

MINUTES of the GOVERNANCE COMMITTEE MEETING of the ERIE COUNTY WATER AUTHORITY held in the office, 350 Ellicott Square Building, Buffalo, New York, on the 27th day of January, 2011.

PRESENT: Kelly M. Vacco, Chairperson (via teleconference)
Francis G. Warthling, Vice Chairman
John F. O'Donnell, Treasurer
Robert A. Mendez, Executive Director
Matthew J. Baudo, Secretary to the Authority/Personnel Director
Robert J. Lichtenthal, Jr., Deputy Director
Wesley C. Dust, Executive Engineer
Mark J. Fuzak, Attorney
Ronald P. Bennett, Associate Attorney
Paul H. Riester, Director of Administration
Daniel J. NeMoyer, Director of Human Resources
Karen A. Prendergast, Comptroller
Steven V. D'Amico, Budget and Financial Analyst

ATTENDEES: Michael Rosich, Esq.
Brian Gould

CALL TO ORDER

PLEDGE TO THE FLAG

I. - ROLL CALL

II. - READING OF MINUTES

Motion by Mr. Warthling seconded by Mrs. Vacco and carried to waive the reading of the Minutes of the Governance Committee Meeting held on Tuesday, November 9, 2010.

III. - APPROVAL OF MINUTES

Motion by Mr. Warthling seconded by Mrs. Vacco and carried to approve the Minutes of the Governance Committee Meeting held on Tuesday, November 9, 2010.

IV. - REPORTS

V. - COMMUNICATIONS AND BILLS

VI. - UNFINISHED BUSINESS**VII. - NEW BUSINESS****A. 2009 Public Authorities Reform Act Compliance**

Mark Fuzak distributed a memo to the Commissioners outlining the compliance schedule. He thereafter gave a brief summary to the Board.

B. Summary of 2010 Goals & Objectives

Wes Dust distributed a copy of the summary of the 2010 Goals & Objectives that were adopted by the Board for 2010. Wes advised that he went through these goals and advised the Board that all the goals are within 90% - 100% completion rate. He gave the Board a brief summary.


C. 2011 Draft Goals & Objectives

Wes Dust distributed a copy of the proposed 2011 Goals & Objectives. He asked the Committee review these goals and to advise of any comments. After review and any revisions, he requested that the Committee make a recommendation to the Board to adopt at the next meeting.

Matt Baudo also brought to the Committee's attention the proposal prepared by E3 Communications with regard to Public Affairs. He advised that E3 Communications provided the Committee with a dollar amount that the Authority would have to spend to perform the 2011 goals. He also advised that it was his understanding that there is only \$5,000 in the Public Relations Budget to perform any of these goals. Discussions ensued regarding this matter. Bob Mendez advised that if these particular goals and objectives are adopted, he suggested that the Department Heads come back to the Committee with a budget amendment advising where the money will come from. The Committee agreed.

VIII. - ADJOURNMENT

Motion by Mr. Warthling, seconded by Mr. O'Donnell and carried that the meeting adjourn.


Matthew J. Baudo
Secretary to the Authority/Personnel
Director

SLZ

1/27/11



ERIE COUNTY WATER AUTHORITY

LEGAL DEPARTMENT


INTEROFFICE MEMORANDUM

January 24, 2011

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PRIVELEGED AND CONFIDENTIAL ATTORNEY-CLIENT COMMUNICATION

To: Kelly M. Vacco, Chairperson
Francis G. Warthling, Vice Chairman
John F. O'Donnell, Treasurer

From: Mark J. Fuzak, Counsel 

Subject: 2009 Public Authorities Reform Act Compliance Schedule

Commissioners:

This will supplement the memorandum sent to you dated January 18, 2011 regarding a necessary timeline that should be followed by the Board and Governance Committee to comply with the 2009 Public Authorities Reform Act. I recommend that we adhere to the following schedule:

1. Annual Board of Commissioner Evaluation – Each Board member should complete the “Confidential Evaluation of Board Performance” and submit it to me as attorney by February 14, 2011. I will prepare a summary of the results of the individual evaluations and present the summary to the Governance Committee at a meeting on February 28, 2011. At that meeting, the Governance Committee can instruct me as attorney to e-mail the summary results to the Authorities Budget Office (ABO) by no later than March 31, 2011.

2. ECWA Mission Statement and Performance Measurement Report – The Board, Governance Committee and senior staff should present any modifications to the Mission Statement and Performance Measurements Report to me by February 14, 2011. If there are any changes, I will make the modifications and present and recommend a final Mission Statement and Performance Measurements Report to the Governance Committee on February 28, 2011 for adoption by the Board at the next regularly scheduled Board meeting on March 10, 2011. After adoption by the Board, I will make arrangements to forward the Mission Statement and Performance Measurements Report to the ABO by March 31, 2011 and post it on the ECWA website by that date.

The above is a recommended timeline, which can be modified by the Governance Committee at the meeting January 27, 2011. Please contact me if you have any questions. Thank you.

MJF:tf

Cc: Robert A. Mendez, Executive Director
Matthew J. Baudo, Secretary to the Authority/Personnel Director
Robert J. Lichtenthal, Jr., Deputy Director


1/27/11



ERIE COUNTY WATER AUTHORITY
LEGAL DEPARTMENT
INTEROFFICE MEMORANDUM
January 18, 2011

PRIVELEGED AND CONFIDENTIAL ATTORNEY-CLIENT COMMUNICATION

To: Kelly M. Vacco, Chairperson
Francis G. Warthling, Vice Chairman
John F. O'Donnell, Treasurer

From: Mark J. Fuzak, Counsel 

Subject: 2009 Public Authorities Reform Act Compliance

Commissioners:

I am forwarding copies of two memoranda and selected enclosures dated November 4, 2010 which pertain to ECWA compliance with the 2009 Public Authorities Reform Act. You may recall that we conducted a Governance Committee meeting on November 9, 2010 to discuss these issues. To comply with the statute and the requirements of the Authorities Budget Office (ABO), the Board must accomplish the following by no later than March 31, 2011.

1. Annual Board of Commissioner Evaluation – Each Board member must complete a “Confidential Evaluation of Board Performance”. I have attached the recommended form from the ABO. We can modify the form if we choose to do so, but the form in its present format seems appropriate. Once the individual evaluations have been completed, they must be presented to the Governance Committee which must prepare a summary of the results of the individual evaluations. I have included the form recommended by the ABO for that purpose. Once the summary has been completed, it must be forwarded to the ABO by no later than March 31, 2011.

2. ECWA Mission Statement and Performance Measurement Report – I have forward a recommended Mission Statement and Performance Measurements Report that can be adopted by the Board. I recommend that we adopt the current Mission Statement that has been posted on our website for the past few years. This has already been discussed with the ABO and is acceptable. The Board should also adopt the list of performance goals as well as the performance measurements which I have forwarded. If anyone has any suggested changes, we can implement them prior to adoption. Since all local public authorities must comply with the statute by no later than March 31, 2011, we can amend the goals and measurement report if we choose to do so after adoption and comparison with other authorities report formats. I have also included answers to the five questions that must be responded to as required by the ABO.

Please do not hesitate to contact me if you have any questions or require anything further. Thank you.

MJF:tf
Attachments

Cc: Robert A. Mendez, Executive Director (w/ encl.)
Robert J. Lichtenthal, Jr., Deputy Director (w/ encl.)
1/27/11

Confidential Evaluation of Board Performance

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Authority.				
The policies, practices and decisions of the Board are always consistent with this mission.				
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.				
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.				
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.				
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.				
Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.				
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.				
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.				
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.				
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.				
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.				
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.				
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.				
The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.				
Board members demonstrate leadership and vision and work respectfully with each other.				

Date Completed: _____

1/27/11

Summary Results of Confidential Evaluation of Board Performance

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Authority.	#	#	#	#
The policies, practices and decisions of the Board are always consistent with this mission.				
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.				
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.				
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.				
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence or self-interest.				
Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.				
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.				
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.				
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.				
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.				
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.				
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.				
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.				
The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.				
Board members demonstrate leadership and vision and work respectfully with each other.				

Name of Authority: _____

Date Completed: _____

AUTHORITY MISSION STATEMENT AND PERFORMANCE MEASUREMENTS

NAME OF PUBLIC AUTHORITY: ERIE COUNTY WATER AUTHORITY

PUBLIC AUTHORITY'S MISSION STATEMENT:

THE ERIE COUNTY WATER AUTHORITY IS AN ORGANIZATION OF DEDICATED PROFESSIONALS WHO STRIVE TO CONTINUOUSLY PROVIDE OUR CUSTOMERS WITH A PLENTIFUL SUPPLY OF SAFE, CLEAN DRINKING WATER AT AN AFFORDABLE RATE.

WE ARE UNITED IN ONE GOAL – TO DELIVER A SUPERIOR PRODUCT AND OUTSTANDING SERVICE THAT MERITS EQUAL RECOGNITION FROM OUR CUSTOMERS AND OUR PEERS. WE TAKE PRIDE IN CREATING A WORK ENVIRONMENT THAT ACHIEVES EXCELLENCE THROUGH REWARDING DEDICATION, PROFESSIONALISM AND A PROGRESSIVE VISION

DATE ADOPTED:

LIST OF PERFORMANCE GOALS:

The Authority believes its mission imposes a responsibility to provide our customers with a plentiful supply of safe, clean drinking water at an affordable rate, with outstanding service through dedication, professionalism and a progressive vision within a framework of a sound long term financial policy. The elements of that policy are:

1. An unqualified commitment to meet all obligations to the bondholders in the full letter and spirit of the Authority's General Revenue Bond Resolutions and the covenants made therein;
2. An integrated program of inspection, maintenance, repair, rehabilitation and capital improvements to insure the continued integrity of its infrastructure and facilities and the health of its customers;
3. Control of expenditures to the fullest extent consistent with prudent management and responsible administration;
4. Provide the lowest possible rates and outstanding service which at the same time enables the Authority to meet its obligations and responsibilities to provide for adequate financial reserves and capital improvements.

PERFORMANCE MEASUREMENTS

1.(a) Affirmation of credit ratings from bond rating firms

2.(a) The Authority has adopted "Management by Objectives" and each department has established goals and objectives which are reviewed with the Board of Commissioners periodically and annually.

(b) Preparation of a capital budget for the coming year and the next succeeding four years which has been approved by the Board.

3.(a) Financial statements consisting of a Balance Sheet, Income Statement, Cash Flow Statement and an Investment Report are prepared monthly, usually within fifteen (15) days of the last day of each month.

3.(b) An independent audit firm retained to annually review and provide a report on the financial statements and expenditures at the end of the fiscal year.

3.(c) Various regular reports related to review, approval and monitoring of the operating and capital improvement budgets by management, the Finance Committee and the Authority Board to allow for the containment of controllable expenses throughout the year.

4.(a) A series of budget hearings are held with each department head, the Executive Director, the Deputy Director and the Budget Director. A final annual operating and capital budget is reviewed, approved and adopted by the Board.

4.(b) The Authority regularly participates in an industry wide benchmarking survey prepared by the American Productivity and Quality Center using Qualserve Performance indicators for water and wastewater utilities.

4.(c) The Authority has commissioned several customer surveys focusing on the customer's perception of the service they receive.

Additional Questions:

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Yes, Board Members have acknowledged that they have read and understood the mission of the Authority. The Board Members have all signed the Acknowledgement of Fiduciary Duties and Responsibilities.

2. Who has the power to appoint the management of the public authority?

The Board of Commissioners hire the Secretary to the Authority, Executive Director, Deputy Executive Director, Executive Engineer and Attorney and Associate Attorneys.

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

The Authority follows all applicable policies, rules and regulations of the New York State Civil Service Commission as overseen by the Erie County Department of Personnel.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

The Board is the governing body of the Authority and is responsible for periodically reviewing the Authority's mission, vision, and goals and accomplishments. The Board establishes policies to promote a plentiful supply of safe, clean drinking water with outstanding service at an affordable rate through the dedication and professionalism of the Authority's employees. The Board reviews the financial, legal and operational management reports and oversees the Authority's internal controls. Management has the task of implementing policies and procedures to achieve the Authority's goals and report on the status of them to the Board and Board Committees on a periodic basis. The Board oversees the fiscal stability of ECWA through the performance of various functions, including but not limited to, the following: Annual approval of the budget and four year financial plans; approval of contracts that exceed \$5,000; approval of proposed collective bargaining agreements; approval of budget modifications; approval of the annual operating and capital budget and approval of capital borrowings.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions:

Yes, the Board has acknowledged that it has read and understood the responses of each of these questions.

Erie County Water Authority 2010 Goals & Objectives Summary Report



January 11, 2011

Commissioners

Kelly M. Vacco
Francis G. Warthling
John F. O'Donnell

Background

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In January of 2010, each one of the Authority's Department Heads was directed to develop Goals & Objectives for their respective departments. These Goals and Objectives were then reviewed and refined by the Department Heads, using input by the Executive Director and Executive Engineer. These Goals & Objectives were then presented to the Authority's Governance Committee for their input and approval.

During the year, each of the Department Heads submitted quarterly status reports on their Goals & Objectives. These reports were reviewed by the Executive Director and Executive Engineer and feedback was given to each of the Department Heads through meetings with the Executive Engineer. In addition, the Authority's Governance Committee was presented with a mid-year review of the Goals & Objectives.

Departments

<u>Department</u>	<u>Department Head</u>
1000 Production	Robert Niederpruem
1030 Water Quality	Paul Whittam
2000 Distribution	Ed Kuwik
2500 Engineering	Richard Rosenberry
3010 Human Resources	Dan NeMoyer
3015 Budget/Financial	Steve D'Amico
3020/3023 Administration	Paul Riester
3030 Public Affairs	Outside Consultant
3095 Municipal Liaison	Tom Wik
3525 Data Processing	Matt Baudo/Jack Hanley
4000 Finance	Karen Prendergast
5010 Legal	Mark Fuzak

Summary

Each of the Departments Goals and Objectives final status reports was reviewed and assigned a completion percentage based on an overview of each department's total performance. Below is a listing of each Department with a short summary of successes and challenges encountered during the year. Each Department's final status report is enclosed, if further detail is needed.

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12 Department 1000 – Production (90%)

All but two of this department's Goals & Objectives were not completely met. The goal to evaluate and enroll in a Demand Response Program was not completed. The evaluation was completed and request for proposals have been drafted. The goal of replacing the caustic soda feed pumps was not completed due to the fact that day tanks were added to the project and they will not be delivered until January 2011.

Department 1030 – Water Quality (100%)

The department met all of their Goals & Objectives.

Department 2000 – Distribution (98%)

The Goals & Objectives for this department are very measurable through our work order system. All of the Line Maintenance goals were met or exceeded. In the Meter Shop the goal to change 7,500 meters and 3,000 registers was not technically met, but the total number of meters and registers changed was exceeded by 8.41%. The ratio of meters to registers changed will be re-evaluated in 2011.

Department 2500 – Engineering (100%)

The department met all of their Goals & Objectives.

Department 3010 – Human Resources (100%)

All of this department's Goals & Objectives have been met. The goal to continue the retirement award program and 25 years of service recognition program has been deleted.

Department 3015 – Budget/Financial (100%)

The department met all of their Goals & Objectives.

Department 3020/3023 – Administration (100%)

The department met all of their Goals & Objectives.

Department 3030 – Public Affairs

The duties of this department were turned over to an outside consultant. The status of their Goals and Objectives are not known.

Department 3095 – Municipal Liaison (90%)

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Six out of seven goals were completed. Only the goal to implement NY alert system has not been met, due to prolonged discussions with the County and State with regard to fees.

Department 3525 – Data Processing (95%)

All but one of this department's Goals & Objectives has been met. The goal of updating the door security hardware was only partially complete (67%), due to vendor problems.

Department 4000 – Finance (95%)

This department only had some minor issues on their Goals & Objectives. Next year's Goals & Objectives will be defined clearer and will be more measurable.

Department 5010 – Legal (90%)

Due to the nature of this department's Goals & Objectives, it is impossible to obtain 100% completion. Only the Goal of resolving litigation involving the Authority was not 100% completed, due to the nature of the item.



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 7, 2011

To: Wes Dust, Executive Engineer

From: Robert Niederpruem, Director of Production

RAN

Subject: 2010 Goals and Objectives
4th Quarter Summary

2010 Production Department Goals and Objectives

1. **GOAL**

To enhance security of the Control SCADA system. Move the "B Server" to the remote operating site by July 1, 2010.

STATUS

Completed 7/2/2010.

2. **GOAL**

To improve the skills of "off shift" Water Plant Operators. Bring all Operators in for one week of training during the day shifts. Two each month with the completion of the cycle by the end of December 31, 2010.

STATUS

Completed 12/15/10.

3. **GOAL**

To test disaster preparedness of the Control Unit. Require all Control Operators to complete the transition from the main Control room to the disaster backup location and complete one shift each at the remote facility during the year by October 1, 2010.

STATUS

Complete 9/30/10.

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4. **GOAL**

To evaluate and enroll in a Demand Response Program that registers a number of our generating units for use during the periods of high energy demand by August 1, 2010.

STATUS

Request for proposals was drafted. Not completed.

5. **GOAL**

To convert the starters at the Broadway station to soft start technology so a smaller generator can be installed and the power demand charges can be reduced by 25% by July 1, 2010.

STATUS

Work was completed March 15, 2010.

6. **GOAL**

To use the Pilot Plant to evaluate new coagulants to improve process controls by December 31, 2010.

STATUS

Evaluations ongoing. Kemira Chemical has agreed to extend current contract set to expire 6/30/11, one additional year.

7. **GOAL**

To design and construct circulating systems that lower TTHN's to less than 80 ppb in the Kulp and Wohlheiter tanks by August 1, 2010.

STATUS

Work was complete August 4, 2010. Systems successfully lowered 3rd quarter TTHM's at Kulp from 64 ppb to 24 ppb, Wohlheiter from 74 ppb to 53 ppb.
Project complete.

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8. **GOAL**

To replace caustic soda feed pumps with new Pulsafeeder gear pumps by 7/31/10.

STATUS

Work underway. Project scope was increased adding day tanks to the systems. Tanks will not be delivered until January 2011. Work on completing systems will be complete in March 2011.

9. **GOAL**

To upgrade the Van de Water line system to produce a more consistent slurry by 11/30/10.

STATUS

Evaluation was successful. Liquid line cut run times from 6 to 8 hours to 3 hours. New system under design under contract MP-76.

10. **GOAL**

To train the Operators at both treatment plants in the non-standard modes of operating the treatment plant and equipment. Operate the plant in manual mode once a week quarterly by 4/30/10.

STATUS

Project complete.

RAN/dm

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2010 GOALS AND OBJECTIVES

DEPARTMENT 1030 Water Quality

The Water Quality Department is responsible for the quality of the water produced and distributed by the Authority and is charged with ensuring that the Authority meets or exceeds all State and Federal regulations. In addition, this department is also responsible for administering the distribution system's Water Quality Surveillance Program for security purposes. The following is the Quarter IV final update of the department's goals and objectives for 2010:

1. To review and update the Authority's Important Deadlines Schedule as they pertain to the Department of Water Quality and its operation, by 02-28-10. This item has been completed and the required dates and changes were submitted to Steve D'Amico for inclusion in the Authority's Deadlines Schedule. **This goal has been met.**
2. To compile and complete the Data Tables for the Annual Water Quality Report by 3-31-10. This item was completed and the required data tables were submitted to Brian Bray for inclusion in the Authority's Annual Water Quality Report. **This goal has been met.**
3. To have all microbiology analysts successfully complete one set of in-house proficiency tests for Total Coliform, E.coli and Standard Plate Count by 7-31-10. Because this was a part of a larger purchase order for all three Authority laboratories, it was originally behind schedule. The testing for all microbiology analysts was completed. **This goal has been met.**
4. To complete all required sampling for Lead & Copper in the water system by 9-30-10. The Lead and Copper program requirements for 2010 have been completed. **This goal has been met.**
5. To complete all annually required NYSDOH compliance testing by 10-31-10. All annually required compliance testing was completed. **This goal has been met.**
6. To complete all required preventive maintenance of laboratory equipment by 11-30-10. We have completed the preventive maintenance on the required laboratory equipment. **This goal has been met.**
7. To complete annual Laboratory Ethics/Data Integrity training for all water quality lab employees by 12-31-10. This was part of a larger purchase order for training required of all three Authority laboratories and was completed as required. **This goal has been met.**

1/27/11

ERIE COUNTY WATER AUTHORITY

INTEROFFICE MEMORANDUM



January 7, 2011

To: Wes Dust, Executive Engineer

From: Ed Kuwik, Sr. Distribution Engineer Σ 7K

Subject: Year-end update
2010 Goals & Objectives - Distribution

LINE MAINTENANCE

- 1.) **Goal:** Reduce leak averages to 16.50 man-hours per repair.

	AVE. MAN-HOURS ALL LEAKS - 2010	% INC./DEC. vs. 16.50 MAN-HOUR PER LEAK GOAL
Jan.	16.30	- 1.21%
Feb.	17.03	+ 3.21%
Mar.	15.74	- 4.61%
Apr.	15.28	- 7.39%
May	15.85	- 3.94%
June	15.55	-5.76%
July	18.45	+11.82%
August	17.14	+3.88%
September	15.27	-7.45%
October	16.66	+9.7%
November	15.39	-6.73%
December	15.39	-6.73%
YTD	16.19	-1.88%

* This 2010 leak average of 16.19 is 1.88% below our targeted reduced goal of 16.50 man hours per repair. => 101.88%.

- 2.) **Goal:** Flush 1,600 dead end mains.

* 1,656 dead end mains have been flushed, which represents 103.5% of our goal.

- 3.) **Goal:** File paperwork for annual New York State Thruway Authority work permit #T4W100059, 4/24/10 - 4/24/11.

* The Authority has received the annual work permit to cover the period 4/24/10 → 4/24/11 => 100% of our goal.

1/27/11

HYDRANTS AND VALVES

- 1a.) **Goal:** Perform preventative maintenance on all 17,146 hydrants.
- * 24,178 hydrants have been completed in our 2009-'10 winter hydrant program (141.0%).
 - * 17,164 hydrants were completed in our 2010 summer hydrant program (100.1%).
- 1b.) **Goal:** Paint 7,500 hydrants.
- * 7,898 hydrants were completed => 105.3%.
- 2a.) **Goal:** Perform maintenance on 4,500 small valves ($\leq 14''$).
- * 4,893 small valves completed. => 108.7%.
- 2b.) **Goal:** Perform maintenance on 320 large valves ($\geq 16''$).
- * 337 large valves have been completed. => 105.3%.
- 2c.) **Goal:** Perform maintenance on all 35 PRVs (pressure reducing vales).
- * All 35 PRVs have been completed. => 100%.

METER SHOP

- 1.) **Goal:** Change small meters and registers.
- * A total of 9,045 small meters (120.6%) and 2,338 registers (77.9%) have been changed.
Our goal of 3,000 register changes was not attained. A number of the meters that were targeted for a register change required total meter replacement. Therefore, the meter change goal was exceeded by 1,545, while the register change goal fell short by 662. We anticipate the number of register changes will now continue to decline.
- 2.) **Goal:** Change the remaining 4 commercial meters that need to be replaced due to backflow protection requirements and field test 150 commercial meters (3" - 10").
- * Two (2) commercial meters are still in various stages of backflow protection device installation (see attachment).

Two hundred three (203) commercial meters have been field tested.
=> 135.3%.

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3.) **Goal:** Coordinate with Customer Service to prioritize residential meter reading routes for seasonal employees by May 1, 2010. Read cycles 1 through 36.

* All 36 cycles (100.0%) of residential meters have been read by our seasonal employees.

4.) **Goal:** To update 114 existing compound meters to current (T-10) configuration and test such.

* One hundred fourteen (114) compound meters have been updated and tested. => 100%.

EK/dm

Attachment

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ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 5, 2011

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To: Ed Kuwik, Sr. Distribution Engineer

From: John Kuryak, Distribution Engineer *JK*

Subject: Commercial Meters

As of December 31, 2010, the following is a list of outstanding commercial meters scheduled for change:

Project No.	Name	Address	Town	Status
200600550	County of Erie	Como Park Blvd.	LNTN	Submittal received 12/15/10. Returned for revisions 12/16/10.
200600633	Jay Birnbaum Co.	4695 Transit Rd.	CLTN	Design met with Engineer 4/29/10.

The abovementioned locations all require backflow protection device installation/modification and are at various stages in completion of this matter as per Mr. Alan Strycharz.

JK/dm

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1/27/11



ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 4, 2011

To: Wesley Dust, Executive Engineer

From: Richard Rosenberry, Director of Engineering *RMR*

Subject: 2010 Goals and Objectives - Engineering Department – year end report
PN 201000006

The Engineering Department has eight goals and objectives for 2010. All eight goals were met. Each goal is summarized below.

- 1. To prepare an update to the Professional Services Contract for design/construction projects and submit to the Legal Department by October 31, 2010.**
This goal was met. A memo which proposes a number of revisions to the Professional Services Contract was recently submitted to the Legal Department for review and approval.
- 2. To satisfy the requirements of the Erie County Health Department relative to the Cross Connection Control retrofit program by May 31, 2010.**
This goal was met. A letter dated May 7, 2010 was sent to the Erie County Health Department to address this. The County has not responded, so it is our understanding that the County is satisfied and the goal is met.

The background for this goal is as follows. The Erie County Health Department previously established a milestone date of June, 2010 for completion of the retrofit of the aesthetically objectionable customers. We have been working toward completion of this requirement for the last several years. The May 7 letter to the Health Department outlined the following. This retrofit work is approximately 76% complete and completion by the end of June was not likely. The Water Authority made a good faith effort and the remaining retrofit work is due to outside entities. The customer is responsible for the installation of backflow prevention devices. The backflow retrofit program is included in our August 17, 2007 Agreement with the County. This Agreement states that the Water Authority will not be in noncompliance under this circumstance. The letter concludes that our efforts are a reasonable application of this provision and asks for their response.

We have periodic meetings and correspondence with the Health Department regarding our progress and will continue to work with the Health Department to complete this 1/27/p program.

3. **To prepare a first draft of a procedure manual for the Engineering Department by²³ November 30, 2010.**
This goal was met. The draft procedure manual has been prepared. It is a large notebook containing brief procedure outlines and sample correspondence for all typical contact administration activities.
4. **To locate all Water Authority facilities along the NYS Routes 90 and 190 for the New York State Thruway Authority by April 1, 2010.**
This goal was met. The mapping and GPS survey data were provided to the Thruway Authority earlier this year.
5. **To include the Evans water system in the Geographic Information System (GIS) by the takeover date, currently estimated for June 30, 2010.**
This goal is complete for 2010. The mapping of the Town of Evans water system is substantially complete. The June 30 deadline was established to coincide with the anticipated change of the Evans water system from Bulk to Lease Management. The Town of Evans has postponed this and the conversion to Lease Management is now scheduled for 2011. The Evans water system will be incorporated into the ECWA GIS as needed next year.
6. **To prepare Capital Budget cash flow projections by January 31, April 30, July 31 and October 30, 2010.**
This goal was met. A spreadsheet which projects monthly cash flow for the Engineering Department's capital projects was updated and distributed to the Accounting Department on a quarterly basis.
7. **To maintain overall project construction and engineering change orders under 3% by December 31, 2010.**
This goal was met. This is a year-end goal for which the total actual final costs for engineering and construction projects are compared to the original contract amounts. Cost over-runs should not exceed 3% for the aggregate of project costs. Five major construction projects were completed in 2010. These projects represent approximately \$33,825,000 in budget spending, some of which occurred in 2008 and 2009. The final costs for these projects totaled 2.3% more than the award amounts, within the 3% goal. The projects are outlined below.

Contract No.	Construction	Engineering	Total Project	
MP-73	-1.0%	+8.5%	-0.2%	
NC-30	-1.2%	+52.5%	+1.8%	
WSA-7	-0.6%	-1.1%	-0.7%	
T-22	+11.3%	+15.5%	+12.0%	
EA-8	+98.7%	+59.8%	+91.6%	
Total	+1.0%	+16.7%	+2.3%	1/27/11

The additional cost for Contract T-22 was due to unanticipated obstructions encountered

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while performing a boring under railroad tracks for the new waterline. The additional cost for Contract EA-8 was additional work authorized to take advantage of the additional budget funds discussed below.

8. **To maintain Capital Budget spending within 5% of budget authorization by December 31, 2010.**

This goal was met. The original 2010 Capital Budget for the Engineering Department was \$9,790,000. The 2010 spending is projected to be approximately \$9,515,000. This represents over 97% of the total budget, well within the 5% goal. Earlier this year, it appeared that the goal would not be met. This was due to the fact that several projects bid significantly under the original budget estimates and several other betterment projects which were planned and then cancelled by the Towns. Several other projects were then accelerated to take advantage of the available budget funds. This estimate is based on a recent cash flow projection and will be verified next month when the year-end financial statements are issued by the Accounting Department.

RMR/dm

cc: Files

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1/27/11



ERIE COUNTY WATER AUTHORITY

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INTEROFFICE MEMORANDUM

January 7, 2011

To: Wes Dust
From: Dan NeMoyer
RE: **2010 Goals and Objectives for Human Resources – 4th qtr report**

1. To conduct a work session with Board of Commissioners to update on contract negotiations with both (CSEA and AFSCME) ECWA collective bargaining unions by 9/1/10. **The Commissioners were given updates on negotiations on March 2, and June 4, 2010. Completed.**
2. To produce and distribute monthly "Communicator" newsletters to share information with ECWA employees. **Monthly newsletters have been produced and distributed each month. Completed.**
3. To conduct 8 hours of mandatory on-site supervisory training by 12/31/10. **This goal will be completed in the first qtr of 2011.**
4. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department by 12/31/10. **HR employees have participated in a minimum of 8 hours of training including: FMLA, COBRA and Health Care Reform. This goal is complete.**
5. To continue retirement award program and implement 25 year service award recognition program by 06/01/10. **This program is no longer taking place.**
6. To conduct random drug sampling of 50% of CDL and NON-CDL pool of eligible employees and provide training to supervisory personnel to recognize impairment by 12/15/10. Testing will take place each month. **This goal has been met each month. Complete.**
7. To convene 4 quarterly Safety Meetings in February, May, September, and December, 2010. **Safety Committee meetings have been held each qtr.**
8. To conduct one fire drill at each ECWA location by 10/1/10. **These drills were conducted at the Water Quality Lab and Water Treatment Plants on October 26, 2010. Completed.**

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9. To coordinate with the Legal Department to review and propose necessary revisions or updates of ECWA Policy and Procedure Manual by October 31, 2010. **This goal will be completed in the first qtr of 2011.**

 10. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by December 1, 2010. **H1N1 Flu shots were provided on February 18, 2010. The Health Screening Fair was conducted at the Service Center May 25th with subsequent screenings at the other ECWA locations conducted the last week of May. Flu shots were also provided at ECWA locations on 9/23, 10/12 and 10/21, 2010. This Goal is Complete.**

 11. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2010. **Reviews have been completed each qtr.**

 12. To audit and update employee benefits portion of HR module of AS 400 computer system, for all employees and retirees, by June 30, 2010. **This project is complete.**



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

1/05/2011

27

To: Wes Dust, Executive Engineer

From: Steven V. D'Amico, Budget/Financial Analyst

Subject: 2010 Goal Plan– Department 3015 – Budget – Year End Report

1.) To complete final budget printing/PDF for distribution by February 1, 2010.

Achieved goal; distributed hard copies and electronic copies on January 26th.

2.) To update and maintain the Public Relations PowerPoint presentation as follows:

a. Non-CAFR items and corresponding charts that do not require auditing updated by March 1, 2010.

Achieved goal; updated data and charts and transferred file to Public Affairs Officer for use in final preparation of Erie County Legislature presentation.

b. CAFR/Audited items and corresponding charts updated by May 1, 2010.

Audited Financials are complete; goal on target; currently reviewing and updating data to be used for presentation at Town Meeting.

3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2010.

Achieved goal; distributed electronic copies on April 9th.

4.) To update and maintain the ECWA Data Master spreadsheet containing pertinent data used in reporting and presentations along with the defined source for that data by June 1, 2010.

Achieved goal; latest worksheet available in Financial Statements folder

1/27/11

- 5.) To continue review of GFOA budget guidelines and prepare plan for implementing any other potential additions/changes for our 2011 Budget by August 1, 2010.

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Goal Complete; will not pursue implementing any additional GFOA guidelines at this time as more time and effort will be needed to focus on State Authorities Budget Office and the requirements of the Public Authorities Reform Act of 2009.

- 6.) To update Budget Manual & Budget Preparation Instructions by September 1, 2010.

Goal Complete; latest instructions were distributed to staff and used in preparation of 2011 Budget.

- 7.) To have a completed/board adopted budget in place by November 1, 2010 for submission to the NYS PARIS system.

Goal Complete; entered Preliminary Budget in Paris system on November 1st; final budget adopted by ECWA board December 2nd and entered and certified in PARIS system by December 8th.

- 8.) To review accuracy of budget allocations put in place for 2010 and make necessary adjustments for 2011 budget by December 1, 2010.

Goal Complete; updated allocations for use in 2011

2010 Goals

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Department of Administration

Paul Riester, Director

(Stores and Inventory, Central Purchasing, and Information Services)

Final Report

1. To address the renovation of the Service Center Pipe Yard to improve efficiency and reduce parts location time by September 1st, 2010

Completed

2. To review and update paper and electronic versions of Excavation Report and Work Order system and procedures by December 31, 2010

Completed

3. To convert hydrant and valve monthly report from Quatro-Pro to Excel for greater consistency and efficiency by September 30, 2010

Completed

4. To administer and conduct four Quarterly Training Workshops for an expanded base of employees and needs to reach and train in house procedural rules by December 1, 2010.

Completed

5. To launch Microsoft Office 2007 on all Information Service staff personal computers and train and upgrade skills to the current versions of word processing and spreadsheet software by December 31, 2010.

Completed

6. Review Purchasing Guidelines Policies and Procedures for annual meeting. To review and research our procedures according to current standard by April 1 for Annual meeting.

Completed

1/27/11



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 7, 2011

To: Wesley C. Dust, Executive Engineer
From: Thomas J. Wik, Distribution Engineer *TJW*
Subject: 2010 Goals and Objectives
Final Report

1. **To update the Municipal Contact List by June 30, 2010.**
This goal is complete.
2. **To prepare a summary of all related issues and activities under consideration in the Authority's service territory for the annual Town Meeting.**
This goal is complete.
3. **To meet with representatives from each Lease Managed and Bulk Service Customer at least once per year.**
This goal is complete.
4. **To finalize implementation of ECWA use of the NY Alert System by March 31, 2010.**
This goal is delayed because the Erie County Dept. of Emergency Services has proposed that ECWA work directly with NY Alert to send out messages, instead of going through the County. However, there are fees involved with this arrangement. We have again requested that the County allow ECWA to send out message through the County to avoid any fees. The County is currently investigating our request.
5. **To complete a semi-annual intermediate update of the ECWA Emergency Response Plan by March 1, 2010 and September 30, 2010.**
The revised plan was submitted to the Health Department in December of 2008 and is not required to be completely updated until 2013. The semi-annual intermediate updates have been made. This goal is complete.
6. **To work with the Legal Department to facilitate the renewal of the Inter-Community Agreement and with the Town of Hanover and the Village of Farnham to facilitate the renewal of their bulk sales agreement by December 31, 2010.**
This goal is complete.
7. **To join and participate in the Eastern Great Lakes Area Maritime Security Committee, Western New York Region and the Port Security Grant working group by April 30, 2010.**
1/27/11 This goal is complete.



ERIE COUNTY WATER AUTHORITY
MEMORANDUM

31

To: Matthew J. Baudo
Secretary to the Authority

From: Jack Hanley
Manager of Data Processing

Date: January 6, 2011

Subject: Data Processing Goals and Objectives Status

Objectives for 2011:

- 1. To replace the existing microwave radio system that links Ellicott Square to the Service Center for high speed telephone and data transmission by March 31, 2010.**

Frequency Interference Analysis and Coordination processes were completed December 17, 2009. Frequency plan comment period was completed. FCC license application submitted February 22, 2009. Risk assessment and Prevailing Wage Case Number were completed March 11, 2010. Draft Technical Specifications for Invitation to Bid were completed June 10, 2010. FCC license was granted June 23, 2010. Final review of specifications was completed by Scott Aiple, Electrical Engineer, and authorization to advertise for bids was granted by the Board on August 5. Contract was awarded to Transwave Communications on September 16. Equipment was installed and microwave link operational after cutover on December 27, 2010.

OBJECTIVE ACHIEVED

- 2. To install Microsoft Office 2007 on all Authority personal computers and laptops so that the Information Services units and other Authority users can upgrade their skills to the more current versions of word processing and spreadsheet software by April 30, 2010. (This is a joint objective with the Director of Administration and Secretary to the Authority.)**

General user recommendations and helpful tip sheet was completed March 19, 2010. Initial deployment of Microsoft Office 2007 in Ellicott Square and Service Center clerical units completed. Steady progress was made by Douglas Ford, Computer Support Specialist, and all 172 personal computers and laptops now have been updated to Microsoft Office 2007.

OBJECTIVE ACHIEVED

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- 3. To issue a Request for Proposal for Information Technology Consulting Services and**

To: Matthew J. Baudo
Date: January 6, 2011
Re: Data Processing Goals and Objectives Status

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enter into a new contract for IT consulting services by May 31, 2010.

Request for Proposals was approved by the Board on March 3, 2010. Pre-proposal meeting was held March 18, 2010. Two proposals received by the March 31, 2010 deadline. Proposal review completed by the technical review committee. Recommendation made to the Board April 15, 2010 and negotiations with selected vendor were completed. Contract execution with Hi-Tech Services was authorized by the Board on April 30, 2010.

OBJECTIVE ACHIEVED

- 4. To eliminate post card and billing printing on the high speed laser printer at Ellicott Square as part of the Business Office initiative to outsource Authority mail room activities by September 30, 2010. (This is a joint objective with the Business Office.)**

Request for Proposals was authorized by the Board on May 27, 2010. Data Processing representatives attended the RFP Informational Meeting on June 24, 2010. Proposals were received July 8, 2010 and contract awarded to Matrix Imaging Solutions effective October 1, 2010. Quarterly billing data files and sample bills were transmitted to Matrix on October 20, 2010. Data transmissions and testing for the remaining billing types and post cards were completed. Printing and mailing outsourcing was implemented earlier than planned on December 28, 2010 due to mechanical breakdown of the Authority's mailing machine.

OBJECTIVE ACHIEVED

- 5. To replace the existing Door Access Security database and upgrade door security hardware and software at various Authority locations so that door security access is coordinated at all Authority locations by September 30, 2010. (This is a joint objective with the Production Department.)**

Cost estimates for the security upgrades were reviewed and a purchase order was issued September 17, 2010 to Stanley Security using NYS contract pricing. Vendor's cutbacks in key support personnel caused unavoidable delays in project implementation which resulted in only 12 of 18 remote door modules (67 %) replaced and the inability to integrate the door access databases before the December 31, 2010 expiration of the purchase order.

OBJECTIVE PARTIALLY ACHIEVED

1/27/11



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 7, 2011

To: Robert J. Lichtenthal, Jr., Deputy Director
 From: Karen A. Prendergast, Comptroller
 Subject: Update on Finance Department Goals For 2010

The Finance Department has set the following goals to accomplish during 2010. I have updated each with a current status.

A. Overall Finance Department: Responsible parties: K. Prendergast, S. Rinaldo, A. Alessi

1. To issue monthly financial statements and subsidiary reports by the middle of the month following the month being reported.

Status – Monthly financial reports have been completed by the fifteenth of the following month

2. To assist the outside auditors to complete their audit of ECWA 2009 annual financial statements by March 28, 2010 and issue our annual report to NYS Comptroller by its March 31, 2010 due date.

Status – The 2009 financial statement audit was completed by March 28th and presented to the Board on April 1st. All required filings have been completed.

3. To assist management in assessing the adequacy of ECWA internal controls and reporting thereon and assisting in the preparation of other needed reports required by the New York State Public Authorities Accountability Act of 2005 by March 31, 2010.

Status – Internal control assessments were completed and required PAAA reports have been filed.

4. To submit the 2009 ECWA Comprehensive Annual Financial Report (CAFR) to the GFOA for award consideration by June 1, 2010.

Status – The 2009 ECWA CAFR was completed and submitted to the GFOA for award consideration by June 1, 2010. The award was received in November of 2010.

1/27/11

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5. To work with Data Processing in creating programs to outsource the printing and mailing of customer invoices by September 30, 2010.

Status – Outsourcing of printing and mailing bills was completed on December 28, 2010.

6. To implement credit card and internet payment options for customers by March 31, 2010 using a third party credit card system after Board review and approval.

Status – Responses to the RFP have been evaluated and negotiations with vendors have begun. Contracts will be in place by March 31, 2011.

B. Business Office: Responsible parties: S. Rinaldo, P. Reszka, J. Hlavaty III, S. Wiatrowski

1. To have Peter Reszka together with Business Office managers, create the customer master file records for any municipalities involving a takeover of customers being transferred from bulk customer status to direct or lease managed water district status some time in 2010. Completion date: By 12/31/10 or date required.

Status – Currently working on accounts for the Town of Evans; the Town of Hamburg and the Village of Blasdell.

2. To continue to conduct CSR training sessions throughout 2010 on a scheduled basis using professional videos for training tools and actual recorded CSR calls as teaching aids for completion by December 31, 2010.

Status – In March training was completed for the Tariff revisions effective April 5, 2010 and on December 15, training for the new Infrastructure Investment Charge was completed. No additional professional training tapes have been purchased.

3. To continue quarterly meetings with the Meter Shop to better coordinate activities with the Business Office.

Status – Quarterly meetings with the Meter Shop were held on 4/28/10 to discuss meter inventory and work orders and on 5/5/10 to discuss summer seasonal schedule. No meeting was held in the third or fourth quarter. A meeting will be set up shortly.

4. To work with the Director of Administration to create an RFP to outsource the printing and mailing functions of customer billings to a qualified third party provider by March 31, 2010.

Status – An RFP for outsourcing printing and mailing of bills was mailed May 27th with a July 8th due date. The contract was awarded on 09/30/10 to Matrix Imaging Solutions. Matrix began processing and mailing bills and postcards on December 28, 2010.

C. Cash Management: Responsible Party: Susan L. Rinaldo

1. To extend the lock box agreement with M&T Bank for an additional three year period to December 27, 2013 by December 27, 2010.

Status – The lockbox agreement has been extended with M&T for a two year period.

2. To prepare and issue monthly investment reports by the middle of the month following the month being reported on.

Status – The monthly investment report has consistently been completed by the fifteenth of each month for the previous month.

D. Accounting: Responsible Party: Karen Prendergast, J. Tomaka

1. To update the statistical sections of our annual report and CAFR for data required by the Government Accounting Standards Board Standards 34 and 44 by March 16, 2010.

Status – The statistical section of the CAFR was updated in included in the 2009 CAFR.

2. To issue normal Data Processing Request Forms to implement increased edit controls in the accounting systems for billing, accounts payable, fixed assets, payroll and general ledger programs as required in the continuing operation of these systems by December 31, 2010.

Status – Data processing request forms have been submitted as needed to perform day-to-day and monthly tasks in Accounting.

3. To cross train all accounting personnel in payroll and accounts payable functions so that any of these employees can answer questions on either of these functions by June 30, 2010.

Status – Cross training will continue through 12/31/10 at which time any additional needs will be assessed.

E. Risk Management: Responsible Party: Anthony Alessi

1. To prepare and issue an Insurance RFP by April 1, 2010 with a return by April 30, 2010 and a review and contract award(s) by the Board by May 29, 2010.

Status – Insurance contracts effective July 1, 2010 have all been awarded and executed.

2. To assist, under Legal Department direction, any required documentation and loss history in the Hartford Worker Compensation mediation claim by December 31, 2010.

Status – The goal remains in process, assistance is being provided when requested.

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3. To issue monthly claims and claim activity reports by the middle of the month following the month being reported.


Status – All required reports have been completed by the fifteenth of the month for the claim activity of the previous month.

cc: S. Rinaldo
J. Tomaka
A. Alessi



ERIE COUNTY WATER AUTHORITY
LEGAL DEPARTMENT
INTEROFFICE MEMORANDUM
January 6, 2011

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To: Wesley C. Dust, Executive Engineer
From: Mark J. Fuzak, Counsel 
Subject: Status Report on Goals and Objectives
Period Ending 12/31/10

Wes:

1. To research, review and coordinate with other departments to ensure compliance by ECWA of the 2009 Public Authority Reform Bill by June 1, 2010
STATUS: Completed. Additional requirements will be timely completed.
2. To administer and resolve pending litigation involving the Authority in a manner consistent with the best interests of the Authority by December 31, 2010, subject to Court Scheduling Orders
STATUS: In Progress
3. To coordinate with the Engineering and Accounting Department to implement comprehensive changes to the ECWA Tariff by June 30, 2010
STATUS: Completed
4. To resolve encroachment and easement issues with Town of Amherst Central Little League for Wehrle Tank by May 1, 2010
STATUS: Completed
5. To facilitate with Municipal Liaison any necessary renewals of ECWA Lease Management Agreements and Bulk Sale Agreements by December 31, 2010
STATUS: Completed

MJF:tf

1/27/11

Erie County Water Authority 2011 Draft Goals & Objectives



January 25, 2011

Commissioners

Kelly M. Vacco
Francis G. Warthling
John F. O'Donnell

Departments

<u>Department</u>	<u>Department Head</u>
1000 Production	Robert Niederpruem
1030 Water Quality	Paul Whittam
2000 Distribution	Ed Kuwik
2500 Engineering	Richard Rosenberry
3010 Human Resources	Dan NeMoyer
3015 Budget/Financial	Steve D'Amico
3020/3023 Administration	Paul Riester
3030 Public Affairs	Outside Consultant
3095 Municipal Liaison	Tom Wik
3525 Data Processing	Matt Baudo/Jack Hanley
4000 Finance	Karen Prendergast
5010 Legal	Mark Fuzak



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM
January 19, 2011

To: Wes Dust, Executive Engineer
From: Robert Niederpruem, Director of Production *RAN*
Subject: 2011 Goals and Objectives

- Goal:** To enhance security at key remote Authority facilities, purchase and install video cameras at the Ball Station to provide real time video recording and live video feedback at Control. Complete by August 2011.
- Goal:** To make data communications more reliable and to save monthly rentals with Time Warner, complete the SCADA microwave ring which requires installation of the links from Windom to Broadway and Broadway to Vukelic. Complete by September 2011.
- Goal:** To improve remote station reliability and upgrade communications, install a new generation RTU's with Modicon PLC that interface with other vendors' equipment. Complete by April 2011.
- Goal:** To prevent damage and improve safety at Van de Water, remove skylights from the pump VFD room. Complete by May 2011.
- Goal:** To improve chemical feed consistency and simplify maintenance at both plants, replace potassium permanganate pumps with new gear pumps. Complete by June 2011.
- Goal:** To improve the operation and reliability of the de-chlorination of filter to waste at Sturgeon Point, install electric actuators on each filter to waste valves and automate the sodium bisulfite feed at Decant. Complete by May 2011.
- Goal:** To increase pumping efficiency at the Windom Station that improves flow and lowers energy consumption, replace the pump impellers and repair the ceramic coating. Test refurbish pumps and report increased efficiencies. Complete first pump January 2011, second pump March 2011, third pump May 2011, fourth pump by July 2011.

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Goal: Investigate the merits of Demand Response Programs for Authority to enroll our fixed 41 generating units in. Receive proposals June 2011.

Goal: To increase lighting efficiency and standardize lighting equipment, start replacing low efficiency T12 lighting with more efficient T8 fluorescent bulbs. Complete by April 2011.

Goal: To increase pumping efficiency and replace outdated equipment, replace one pump each at Hamburg, Lakeview, Horner and Eden III stations. Complete Hamburg January 2011, Eden III February 2011, Lakeview April 2011, Horner October 2011.

RAN/dm

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2011 GOALS AND OBJECTIVES

DEPARTMENT 1030 Water Quality

The Department of Water Quality is responsible for monitoring the quality of the drinking water produced and distributed by the Authority and is charged with ensuring that the Authority meets or exceeds all State and Federal regulatory requirements. In addition, the Department is also responsible for administering the distribution system's water quality surveillance program for security purposes. The following are the department's goals and objectives for 2011:


1. To review and update the ECWA Total Coliform Sampling Plan for submittal to the ECDOH and NYSDOH by 1-30-11
2. To review and update the Authority's Important Deadlines Schedule as they pertain to the Department of Water Quality and its operation, by 02-28-11.
3. To complete the 2010 Data Tables for the Annual Water Quality Report by 3-15-11.
4. Review the final draft of the ECWA Water Quality Report by 4-30-11
5. Review and inspect all proposed Stage 2 DBP sampling locations by 6-01-11
6. To have all microbiology analysts successfully complete one set of in-house proficiency tests for Total Coliform, E.coli and Standard Plate Count by 8-31-11.
7. To complete all required preventive maintenance of laboratory equipment by 10-31-11
8. To complete all annually required NYSDOH compliance testing by 11-30-11.
9. To complete annual Laboratory Ethics/Data Integrity training for all water quality lab employees by 12-31-11.



ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 19, 2011

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To: Wesley Dust, Executive Engineer
From: Edward J. Kuwik, Sr. Distribution Engineer 
Subject: 2011 Goals and Objectives - Distribution Department

The Distribution Department is responsible for preventive maintenance and repair of all ECWA owned and leased managed mains, valves, hydrants and appurtenances. In addition, the Distribution Department is also responsible for meter reading, installation, replacement, repair and testing.

To ensure the Department achieves these functions, the following goals have been established for 2011:

Line Maintenance

1. To maintain or lower leak average at or below the 16.19 man hours per repair average achieved in 2010.
2. To maintain the database of dead-end mains and schedule main flushing to improve and monitor water quality. There are 3,155 dead-end mains in the system and we have developed a two-year program to flush the mains. The goal for 2011 is 1,600 dead-end main flushes.
3. To file paperwork for annual New York State Thruway Authority work permit #TAW070030 by March 31, 2011.

Hydrants & Valves

1. To maintain the maximum number of hydrants in full working order condition by:
 - a.) Performing preventive maintenance on all 17,245 hydrants in both summer service and winter service..
 - b.) Painting 7,500 hydrants in 2011.

1/27/11

2. To perform maintenance on the valves in our system for 2011 according to the following schedule:
 - a.) Small Valves (≤ 14 ") - 4,750 valves (26,647 valves total - 6 year program).
 - b.) Large Valves (≥ 16 ") - 320 valves (1,137 valves total - 4 year program).
 - c.) Pressure Reducing Valves - 46 PRVs. There are 81 PRV's in our system. This is a two-year program.

Meter Shop

1. To change 8,000 meters and 1,500 registers by December 31, 2011.
2. To change the remaining 2 commercial meters that need to be replaced due to backflow protection requirements and field test 180 commercial meters (3-inch to 10-inch) by December 31, 2011.
3. To coordinate with Customer Service to prioritize residential meter reading routes by May 1, 2011, and read all 36 cycles during our summer program.

EK/dm

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ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 5, 2011

45

to: Ed Kuwik, Sr. Distribution Engineer

from: John Kuryak, Distribution Engineer *JK*

subject: Commercial Meters

As of December 31, 2010, the following is a list of outstanding commercial meters scheduled for change:

Project No.	Name	Address	Town	Status
200600550	County of Erie	Como Park Blvd.	LNTN	Submittal received 12/15/10. Returned for revisions 12/16/10.
200600633	Jay Birnbaum Co.	4695 Transit Rd.	CLTN	Design met with Engineer 4/29/10.

The abovementioned locations all require backflow protection device installation/modification and are at various stages in completion of this matter as per Mr. Alan Strycharz.

JK/dm

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1/27/11



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 13, 2011

To: Wesley Dust, Executive Engineer
From: Richard Rosenberry, Director of Engineering *RMR*
Subject: 2011 Goals and Objectives - Engineering Department

As requested, following are the goals and objectives for the Engineering Department for 2011.

1. To implement an update to the Professional Services Contract for design/construction projects subject to Legal Department approval by March 31, 2011.
2. To provide a mid-year and a year-end status report to the Erie County Health Department relative to the Cross Connection Control retrofit program.
3. To complete the procedure manual for engineering design and construction projects by November 30, 2011.
4. To perform leak survey on 6,000 fire hydrants (one-third of total) by December 31, 2011.
5. To map the Evans water system in the Geographic Information System (GIS) by the takeover date, currently estimated for June 30, 2011.
6. To map the Blasdell water system in the Geographic Information System (GIS) by the takeover date, currently estimated for June 30, 2011.
7. To prepare Capital Budget cash flow projections by January 31, April 30, July 31 and October 30, 2011.
8. To maintain overall project construction and engineering change orders under 3% by December 31, 2011.
9. To maintain Capital Budget spending within 5% of budget authorization by December 31, 2011.

RR/dm
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1/27/11



ERIE COUNTY WATER AUTHORITY

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INTEROFFICE MEMORANDUM

January 14, 2011

To: Wes Dust
From: Dan NeMoyer
RE: **2011 Goals and Objectives for Human Resources**

1. To conduct a work session with Board of Commissioners to update on contract negotiations with both (CSEA and AFSCME) ECWA collective bargaining unions by 6/1/11.
2. To produce and distribute monthly "Communicator" newsletters to share information with ECWA employees.
3. To produce a comprehensive policy and schedule of appropriate, mandatory, workplace training for all ECWA employees by 4/30/11
4. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department, including HIPAA training, by 12/31/11.
5. To conduct random drug sampling of 50% of CDL and NON-CDL pool of eligible employees by 12/31/11. Testing will take place each month.
6. To convene 4 quarterly Safety Meetings in February, May, September, and December, 2011.
7. To conduct one fire drill at each ECWA location by 10/31/11.
8. To coordinate with the Legal Department to review and update employee orientation materials by 4/30/2011.
9. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by 12/1/2011.
10. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2011.

1/27/11



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

01/14/2011

To: Wes Dust, Executive Engineer

From: Steven V. D'Amico, Budget/Financial Analyst

Subject: 2011 Goal Plan – Unit 3015 - Budget

- 1.) To complete final budget printing/PDF for distribution by February 1, 2011.
- 2.) To update and maintain the Public Relations PowerPoint presentation as follows:
 - a. Non-CAFR items and corresponding charts that do not require auditing updated by March 1, 2011.
 - b. CAFR/Audited items and corresponding charts updated by May 1, 2011.
- 3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2011.
- 4.) To update and maintain the ECWA Data Master spreadsheet containing pertinent data used in reporting and presentations along with the defined source for that data by June 1, 2011.
- 5.) To prepare and present a 6 Month Budget review to the Board no later than August 1, 2011
- 6.) To update Budget Manual & Budget Preparation Instructions by September 1, 2011.
- 7.) To have a completed/board adopted budget in place by November 1, 2011 for submission to the NYS PARIS system.
- 8.) To complete review of budget allocations put in place for 2011 and make necessary adjustments for 2012 budget by December 31, 2011.

1/27/11

2011 Goals
Department of Administration
Paul Riester, Director
(Stores and Inventory, Central Purchasing and Information Services)
Proposed

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1. To commence the development of the 2012-2013 water main and materials contract with review for market and materials requirements and conditions for bi-annual bidding. Complete by Dec. 31, 2011.
2. To commence the development of a new paper and stationery contract for authority-wide requirements for bidding by June 1, 2011. The goal is to reduce office supply expense by coordinating all locations.
3. To review, organize, inventory, scan and store approximately 300 multi-page drawings from the acquisition of the Town of Clarence. To be completed by the November 1, 2011.
4. To complete the inventory of highway and sewer project drawings. Review the locations for accurate retrieval. Provide a quarterly report on progress by the end each quarter with goal of completion by end of December 31, 2011
5. To update, review and file all flat map cabinet contents to insure retrieval. To be completed by October 1, 2011.
6. To administer and conduct four Quarterly Training Workshops for an expanded base of employees on various procurement and administrative needs.
7. To review Purchasing Guidelines Policy and Procedures to highest standards by the end of the 1st quarter for inclusion in annual meeting agenda and recertification of Paul Riester as CPPO for August 11, 2011.
8. To commence procurement reporting process for New York State Authorities Budget Office system, PARIS and complete by April 1, 2011.

1/27/11



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM
January 13, 2011

To: Wesley C. Dust, Executive Engineer
From: Thomas J. Wik, Distribution Engineer *TJW*
Subject: 2011 Goals and Objectives - Department 3095 - Municipal Liaison

1. To update the Municipal Contact List by June 30, 2011.
2. To prepare a summary of all related issues and activities under consideration in the Authority's service territory for the annual Town Meeting.
3. To meet with representatives from each Lease Managed and Bulk Service Customer at least once per year.
4. To finalize implementation of ECWA use of the NY Alert System by June 30, 2011.
5. To complete a semi-annual intermediate update of the ECWA Emergency Response Plan by March 31, 2011 and September 30, 2011. The revised plan was submitted to the Health Department in December of 2008 and is not required to be completely updated until 2013.
6. To work with the Legal Department to facilitate the renewal of the Bulk Sales Agreement with the Monroe County Water Authority and the Village of Silver Creek by December 31, 2011.
7. To prepare and send to the various municipalities the list of capital improvement recommendations by September 15, 2011.

TW/dm

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ERIE COUNTY WATER AUTHORITY
MEMORANDUM

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To: Matthew J. Baudo
Secretary to the Authority

From: Jack Hanley
Manager of Data Processing

Date: January 13, 2011

Subject: 2011 Objectives for Data Processing

Objectives for 2011:

1. To replace the existing network switch at Ellicott Square to the latest level of Cisco Systems technology for improved network security and manageability by March 31, 2011.
2. To install Microsoft Outlook 2007 on all Authority personal computers and laptops and complete the conversion of the Authority's email system to a Microsoft Exchange Server platform by April 30, 2011.
3. To upgrade the operating system on the Authority's two IBM Power Systems servers (a.k.a. AS400) to Version 7 Release 1 which is the most current level available from IBM by June 30, 2011.
4. To develop image processing software to replace the IBM Content Manager software currently used for image enabled applications on the IBM Power Systems servers (a.k.a. AS400) by September 30, 2011.
5. To implement and test Disaster Recovery and High Availability procedures for the two IBM Power Systems servers by December 31, 2011.

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ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 14, 2011

To: Robert J. Lichtenthal, Jr., Deputy Director

From: Karen A. Prendergast, Comptroller

Subject: Finance Department Goals For 2011

The Finance Department has set the following goals to accomplish during 2011:

A. Overall Finance Department: Responsible parties: K. Prendergast, A. Alessi,
S. Rinaldo, J. Tomaka

1. To issue monthly financial statements and subsidiary reports by the middle of the month following the month being reported.
2. To prepare and issue monthly investment reports by the middle of the month following the month being reported on.
3. To issue monthly claims and claim activity reports by the middle of the month following the month being reported.
4. To update the statistical sections of our annual report and CAFR for data required by the Government Accounting Standards Board Standards 34 and 44 by March 16, 2010.
5. To assist management in the preparation of reports required by the New York State Public Authorities Accountability Act of 2005 by March 16, 2011.
6. To assist the outside auditors to complete their audit of ECWA 2010 annual financial statements by March 28, 2011 and issue our annual report to NYS Comptroller by its March 31, 2011 due date.
7. To submit the 2010 ECWA Comprehensive Annual Financial Report (CAFR) to the GFOA for award consideration by June 1, 2011.

1/27/11

B. Business Office: Responsible parties: S. Rinaldo, P. Reszka, J. Hlavaty
S. Wiatrowski

1. To conduct a minimum of two CSR training sessions throughout 2011 on emerging issues in Customer Service.
2. To conduct quarterly meetings with the Meter Shop to better coordinate activities with the Business Office.
3. To identify and evaluate alternatives to the current phone-in meter reading procedure by December 31, 2011.

C. Accounting: Responsible parties: Karen Prendergast, Joyce Tomaka

1. To modify and automate the 1099 Reporting System with the goal of implementing the system improvements on January 1, 2012. (This is a joint objective with Data Processing)
2. To modify the W-2 Reporting System with the goal of implementing the system improvements on January 1, 2012. (This is a joint objective with Data Processing)
3. To investigate the potential for automating selected time sheets by December 31, 2012. (This is a joint objective with Data Processing)

D. Risk Management: Responsible Party: Anthony Alessi

1. To analyze current insurance coverage and prepare recommendations regarding the need to either extend contracts or issue an Insurance RFP by April 1, 2011 with a return by April 30, 2011 and a review and award(s) by the Board by May 26, 2011.
2. To develop a tool to be used to evaluate items that are included or excluded from current and future insurance coverage by March 15, 2011.

cc: K. Prendergast
S. Rinaldo
J. Tomaka
A. Alessi

LEGAL DEPARTMENT GOALS AND OBJECTIVES FOR 2011

- To research, review and coordinate with other departments to ensure compliance by ECWA of the 2009 Public Authority Reform Bill by March 31, 2011
- To administer and resolve pending litigation involving the Authority in a manner consistent with the best interests of the Authority by December 31, 2011, subject to Court Scheduling Orders
- To work with the Municipal Liaison to facilitate the renewal of the Bulk Sale Agreements with Monroe County Water Authority and the Village of Silver Creek by December 31, 2011.
- To coordinate a reorganization of the Law Library and revisions to Westlaw agreement by June 30, 2011
- To coordinate with the Human Resources Department and Personnel Manager the implementation of new and current employee training practices and policies by April 30, 2011

memo



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To: Commissioners Vacco, Warthling, O'Donnell, Robert Mendez, Matt Baudo
From: Brian Gould
Date: January 24, 2011
Re: 2011 Public Relations program

Per our recent discussions, please find below a general outline of recommended goals, objectives and tactics related to ECWA's strategic public relations programming for 2011. Suggested tactics are broken out into various categories under the public relations umbrella. In order to successfully implement the recommendations that follow, it is important that the organizational culture continue to transition from its current reactionary communications approach to one that is more proactive. In addition, some budgetary resources will have to be identified.

Goals:

- Position ECWA as a well-managed, independent public utility that provides its customers a high quality product at one of the lowest rates in WNY
- Educate targeted publics about ECWA's operations, accomplishments and future plans
- To alter the public perception that ECWA is a political patronage "haven"
- Improve customer relations via a streamlined complaint resolution process
- To garner positive media coverage of the organization

Based on customer research conducted in 2007 and 2009, ECWA continues to face similar public relations challenges that it has over the past several years. Although some of these challenges have lessened and public perception has somewhat improved, we need to remain focused on ECWA's core objectives in 2011:

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Key Objectives:

- Increase awareness about ECWA's professionally managed and successful operations
- Increase awareness about the safety, quality and affordability of ECWA drinking water
- Increase awareness that ECWA is a leader in advocating the consolidation of public water systems throughout Erie County
 - Pursue partnerships for funding opportunities via New York State's Shared Municipal Services Incentive Program (SMSI)
- Position ECWA as a steward of our drinking water resources in WNY through improved relations and partnerships with local environmental organizations

Media Relations:

- Establish ECWA "News Bureau". e3communications will work with identified management personnel to establish a regular and consistent information exchange related to developing issues, capital projects, initiatives, operational changes, etc. that will be communicated with local media via news conferences, news releases, story pitches, statements, etc. **(Ongoing)**
- Conduct periodic editorial board meetings with the Buffalo News, Tonawanda News and additional print outlets for editorial awareness and support for the organization on issues as they develop (i.e., annual budget, consolidations, large capital projects, reappointments, etc.) **(July/December 2011)**
- When appropriate, write and submit editorial commentary and opinion pieces. **(Ongoing)**
- Arrange for meetings with beat reporters from various media outlets as opportunities arise and issues develop **(Ongoing)**
- Track and monitor local and national issues and stories in the media that may be relevant to ECWA for story pitches, interview opportunities, opinion pieces, etc. **(Ongoing)**

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**Customer Relations/Education:**

- Redesign ECWA web site for more user friendly navigation and feature new customer interaction capabilities; i.e., account management, electronic bill pay, etc. **(February 2011)**
- Continue quarterly insert program (post infrastructure investment charge insert) to keep customers informed of ECWA operations, projects, etc. (Note: the insert program can be targeted geographically when necessary or as opportunities arise) **(Jan/April/July 2011)**
- Arrange for customer/potential new customer input via public meetings on important issues, i.e., consolidations, capital projects, annual budget, etc. **(TBD)**
- Reengage facility tours at Sturgeon and Van de Water treatment plants **(TBD)**
- Actively pursue opportunities to participate in community events via ECWA display; i.e., Earth Day celebration; Waterfest; etc. Would be coordinated via ECWA intern program. **(Ongoing)**
- Speakers bureau – pursue presentation opportunities to various civic organizations, schools, etc. **(Ongoing)**
- Coordinate/implement pharmaceutical drop off program with county health department and Buffalo Niagara Riverkeeper **(May/ September 2011)**

Issues Management/Crisis Communications:

Although there is no specific issue or crisis at this time that ECWA is dealing with publicly, as issues arise or a crisis occurs (i.e., county department, major main break, supply outage, employee injury, lawsuit, etc.) e3communications will work with ECWA management and the board of commissioners to assess the situation, implement our existing plan and disseminate key messages to our targeted publics via various communications vehicles. **(Note: We should be prepared for past issues to resurface in the near future, specifically recent legal matters that were made public). (Ongoing)**

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Public Affairs/Advocacy:

The Local Government Efficiency Grant Program (formerly the Shared Municipal Services Incentive (SMSI) grant program) was again included in this year's state budget and is expected to be included in next year's. e3communications would assist ECWA in working with officials from targeted municipalities that are currently in discussions or planning stages of consolidating their water systems with ECWA, i.e., Evans, Williamsville, etc. **(TBD-application deadline December 1, 2011)**

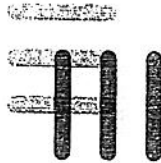
- Conduct strategy meetings with ECWA management to determine most logical municipal partners
- Facilitate meetings between key officials from ECWA and targeted municipalities
- Work with entities to develop objective for application submittal and make sure meets SMSI program criteria
- Assist with all duties associated with application submittal, including, but not limited to, coordinating all necessary engineering, financial and miscellaneous documentation, legislative resolutions, letters of support from various elected officials and organizations, finalize and submit application by identified deadline

Advertising/Branding:

- Bi-monthly general "message" advertisements in weekly publications throughout ECWA's service district that would include relevant messages about ECWA based on the time of year, i.e., annual water quality report, etc. **(February-December 2011)**
- Radio programming during National Drinking Water Week, **(May 1-7, 2011)**

Additional opportunity:

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Based on the recent negative national media coverage about the safety and quality of public drinking water (Chromium VI, over fluoridation, etc.) ECWA should consider a specific public education campaign to promote the quality, safety and affordability of ECWA drinking water.

In addition, as we continue to face obstacles penetrating some local media outlets about the successful operations at ECWA, focusing on the product rather than the organization could help us maintain and likely enhance favorable perceptions among our most important public – our customers.

Therefore, it is an opportune time to implement the ECWA PURE TAP branding campaign. Although this type of campaign has been recommended in the past, it has not been implemented to date. Please note that we are not recommending a branding campaign in the “marketing” sense, but a branding campaign in the strategic public awareness sense that would seek to brand ECWA PURE TAP as the safe, affordable, and preferred drinking water alternative to bottled water. It would be similar to the outreach program used by the City of New York in late summer of 2008, but would implement action steps that a yet to be determined budget permits.

Our campaign should be clear, concise and sustained throughout the year with increased activity in the warmer summer months. Our goal is to inform consumers that ECWA PURE TAP is the safe, convenient, healthy, low-cost and environmentally friendly answer to expensive bottled water.

Actions Steps/Tactics would include but not be limited to the following:

- Develop the “ECWA PURE TAP” branding campaign; including messaging, logo, tag, etc.
- Produce materials:
 - “ECWA PURE TAP” bottle (must be reusable and environmentally safe)
 - Water Buffalo
 - tchotchke (chats-ki) items - “I drink ECWA PURE TAP”
 - Tap vs. bottled water fact sheet
 - Collateral materials
 - Paid advertisements
 - Media feature pitches
- Organize community events schedule and outlets within ECWA’s service district for bottle distribution and ECWA PURE TAP presence

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- Roll out "ECWA PURE TAP bottle your own" to various media outlets i.e., feature story opportunities, public affairs programs, morning shows on local news stations, etc.
- Arrange appearances for ECWA spokespeople on selected local media programs

The above is a general recommended approach that would be developed in more detail should the specific campaign be approved and proceed in conjunction with additional public relations and public affairs objectives identified for 2011 and would be coordinated with ECWA intern program. However, a smaller scale program focused on ECWA drinking water safety, quality and affordability could also be developed and implemented. **(June/July 2011 roll out)**

2011 Estimated PR Budget:

(Note: the figures below are simply estimates and would be provided in more detail should ECWA determine to proceed with the specific action item(s)).

Web site redesign	\$ 7500.
Customer bill inserts (3 @\$2500.)	\$ 7500.
Issue advertisements in weekly's (6 full page)	\$10,000.
Radio spots (WBEN/public)	\$ 5000.
"ECWA Pure Tap"	<u>\$10,000.</u>
 Estimated total for 2011	 \$40,000.

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