

AUTHORITY MISSION STATEMENT AND PERFORMANCE MEASUREMENTS

NAME OF PUBLIC AUTHORITY: ERIE COUNTY WATER AUTHORITY

PUBLIC AUTHORITY'S MISSION STATEMENT:

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

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

DATE ADOPTED: FEBRUARY 24, 2011

LIST OF PERFORMANCE GOALS:

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

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

PERFORMANCE MEASUREMENTS

- 1.(a) Affirmation of credit ratings from bond rating firms
- 2.(a) The Authority has adopted "Management by Objectives" and each department has established goals and objectives which are reviewed with the Board of Commissioners periodically and annually.
 - (b) Preparation of a capital budget for the coming year and the next succeeding four years which is reviewed by the Board.
- 3.(a) Financial statements consisting of a Balance Sheet, Income Statement, and an Investment Report are prepared monthly, usually within fifteen (15) days of the last day of each month.
 - 3.(b) An independent audit firm retained to annually review and provide a report on the financial statements and expenditures at the end of the fiscal year.
 - 3.(c) Various regular reports related to review and monitoring of the operating and capital improvement budgets by management, the Finance Committee and the Authority Board to allow for the containment of controllable expenses throughout the year.
- 4.(a) A series of budget hearings are held with each department head, the Executive Director, the Deputy Director and the Budget Director. A final annual operating and capital budget is reviewed, approved and adopted by the Board.
 - 4.(b) The Authority regularly participates in an industry wide benchmarking survey prepared by the American Productivity and Quality Center using Qualserve Performance indicators for water and wastewater utilities.
 - 4.(c) The Authority has commissioned several customer surveys focusing on the customer's perception of the service they receive.