

UPPER GUADALUPE RIVER AUTHORITY STRATEGIC GOALS

(Amended in April 2015)

Goal 1: Raise public awareness of the UGRA mission, the importance of the Upper Guadalupe River and the need for conservation.

Goal 2: Promote and provide dependable water supplies for Kerr County.

Goal 3: Retain and develop quality staff.

Goal 4: Build scientific knowledge base for springflow, river flow and water quality.

Goal 5: Continue to provide environmental laboratory service to internal and external customers.

Goal 6: Conserve and reclaim surface water quality in Kerr County.

Goal 7: Continue efficient management of UGRA.

April 1, 2021 – March 30, 2022 Status Update

Goal 1: Raise public awareness of the UGRA mission, the importance of the Upper Guadalupe River, and the need for conservation

Action Step	Necessary Tasks	Task Status
1.1 Continue “Let’s Keep Our River Clean” Campaign	1.1.1 Promote concept through radio PSAs, newspaper, promotional items, talks	<p>1.1.1 The slogan is currently included in all UGRA press releases, the monthly <i>Currents</i> article, the UGRA website, all UGRA brochures, and radio and TV ads.</p> <p>The slogan is printed on bumper stickers, water bottles, rain gauges, mini notebooks, first aid kits, reusable shopping bags, dry bags, and pet waste bags used as promotional giveaways at special events.</p>

Action Step	Necessary Tasks	Task Status
		<p>The slogan promoting the concept was printed on 490 River Clean Up t-shirts in 2021.</p> <p>The concept was promoted in regularly airing public service announcements on FM 92.3, FM 96.5, 99.1 FM, 103.7 FM, FM 104.9, FM 106.1, 94.3 FM, and Texas Public Radio.</p>
<p>1.2 Encourage the restoration and preservation of the Guadalupe River watershed through proper land management practices</p>	<p>1.2.1 Provide literature to public</p> <p>1.2.2 Seminars and workshops</p> <p>1.2.3 Presentations to the public</p>	<p>1.2.1 UGRA staff has developed and produced brochures which are provided to the public.</p> <p>UGRA staff also makes available to the public over 15 pieces of literature produced by other agencies. Info is placed in the GBNRC lobby and distributed at events as appropriate.</p> <p>UGRA’s webpage is routinely updated to facilitate ease of use, encourage visitation, and enhance information dissemination. Routine updates include press releases, <i>Currents</i> articles, and all PWPG documents.</p> <p>1.2.2 UGRA partnered with Kerrville Board of Realtors and Kerr County Environmental Health Department to offer a continuing education course to local realtors on the topic of Kerr County Water and Wastewater Resources</p> <p>1.2.3 See 1.3.1 for more information on presentations to the public.</p>
<p>1.3 Facilitate the understanding of water issues, including water conservation,</p>	<p>1.3.1 Disseminate information to public via media and personal presentations at least once per month.</p>	<p>1.3.1 For this reporting period, staff made 26 different in person and virtual presentations reaching 1,600 people ranging in age from school-age children to adults.</p>

Action Step	Necessary Tasks	Task Status
<p>water quality, and programs relevant to Kerr County</p>		<p>UGRA held an information booth at 3 events and spoke with 370 people.</p> <p>During this reporting period, 6 press releases were distributed to the local newspapers.</p> <p>Radio ads are featured on the Ranch 92.3, The Fox 96.5, the Patriot 104.3 FM, the River 106.1, the Rev 94.3 FM, Mike FM 99.1, 103.7 The Buck, and 104.9 Encore stations. Daily water conservation tips are featured on Texas Public Radio.</p> <p>A weekly ad, “UGRA Weekly News,” is printed in the Kerrville Daily Times, Hill Country Community Journal, and West Kerr Current.</p> <p>Monthly display ads appeared in the Hill Country Culture magazine starting in October 2021.</p> <p>UGRA also regularly avails staff to assist on articles with a focus on water issues produced by newspaper staff. During this reporting period, UGRA was mentioned or featured in seven articles apart from UGRA sponsored articles.</p> <p>Summer Swimability Study is conducted from Memorial Day to Labor Day with 21 sites tested weekly for bacteria. Results are posted on the UGRA website and provided via telephone to interested members of the public. During this reporting period, staff enhanced an interactive map displaying the location of the swimability sites, low water crossings, local streams, and watersheds. To date, the map has been viewed over 15,000 times.</p>

Action Step	Necessary Tasks	Task Status
	<p data-bbox="659 727 1003 797">1.3.2 Continue Volunteer Summer Study</p> <p data-bbox="659 873 1016 943">1.3.3 Continue Shadowing Program</p> <p data-bbox="659 1019 1083 1057">1.3.4 Continue Intern Program</p> <p data-bbox="659 1203 1045 1312">1.3.5 Participate in relevant activities organized by other agencies and organizations</p>	<p data-bbox="1108 253 1940 578">The UGRA EduScape continues to be utilized for self-guided and group tours. During the reporting period, UGRA staff led one in person tour. Under contract with UGRA, Riverside Nature Center led six in person tours and one virtual tour- of the EduScape for a total of 71 people. Four of the tours were preceded by a lecture on a topic relevant to the EduScape (i.e., rainwater harvesting and native grasses). The Hill Country Master Naturalists continue to maintain the pollinator garden portion of the EduScape.</p> <p data-bbox="1108 618 1850 688">During this reporting period, the interpretive signs for the EduScape self-guided tours were upgraded.</p> <p data-bbox="1108 727 1843 834">1.3.2 UGRA’s Volunteer Summer Study program had 34 participants in 2021 and they collected 452 samples at 44 locations. The program is scheduled in June 2022.</p> <p data-bbox="1108 873 1934 980">1.3.3 During this reporting period, UGRA did not host any students during the annual Schreiner University job shadow day program.</p> <p data-bbox="1108 1019 1927 1159">1.3.4 One Schreiner University intern completed 90 internship hours by assisting the UGRA Environmental Lab with routine tasks. The intern also conducted a study to identify areas of the laboratory that present risks for sample contamination.</p> <p data-bbox="1108 1203 1940 1414">1.3.5 UGRA participated in various public school and community activities including B.T. Wilson Outdoor Education Camp, Tom Daniels’ Science Expo, Ingram Elementary Science Alive, UGRA 2nd Grade Science Day at Riverside Nature Center, City of Kerrville River Festival, Glory Garden Fall Festival, and Riverside Nature Center Nature Nights.</p>

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		<p>UGRA works with other local and state agencies in reporting and investigating complaints (also noted in 6.2.1.).</p> <p>UGRA’s Annual River Clean Up involves the participation of and coordination with the City of Kerrville, Kerr County, Keep Texas Beautiful, Boy Scouts of America, Texas Parks and Wildlife Department, Riverside Nature Center, and various other local participants.</p> <p>UGRA’s 2021 Annual River Clean Up was held in a modified format from July – October resulting in 7,781 pounds of trash removed from the river and garnering participation from 489 volunteers. The 2022 clean up –is scheduled for 7/23/22 with the option to also conduct an on your own cleanup during September and October 2022.</p> <p>UGRA currently serves as the political entity that administers contracts for the Plateau Water Planning Group. UGRA staff time is used in administering the contracts and funding and maintaining the PWPG website in lieu of cash to support the administration of the PWPG</p> <p>UGRA’s General Manager serves on the Plateau Water Planning Group Board, GM serves on the Guadalupe Basin Regional Flood Planning Group.</p> <p>GM served as President of Kerrville Morning Rotary.</p> <p>GM is a Hill Country CASA volunteer.</p> <p>GM served on City of Kerrville Code Review Committee.</p>

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		<p>GM served on the Interregional Planning Council for the Texas Water Development Board</p> <p>Nat. Res. Mgr. is a member of the Kerr County Women's Chamber.</p> <p>Nat. Res. Mgr. serves on the board of Riverside Nature Center.</p> <p>Nat. Res. Mgr. serves on the City of Kerrville Code Review Committee.</p> <p>Nat. Res. Mgr. serves as an alternate to the GM on the Guadalupe Basin Regional Flood Planning Group.</p> <p>Nat. Res. Mgr. served on the Kerr Area Partnership for Preservation group that was formed by the Kerrville Mayor.</p> <p>Lab Mgr. serves as a horse trainer at Texas Lions Camp, Kerrville.</p> <p>Staff provides supplies to community groups conducting roadside clean ups as requested. During this reporting period six additional groups requested clean up supplies and conducted a total of 14 clean ups with 98 participants.</p> <p>UGRA staff participated as a stakeholder in the process to develop a Conservation Plan for Freshwater Mussels in the Guadalupe River. The plan is being developed by Texas Parks and Wildlife Department with participation from US Fish and Wildlife Service, US Geological Survey, UGRA, and GBRA. TPWD has not reported any project updates since September</p>

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	<p data-bbox="657 837 1073 979">1.3.6 Publish UGRA Year in Review newsletter annually to include UGRA activities and human-interest sections</p> <p data-bbox="657 1057 1031 1166">1.3.7 Produce monthly “Currents” article to be printed in area newspapers</p>	<p data-bbox="1110 253 1940 321">2019 but does plan to resume the process to develop a draft plan in 2022.</p> <p data-bbox="1110 363 1940 505">UGRA staff contributed comments to the City of Kerrville Parks and Recreation Department Master Plan to encourage stewardship practices like riparian area management and stormwater detention.</p> <p data-bbox="1110 547 1940 688">In FY22, the UGRA Board formed an Ad Hoc Committee to work with other local entities to address strategies related to the proposed rule to list two Kerr County freshwater mussel species as endangered.</p> <p data-bbox="1110 730 1892 799">The UGRA Board President serves on the Kerr County Lead Aggregate Production Operations Advisory Council.</p> <p data-bbox="1110 841 1927 1019">1.3.6 UGRA developed and published a 6-page Year in Review publication in February 2022. Approximately 11,500 copies were distributed via inserts in the local newspapers. Additional copies (approximately 1,500) are distributed at special events and through the Kerr County Greeters.</p> <p data-bbox="1110 1062 1940 1203">1.3.7 UGRA produces a column titled <i>Currents</i> published routinely in the <i>Hill Country Community Journal</i>, the <i>Kerrville Daily Times</i>, and in the <i>West Kerr Current</i>. The articles focus on relevant water quality and stewardship topics.</p>
<p data-bbox="201 1243 527 1352">1.4 Evaluate and refine outreach and education approach at end of year</p>	<p data-bbox="657 1243 1073 1385">1.4.1 Measure effectiveness of action steps by number of persons reached and feedback from participants.</p>	<p data-bbox="1110 1243 1927 1312">1.4.1 UGRA staff record the number of participants reached by all UGRA presentations (also noted in 1.3.1).</p> <p data-bbox="1110 1354 1919 1422">UGRA utilized responses by River Clean Up participants to an online survey to modify the format of the cleanup.</p>

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		<p>UGRA also utilized an online survey to modify the Volunteer Summer Study.</p> <p>UGRA initiated a survey for participants of EduScape tours to provide feedback on their impression of the tour and their likelihood to implement the practices demonstrated.</p>

Goal 2: Promote and provide dependable water supplies for Kerr County

Action Step	Necessary Tasks	Task Status
<p>2.1 Firm up or increase yield of Permit 5394D</p>	<p>2.1.1 Participate, as needed, in state administrative processes to preserve or enhance UGRA Permit 5394D</p>	<p>2.1.1 In September 2015, Arcadis, Inc. completed the study titled, “2015 Water Availability Analysis for UGRA and Kerr County.” It was presented to the Board at the September 2015 Board meeting. The study analyzed UGRA’s permit at three eastern Kerr locations and modeled the County’s MOU at the same three locations.</p> <p>In October 2015, UGRA and Kerr County held a joint meeting to review and discuss the “2015 Water Availability Analysis for UGRA and Kerr County.”</p> <p>In January 2016, the UGRA Board and Kerr County approved an Interlocal Agreement in which both parties agreed to share the loan payment of \$250,000 if successfully funded by the TWDB via SWIFT funding.</p> <p>Several meetings were held in-person and via teleconference with Martin Marietta personnel to discuss an access agreement allowing for the analysis of the Bedrock quarry for water storage. The agreement is on hold until the legal issues between the City of Kerrville and Martin Marietta over the annexation issue of the new quarry are resolved.</p> <p>In February 2016, UGRA submitted an abridged application for TWDB funding in the amount of a \$250,000 loan request.</p> <p>On April 7, 2016, UGRA staff and Vice-President Waller participated in a teleconference with the TWDB SWIFT financial and engineering team along with UGRA legal counsel, Tony Corbett, and Arcadis engineer, Fred Blumberg.</p>

Action Step	Necessary Tasks	Task Status
		<p>On April 11, 2016, based on the abridged SWIFT application, UGRA was invited to submit an application for funding. The deadline for submission was May 11, 2016. Based on the financial information from the teleconference with TWDB SWIFT staff, input from UGRA legal counsel, and the delay in acquiring an access agreement with Martin Marietta, UGRA staff did not submit the application for funding for this round of SWIFT funding.</p> <p>In July 2016, staff met with Kerrville Chamber of Commerce President, Terry Cook regarding water supply in Eastern Kerr County.</p> <p>In August 2016, staff and Vice-President Waller participated in a teleconference with the engineering firm in Denver Colorado, Deere Ault, who specialize in quarry conversion to water supply.</p> <p>In October 2016, staff and Vice-President Waller met with representatives from Martin Marietta (MM) to discuss next steps in analyzing the Bedrock Quarry. Note there were two follow-up discussions including City of Kerrville representatives. MM determined to use the Bedrock Quarry for waste stream disposal (fines) so it will not be available for water supply. MM did offer to sculpt the new pit for water supply if the city was interested in doing so. No further discussion on this issue.</p> <p>In January 2017, staff discussed regional water planning and the need for comprehensive planning with KEDC Executive Director, Brian O’Conner, Kerrville CVB Executive Director, Charlie McIlvain, and Bruce Strachke.</p>

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		<p>In March 2017, Commissioner Letz and staff met with GBRA GM, Kevin Patteson to discuss water needs for eastern Kerr and western Kendall counties. Mr. Patteson indicated that GBRA would be open to discussion on a regional water supply project.</p> <p>In April 2017, UGRA staff and board directors participated in a groundwater roundtable discussion relating to the findings of the Ellenberger Research Group.</p> <p>In April 2017, staff and Vice-President Waller met with Curtis Wheatcraft to discuss plans for his quarry in Center Point. Mr. Wheatcraft expressed interest in further discussion.</p> <p>In December 2017, the Water Source Development Committee and Kerr County Commissioner Jonathan Letz met with Curtis Wheatcraft. Mr. Wheatcraft provided a tour of his Center Point quarry and adjoining property he does not intend to mine. He expressed interest in working with UGRA and Kerr County to investigate the potential of the property for an off-channel reservoir.</p> <p>In January 2017, an access agreement was provided to Mr. Wheatcraft which would allow UGRA to investigate further the potential of the quarry for water supply. Mr. Wheatcraft delayed executing the agreement due to his involvement in procuring the proper permits for his asphalt plant.</p> <p>In November 2018, UGRA approved an access agreement with Curtis Wheatcraft and engaged Westward Environmental Inc to perform an initial feasibility study.</p>

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	<p data-bbox="657 802 1089 1013">2.1.2 Continue discussions with GBRA regarding extension of subordination agreement and potential to subordinate Canyon Lake rights to Permit 5391D</p>	<p data-bbox="1110 253 1892 321">In March 2019, Westward Environmental, Inc. presented the feasibility study to the Board.</p> <p data-bbox="1110 363 1923 505">In March 2020, the Water Source Development Committee reported to the Board that an agreement with Curtis Wheatcraft could not be reached, and discussions discontinued for the time being.</p> <p data-bbox="1110 547 1898 615">In 2022, UGRA staff investigated the potential for depositing Permit 5394D into the Texas Water Trust.</p> <p data-bbox="1110 657 1938 764">In 2022, UGRA began investigating the concept of using Permit 5394D as a Potential mitigation strategy in a Habitat conservation Plan for endangered species.</p> <p data-bbox="1110 807 1929 980">2.1.2 In 2013, UGRA filed a contested case hearing request and was granted standing in the hearing regarding the issue of a water permit for GBRA that could potentially impact UGRA’s water rights. Discussions with GBRA and legal counsel have touched on Canyon Lake rights and subordination.</p> <p data-bbox="1110 1023 1934 1091">In February 2015, UGRA was granted standing by TCEQ in the GBRA mid basin permit hearing.</p> <p data-bbox="1110 1133 1942 1307">In October 2015, UGRA staff, Director Waller, and Kerr County Commissioner Letz met with GBRA staff and board member in an attempt to reach a settlement agreement with GBRA. GBRA subsequently indicated that they were not interested in a settlement agreement.</p>

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		<p>The City of Kerrville is conducting a water use study to include all sources of water in order to determine next steps in water supply.</p> <p>Staff and President Waller have visited with the City of Kerrville consultants from HDR Engineering, Inc.</p> <p>The City of Kerrville has completed their Comprehensive Water Plan and informed UGRA that they currently have no need or plans to utilize more surface water. They hope to use more groundwater and possibly direct potable reuse.</p>

Goal 3: Retain and develop quality staff

Action Step	Necessary Tasks	Task Status
<p>3.1 Offer competitive salaries</p>	<p>3.1.1 Develop salary and benefit ranges commensurate with positions</p>	<p>3.1.1 This is an ongoing process involving annual review. No formal salary survey has been conducted, but data is collected from local and similar institutions prior to budget preparation.</p> <p>Note that three employees have served 15+ years, two employees have served 10+ years, and two employees have served 5+ years.</p> <p>The Human Resources Committee reviews salaries and benefits as budgets are drafted.</p>
<p>3.2 Provide continuing education opportunities</p>	<p>3.2.1 Budget for classes, seminars, and certification necessary for proper job performance</p> <p>3.2.2 Cross-train routinely to ensure continuous operation in event of absences</p>	<p>3.2.1 The FY22 budget contains funding for continuing education for all staff except the part-time janitorial staff. Staff attended 17 training events (in situ or online) on topics including IT, human resources, insurance, payroll, Peachtree software updates, water pressure sensors, freshwater mussels, hillside stewardship, One Water, aquatic invasive species, land conservation, surface water quality monitoring, digital media strategies, watershed stewardship, drinking water testing and reporting, urban riparian areas, low impact development structures, wastewater testing laboratory practices, data integrity, and cyber security.</p> <p>3.2.2 Small staff size and specialties makes this task a challenge, but to date all positions have been managed well during absences. Both the general chemistry analyst and the lab manager can run all chemistry and microbiology tests. The microbiologist analyst is learning to run general chemistry tests.</p>
<p>3.3 Provide employment structure</p>	<p>3.3.1 Provide Personnel Policy Manual to employees</p>	<p>3.3.1 All employees received and signed for a Personnel Policy Manual.</p>

Action Step	Necessary Tasks	Task Status
3.4 Annual reviews	3.4.1 Annually prepare performance evaluation for employees	3.4.1 During first year of hire, all employees receive a 90-day evaluation and a 180-day evaluation. Thereafter all employees receive an annual evaluation. Evaluations are up to date.
3.5 Proper staff alignment	3.5.1 Annually review staffing needs and task requirements	<p>3.5.1 UGRA staffing needs are discussed annually with the Human Resources Committee prior to and during budget preparation. Staffing needs will be discussed in preparation of the FY23 budget this summer.</p> <p>Six new employees were hired to fill vacancies and two new positions, Maintenance\Technician\Specialist and Natural Resources Specialist.</p>

Goal 4: Build scientific knowledge base for springflow, river flow and water quality

Action Step	Necessary Tasks	Task Status
<p>4.1 Continue developing database for springflow</p>	<p>4.1.1 Continue springflow measurement program</p>	<p>4.1.1 Starting in 2008, UGRA contracted with USGS to measure flow at 5 locations to estimate the impact of springs and spring groups to the flow of the Guadalupe River. UGRA staff expertise and equipment is currently at a level that this task can be done in house. UGRA staff took over the data collection for this program in October 2017 and it has continued without interruption since. The funds to USGS for this program were reallocated to install a high intensity rain gage at the Hunt streamflow monitoring station.</p>
<p>4.2 Continue developing river flow database</p>	<p>4.2.1 Continue streamflow gaging station program with the United States Geological Survey</p>	<p>4.2.1 UGRA contracts annually with USGS to fund operation of three streamflow gauges in Kerr County. Note that City of Kerrville shares the costs for two gauges.</p> <p>UGRA takes streamflow measurements at 14-18 sites to support data collection for the Clean Rivers Program and County Wide Goal Based Monitoring Program.</p> <p>UGRA financially supports the maintenance of a rainfall gauge network in Kerr County (owned by GBRA).</p>
<p>4.3 Continue participation in the Texas Clean Rivers Program (CRP)</p>	<p>4.3.1 Continue to subcontract with GBRA to monitor water quality in Kerr County</p> <p>4.3.2 Continue staff participation in CRP events and conferences (i.e., Basin Steering Committee meeting, coordinated monitoring meeting, SWQM conference)</p>	<p>4.3.1 UGRA is in the first year of 2-year subcontract with GBRA for CRP.</p> <p>4.3.2 UGRA participated in all CRP conference calls and meetings. UGRA contributed information to the annual CRP Basin Highlights report.</p>

Action Step	Necessary Tasks	Task Status
	<p data-bbox="667 253 1079 321">4.4.4 Continue routine animal and recreators surveys</p> <p data-bbox="667 363 1079 537">4.4.5 Continue to partner with Kerr County Environmental Health Department to disseminate information for homeowners with OSSFs</p> <p data-bbox="667 618 1079 760">4.4.6 Continue to partner with local agencies to manage non-native waterfowl populations in riverside areas</p> <p data-bbox="667 802 1079 976">4.4.7 Continue to assist local entities with supplies for existing pet waste stations and evaluate need for additional stations</p>	<p data-bbox="1121 253 1835 282">4.4.4 Surveys continue to be conducted once per month.</p> <p data-bbox="1121 363 1927 467">4.4.5 The materials for homeowners with OSSFs continue to be made available to the public through UGRA and Kerr County Environmental Health Department.</p> <p data-bbox="1121 618 1927 722">4.4.6 Summary of current waterfowl numbers and trends was shared with local agencies during the Bacteria Reduction Plan stakeholder meeting</p> <p data-bbox="1121 802 1927 976">4.4.7 A total of 42 pet waste stations have been purchased or facilitated by UGRA and are in use in Kerr County. UGRA continues to purchase refill pet waste station supplies for Kerr County and replacement signs, and trash cans as needed. The City of Kerrville purchases their own refill supplies.</p>

Goal 5: Continue to provide environmental laboratory service to internal and external customers

Action Step	Necessary Tasks	Task Status
<p>5.1 Maintain accreditation through the National Environmental Laboratory Accreditation Program (NELAP) as implemented by The NELAC Institute (TNI) and the Texas Commission on Environmental Quality (TCEQ)</p>	<p>5.1.1 Pass biannual NELAP audits and address any identified deficiencies</p> <p>5.1.2 Perform two rounds of proficiency testing annually in general chemistry and microbiology</p> <p>5.1.3 Maintain laboratory documents in compliance with the current TNI Standard (i.e., standard operating procedures, quality manual)</p>	<p>5.1.1 A third party contractor assessed the lab in April 2022. We are in the process of developing and implementing a response to close out the audit. This includes Corrective Actions and Preventative Actions to address any noted deficiencies.</p> <p>5.1.2 All PT tests are current per NELAP requirements. We have now completed 12 years of microbiology and general chemistry testing with a 96% or greater success rate for each study (, 1 failure in 2011, 1 in 2012, 1 in 2013, 2 in 2014, 1 in 2015, and 2 in 2016, 0 in 2017, 5 in 2018, 1 in 2019, 3 in 2020, and 4 in 2021). We are still in the process of reinstating our accreditation for Nitrate in drinking water.</p> <p>5.1.3 SOPs are utilized for all certified tests. SOPs are updated for clarity or as regulations change. The Quality Manual is reviewed annually and updated as needed.</p>
<p>5.2 Maintain superior customer service</p>	<p>5.2.1 Work with local Texas Water Utilities Association (TWUA) to offer continuing education classes</p> <p>5.2.2 Assist customers to comply with testing requirements of third-party agencies (i.e., DSHS, TCEQ, lenders)</p>	<p>5.2.1 Due to COVID-19 related restrictions and meeting cancelations, staff did not have an opportunity to present at a Hill Country Chapter TWUA meeting during this reporting period.</p> <p>5.2.2 UGRA maintains good relations with our customers by providing timely and high-quality service and providing answers to numerous inquiries and questions. We attach a survey to our report emails to request feedback from customers and to give us the opportunity to improve our service.</p>

Action Step	Necessary Tasks	Task Status
5.3 Maintain competitive fee schedule	5.3.1 Routinely evaluate fee schedule 5.3.2 Survey other area labs and adjust UGRA lab fees as appropriate	5.3.1 Lab testing fees for in house analyses increased in December 2019. Subcontract testing fees were also raised in FY22 as subcontracted labs have increased their prices. 5.3.2 Completed as part of the process to determine new fee schedule for FY22. Our prices are not the lowest in the area, but we have not lost customers due to this. In fact, private customer sampling has increased due to an increase in real estate transactions and drilling new wells for both private and public use.
5.4 Maintain capital equipment	5.4.1. Maintain inventory and replacement schedule to consider in annual budget preparation	5.4.1 Capacity and condition of equipment has been evaluated to determine necessity for replacement. Needed replacements are considered during the development of the annual budget.
5.5 Reduce cost of analyses	5.5.1 Purchase and/or upgrade lab equipment which will create a positive cost/benefit ratio by reducing personnel time needed per test 5.5.2 Aggressively seek competitive vendors for best lab supply prices	5.5.1 Equipment is upgraded as needed in order to extend capacity or replace aging/failing equipment. During this reporting period, a replacement turbidimeter was purchased which has decreased analyst time needed to run the test. 5.5.2 Multiple quotes are sought, and items purchased in bulk to minimize costs.
5.6 Compare actual laboratory performance versus targeted goals	5.6.1 Monthly, prepare report evaluating actual number of tests and generated revenue compared to targeted test and revenue goals necessary to meet budget target	5.6.1 Test and revenue reports are generated for each UGRA Board Meeting. The monthly revenue is charted against the target revenue and included in the lab manager's report in the board book. Current FY22 total revenue is about the same as this time last year. Since the beginning of FY22, Standard Water Quality Package testing has risen slightly due to HGCD requiring all permit applicants to complete the testing as part of

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	<p>5.7.4 Develop profitability plan</p>	<p>to have a local lab who can facilitate this complicated testing process for them.</p> <p>5.7.4 Lab staff has minimized costs and retains customers by providing excellent customer service (see 5.5.2)</p>
<p>5.8 Provide for redundancy in staffing</p>	<p>5.8.1 Ensure lab maintains technical managers and deputy technical managers for chemistry and microbiology for continued operations per TNI Standard</p> <p>5.8.2 Maintain cross training in laboratory testing and operational tasks</p>	<p>5.8.1 TCEQ recognized Nicole Shepherd as lead technical manager for chemistry and microbiology and Tara Bushnoe as deputy technical manager for microbiology. Ben Braeutigam has been recognized as a deputy technical manager in microbiology and chemistry. Reagan Boles needs to have 2 years of experience before he can be recognized as a technical manager, as per the NELAC Standard.</p> <p>5.8.2 Laboratory staff is being trained in quality control and management duties. The general chemistry analyst has been trained in all microbiology testing. The microbiology analyst has begun cross-training in the chemistry lab.</p>

Goal 6: Conserve and reclaim surface water in Kerr County

Action Step	Necessary Tasks	Task Status
<p>6.1 Continue water quality monitoring</p>	<p>6.1.1 Conduct routine water quality monitoring of tributaries and the mainstem Guadalupe River through the County Wide Goal Based Monitoring Program</p> <p>6.1.2 Conduct the Summer Swimability Program to evaluate swimming holes throughout Kerr County</p> <p>6.1.3 Conduct Clean Rivers Program (CRP) monitoring and other CRP activities in the Upper Guadalupe River basin</p>	<p>6.1.1 Monitoring plan has been implemented. The results are compared to state standards for water quality or internally developed benchmarks for parameters that do not have state standards.</p> <p>6.1.2 UGRA conducts water quality sampling and testing for the summer swimability program.</p> <p>6.1.3 UGRA conducts water quality sampling and testing for the Clean Rivers Program which also includes sampling locations previously covered under the Bacteria Reduction Plan.</p>
<p>6.2 Continue complaint investigations</p>	<p>6.2.1 Promptly respond to spills, pollution reports and other water quality complaints</p>	<p>6.2.1 During the reporting period, staff investigated 13 complaints involving numerous field visits for data collection. Eight of the investigations involved coordination with other entities to resolve the concern.</p> <p>Staff tested lead and arsenic in water and soil samples at the Hill County Shooting Sports Center at least annually from 2005 - 2020. Since no concerns were ever identified, testing frequency has been revised to once every 5 years with the next sampling event to occur in 2025.</p>

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	<p>6.2.2 Continue to supply appropriate spill equipment to volunteer fire departments</p>	<p>6.2.2 UGRA continues to maintain spill containment supplies and will purchase them for any interested local entities. During this reporting period, spill containment supplies were supplied to Riverhills for use around their surface water pump.</p>
<p>6.3 Continue to participate in the Guadalupe Blanco River Trust</p>	<p>6.3.1 Partner with the Guadalupe-Blanco River Trust to host events and workshops.</p> <p>6.3.2 Provide information about the Guadalupe-Blanco River Trust to interested members of the public</p>	<p>6.3.1 Current Board Member serves as GBRT Trustee and makes regular reports to UGRA Board. An additional Board Member also serves as an alternate representative to GBRT. UGRA donates \$5,000 annually to GBRT.</p> <p>6.3.2 Links to GBRT website are maintained on the UGRA website. Brochures from the Texas Land Trusts Council are available in the UGRA lobby and at UGRA information booth events.</p>
<p>6.4 Preempt potential pollution problems</p>	<p>6.4.1 Monitor, notify, and communicate issues with the potential to cause water quality problems</p>	<p>6.4.1 Results of UGRA water quality monitoring programs are compared to state standards for water quality or internally developed benchmarks for parameters that do not have state standards.</p> <p>From FY04 – FY21, UGRA contracted with a local firm to pick up solid waste (trash) at 15 river crossings resulting in thousands of pounds of trash removed during each year. Starting in FY22, UGRA added a Maintenance staff position to conduct the routine crossings cleanups among other responsibilities. The river crossing cleanup resumed at 14 crossings in February 2022.</p> <p>In 2017, UGRA initiated summer patrols for littering at three crossings where large amounts of trash are routinely collected. The program continued in summer 2021 and consisted of 125</p>

Action Step	Necessary Tasks	Task Status
	<p data-bbox="657 1166 1041 1235">6.4.2 Annually complete the river corridor flyover video</p>	<p data-bbox="1110 253 1919 323">hours spent visiting Hunt Crossing, Ingram Dam, and Brinks Crossing. The patrols are expected to resume in Summer 2022.</p> <p data-bbox="1110 363 1927 613">In 2020, UGRA partnered with Kerr County to initiate a program to address litter at Ingram Dam. Mesh waterway cleanup bags were provided at a dispenser at Ingram Dam from Memorial Day to Labor Day. The dispenser was reinstalled in May 2021 and was converted into a year-round dispenser to supply waterway cleanup bags to this area. UGRA staff refills the dispenser on a routine basis.</p> <p data-bbox="1110 654 1906 904">In FY18, UGRA partnered with Kerr County to initiate a feral hog tail bounty in the Guadalupe River watershed in Kerr County. Feral hogs are destructive to riparian areas and can increase E. coli bacteria values in surface water. During this reporting period, 2,096 tails have been reported to the bounty program and \$25,152 have been issued in bounty payments (combination of UGRA and Kerr County funds).</p> <p data-bbox="1110 945 1923 1122">In FY18, UGRA began a partnership with Texas Parks and Wildlife Department to provide no cost management of <i>Arundo donax</i> to Kerr County landowners through the Healthy Creeks Initiative. During this reporting period, 107 properties received treatment.</p> <p data-bbox="1110 1162 1934 1382">6.4.2 Since 2009, UGRA has worked with a local videographer to produce a river corridor video annually. The most recent footage was shot in January 2022 and the 2011 - 2022 footage can be viewed on the UGRA web page. UGRA uses the footage as a resource to identify land use changes and assist with water quality investigations.</p>

Action Step	Necessary Tasks	Task Status
<p>6.5 Initiate and/or support legislation to protect water quality</p>	<p>6.5.1 Stay abreast of legislative issues and communicate with legislators</p>	<p>6.5.1 UGRA monitors legislative efforts via TWCA’s legislative service and GBC’s lobbyist reports.</p> <p>In April 2016, staff met with senatorial candidate Dawn Buckingham to discuss Kerr County water concerns. Note: staff attended several other forums with senatorial candidate Buckingham as a water resource.</p> <p>In September 2016, staff attended a legislative briefing with Representative Lyle Larsen.</p> <p>In September 2016, UGRA hosted an area-wide water district meeting for Representative Andy Murr. Representative Murr listened to concerns and related potential issues for the upcoming legislative session.</p> <p>In March 2017, Meghan Hope of the Texas Comptroller’s Office presented the FWS potential mussel listing process to the UGRA Board of Directors. Note: staff presented to the workgroup in Austin regarding local conditions and projects undertaken by UGRA that potentially benefit mussels.</p> <p>In January 2018, Bea Pruneda, District Representative for Senator Dawn Buckingham visited the UGRA Board.</p> <p>In March 2019, Maxie Tirella for Congressman Chip Roy visited the UGRA Board.</p>
<p>6.6 Continue to encourage water conservation in the community</p>	<p>6.6.1 Continue a rainwater catchment system rebate program</p>	<p>6.6.1 UGRA’s rainwater catchment system rebate program was initiated in 2011. During this reporting period, 39 rebates were issued totaling \$4,768.25.</p>

Action Step	Necessary Tasks	Task Status
		<p>In FY18, UGRA initiated a Rainwater Catchment System Cost Assistance Program; a competitive application program to receive funding for the construction of a rainwater catchment system. During this reporting period, six applications were received within the deadline and one applicant was selected to receive the full funding amount of \$5,000.</p>
<p>6.7 Continue to implement a water enhancement program</p>	<p>6.7.1 Investigate and support funding for brush management</p> <p>6.7.2 Construct water and sediment control basins</p> <p>6.7.3 Continue Water Enhancement Cost Share Program</p> <p>6.7.4 Monitor effectiveness of water enhancement programs</p>	<p>6.7.1 UGRA General Manager serves on the Plateau Water Planning Group and contributed to the development of the 2021 Plateau Region Water Plan which includes brush management as a water management strategy. No additional updates during this reporting period.</p> <p>6.7.2 Nine water and sediment control basins have been completed to date.</p> <p>6.7.3 UGRA continued the Water Enhancement Cost Share Program and in FY22. During this reporting period, UGRA processed 10 applications and reimbursed landowners \$27,227.60 for brush management activities on 421 acres.</p> <p>6.7.4 Water level sensors have been installed on eight water and sediment control basin structures to monitor changes in the volume of water impounded by the structures (K-1, K-2, K-3, K-5, K-6, K-7, K-8, K-9). Rainfall sensors are also in place at seven of the structures (K-2, K-3, K-5, K-6, K-7, K-8, K9).</p> <p>During the reporting period, a basin performance summary was not presented to the UGRA board due to lack of high-water events.</p>

Goal 7: Continue efficient management of UGRA

Action Step	Necessary Tasks	Task Status
<p>7.1 Develop upkeep and maintenance schedule</p>	<p>7.1.1 Survey and prioritize building needs</p> <p>7.1.2 Dedicate portion of tenant revenue to building upkeep and maintenance</p>	<p>7.1.1 Ongoing maintenance is considered in annual budget. A new recording system and speakers were installed in the Boardroom.</p> <p>7.1.2 Four offices are currently leased by: 1. US Congressman Chip Roy; 2. Headwaters Groundwater Conservation District; 3. Headwaters Groundwater Conservation District #2; and 4. Kerrville Genealogical Society.</p>
<p>7.2 Optimize tenancy use</p>	<p>7.2.1 Advertise available rental facilities and vacancies</p> <p>7.2.2 Investigate and implement potential facility upgrades to attract day use clients</p>	<p>7.2.1 UGRA staff developed a brochure to promote GBNRC as a meeting facility. The brochure has been placed at the Kerrville Chamber of Commerce, Kerrville Convention and Visitors Bureau, the UGRA lobby and on the UGRA website.</p> <p>In addition to contracted tenants, the lecture hall and classroom were used 84 times (day use) during this time period. Of the 84 times used, 61 uses were paid uses, the remaining 23 were free. Use is up from last year, which had a total of 0 uses due to the COVID-19 pandemic.</p> <p>7.2.2 UGRA previously installed wireless internet service in the boardroom, classroom, and lecture hall. UGRA had the boardroom, classroom, and lecture hall carpeted and painted.</p> <p>The exterior railings and bench were previously painted.</p> <p>The parking lot was seal coated and restriped.</p> <p>An extensive landscaping project, UGRA EduScape, was completed in July 2018. During this reporting period, staff applied for and received funding from the Native Plant Society of Texas to purchase additional plants to attract pollinators.</p>

Action Step	Necessary Tasks	Task Status
<p>7.3 Maintain fiscal integrity</p>	<p>7.3.1 Continue use of Purchase Order Policy, Service Agreements, and Credit Card Policy</p>	<p>7.3.1 Approved POs are required prior to every purchase (must be approved by General Manager or Assistant General Manager).</p> <p>Competitive price comparisons and signed service agreements are performed for all UGRA services.</p> <p>UGRA’s credit card policy is enforced and monitored monthly (credit card bills are reviewed by the General Manager and Assistant General Manager).</p> <p>Outside bookkeeping checks and balances is provided through Seymour Business Services.</p> <p>UGRA financials are audited annually by an independent auditor and presented for Board approval.</p> <p>UGRA previously implemented a Laboratory Payment Policy and Customer Credit Agreement resulting in improved collections and no receivables over 90 days. Large write-offs for bad debt have been eliminated.</p> <p>New Customer Service Agreement with Board-approved payment policy stipulations was sent to appropriate customers.</p> <p>Board reviewed the UGRA Investment Policy per the Public Funds Investment Act.</p> <p>New late fee charges and credit card courtesy fee (3%) initiated in FY20.</p>