



# Facilities/Program Committee

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T H U R S D A Y , J A N U A R Y 2 3 , 2 0 2 5





# Call Open Meeting To Order

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# Public Comments

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# Items For Presentation and Discussion

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1. Presentation and Update on 2020 - 2024 Resaca Program Performance - Mark V. Dombroski
2. Presentation and Update on 2025 - 2029 Strategy Plan Progress - Mark V. Dombroski



# Resaca Program Performance

2020 – 2024

● ● ● F A C I L I T I E S / P R O G R A M C O M M I T T E E

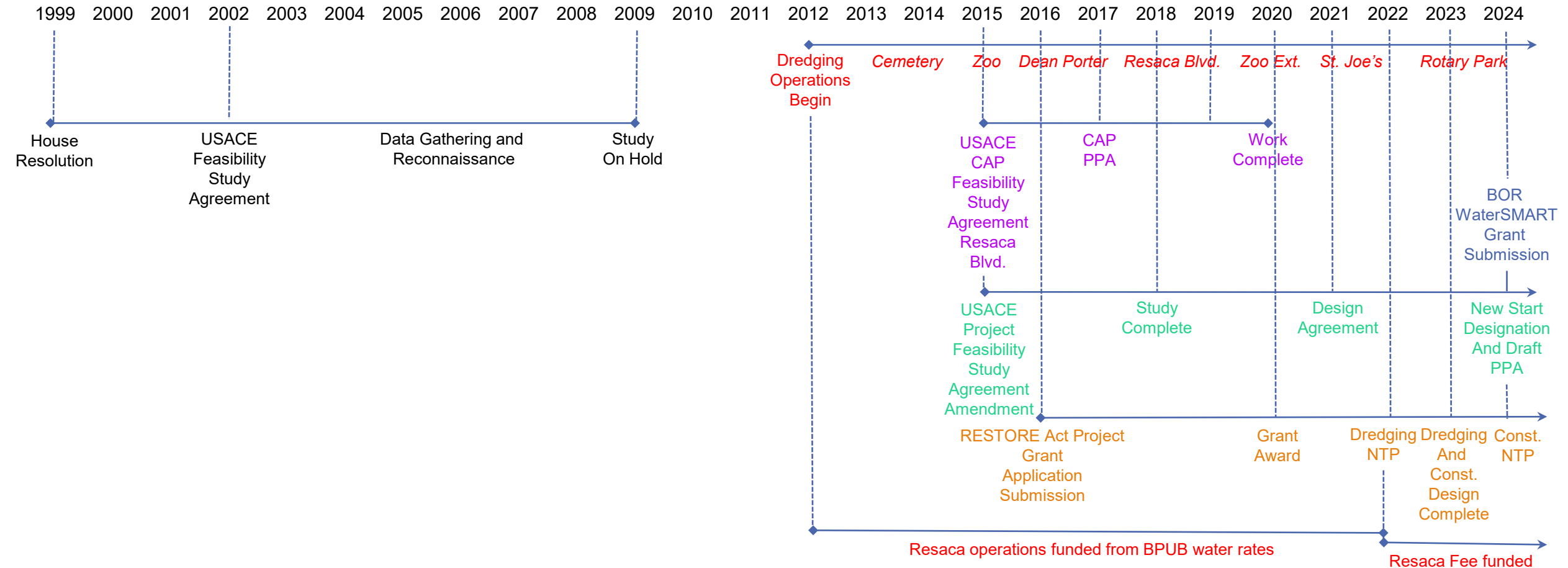
Mark Dombroski  
Chief Operating Officer  
Operations

# Overview of BPUB Resaca Functions

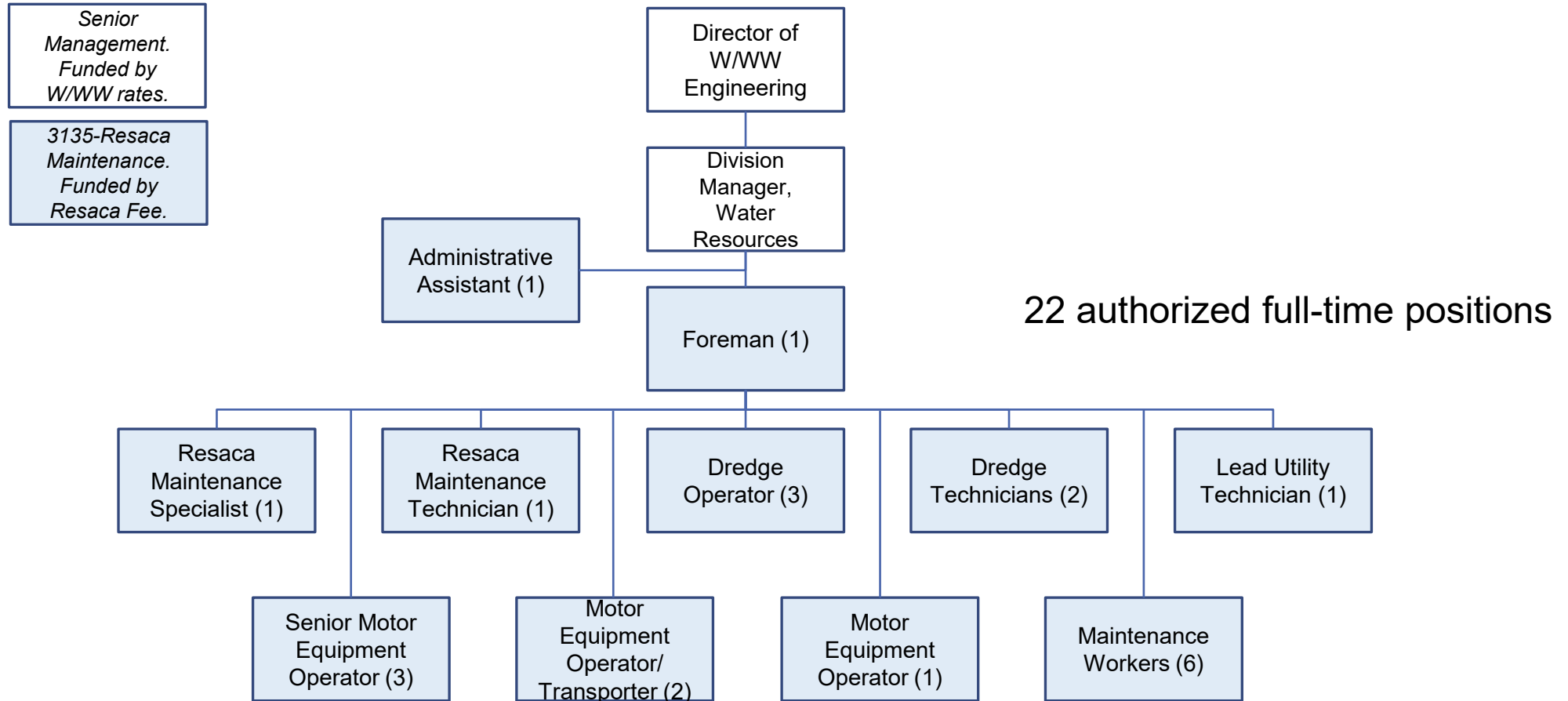
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1. Divert and store water from the Rio Grande through Resaca de la Guerra and into Water Treatment Plant 2 using weirs and pumps.
2. Conduct dredging operations in Resaca de la Guerra to increase raw water storage capacity.
3. Conduct dredging operations in Resaca de la Guerra, Town Resaca, and Resaca Del Rancho Viejo to improve water circulation, control flood conditions, enhance water quality, and support ecological improvements.
4. Manage grant opportunities from State and Federal sources to support the Resaca Restoration Program.

# Overview of BPUB Resaca Functions



# Overview of Organizations: Resaca Maintenance





# Overview of Organizations: Major Equipment



2–Dredgers (Units 911, 933)



Shaker, Desander, Mix Tank



Aqua Screens



Mini-Dredger (Unit 953)



Polymer Unit



14 – Dewatering Boxes



# Overview of Organizations: Major Equipment



Excavator (Unit 902)



Skid-steer (Unit 883)



6 –Dump Trucks



Dozer (Unit 900)



2 – Front Loaders (Units 901, 942)



2 – Booster Pumps (Units 856, 914)



# Overview of Organizations: Key Challenges



Equipment age/corrosion



Dredge auger repair



Coarse Debris



Dredge auger trash



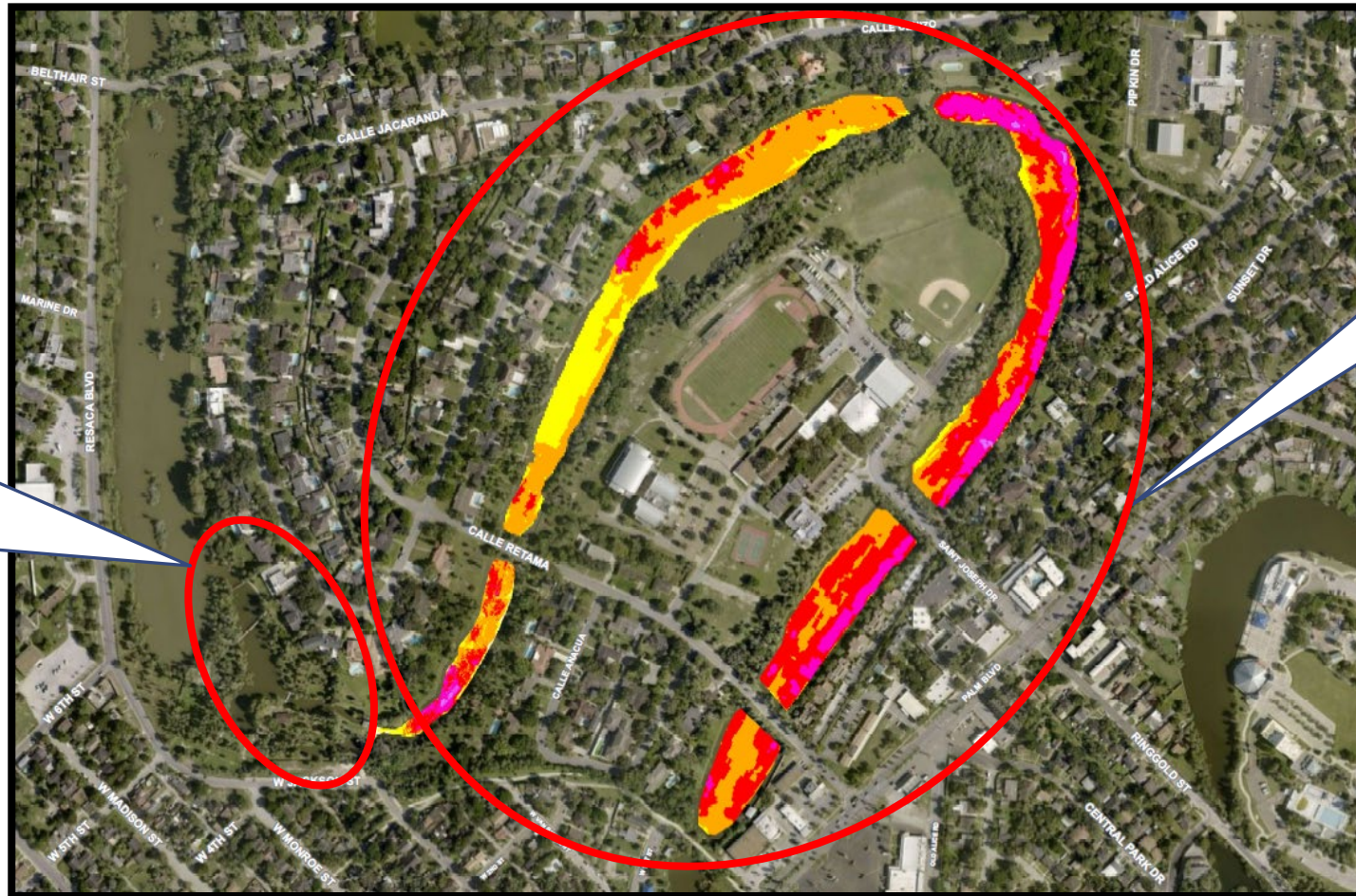
Dredge relocation



Dredging confined segments



# Town Resaca Project Dredge Map



Putegnat  
Resaca  
took 13  
months to  
dredge

St. Joseph's  
Resaca took  
19 months to  
dredge

# Five-Year History of Resaca Program Performance

	FY 2020	FY 2021	FY 2022 <sup>(3)</sup>	FY 2023	FY 2024
Planned Material Dredged (cu-yd)	8,000	52,056	66,667	66,666	73,684
Actual Material Dredged (cu-yd) <sup>(1)</sup>	4,875	6,021	17,814	35,076	8,675
Variance	60.9%	11.6%	26.7%	52.6%	11.8%
Planned Total O&M Expenses <sup>(2)</sup>	\$865,936	\$2,118,364	\$1,960,135	\$3,051,145	\$4,358,646
Actual Total O&M Expenses <sup>(2)</sup>	\$937,119	\$840,277	\$1,037,072	\$1,822,588	\$1,516,276
Variance	108.2%	39.7%	52.6%	59.7%	34.8%
Planned Drainage Capacity Gained (acre-ft)	5	32	41	41	46
Actual Drainage Capacity Gained (acre-ft)	3	4	11	22	5
Variance	60.0%	12.5%	26.8%	53.7%	10.9%
Planned O&M Costs Per Cubic Yard Dredged	\$108.24	\$40.69	\$29.40	\$45.77	\$59.15
Actual O&M Costs Per Cubic Yard Dredged	\$192.23	\$139.56	\$58.22	\$51.96	\$197.48
Variance	177.6%	342.9%	198.0%	113.5%	295.5%

(1) Estimated based on measurements at dewatering site

(2) O&M expenses are reported before Restore ACT reimbursements.

(3) Initial RESTORE Act construction Notice to Proceed was anticipated in 2022 but was delayed to November 2024

# Five-Year History of Resaca Program Performance

	FY 2020	FY 2021	FY 2022 <sup>(2)</sup>	FY 2023	FY 2024	Totals
Material Dredged (cu-yd)	4,875	6,021	17,814	35,076	8,675	72,461
Total O&M Expenses <sup>(1)</sup>	\$937,119	\$840,277	\$1,037,072	\$1,822,588	\$1,516,276	\$6,153,333
Drainage Capacity Gained (acre-ft)	3	4	11	22	5	45
O&M Costs Per Cubic Yard Dredged	\$192.23	\$139.56	\$58.22	\$51.96	\$174.79	\$84.92
<i>(1) Estimated based on measurements at dewatering site</i>						
<i>(2) O&amp;M expenses are reported before Restore ACT reimbursements.</i>						
<i>(3) Initial RESTORE Act construction Notice to Proceed was anticipated in 2022 but was delayed to November 2024</i>						



Approximately 5,175 dump truck loads of material were dredged from Town Resaca

# Causes for Variations in Five-Year Performance

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- Initial assumption that RESTORE Act construction projects would begin in FY 2022 but then was delayed each year until the notice to proceed was issued by the Department of Treasury / Texas Commission on Environmental Quality in November 2024
- Delays in planned dredging during the COVID Pandemic
- Large dredger was used at St. Joseph Resaca and completed in November 2023
- Rotary Park dredging began in 2024 and required the mini-dredger, which has 20% of the capacity of the large dredger
  - Mini-dredger requires tethering and guiding cables, which need to be relocated after each track is complete
  - Rotary Park contained significant amounts of coarse debris such as re-bar, railroad track spikes/ballast, and tires, which resulted in equipment downtime and repairs

# Resaca Program Performance

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2020 - 2024





# 2025 – 2029 Strategic Plan

## DEVELOPMENT AND PERFORMANCE MANAGEMENT

● ● ● F A C I L I T I E S / P R O G R A M C O M M I T T E E

Mark Dombroski  
Chief Operating Officer  
Operations

# Purpose of Strategic Planning

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**Guiding Direction:** It outlines BPUB's long-term vision and goals, ensuring alignment with customer needs and priorities.

**Resource Allocation:** By identifying priorities, it helps allocate resources (such as funding, personnel, and infrastructure) effectively.

**Performance Enhancement:** Strategic planning enhances decision-making, responsiveness, and overall utility performance.

**Stakeholder Engagement:** It involves stakeholders (staff, board members, and customers) to create a shared vision and foster collaboration.

# Current State of Strategic Planning

- 2019-2024 Strategic Plan Update
  - HR managed effort
  - Raftelis Consulting was conducting an update
  - Final update was canceled
- Strategic Planning function transferred to Operations in June 2024
- Initial focus is on the development of a Performance Management Framework and data automation
- RFP for a well-qualified strategic consultant released in early February 2025
- Expected kick-off in March or April and anticipate a seven-month planning process

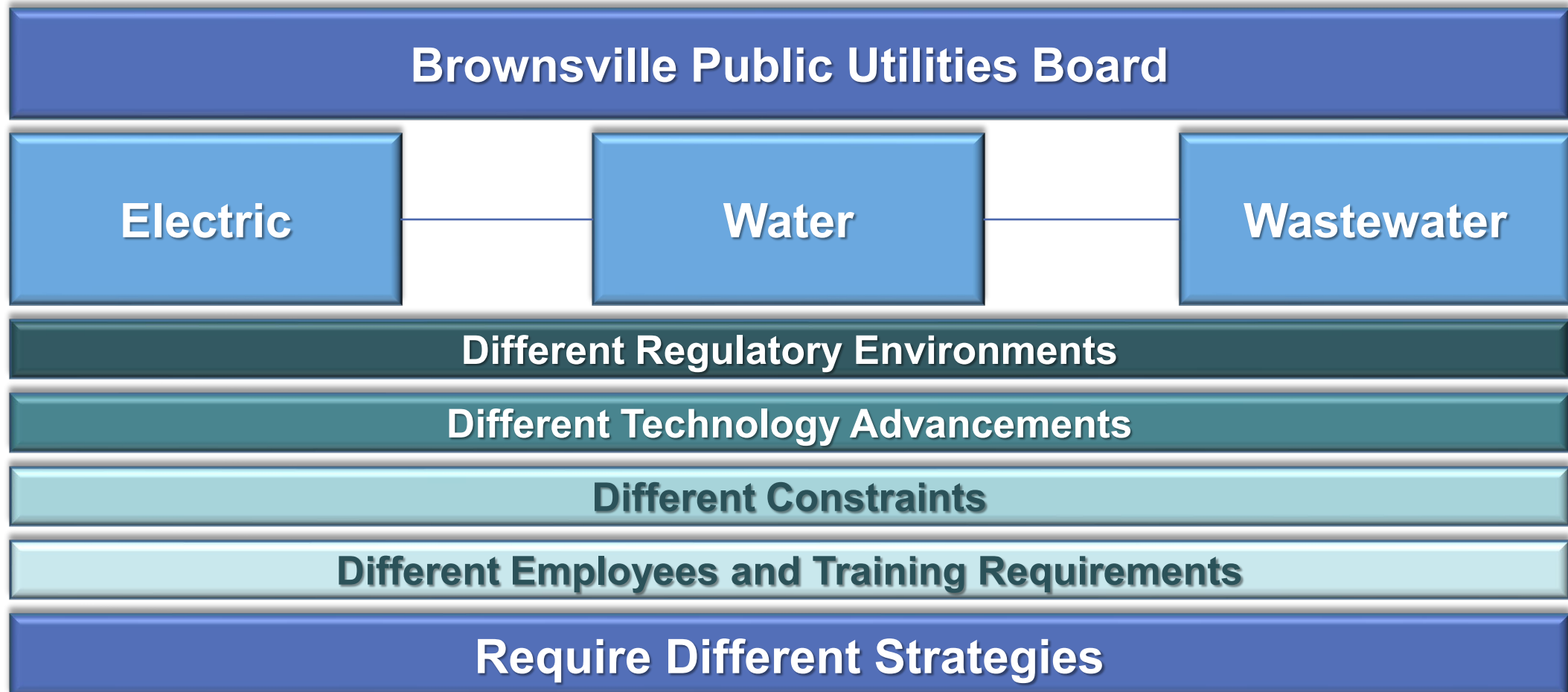


# Strategic Plan Statement of Work

- Project Management
- Stakeholder Engagement
- Strengths, Weaknesses, Opportunities, and Threats Analysis
- Strategic Framework Development
- Vision, Mission, and Core Values Development
- Key Strategic Outcomes Selection and Prioritization
- Key Performance Indicators Development and Target Identification
- Alignment of Programs, Projects, and Initiatives
- Implementation Plan and Financial Impacts
- Strategic Plan Delivery and Presentation



# Three Businesses – One Utility



# Potential Strategic Outcomes

*Strategic outcomes have well-developed goals and broad objectives that organizations set to achieve their long-term vision and mission. They provide a sense of purpose and direction and guide an organization's resources and efforts over time, often several years. Strategic outcomes have metrics that can be quantifiable or qualitatively measured.*

Safety: Prioritize safety for employees and the community.

Financial Health: Improve financial stability and sustainability.

Customer Satisfaction: Enhance customer service and engagement.

Efficiency: Optimize the use of resources and minimize waste in delivering services.

Employee Satisfaction: Create a positive and productive work environment.

Resiliency & Reliability: Maintain and enhance service reliability while strengthening infrastructure and operational capabilities.

Environmental Stewardship: Promote sustainable practices and reduce environmental impact.

Regulatory Compliance: Adhere to all regulatory requirements.

Affordability: Provide our services at a price that is accessible to all customers.

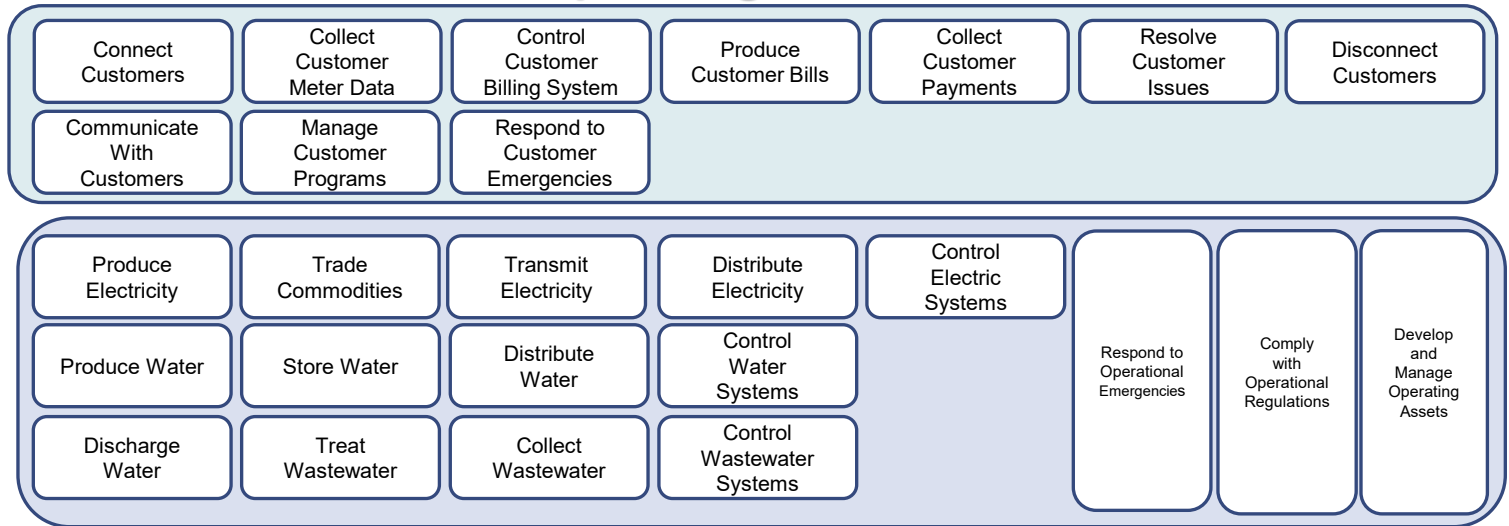
# Performance Metrics

Performance metrics provide a way to measure the effectiveness of different utility functions. BPUB can use performance metrics to identify areas where it is performing well and where it needs improvement.

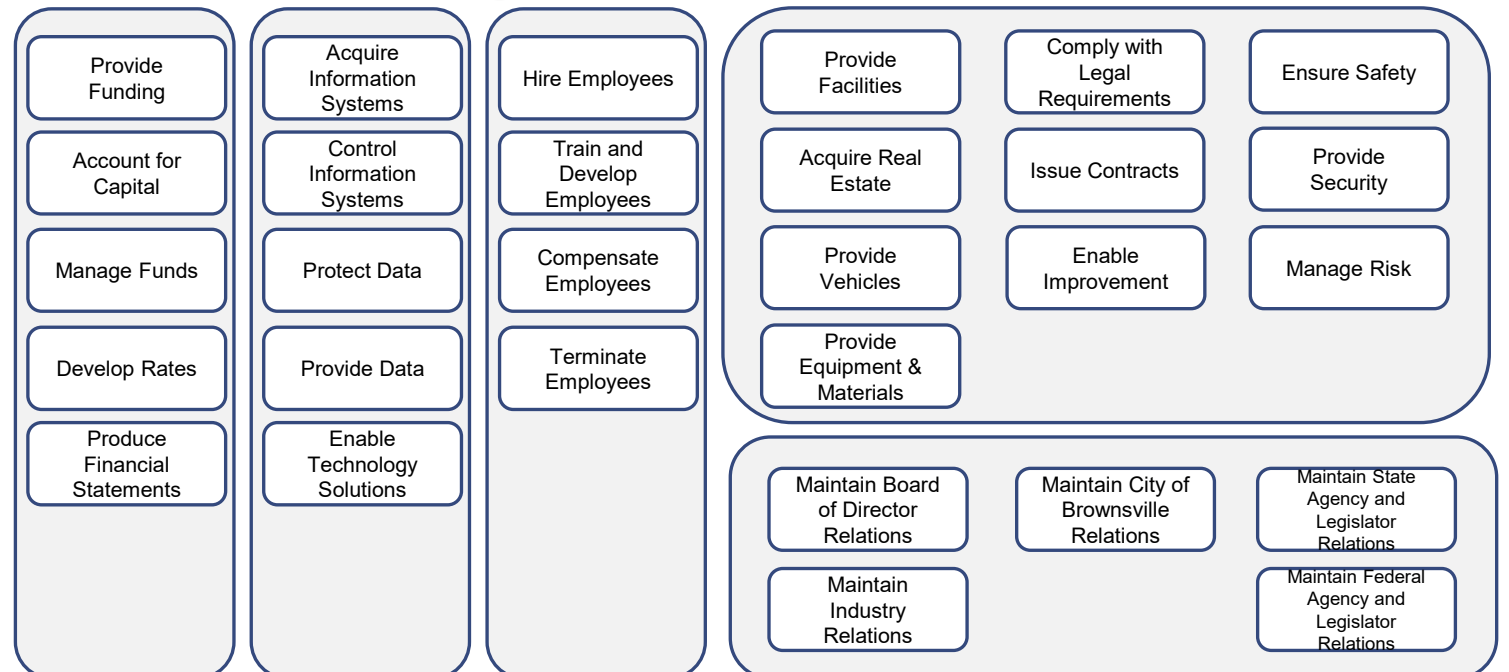
Managing performance often means working to improve performance using leading indicators, precursors of future success, that will later drive desired impacts indicated with lagging measures.

- Input-based measures
- Output-based measures
- Outcome-based measures
- Process-based measures

## Operating Functions

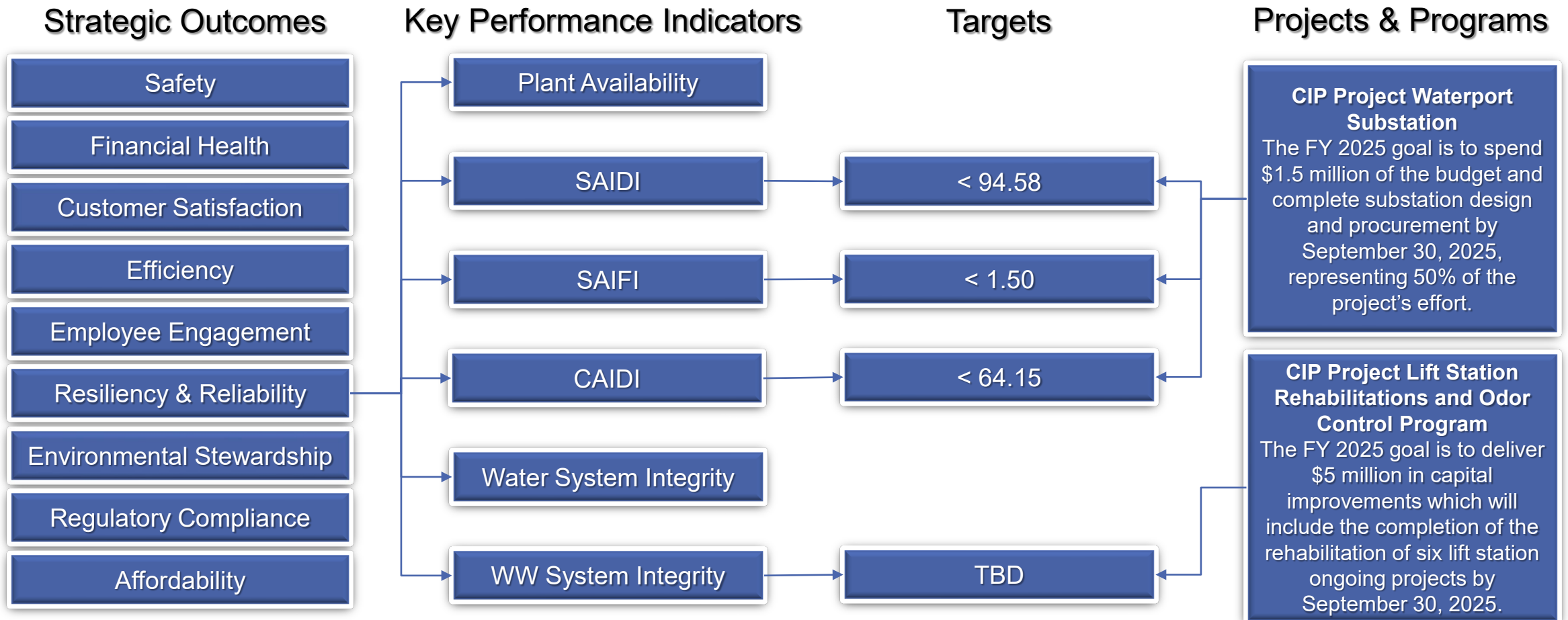


## Management and Support Functions





# Performance Management





# Performance Management

## Key Performance Indicators

## Measurement Formula

## Benchmarking Targets

Plant Availability

Electric: Silas Ray - Average of the three units' generator monthly availability; Generator Monthly Availability =  $\frac{\text{Hours Online} + \text{Total Standby Hours}}{\text{Period Hours (744 hrs. for Month)}} \times 100 \%$

- Electric Power Research Institute
- BPUB Historical Trends

SAIDI

System Average Interruption Duration Index is calculated by dividing the sum of all customer minutes of interruption within the specified time frame by the average number of customers served during that period.

- American Public Power Association
- BPUB Historical Trends

WW System Integrity

Collection System Integrity: Failures / 100 miles of pipe Failures = All SR with problem codes associated to broken sewer line

- American Water Works Association
- BPUB Historical Trends

# 2025 – 2029 Strategic Plan

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- RFP for strategic planning consultant will be released in next few weeks
- Expect the planning process to take about seven months, exact timeline will be developed with the assistance of the consultant
- Will utilize the SWOT Analysis approach for the three business segments
- BPUB is developing the performance management framework and data automation to compliment the strategic planning and implementation

# 2025 – 2029 Strategic Plan

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DEVELOPMENT AND PERFORMANCE MANAGEMENT



# Adjournment

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