

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

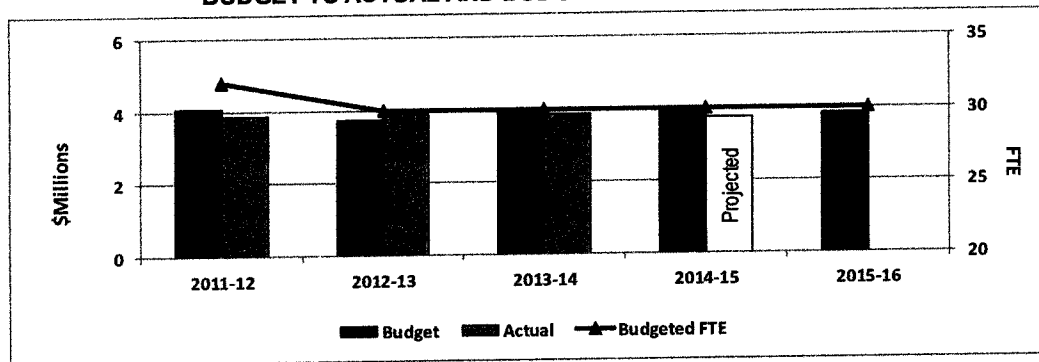
DIVISION	SECTION	ACTIVITY
WASTEWATER	650	HASKELL STREET WWTP

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
	<u>PERSONAL SERVICES</u>				
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
	<u>MATERIALS & SUPPLIES</u>				
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
	<u>MAINTENANCE</u>				
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
	<u>UTILITIES</u>				
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
	<u>MISCELLANEOUS</u>				
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)	<p>The diagram shows three main objectives in ovals: '1. Satisfy 3rd party irrigation system contract', '2. Satisfy 3rd party irrigation system contract', and '3. Provide adequate reclaimed water'. Arrows point from these objectives to the 'Measures' column.</p>	1. Satisfy Effluent Parameters	10 Violations TCEQ in year 1	1. Treatment & Monitor Effluent 2. Communication with EPCWID No. 1
		2. Qty effluent discharge Riverside Canal	213,333 ac ft in year 1	3. Monitor effluent quantity for service to Tree Farm, Cemetery and Rio Bosque Wetland
		3. Qty reclaimed water	3100% as requested by customers yr 1	
Financial (funding+ risk assessment + cost/benefit data)	<p>The diagram shows three main objectives in ovals: '1. Optimize Co-Gen Engines', '2. Increase Unit Efficiency', and '3. Optimize Chemical Usage'. Arrows point from these objectives to the 'Measures' column.</p>	1. # hours co-gen on per day (run time 24 hrs/day)	180% of total 8760 hours year 1	1. Maximize operation digester gas-fueled generator; optimize primary solids concentration & stabilize primary/waste to digester ratio
		2. # motors & pumps replaced	24 motors/pumps in year 1	2. Replace 3 RAS pumps & motors & 1 new raw pump motor
		2. No. Of DO probes & scada control added	24 DO control probes w/scada in yr 1	2. Install new probes as required for system automation
Internal Process (metrics designed by those who know the process)	<p>The diagram shows three main objectives in ovals: '1. Optimize Co-Gen Engines', '2. Increase Unit Efficiency', and '3. Optimize Chemical Usage'. Arrows point from these objectives to the 'Measures' column.</p>	3. Dosages of chemicals	3. Optimize while meeting permit limits in year 1	3. Continue to monitor monthly data & prepare annual dosage summary spreadsheet to communicate w/670
		1. Water Quality to plant	1. Satisfy pilot plant reqmts in year 1	1. Provide water to pilot Plant w/ quality as required; coord w/ Arcadis during pilot study
		2. # stages online	24 in year 1 (100%)	2. Implement New SCADA System Coordinate with 825
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	<p>The diagram shows three main objectives in ovals: '1. Develop Leadership Succession', '2. Train / Mentor Employees', and '3. Upgrade Licenses'. Arrows point from these objectives to the 'Measures' column.</p>	3. # of automated Chlorinator control system installed	3. 1 unit in year 1	3. Evaluate equipment options, purchase, install & Coord controls w/825
		1. # of Key positions Identified	1100% identified in year 1	1. Succession Plan w/Key positions/criteria/eligible dates
		2. # of Eligible Asst. Superintend	23 in year 1	2. Complete eligibility time
	<p>The diagram shows three main objectives in ovals: '1. Develop Leadership Succession', '2. Train / Mentor Employees', and '3. Upgrade Licenses'. Arrows point from these objectives to the 'Measures' column.</p>	2. # of Eligible Senior Technicians	21 in year 1	3. Training courses and materials; continue 670 exam study guide program; retest immediately
		3. Level A,B & C certifications	37 new "C" in year 1 1 new "B" in year 1 5 new "A" in year 1	

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 seepage 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.

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DIVISION	SECTION	ACTIVITY
WASTEWATER	670	ROBERTO BUSTAMANTE WWTP

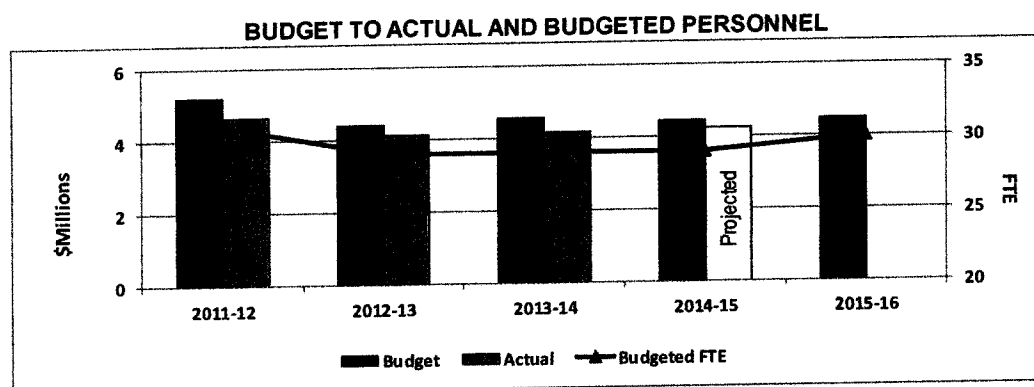
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
EPA/TCEQ Violations	Customer	0	1	0	0
NACWA Award	Customer	Gold	Silver	Gold	Gold
Total output (thousands of gallons)	Customer	9,966,610	10,963,271	10,999,897	10,999,897
Average cost of 1,000 gallons 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)		1 Satisfy Effluent Permit Parameters	1 0 violations 1 year	1 Treatment and monitor effluent data/immediately address deficiencies
		2 TCEQ & SDWA Permit Limits	20 violations continuous	2 Continuously monitor data/immediately address deficiencies
		3 Qty reclaimed water	3 100% as requested by 540 & stand pipe availability year 1	3 Maintain 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	1 Maximize operation digester gas-fueled generator
		2 Cost per 1000 gal Product Water	2 Less than \$1.60/1000 gal in year 1	2 Treatment and maximize plant throughput
		3 Dosages of chemicals	3 Optimize while meeting permit limits in year 1	3 Continue to monitor & update FHWRP dosage spreadsheet/communicate with 680
Internal Process (metrics designed by those who know the process)		1 Ratio plant product water/ raw water	1 90% in year 1	1 Maximizing plant throughput while minimizing oxidation pond flow
		2 # Repaired/replaced	2 1 in year 1	2 Repair/replacement after economic evaluation
		3 Completed evaluation	3 1 evaluation in year 1	3 680 conduct evaluation
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 Qty of cross trained employees	2 100% in year 1	2 Cross exposure operations & maintenance
		3 # of Level A&B Certifications	3 2 new A in year 1 2 new B in year 1	3 Training courses & materials 3 Sponsor 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.

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DIVISION	SECTION	ACTIVITY
WASTEWATER	680	FRED HERVEY WRP

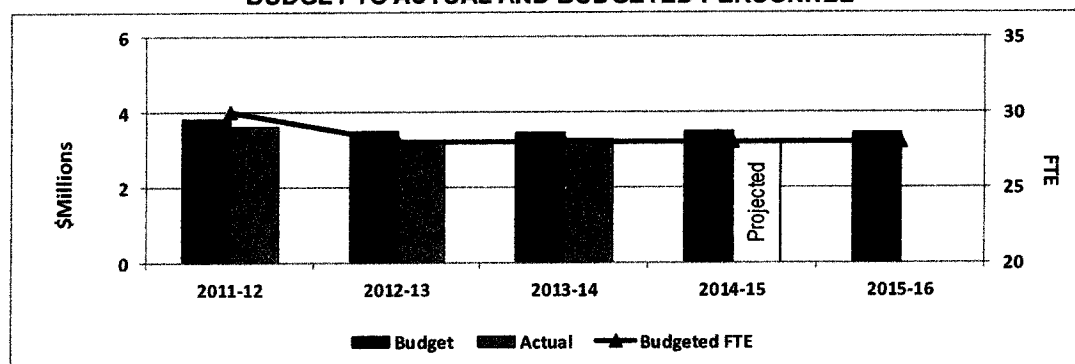
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Days not in compliance with SDWA standards	Customer	0	0	0	0
Total water production (MG)	Customer	2,151	2,081	2,133	>2,070
Average cost per 1,000 gallons treated	Financial	\$1.48	\$1.58	\$1.54	<\$1.58

Positions	Pay Grade	Approved 2013-14	Approved 2014-16	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	1100% work order completed	1Develop list of potential trouble spots
		2# of times Risk is contacted	2100% for any potential claim	2Field determination of Risk Assessment
		3Time taken to assess/secure area	3100% w/in 90 minutes	3Review Dispatch logs for response time
				3Secure problem area (trench safety, TCP, etc.)
Financial (funding+ risk assessment + cost/benefit data)		1Miles of Sewer Main / employee	1112 miles / employee	1Coordination with EPWU Eng for Work Orders
		2# of By-Pass Systems > 2000 gpm installed by 690	20 in 2 years	2Follow-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	12 contracts in 3 years	1Coordinate contract requirements with EPWU purchasing
		2# of alternatives piloted	2Min 2 in year 1	2Evaluate alternative rehab options as selected by EPWU
		3# of MHs installed for maintenance	3100% of EPWU requested	3Install as requested by collection system section
Organizational Capacity (employee culture & training Learning w teamwork collaboration)		1# of Key positions Identified	1100% identified in year 1	1Succession planning strategy
		2# of cross trained employees	2100% in year 1 in all areas of city	2Cross exposure program
		3# of TEEX basic wtr & trench safety trained employees	350% in 4 years (10% yr 1)	3TEEX Training / trench safety training
		3# of Class 1 Collection Cert	36 of 690 staff in 3 years (2 in yr 1)	3Class 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.

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WASTEWATER	690	SYSTEM REPAIR & CONSTRUCTION

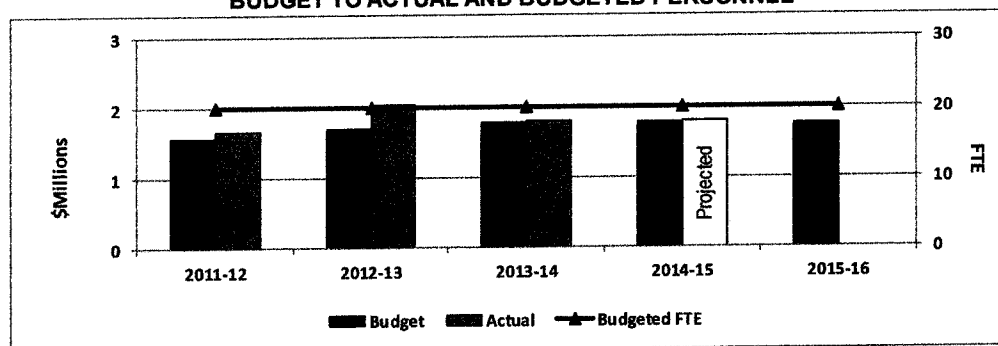
8. Provide a cross-training program for employees to be acquainted with other personnel activities.
9. Continue with the succession planning within the section.
10. Encourage TEEEX training and license certifications for employees.
11. Increase Trench Safety training for employees within the section.

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

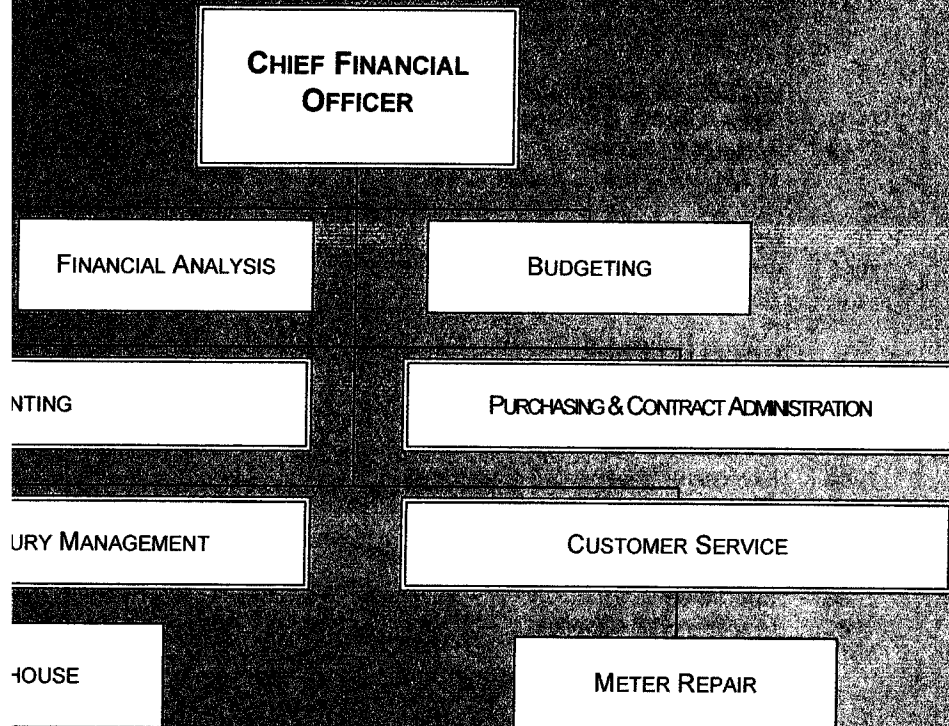
Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2015-16
Wastewater Construction Superintendent ¹	130	1	1	1	1
Wastewater Service Worker Supervisor	52	3	3	3	3
Wastewater Lead Service Worker	47	1	1	0	1
Utility Pipelayer	46	8	8	7	8
General Service Worker	43	7	7	5	7
Total 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
	<u>PERSONAL SERVICES</u>				
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
	<u>MATERIALS & SUPPLIES</u>				
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
	<u>MAINTENANCE</u>				
7680	Communication Equipment	1,256	1,900	1,498	1,500
	TOTAL MAINTENANCE	1,256	1,900	1,498	1,500
	<u>MISCELLANEOUS</u>				
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

Integrated Strategic Planning Map					
Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives	
Customer (assessment Who? What? Type of customer & service)	<pre>graph TD; A((Maintain S&P Rating AA+)) --> B((Implement Real Time Bill Matrix Payments)); A --> C((Improve Customer Satisfaction)); B --> D((Improve Current Rate Structure)); C --> E((Improve Annual Budget Timeliness)); D --> F((Maintain Adequate Cash Reserves)); D --> G((Analyze Future Bond Issuance Opportunities)); E --> D; F --> G; G --> H((Apply for Grant Opportunities)); G --> I((Complete TWDB Application)); H --> I; I --> J((Train/Mentor Employees)); J --> K((Develop Leadership Succession)); J --> L((Upgrade Licenses));</pre>	1# of Positive Ratings	12 in year 1	1 ¹ Coord w/rating agencies during bond issuance; submit req'd information; monitor reserves & debt service coverage	
		2# of Programs Operable	21 in year 1	2 ² Coordinate System upgrades w/715,720,810 and CIS Vendor	
		3# of section targets satisfied	3100% goals met in year 1	3 ³ Monitor each section progress on a monthly basis	
Financial (funding+ risk assessment + cost/benefit data)			1\$ available	190 days reserve W&S and SW operating fund in year 1	1 ¹ Review monthly reports, operating expenses, revenue
			2# of Rate Structure Evaluations	21 in year 1	2 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	37 days prior in year 1	3 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	112 months in year 1	1 ¹ Conduct monthly review of funding options w/financial advisor
			2# of new grants applied	250% of total applicable in year 1	2 ² Identify potential grants, apply for those applicable
			3# of apps completed	31 in year 1	3 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	1100% Identified in year 1	1 ¹ Succession Plan w/key positions/criteria/eligible dates
			2Qty of Cross Trained Employees	2100% of employees in year 1	2 ² Cross exposure program between 715 & 740, Finance Mgr & Budget Specialist
			3# of GFOA Certifications	31 in year 1	3 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%

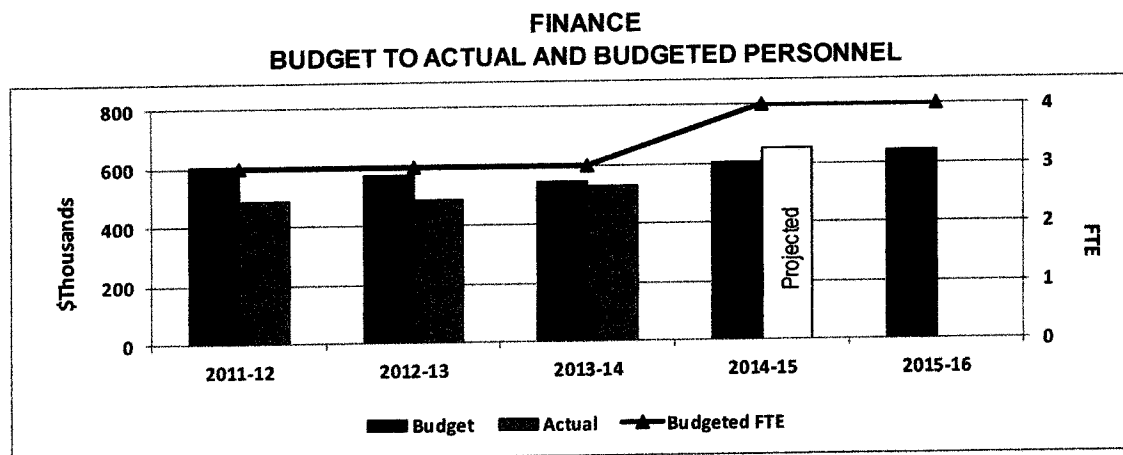
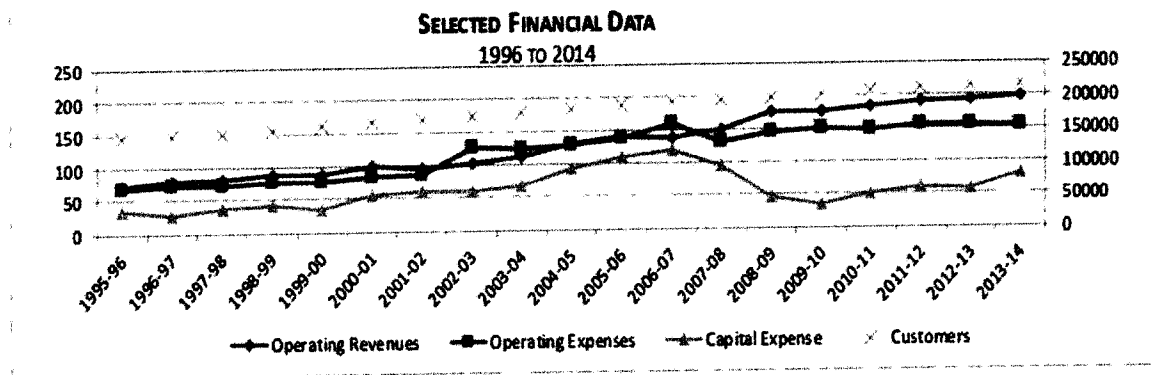
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

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

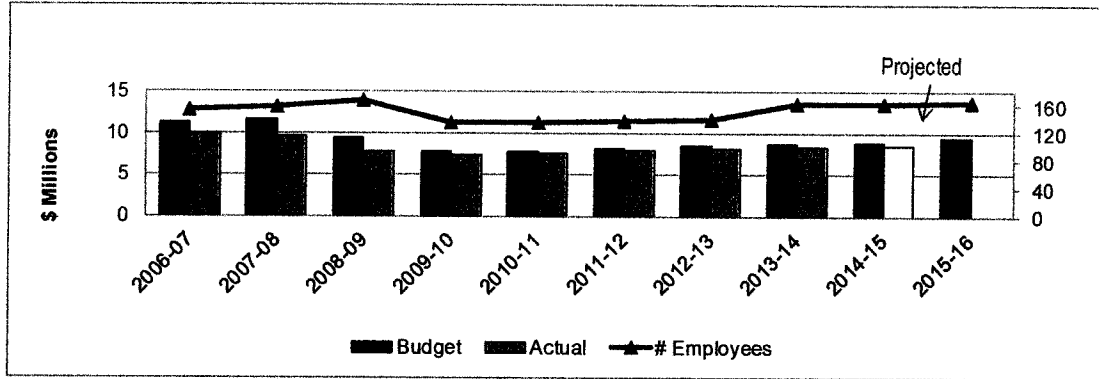
² Budget & Management Analyst added and Budget Specialist deleted per Issue Paper FY2015-16



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
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
7760	Utilities	16,501	7,500	6,851	7,500
	TOTAL UTILITIES	16,501	7,500	6,851	7,500
	MISCELLANEOUS				
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)		¹ # of Programs Operable	¹ 1 in year 1	¹ Coordinate System upgrades and implementations w/720,810 and CIS Vendor
		² # of Operable Mobile Apps	² 1 in year 1	³ Develop Schedule and coordinate w/EPWU sectional Supervisors
		³ # of Sections Audited	³ 100% in year 1	
Financial (funding+ risk assessment + cost/benefit data)		¹ % of Available Funds Invested	¹ 100% invested in year 1	¹ Implement EPWU investment policy to increase amt invested
		² \$ Invested	² \$25Mil invested in year 1	² Continue monthly deposit w/ Fila; coord deposits w/upcoming capital Project Expenditures
		³ # of Bids	³ 1 per quarter in year 1	³ Request Bids from institutions and select highest yield
Internal Process (metrics designed by those who know the process)		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 # of Improvements to the process	² 2 in year 1	² Clean database and utilize laptops during audits
		³ # of software Evaluations	³ 1 in year 1	³ Evaluate PeopleSoft: Treasury Model module options, features, prepare & present findings & recommendations
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 new employees in year 1	² Cross exposure program w/in treasury, cashiers, property control
		³ # Treasurer Certification Researched	³ 1 in year 1	³ Research requirements, \$ amt and EPWU possible reimbursements

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

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

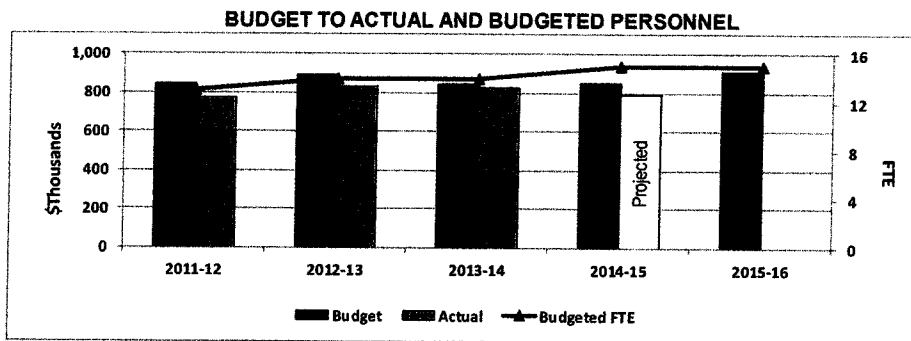
² Upgraded Accounting Manager 130 to Utility Treasury and Property Control Manager EX5 per Issue Paper FY2014-15

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

Integrated Strategic Planning Map				
Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives
Customer (assessment Who? What? Type of customer & service)		¹ # of Dropped Calls	¹ < 12% in year 1	¹ Maintain Technology; Generate Abandoned Call Graphs
		¹ Average Call Wait Time	¹ Monthly avg <5min in yr 1	¹ Implement real-time recording/ IVR; develop call taker feedback
		¹ # of Trainer/Q Monitoring Calls	¹ 1st line 1 call / wk Asst supervisor 2 call/ month Mgr 1 call / month	¹ Develop review cklist /conduct monthly incentive mtg / group emails after QC calls conducted
		² # of Programs Operable	² 1 in year 1	² Coordinate System upgrades w/715, 810 and CIS Vendor
Financial (funding+ risk assessment + cost/benefit data)		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)		¹ # Vendors Evaluated	¹ Minimum 3 evaluated in yr 1	¹ Coor w/810; contact other cities
		² # of data reports generated	² 3 reports in first qtr of operation in year 1	² Generate reports for abandoned calls, call backs and wait times
		³ # of data reports generated	³ 2 reports in first qtr of operation in year 1	³ Calls per clerk/day; avg time/call
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 new employees in year 1	² Cross train between clerk tasks
		² # of Employ to Utility Mgmt Conf	² 2 in year 1	³ Register travel arrangements for AWWA or CMS or other CS conferences

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

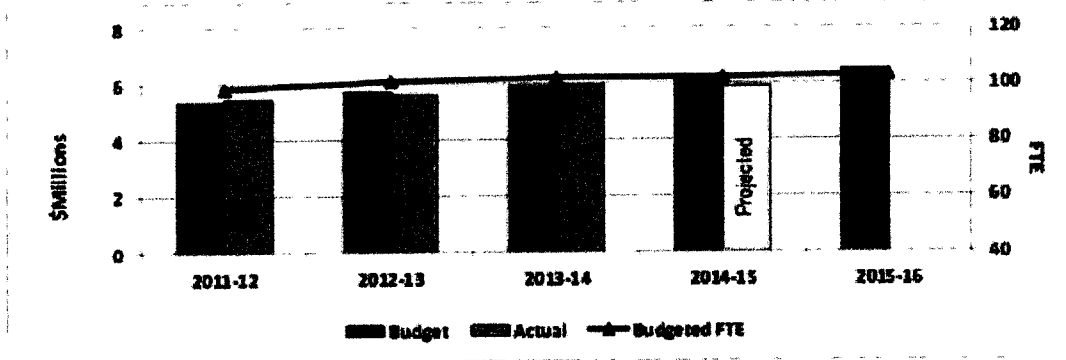
⁴ Utility Call Center Supervisor added, one Customer Relations and Billing Supervisor deleted per Issue Paper FY2015-16

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

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



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)		1# of Certificates	1 ¹ in year 1	1 ¹ Continue to satisfy financial requirements; Implement new GFOA guidelines annually
		2# of Coord Mtgs w/810	2 ¹ in Qtr 1 in year 1	2 ² Coordinate meetings for discussion & develop plan of action for interface w/ People-Soft & Enquesta
Financial (funding+ risk assessment + cost/benefit data)		1# of Internal Audits	1 ¹ 2 in year 1	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 ¹ 9 months in year 1 (excluding Final month Feb)	1 ¹ Continue communication for data collection
		2# of months w/ reports in 10 business days	2 ¹ 9 months in year 1	2 ² Verify that key managers obtain transactions & prepare reports
		3# of software implemented	3 ¹ in year 1 (Nov 2015)	3 ³ Coord w/810 attend weekly meetings; document processes; conduct functionality & accuracy testing; other tasks as required
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	1 ¹ Develop Leadership Succession 2 ² Train / Mentor Employees 3 ³ Upgrade Certifications	1# Key Positions Identified	1 ¹ 100% Identified in year 1	1 ¹ Succession Plan w/key positions/criteria/eligible dates
		2 ² Qty of Cross Trained Employees	2 ¹ 1 cross trained in Payroll, & 1 in CIP Acct in yr 1	2 ² Cross exposure program between payroll, A/R, grants, CIP acct
		3# of GFOA Certifications	3 ² in year 1	3 ³ Course & materials

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	740	ACCOUNTING
SERVICES		

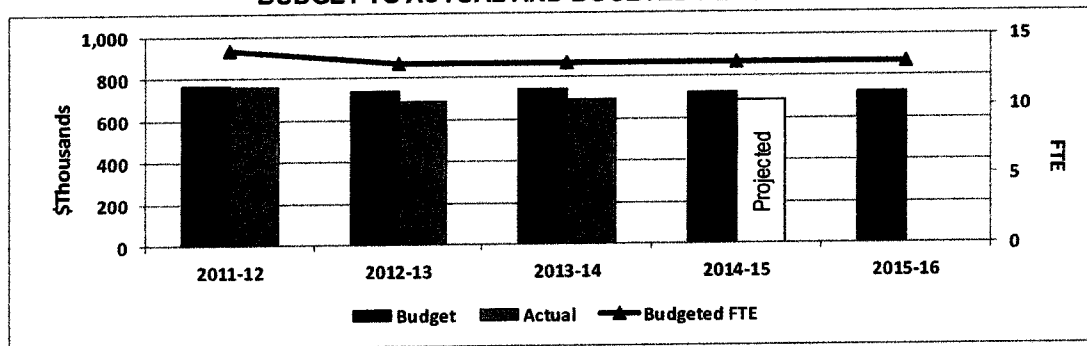
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Receive unqualified opinion from external auditors	Internal Process	Yes	Yes	Yes	Yes
*Average number of business day to close monthly	Internal Process	N/A	8	7	7
*Average number of business day to 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
	<u>PERSONAL SERVICES</u>				
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
	<u>MATERIALS & SUPPLIES</u>				
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
	<u>MISCELLANEOUS</u>				
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	11 in year 1	¹ Outreach to HUB; email construction project invite to contractors; continue to update contact list
		2# Programs Prepared	21 in year 1	² Draft program and determine approval process
		3# of Business Fairs Attended	34 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	1100% in year 1	¹ Utilize LCP tracking software to collect efficiency data
		2LD Data Collected for Constr Projects	2100% 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	11 Report in Year 1	¹ Evaluate benefits of business status registration at various agencies
		2# of Coordination Meetings	21 per Qtr in Year 1	² Establish schedule and coordinate w/EPWU Utility Construction Manager; general agenda for each meeting
		3# of Meetings Conducted	31 per Qtr in Year 1	³ Establish Committee; Prepare overview of concerns; Develop Alternative; Present to Executive Mgmt
		4# of Bids w/addenda	4Reduce 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	1100% Identified in year 1	¹ Succession Plan w/key positions/criteria/eligible dates
		2# of Excel Training	23 persons in year 1	² Identify City Training programs and enroll personnel;
		2# of Employees Cross trained	21 position in year 1	² Establish cross train program w/ Purchasing clerk position
		3# of Procurement Certifications	31 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

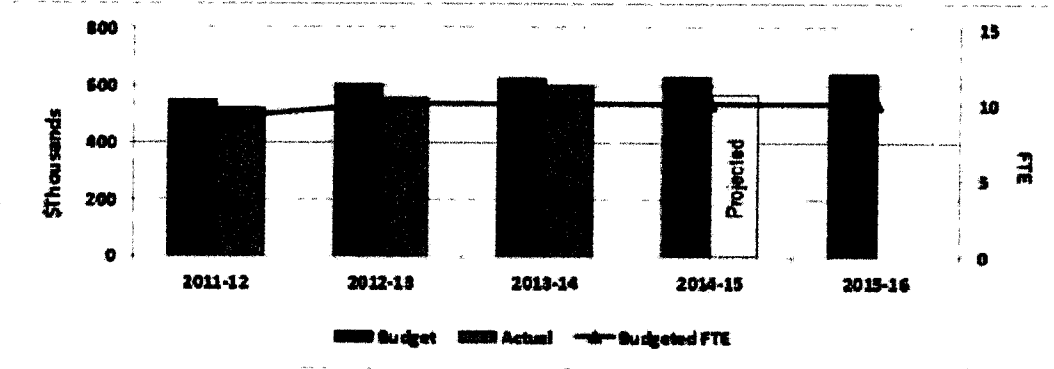
3. Started working with IS to upgrade PeopleSoft Financial System, continue to work with IS until the upgrade is complete.
4. Coordinate and host the 2015 EPWU Construction Forum.
5. Start automating the records management system

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	750	PURCHASING & CONTRACT
SERVICES		ADMINISTRATION

BUDGET TO ACTUAL AND BUDGETED PERSONNEL



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

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

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
	PERSONAL SERVICES				
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
	MATERIALS & SUPPLIES				
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
	MAINTENANCE				
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
	UTILITIES				
9760	Utilities	3,837	5,000	3,989	5,000
	TOTAL UTILITIES	3,837	5,000	3,989	5,000
	MISCELLANEOUS				
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

Integrated Strategic Planning Map					
Perspective	Objectives and Strategy Map	Measures	Targets	Initiatives	
Customer (assessment Who? What? Type of customer & service)	<pre>graph TD; A((1 Improve Customer Service)) <--> B((2 Reduce non-revenue water)); B <--> C((3 Improve Large Meter Replacements)); C <--> D((4 Improve Meter Testing Program)); D <--> A; A <--> C; B <--> D;</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
			1 Reduce # of Estimated Readings	1 25% reduction in year 1	2 Replace inaccurate/inoperable meters to obtain actual reading in lieu of using an estimated reading
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# large meters replaced	2 200 in year 1	2 Use targeted list of meters and customers; Convert replacement into a permanent Preventative Maintenance Program
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# Employees to Meter Repair Class	2 2 employees in year 1	2 External Conference / training course
			3 # of Class C Wtr Licenses	3 50% through training & 25% tested & certified in yr 1	3 TEEX Class Course & materials
			3 # of Inspector Licenses	3 25% in year 1	3 EPWU Training

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

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.

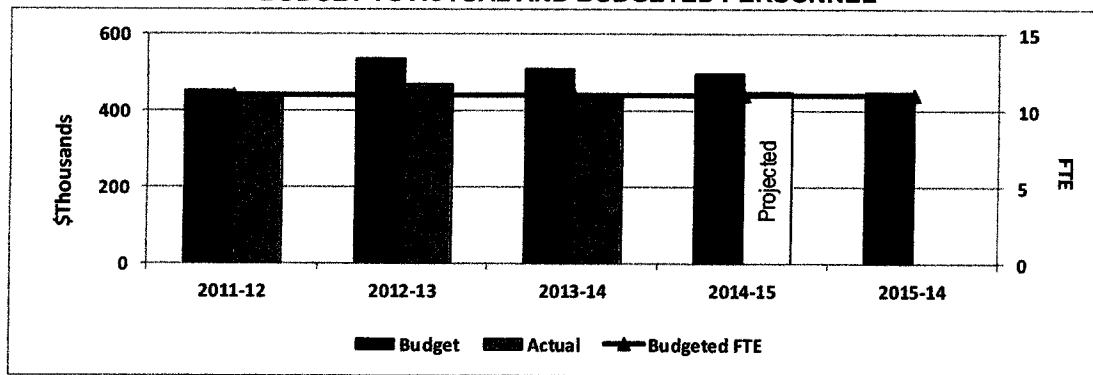
El Paso Water Utilities/Fiscal Year 2015-16 Annual Budget

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 three main objectives for the Customer perspective: 1. Improve Yard Time to load, 2. Improve Inventory Availability, and 3. Improve Specialty Order Process. These are interconnected with other objectives in the map.</p>	1# of Yard Time Tracking System	1 ¹ System in year 1	1 ¹ Sign Time in at counter and time out at yard w/sign off; Revise order slips to include time in & time out;
		2# of Out of Stock Tracking System	2 ¹ System in year 1	2 ² Establish System to track # of times an item is not available
		3# of times Items ordered by Friday of the week request is placed	3 ¹ 100% in year 1	3 ³ Develop Specialty Request Form and location to hold forms until Friday
Financial (funding+ risk assessment + cost/benefit data)	<p>The diagram shows three main objectives for the Financial perspective: 1. Increase Purchase Orders, 2. Improve Inventory Audit, and 3. Increase Master Contracts. These are interconnected with other objectives in the map.</p>	1% of Purchase Order Increase	1 ² 25% in year 1	1 ¹ Develop list of materials and determine those for Purchase Orders
		2% Accuracy	2 ⁸⁰ 80% Accuracy in year 1	2 ² Conduct Daily Cycle Counts for approx. 20 items; Develop cycle count schedule
		3# of New Master Contracts	3 ¹ 1 in year 1	3 ³ Establish new master contract for all brass materials; eliminate Purchase order & spot buying
Internal Process (metrics designed by those who know the process)	<p>The diagram shows three main objectives for the Internal Process perspective: 1. Improve Procurement of Demand Material, 2. Improve Internal Process & Control, and 3. Train / Mentor Employees. These are interconnected with other objectives in the map.</p>	1# of Monthly meetings	1 ¹² 12 in year 1	1 ¹ Coord mtg w/440 supervisors and lead workers
		2# of Weekly Section Meetings	2 ⁵² 52 in year 1	2 ² Coord w/914 staff and relay information
		2# of times weekly Inventory Status Report are run	2 ⁵² 52 in year 1	2 ² Establish wklly mtgs w/materials Specialist and supervisor; discuss the inventory report data; review process manager
Organizational Capacity (employee culture & training Learning w teamwork collaboration)	<p>The diagram shows three main objectives for the Organizational Capacity perspective: 1. Develop Leadership Succession, 2. Train / Mentor Employees, and 3. Improve Internal Process & Control. These are interconnected with other objectives in the map.</p>	1# Key Positions Identified	1 ¹⁰⁰ 100% Identified in year 1	1 ¹ Succession Plan w/key positions/criteria/eligible dates
		2Qty of Cross Trained Employees	2 ¹⁰⁰ 100% of employees in year 1	2 ² Cross exposure program among 5 store clerks and between materials specialists & Supervisor
		2# of MSOffice & PeopleSoft trained	2 ¹⁰⁰ 100% 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.

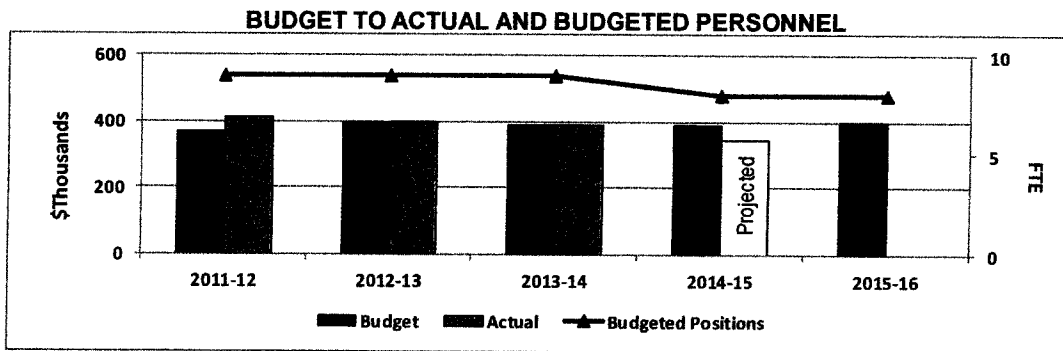
PERFORMANCE MEASURES	PERSPECTIVE	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 PROJECTED	FY 2015-16 GOAL
Inventory turnover rate	Financial/Internal Process	2.4	2.6	2.4	2.5
Value of items issued	Financial	\$2.4 Million	\$2.8 Million	\$2.6 Million	\$2.5 Million
Value of inventory	Financial	\$.976 Million	\$1.10 Million	\$1.1Million	\$1 Million

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

DIVISION	SECTION	ACTIVITY
FINANCIAL & SUPPORT SERVICES	914	WAREHOUSE

Positions	Pay Grade	Approved 2013-14	Approved 2014-15	Actual As Of 09/01/14	Approved 2016-16
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

**CHIEF INFORMATION
OFFICER**

DATABASE ADMINISTRATION

TECHNICAL SUPPORT

TRAINING

PROGRAMS

SYSTEM DEVELOPMENT

NETWORK ADMINISTRATION

**INSTRUMENTATION &
CONTROL**

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	150% in year 1	1 ¹ Develop channels to inform EPWU of IT services; develop IT project mgmt. guidelines; develop presentation inform EPWU sections of IT process	
		2# of IT Follow-up mtgs "making the rounds"	2 ¹ per Qtr for each priority in year 1	2 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	
Financial (funding+ risk assessment + cost/benefit data)			1# of Projects Implemented	1 ¹ in year 1	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 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# of Projects Delivered using formal PMI methodology	2 ²⁵ % of those applicable in year 1	2 ² Establish the project charter; proceed through using PMI until project sign-off
			3# of EPWU Data Sources Identified	3 ¹⁰⁰ % in year 1	3 ³ Contact individual sections & determine type of data sources used; compile data sources inventory list
			4# of Governance Meetings	4 ² meetings in year 1	4 ⁴ Establish IT Governance and guidelines; Conduct 2 meetings for major IT project; train committee members
			5# of paper processes converted to electronic	5 ¹ In year 1	5 ⁵ Identify & replace paper based processes in 740/750 w/ automated workflows
Organizational Capacity (employee culture, training Learning w teamwork collaboration)			1# Key Positions Identified	1 ¹⁰⁰ % Identified in year 1	1 ¹ Succession Plan w/key positions/criteria/eligible dates
			2# of Cross Trained Employees	2 ⁴ network employees in yr 1	2 ² Cross exposure program among network systems
			3# of PMI / COBIT Certifications	3 ¹ each in year 1	3 ³ Course & materials

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.