

Alberto M. Lázaro, P.E., BCEE

Professional Profile

Professional environmental engineer with 20 years of experience both in the public and private sector. Strong leader and strategic thinker with creative and organizational skills. Self-starter with ability to prioritize and take initiative. Results oriented individual driving organizations towards continuous improvement through measurement of key indicators and empowerment/accountability of others. Can work well independently or lead small teams to whole organizations; being able to prioritize multiple tasks. Experience in top management level positions in government. Solid technical capacity with ability to quickly adapt and learn. Able to manage through a crisis. Ample media and public exposure experience. Fully bilingual (English and Spanish).

Education

- Masters of Engineering in Environmental Engineering, **1996**
Massachusetts Institute of Technology, Cambridge, MA
- Bachelor of Science in Civil and Environmental Engineering, **1995**
Cornell University, Ithaca, NY

Work Experience

Executive President, Puerto Rico Aqueduct and Sewer Authority (PRASA) 2013- Present

Highest executive position, responding directly to the Governor and the Governing Board. Chief executive for one of the most complex water and wastewater utilities in the world, serving 1.3 million customers and consisting of 119 water filtration plants, 52 wastewater treatment plants, 1,778 pump stations, 1,486 tanks, 289 water supply wells, over 20,000 miles of pipelines, and 6 ocean outfalls. Its yearly consolidated budget exceeds \$1.6 billion, its total CIP exceeds \$10 billion and counts with approximately 5,100 employees. Among his current achievements and initiatives are:

- Development of PRASA's first strategic plan in more than 15 years, providing the agency clear direction and well defined performance indicators.
- Execution of a 65% rate increase, enabling fiscal health and independence.
- Collective bargaining with PRASA's two employee unions. Achieved over \$37M in annual savings and significant efficiency/productivity agreements.
- Renegotiation of 3 Consent Decrees with USEPA, USDOJ and PRDOH. Regulators agreed to a novel CIP prioritization system and extending compliance terms to reduce capital expenditures.
- Successfully managed through a drought in 2015, where 30% of the system was affected by historically low streamflows and minimal precipitation over 169 days.
- Modernization of Customer Service via virtual services and closure of 60% of service offices.
- Launched non-revenue water reduction program, to increase Authority's revenues and improve efficiency. Reduced 7 percentage points to date and have a plan in place to reduce 20 points by 2020.
- Lead presentations to rating agencies and road show to investors relating to a \$750 million bond issue.

- Spearheaded the agency's financial restructuring.
- Extensive experience with public speaking, the media and public outreach.
- Championed of a more transparent public communication and accountability policy.
- Founder and Chairman of the Board of PRASA Holdings, LLC, a private subsidiary that will generate new revenues by leveraging PRASA's knowledge, experience and infrastructure.

Executive Director for Infrastructure for PRASA**2007-2013**

In charge of development of its CIP, with yearly in the range of \$300-\$550 million. During his tenure, he was directly responsible for actual expenditures of over \$2.5 billion. Reduced overall change orders to less than 6% of construction contract. Participated in 2 successful bond issuances totaling \$3.7 billion, including presentations to rating agencies and road shows to investors. Oversight and administration of nationally recognized consulting firms with over \$400 million in contracts. Conceive and execute PRASA's energy program, including the negotiation and completion of power purchase agreements and energy performance contracts, saving PRASA over \$5 million per year. In charge of PRASA's revenue optimization program, generating \$70 million annually. Explored several public-private project (P3) options for PRASA, including the preparation of procurement documents for a \$600 million non-revenue water reduction and client servicing project.

Assistant Director of Engineering for PRASA**2005-2007**

Directed all pre-construction activities (planning, design, permitting and bidding). Oversaw the design and successfully materialized over 130 projects into construction works, representing over \$1.6 billion in capital investment. Implemented the execution strategy of PRASA's CIP from virtually nothing (from policy idea to formal program), including the selection process of five, national recognized engineering firms, the development and concurrent negotiation of the program manager's contract. Designed contract administration policies and performance reviews of the consultants.

Deputy Secretary, PR Department of Natural and Environmental Resources**2003-2004**

Second in command (highest ranking technical person) for regulatory and conservation government agency of over 1,500 employees. Actively participated in developing policy in regards to management of natural resources. In charge of all of the regulatory matters. Responsible for re-engineering the permits process and structure, to a more agile and efficient one. Manager for the Puerto Rico Water Plan Office, with the task of producing an Island-wide water management, conservation and development plan. Member of the Puerto Rico Water and Wastewater Treatment Plant Operators Examiner's Board. Administered over 40 flood control infrastructure projects developed by the agency, some in conjunction with the US Army Corps of Engineers.

Environmental Engineer at the consulting firm of Vincenty, Heres & Lauria**1996-2003**

Worked in a wide variety of assignments for public, commercial and industrial clients. Experienced the complete cycle of project delivery, from business development, through work execution and report preparation. Projects included, but were not limited to:

- Design and construction management of wastewater treatment plants (both conventional and
- Design and operation of pilot treatment plants
- Hazardous waste facilities closures
- Preparation of environmental impact studies
- Special Commissioner appointed by the courts to resolve technical aspects of cases
- Air emissions studies and permits
- Environmental sampling in various scenarios and media, including deep-sea, river, estuaries, contaminated sites, water and wastewater facilities.
- Preparation of operational plans and permitting
- Specific project and client experience can be provided upon request

Registrations, Certifications and Awards

- Professional Engineer (Puerto Rico Lic.# 16307)
- Wastewater Treatment Plant Operator License, Class IV (Lic. # S-U-IV-001098)
- Board Certified Environmental Engineer (BCEE) by the AAEE
- 2016 Scholarship recipient for the Singapore International Water Week, award by WEF, NACWA and WERF
- 2015 Keeper of the Estuary Award, by the San Juan Bay Estuary Program
- 2014 Public Sector Person of the Year by the Caribbean Business weekly newspaper
- 2013 State Public Service Award National Association of Clean Water Agencies (NACWA)
- 2008 Emerging Leader in Civil Engineering Award by the CIAPR
- 2004 George Warren Fuller Award from the AWWA PR Chapter
- 1998 Distinguished Young Professional Award from the PRWEA

Societies

- Water Environment Federation (WEF)
- American Water Works Association (AWWA)
- American Academy of Environmental Engineers (AAEE)
- Colegio de Ingenieros y Agrimensores de Puerto Rico (CIAPR)
- Puerto Rico Water & Environment Association (PRWEA)
 - Treasurer 1998-2000