

**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 23rd day of January, 2014.**

**PRESENT:** Francis G. Warthling, Chairman  
Earl L. Jann, Jr., Vice Chairman  
Jerome D. Schad, Treasurer  
Matthew J. Baudo, Secretary to the Authority/Personnel Director  
Robert F. Gaylord, Executive Director  
Robert J. Lichtenthal, Jr., Deputy Director  
Wesley C. Dust, Executive Engineer  
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, Business Office Manager  
Michael Lewkowicz, Coordinator of Employee Relations  
John B. Licata, Attorney

**ATTENDEES:** Brian Gould

**CALL TO ORDER**

**PLEDGE TO THE FLAG**

**I. - ROLL CALL**

**II. - READING OF MINUTES**

Motion by Mr. Jann seconded by Mr. Schad and carried to waive the reading of the Minutes of the Governance Committee Meeting held on March 26, 2013.

**III. - APPROVAL OF MINUTES**

Motion by Mr. Jann seconded by Mr. Schad and carried to approve the Minutes of the Governance Committee Meeting held on March 26, 2013.

**IV. - REPORTS**

**V. - COMMUNICATIONS AND BILLS**

**VI. - UNFINISHED BUSINESS**

## **VII. - NEW BUSINESS**

### **A. Summary of 2013 Goals & Objectives**

Wes Dust distributed a summary of the 2013 Goals & Objectives.

### **B. Long Term Initiatives**

Wes Dust discussed with the Board the fact that the Goals & Objectives should be related to the budget and should have some relevance with what the Authority is doing with either EMA, rate studies, etc. He suggested that the Goals & Objectives should be prepared a month or two before the budgeting process instead of the beginning of the year as in the past. Matt Baudo requested that the Governance Committee to recommend to the Board that the policy for Goals & Objectives be waived at this point until budget time. After much discussion, it was determined that the revised Goals & Objectives policy would be on one of the February, 2014 meetings for approval and that the Authority use a June date of each year to provide the Goals & Objectives.

### **C. Recommendation to Waive Policy No. 15 (Goals and Objectives) of Employee Policies and Procedures Manual**

Motion by Mr. Jann seconded by Mr. Schad and carried that the Governance Committee recommend to the Board for the waiver of Policy No. 15, Goals & Objectives of the Employee Policies and Procedure Manual effectuating the date for submittal.

## **VIII. - ADJOURNMENT**

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



Matthew J. Baudo  
Secretary to the Authority

SLZ

# **Erie County Water Authority 2013 Goals & Objectives Summary Report**



**January 21, 2014**

## **Commissioners**

**Francis G. Warthling  
Earl L. Jann  
Jerome D. Schad**

### **Background**

In January of 2013, 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**

	<b><u>Department</u></b>	<b><u>Department Head</u></b>
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/Russ Stoll
3525	Data Processing	Matt Baudo/Jack Hanley
4000	Finance	Karen Prendergast
5010	Legal	Edward Betz/Shannon Henchgan

### **Summary**

Each of the department's 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.

#### **Dent. 1000 – Production (90%)**

Two of this department's items have been completed and the lock out tag out training has been completed but additional work is needed and is budgeted for 2014. The item regarding safety issues is ongoing but completion by outside vendors is not anticipated until spring of 2014. The two items not completed have been budgeted for a spring 2014 completion.

#### **Dent. 1030 – Water Quality (100%)**

All of this department's Goals & Objectives have been completed.

#### **Dent. 2000 – Distribution (90%)**

The majority of this department's Goals & Objectives were met. The only items that were significantly off target were the small valve program and meter register changes. Both of these

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**ERIE COUNTY WATER AUTHORITY  
INTEROFFICE MEMORANDUM**

January 10, 2014

**To:** Wesley C. Dust, Executive Engineer

**From:** Robert A. Niederpruem, Director of Production *RAN*

**Subject:** 2013 Goals and Objectives - Production Department  
4th Quarter Status Report

- 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 31, 2013  
**Status:** Lock out tag out training was completed by all equipment users. Our lock out and switching procedures now require updating. It is budgeted in the 2014 Budget.
- 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 31, 2013  
**Status:** Project complete.
- 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 30, 2013  
**Status:** Project complete.
- 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 31, 2013  
**Status:** Work on the project is ongoing at Van de Water. Equipment is received. Electrical work underway. Complete installation and programming will not be complete until Spring 2014.

RAN:lmb

cc: ECWA-338-1301

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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 final results of 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. **This goal has been met.**
2. To review the final draft of the 2012 ECWA Water Quality Report by 2-20-13. **This goal has been met.**
3. To insure the completion and delivery of the 2013 ECWA Water Quality Report by 5-31-13 in accordance with the regulatory requirements. The Annual Water Quality Report has been approved and delivered. The information required to complete the certification has been given to Bob Niederpruem for submittal. **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 3-01-13. **This goal has been met.**
5. To achieve a successful NYS Environmental Lab Audit by 5-01-13. The ELAP audit has been completed and was successfully passed. **This goal has been met.**
6. To compile a list of existing Water Quality Lab equipment and furniture to be evaluated for possible disposal or storage by 7-01-13. Due to the changes in the Water Quality Lab Relocation Project the amount of equipment required for disposal or storage has significantly increased and the date for completion has been moved to 8-31-13. **This goal has been met.**
7. To complete the purchase of Water Quality Lab Capital Equipment needed within the new lab by 08-31-13. Because of the changes in the Water Quality Lab relocation the lab's capital equipment will no longer need to be purchased. **This goal has been met.**

8. To have all Water Quality Department employees complete the annually required NELAC Laboratory Ethics/Data Integrity training by 9-30-13. This training was delayed by the vendor due to a revised online course development by NYAAEL. This delayed all required personnel from completing the course online by the original timeframe. However, it is now 100% complete. **This goal has been met.**
9. To complete all annually required NYSDOH compliance testing including Lead & Copper and Radiological testing by 10-31-13. **This goal has been met.**
10. 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-Pinchill Tank Evaluation) by 11-30-13. **This goal has been met.**
11. To complete necessary LIMS system enhancements, together with the Department of Data Processing, by 12-31-13. As LIMS system enhancements are completed we are checking their functionality. **This goal has been met.**



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

January 7, 2014

To: Wesley C. Dust, Executive Engineer

From: James K. Ehrin, Senior Distribution Engineer *James K. Ehrin*

Subject: Year End Update  
 2013 Goals and Objectives - Distribution Department

## **Line Maintenance**

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

	Average Man-Hours All Leaks - 2013	% Increase/Decrease vs. 16.00 Man-Hour Per Leak Goal
January	16.2	+1.2%
February	16.1	+0.6%
March	15.9	-0.6%
April	16.1	+0.6%
May	16.0	0%
June	16.0	0%
July	15.8	-0.12%
August	15.9	-0.6%
September	16.0	0%
October	16.1	+0.6%
November	16.1	+0.6%
December	16.1	+0.6%
Year-To-Date	16.1	+0.6%

- This 4<sup>th</sup> quarter leak average of 16.1 is slightly over our targeted goal of 16.00 man-hours per repair.
2. **Goal:** Flush 1,600 dead-end mains.
    - Our annual main flushing program began in April, 2013 and was conducted through December. This year's program was conducted in the Towns of Amherst, Cheektowaga, and Hamburg and the Cities of Tonawanda and Lackawanna. Through December 31, 2013, 1,149 dead-end mains have been flushed, which represents 96% of our goal.
  3. **Goal:** File paperwork for annual New York State Thruway Authority work permit 04/24/13 - 04/24/14.
    - The item has been completed.



Wesley C. Dust

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January 7, 2014

**Hydrants & Valves****1a. Goal:** Perform preventive maintenance on all 17,451 hydrants.

- 20,655 hydrants have been completed in our 2012-2013 winter hydrant program (111%).
- Our 2013 summer hydrant program began in March and was completed in August. A total of 18,525 hydrants (105%) of our goal were completed. (Additional hydrants were added as a result of Town of Evans takeover.)

**1b. Goal:** Paint 7,500 hydrants.

- The hydrant painting program is completed. As of this date, 7,393 hydrants (99%) of our goal being completed.

**2a. Goal:** Perform maintenance on 4,750 small valves (<14").

- This program began April 1, 2013. As of this date, 2,730 small valves (58%) of our goal being completed. This task was affected by the work associated with the Town of Evans takeover.

**2b. Goal:** Perform maintenance on 320 large valves (>16").

- This program began in April and was completed in July 2013. 377 large valves were completed (118%).

**2c. Goal:** Perform maintenance on 46 PRVs (pressure reducing valves).

- This program began in July and was completed in October 2013. 27 PRVs were completed (102%).

**Meter Shop****1. Goal:** Change 6,000 small meters and 2,250 registers.

- A total of 6,363 small meters (106%) and 1886 registers (84%) have been changed.

**2. Goal:** Change the remaining 1 commercial meter that needs to be replaced due to backflow protection requirements and field test 180 commercial meters (3-inch to 10-inch).

- No update on the remaining commercial replacement to-date.

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Wesley C. Dust

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January 7, 2014

- As of this date, 134 commercial meters (3-inch to 10-inch) or 75% have been field tested.
3. **Goal:** Coordinate with Customer Service to prioritize residential meter reading routes for seasonal employees by May 1, 2013. Read cycles 1 through 36.
- Summer seasonal employees have been hired and this task is 100% completed.

**Inter-Department (Distribution with Administration)**

1. **Goal:** To do random inventory checks on Distribution Department vehicles on a periodic basis throughout the year to reduce the amount of unaccounted for materials.
- Random inventory checks on Distribution Department vehicles began March 2013.
2. **Goal:** To convert all Distribution Department reports that utilize Quattro Pro to Microsoft Excel. This is to be accomplished prior to March 31, 2013.
- This task is complete.

JKE:jmf  
cc: J.Kuryak  
S.Spier  
S.Paluch  
S.Plarr  
B.Barber  
ECWA-338-1301

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**ERIE COUNTY WATER AUTHORITY  
INTEROFFICE MEMORANDUM**

January 7, 2014

**To:** Wesley C. Dust, Executive Engineer

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

**Subject:** 2013 Goals and Objectives – Engineering Department – Year End Report

The Engineering Department has six goals and objectives for 2013. The status as of the end of 2013 is summarized below for each Goal.

1. **To implement a software upgrade to AutoCAD 2013 by September 30, 2013.**  
This goal is complete.
2. **To perform leak survey on one-third of all fire hydrants by December 31, 2013.**  
This goal is complete. There are approximately 18,400 fire hydrants including the Evans water system. The goal for 2013 is 6,100 fire hydrants. A total of 6,252 fire hydrants were surveyed in 2013.
3. **To map the Evans water system in the Geographic Information System (GIS) by the takeover data. This is estimated for April 1, 2013.**  
This goal is complete.
4. **To prepare Capital Budget cash flow projections for major design/construction projects by January 31, April 30, July 31 and October 31, 2013.**  
This goal is complete.
5. **To maintain overall project construction and engineering change orders under 3% by December 31, 2013.**  
This goal was met. Five major construction projects were completed in 2013. (Contract CP-3, Water Quality Lab Relocation, was also planned for completion but the project was cancelled.) The award amounts for engineering and construction costs for the five completed projects totaled \$7,257,000. The final costs for these projects totaled approximately \$7,243,000. This is within 1% of the award amounts and well within the 3% goal. The projects are as follows.

NC-33C	Permanent Generators at Lease Managed Sites
GHD-6A	Sturgeon Point Residual Systems Improvements
DA-8	Waterline Replacements
WSA-8	Waterline Replacements
	Sturgeon Point Raw Water Pumps

To: Wesley C. Dust

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January 7, 2014

**6. To maintain Capital Budget spending within 5% of budget authorization by December 31, 2013.**

This goal was not met. The 2013 Capital Budget for the Engineering Department totals approximately \$14,828,000, including Renewal and Replacement budget items. The actual spending for 2013 totaled approximately \$12,538,000. This represents approximately 87% of the total budget. However it is important to note that the spending would have been approximately 96% except for the cancellation of the Water Quality Lab Relocation project. This would have met the goal.

RMR:jmf  
cc: ECWA-338-1301

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## ERIE COUNTY WATER AUTHORITY

### INTEROFFICE MEMORANDUM

January 10, 2014

To: Wes Dust  
 From: Dan NeMoyer  
 RE: 2013 HR Goals and Objectives, Fourth Quarter Update

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1. To conduct an Employee Service Award recognition ceremony by 9/31/2013. **Goal is complete. Event was conducted in conjunction with the October 3<sup>rd</sup> Board Meeting.**
2. To issue and award an RFP, for HR health related services, which are now provided through HealthWorks-WNY, by December 1, 2013. **No action taken. This goal will be addressed in 2014.**
3. To issue and award an RFP, for EAP services, which are now provided through Child and Family Services, by March 31, 2013. **Complete; a contract was approved by the Board on April 11, 2013.**
4. 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. **Complete; over 20,000 hours of employee training were conducted in 2013, including Reasonable Suspicion /Drug and Alcohol, Harassment, Ergonomics.**
5. To enhance professional development of HR staff through 8 hours minimum training for each member of the HR Department, by 12/31/13. **Complete; Penny has attended quarterly LMHF seminars on Healthcare Reform and Wellness programs, Matt Baudo and Dan NeMoyer attended Labor and Employment seminar conducted by Goldberg Segalla, Robert Brown is scheduled to attend Supervisory Training seminar in November, and Michael Lewkewicz has been attending all in-house instructional seminars including Confined Space, Traffic Safety, Lock-out-Tag-out, First aid.**
6. To convene a meeting of the ECWA Safety Committee each quarter for 2013. **Complete; meetings of the Safety Committee were conducted on March 28, July 3, September 18 and December 11, 2013.**
7. To offer two EAP informational seminars, Flu Shots and Health Screenings to all ECWA Employees by 12/1/2013. **Complete; wellness fairs were conducted September 26 at Sturgeon Point and the Service Center and October 5<sup>th</sup> at Ellicott Square.**

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8. To conduct quarterly reviews of ECWA retirees receiving health benefits; By March 31, June 31, September 31 and December 31, 2013. On Target, a monthly review is conducted with LMHF.



**ERIE COUNTY WATER AUTHORITY  
INTEROFFICE MEMORANDUM**

1/6/2014

**To: Wes Dust, Executive Engineer**

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

**Subject: 2013 Goal Plan – Unit 3015 – Budget – Year End Report**

- 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.)

**Goal Complete; emailed electronic (PDF format) copy**

- 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.

**Achieved goal; updated data and charts.**

- b. CAFR/Audited items and corresponding charts updated by May 1, 2013.

**Achieved goal; Audited Financials are complete.**

- 3.) To update and maintain data and charts for "ECWA Market Statistics Portfolio" by May 1, 2013.

**Achieved goal; updated all data and charts and emailed latest release 4/29/2013.**

- 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.

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

- 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

**Achieved goal; system in place and working.**

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- 6.) To prepare and present a 6 Month Budget review to the Board no later than August 1, 2013

**Achieved goal; presented to Board July 25th**

- 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.

**Goal complete; shared calendar message emailed out to all Department Heads**

- 8.) To update Budget Manual & Budget Preparation Instructions by September 1, 2013.

**Achieved goal; latest instructions were distributed to staff and used in preparation of 2013 Budget.**

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

**Achieved goal; Budget adopted October 31, 2013 and entered and certified in PARIS system on November 1".**

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

**Achieved goal; completed full review of internal numbers and updated allocations for use in 2014.**



## 2013 Goals

Department of Administration Paul Riester, Director

Jan. 13, 2014

### Final Report

The Administration Department has set the following standards:

#### 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

*Several new reports are being used and being reviewed currently.  
complete*

2. To identify 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

*6 safety issues completed, others added.  
complete*

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

*Secretarial Support Section completed by Amy Garcia, Data Entry Operator Manual to be completed by Mary Jane Ross in August.*

*complete*

4. To update the Purchasing Policies by May 1 and Procedures and Guidelines by July 1. Conduct quarterly purchasing workshops for buyers. Input should be received for both from Legal and Risk Management.  
Responsible Parties: P. Riester, G. Murray

*Policy changes complete and adopted by Board of Commissioners.*

*Procedure changes completed .Currently printing and arranging a roll out.*

*complete*

#### **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

*Availability to receive email quotes and automatically forward to procurement file completed. Notification to request email quotes on purchase orders. completed*

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 transparency

To be completed by September 1, 2013.

Responsible Parties: P.Riester, G.Murray,

*completed.*

2. To Implement our strategy in the final year of conversion of leaded brass to low or no lead brass in potable system and disposal of our excess inventory to prepare the Authority to federal compliance by January 1, 2014.

Responsible Parties: S.Long, S.Jemiolo

*Completed.*

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

*Completed*

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.

*Not completed*

5. Long Term "Big Picture" Items

1. To manage the Space Study and Facility Utilization committee of the Service Center to improve general safety, and efficiency of the facilities.

*In progress*

To provide continued assistance in the Vehicle Turnover Program to drive newer, more fuel efficient, warranty based fleet and to develop cost savings with Black Box technologies and reduced maintenance per vehicle.

*completed for year.*

3. To explore and advance other technological procurements to provide cost savings and improved services for long term Authority operations.

Responsible Party: P.Riester

*completed.*



**ERIE COUNTY WATER AUTHORITY  
INTEROFFICE MEMORANDUM**

January 6, 2014

To: Wesley C. Dust, Executive Engineer

From: Russell J. Stoll, Distribution Engineer *RJ Stoll*

Subject: 2013 Operation Goals and Objectives  
Department 3095 - Municipal Liaison  
4<sup>th</sup> Quarter Report

- 
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 2013. *This summary was prepared for use at the annual Town meeting.*
  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. *Letters have been sent to all representatives of Lease Managed and Bulk Service customers advising them of the transition from Tom Wik to myself as Municipal Liaison. I have personally met with or contacted of these representatives, and have continued discussions with many over the last two quarters.*
  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. *The letters have been sent. The goal is complete.*
  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. *The first update is complete, preparing for the second update.*
  5. To prepare and send to the various municipalities the list of capital improvement recommendations by September 15, 2013. *Provided information to or held discussions with several Municipalities. Currently preparing information/recommendations for balance of Municipalities.*

RJS:mjm  
cc: ECWA-338-1301

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## ERIE COUNTY WATER AUTHORITY MEMORANDUM

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

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

**Date:** January 9, 2014

**Subject:** 2013 Goals and Objectives Status for Data Processing

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### 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.

New door access software was installed on the central server on February 28, 2013. New badge printer and camera were installed for compatibility with the new software. Project completed March 7, 2013.

### OBJECTIVE ACHIEVED

2. To implement user-defined enhancements to the Laboratory Information Management System (LIMS) by April, 2013.

Programming is completed. New reporting requirements from New York State required additional changes for Stage 2 regulations. This objective was completed on schedule by April 30, 2013.

### OBJECTIVE ACHIEVED

3. To enhance document imaging applications by expanding image document capabilities into the Laboratory Information Management System (LIMS) by June 30, 2013.

Programming was completed.

### OBJECTIVE ACHIEVED

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.

**To:** Matthew J. Baudo  
**Date:** January 9, 2014  
**Re:** 2013 Goals and Objectives Status for Data Processing

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System requirements were defined and required hardware and software were identified on the New York State OGS contract. Purchase order and contract documents were approved by the Board on March 26, 2013. Equipment was received and implementation began May 21, 2013. The replacement of the main telephone systems at all five locations (ES, SC, STP, VDW and WQ) was completed June 19, 2013. Voice mail system replacement was completed June 27, 2013. Call Center Monitoring Software was completed on July 17, 2013. Call Recording System replacement was delayed due to cabling problem with Dispatch radio. New radio cable was installed and project should be completed as soon as minor items are resolved.

**OBJECTIVE ACHIEVED**

**5. To replace the video recording system at the Service Center by December 31, 2013.**

System requirements were defined and required hardware and software were identified on the New York State OGS contract. Purchase order was approved by the Board on April 3, 2013 and contract documents were submitted for Board approval at its April 11, 2013 meeting. Initial project meetings were held with the vendor on May 3, 2013. Installation was completed May 24, 2013.

**OBJECTIVE ACHIEVED**



## ERIE COUNTY WATER AUTHORITY INTEROFFICE MEMORANDUM

January 10, 2014

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

**From:** Karen A. Prendergast, Comptroller

**Subject:** Status of Finance Department Goals for 2013 as of 12/31/2013

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The Finance Department has set the following standards and goals for 2013. Following each goal is the status as of December 31, 2013.

### 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 quarterly meetings with the Meter Shop to better coordinate activities with the Business Office.
5. To complete the monthly billing process by the 4th business day of the following month.

**STATUS:** All standards are being met

### Departmental Goals

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. 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 Administration and Data Processing Departments.

**STATUS:** Steps have been taken to separate withholding remittances from true purchases. The remainder of this goal is being reconsidered for implementation in 2014.



2. To investigate the possibility of initiating electronic payments to vendors in conjunction with our new banking contract with KeyBank.

**STATUS:** This goal is progressing toward an implementation date in early 2014. KeyBank has provided Data Processing with standardized file formats for ACH payments. They did not recommend the use of procurement cards at this time.

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.

**STATUS:** Seasonal employees have inactivated any vendors with whom we have not done business since 2006. Accounting will prepare a data processing request to delete these vendors. Data Processing support to enhance vendor files in 2014 has been requested.

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.

**STATUS:** Initial discussions with KeyBank regarding auto-pay options began at the meeting on July 30, 2013. It appears that KeyBank can process a reverse ACH file which would process customer auto-pay requests for \$.04/transaction. Our contract with Chase to accept ACH transactions expires in September of 2014 at which time we will move forward with this goal.

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.

**STATUS:** This goal is incomplete as of December 31, 2014

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.

**STATUS:** Initial inquiries and data gathering has begun.

