

MINUTES of the GOVERNANCE COMMITTEE MEETING of the ERIE COUNTY WATER AUTHORITY held in the office, 295 Main Street, Room 350, Buffalo, New York, on the 7th day of February, 2013.

PRESENT: Francis G. Warthling, Chairman
Earl L. Jann, Jr., Vice Chairman
John F. O'Donnell, Treasurer
Robert A. Mendez, Executive Director
Matthew J. Baudo, Secretary to the Authority
Robert J. Lichtenthal, Jr., Deputy Director
Wesley C. Dust, Executive Engineer
Edward A. Betz, Associate Attorney
Ronald P. Bennett, Associate Attorney
Paul H. Riestler, Director of Administration
Daniel J. NeMoyer, Director of Human Resources
Karen A. Prendergast, Comptroller
Steven V. D'Amico, Budget and Financial Analyst
Anthony Alessi, Claims Rep/Risk Manager

ATTENDEES: Brian Gould

CALL TO ORDER

PLEDGE TO THE FLAG

I. - ROLL CALL

II. - READING OF MINUTES

Motion by Mr. O'Donnell seconded by Mr. Jann and carried to waive the reading of the Minutes of the Governance Committee Meeting held on April 5, 2012.

III. - APPROVAL OF MINUTES

Motion by Mr. O'Donnell seconded by Mr. Jann and carried to approve the Minutes of the Governance Committee Meeting held on April 5, 2012.

IV. - REPORTS

A. Summary of 2012 Goals & Objectives

Wes Dust distributed the attached summary of the 2012 Goals & Objectives together with

each department's final report for 2012. He proceeded to give a summary to the Board.

B. 2013 Draft Goals & Objectives

Wes Dust distributed a draft of the 2013 Goals and Objectives for ECWA. He advised that he is still in the process of going through this document and making corrections/suggestions. He requested the Board to review and that the revised 2013 Goals & Objectives be brought back to the Committee for approval and recommendation to adopt at the next regular board meeting.

C. Long Term Initiatives

Wes Dust advised that he spoke with all the Department Heads and requested a long-term "wish list". He requested that a work session be set up to take some time to discuss the initiatives. He advised that within the next week he will be sending a packet to the Commissioners to review and to set up a work session to further discuss the long term initiatives for the Erie County Water Authority.

V. - COMMUNICATIONS AND BILLS

VI. - UNFINISHED BUSINESS

VII. - NEW BUSINESS

VIII. — ADJOURNMENT

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

Matthew J. Baud
Secretary to the Authority/Personnel
Director

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Erie County Water Authority 2012 Goals & Objectives Summary Report



January 18, 2012

Commissioners

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

Background

In January of 2012, 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. The revised Goals & Objectives were 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.

Departments

<u>Department</u>	<u>Department Head</u>
1000 Production	Robert Niederpruem
1030 Water Quality	Paul Whittam
2000 Distribution	Jim Ehrin
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	Edward Betz

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.

Department 1000 — Production (85%)

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 has been completed, but no contractors were solicited, due to pending NYSPA facilities audit to be completed in 2013. The goal of completing site enhancements at Janice Street tank was not undertaken, due to the Village of Hamburg investigating a new tank site.

Department 1030 — Water Quality (100%)

The Department met all of its Goals & Objectives.

Department 2000 — Distribution (90%)

The Goals & Objectives for this Department are very measurable through our work order system. The majority of the Line Maintenance goals were met or exceeded. In the Meter Shop, the goal to change 7,000 meters was exceeded by 2% and the goal to change 2,800 registers was not met (85%). The goal to have leak time averages at 16.00 hours was missed by .3 hours or 1.9%. This was still an improvement over the leak time average in 2011 of 16.48 hr.

Department 2500 — Engineering (80%)

All but two of this Department's Goals & Objectives were not completely met. The goal to maintain overall project construction and engineering change orders under 3% was not met. The final project costs were 9% greater than the award amounts. The majority of the overrun was due to work that had to be completed at Gunther tank to maintain its structure integrity. The goal to complete Evan's GIS is on hold due to the fact that we have not received an updated schedule on their progress on the projects necessary for conversion to Lease Management.

Department 3010 — Human Resources (95%)

All but one of this Department's Goals & Objectives were met. The goal to issue a RFP and award HR health related services was not completed and will be moved into 2013.

Department 3015 — Budget/Financial (100%)

The Department met all of its Goals & Objectives.

Department 3020/3023 — Administration (100%)

The Department met all of its Goals & Objectives.

Department 3095 — Municipal Liaison (100%)

The Department met all of its Goals & Objectives.

Department 3525 — Data Processing (100%)

The Department met all of its Goals & Objectives.

Department 4000 — Finance (90%)

This Department had some timing issues on some of their Goals & Objectives and there will be some carryover into 2013.

Department 5010 — Legal (100%)

The Department met all of its Goals & Objectives.



ERIE COUNTY WATER AUTHORITY

INTEROFFICE MEMORANDUM

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January 11, 2013

To: Wesley C. Dust, Executive Engineer

From: Robert A. Niederpruem, Director of Product' *RA*

Subject: 2012 Goals and Objectives - Production Department
4th Quarter Status Report

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.

Status: Completed October 12, 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.

Status: Completed March 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

Status: Completed June 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.

Status: Completed June 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.

Status: Project will not be undertaken. Leaks in the tank and its age have the Village of Hamburg and the Authority in the early stages of investigating a new tank for the Village and abandonment of this site.

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Goal: To work with Administration Department to find buyers for no longer needed surplus equipment. Complete by April 2012.

Status: Work is complete. More surplus material being gathered.

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.

Status: Completed August 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.

Status: Completed 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.

Status: RFQ prepared. No contractors were solicited.

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.

Status: Completed 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.

Status: Completed June 2012.

Goal: To work with Administration Department to implement an inventory control program for all power equipment used throughout the Authority. Complete by September 2012.

Status: Complete by September 2012.

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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 is the final update of the department's goals and objectives for 2012:

1. To complete the 2011 Data Tables for the Annual Water Quality Report by 01-20-12. The annual data tables for the AWQR were completed as required. **This goal has been met.**
2. To review and update the ECWA Stage 2 DBP Sampling Plan by 1-30-12. The sampling plan for this new regulation has been updated. **This goal has been met.**
3. To review the final draft of the ECWA Water Quality Report by 2-10-12. The final draft of the AWQR was completed as required. **This goal has been met.**
4. 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. This item has been completed and the required dates and changes sent to us by the ECDOH were submitted to Steve D'Amico for inclusion in the Authority's Deadlines Schedule. **This goal has been met.**
5. To implement the new regulatory Stage 2 DBP sampling and testing by 3-31-12. The new Stage 2DBP sampling sites were included in the second quarter DBP testing. **This goal has been met.**
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. **This goal did not meet its original deadline but is was completed by 10-31-12.**
7. To complete all annually required NYSDOH compliance testing by 10-30-12. **This goal has been met.**

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8. To complete all required preventive maintenance of laboratory equipment by 11-30-12. The preventive maintenance of all lab equipment is complete for 2012. **This goal has been met.**
9. To complete annual Laboratory Ethics/Data Integrity training for all water quality lab employees by 12-01-12. All training is completed. **This goal has been met.**
10. To achieve a 10% reduction in the department's annual overtime costs by 12-31-12. The department's total overtime cost for 2012 was \$3,943. This amount was only 38% of the \$10,500 total overtime budgeted. **This goal has been met.**



ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 10, 2013

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To: Wesley C. Dust, Executive Engineer

From: James K. Ehrin, Senior Distribution Engine

Subject: Year End Update
2012 Goals and Objectives - Distribution De ment

Line Maintenance

- Goal:** To reduce leak averages to 16.00 man hours per repair.

	Average Man-Hours All Leaks - 2012	% Increase/Decrease vs. 16.00 Man-Hour Per Leak Goal
January	15.40	-3.75%
February	14.51	-9.31%
March	15.51	-3.06%
April	17.17	+7.3%
May	19.22	+20.13%
June	16.63	+3.94%
July	16.8	+5.0%
August	16.2	+1.25%
September	15.2	-5.0%
October	15.3	-4.4%
November	17.6	+10.0%
December	16.3	+1.9%
Year-To-Date	16.30	+1.9%

* The year-to-date leak average of 16.30 is 1.9% above our targeted goal of **16.00** man-hours per repair. The 2012 leak average of 16.3 was an improvement over 2011's 16.48. During the months of May and November 2012, there were a number of unusual leaks that were unique and complex which affected the overall average.

- Goal:** Flush 1.600 dead-end mains.

This year's main flushing program was conducted in the Towns of Newstead, Alden, Marina, Aurora, and Orchard Park. This year, 1,641 dead-end mains have been flushed, which represents 102.6% of our goal.

3. **Goal:** File paperwork for annual New York State Thruway Authority work permit 04/24/12 — 04/24/13.
- * The completed application, along with the requested insurance certificates and \$1,000 renewal fee, was mailed to the Thruway Authority and we received Work Permit No. T4W 120039 from the Thruway Authority on April 4, 2012 100%.

Hydrants & Valves

- I a. **Goal:** Perform preventive maintenance on all 17,451 hydrants.
- 22,362 hydrants have been completed in our 2011-2012 winter hydrant program —128.1%.
 - Our 2012 summer hydrant program began in March. 17,701 hydrants (101%) of our goal has been completed.
- I b. **Goal:** Paint 7,500 hydrants.
- Our 2012 summer hydrant painting program began in May and is now completed. 7,750 hydrants or 103% of our goal has been achieved.
- 2a. **Goal:** Perform maintenance on 4,750 small valves (<14").
- 4,796 small valves have been completed which is 101% of our goal.
- 2b. **Goal:** Perform maintenance on 320 large valves (>16").
- 379 large valves (108%) of our goal have been completed.
- 2c. **Goal:** Perform maintenance on 46 PRVs (pressure reducing valves).
- 47 PRV's have been completed which is 102.2% of our goal.

Meter Shop

1. **Goal:** Change 7,000 small meters and 2,800 registers.
- A total of 7,167 small meters (102+%) and 2,651 registers (95%) have been changed.

- 2. Goal:** 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).

One (1) commercial meter remains to be changed (not done due to customer not installing backflow - see attachment). To-date, 177 of the commercial meters (98%) have been field tested.

- 3. Goal:** Coordinate with Customer Service to prioritize residential meter reading routes for seasonal employees by May 1, 2012. Read cycles 1 through 36.

A total of 37 cycles (103%) have been completed.

Inter-Department (Distribution with Administration)

- 1. Goal:** To work with the Administration Department to implement an inventory control program for all power equipment used throughout the Authority by September, 2012.

The Distribution Department has assisted with the Administration Department in identifying power equipment such as pipe saws, trash pumps and portable generators in an effort to identify the current asset value and condition for future inventory control purposes.

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ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM
January 9, 2012

To: James K. Ehrin, Senior Distribution Engineer

From: John J. Kuryak, Distribution Engineer

Subject: Commercial Meters

As of December 31, 2012, the following is a list of outstanding commercial meters scheduled for change:

Project No.	Name	Address	Town	Status
200600633	Jay Birnbaum Co.	4695 Transit Rd	CLTN	Design approved 10/18/11. RPZ/meter not installed.

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.

JJK:jrnf
cc: Files



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

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January 7, 2013

To: Wesley C. Dust, Executive Engineer
From: Richard M. Rosenberry, Director of Engineering
Subject: 2012 Goals and Objectives - Engineering Department — Year End Report

The Engineering Department has nine goals and objectives for 2012. The status as of the end of September is summarized below for each Goal.

1. **To prepare a five year capital plan for waterline replacements in the Direct Service area by April 30, 2012.**
This goal is complete.
2. **To provide a mid-year and year-end status report to the Erie County Health Department relative to the Cross Connection Control retrofit program.**
This goal is complete.
3. **To complete the procedure manual for engineering design and construction projects by November 30, 2012.**
This goal is complete.
4. **To implement a software update to Version 10 for the GIS by September 30, 2012.**
This goal is complete.
5. **To perform leak survey on 6,000 fire hydrants (one-third of total) by December 31, 2012.**
This goal is complete. A total of 6,376 fire hydrants were surveyed in 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.**
The goal was postponed. The July 31, 2012 deadline was anticipated to coincide with the conversion of the Evans Water System from Bulk Service to Lease Management. The Town of Evans established a new tentative target date of April, 2013.
7. **To prepare Capital Budget cash flow projections by January 31, April 30, July 31 and October 31, 2012.**
This goal is complete. A spreadsheet which projected monthly cash flow for the Engineering Department's capital projects was prepared and distributed to the Accounting Department on a quarterly basis.

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8. To maintain overall project construction and engineering change orders under 3% by December 31, 2012.

This goal was not met. Four major construction projects were completed in 2012. The award amounts for engineering and construction costs totaled \$5,384,000. The final costs for these projects totaled approximately \$5,863,000. This is 9% more than the award amounts, which exceeds the 3% goal. The projects are as follows.

EA-9A	Texas & Lang Interconnection
W-21A	Tank Painting (Gunther, Eden 2, Windom)
W-21B	Tank Painting (Wehrle)
	Sturgeon Point Raw Water Pumps

The cost over-run is almost entirely due to Contract W-21A. During the construction work, when Gunther Tank was sand blast cleaned it was revealed that the roof supports for this five million gallon tank were severely corroded and in need of replacement. This work was performed in the fall and there were concerns that a heavy snow loading during the upcoming winter could cause problems. The work was therefore performed under a Change Order to the contract.

9. To maintain Capital Budget spending within 5% of budget authorization by December 31, 2012.

This goal was met. The 2012 Capital Budget for the Engineering Department totals approximately \$13,730,000. The 2012 spending is projected to be approximately \$13,970,000. This represents approximately 2% over the total budget, which is within the 5% goal. This estimate is based on a current cash flow projection and will be verified when the year-end financial statements are issued.

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cc: ECWA-338-1201



ERIE COUNTY WATER AUTHORITY

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INTEROFFICE MEMORANDUM

January 11, 2013

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

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. **Complete, contract was awarded 3/22/12.**
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. **Complete, employee Service Awards were presented October 4, 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. **Goal is complete. The contract was awarded 6/14/2012; training and evaluations began September 5th and 6th.**
4. To issue and award an RFP, for HR health related services, which are now provided through HealthWorks-WNY, by December 1, 2012. **No action taken. To be reviewed for 2013.**
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. **Complete. Board members were updated on 6/28/12, a tentative agreement with CSEA was reached on 7/11/2012, and a formal agreement was signed October 16, 2012.**
6. To produce and distribute monthly "Communicator" newsletters to share information with ECWA employees. **Complete. Newsletters have been produced and distributed each month.**
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^{7/13} of new employee orientation materials. **Complete. New policy and procedure handbooks have been distributed to all employees.**

8. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department, by 12/31/12. **Complete. Matt Baudo and Dan NeMoyer attended training with Goldberg Segalla. Robert Brown has attended EAP training. Matt Baudo has received HIPPA certification. Staff attended healthcare reform seminars conducted by LMHF and Lawley Insurance.**
9. To conduct random drug sampling of 50% of CDL and NON-CDL pool of eligible employees by 12/31/12. Testing will take place each month. **Complete. Monthly testing was conducted each month.**
10. To convene a meeting of the ECWA Safety Committee each quarter for 2012. **Safety Committee meetings were conducted for three of the four quarters.**
11. To conduct one fire drill at each ECWA location by 10/31/11. **Complete. Fire drills were conducted the week of October 22, 2012.**
12. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by 12/1/2012. **This goal is complete. Child and Family Services conducted a training seminar in April and an outreach program on September 27. Health screening and Flu Shot clinics were conducted between September 27th and October 9, 2012.**
13. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2012. **Complete. A review of all retirees receiving insurance has been conducted each quarter.**



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

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To: Wes Dust, Executive Engineer

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

Subject: 2012 Goal Plan — Unit 3015 — Budget — Year End Report

- 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.)

Goal Complete; emailed electronic (PDF format) copy; no hard copies printed/distributed.

- 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.

Achieved goal; updated data and charts.

- b. CAFRJAudited items and corresponding charts updated by May 1, 2012.

Achieved goal; CAFR complete and data and charts updated.

- 3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2012.

Achieved goal; updated all data and charts and emailed latest release 4/30/2012.

- 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.

Achieved goal; updated data and latest version available under Financial Statements folder on F: drive.

- 5.) To prepare and present a 6 Month Budget review to the Board no later than August 1, 2012

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Achieved Goal; presented to Board July 25th

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- 6.) 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.

Goal Complete; budgets from 1982 to present have been scanned and our available in PDF format in RDARS.

- 7.) To update Budget Manual & Budget Preparation Instructions by September 1, 2012.

Achieved goal; latest instructions were distributed to staff and used in preparation of 2012 Budget.

- 8.) To have a completed/board adopted budget in place by November 1, 2012 for submission to the NYS PARIS system.

Goal Complete; entered Preliminary Budget in Paris system on November 1st; final budget adopted by ECWA board November 15th and entered and certified in PARIS system on November 20th.

- 9.) To complete review of budget allocations put in place for 2012 and make necessary adjustments for 2013 budget by December 31, 2012.

Achieved goal; completed full review of internal numbers and updated allocations for use in 2013

2012 Goals**Final Report****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.

Completed

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.

Completed

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.

Completed

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.

Completed

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5. To develop and implement a vehicle, equipment and excess inventory disposition program. To be established by April, 2012.

Completed

6. To develop and work with Production and Distribution to implement an inventory control program for power equipment authority wide by September 2012.

Completed

7. To produce a summary report on the progress and effectiveness of improved inventory controls and disposition, by December 2012.

Completed



**ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM**

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January 10, 2013

To: Wesley C. Dust, Executive Engineer
From: Thomas J. Wik, Distribution Engineer (/:?).
Subject: 2012 Goals and Objectives — Department 3095
Final Report
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.
— *This goal is complete.*
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.
— *This goal is complete.*
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.
- *The letter has been prepared and sent out. We have received 4 responses as of this report. I have made follow-up calls to obtain additional responses. This goal is considered complete.*
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.
— *The first intermediate update was completed Work was started on the September update, however, it was decided to not finalize the intermediate update but instead to completely update the Plan by December 2012. This goal is complete.*
5. To prepare and send to the various municipalities the list of capital improvement recommendations by September 15, 2012.
— *This goal is complete.*
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.
— *I have prepared a list of names and addresses of the various towns and villages and have given this information to Director of Administration. This goal is complete.*

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TJW:jmf

cc: ECWA-338-1201

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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 7, 2013

Subject: 2012 Data Processing Objectives Status

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.**

Programming completed and new files and programs implemented January 7, 2012.

OBJECTIVE ACHIEVED

- 2. To implement user-defined enhancements to the Restoration System for improved contract administration and automated materials and cost calculations by March 31, 2012.**

Programming completed and test system for user acceptance testing started March 2, 2012. Enhancements implemented March 31, 2012.

OBJECTIVE ACHIEVED

- 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.**

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Programming and user testing for Personnel and Board Meeting records was completed

• **To:** Matthew J. Baudo
Date: January 7, 2013
Re: 2012 Data Processing Objectives Status

and user training conducted March 21, 2012. New scanner installed and programs implemented June 20, 2012. Programming and testing were completed for Payroll timesheet scanning and archiving. Payroll timesheet scanning was implemented June 27, 2012. Programming was completed to replace the PC based image processing software (Content Manager). New PC based programs for image viewing were implemented December 8, 2012.

OBJECTIVE ACHIEVED

- 4. To implement Capital Budget projects for replacement of the uniform power supplies at Ellicott Square and Water Quality, and a new video security system monitor at Sturgeon Point by September 30, 2012.**

All new hardware has been ordered and received. Installation of video security system monitor at Sturgeon Point completed April 19, 2012. Uniform Power Supply installation was completed at Water Quality on August 8 and at Ellicott Square on August 23, 2012.

OBJECTIVE ACHIEVED

- 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.)**

Site surveys were conducted May 8 and May 10 to identify telecommunications facilities that needed relocation. Ellicott Square electrician completed voice and data communication line installations and office relocations completed June 8. Stanley Security installed door locks and door access readers June 11, 2012.

OBJECTIVE ACHIEVED



ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 11, 2013

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

From: Karen A. Prendergast, Comptroller

Subject: Finance Department Goals for 2012 — December 31, 2012 Update

The Finance Department has set the following standards and goals for 2012. Below is the current status of each goal.

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.

Status 12/31/12: Many of the possible changes were dependent on the results of the Banking RFP which has been awarded to KeyBank. Overall recommendations for changes will not be completed until 2013 with a targeted 2014 implementation.

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.

Status 12/31/12: This project has been completed.

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.

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Status 12/31/12: A contract was signed with KeyBank on November 15, 2012. The lockbox operation was converted on schedule on January 2, 2013. Full implementation and further consolidation will continue in 2013.

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

Status 12/31/12: This task has been completed.

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.

Status 12/31/12: The Finance Department continues to take steps to reduce its paper usage by printing only those reports that are necessary or requested.

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

Status 12/31/12: Monthly financial statements and subsidiary reports have been distributed by the 15th of the following month.

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

Status 12/31/12: Monthly investment reports have been distributed by the 15th of the following month..

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

Status 12/31/12: Monthly claim activity reports been completed by the 15th of the following month through November 2012. The final activity report for 2012 is being reviewed in order to evaluate the annual amount reserved for losses.

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

Status 12/31/12: Staff shortages and changes have prevented completion of this task. A general departmental meeting was held on November 30, 2012 to discuss current processes and their consistent application. Periodic meetings will continue to be held.

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

Status 12/31/12: A meeting was held in November of 2012 with meter shop supervisors to discuss current operations.



ERIE COUNTY WATER AUTHORITY
LEGAL DEPARTMENT
INTEROFFICE MEMORANDUM
January 11, 2012

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To: Wesley C. Dust, Executive Engineer

From: Edward J. Metz, Associate Counsel

Subject: Goals and Objectives Report for 2012
Report for Fourth

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

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, 2012, subject to Court Scheduling Orders

COMPLETED

3. To facilitate with Municipal Liaison any necessary renewals of ECWA Lease Management Agreements and Bulk Sale Agreements by December 31, 2012

COMPLETED

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

COMPLETED

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.

COMPLETED

2/7/13

Erie County Water Authority 2013 Draft Goals & Objectives



February 1, 2013

Commissioners

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

Departments

<u>Department</u>	<u>Department Head</u>
1000 Production	Robert Niederpruem
1030 Water Quality	Paul Whittam
2000 Distribution	Jim Ehrin
2500 Engineering	Richard Rosenberry
<u>L3O10 Human Resources</u>	Dan Woy
3015 Budget/Financial	SteveD'ico
3020/3023 Administration	Paul Riester
3095 Municipal Liaison	Tom Wik
<u>„3_525 Data Processing_</u>	<u>Matt Baudo/Jack Hanlep</u>
4000 Finance	Karen Prendigist
5010 Legal	Ed Betz



ERIE COUNTY WATER AUTHORITY
 INTEROFFICE MEMORANDUM
 January 29, 2013

To: vWesley C. Dust, Executive Engineer

From: Robert A. Niederpruem, Director of Producti *OR RAN*

Subject: 2013 Goals and Objectives - Production Department

- Goal 1.** To improve the work environment, ensure the safety of our personnel, and conform to standards for electrical safety in the work place, develop detailed procedures of persons qualified for medium voltage electrical switching. Clearly identify employees by name, types of equipment they can work on and protocol for documentation of the work. Details contained in NFPA 70E for Arc Flash Electrical Safety.
 - Complete by August 2013
- Goal 2.** To safely and efficiently dose Caustic Soda at Van De Water, design, purchase and install a feed system with day tank, transfer pumps and chemical feed pumps.
 - Complete by July 2013
- Goal 3.** To safely and efficiently feed Chlorine to the delivered water at Sturgeon Point, design purchase and install feed pumps, actuators that minimize the chances of water backing up into the chlorine gas systems.
 - Complete by April 2013
- Goal 4.** To enhance employee safety, design, purchase and install and audio and visually alarm system through the existing SCADA system at Sturgeon Pt. to warn staff and guests of potential dangers. Set procedures that identify evacuation routes, gathering point's personal accounting responsibilities.
 - Complete by December 2013

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2013 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 annual departmental goals and objectives for 2013:

1. To complete the tables for the 2012 Annual Water Quality Report Supplement by 2-01-13.
2. To review the final draft of the 2012 ECWA Water Quality Report by 2-20-13.
3. To review and update the Authority's Important Deadlines Schedule as they pertain to the Department of Water Quality and its operation, by 3-01-13.
4. To achieve a successful NYS Environmental Lab Audit by 5-01-13.
5. To compile a list of existing Water Quality Lab equipment and furniture to be evaluated for possible disposal or storage by 7-01-13.
6. To complete the purchase of Water Quality Lab Capital Equipment needed within the new lab by 08-31-13.
7. To have all Water Quality Department employees complete the annually required NELAC Laboratory Ethics/Data Integrity training by 9-30-13
8. To complete all annually required NYSDOH compliance testing including Lead & Copper and Radiological testing by 10-31-13.
9. To evaluate the seasonal water quality characteristics between ECWA water and Buffalo water to determine their compatibility with regard to aggressiveness and water quality stability when mixed. (Texas & Lang-Pinehill Tank Evaluation) by 11-30-13.
10. To complete necessary LLMS system enhancements, together with the Department of Data Processing, by 12-31-13.



ERIE COUNTY WATER AUTHORITY

INTEROFFICE MEMORANDUM

January 21, 2013

To: Wesley C. Dust, Executive Engineer

From: James K. Ehrin, Senior Distribution Engine

Subject: 2013 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 2013:

Line Maintenance

1. To reduce leak averages to 16.0 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 2013 is 1,600 dead-end main flushes.
3. To file paperwork for annual New York State Thruway Authority work permit #TAW070030 by March 31, 2013.

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 2013.
2. To perform maintenance on the valves in our system for 2013 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 (1,227 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.

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Meter Shop

1. To change 6,000 meters and 2,250 registers by December 31, 2013.
2. To change the remaining 1 commercial meter that needs to be replaced due to backflow protection requirements and field test 150 commercial meters (3-inch to 10-inch) by December 31, 2013.
3. To coordinate with Customer Service to prioritize residential meter reading routes by May 1, 2013, and read all 36 cycles during our summer program.

Inter-Department (Distribution with Administration)

1. Do random inventory checks on Distribution Department vehicles on a periodic basis throughout the year to reduce the amount of unaccounted for materials.
2. Convert all Distribution Department reports that utilize Quattro Pro to Microsoft Excel. This is to be accomplished prior to March 31, 2013.



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM
January 23, 2013

To: Wesley C. Dust, Executive Engineer

From: Richard M. Rosenberry, Director of Engineering *RMR*

Subject: 2013 Goals and Objectives

As requested, following are the goals and objectives for the Engineering Department for 2013.

1. To implement a software upgrade to AutoCAD 2013 by September 30, 2013.
2. To perform leak survey on one-third of all fire hydrants by December 31, 2012.
3. To map the Evans water system in the Geographic Information System (GIS) by the takeover date. This is estimated for April 1, 2013.
4. To prepare Capital Budget cash flow projections for major design/construction projects by January 31, April 30, July 31 and October 31, 2013.
5. To maintain overall project construction and engineering change orders under 3% by December 31, 2013.
6. To maintain Capital Budget spending within 5% of budget authorization by December 31, 2013.

RMR:jmf
cc: ECWA-338-1301



ERIE COUNTY WATER AUTHORITY

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INTEROFFICE MEMORANDUM

January 29, 2013

To: Wes Dust
From: Dan NeMoyer
RE: **2013 HR Goals and Objectives**

1. To conduct an Employee Service Award recognition ceremony by 9/31/2013.
2. To issue and award an RFP, for HR health related services, which are now provided through HealthWorks-WNY, by December 1, 2013.
4. To issue and award an RFP, for EAP services, which are now provided through Child and Family Services, by March 31, 2013.
5. To conduct appropriate training for supervisory personnel to include: Drug and Alcohol training with respect to post accident and reasonable suspicion testing; Workplace Violence Prevention; Harassment; and Communication and Respect in the Workplace.
6. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department, by 12/31/13.
7. To convene a meeting of the ECWA Safety Committee each quarter for 2013.
8. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by 12/1/2013.
9. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2013.

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ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

1/18/2013

To: Wes Dust, Executive Engineer

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

Subject: 2013 Goal Plan — Unit 3015 - Budget

- 1.) To complete final budget in PDF format for distribution by February 1, 2013.
(Discontinued 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, 2013.
 - b. CAFR/Audited items and corresponding charts updated by May 1, 2013.
- 3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2013.
- 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, 2013.
- 5.) To work with Data Processing to add a color coded warning system to the budget Chart of Accounts on AS/400 by June 1, 2013 — Monitors percentage of budget money used for budget line items
- 6.) To prepare and present a 6 Month Budget review to the Board no later than August 1, 2013
- 7.) To work with Data Processing in allowing for shared calendar of existing Significant dates and Deadlines Calendar by September 1, 2013 in effort to provide a better means of communicating to the various departments/unit the important deadlines faced by the Authority.
- 8.) To update Budget Manual & Budget Preparation Instructions by September 1, 2013.

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9.) To have a completed/board adopted budget in place by November 1, 2013 for submission to the NYS PARIS system.

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10.) To complete review of budget allocations put in place for 2013 and make necessary adjustments for 2013 budget by December 31, 2013.

2013 Goals

Department of Administration Paul Riester, Director

January 16, 2013

The Administration Department has set the following standards and goals and long range strategies for 2013.

A. Departmental Standards:

Responsible Parties: S. Jemiolo, G. Murray, R. Poloncarz, A. Garcia, P. Riester

1. To develop new monthly reports for evaluation and measurement of contract monitoring, purchase types, disposals and preventive maintenance inventory monitoring. To begin monthly July 1, 2013.
Responsible Parties: S. Jemiolo, G. Murray, R. Poloncarz
2. To implement and correct at least six (6) long term facility problems and or safety issues at the Service Center. Complete by October 31, 2013
Responsible Party: S. Jemiolo
3. To update the Procedural manuals for both the Secretarial Support Section and the Data Entry Operators. Complete by October 31, 2013.
Responsible Party: A. Garcia
4. To update the Purchasing Guidelines and conduct quarterly purchasing workshops for buyers.
Responsible Parties: P. Riester, G. Murray

B. Departmental Goals

1. To convert Requests for Quotations from fax to email to streamline indexing from Central Purchasing directly to Purchasing system. To be completed by December 31, 2013.
Responsible Parties: G. Murray, R. Poloncarz, S.Long, Seasonals

2. To re-design Central Purchasing section of website to accomplish the following:
 - a. improve transparency and make more user friendly.
 - b. create links to our disposal system including active auction sites and internet offerings.
 - c. work with Secretary of the Authority to improve formal offerings opportunities to bid transparencyTo be completed by September 1, 2013.
Responsible Parties: P.Riester, G.Murray,

3. To lead Authority project management to streamline at least five (5) business processes that which will lead to reduction in space needs, employee time and/or reduction of materials, using "quality" concepts. This project should be completed by August 1, 2013.
Responsible Parties: P.Riester and S. Jemiolo

4. To evaluate the Purchasing and Accounts Payable process with the objective of streamlining the payment process and reducing the amount of paper records being stored while maintaining and/or improving internal controls over purchases and payments. Improvements could include the reduction or elimination of printed voucher packages, developing more efficient approval and payment job streams for confirming payments such as utilities, health insurance, remittance of employee withholdings, and electronic payments to vendors. System requirements would be completed by December 31, 2013 with a 2014 implementation. This project would be undertaken jointly with the Finance and Data Processing Departments



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM
January 24, 2013

To: Wesley C. Dust, Executive Engineer

From: Thomas J. Wik, Distribution Engineer)))

Subject: 2013 Operation 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 send a letter to Direct Service customers to coordinate future projects to minimize disruption of service and cost of improvements by February 28, 2013.**
- 4. To complete a semi-annual intermediate update of the ECWA Emergency Response Plan by March 31, 2013 and September 30, 2013. The revised plan was submitted to the Health Department in December of 2012 and is not required to be completely updated until 2017.**
- 5. To prepare and send to the various municipalities the list of capital improvement recommendations by September 15, 2013.**

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cc: ECWA-338-1301



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 23, 2013

Subject: 2013 Objectives for Data Processing

Objectives for 2013:

1. To replace server and client hardware and software used by the Authority's door access system to bring them up to most current levels by February, 2013.
2. To implement user-defined enhancements to the Laboratory Information Management System (LIMS) by April, 2013.
3. To enhance document imaging applications by expanding image document capabilities into the Laboratory Information Management System (LIMS) by June 30, 2013.
4. To replace the Authority's telephone system connecting Ellicott Square, Water Quality, Van de Water, Sturgeon Point and the Service Center by September 30, 2013.
5. To replace the video recording system at the Service Center by December 31, 2013.

2/7/13



ERIE COUNTY WATER AUTHORITY
INTEROFFICE MEMORANDUM

January 25, 2013

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

From: Karen A. Prendergast, Comptroller

Subject: Finance Department Goals for 2013

The Finance Department has set the following standards and goals for 2Q13.

Departmental Standards

1. To prepare and distribute monthly financial statements and subsidiary reports by the 15th of the month following the month being reported.
2. To prepare and distribute monthly investment reports by the 15th of the month following the month being reported.
3. To prepare monthly claim activity reports by the 15th of the month following the month being reported.
4. To conduct quarter1 meetings with the Meter Shop to better coordinate activities with the Business Office.
5. To complete themonthly.billing process by the 4th business day of the following month.

Department* GAO

1. To evaluate the Accounts Payable and Purchasing process with the objective of streamlining the payment process and reducing the amount of paper records being stored while maintaining and/or improving internal controls over purchases and payments. Imikoventents could include the reduction or elimination of printed voucher packages, develdpitig more efficient approval and payment job streams for confirming payments such as utilities, health insurance, remittance of employee withholdings, and electronic payments to vendors. System requirements would be completed by December 31, 2013 with a 2014 implementation. This project would be undertaken jointly with the Administration and Data Processing Departments.
2. To investigate the possibility of initiating electronic payments to vendors in conjunction with our new banking contract with KeyBank.

3. To redesign the vendor data file to include more helpful information such as identifying the type of product or service they provide. Much of the vendor information is outdated and needs to be revised. This process will begin with seasonal help in June of 2013 with a projected completion date of October 31, 2013. This project would be undertaken jointly with the Administration and Data Processing Departments.
4. To investigate expanding our auto-pay options to include ACH origination for customer water bill payments. Discussions with KeyBank will begin in June of 2013 to determine if a cost effective process can be designed with an eye toward possible implementation in October 2013. The objective is to possibly offer a no-cost payment alternative to our customers.
5. To design a new electronic time reporting system **for non-represented** employees that would allow for current benefit time reporting and electronic storage of timesheets. This project could be undertaken with the cooperation of the Data Processing Department and implemented by October of 2013. The objective is to reduce the amount of paper time sheets being handled and stored and achieving time savings by automating what is now a manual process.

Long Term "Big Picture" Item:

To survey and assess all points of customer service at the Authority. The objective will be to standardize responses to customer inquiries and needs, simplify and streamline requirements and processes to improve the customer's experience with the Authority while also improving internal coordination and processes **with** a potential additional benefit of lowering costs.



ERIE COUNTY WATER AUTHORITY
LEGAL DEPARTMENT
INTEROFFICE MEMORANDUM
January 31, 2013

To: Wesley C. Dust, Executive Engineer

From: Edward A. Betz, Esq.

Subject: Goals and Objectives for 2013

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, 2013, 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, 2013
4. To undertake a new system of filing in the legal department, with the goal of instituting a system that is both more modern and more efficient by December 31, 2013
5. To undertake a comprehensive review of ECWA's Purchasing Guidelines, Policies and Procedures in conjunction with the Director of Administration and the Risk Manager by July 1, 2013
6. To institute a policy of conducting investigatory hearings pursuant to GML §50-h of all claims against ECWA in excess of \$5000 by September 30, 2013

2/7/13