

Strategic Planning

Long-term water and wastewater planning continues to be a critical component in managing the region's water resources. EPWU continues to take a leadership role in working with various entities from throughout the region that are all devoted to regional planning efforts.

In 2010, EPWU along with other stakeholders in the Far West Texas Regional Plan completed updates to the Region E State Water Plan. The Plan provides an evaluation of current and future water demands for all water-use categories, and water supplies available during drought-of-record conditions to meet those demands. Where future water demands exceed an entity's ability to supply that need, alternative strategies are considered to meet the potential water shortages. State water planning is updated every 5 years and covers a 50 year time period. Regional leadership is and has been an important consideration as the Utility implements long-term planning strategies aimed at ensuring a sustainable supply of water.

In 2010, EPWU's water resources managers advanced the knowledge of the city's three water sources (Rio Grande Diversion, Hueco Bolson groundwater and Mesilla Bolson groundwater) as well as potential future sources of water. Future variations in Rio Grande supply were studied in relation to potential climate change scenarios. The staff extended the climate change analysis to evaluate the impacts of increased pumping from the Hueco Bolson due to reduced surface water supplies under climate change scenarios. Data collection continued in the Mesilla and Hueco Bolsons as part of an ongoing effort to update the groundwater models. Groundwater models simulate potential future groundwater management scenarios, which can be helpful in evaluating the feasibility of proposed projects.

In cooperation with the **Texas Water Development Board (TWDB)**, EPWU staff completed an analysis of climate change impacts to El Paso's water supply. Many



sources of research indicate that climate change will occur in the future. Increased greenhouse gas emissions have raised concern as a potential contributor to climate change.

Both natural and man-made climate change can affect local water supplies, most notably water from the Rio Grande. However, as an effective steward of El Paso's water resources, the Public Service Board incorporates possible climate change scenarios into the Utility's adaptive management water resources policies. The analysis demonstrated that the historic variability and predicted changes associated with climate change are insignificant with respect to meeting municipal water demands in El Paso County. Thanks to proactive planning and sound management, El Paso is prepared for the extreme weather patterns that could occur.

The analysis also confirms that because of EPWU's water resource management policies, fresh groundwater storage in the El Paso portion of the Hueco Bolson will remain above 75 percent of 2002 fresh groundwater storage. This means that over the next 50 years, there will not be less than 7.05 million acre-feet of fresh water available in the Hueco Bolson, even under the worst case scenario.

The current management approach and infrastructure ensure that El Paso County's groundwater supply will not be significantly impacted by the worst-case climate change scenario. Future water demands will be met through the year 2060.

The continued implementation of the County Water and Wastewater Master Plan previously developed by the Utility and El Paso County continues to serve as a guide for working with communities located outside the City limits of El Paso that require assistance in receiving water. In addition, efforts to adhere and consider smart growth principles within land use Master Plans developed for property owned by the Public Service Board are well underway. Such planning efforts are to be completed before development occurs and will ensure that the necessary infrastructure and quality of life amenities are in place before development occurs.

EL PASO WATER UTILITIES - PUBLIC SERVICE BOARD

CHARTER

The El Paso Public Service Board - El Paso Water Utilities exists to serve the water resource needs of the population of the El Paso geographical area. Its strategic and operational impetus is on delivering quality services in an affordable manner to all who demand it. These services include water for all uses, wastewater services, and related services as demanded and as deemed feasible.

As a growing Utility in a rapidly growing region, El Paso Water Utilities strives to anticipate, plan for, and react to the changing environment in which it operates. Through diligence in all of its functions, the Utility seeks to deliver ever-increasing value to its customers while promoting orderly growth in its service area. We encourage the involvement and participation of the public through open and honest communication at all levels with all our stakeholders.

To be as effective as we can be, we use all our resources to continuously create an enterprise for leadership. That leadership is reflected in our technology, our management style, our critical business practices, and in our vision. Most importantly, it is reflected in the people whose diligence is the cornerstone of the success of the Utility. To that end, we continually work to develop the capabilities and initiative of our employees and our leadership. We believe it is primarily through their efforts that the Utility will continue to excel.

We recognize the criticality of the mission with which we are entrusted. Through a consistently high level of attention to the needs of the public, the Utility demonstrates an ongoing commitment to supporting the lifestyle demands of the El Paso Southwest. In all of our actions we seek to balance those demands with attention to conservation and restraint in our use of water resources. With our stakeholders as partners, we envision a bright future of water availability, technological innovation, and support of economic growth for the personal, commercial, and industrial benefit of El Paso.

MISSION STATEMENT

The Public Service Board is the trustee for the water and sewer system of the City of El Paso with complete authority and control of the management and operation of the Utility, in accordance with Ordinance 752 and subsequent bond ordinances. The Board provides management and financial stability to the Utility through the establishment of sound rules, regulations, and policies for directing its operation.

The mission of the El Paso Water Utilities/Public Service Board is to furnish at fair and reasonable costs to our customers:

- ❖ High quality potable water in sufficient quantities and at adequate pressures to satisfy domestic, industrial, and fire protection requirements, and in accordance with the Board's Water Conservation Plan.*
- ❖ Collection of liquid waste from individual customers for treatment and disposal without hazard to the health of the community in a manner that will protect the environment.*
- ❖ Planning and management of all Stormwater related functions within the City of El Paso and El Paso County, as contracted by the Public Service Board and the County.*

STRATEGIC PLAN FY 2011-12

In FY 1997-1998, the Public Service Board developed a strategic plan to guide the Utility. This "Ten-Year Strategic Plan" is updated annually and specifies a comprehensive prioritized set of initiatives and ongoing activities to enhance the present and future delivery of quality water and wastewater services for our current and future customers.

Section managers play an active role in the strategic planning process, where critical success factors along with key goals and objectives are developed in an effort to identify problem areas, define plans for addressing various issues within each section, and establish priorities. Internal and external issues in the technical, finance, operations and maintenance, communications & government affairs, legal, human resources, and policy and administrative related areas are considered and addressed. The internal process includes the development of critical success factors along with key goals and objectives. This process allows key section managers an opportunity to provide policy

recommendations that are considered by the Public Service Board. The approved Strategic Plan is monitored by staff on an ongoing basis to ensure compliance and implementation.

During the planning process for 2011, the PSB determined that the most significant issues centered on rehabilitation and replacement of aging infrastructure, rapid growth throughout the City and County, State and Federal regulations, and energy issues related to changes in climate. The updated plan identifies the driving forces that have an impact on the Utility, and addresses how the Utility should proactively deal with these driving forces on a prioritized basis:

- ❑ Increased regulations
- ❑ Rehabilitation/replacement
- ❑ Legislative and funding issues
- ❑ Communications and marketing
- ❑ New facilities coming online
- ❑ Continued implementation of technology
- ❑ Improving and developing energy sources
- ❑ Land Management

The PSB also identified factors that contribute most critically to the future success of the organization and create an environment of understanding of what needs to be done. The critical success factors fall into six major categories: quality, government affairs/communications & marketing, resource management, organization & management, financial, security and stormwater. These categories are then used to address key water issues and how each issue is to be implemented:

I. QUALITY

- Maintain high quality and reliable service.
- Maintain a high level of community support and customer satisfaction
- Apply technology and innovative management techniques to sustain competitiveness with comparable service providers.
- Use available technology to enhance the Utility's ability to provide superior industry service.

Goal:

1. Empower employees to help achieve best practices through the consistent application of **Total Quality Management (TQM)** principles.

Measured by:

- a. Continue training so that remaining 30% of water division employees obtain necessary training by 2012. Wastewater division has met Total Quality Management goals.
 - b. Continue training of 10% of employees in Total quality Management techniques.
2. Be acknowledged as the leader in providing quality water and wastewater services.

Measured by:

- a. Sustain a 95% customer satisfaction rating measured through a periodic survey of customers.
3. Continue to implement best operation, management, and maintenance practices throughout the Utility.

Measured by:

- a. Use a computerized water distribution maintenance management system to its full potential.
 - b. Begin implementation of an automated cathodic protection system monitoring for all large diameter steel pipe segments.
 - c. Continue implementation of Strategic Information Technology Plan 2014.
 - d. Implement phase I of the energy optimization SCADA program.
 - e. Enhance the security of the SCADA system through installation of state of the art radio systems.
4. Optimize best use practices in planning, engineering and management to protect and gain a high yield on its investments.

Measured by:

- a. Continue the integration of models and economic considerations into the Capital Improvement Project (CIP) planning efforts to optimize quality infrastructure investments.
- b. Implement a priority system for the CIP that includes costs, benefits, environmental, and political considerations.
- c. Assess the cost-effectiveness and timeliness of the 10-year CIP (comparison of plan vs. history) on an annual basis.

5. Operate and maintain a bi-national regional water quality laboratory and a water quality data management system for the regional Rio Grande Watershed, and be instrumental in directing future Watershed Management activities.

Measured by:

- a. Comply with NELAC standards and certification requirements.
- b. Cooperate with IBWC where river samples are collected by IBWC personnel and analyzed at the International Water Quality Lab (IWQL) for mutual benefit.

II. GOVERNMENT AFFAIRS, COMMUNICATIONS & MARKETING

- Continue to educate political constituents on policy issues.
- Gain public support for EPWU issues and maintain key alliances.
- Deliver effective and consistent messages concerning EPWU's plans, policies and programs.
- Participate in the formulation of water, wastewater and stormwater legislation and policy issues that will further the interests of the Utility.
- Continue to foster an environment of cooperation, coordination, and support with the City and County of El Paso, as well as other regional stakeholders.
- Brand EPWU as an industry leader, its facilities as state of the art, and its services as superior.

Goal:

1. Clearly and consistently communicate priorities, goals, and objectives to all stakeholders.

Measured by:

- a. Monitor the Strategic Plan to ensure compliance and update the plan as external conditions warrant.
- b. Continue to increase the amount of stakeholder involvement and public support for EPWU initiatives; including private/public partnerships with stakeholders on land management initiatives, stormwater construction, water and wastewater infrastructure, and support for Fort Bliss.
 - Continue communication with Stormwater Community Advisory Committee.
 - Conduct surveys to measure customer acceptance of EPWU's goals and objectives.

- c. Meet with major boards and stakeholders of utilities, Chamber(s) of Commerce, Regional Economic Development Corporation, Paso Del Norte Group, etc., to emphasize various key messages.
 - d. Inform customers about key messages.
 - e. Provide representation and leadership in appropriate “think-tank” organizations and meetings to demonstrate the Utility’s interest in forming partnerships with organizations seeking to improve the quality of life in El Paso.
 - f. Foster good working relationships with various media outlets, using new techniques to pitch stories, and create more awareness about utility achievements in an effort to increase coverage of important EPWU issues.
2. Successfully market all EPWU programs, services and facilities.

Measured by:

- a. Develop and disseminate messages and materials, in English and Spanish, about the Utility’s plans, policies, and programs.
 - b. Create public awareness of events, conferences, and public use at the Carlos M. Ramirez TechH₂O Water Resources Learning Center, El Paso Zoo Discovery Center, and Keystone Botanical Gardens.
 - c. Use facilities to educate the public about EPWU’s successes in water resource management.
 - d. Gauge customer awareness to develop future marketing plans.
3. Nurture regional and international partnerships (both public and private) that recognize, value, and support joint regional water initiatives beneficial to our international border reality.

Measured by:

- a. Identify and obtain support to ensure planning projects address the region’s groundwater issues.
- b. Continue to identify and meet with local, state, and federal (water-related) entities in Mexico in an effort to ensure dialogue and the exchange of information.
- c. Work with the Consortium for High Tech Investigations in Water and Wastewater (CHIWAWA) in regard to obtaining funding for projects to include salinity management.

- d. Continue to work closely with the University of Texas at El Paso (UTEP) to establish a program of exchange and collaboration in areas of interest and benefit to both institutions and that support UTEP's Center for Inland Desalination Systems (CIDS).
4. Work with the state and federal lobbyists to promote and implement the utility's state and federal agendas.

Measured by:

- a. Balance legal and lobbying expenditures vs. strategic goals attained.
- b. Identify the lobbying investment versus the payback expectation of lobbying efforts tied to strategic planning.
- c. Continue to emphasize the need for water resource flexibility through the combination of reclaiming water, desalination, importation, surface water purchases, conservation, and land acquisition for groundwater rights in order to provide varied approaches in maintaining a sustainable water supply.
- d. Expand current lobbying efforts through increased interaction and cooperation with key legislators, political and community leaders, state and bi-national entities, and local and international service providers.

III. RESOURCE MANAGEMENT

- Secure the financing to construct the necessary infrastructure to ensure a long-term water supply and continue rehabilitation of infrastructure.
- Continue to demonstrate leadership, expertise, and excellence in planning, engineering and operations management, and continue as the regional water, wastewater, and stormwater utility planner and provider.
- Complete and execute the Land Master Plans to promote economic development commensurate with sound water policies.
- Develop opportunities to maximize land assets.
- Repackage the Northeast Master Plan and sell when economically feasible.

Goal:

1. Implement the 10-year Capital Improvements Program to meet water supply needs, replacement of infrastructure, growth, system maintenance, and regulatory compliance demands, and do so in a cost-effective manner.

Measured by:

- a. Meet or exceed 70% of annual CIP spending goal.
 - b. Complete 95% of projects, including change orders, within the contracted schedule.
 - c. Maintain an overall change order level of less than 2% of the original construction contract amount.
 - d. Place emphasis on increased funding for replacement of critical water/sewer lines identified by EPWU Technical Services Department.
2. Create strong and flexible in-house project management capability and offer training and information assistance to other El Paso area public works managers.

Measured by:

- a. Continue to provide planning for city-wide developments including Master Plan areas.
 - b. Continue the improvements made to the Utility's project management procedures.
 - c. Continue work with colonias and outside city utility staff in execution of project management and service objectives.
 - d. Meet with the Consulting Engineers Council periodically regarding the performance of Utility projects.
 - e. Develop uniform designs standards for EPWU facilities and provide access of design standards through internet.
3. Increase contractor awareness of and capability to execute PSB work, with emphasis on developing local project management and business resources.

Measured by:

- a. Continue to invite and meet on an annual basis with local and out-of-town prime contractors, local subs and material/equipment suppliers to convey information, emphasize local participation, encourage teaming, and discuss other creative approaches regarding Utility contracts.
 - b. Assure the Utility continues to successfully attain small, locally owned, minority- and women-owned (MBE/WBE) business goals.
4. Secure water resources and finance/build infrastructure in order to ensure an adequate and affordable 50-year water supply.

Measured by:

- a. Continue with regional water resource planning to further evaluate the importation of groundwater from West Texas counties, the sharing of

international data and technology where possible with Mexico, and the evaluation of the cost of desalinating additional water in El Paso County.

- b. Incorporate the Mesilla Modeling to include the state of New Mexico and the country of Mexico.
 - c. Renegotiate with EPCWID#1, the Rio Grande Project third party contract regarding effluent discharge.
5. Achieve overall per capita water consumption of 130 gallons per person per day or less by 2020.

Measured by:

- a. Analyze cost benefit analysis to reduce water consumption and consider further reductions in per capita consumption (water savings vs. population growth).
 - b. Encourage and promote the availability of Xeriscape plant materials in El Paso and evaluate and promote the use of new water efficient turf grasses.
 - c. Continue to promote Xeriscape plant materials.
 - d. Monitor the impact of the rate structure on water demand and make recommendations for improvement.
 - e. Expand the reclaimed water “purple pipe” program to reduce the amount of potable water used for irrigation and industrial purposes.
 - f. Measure success by increasing water reuse usage from 10% of total wastewater to 15% over the next 10 years.
6. Promote supply-side conservation and minimize the impact, costs, and effect of drought conditions by carefully managing surface water and balancing available water resources in the Mesilla and Hueco Bolsons.

Measured by:

- a. Encourage supply-side entities to cooperate in conservation initiatives and promote supply-side conservation at every opportunity.
- b. Obtain additional data regarding supply and demand on both sides of the border.
- c. Develop a plan to ensure that effluent discharge quantities are addressed with EPCWID#1.
- d. Maintain an effective distribution system leak detection program and actively repair leaks once detected.

7. Develop a range of scenarios and strategies on energy issues to provide the optimum benefit to the Utility and its customers and to obtain a reliable power supply.

Measured by:

- a. Calculate energy efficiency of large energy using equipment. Rank by efficiency and prioritize use according to efficiency.
 - b. Use SCADA system to monitor energy efficiency.
 - c. Install more energy efficient lighting and energy saving controls.
 - d. Perform energy audits to identify energy saving opportunities, quantify potential savings and promote projects with short payback periods.
 - e. Promote specification of more energy efficient products in utility projects by revising utility standards. Enforce its adoption on new projects and project upgrades.
 - f. Implement the selected strategies in a timely and cost-effective manner.
 - g. Extend favorable energy contracts.
 - h. Implement the Derceto energy management system to maximize the efficiency of the water system operation.
 - i. Successfully implement the digester gas cogeneration project to reduce electric power demand.
8. Identify and obtain needed funding in order to expand the provision of reclaimed water to those areas where feasible to do so.

Measured by:

- a. Continue to expand the provision of reclaimed water to the El Paso Independent School District.
 - b. Design and start construction of reclaimed water facilities for the North Central, central El Paso and Fort Bliss areas by fall 2011.
 - c. Continue the leadership role on developing a consolidated maintenance program for turf management with an emphasis on municipal property, i.e.; golf courses, parks, and right of ways.
 - d. Maximize the cost effectiveness of the reclaimed water system by increasing demand by concentrating customer recruitment to those located on existing reclaimed water lines.
9. Provide service to out-of-city areas and participate in cost sharing of projects based on cost of service, grant funding, and water availability in accordance with "smart growth" principles.

Measured by:

- a. Provide service to the newly annexed areas as per the City's Master Plan, along with those areas outside the City where it is feasible and cost-effective to extend service.
- b. Provide service to areas located both in and outside the city limits and within the City's impact fee service areas.

10. Develop opportunities to maximize PSB-owned land assets.

Measured by:

- a. Continue to develop opportunities for maximizing lease revenues.
- b. Implement the Utility's master plan to allow for sale and development of land in northeast and northwest El Paso.
- c. Identify and budget required infrastructure to make land available for development in northeast and northwest El Paso.
- d. Conduct an inventory and develop a marketing strategy to sell excess PSB property, primarily within the developed area of the City that is no longer needed for water and wastewater infrastructure.

11. Acquire new water rights as a means to ensure the availability of water resources, especially during times of drought.

Measured by:

- a. Initiate new acquisitions as required in the future. Surface water rights are currently sufficient.

IV. ORGANIZATION/MANAGEMENT

- Recognize, plan and implement succession planning.
- Keep the focus on our core business practices.
- Optimize the use of limited resources.
- Monitor, measure, and evaluate performance constantly and update strategies as necessary.
- Evaluate staffing needs for meeting growing demands for service, operation, and maintenance of new facilities.
- Expand the leadership development plan into the trades to ensure EPWU has adequate trained staff to continue field and plant operations.

Goal:

1. Implement a leadership development program to sustain internal leadership and minimize the impact resulting from the departure of key leadership.

Measured by:

- a. Continue to build a leadership development plan for all the Utility's key areas.
 - b. Identify any licensing/professional registrations that may be required for the positions and enter the training and licensing requirements for in-house interim replacements under the goals sections of the performance evaluation reports.
 - c. Inform in-house interim replacements of the progress achieved during the rating period.
 - d. Continue review of job class specifications for managers and professionals to determine whether minimum qualifications need to be adjusted based on market availability.
2. Retain and attract talented employees by implementing a competency management system that facilitates extending the careers of managers and professionals beyond normal retirement.

Measured by:

- a. Use turnover ratios to determine effectiveness.
 - b. Provide salaries commensurate with the market value of the position and recruits.
 - c. Take a direct role in the recruitment process by setting Utility parameters for the selection process.
 - d. Continue to provide initiatives and benefits designed to attract and retain high level managers that report to the Utility's President and CEO and Vice-Presidents of the Utility.
3. Evaluate staffing needs for meeting growing demands for service, operation, and maintenance of new facilities.

Measured by:

- a. Ensure needed staff are budgeted and accounted for during the budget process.
- b. Evaluate the Utility's current organizational structure and modify as appropriate in an effort to meet current and future Utility needs.

- c. Prepare an audit of operations within the Utility to ensure best management practices are being adhered to and that the Utility is operating efficiently.
- d. Continue to provide salaries to key employees that are commensurate with the market value of recruits.
- e. Continue to reduce employee injuries and minimize lost time.
- f. Improve basic supervision/management training.
- g. Update new employee orientation on a regular basis.

V. FINANCIAL

- Fully price water as a precious resource and allocate expenses accordingly.
- Optimize supply and demand planning and modeling to support the Utility's Capital Improvement Program.

Goal:

1. Deliver the best-valued product by continuing to fully price water as a precious resource and allocate expenses in order to deliver the best-valued product.

Measured by:

- a. Size Capital Infrastructure bond issues for FY 2011-12 and incorporate into the Utility's Financial Plan.
- b. Continue annual update and use of the Utility's comprehensive water, wastewater, and reuse rate models based on AWWA's rate methodology.
- c. Maintain competitive water and wastewater rates as compared to other utilities that reside in an arid climate and also those that utilize both ground and surface water supplies.
- d. Develop models for every major project that analyzes socioeconomic, environmental, political, engineering, planning and financial data in order to provide the Public Service Board and management with the best available information to make informed decisions regarding proposed capital improvement projects and its financial impacts on the community on a project-by-project basis, annually.
- e. Develop financing scenarios, including the evaluation of restructuring debt, lowering the debt service coverage requirement, accessing low-interest loans and grants and other financing alternatives to mitigate rate impacts and ensure the Utility receives the best available costs.

- f. Maintain the Water & Wastewater Utility's bond rating of AA+ from Fitch and AA from Standard and Poor's and the Municipal Drainage Utility's rating of AA+ from Fitch.
- g. Maintain the Utility's commercial paper rating of A1+ from Standard and Poor's and P-1 from Moody's.
- h. Maintain debt service coverage at or above the 1.5 times bond covenant requirement for the Water & Wastewater Utility and 1.25 times for the Municipal Drainage Utility.
- i. Utilize the \$40 million Water & Wastewater commercial paper program to finance interim construction costs at a rate of 125 basis points below a fixed 20-year municipal revenue bond.
- j. Maintain a 45-day operating reserve fund balance and a 45-day capital reserve fund balance based on the current adopted annual operating and capital budget.
- k. Maintain a debt ratio (outstanding debt/total assets) of not more than 50%.

VI. SECURITY

- Keep abreast of security issues, identify vulnerabilities, and implement the measures necessary to protect the Utility's services, personnel, property, plant and equipment.
- Continue to update and coordinate the Utility's Emergency Management Plan, test, and evaluate the updated security strategies.
- Obtain the necessary funding to build the required and necessary security.

Goal:

1. Explore opportunities for federal funds as a means to implement and construct needed security measures.

Measured by:

- a. Improve security at the Jonathan Rogers Plant by increasing surveillance cameras using a Federal BZPP (Buffer Zone Protection Program) grant.
- b. Install a centralized monitoring station using federal UASI (Urban Area Security Initiative Program).

ACHIEVEMENTS FY 2010-11

The approved Strategic Plan is monitored on an ongoing basis to ensure compliance and implementation. The following are a few of the achievements resulting from the established goals and critical success factors for FY 2010-11.

WATER RESOURCE MANAGEMENT

- Updated State of Texas Region E Water Management Plan, resulting in delaying importation of water from Far West Texas to 2040.
- EPCWID#1
 - Renegotiated third party contract water pricing
 - Negotiating other water components of contract
- Well Development
 - Identified new well replacement sites for fiscal year 2011-12

WATER

- Continued to reduce groundwater pumpage, resulting in a stable aquifer.
- Treated full allocation of surface water.
- Continued to be TCEQ compliant with system-wide sanitary survey.
- Five year partnership for Safe Water award for Canal and Rogers Plants.
- Continued to treat near record annual amount of river water at the water treatment plants.
- Developed conceptual level plans regarding timing and options for increased surface water diversions planned in 5-10 years and importation schedule in 30 years.

WASTEWATER

- Successfully applied for and obtained new NPDES permits for all three plants.
- The Fred Hervey, Haskell Street and Roberto Bustamante Plants won the NACWA Gold Award.
- The Northwest Plant won the NACWA Platinum Award.
- Received excellence in management award from NACWA.

RECLAIMED WATER

- Sold 2 billion gallons (record number).

- North Central Reclaimed Project will provide service to central El Paso and Fort Bliss and will take advantage of federal funding.
- Ongoing promotion of reclaimed water for new construction.
- Promoted “Green Infrastructure” aspect of reclaimed water to recruit potential customers.

FINANCE

- Issued \$53 million in Municipal Drainage Utility Build America Bonds (BAB) to the NADBank for stormwater projects.
- Issued \$2.163 million in TWDB ARRA bonds in February 2010 for 3 stormwater projects.
- Issued \$22.115 million in Water & Sewer Revenue refunding bonds to refund prior debt and take out \$10 million of CP in February 2010.
- Issued \$42.58 million in Advanced Refunding Bonds, resulting in savings of \$3.1 million.
- Received unqualified opinion from auditors in FY 2009-10.
- Received GFOA Distinguished Budget Presentation Award.
- Received GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Maintained the Water and Sewer Utility’s bond rating of AA+ from Fitch and AA from Standard and Poor’s.

LAND SALES, EASEMENTS, WATER RIGHTS, AND ACQUISITIONS

- Sold three parcels totaling 58.304 acres at a total sale price of \$4 million.
- Transferred to City of El Paso – (No revenue to PSB) – 1,042 acres.
- Acquired 47 easements.
- Granted 10 easements.
- Managed 9,067 surface water rights contracts.
- Acquired 15 parcels for stormwater management totaling 219.85 acres which includes the Palisades property.

ENERGY

- Completed successful negotiations with El Paso Electric, mitigating a significant rate increase.
- Implemented energy policy.

- Benchmarked against energy policy.
- Obtained \$4.2 million SECO grant for co-generation project.
- Developed information on all aspects of cost savings (large cost centers).
- Completed preliminary and secondary report to implement solar energy at desalination plant.
- Retrofitted Hawkins building resulting in \$30,000 in annual power savings.
- Purchased four hybrid vehicles.

REGULATORY

- Successfully passed the National Energy Lab Accreditation Program (NELAP) audit.
- Developed a monitoring plan to comply with new ground water rule.
- Successful TCEQ inspections of water and wastewater system.
- Fats Oils and Grease (FOG) Facility Operational – (Liquid Environmental).
- Completed TCEQ Emergency Action Plan for dams.

GOVERNMENT/POLICY

- Approved City/PSB land management MOU.
- Because of aggressive planning, postponed rate increase despite increased operational costs.
- Completed improvements to Western Village subdivision, providing significant improvement in service and allowing consideration of takeover by EPWU.
- Obtained needed funding from USDA for Mayfair, NuWay, and Schuman Estates totaling \$3.9 million.
- Completed construction of Vinton water line.
- Prepared and approved County Stormwater Plan.
- Developed legislative agendas (state/federal).
- Obtained \$81,000/grant to design water facilities within Turf Estates.

COMMUNICATIONS

- Created an Illegal Dumping Public Information campaign that resulted in:
 - the amount of tires dumped into the stormwater system decreased by 55%
 - the amount of debris dumped into the stormwater system decreased by 19%

- doubling the amount of calls coming into the ID FLOWS hotline.
- Received Texas American Water Works Association (TAWWA) Watermark Communications Award for Stormwater Educational Outreach campaign “Signs of Progress.”
- Received TAWWA Watermark Communications Award for Stormwater Educational video.
- Increased media coverage with regard to the Utility’s accomplishments.

CONSERVATION

- Conducted 372 educational presentations, workshops, audits, and city wide events reaching more than 22,367 people.
- Successfully hosted and organized 2 national conferences and 3 regional conferences at TechH₂O Center.
- Managed washing machine rebate program in coordination with City of El Paso and Department of Energy. Expected to replace approximately 2,500 by the end of FY 2011.

COMMUNITY INVOLVEMENT

- Coordinated employee fundraising campaign for Project Vida resulting in over \$21,000 in donations.
- Participated in several community events including 2010 Environmental Summit and United Way fundraisers and collections.
- Employees (Speaker’s Bureau) spoke at national, regional, and local conferences from a leadership position on numerous water utility management initiatives.
- Employees participated in Career Days and Science Fairs at numerous El Paso schools.

INFORMATION TECHNOLOGY

- Implemented Workforce Online Leave Request.
- Completed telephone upgrade system.
- Completed Orthophotography citywide flyover.
- Implemented Impact Fee Payment and Receipt Application.
- Completed Microsoft Exchange Email hardware/software upgrade.
- Completed implementation of EPWU WaterNet Intranet website.

- Implemented credit card bill payment and Web-Connect customer self-service applications.
- Implemented Cross Connection module to manage backflow prevention device installations.
- Implemented Hansen 7 Stormwater work order management module.

HUMAN RESOURCES

- Revamped existing Utility training program to focus on improved management performance and deficiencies in “first line” supervisory skills.
- Reviewed and updated out of date Administrative Human Resource Policies.
- Updated New Employee Orientation.
- Increased number of employees that earned degrees, certifications, etc.
- Reduced vehicle accident costs by 35%.
- Worked with information technology to upgrade human resource software system.
- Worked with City to update and streamline Civil Service Rules and Regulations.
- Recognized employee accomplishments at Annual Awards Breakfast.

RESEARCH PROJECTS COMPLETED

- Membrane Treatment of Irrigation Return Flows for High-Quality, Potable Water (Funds from WRF/USBR/EPWU). Project cost = \$286K
- Vibratory-Shear Processing and Batch-Feed Seawater Reverse Osmosis (SWRO) for Concentrate Volume Reduction (Funds from TWDB/EPWU). Project cost = \$295K.

RESEARCH PROJECTS ONGOING

- Demonstration-Scale Membrane Treatment of Return Flows (Funds from UTEP/EPWU). Total project cost = \$177K.
- Continuous Flow SWRO for concentrate volume reduction (Funds from TWDB/WRUF/EPWU). Total project cost = \$210K.
- Participation in numerous membrane, water treatment, and economics research studies with UTEP, NMSU, Stratus & Watson Consultants, others (Funds from USBR/WRUF/USGS/EPWU/others). Total project cost = \$1.5M.

