

**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 26th day of January, 2012.

**PRESENT:** Francis G. Warthling, Chairman  
Earl L. Jann, Jr., Vice Chairman  
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  
Edward A. Betz, 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:**

**CALL TO ORDER**

**PLEDGE TO THE FLAG**

**I. - ROLL CALL**

**II. - READING OF MINUTES**

Motion by Mr. Jann seconded by Mr. Warthling and carried to waive the reading of the Minutes of the Governance Committee Meeting held on January 12, 2012.

**III. - APPROVAL OF MINUTES**

Motion by Mr. Jann seconded by Mr. Warthling and carried to approve the Minutes of the Governance Committee Meeting held on January 12, 2012.

**IV. - REPORTS**

**V. - COMMUNICATIONS AND BILLS**

**VI. - UNFINISHED BUSINESS**

**Adoption of 2012 Goals & Objectives**


The Erie County Water Authority 2012 Final Goals & Objectives were submitted for approval by the Committee for Board approval.

Motion by Mr. Jann, seconded by Mr. Warthling and carried that the 2012 Final Goals & Objectives be adopted at the Authority's Board Meeting.

**VII. - NEW BUSINESS**

**VIII. – ADJOURNMENT**

Motion by Mr. Jann seconded by Mr. Warthling and carried that the meeting adjourn.

  
Matthew J. Baudo  
Secretary to the Authority

SLZ

# Erie County Water Authority 2012 Proposed Goals & Objectives



January 12, 2012

## Commissioners

Francis G. Warthling  
Earl L. Jann  
John F. O'Donnell

## HOW TO USE THE “SMART” FORMULA TO SET CLEAR OBJECTIVES!

- Objectives begin with general goals  
(We need to.....)
- An objective should focus on a single result
- An objective should have a person(s) accountable for delivering that result
- It should begin with the word “To” followed by an “Action Verb”  
To reduce...; To eliminate...; To develop...; To initiate...;  
To create...; To repair...; To establish...; To complete...;  
To increase...; To achieve...; To implement...; To improve...;  
To conduct...; To build...; To identify...;
- It should meet the “SMART” criteria
  - S = Specific (not general)
  - M = Measurable (number, %, ratio, report,)
  - A = Achievable (with stretch)
  - R = Relevant (to the key aspects of your job)
  - T = Time target (by when?)
- “To reduce restoration costs by 5% by 12/31/06.”
- “To conduct a 3-hour performance management seminar for 15 supervisors by June 15, 2006.”
- “To implement system-wide internet bill payments by 9/1/06.”

**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
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 6, 2012

To: Wesley C. Dust, Executive Engineer  
From: Robert A. Niederpruem, Director of Production  
Subject: 2012 Goals and Objectives - Production Department

---

**Goal:** To efficiently manage the water plant residuals at Van de Water, dewater and excavate the 2500 cubic yards of residuals that have accumulated over the past 32 years to allow additional capacity for back wash waters when the sludge plant is out of service for cleaning.

Complete by September 2012.

**Goal:** To improve the flocculation and sedimentation process at Sturgeon Point through the five newly reconstructed settling basins, determine the optimum mixing speed for each of the three phases of mixing. Correlate the mixing speeds with water temperature to optimize energy usage and lower settled water turbidities prior to filtration.

Complete by April 2012

**Goal:** To determine the effective sludge blanket for operating the Sturgeon Point sedimentation basins and prevent stalling of the collection equipment, utilize sludge measuring equipment and sampling to determine proper depth of the sludge blanket and speeds of the collectors to reduce applied turbidities.

Complete by March 2012

**Goal:** To optimize coagulation and balance the flow across all five settling basin at Sturgeon Point, perform a fluoride tracer study through the basins to calculate the time of travel through each and reduce applied turbidities.

Complete by May 2012

**Goal:** To eliminate damage to the structures and facilities at the Janice Street Tank site, remove trees surrounding the site damaging the tank, improve the site drainage and re-grade the site with a widen the driveway for better and safer access.

Complete by August 2012

**Goal:** To research markets and find buyers to recoup monies spent on no longer needed spare parts and equipment, find an approved sales mechanism to sell unused sedimentation basin spare parts which include unused sprockets, chain and scraper flights that are no longer needed in our treatment plants but still used by others.

Complete by July 2012

**Goal:** To reduce air entrapment that occurs during the washing of the Van de Water filters, determine the cause and eliminate the air buildup in the wash water line to improve the backwash efficiency and preserve the filter beds cross section.

Complete by March 2012

**Goal:** To make the Colvin Pump Station more efficient, install a second pump at the site that adds redundancy, and makes it possible to maintain the original pumping unit.

Complete by February 2012

**Goal:** To release a Request for Qualifications for a Program Administrator to enroll our fixed generators in a qualified Demand Response Program. A DRP is designed to compensate participants who can utilize backup generators to operate during periods of high electrical demand on the grid.

Complete by March 2012

**Goal:** To eliminate unreliable relay based control systems on Sturgeon Point High Service Pumps 6 & 7, replace with PLC based controls that can interface with the Multilin 469 Motor Protection relays provide real time bearing temperature of motor bearings and windings to the filter plant SCADA.

Complete by May 2012.

**Goal:** To improve controls at Pine Hill and Eden II pump stations, replace the RTU's with local PLC based monitoring controls that accomplish better control of local devices. PLC based remotes are new technology that provide local HMI touch screen display and are compatible with Intellution or Wonderware software that are similar to the Water Treatment Plants and less expensive to operate and maintain.

Complete by June 2012

1/26/12

RAN:jmf  
cc: ECWA-338-1201

## 2012 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 2012:

1. To review and update the ECWA Stage 2 DBP Sampling Plan by 1-30-12.
2. To review and update the Authority's Important Deadlines Schedule as they pertain to the Department of Water Quality and its operation, by 02-29-12.
3. To complete the 2011 Data Tables for the Annual Water Quality Report by 02-29-12.
4. To implement the new regulatory Stage 2 DBP sampling and testing by 3-31-12.
5. To review the final draft of the ECWA Water Quality Report by 2-10-12.
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 8-31-12.
7. To complete all annually required NYSDOH compliance testing by 10-30-12.
8. To complete all required preventive maintenance of laboratory equipment by 11-30-12.
9. To complete annual Laboratory Ethics/Data Integrity training for all water quality lab employees by 12-01-12.
10. To achieve a 10% reduction in the department's annual overtime costs by 12-31-12.

1/26/12





# ERIE COUNTY WATER AUTHORITY

## INTEROFFICE MEMORANDUM

January 6, 2012

57

To: Wesley C. Dust, Executive Engineer

From: Edward J. Kuwik, Senior Distribution Engineer

Subject: 2012 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 2012:

### Line Maintenance

1. To reduce leak averages to 16.00 man hours per repair.
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 2012 is 1,600 dead-end main flushes.
3. To file paperwork for annual New York State Thruway Authority work permit #TAW070030 by March 31, 2012.

### Hydrants & Valves

1. To maintain the maximum number of hydrants in full working order condition by:
  - a. Performing preventive maintenance on all 17,451 hydrants in both summer service and winter service
  - b. Painting 7,500 hydrants in 2012.
2. To perform maintenance on the valves in our system for 2012 according to the following schedule:
  - a. Small Valves ( $\leq 14"$ ) - 4,750 valves (26,647 valves total - 6 year program).
  - b. Large Valves ( $\geq 16"$ ) - 320 valves (1,227 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.

1/26/12

**Meter Shop**

1. To change 7,000 meters and 2,800 registers by December 31, 2012.
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, 2012.
3. To coordinate with Customer Service to prioritize residential meter reading routes by May 1, 2012, and read all 36 cycles during our summer program.

EJK:jmf  
cc: ECWA-338-1201  
1/26/12



**ERIE COUNTY WATER AUTHORITY**  
**INTEROFFICE MEMORANDUM**

59

January 6, 2012

To: Wesley C. Dust, Executive Engineer

From: Richard M. Rosenberry, Director of Engineering RMR

Subject: 2012 Goals and Objectives

---

As requested, following are the goals and objectives for the Engineering Department for 2012.

1. To prepare a five year capital plan for waterline replacements in the Direct Service area by April 30, 2012.
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, 2012.
4. To implement a software update to Version 10 for the GIS by September 30, 2012.
5. To perform leak survey on one-third of all fire hydrants by December 31, 2012.
6. To map the Evans water system in the Geographic Information System (GIS) by the takeover date. This is estimated for July 31, 2012.
7. To prepare Capital Budget cash flow projections for major design/construction projects by January 31, April 30, July 31 and October 31, 2012.
8. To maintain overall project construction and engineering change orders under 3% by December 31, 2012.
9. To maintain Capital Budget spending within 5% of budget authorization by December 31, 2012.

RMR:jmf  
cc: ECWA-338-1201



# ERIE COUNTY WATER AUTHORITY

## INTEROFFICE MEMORANDUM

January 6, 2012

To: Wes Dust  
From: Dan NeMoyer  
RE: **2012 HR Goals and Objectives**

---

1. To produce and distribute an RFP for employee Life and Accidental Death and Dismemberment Insurance, Short Term Disability Insurance and Long Term Disability Insurance by February 2012 with the intent of having a contract by April 30, 2012.
2. To further develop employee morale programs including: a Service Award presentation program for those employees who are reaching specific anniversaries with the Authority by 10/1/2012; and implementation of an Employee Recognition Program, if CSEA and AFSCME choose to participate, by May 30, 2012.
3. To update the training program for Water Utility Workers to include formalized training/certification for backhoe operation, by an independent third party, by June 1, 2012.
4. To issue and award an RFP, for HR health related services, which are now provided through HealthWorks-WNY, by December 1, 2012.
5. To conduct a work session with Board of Commissioners to update on contract negotiations and relations with both ECWA collective bargaining unions (CSEA and AFSCME) by 6/1/12.
6. To produce and distribute monthly "Communicator" newsletters to share information with ECWA employees.
7. To complete the 2011 Goal of producing a comprehensive policy and schedule of appropriate, mandatory, workplace training for all ECWA employees by 4/30/12. This goal will include the production and distribution of new employee orientation materials.
8. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department, by 12/31/12.

9. To conduct random drug sampling of 50% of CDL and NON-CDL pool of 61 eligible employees by 12/31/12. Testing will take place each month.
10. To convene a meeting of the ECWA Safety Committee each quarter for 2012.
11. To conduct one fire drill at each ECWA location by 10/31/11.
12. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by 12/1/2012.
13. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2012.



**ERIE COUNTY WATER AUTHORITY**  
**INTEROFFICE MEMORANDUM**

1/06/2012

To: Wes Dust, Executive Engineer

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

Subject: 2012 Goal Plan – Unit 3015 - Budget

---

- 1.) To complete final budget in PDF format for distribution by February 1, 2012.  
(Discontinue hard copy printing in efforts to eliminate excess waste of paper and toner cartridges and store records electronically saving on storage space/expense.)
- 2.) To update and maintain the Public Relations PowerPoint presentation charts/data as follows:
  - a. Non-CAFR items and corresponding charts that do not require auditing updated by March 1, 2012.
  - b. CAFR/Audited items and corresponding charts updated by May 1, 2012.
- 3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2012.
- 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, 2012.
- 5.) To prepare and present a 6 Month Budget review to the Board no later than August 1, 2012
- 5.) To work with Data Processing in having final Adopted Budget Report write to RDARS by September 1, 2012 in efforts to store records electronically and save on storage space/expense.
- 7.) To update Budget Manual & Budget Preparation Instructions by September 1, 2012.
- 8.) To have a completed/board adopted budget in place by November 1, 2012 for submission to the NYS PARIS system.
- 9.) To complete review of budget allocations put in place for 2012 and make necessary adjustments for 2013 budget by December 31, 2012.

1/26/12

## 2012 Goals (Proposed)

63

### Department of Administration

Paul Riester, Director

1. **Joint goal with Municipal Liaison and Legal Department.** To research and prepare the Authority contracts for sharing with our governmental partners in the bulk and lease managed districts. By September 1, 2012 we will complete the new contract language and communicate with all our business partners to formally accept by resolution. By December 1, 2012 we will report on the project to improve our cooperation with material supply.
2. To complete the inventory, scan and store the remaining 25% of multi page drawings from the acquisition of the Town of Clarence. To be completed by June 1, 2012.
3. To administer and conduct quarterly purchasing workshops and training for all departments to achieve eight hours of annual training (4 sessions for 2 hours) of all procurement staff. To be completed by December 31, 2012
4. To increase authority- wide centralized purchasing to insure proper inventory and reduce duplication from department to department. Project will identify one or two new core purchasing areas and measure cost savings. Report to be issued on progress by June 1, 2012.
5. To develop and implement a vehicle, equipment and excess inventory disposition program. To be established by March 31, 2012.

1/26/12



**ERIE COUNTY WATER AUTHORITY**  
**INTEROFFICE MEMORANDUM**

January 5, 2012

To: Wesley C. Dust, Executive Engineer  
From: Thomas J. Wik, Distribution Engineer  
Subject: 2012 Goals and Objectives – Department 3095  
Municipal Liaison

---

1. To prepare a summary of all related issues and activities under consideration in the Authority's service territory for the annual town Meeting in September.
2. To meet with representatives from each Lease Managed and Bulk Service Customer at least once per year to identify any issues or areas of mutual assistance or cooperation.
3. To prepare a program and letter for Direct Service customers to coordinate future projects to minimize disruption of service and cost of improvements by February 28, 2012.
4. To complete a semi-annual intermediate update of the ECWA Emergency Response Plan by March 31, 2012 and September 30, 2012. The revised plan was submitted to the Health Department in December of 2008 and is not required to be completely updated until 2013.
5. To prepare and send to the various municipalities the list of capital improvement recommendations by September 15, 2012.
6. To assist the Director of Administration and Legal Department in the implementation of sharing ECWA supply contracts with towns and villages within our service area by December 1, 2012.

TJW:jmf

cc: ECWA-338-1201

1/26/12





**ERIE COUNTY WATER AUTHORITY**  
**MEMORANDUM**

65

**To:** Matthew J. Baudo  
Secretary to the Authority

**From:** Jack Hanley  
Manager of Data Processing

**Date:** January 6, 2012

**Subject:** 2012 Objectives for Data Processing

---

**Objectives for 2012:**

1. To implement new Payroll system regulatory requirements relating to Roth IRA contributions in the 457 Deferred Compensation Plan and new health care cost entries on IRS W-2 forms by January 31, 2012.
2. To implement user-defined enhancements to the Restoration System for improved contract administration and automated materials and cost calculations by March 31, 2012.
3. To enhance document imaging applications by expanding image document capabilities into personnel and Board records, and by modernizing existing image document applications (Purchasing, Accounts Payable, File Retrieval) with conversion of older image files to newer document image formats by September 30, 2012.
4. To implement Capital Budget projects for replacement of the uniform power supplies at Ellicott Square and video security system monitors at the water treatment plants by September 30, 2012.
5. To design and re-install voice and data circuits for the consolidation and relocation of Ellicott Square offices by June 30, 2012. (This is a joint objective with the Finance Department.)

1/26/12



**ERIE COUNTY WATER AUTHORITY**  
**INTEROFFICE MEMORANDUM**

January 6, 2012

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

From: Karen A. Prendergast, Comptroller

Subject: Finance Department Goals for 2012

---

The Finance Department has set the following standards and goals for 2012.

1. To evaluate the Accounts Payable process with the intent of streamlining the payment process and reducing the amount of paper records being stored while maintaining and/or improving internal controls over payments. Improvements could include the reduction or elimination of printed voucher packages, developing more efficient job streams for confirming payments such as utilities, health insurance, and remittance of employee withholdings, and electronic payments to vendors. System requirements would be completed by December 31, 2012 with a 2013 implementation.

Responsible parties: K. Prendergast, J. Tomaka

2. To begin imaging time sheets eliminating the need to keep paper files on site and at Iron Mountain for their 6 year retention. With the assistance of Data Processing, they will determine the best system of indexing time sheets to provide easy access for research purposes. Procedures would be in place and imaging would begin by August 31, 2012.

Responsible parties: K. Prendergast, J. Tomaka

3. To prepare a Request for Proposal for Banking Services with possibility of consolidating our lockbox, water system revenue and demand account relationships. Our existing contract for lockbox services is expiring on December 31, 2012, and a new RFP will be written to request proposals which would reduce bank service fee costs, increase efficiency, reduce personnel time and generally simplify our cash management process. New contracts would be awarded by October 1, 2012 to allow time for implementation.

Responsible parties: S. Rinaldo

4. To develop procedures to reduce the time, paper, scanning, and storing of ECWA vendors Certificates of Insurance and other Risk Management documents.

Responsible parties: A. Alessi

1/26/12

5. To review the records currently being distributed on paper or generated in conjunction with the month end close and payroll processing with the objective of reducing waste.

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

6. To prepare and distribute monthly financial statements and subsidiary reports by the middle of the month following the month being reported.

Responsible parties: K. Prendergast, J. Tomaka

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

Responsible parties: S. Rinaldo

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

Responsible parties: A. Alessi

9. To conduct a minimum of two CSR training sessions throughout 2012 on emerging issues in Customer Service.

Responsible parties: M. Caruso

10. To conduct quarterly meetings with the Meter Shop to better coordinate activities with the Business Office.

Responsible parties: M. Caruso



**ERIE COUNTY WATER AUTHORITY**  
**LEGAL DEPARTMENT**  
**INTEROFFICE MEMORANDUM**  
**December 28, 2011**

To: Wesley C. Dust, Executive Engineer

From: Mark J. Fuzak, Counsel

Subject: Goals and Objectives for 2012

---

Wes:

1. To research, review and coordinate with other departments to ensure compliance by ECWA of the 2009 Public Authority Reform Bill and the requirements of the Authorities Budget Office by March 31, 2012
2. To administer and resolve pending litigation involving the Authority in a manner consistent with the best interests of the Authority by December 31, 2012, subject to Court Scheduling Orders
3. To facilitate with Municipal Liaison any necessary renewals of ECWA Lease Management Agreements and Bulk Sale Agreements by December 31, 2012
4. To coordinate a reorganization of the Law Library and implementation of legal research service by Lexis Nexis (in place of Westlaw) by March 31, 2012
5. To coordinate with the Municipal Liaison and Director of Administration the preparation of ECWA purchasing contracts for sharing with bulk and lease managed districts by September 1, 2012.

MJF:slz

1/26/12