investigate 100% received from Eng/Cust Service	[2]Field Investigation of questionable connections
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
		[1]LF of system cleaned	[1]4.6 Million LF per year in year 1	[2]Televise Schedule based on priority lines
		[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]# of cross trained employees	[2]100% in year 1 all areas of city	[2]Cross exposure program
		[3]# of TEEX trained employees	[3]20% in year 1	[3]TEEX Training
		[3]# of Class 1 Collection Cert	[3]3 of 630 staff in year1	[3]Class 1 Training Courses and Materials

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-vactor.
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. Televise 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

DIVISION	SECTION	ACTIVITY
WASTEWATER	630	COLLECTION SYSTEM MAINTENANCE

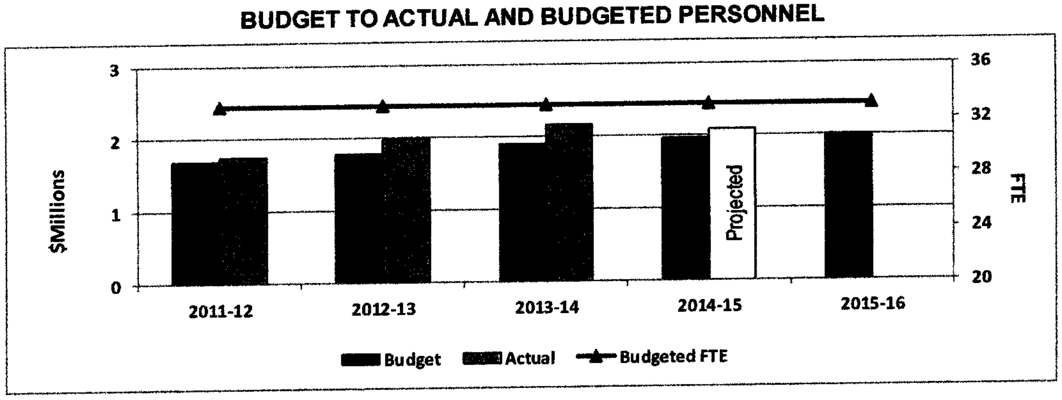
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Percent of total system receiving PM	Internal Process	26%	36%	35%	35%
Linear feet of collection system maintained per man-hour (budgeted FTE's)	Financial	70	68	69	70

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



DIVISION	SECTION	ACTIVITY
WASTEWATER	640	JOHN T. HICKERSON WRF

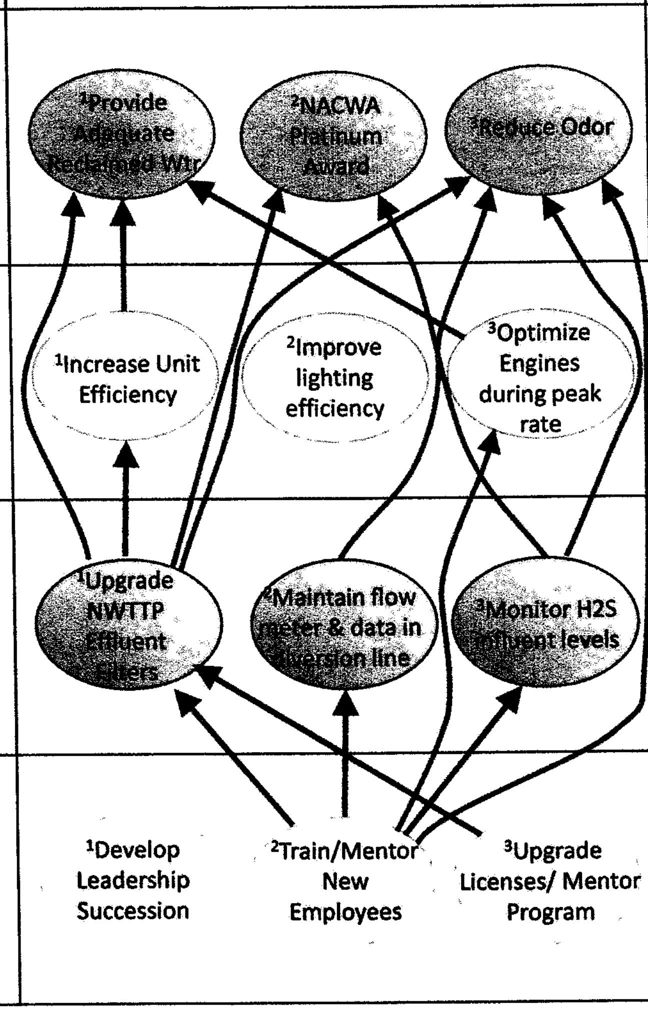
OPERATING AND MAINTENANCE BUDGET

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

Objectives and Strategy Map



Perspective	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)	¹Qty reclaimed water	¹100% as requested by 540 & stand pipe availability year 1	¹Coord operational use of new 1.5MG storage tank
	¹Quality of reclaimed	¹0 Violations TCEQ	²Continuous monitor (2 hr) plant effluent
	²Satisfy Permit Parameters Effluent	²0 violations in year 1	³CH2MHill Odor Strategy recommendations
	³# OC strategies completed CH2MHill	³1 per year (funds available)	
Financial (funding+ risk assessment + cost/benefit data)	¹# motors & pumps replaced	¹4 motors/pumps in year 1	¹Establish priority listing based upon performance
	¹# int/ext lamps replaced	²25% in year 1	²Establish priority listing based upon safety
	³# hours engines on per day (peak 10-8pm 6/1- 9/30)	³40 hours per week year 1	³Incorporate switch-over in daily plant operational schedule
Internal Process (metrics designed by those who know the process)	¹Start-up operation of disk filters	¹100% operational in year 1	¹Install new disk filters as per PSC pilot testing report
	²gpm diverted to HSWWTP	²Measure 100% flow diversions in year 1	²Meter installed by EPWU and data collection
	³H2S and sulfide levels	³ Measure 100% H2S at scrubbers every 2 hr	³Implement/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	¹100% Identified in year 1	¹Succession plan w/key positions/criteria/Eligible dates
	² # of cross trained employees	² 100% new employee year 1	²Cross exposure program maintenance & operation
	³# of Level A&B Certifications	³1 new each in year 1	³A & 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

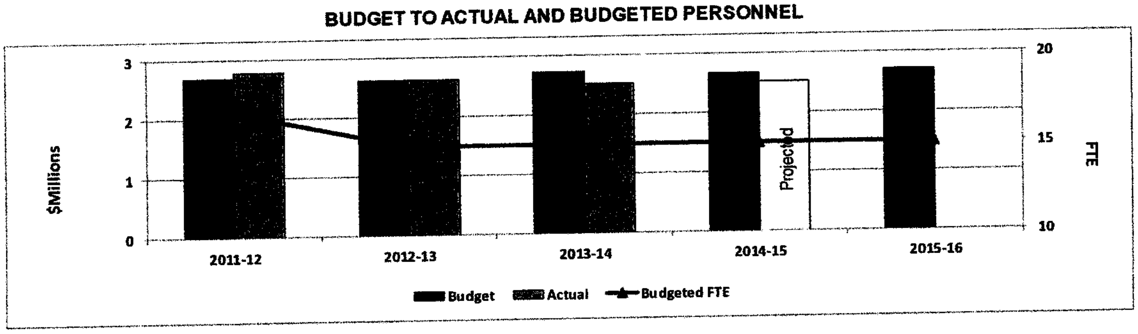
DIVISION	SECTION	ACTIVITY
WASTEWATER	640	JOHN T. HICKERSON WRF

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



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]Reduce Odors [2]NACWA Gold Award [3]Satisfy 3rd party Irrigation District contract [4]Provide Adequate Reclaimed Wtr	[1]# Customer Complaint	[1]1 complaint in year 1	[1]New bio odor scrubbers (primary clarifier & grit basin) CDM Report [2]Treatment & monitor [3]Monitor diversions & coordinate with 640 & 610 [4]Weekly monitor and testing [4]Monitor reuse flows & coordinate demand with 540
		[2]Satisfy Effluent Parameters	[2]0 Violations TCEQ	
		[3]Qty/Qlty effluent discharge American canal	[3]12,000 ac ft; TDS <1200 mg/l SAR < Contractual reqmts	
		[4]Qty reclaimed water	[1]100% as requested by 540 & stand pipe availability year 1	
Financial (funding+ risk assessment + cost/benefit data)	[1]Decrease Chemical Costs [2]Optimize Engines during peak use [3]Improve lighting efficiency	[1]Qty of caustic and bleach	[1]Decrease $100,000 Year 1	[1]New biological odor scrubbers [2]Incorporate switch-over in daily plant operational schedule [3]Establish priority listing based upon safety
		[2]# hrs blow engines on per day (peak 10-8pm 6/1- 9/30)	[3]40 hours per week year 1	
		[2]# hours co-gen on per day (run time 1-5 pm)	[2]20 hours per week year 1	
		[3] # interior lamps replaced	[3]10% in year 1	
Internal Process (metrics designed by those who know the process)	[1]Implement SCADA System [2]Improve Odor Control [3]Improvement Projects	[1]# stages online	[1]14 in year 1 (100%)	[1]Implement New SCADA System Coordinate with 825 [2]Install High Tech Biological Odor Control Units [2]Daily grit/primary clarifiers grab air samples [3]PSC clarifier rehab Digester No.1 Rehab design SCADA & Odor Control
		[2]# OC strategies completed H2S Emissions grit/primary clarifier scrubbers	[2]2 in year 1 w/in Design Level in year 1	
		[2]Customer Odor Complaints	[2]Reduce 50% in 2 years	
		[3]# Projects Completed	[3]4 in year 1	
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	[1]Develop Leadership Succession [2]Train/Mentor Employees [3]Upgrade Licenses/ Mentor Program	[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 650 [3]TEEX Training Class B Training Courses & Materials
		[2]# of Cross Trained Employees	[2]100% in year 1	
		[3]# of Level B&D Certifications	[3]1 new each in year 1	
		[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