



LAKE WHATCOM WATER AND SEWER DISTRICT

1220 Lakeway Drive
Bellingham, WA 98229

REGULAR MEETING OF THE BOARD OF COMMISSIONERS

AGENDA

January 31, 2024


8:00 a.m. – Regular Session

1. CALL TO ORDER
2. ROLL CALL
3. PUBLIC COMMENT OPPORTUNITY
At this time, members of the public may address the Board of Commissioners. Please state your name and address prior to making comments, and limit your comments to three minutes. For the sake of time, each public comment period will be limited to 45 minutes.
4. ADDITIONS, DELETIONS, OR CHANGES TO THE AGENDA
5. CONSENT AGENDA
6. SPECIFIC ITEMS OF BUSINESS
 - A. Compensation Philosophy Discussion
 - B. Whatcom County Onsite Sewage System Inspection Program Revision Request
 - C. Effective Utility Management Assessment
7. OTHER BUSINESS
8. STAFF REPORTS
 - A. General Manager
 - B. Engineering Department
 - C. Finance Department
 - D. Operations Department
9. PUBLIC COMMENT OPPORTUNITY
10. ADJOURNMENT



**AGENDA
BILL
Item 5**

Consent Agenda

DATE SUBMITTED:	January 25, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Rachael Hope		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. See below		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input checked="" type="checkbox"/>	INFORMATIONAL/OTHER <input type="checkbox"/>

****TO BE UPDATED 01.30.2024****

BACKGROUND / EXPLANATION OF IMPACT

- Minutes for the 01.10.2024 Regular Board Meeting
- Minutes for the 01.10.2024 Special Board Meeting (Work Session)
- Payroll for Pay Period #2 (01.06.2024 through 01.19.2024) totaling \$51,591.59
- Benefits for Pay Period #1 totaling \$56,470.64
- Accounts Payable Vouchers total to be added

FISCAL IMPACT

Fiscal impact is as indicated in the payroll/benefits/accounts payable quantities defined above. All costs are within the Board-approved 2023 Budget.

RECOMMENDED BOARD ACTION

Staff recommends the Board approve the Consent Agenda.

PROPOSED MOTION

A recommended motion is:

“I move to approve the Consent Agenda as presented.”



LAKE WHATCOM WATER AND SEWER DISTRICT
1220 Lakeway Drive
Bellingham, WA 98229

REGULAR SESSION OF THE BOARD OF COMMISSIONERS

Minutes

January 10, 2024

Board President Todd Citron called the Regular Session to order at 6:37 p.m.

Attendees:	Commissioner Todd Citron	General Manager Justin Clary
	Commissioner John Carter	Engineering Manager Greg Nicoll
	Commissioner Bruce Ford	Finance Manager Jenny Signs
	Commissioner Jeff Knakal (v)	Operations Manager Jason Dahlstrom
	Commissioner David Holland	District Legal Counsel Bob Carmichael
		Recording Secretary Rachael Hope

No public were in attendance. Attendees noted with a (v) attended the meeting virtually.

Oaths of Office

During the November 2023 general election, Commissioners Todd Citron and John Carter were elected to serve in their current positions for a new six-year term expiring December 31, 2029. Both Commissioners were sworn into office.

Consent Agenda

Action Taken

Ford moved, Carter seconded, approval of:

- **Minutes for the 12.13.23 Special Meeting**
- **Minutes for the 12.13.23 Regular Board Meeting**
- **Payroll for Pay Period #26 (12.09.2023 through 12.22.2023) totaling \$49,147.37**
- **Benefits for Pay Period #26 totaling \$52,907.29**
- **Accounts Payable Vouchers totaling \$118,699.27**
- **Payroll for Pay Period #1 (12.23.2023 through 01.05.2024) totaling \$61,074.44**
- **Benefits for Pay Period #1 totaling \$62,574.55**
- **Accounts Payable Vouchers totaling \$173,840.63**

Motion passed.

Election of Board Officers

Clary recalled that Lake Whatcom Water & Sewer District operates under the authority of Revised Code of Washington (RCW) Title 57, Water-Sewer Districts. Under RCW 57.12.010, Commissioners-President and Secretary-Compensation, "the board shall annually elect one of its members as

president and another as secretary.” The District has historically fulfilled this statutory obligation during its first meeting of the calendar year.

Action Taken

Carter moved, Ford seconded, to appoint Commissioner Citron to serve as District Board president for the 2024 calendar year. Motion passed.

Holland moved, Ford seconded, to appoint Commissioner Carter to serve as District Board secretary for the 2024 calendar year. Motion passed.

Appointment of Board Representatives to the District’s Investment Committee

Clary further recalled that Chapter 2.14 of the District’s administrative code establishes an Investment Committee, which is comprised of the finance manager/treasurer, general manager, and two commissioners. Duties of the committee include, at a minimum, quarterly review of the District’s investment portfolio and rate structure and annual review of the District’s investment policy. Discussion followed.

Action Taken

Ford moved, Carter seconded, to appoint Commissioner Holland and Commissioner Knakal to serve as the Board’s representatives on the District’s Investment Committee for the 2024 calendar year. Motion passed.

Appointment of Board Representatives to the Whatcom County Council of Governments & Lake Whatcom Management Program Policy Group

Clary further recalled that the District annually appoints a representative to serve on the Whatcom County Council of Governments and a representative to serve on the Lake Whatcom Management Program Policy Group. Discussion followed.

Action Taken

Carter moved, Ford seconded, to appoint Commissioner Knakal to serve as the District’s representative on the Whatcom County Council of Governments for the 2024 calendar year. Motion passed.

Carter moved, Holland seconded, to appoint Commissioner Ford to serve as the District’s representative on the Lake Whatcom Management Program Policy Group for the 2024 calendar year. Motion passed.

Amendment No. 1 to Hazard Mitigation Grant Agreement for FEMA Funding Supporting the Division 7 Reservoir Replacement Project

Clary explained that in 2018, the District submitted a FEMA Hazard Mitigation Grant application to replace the Division 7 Reservoir with two new reservoirs constructed to meet seismic standards, and to implement ShakeAlert (earthquake early warning system) on the new reservoirs. The grant application was developed in conjunction with Washington State Emergency Management Division (WA-EMD) of the Washington State Military Department and the Federal Emergency Management Agency (FEMA) as a hazard mitigation project. The cost sharing is as follows: FEMA 75% (\$1,710,750), WA-EMD 12.5% (\$285,125), and Lake Whatcom Water and Sewer District 12.5% (\$285,125).

As design and permitting progressed, and recognizing significant escalations in the construction industry, the cost estimate for the entire project was updated in October 2022 at \$2,950,000 (\$669,000 beyond the FEMA-approved grant agreement). Due to the significant increase, the District

requested additional funding from FEMA. The District was recently notified by WA-EMD staff that there are no additional federal funds that may be allocated toward the project, and that if the District wished to proceed, it would have to finance the estimated additional \$669,000 (in addition to the District's grant commitment of \$285,125). Since that notice, the District been notified of receipt of a \$220,000 federal earmark through Congressman Larsen's Office and was recently awarded an \$800,000 low interest construction loan through the Washington State Public Works Board. Receipt of the PWB loan will fully fund the project, even if the federal earmark is not ultimately received.

Action Taken

Carter moved, Ford seconded, to authorize the general manager to execute Amendment No. 1 to Hazard Mitigation Grant Agreement No. D24-016 with the Washington State Military Department to enable receipt of federal funds for construction of the Division 7 Reservoir Replacement Project as presented. Motion passed.

Public Works Board Loan Agreement Supporting the Division 7 Reservoir Replacement Project

In addition to the amendment to the Hazard Mitigation Grant agreement for funding the Division 7 Reservoir Replacement Project, Clary indicated that the District has been awarded an \$800,000 low interest loan from the Washington State Public Works Board, which fully funds the project. Clary presented the PWB loan agreement to the board for consideration of approval.

Action Taken

Carter moved, Ford seconded, to authorize the general manager to execute Loan Agreement No. PC24-96103-041 with the Washington State Public Works Board to enable receipt of \$800,000 for construction of the Division 7 Reservoir Replacement Project as presented. Motion passed.

General Manager's Report

Clary updated the Board on several topics, including the upcoming Lake Whatcom Management Program Joint Councils meeting set for March 27 and the Employee Recognition Banquet on Feb 2. Clary recognized Dahlstrom's continued participation in the American Water Works Association Emerging Leaders Academy, and staff for another full calendar year without lost time injury in 2023. Discussion followed.

With no further business, Citron adjourned the regular session at 7:25 p.m.

Board President, Todd Citron

Attest: _____
Recording Secretary, Rachael Hope

Minutes approved by motion at ☐ Regular ☐ Special Board Meeting on _____



LAKE WHATCOM WATER AND SEWER DISTRICT

1220 Lakeway Drive
Bellingham, WA 98229

SPECIAL SESSION OF THE BOARD OF COMMISSIONERS

Minutes

January 10, 2024

Board President Todd Citron called the Special Session to order at 5:30 p.m.

Attendees: Commissioner Todd Citron	General Manager Justin Clary
Commissioner John Carter	Engineering Manager Greg Nicoll
Commissioner Bruce Ford	Finance Manager Jenny Signs
Commissioner Jeff Knakal (v)	Operations Manager Jason Dahlstrom
Commissioner David Holland	District Legal Counsel Bob Carmichael
	Recording Secretary Rachael Hope

Attendees noted with a (v) attended the meeting virtually.

On-site Sewage System Policy Review

Clary recalled that the District was formed as Water District 10 in 1968 with a mission including stewardship and protection of the Lake Whatcom Watershed. Though the District has compelled people within 200 feet to connect, there are still nearly 100 septic systems in use along the north shore of Lake Whatcom.

In 2017 and again in 2020, Herrera Environmental Consultants, Inc. (Herrera) conducted a series of monitoring events along the north shore of Lake Whatcom to assess the impact of existing on-site sewage systems (OSS; commonly referred to as septic systems) on the water quality of the lake. In a findings report issued by Herrera in September 2020, results were consistent with the 2017 study relative to the presence of target analytes in OSS-served drainages; however, the presence of human DNA biomarkers did not correlate with loadings of phosphorus or live fecal coliform bacteria. As a result, Herrera concluded phosphorus and fecal coliform bacteria are effectively removed from OSS effluent by soils before entering the lake. The study did note the presence of human DNA biomarkers in District sewer-served drainage No. 485, indicating a possible leaking sewer pipe. The District subsequently performed inspection of sewer mains in the drainage, which confirmed the integrity of the sewer system.

In January, 2021, the Board ultimately determined it infeasible to pursue sewer system expansion to remove OSS and rather to focus on OSS compliance. Clary provided a summary of the identified actions, and District efforts undertaken to implement each. Actions included requested actions from Whatcom

County Health Department regarding OSS maintenance, inspection, and enforcement; from Whatcom County Public Works regarding source tracing; and from Whatcom County Council regarding self-evaluation of individually owned OSS. Discussion followed.

With no further business, Citron adjourned the Special Session at 6:37 p.m.

Board President, Todd Citron

Attest: _____
Recording Secretary, Rachael Hope

Minutes approved by motion at ☐ Regular ☐ Special Board Meeting on _____
Date Minutes Approved

PAYROLL

CHECK REGISTER

Lake Whatcom W-S District

Time: 14:08:02 Date: 01/22/2024


01/25/2024 To: 01/25/2024

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
196	01/25/2024	Payroll	5	EFT		146.68	01/06/2024 - 01/19/2024 PR 02
197	01/25/2024	Payroll	5	EFT		293.34	01/06/2024 - 01/19/2024 PR 02
198	01/25/2024	Payroll	5	EFT		3,729.29	01/06/2024 - 01/19/2024 PR 02
199	01/25/2024	Payroll	5	EFT		2,946.05	01/06/2024 - 01/19/2024 PR 02
200	01/25/2024	Payroll	5	EFT		3,516.67	01/06/2024 - 01/19/2024 PR 02
202	01/25/2024	Payroll	5	EFT		2,835.39	01/06/2024 - 01/19/2024 PR 02
204	01/25/2024	Payroll	5	EFT		2,055.41	01/06/2024 - 01/19/2024 PR 02
205	01/25/2024	Payroll	5	EFT		3,436.05	01/06/2024 - 01/19/2024 PR 02
206	01/25/2024	Payroll	5	EFT		295.21	01/06/2024 - 01/19/2024 PR 02
207	01/25/2024	Payroll	5	EFT		2,457.65	01/06/2024 - 01/19/2024 PR 02
208	01/25/2024	Payroll	5	EFT		2,237.55	01/06/2024 - 01/19/2024 PR 02
209	01/25/2024	Payroll	5	EFT		293.34	01/06/2024 - 01/19/2024 PR 02
210	01/25/2024	Payroll	5	EFT		2,707.25	01/06/2024 - 01/19/2024 PR 02
211	01/25/2024	Payroll	5	EFT		2,614.65	01/06/2024 - 01/19/2024 PR 02
212	01/25/2024	Payroll	5	EFT		3,300.31	01/06/2024 - 01/19/2024 PR 02
213	01/25/2024	Payroll	5	EFT		1,425.52	01/06/2024 - 01/19/2024 PR 02
214	01/25/2024	Payroll	5	EFT		2,343.77	01/06/2024 - 01/19/2024 PR 02
215	01/25/2024	Payroll	5	EFT		4,149.82	01/06/2024 - 01/19/2024 PR 02
216	01/25/2024	Payroll	5	EFT		2,365.18	01/06/2024 - 01/19/2024 PR 02
217	01/25/2024	Payroll	5	EFT		4,608.50	01/06/2024 - 01/19/2024 PR 02
195	01/25/2024	Payroll	5	14889		1,748.94	01/06/2024 - 01/19/2024 PR 02
201	01/25/2024	Payroll	5	14890		439.99	12/6/2023, 12/7/2023 & 12/13/2023
203	01/25/2024	Payroll	5	14891		1,645.03	01/06/2024 - 01/19/2024 PR 02
401 Water Fund						13,287.77	
402 Sewer Fund						38,303.82	

51,591.59 Payroll: 51,591.59

I do hereby certify, under penalty of perjury, that the above is an unpaid, just, and due obligation as described herein, and that I am authorized to certify this claim.

Sign  Date 1/22/2024
General Manager, Justin Clary

Board Authorization - The duly elected board for this district has reviewed the claims listed and approved the payment by motion at the meeting listed below:

Board President, Todd Citron

Attest : _____
Recording Secretary, Rachael Hope

Approved by motion at _____ Regular _____ Special Board Meeting on _____
Date Approved

CHECK REGISTER

BENEFITS

Lake Whatcom W-S District

Time: 14:28:21 Date: 01/22/2024

01/25/2024 To: 01/25/2024

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
218	01/25/2024	Payroll	5	EFT	DEPARTMENT OF RETIREMENT SYSTEMS	5,552.83	Pay Cycle(s) 01/25/2024 To 01/25/2024 - DCP; Pay Cycle(s) 01/25/2024 To 01/25/2024 - ROTH DCP
219	01/25/2024	Payroll	5	EFT	UNITED STATES TREASURY	18,027.31	941 Deposit for Pay Cycle(s) 01/25/2024 - 01/25/2024
220	01/25/2024	Payroll	5	EFT	WA ST PUBLIC EMP RET PLAN 2	9,099.80	Pay Cycle(s) 01/25/2024 To 01/25/2024 - PERS 2
221	01/25/2024	Payroll	5	EFT	WA ST PUBLIC EMP RET PLAN 3	3,387.08	Pay Cycle(s) 01/25/2024 To 01/25/2024 - PERS 3
222	01/25/2024	Payroll	5	EFT	WA ST SUPPORT ENFORCEMENT REGISTRY	932.26	Pay Cycle(s) 01/25/2024 To 01/25/2024 - SUP ENF
223	01/25/2024	Payroll	5	14892	AFLAC	354.85	Pay Cycle(s) 01/25/2024 To 01/25/2024 - AFLAC PRE-TAX; Pay Cycle(s) 01/25/2024 To 01/25/2024 - AFLAC POST-TAX
224	01/25/2024	Payroll	5	14893	AFSCME LOCAL	368.17	Pay Cycle(s) 01/25/2024 To 01/25/2024 - UNION DUES; Pay Cycle(s) 01/25/2024 To 01/25/2024 - UNION FUND
225	01/25/2024	Payroll	5	14894	HRA VEBA TRUST (PAYEE)	590.00	Pay Cycle(s) 01/25/2024 To 01/25/2024 - VEBA
226	01/25/2024	Payroll	5	14895	WA ST HEALTH CARE AUTHORITY	18,158.34	Pay Cycle(s) 01/25/2024 To 01/25/2024 - PEBB MEDICAL; Pay Cycle(s) 01/25/2024 To 01/25/2024 - PEBB ADD LTD; Pay Cycle(s) 01/25/2024 To 01/25/2024 - PEBB SMK Surcharge; Pay Cycle(s) 01/25/2024 To 01/25/2024
401 Water Fund						40,700.46	
402 Sewer Fund						15,770.18	
						56,470.64	Payroll: 56,470.64

CHECK REGISTER

BENEFITS

Lake Whatcom W-S District


Time: 14:28:21 Date: 01/22/2024

01/25/2024 To: 01/25/2024

Page: 2

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
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I do hereby certify, under penalty of perjury, that the above is an unpaid, just, and due obligation as described herein, and that I am authorized to certify this claim.

Sign  Date 1/22/2024
General Manager, Justin Clary

Board Authorization - The duly elected board for this district has reviewed the claims listed and approved the payment by motion at the meeting listed below:

Board President, Todd Citron


Attest : _____
Recording Secretary, Rachael Hope

Approved by motion at _____ Regular _____ Special Board Meeting on _____
Date Approved



**AGENDA
BILL
Item 6.A**

**Compensation Philosophy
Discussion**

DATE SUBMITTED:	January 22, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Justin Clary, General Manager		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. ICMA Compensation Philosophy article		
	2. 2024 District Salary Matrix		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input type="checkbox"/>	INFORMATIONAL /OTHER <input checked="" type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

Employee wages and benefits make up a significant component of a service organization's (like the District) overall operating budget (wages and benefits make up 53% of the District's 2024 operating budget). The total compensation package (e.g., salary, benefits, professional development opportunities) offered to employees is a key component to promoting employee retention (which, in turn, is critical to maintaining institutional knowledge). A compensation philosophy establishes agreed upon principles that guide how compensation is administered. Attached is an article published relatively recently by the International City/County Management Association (ICMA) on compensation philosophy considerations.

While the District has not previously adopted a formal compensation philosophy, it has through board action adopted compensation policies that in aggregate may be considered to form a philosophy:

- **Salary Matrix.** Since at least 2010 the District has implemented a salary matrix that defines the compensation for all staff (except for the general manager whose salary is dictated by a separate employment contract) based upon position and tenure. The salary matrix (2024 matrix is attached) is a seven (7) step squared pay schedule program with a 4% spread between each *step* and nineteen (19) pay *grades* with 5% between each grade. Each District position has been placed at the *grade* at which that position's description best aligned with comparable positions of similar agencies through the most recent salary survey (completed in 2018). An employee advances up a step (4% salary increase) on their anniversary of employment with the District until they reach the top step (Step 7). The salary matrix is integrated into the District personnel policies manual and the collective bargaining agreement (CBA) with the

American Federation of State, County and Municipal Employees Council 2 Local 114WD (AFSCME), and in the offer of employment letters executed by the non-represented staff.

- **Benefits.** Health (medical, dental, vision) insurance contribution, sick/vacation leave, longevity pay, state PERS and DCP retirement program and health spending account contributions, and hours of work all have an economic value that make up a significant component of the overall compensation package provided to District employees.
- **Cost-of-Living-Adjustment (COLA).** The salary matrix is revised annually to reflect a COLA defined in the current CBA. Traditionally and to maintain the uniformity of the squared salary matrix, the board has annually approved COLAs for non-represented staff consistent with the COLA defined in the CBA.
- **Competitive Wages.** The District has historically conducted salary studies every 3-5 years (the most recent was conducted in 2018 for integration into the 2019-2021 CBA) to ensure District salaries are competitive. The goal of prior studies was to set/confirm salaries of each District position within 5% of the average of public agency comparables.

With the current CBA between the District and AFSCME set to expire December 31, the 2023-24 Budget includes funding to conduct a total compensation study this spring as a means of facilitating negotiations of a successor CBA. The District has contracted with NW Management Consulting LLC to assist in the completion of the study. To facilitate study development, a board discussion on the District's compensation philosophy and priority areas will be beneficial in guiding the study.

ADDITIONAL CONSIDERATIONS

In developing a compensation philosophy, following are a few considerations that may facilitate board discussion:

- **Salary matrix pros/cons.** With over a decade of implementation, District staff are familiar with the matrix, which also provides each individual certainty in their current and future salaries, as well as provides wage transparency (individuals can see their salary relative to all other positions). From a management perspective, the matrix is valuable in planning (both for near-term budgeting and long-term rate structure implications). On the other hand, the salary matrix is rigid (especially as part of an adopted CBA), which may prohibit its keeping pace with market trends between comprehensive salary studies.
- **Level of benefit contributions.** The District pays 95% of health insurance costs (provided through the state's PEBB) to represented employees and their spouses/families, the economic value of which is in line with comparable public agencies and well above that provided in the private sector. District-provided sick and vacation leave, and holidays are also consistent with other public agencies (and above private sector). Other benefits with economic value

include longevity pay (increasing may encourage retention) and DCP retirement match (increasing could incentivize employee retirement planning). Regardless of the benefit, it should be noted that individuals typically fail to fully recognize the economic value of benefits and focus primarily on salary, so any benefit increases may have limited affect.

- COLA. Historically the District has tied annual COLAs to the Consumer Price Index for Urban Consumers (CPI-U) for the Seattle metropolitan area (but with sideboards of not less than 1 percent nor greater than 3%) as a means of wages keeping pace with market conditions between salary studies. As the ICMA article notes, it is not the responsibility of the employer to keep pace with inflation, but with labor market conditions.
- Competitiveness. The 2018 compensation study targeted salaries within 5% of the average of selected public agency comparables; however, another option to increase competitiveness could be to target a percentile (e.g., 75th percentile) of the average. Another key factor is the thoughtful selection of appropriate comparable agencies (those with whom the District may compete for skilled employees). It should be noted that the District has an exceptional retention track record, with it being nearly 10 years since the District has lost an employee to something other than retirement or termination (not including the former general manager's move to the Woodinville Water District in 2018).

FISCAL IMPACT

No fiscal impact is anticipated with the board's discussion on this topic.

APPLICABLE EFFECTIVE UTILITY MANAGEMENT ATTRIBUTE(S)

Employee Leadership and Development

RECOMMENDED BOARD ACTION

None.

PROPOSED MOTION

Not applicable.

[Home](#)

The “Why” Behind the Paycheck: A Look at Compensation Philosophy

Examining the guiding principles of compensation strategy can help create a framework for consistency.

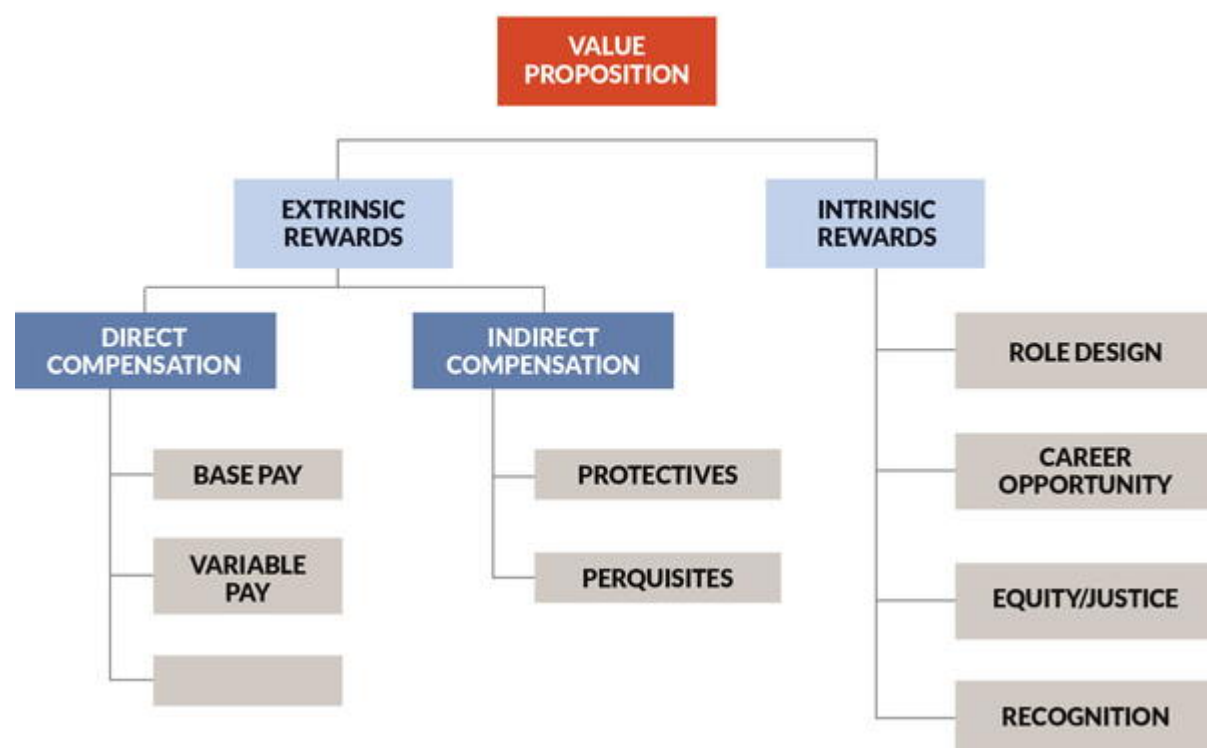
By Robert Greene, PhD, and Peter Ronza | Jun 01, 2022 | PM MAGAZINE - ARTICLE



Organizations, whether in the public or private sector, must brand themselves as employers of choice, in order to attract and retain the right talent. The brand communicates the values of the organization, its culture, and how it values and treats its people. Decisions about what type of brand the organization wishes to create are typically made by the board/council, working with executive management, due to the importance of how positively talent views the organization as an employer in determining its success. The brand is also a signal to all parties of interest as to what the organization offers and how it intends to meet its objectives and purpose.

A significant component of the brand is the value proposition that is offered to talent. It consists of all the conditions of employment and what the organization offers in return for the contributions of workforce members. Figure 1 illustrates the components of a value proposition.

FIGURE 1



The components of the value proposition offered by organizations vary. Some employers will stress non-monetary items, such as career opportunities, an attractive culture, meaningful and challenging work, recognition, and fair treatment. Economics may preclude competing with other organizations on compensation and benefits alone. Public sector organizations and nonprofits with a charitable mission are more likely to attract those who value making a difference or serving a cause. Private sector organizations tend to stress monetary rewards more. Relying on money sometimes does not work well. (Henry Ford had to pay much more than others to get people to endure the assembly line—and still had turnover of 200 percent or more.) Public sector organizations may also face stricter limitations on the type of compensation used (e.g., stock programs) and may also face greater scrutiny on very high pay levels.

The extrinsic reward components consist of fixed costs and variable costs. Base pay and the cost of benefits generally increase each year. Health care costs continue to rise much faster than inflation and unless organizations reduce benefit levels or increase the percentage of costs paid by employees, the employer costs increase. Salaries and wages can be reduced in cases where contractual agreements do not prohibit it, but this can have a detrimental impact on employee satisfaction. People assume they can adjust their standard of living to fit their income stream and unilateral reductions in that stream can be viewed as a breach of contract (social if not legal).

The federal government and many state and local entities use automatic, time-based step increase programs to administer base pay. When revenues drop, as they did at the onset of the pandemic, costs can become misaligned with resources. During the 2007-2010 financial crisis, the GS step structure was frozen, but employees continued to receive step increases. Using automatic step progression removed options for controlling costs. Without reductions in current rates the only way for employers to adjust workforce costs downward to align them with revenues is to reduce headcount, which may mandate terminating people who will be needed when conditions improve.

Organizations must manage compensation in a manner that is sound from an economic and business perspective. One of the most common oversights is failing to be clear about the impact of the economy on pay budgets and pay adjustments. Employees often think high inflation rates should be offset with commensurate increases to sustain the purchasing power of their income. However, sustaining purchasing power is not the responsibility of employers. Economic metrics like inflation, cost of living, and unemployment rates do tend to have an impact on labor market conditions and competitive pay rates, and employers must consider the end result of economic conditions. But if inflation does not result in increased market pay levels, the organization must focus on remaining competitive and not assume responsibility for maintaining employer real income levels.

Employers must respond to the cost of labor and not the cost of living. Macro-economic conditions cannot be controlled by organizations. If the competitive cost of labor changes for specific occupations, the employer must consider how to respond in order to remain competitive for talent. The cost of labor is more strongly influenced by the relationship of supply to demand for specific skill sets than it is by inflation or unemployment levels. For example, competitive market rates for IT specialists may be increasing rapidly, even during periods of low inflation, caused by a shortage of people who are competent to work with the latest technology. Even during periods of high inflation, market rates for skill sets not in demand may be static.

What Purpose Does a Compensation Philosophy Serve?

A compensation philosophy establishes agreed upon principles that will guide how compensation is administered. If the organization commits to paying for performance, however defined, that principle will guide program design and administration. The philosophy can also establish a commitment to values, such as pay equity. Sound compensation management ensures people are rewarded based on:

1. The value of the role they play (both to the organization and in the labor market).
2. The person's competence in the role.
3. The contributions made that help the organization meet its objectives.

What a person looks like, what they believe, where they came from, and any other personal characteristics not related to the value they provide should not impact how much or in what manner they are rewarded. A commitment to equitable pay enables an organization to develop analytical processes to monitor pay relationships and ensure they reflect equitable treatment.

Merely putting a philosophy statement on paper does little; the principles it defines must be adhered to. If employees and other parties do not agree with the philosophy, management must decide how to address their views. If actual practice is not consistent with the stated principles, management must evaluate how programs are designed and administered and determine if changes to the philosophy or the practices are needed. If an organization does not ensure that employees know clearly what is expected of them and how they are performing on a continuous basis, it will make convincing them that they are being treated fairly and appropriately more difficult.

Longevity

Research supports the principle that paying for performance increases the motivation to perform well. Research also shows that performance must be defined in a manner that fits the situation. For example, using longevity as one of the determinants of pay may be justified if experience in a role is highly correlated with the ability of an incumbent to perform well. Field crew members in a water utility will typically become more familiar with the system, increasing the knowledge and skill they use to maintain the system. When knowledge and skills are organization-specific, they can only be acquired by being on the job. When consulting with a water utility we realized that having a system that was several hundred years old had resulted in a myriad of hookup methods that were not reflected in the engineering plans, making experience with that system valuable. Conversely, newer incumbents in technical fields can have more up-to-date knowledge, making longevity less relevant. The relative value of education and experience will vary based on how specific the knowledge is to the organization and how important it is to utilize conceptual principles to deal with unique situations. An automatic link between longevity and pay rates makes no provision for reflecting unsatisfactory performance in someone’s compensation, leaving termination as the sole consequence available.

Performance

Other principles must be included in the compensation philosophy. It should also address the methods and processes that will be used to manage performance and administer pay. Adopting a strategy that results in paying people in a manner that reflects the relative internal value of the roles they play can result in using a formal job evaluation system to ensure the relative internal values that determine the grade and pay range assigned each job.

Geographic Market Rates

Alternatively, adopting a strategy that results in paying people in a manner that is externally competitive alters the primary basis for establishing pay ranges. A policy that emphasizes the establishment of externally competitive pay ranges must define how the organization defines its competition for talent. A city with a population of 50,000 may decide to compare to cities of a similar size that are within a specific geographic area. But it may also choose to compare to the state government and counties. Further, it may decide to compare to private sector organizations for occupations that have cross-sector mobility. Finally, it must decide on a posture relative to prevailing market rates—above, below, or at market average. It is also possible to pay at different levels relative to competition. Critical occupations may be paid above market levels while others are paid at market levels.

Remote Work

One of the conditions of employment that has recently seen dramatic change is the location of work. Historically employees have lived close enough to a central location to enable commuting. But when the pandemic began, a large percentage of workers were driven to remote work locations. Surveys indicate that a significant number of employees do not see the need to return to the office and do not want to do so. Some will want to vary their location day to day, based on the need for face-to-face interaction with colleagues or the public to be effective. This makes permanent remote work a viable alternative. But new issues are created if people relocate to distant places. There has been an outflow of professionals from the San Francisco Bay Area to Northern Nevada and other lower cost locations, bringing into question whether it is still necessary to pay the same rates for someone working elsewhere.

An employer that is willing to let employees make decisions about where they do their work may be viewed more positively than one mandating that everyone must work in a central location. But the impact of work location on productivity and on the effectiveness of peers and customers must also be considered. An employee who processes permit applications submitted by contractors may feel they have to do their work face to face, while an IT or accounting specialist can be just as effective from any location.

What Issues Does a Philosophy Need to Address?

The board/council and executive management need to agree on the compensation philosophy:

- What forms of compensation will be used?
- How will the value of each role be determined (internal equity, external competitiveness)?
- How will performance be defined, measured, and rewarded?
- What process will be used to administer compensation? Who is involved? Who decides?

- How does the organization define its competition for talent?
- What will the organization’s competitive posture be?
- How will the compensation philosophy be communicated and to whom?
- When, how, and by whom is the philosophy evaluated to ensure its continued relevance?

When consulting with organizations, the first step we take is to ascertain the views of important stakeholders and to seek agreement on the principles. Without a clear understanding of how a compensation philosophy will impact the effectiveness and acceptance of strategies and programs, it is possible to develop recommendations that ultimately will not be used by decision-makers. Philosophy is not a theoretical exercise; it serves as the navigational system to guide the organization to its desired destination.

The Value of a Clearly Articulated Philosophy

Without a clear compensation philosophy, decisions tend to be made independently case by case. This can result in inconsistent administration across departments, occupations, and time. And even though a compensation philosophy is a good fit to the context within which it was developed, environmental change may necessitate re-evaluating the principles that are being applied. The pandemic has administered an unanticipated shock and being able to call upon a well formulated and clearly articulated compensation philosophy can facilitate sound decisions about how to react to the altered context. Continuous evaluation of the compensation philosophy to ensure it meets current conditions has become mandatory.

Taking the views of all parties-at-interest into consideration when a philosophy is developed and when alterations are being considered can increase the level of acceptance. Although management may be unwilling to hold a democratic election, it is important to create an open channel of communication that can gather opinions and enable decisions to be explained once they are made. Dialogue on a continuous basis can engage employees and assure them that their views have been heard and considered.

A well-articulated compensation philosophy establishes the guiding principles that underlie compensation management. The methods and processes that are used may vary across the organization due to local contextual differences, but should be consistent with those principles. The philosophy statement communicates a good deal about an organization’s values, its culture, and its views related to how it values its people and informs all parties-at-interest as to the principles that guide compensation administration. It is an important part of both the employer brand and the value proposition.



ROBERT J. GREENE, PhD, is a consulting principal at Pontifex (rewardsystems@sbcglobal.net).

PETER P. RONZA is president of Pontifex (pronz@pontifex-hr.com).

Topics

[Human Resources](#)

[High Performance Organizations](#)

New, Reduced Membership Dues

A new, reduced dues rate is available for CAOs/ACAOs, along with additional discounts for those in smaller communities, has been implemented. Learn more and be sure to join or renew today!

[LEARN MORE](#)



APPENDIX A

2024 LAKE WHATCOM WATER AND SEWER DISTRICT PAY SCHEDULE

JOB CLASSIFICATION	DEPARTMENT	PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
		20							
DISTRICT ENGINEER/ENG. MANAGER	Exempt	19	58.20	60.53	62.95	65.47	68.09	70.81	73.65
		18	55.43	57.65	59.96	62.35	64.85	67.44	70.14
FINANCE MANAGER/TREASURER	Exempt	17	52.79	54.90	57.10	59.39	61.76	64.23	66.80
OPERATIONS/MAINTENANCE MANAGER	Exempt	16	50.28	52.29	54.38	56.56	58.82	61.17	63.62
CONSTRUCTION ENGINEER	Engineering	15	47.88	49.80	51.79	53.86	56.02	58.26	60.59
		14	45.60	47.43	49.33	51.30	53.35	55.49	57.70
		13	43.43	45.17	46.98	48.86	50.81	52.84	54.96
MAINTENANCE ELECTRICIAN	Operations	12	41.36	43.02	44.74	46.53	48.39	50.33	52.34
WATER TREATMENT PLANT OPERATOR	Operations	11	39.40	40.97	42.61	44.31	46.09	47.93	49.85
LEAD MAINTENANCE WORKER	Operations	10	37.52	39.02	40.58	42.20	43.89	45.65	47.47
ENGINEERING TECHNICIAN/SAFETY OFFICER	Engineering	9	35.73	37.16	38.65	40.19	41.80	43.47	45.21
MAINTENANCE WORKER II	Operations	8	34.03	35.39	36.81	38.28	39.81	41.40	43.06
ADMINISTRATIVE ASSISTANT	Administration	7	32.41	33.71	35.06	36.46	37.92	39.43	41.01
ACCOUNTS PAYABLE/PAYROLL TECHNICIAN	Administration	7	32.41	33.71	35.06	36.46	37.92	39.43	41.01
UTILITY SYSTEMS SUPPORT SPECIALIST	Operations	7	32.41	33.71	35.06	36.46	37.92	39.43	41.01
		6	30.87	32.10	33.39	34.72	36.11	37.55	39.06
ACCOUNTS RECEIVABLE TECHNICIAN	Administration	5	29.40	30.57	31.80	33.07	34.39	35.77	37.20
MAINTENANCE WORKER I	Operations	5	29.40	30.57	31.80	33.07	34.39	35.77	37.20
ACCOUNTING CLERK	Administration	4	28.00	29.12	30.28	31.49	32.75	34.06	35.43
		3	26.66	27.73	28.84	29.99	31.19	32.44	33.74
		2	25.39	26.41	27.47	28.57	29.71	30.90	32.13
		1	24.19	25.15	26.16	27.20	28.29	29.42	30.60


NOTES:

1) Squared pay schedule results in 4% between pay steps and 5% between pay grades.



**AGENDA
BILL
Item 6.B**

**Whatcom County Onsite
Sewage System Inspection
Program Revision Request**

DATE SUBMITTED:	January 22, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Justin Clary, General Manager		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. Draft Letter to Whatcom County Council		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input checked="" type="checkbox"/>	INFORMATIONAL /OTHER <input type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

The potential impacts of onsite sewage systems (OSS; commonly referred to as septic systems) within the Lake Whatcom Watershed has been an ongoing concern of the District for the past several years. Most recently the topic was discussed during a work session of the Board held on January 10, 2024. One outcome of the Board's discussion was consideration of submittal of a request to the Whatcom County Council to eliminate self-inspection of OSS located in the watershed. Attached is a letter for Board consideration.

FISCAL IMPACT

No fiscal impact is anticipated with submittal of the proposed letter to the Whatcom County Council.

APPLICABLE EFFECTIVE UTILITY MANAGEMENT ATTRIBUTE(S)

Community Sustainability
Water Resource Sustainability

RECOMMENDED BOARD ACTION

Staff recommends that the Board discuss the attached letter and provide direction relative to any revisions.

PROPOSED MOTION

Recommended motion is:

"I move to authorize the issuance of the letter to Whatcom County Council requesting revision to the County's onsite sewage system inspection program, as presented."



1220 Lakeway Drive
Bellingham, WA 98229
(360) 734-9224

January 31, 2024

Whatcom County Council
311 Grand Avenue, Suite 105
Bellingham, WA 98225

Re: On-site Sewage System Inspection Program

Dear Whatcom County Councilmembers:

Together with the City of Bellingham, over the past three decades the Lake Whatcom Water and Sewer District has been a proud partner of Whatcom County in the development and implementation of the Lake Whatcom Management Program's (LWMP) joint management strategy for protecting Lake Whatcom. As the drinking water source for over 120,000 Whatcom County residents, coupled with the City and County's ongoing efforts to meet the Total Maximum Daily Load (TMDL) requirements, effective implementation and management of all ten program areas defined by the LWMP is critical in the ultimate attainment of the LWMP's goals.

As the owner and operator of 28 sewer lift stations and over 75 miles of sewage collection and conveyance pipelines in the Lake Whatcom Watershed (with many facilities directly adjacent to the Lake), the District succinctly understands the important role we play in the protection of Lake Whatcom. Though the District is not immune to its own system failures, we have implemented an aggressive capital improvement program to proactively maintain and replace infrastructure to mitigate the potential of sewage releases. With rate revenues being the District's primary funding source for its maintenance and capital improvement programs, this commitment to the effective management of our systems has necessitated the difficult decision to set sewage rates that are the highest in the region. Though these rates directly impact our customers (as well as each of us personally as customers of the District), we recognize that development within the watershed must be regulated in a manner that protects this invaluable resource, regardless of cost.

It is in this vein that the District respectfully requests Whatcom County's review of its current on-site sewage system (OSS; commonly referred to as septic systems) management program. There are nearly 800 OSS in the Lake Whatcom Watershed that are regulated by the Whatcom County Health and Community Services Department. Due to the number of OSS throughout Whatcom County requiring Health Department regulation, the County has understandably created a self-inspection program to lessen the workload countywide. However, as the District has recognized sewage systems within the Lake Whatcom Watershed must be maintained more stringently than industry standards, we also believe that OSS within the watershed require additional management. Therefore, the District respectfully requests that the Whatcom County Code (WCC) be revised to prohibit participation in the self-inspection program for owners of OSS located within the Lake Whatcom Watershed. This could be accomplished through an addition to [WCC Section 24.05.160.B](#) specifying OSS located within the Lake Whatcom Watershed Overlay District ([WCC Chapter 20.51](#)).

Whatcom County Council
January 31, 2024
Page 2

Again, thank you for your commitment to the protection of Lake Whatcom. Should you have any questions, please do not hesitate to contact the District's general manager, Justin Clary, at 360.734.9224.

Sincerely,
Lake Whatcom Water and Sewer District

Todd Citron
President, Board of Commissioners

John Carter
Secretary, Board of Commissioners

Bruce Ford
Commissioner

David Holland
Commissioner

Jeff Knakal
Commissioner

cc: Satpal Sidhu, Whatcom County Executive
Sue Sullivan, Whatcom County Environmental Health Manager
Gary Stoyka, Whatcom County Natural Resources Program Manager
Kim Lund, City of Bellingham Mayor
Eric Johnston, City of Bellingham Public Works Director



BACKGROUND / EXPLANATION OF IMPACT

FISCAL IMPACT

APPLICABLE EFFECTIVE UTILITY MANAGEMENT ATTRIBUTE(S)

RECOMMENDED BOARD ACTION

PROPOSED MOTION

Page 22 of 61



LAKE WHATCOM WATER & SEWER DISTRICT

1220 Lakeway Drive
Bellingham, WA, 98229

(360) 734-9224
Fax 738-8250

MEMORANDUM

To: District Board and Staff

Date: January 22, 2024

From: Justin Clary, General Manager

RE: Effective Utility Management Assessment

The Effective Utility Management (EUM) assessment process has been developed by industry professionals to help water and wastewater utilities make informed decisions and practical, systematic changes to enhance level-of-service and achieve excellence in utility performance. The process provides a practical approach to assessing, managing, and measuring a utility's performance through identification of opportunities and challenges that allows for developing an action plan for areas requiring additional focus. Ten *attributes* are identified within the EUM assessment process that comprise a comprehensive framework related to operations, infrastructure, customer satisfaction, community sustainability, natural resource stewardship, and financial performance of a water and/or wastewater utility. The ten attributes are:

- Product Quality
- Customer Satisfaction
- Employee & Leadership Development
- Operational Optimization
- Financial Viability
- Infrastructure Strategy & Performance
- Enterprise Resiliency
- Community Sustainability
- Water Resource Sustainability
- Stakeholder Understanding & Support

District board and staff underwent an initial EUM assessment in 2020, the results of which were integrated into the District's current 2022-2027 Strategic Business Plan. Recognizing four years have passed since the last assessment, coupled with two new commissioners and five new staff members, it is my intent to engage board, management, and all staff in the completion of the assessment process so that we may gain a comprehensive understanding of how the District's performance of each of the ten attributes are currently viewed relative to each other by each group (board, management, and staff), and as-a-whole. This will allow for identifying any significant differences in perception of District performance specific to each attribute between the groups, so that we may all gain a better understanding of others' perspectives. Ultimately, the assessment process will allow for the identification and prioritization of specific attributes to focus the District's resources on improving through the next revision to the District's Strategic Business Plan.

Ten Attributes of Effective Utility Management

Following identifies and defines the ten attributes that will be assessed specific to the District's performance. Please note that the following definitions were taken directly from the EUM guidance document; therefore, some of the references do not specifically apply to the District's operations (e.g., wastewater treatment) but have been retained to provide context.

- **Product Quality.** Produces “fit for purpose” water and other recovered resources (e.g., energy, nutrients, biosolids) that meet or exceed full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs. Products include treated drinking water, treated wastewater effluent, recycled water, stormwater discharges, and recovered resources.
- **Customer Satisfaction.** Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels. Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies. Provides tailored customer service and outreach to traditional residential, commercial, and industrial customers, and understands and exercises as appropriate the opportunities presented by emergent customer groups.
- **Employee Leadership and Development.** Recruits, develops, and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery operations. Establishes an integrated and well-coordinated senior leadership team.
- **Operational Optimization.** Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Makes effective use of data from automated and smart systems, and learns from performance monitoring. Minimizes resource use, loss, and impacts from day-to-day operations, and reduces all forms of waste. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.
- **Financial Viability.** Understands and plans for the full life-cycle cost of utility operations and value of water resources. Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provides for reserves, maintains support from bond rating agencies, plans and invests for future needs, taking into account affordability and the needs of disadvantaged households. Implements sound strategies for collecting customer payments. Understands the opportunities available to diversify revenues and

raise capital through adoption of new business models, including revenues from resource recovery.

- **Infrastructure Strategy and Performance.** Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and relevant community priorities, building in a robust set of adaptation strategies (e.g., for changing weather patterns, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.
- **Enterprise Resiliency.** Ensures utility leadership and staff work together internally, and coordinates with external partners, to anticipate, respond to, and avoid problems. Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (include interdependencies with other services and utilities, legal, regulatory, financial, environmental, safety, physical and cybersecurity, knowledge loss, talent, and natural disaster-related) consistent with industry trends and system reliability goals. Plans for and actively manages around business continuity.
- **Community Sustainability.** Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, economic development organizations, watershed and source water protection groups). Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with other critical community infrastructure, social and economic development planning to support community-wide resilience, support for disadvantaged households, community sustainability, and livability.
- **Water Resource Sustainability.** Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery. Understands its roles in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners. Understands and plans for the potential for water resource variability (e.g., changing weather patterns, including extreme events, such as drought or flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., integrated planning). Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.
- **Stakeholder Understanding and Support.** Engenders understanding and support from stakeholders (anyone who can affect or be affected by the District), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively promotes an appreciation of the true value of water and

water services, and water's role in the social, economic, public and environmental health of the community. Actively engages in partnerships, involves stakeholders in decisions that will affect them, understands what it takes to operate as a "good neighbor," and positions the District as a critical asset (anchor institution) in the community.


Next Steps

Once each group has gained an understanding of the ten attributes, I will facilitate independent meetings of each group to define each group's assessment of the District's current level of achievement specific to each attribute, and to determine each group's perspective on the rank of importance of each attribute relative to each other. The assessment results will then be evaluated by the Board to identify specific attributes that it wishes for additional focus/resources to be placed upon. Based upon Board direction, staff will then proceed with the next step in the EUM process—revision to the Strategic Business Plan to incorporate enhancement of the selected attribute(s) relative to overall District operations.



**AGENDA
BILL
Item 8.A**

**General Manager's
Report**

DATE SUBMITTED:	January 25, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Justin Clary, General Manager		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. General Manager's Report 2. Strategic Plan Summary		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input type="checkbox"/>	INFORMATIONAL/OTHER <input checked="" type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

Updated information from the General Manager in advance of the Board meeting.

FISCAL IMPACT

None.

RECOMMENDED BOARD ACTION

None required.

PROPOSED MOTION

None.



LAKE WHATCOM WATER AND SEWER DISTRICT

General Manager's Report

Upcoming Dates & Announcements

Regular Meeting – Wednesday, January 31, 2024 – 8:00 a.m.

Important Upcoming Dates

Lake Whatcom Water & Sewer District			
Regular Board Meeting	Wed Feb 14, 2024	6:30 p.m.	Board Room/Hybrid
Employee Staff Meeting	Thu Feb 15, 2024	8:00 a.m.	Board Room/Hybrid Commissioner Holland to attend
Investment Comm. Meeting	Wed Feb 28, 2024	10:00 a.m.	Board Room/Hybrid
Safety Committee Meeting	Thur Feb 22, 2024	8:00 a.m.	Board Room
Lake Whatcom Management Program			
Policy Group Meeting	Wed Feb 7, 2024	3:00 p.m.	City of Bellingham Pacific St Ops Center, Rm 111/Hybrid
Joint Councils Meeting	Wed Mar 27, 2024	6:30 p.m.	Bellingham City Council Chambers, 210 Lottie Street
Other Meetings			
WASWD Section III Meeting	Tue Feb 13, 2024	6:00 p.m.	Bob's Burgers 8822 Quil Ceda Pkwy, Tulalip, WA
Whatcom Water Districts Caucus Meeting	Wed Feb 21, 2024	2:00 p.m.	Remote Attendance
Whatcom County Council of Governments Board Meeting	Wed May 8, 2024	3:00 p.m.	Council of Governments Offices 314 E Champion Street/Hybrid

Committee Meeting Reports

Safety Committee:

- The committee met on January 25; topics included status of addressing admin building concerns (exterior lighting and missing electrical outlet cover), discussion pertaining to appropriate fall protection at the North Point sewer lift station, and status of review of safety programs.

Investment Committee:

- No committee meeting has been held since the last board meeting.

Upcoming Board Meeting Topics

- Euclid sewer lift station improvements project contract closeout
- Facility security assessment presentation
- Division 7 reservoir replacement project construction contract award

2024 Initiatives Status

Administration and Operations

Strategic Planning

- Conduct the AWWA Effective Utility Management (EUM) assessment process, which will inform the next revision to the six-year strategic business plan.
District management, staff, and board are scheduled to complete the EUM assessment process on January 23 and 29, and 31, respectively. Following discussion of assessment results with the board, District staff will update the six-year strategic business plan.

Collective Bargaining Agreement

- Negotiate a successor agreement with AFSCME Local 114WD by December 31, 2024.
The District, with AFSCME input, has contracted NW Management Services to assist in the completion of a total compensation study, which will be completed in Spring 2024 to inform a critical component of agreement negotiations with AFSCME in Summer/Fall 2024.

Management Team Support

- With the 2022 and 2023 departures of the District's O&M Manager and Engineering Manager, respectively, devote time to coordinating and assisting Mr. Dahlstrom and Mr. Nicoll in their relatively new roles.
Monthly one-on-one check-in meetings are scheduled throughout 2024; both J Dahlstrom and G Nicoll are considering applicable leadership/management training opportunities (in addition to J Dahlstrom's participation in the yearlong APWA emerging leaders academy).

Water Right Adjudication

- Represent the District in the water right adjudication process to ensure that its certificated and permitted rights are protected.
The Department of Ecology plans to file for adjudication in Spring 2024; J Clary continues to monitor the status and attend associated webinars/meetings (one is scheduled for the evening of January 31).

Records Management System

- Implement new records management system.
The District executed a personal services agreement in December 2023 for purchase and implementation of the selected enterprise content management (ECM) system (Laserfiche); conversion to the new system is anticipated to be complete by Spring 2024.

Safety Program Update

- Continue systematic review and revision of District's safety programs by updating eight programs in 2024.
Staff is finalizing review of the wildfire smoke safety program.

Capital Improvement Program Support

- Support the Engineering Department through management of specific capital improvement project(s).
Due to workload issues within the Engineering Department, J Clary has taken on a support role (either in the form of project manager or providing technical support) for several District capital improvement projects.

Emergency Response/System Security

Emergency Readiness

- Continue use of Whatcom County Department of Emergency Management services to hold tabletop and/or field emergency response field exercises.
To be scheduled for 2024. Note—with the retirements of Whatcom County Sheriff and Emergency Management Department Manager, the District will assess the effectiveness of the final year of the existing contract with Whatcom County throughout 2024.

Business Continuity Plan

- Finalize a District-specific business continuity plan following FEMA guidance that leads District transition from emergency response (District Emergency Response Plan) to return to normal operation following a disruptive event.
A draft of the plan is complete, with exception to identifying all essential District records and their location to ensure access throughout recovery from a disruptive event.

Community/Public Relations

General

- Website
The District's web content is reviewed and updated on a regular basis.
- Social Media
Posts are made to District Facebook, LinkedIn, and Nextdoor pages regularly; Nextdoor is also regularly monitored for District-related posts.
- Press Releases
None to-date; press releases will be issued based upon need.

Intergovernmental Relations

- *J Clary chaired the Whatcom Water Alliance meeting (virtual) on January 16.*
- *J Clary attended the Whatcom Water Districts Caucus meeting (virtual) on January 17.*
- *J Clary met with 14 state legislators in Olympia for Public Works Board Day on the Hill on January 18.*
- *J Clary, G Nicoll, and J Dahlstrom met with the Sudden Valley Community Association management team on January 22 to coordinate upcoming projects of each agency.*
- *J Clary scheduled to attend a WRIA 1 water rights adjudication webinar on January 31.*

Lake Whatcom Water Quality

Lake Whatcom Management Program

- Participate in meetings of Lake Whatcom Management Program partners.
J Clary attended the Data Group meeting on January 11.

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Executive Department Goals		2022	2023	2024 YTD	2025	2026	2027
1. Facilitate achievement of annually establish Board initiatives							
Workload Indicators							
- Meetings with management team to attain Board initiatives		49	44	5			
- Reporting on the status of completion of Board initiatives		22	22	2			
- Annual number of Board initiatives		13	13	12			
- Annual number of Board meetings/work sessions held		25	23	3			
Performance Measures							
- Completion of initiatives within Board/staff agreed timelines		11/13	11/13	underway			
2. Biennial EUM self-assessment and update to strategic plan							
Workload Indicators							
- Draft departmental strategic plans by June 30 of even-numbered years			to be initiated				
- Financial forecast updated biennially (even-numbered years)				no			
- Balanced budget presented to the Board biennially		complete		no			
Performance Measures							
- Complete strategic plan and financial forecast by Sep 1 (even-numbered years)				no			
3. Pursue implementation of performance management throughout operations							
Workload Indicators							
- Review literature associated with potential approaches			complete	complete			
- Meet with applicable vendors/consultants representing potential approaches			no	no			
- Departmental operational reviews to identify optimization opportunities			no	no			
Performance Measures							
- Number of performance management approaches analyzed			1	0			
- Number of meetings with vendors/consultants			0	0			
- Budgetary allocation supporting implementation of performance management			\$0	\$0			
- Implementation of performance management approach			no	no			

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Executive Department Goals		2022	2023	2024 YTD	2025	2026	2027
4.	Overhaul records management system						
	Workload Indicators						
	- Review literature associated with potential approaches	complete					
	- Meet with applicable vendors/consultants representing potential approaches	complete					
	- Departmental operational reviews to identify optimization opportunities	complete					
	Performance Measures						
	- Number of records management committee meetings held	0	3				
	- Number of presentations to Board on topic	1	1				
	- Budgetary allocation supporting acquisition of new system/software	\$5,000	\$30,000				
	- Implementation of new system		procured				
5.	Expand intergovernmental relations program						
	Workload Indicators						
	- Participation in LWMP data group, ICT, policy group, and joint councils meetings	yes	yes	yes			
	- Participation in WWA, WUCC, COG, and Whatcom Water Districts meetings	yes	yes	yes			
	- Participation in WASWD and WSRMP meetings	yes	yes	yes			
	- Meet with City, County, SVCA, and SWFA staff	yes	yes	yes			
	- Attendance of WASWD and IACC conferences	yes	yes	no			
	- Presentation at SVCA board meetings	no	no	no			
	Performance Measures						
	- Annual budgetary allocation supporting organization memberships	complete	complete	complete			
	- Number of LWMP meetings attended	29	26	1			
	- Number of WWA, WUCC, COG, and Whatcom Water Districts meetings attended	15	21	2			
	- Number of meetings with City, County, SVCA, and SWFA staff	13	20	1			
	- Number of conferences attended	3	2	0			
	- Number of presentations to SVCA board	0	0	0			

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Executive Department Goals		2022	2023	2024 YTD	2025	2026	2027
6.	Expand public relations program						
	Workload Indicators						
	- Update of District website						
	- Issuance of press releases and Facebook posts on a regular basis	yes	yes	yes			
	- Active participation in community events	yes	yes	yes			
	Performance Measures						
	- Completion of website updated by December 31, 2025						
	- Completion of Board discussion on District rebranding						
	- Number of Facebook likes/followers	153/168	163/188	165/190			
	- Number of press releases issued	5	5	0			
	- Number of Facebook posts	51	50	2			
	- Number of community events participated in	6	3	0			

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Finance Department Goals		2022	2023	2024	2025	2026	2027
1. Commit to excellence to improve performance standards and enhance professional growth and development							
Workload Indicators							
- Meet with each department member and perform SWOTs within their positions	yes						
- Review each job description within department on a regular basis and seek opportunities for cross-training	complete						
- Identify professional trainings & webinars that align w/ job duties for each employee	yes	ongoing					
- Work with Board to develop Public Financial Professionals Appreciation Week	not being pursued						
- Issue weekly updates to staff re: policies, procedures, events & ongoing projects	44	47					
- Increase number of finance staff meetings	9	31					
Performance Measures							
- Complete comprehensive SWOT analysis	complete						
- Implement strategies identified through completion of analysis	in progress						
- Number of trainings and webinars attended by staff	17	4					
- Implementation of cross-training and development tracking system	complete						
- Adoption of Public Finance Professionals Appreciation Week	not being pursued						
- Number of weekly updates issued by Finance Manager	44	47					
- Number of staff meetings and engagement activities	13	31					
2. Improve financial sustainability and forecasting							
Workload Indicators							
- Work sessions to develop biennial budget process	complete						
- Development and routine evaluation of forecasting model	in progress	in progress					
- Routine evaluation of financial policies	complete	in progress					
- Routine evaluation of investments	yes	yes					
- Number of financial webinars, seminars, and conferences attended	22	38					

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Finance Department Goals		2022	2023	2024	2025	2026	2027
Performance Measures							
- Transition to a biennial budget	complete						
- Overhead and personnel costs align with sustainable rate revenue by increasing proportionately to rate increase	yes	yes					
- Forecasting model is utilized on a regular basis for "what if" situations, budgeting, and forecasting	in progress	in progress					
- Financial policies are kept current and practiced to align with current industry best practices and standards	yes	yes					
- Investment revenue increases	yes	yes					
- Financials and financial policies comply with State Auditor's Office	yes	yes					
3. Develop and implement a supplemental utility customer assistance program							
Workload Indicators							
- Meet with state and local agencies to develop program and seek funding for program	complete						
- Meet with applicable vendors/consultants representing potential approaches	complete						
- Meet with GM and hold work sessions with Board to develop and adopt program	no						
Performance Measures							
- Number of meeting with state and local agencies	3						
- Number of meetings with GM	2						
- Number of work sessions with the Board	0						
- Implementation of program	cancelled						

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Finance Department Goals		2022	2023	2024	2025	2026	2027
4.	Maximize and utilize technology to improve workflow						
	Workload Indicators						
	- Meet with service providers to better understand the capabilities of Springbrook	in progress					
	- Meet with service providers to investigate potential transition to a different financial management system	complete					
	- Develop cost-benefit analysis of Springbrook vs. other system	complete					
	- Analyze systems' ability to acc. growth needs, workflow improvement & reporting	complete					
	- Increase staff and management trainings	5	6				
	Performance Measures						
	- Implementation of alternative system or more detailed use of Springbrook	complete					
	- Implementation of document management software	ongoing	ongoing				
	- Number of staff and management trainings held and increased by use of software	5	6				

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Engineering Department Goals		2022	2023 YTD	2024	2025	2026	2027
1. Enhance oversight, management, maintenance, and resiliency of business information, infrastructure SCADA, and cybersecurity systems							
Workload Indicators							
- Number of IT consultant support tickets generated		140	62				
- Number of IT consultant computer engineer support hours billed		141	56.75				
- Number of SCADA on-call support consultant hours billed		42.6	52.5				
- Number of SCADA, telemetry, electrical engineer consultant hours billed		0	0				
- Number of physical/virtual servers		2/10	2/10				
- Number of terabytes of backup storage utilized		4.97	4.55				
- Number of managed on-premise business applications		6	6				
- Number of telemetry communication and control systems issues reported		17	12				
Performance Measures							
- Develop tracking methods to collect workload indicator numbers over time	complete						
- Develop internal tech memo analyzing job description functions	in progress						
- Fund new position					subject to funding		
2. Improve water/sewer permitting process and status lookups for application, issuance, inspection, and completion							
Workload Indicators							
- Number of water/sewer permits processed annually		31	26				
- Est. number of permitting-related email exchanges/telephone calls received		124	90				
- Number of locations (electronic/paper) permitting info is entered/tracked		8	8				
Performance Measures							
- Explore/research systems and develop implementation costs	in progress						
- Develop tech memo to document various options, labor efficiency gains	in progress						
- Program implementation					subject to funding		

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Engineering Department Goals		2022	2023 YTD	2024	2025	2026	2027
3.	Increase field inspection/condition grading of assets; improve accuracy of asset locations documented in GIS						
	Workload Indicators						
	- Number of assets field located by GPS	298	7268				
	- Number of assets inspected and assigned condition rating	661	548				
	- Number of asset locations updated in GIS	0	0				
	- Number of assets in Cartegraph with active Overall Condition Index decay curves	6,281	15,040				
	Performance Measures						
	- Develop tech memo to est. labor available if other resources allocated to land development						
	- Revise administrative staff job descriptions						
	- Hire temporary GIS/engineering intern to assist with field inspection/GPS		cancelled				

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Operations Department Goals		2022	2023 YTD	2024	2025	2026	2027
1. Ensure continuity of potable water production that meets or exceeds regulatory requirements							
Workload Indicators							
- Number of required water system reports submitted to agencies		54	72				
- Number of water treatment plant samples collected/analyzed		27	2,582				
- Number of water distribution system samples collected/analyzed		1,552	1,392				
- Number of hours performing equipment calibration and maintenance		1,062	1,006				
- Number of hours inventorying and preparing treatment chemicals		99	120				
Performance Measures							
- Meet all Department of Health water quality requirements		yes	yes				
- Annual receipt of Treatment Optimization Program (TOP) award		yes	yes				
- Annual issuance of Consumer Confidence Reports by state deadline		yes	yes				
- Number of annual water quality customer complaints received		1	0				
- Operating Permit is color green		yes	yes				
2. Sustain, and as applicable enhance, utility efficiency and resiliency through proactive maintenance of electrical systems and SCADA instrumentation							
Workload Indicators							
- Scheduled inspections of electrical cabinets, components and assoc. equipment		10	68				
- Scheduled repair of electrical cabinets, components and assoc. equipment		15	36				
- SCADA hardware/software installation and maintenance		8	18				
- Communication 'fails' requiring followup		TBD	270				
- Execution of annual contract for generator inspection/maintenance		no	Yes				
Performance Measures							
- Number of inspections (per year)		10	68				
- Number of repairs (per year)		15	36				
- Labor hours spent maintaining/repairing SCADA systems		TBD	248				
- Number of repairs required from communications provider		TBD	25				
- Number of generators inspected/maintained per year		0	18				

2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Operations Department Goals		2022	2023 YTD	2024	2025	2026	2027
3.	Ensure the effective and reliable collections and conveyance of sewage out of the watershed through routine inspection and prevent. maintenance						
	Workload Indicators						
	- Sewer lift stations inspected (weekly)	714	748				
	- Submersible pumps inspected (annually)	63	55				
	- Suction lift stations maintained (annually)	30	9				
	- Wetwells cleaned (annually)	54	12				
	- Labor hours expended televising/inspecting and cleaning sewer mains	381.5	204				
	- Manholes inspected (annually)	77	55				
	- Labor hours expended to clean/inspect air relief valves	87	126				
	Performance Measures						
	- Number of sewer system overflows (per year)	3	4				
	- Number of lift station 'true' fail alarms (per year)	TBD	40				
	- Trend of maintaining annual lift station energy (pumping efficiencies)	TBD	TBD				
	- Trend of reducing costs associated with pump repairs	\$305,869	\$18,165				
	- Miles of sewer main televised/inspected (per year)	6.57	4.1				
	- Miles of sewer main cleaned (per year)	0.76	0.16				
	- Downward trend of volume of I&I conveyed to City of Bellingham	TBD	TBD				


2022-2027 Strategic Business Plan Implementation Status
Lake Whatcom Water and Sewer District

Operations Department Goals		2022	2023 YTD	2024	2025	2026	2027
4.	Ensure the maximum operable life of District water infrastructure						
	Workload Indicators						
	- Number of water valves exercised (annually)	0	352				
	- Number of water mains flushed (annually)	132	440				
	- Number of pressure reducing valves inspected (annually)	88	34				
	- Number of pressure reducing valves repaired/rebuilt (annually)	0	11				
	- Number of reservoirs inspected (annually)	18	16				
	Performance Measures						
	- Number of valves failing to operate properly	0	4				
	- Number of distribution system water quality violations (per year)	0	0				
	- Levels of disinfection byproducts monitored justifying reduced monitoring	yes	yes				
	- Number of customer complaints regarding water pressure (per year)	6	4				
	- Miles of water main flushed (per year)	20.88	438				
	- Number of reservoirs requiring repair	18	2				
5.	Maintain level-of-service expectations relative to development services						
	Workload Indicators						
	- Water/sewer connection inquiries processed	22	100				
	- Water/sewer connection permits issued	28	20				
	- Pre-construction meetings attended	22	30				
	- Inspections conducted	34	20				
	- New water service installations	9	13				
	Performance Measures						
	- Number of permits issued within 5 working days (per year)	28	20				
	- Number of inspections completed per year	34	20				
	- Number of water connections made within 10 working days of request (per year)	9	13				



**AGENDA
BILL
Item 8.B**

**Engineering Department
Report**

DATE SUBMITTED:	January 25, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Greg Nicoll, Engineering Manager/District Engineer		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. Engineering Department Report		
	2. Summary of District Projects		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input type="checkbox"/>	INFORMATIONAL/ OTHER <input checked="" type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

Updated information regarding District projects and current priorities in advance of the Board meeting.

FISCAL IMPACT

None.

RECOMMENDED BOARD ACTION

None required.

PROPOSED MOTION

None.



Lake Whatcom Water & Sewer District Engineering Department Report

Prepared for the January 31, 2024 Board Meeting
Data Compiled 1/24/24 by RH, GN, RM, KH

Status of Water and System Capacities				
	South Shore ID# 95910	Eagleridge ID# 08118	Agate Heights ID# 52957	Johnson Well ID# 04782
DOH Approved ERUs	**	85	81	2
Connected ERUs	3948	70	44	2
Remaining Capacity (ERUs)	**	15	37	0
Permitted ERUs Under Construction	31	0	1	0
Pre-paid Connection Certificates & Expired Permit	13	0	4	0
Water Availabilities (trailing 12 months)	53	0	1	0
Subtotal - Commitments not yet connected	97	0	6	0
Available ERUs	**	15	31	0

** Per DOH, water system capacity is sufficient for buildout. Oct 2018

Agate Heights approved ERUs increased from 57 to 81 with DOH approval on August 10, 2021

Annual Reports		
Name Of Report	Deadline	Completed
Report Number of Sewer ERUs to City of Bellingham Prepared by: Greg Nicoll (?)	January 15	
Other Reports		
Name Of Report	Deadline	Last Completed
Water Right Permit No. G1-22681 Development Extension	Due Every 5 Years Next Due Feb 15, 2023	Time Extension Request sent to Ecology January 31, 2023
Water Right Permit No. S1-25121 Development Extension	Due Every 5 Years Next Due March 30, 2023	Time Extension Request sent to Ecology January 31, 2023

SUMMARY OF CAPITAL IMPROVEMENT PROJECTS

Updated: 1/24/2024

Prepared by: G. Nicoll

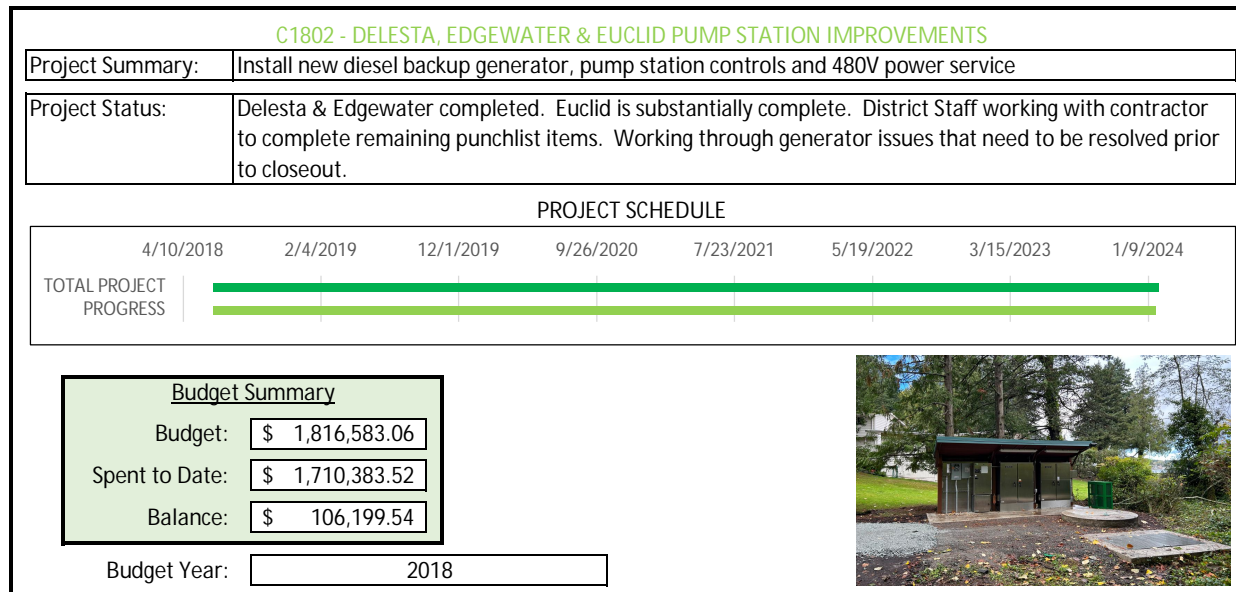


LEGEND:

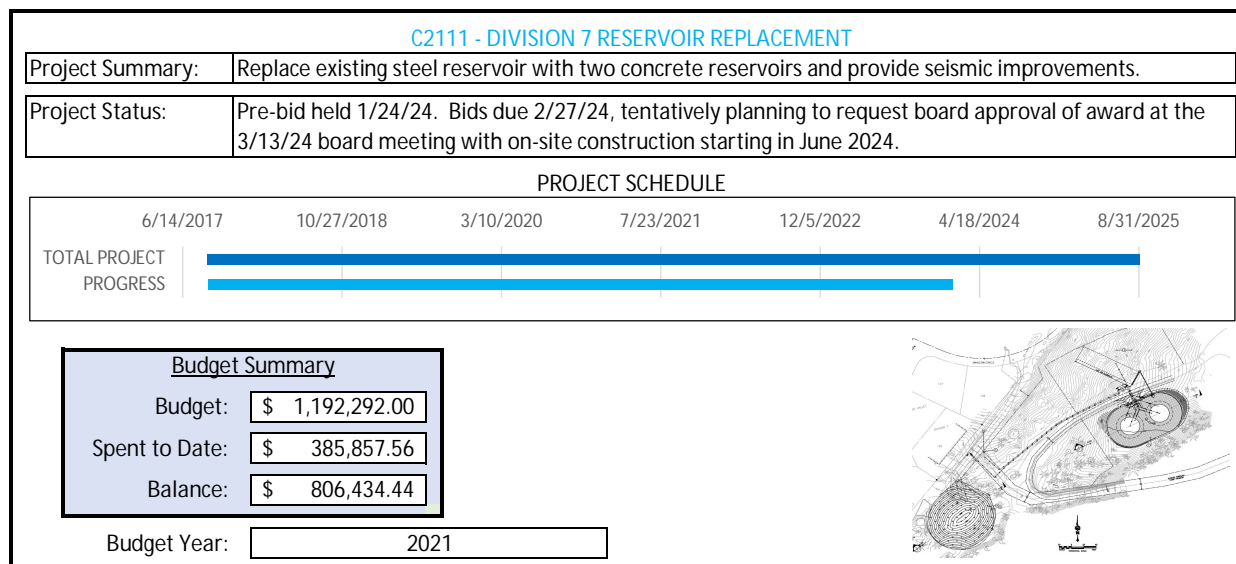
SEWER

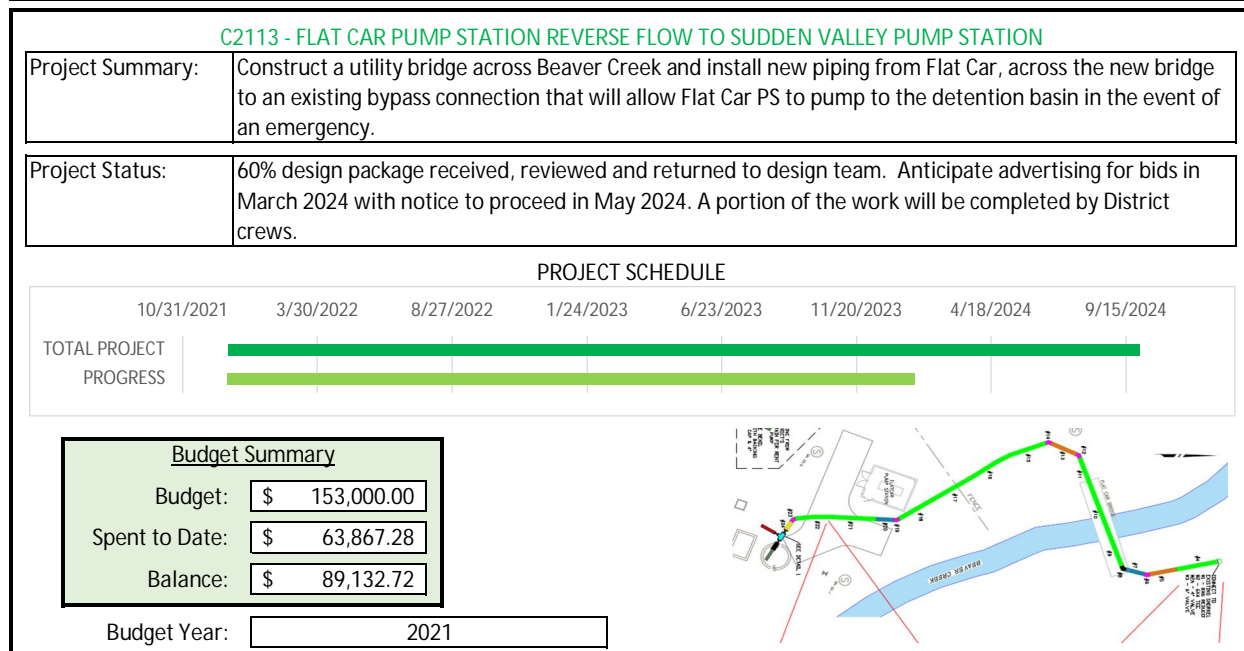
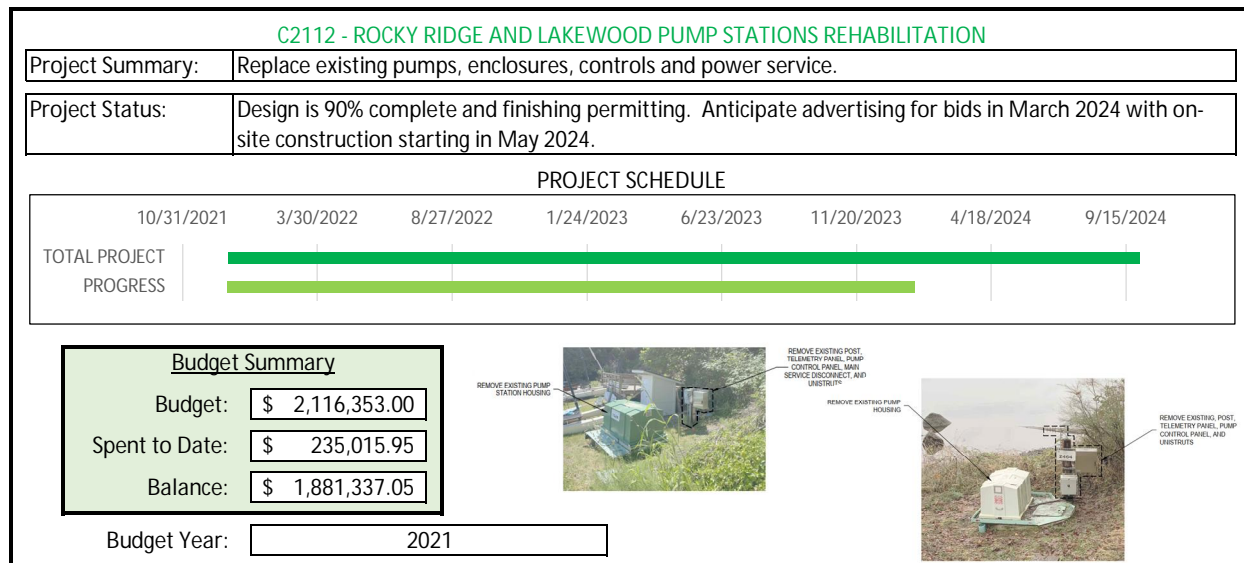
WATER


MAJOR PROJECTS IN CONSTRUCTION:



MAJOR PROJECTS IN DESIGN:





C22203 - SUDDEN VALLEY WTP ALUM SYSTEM REPLACEMENT							
Project Summary:	Replace existing alum dosing system that was installed in 1992. Replacement of the alum storage tank requires removal of the existing glass storefront with a new coil-up door.						
Project Status:	Existing storefront has been removed and new coil up door has been installed. Received quotes for replacement equipment and discussing option internally. May install the new system with District crews.						
PROJECT SCHEDULE <div style="display: flex; justify-content: space-between; font-size: small;"> 7/3/2023 9/16/2023 11/30/2023 2/13/2024 4/28/2024 7/12/2024 9/25/2024 12/9/2024 </div> <div style="display: flex; align-items: center;"> <div style="width: 15%;">TOTAL PROJECT</div> <div style="flex-grow: 1; height: 10px; background: linear-gradient(to right, blue 45%, lightblue 45%);"></div> </div> <div style="display: flex; align-items: center;"> <div style="width: 15%;">PROGRESS</div> <div style="flex-grow: 1; height: 10px; background: linear-gradient(to right, green 45%, lightgreen 45%);"></div> </div>							
<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 40%;"> <p>Budget Summary</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Budget:</td> <td style="text-align: right;">\$ 88,000.00</td> </tr> <tr> <td>Spent to Date:</td> <td style="text-align: right;">\$ 44,586.56</td> </tr> <tr> <td>Balance:</td> <td style="text-align: right;">\$ 43,413.44</td> </tr> </table> <p>Budget Year: 2023</p> </div> <div style="width: 55%; text-align: center;">  </div> </div>		Budget:	\$ 88,000.00	Spent to Date:	\$ 44,586.56	Balance:	\$ 43,413.44
Budget:	\$ 88,000.00						
Spent to Date:	\$ 44,586.56						
Balance:	\$ 43,413.44						

OTHER ACTIVE PROJECTS:

<p><u>A2214 - Lead Line Survey:</u> EPA required inventory of all water service connections within the District, including construction materials to identify any remaining lead service lines within the system. Deadline for completion is October 2024.</p> <p><i>Status:</i> Desktop review complete. Field investigation of 20% of approximately 700 connections with undocumented construction materials beginning shortly.</p> <p>Budget Year: 2022 Projected Completion: October 2024</p>					
<p><u>Budget Summary</u></p> <table style="width: 100%;"> <tr> <td style="width: 33%;">Budget: \$ 15,000.00</td> <td style="width: 33%;">Spent to Date: \$ -</td> <td style="width: 33%;">Balance: \$ 15,000.00</td> </tr> </table>			Budget: \$ 15,000.00	Spent to Date: \$ -	Balance: \$ 15,000.00
Budget: \$ 15,000.00	Spent to Date: \$ -	Balance: \$ 15,000.00			
<p>C2203/C2231 - Div 30 Booster, SV Pump Station PLC/UPS Improvements and Stand-alone Control Panel: Modification and improvement of the PLC and UPS equipment at the Division 30 Booster Station and Sudden Valley Pump Station. Fabrication of a new stand alone control panel that will be available to control pump stations in the event that existing controls are lost.</p> <p><i>Status:</i> Contract with Quality Controls Corporation (QCC) for construction of the improvements. Equipment submittals reviewed and returned to contractor for revisions.</p> <p>Budget Year: 2022 Projected Completion: May 2024</p>					
<p><u>Budget Summary</u></p> <table style="width: 100%;"> <tr> <td style="width: 33%;">Budget: \$ 244,643.00</td> <td style="width: 33%;">Spent to Date: \$ 40,539.00</td> <td style="width: 33%;">Balance: \$ 204,104.00</td> </tr> </table>			Budget: \$ 244,643.00	Spent to Date: \$ 40,539.00	Balance: \$ 204,104.00
Budget: \$ 244,643.00	Spent to Date: \$ 40,539.00	Balance: \$ 204,104.00			
<p><u>C2202 - Replace Sewer Camera Equipment:</u> Purchase a new sewer camera to replace aging equipment.</p> <p><i>Status:</i> Operations staff has selected a preferred camera and associated software. Total cost for the new equipment and software will exceed the project budget by approximately \$30,000. Overrun is intended to be funded with cost underruns on the recent pump station upgrade project or remaining funds for sewer rehabilitation.</p> <p>Budget Year: 2022 Projected Completion: March 2024</p>					
<p><u>Budget Summary</u></p> <table style="width: 100%;"> <tr> <td style="width: 33%;">Budget: \$ 150,000.00</td> <td style="width: 33%;">Spent to Date: \$ -</td> <td style="width: 33%;">Balance: \$ 150,000.00</td> </tr> </table>			Budget: \$ 150,000.00	Spent to Date: \$ -	Balance: \$ 150,000.00
Budget: \$ 150,000.00	Spent to Date: \$ -	Balance: \$ 150,000.00			

C2109 - Geneva Reservoir Valve for Emergency Isolation: Install a new gate valve to allow shut off and isolation of the Geneva <i>Status:</i> On hold pending resolution of the City of Bellingham emergency intertie.				
Budget Year:	2021	Projected Completion:	TBD	
Budget Summary Budget: \$ 10,000.00 Spent to Date: \$ 5,650.00 Balance: \$ 4,350.00				
A2210 - Reservoir and WTP Site Security Assessment: Assessment to identify recommended security improvements. <i>Status:</i> BHC Engineers contracted to complete assessment. Anticipate presentation of findings to the Board at the February 14 meeting.				
Budget Year:	2022	Projected Completion:	July 2024	
Budget Summary Budget: \$ 50,000.00 Spent to Date: \$ 12,977.80 Balance: \$ 37,022.20				
C2301 - LWBI CIPP: Phased project to complete relining of the Lake Whatcom Boulevard Interceptor. <i>Status:</i> 2023 CIPP is complete. Next phase of re-lining will be in 2025.				
Budget Year:	2022	Projected Completion:	July 2024	
Budget Summary Budget: \$ 185,000.00 Spent to Date: \$ 144,702.50 Balance: \$ 40,297.50				
C2304 - Eagleridge Diesel Fuel Tank Replacement: Replace existing diesel tank that is installed on the exterior of the building <i>Status:</i> District staff is evaluating options for replacement, including a new sub-base tank to be installed under the existing generator or a double walled tank installed on the exterior of the building.				
Budget Year:	2023	Projected Completion:	December 2024	
Budget Summary Budget: \$ 6,000.00 Spent to Date: \$ - Balance: \$ 6,000.00				
M2120C - Nov 2021 Flood Event Response: Cleanup and repairs associated with the November 2021 flood event. <i>Status:</i> Remaining work includes addressing temporary protection of exposed pipelines crossing Beaver Creek. District staff working with WA DNR to leave the protection in place permanently.				
Budget Year:	2021	Projected Completion:	October 2024	
Budget Summary Budget: \$ - Spent to Date: \$ 271,928.83 Balance: \$ (271,928.83)				

UPCOMING PROJECTS

Project #	Project Name	Budget	Planned Start	Completion
C 2307	Eagleridge Replace High Flow Pump Control Panel (2024)	\$ 116,000	January 2024	Dec 2024
C 2308	Div30 Reservoir Impressed Current Cathodic Protection (2024)	\$ 36,000	January 2024	Dec 2024
M 2309	Reservoir Internal Inspection, Cleaning, Maint (2024)	\$ 41,000	January 2024	Dec 2024
C 2310	SVWTP Replace 5 Flow Meters - Filters & Backwash (2024)	\$ 26,000	January 2024	Dec 2024
C 2311	Auto Flushers - Wood Rush and Big Leaf (2024)	\$ 12,000	January 2024	Dec 2024


PROJECTS COMPLETED IN PAST 12 MONTHS

Project #	Project Name	Budget	Spent	Balance
C 2301	LWBI CIPP Renewal Project Priority1 (2023)	\$185,000	\$144,703	\$40,298
C 1909	Little Strawberry Bridge Water Main Slip Line with HDPE	\$20,000	\$1,635	\$18,365
C 2012	Austin-Fremont PRV Rebuild	\$10,000	\$13,279	-\$3,279
C 2106	SVWTP to SVPS Telemetry Comm Study, Testing	\$10,000	\$4,224	\$5,776
C 2213	Pinto Creek PRV Replacement (labor by District crew)	\$14,000	\$16,238	-\$2,238
C 2216	Replace Tool Truck	\$75,000	\$60,801	\$14,199
M 2226	Div 30 Reservoir Removal of Hazard Trees	\$20,000	\$34,904	-\$14,904
A 2228	Agate Area Wells Exhibits and Mapping	\$5,400	\$2,414	\$2,986
M 2230	Scenic Ave Intertie Valve Repair	\$60,000	\$53,523	\$6,477



**AGENDA
BILL
Item 8.C**

**Finance Department
Report**

DATE SUBMITTED:	January 11, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Jennifer Signs, Finance Manager		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. Fourth Quarter 2023 Financial Report		
	2. December 2023 Cash & Investment Summary		
	3. December 2023 Utility Account Adjustments		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input type="checkbox"/>	INFORMATIONAL /OTHER <input checked="" type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

Updated information regarding District finances in advance of the Board meeting.

FISCAL IMPACT

None

APPLICABLE EFFECTIVE UTILITY MANAGEMENT ATTRIBUTE(S)

Financial Viability

RECOMMENDED BOARD ACTION

None required.

PROPOSED MOTION

None



Quarterly Financial Report Fourth Quarter 2023

Lake Whatcom Water and Sewer District
Bellingham, Washington

Summary

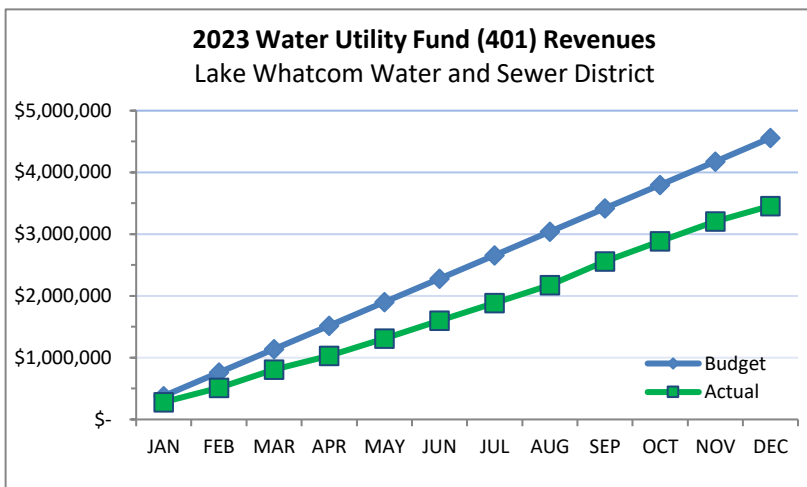
Lake Whatcom Water and Sewer District's (District) commitment to its conservative fiscal policies throughout 2023 allowed the District to close out the year with stable fund balances and fully funded operations and contingency reserves. The District adopted many policy changes in 2023 that related directly to the financial management of the District. These policies ranged from the rescission of the voluntary billing suspension policy, revision to the capital improvement plan to allow for capital surpluses to be accumulated for future capital projects, revision to the high use water adjustment policy, the elimination of accepting cash and maintaining petty cash drawers, revision to the District's utility billing cycle, and an overall review of all financial policies within Title 2 of the District's Administrative Code. Along with these revisions to policies, the District performed two budget amendments in the fourth quarter to the approved 2023-2024 Biennial Budget to allow for changes in anticipated funding and expenditures associated with capital improvement projects and operating expenditures. Other noteworthy highlights of 2023 included the District's approval of an \$800,000 Public Works Board low interest loan for funding gaps in the Division 7 reservoir replacement as well as FEMA Grants that were either approved or managed in 2023. These grants specifically related to the final stages of recovery from the November 2021 flood event, the Division 7 reservoir replacement project, and most recently the approval of a FEMA grant for the replacement of a chlorine contact basin at the District's Sudden Valley Water Treatment Plant.

The District received \$360,986 from FEMA for the November 2021 flood event in the second quarter of 2023 for expenditures from 2022 and 2023, with total expenditures projected to be approximately \$1.1 million over the course of several years. Since the November 2021 flood event, the District has expended approximately \$430,000 in federal funds for recovery from the flood event. Revenue associated with the hazard mitigation grant for the Division 7 reservoir replacement is expected to be approximately \$250,000 for the first phase and approximately \$1.6 million for the second phase. Lastly, the District received notice in early December 2023 regarding approval of a FEMA grant for the chlorine contact basin replacement at the Sudden Valley water treatment plant and no expenditures were incurred in 2023 relating to this project. As such, the District isn't anticipating a single audit for 2023 (required when more than \$750,000 is expended in federal award funds in a fiscal year).

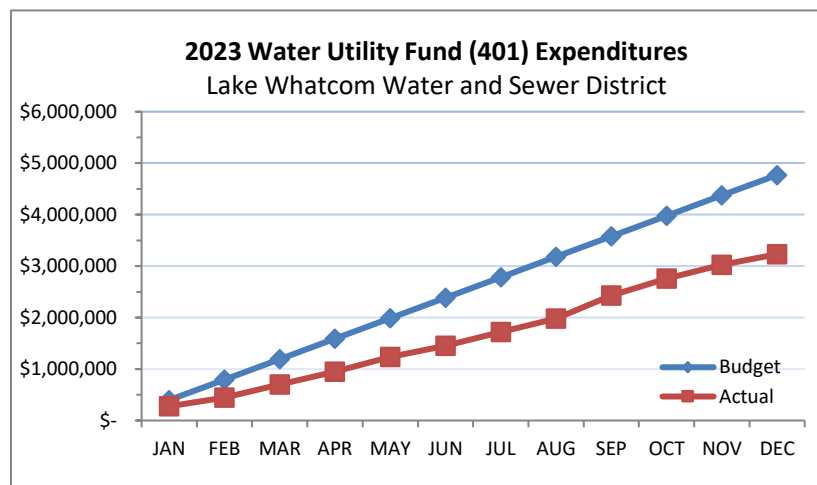
The District took advantage of interest rates in 2023 and strategically invested funds in both short-term liquid investments through Washington State's Local Government Investment Pool (LGIP) and long-term investments with Time Value Investments to maintain and maximize reserve funds that can be accessed if needed. During the fourth quarter of 2023, the District invested approximately \$750,000 in US Treasury notes with a maturity date in the fourth quarter of 2025 earning over 4%. As it is unclear if the Federal Open Market Committee (FOMC) will raise rates again or begin cutting rates, the District made this investment through the transfer of funds from the LGIP to lock in that higher rate for the next two years. As the market continues to change, the District will monitor options for both short-term and long-term investment strategies that ensure safety, liquidity, and yield.

Water Utility Fund (Fund 401)

As of December 31, 2023, Water Utility Fund revenues closed the year approximately \$1.2 million less than projected for the year. (\$4.5 million budgeted vs. \$3.4 million actual). This is a direct result of grant funds that were budgeted for and anticipated to be received in the fourth quarter but weren't as well as a budgeted interfund transfer from the Water Contingency Fund that wasn't utilized, and the \$800,000 in loan proceeds that were budgeted for but not requested from the Public Works Board. This lag in revenue was associated with administrative requirements and slow progress of the capital projects associated with these revenue sources. However, it



should be noted that service revenue in the Water Utility fund met and slightly exceeded budgeted projections (\$3,050,800 actual vs. \$3,025,251 budgeted). As noted in the summary above, the District took advantage of higher interest rates in 2023. Through the strategic investment of funds in both short-term and long-term instruments, the District earned approximately \$80,000 in interest in the Water Utility Fund during 2023. This is approximately \$20,000 more than what was originally anticipated in the 2023 – 2024 Biennial Budget. It is anticipated that rates in the LGIP will remain stable into the first quarter of 2024. However, the District continues to monitor changes from the FOMC closely in an effort to maximize return on investments and ensure adequate cash flow, safety, liquidity, and yield of District funds. Ultimately, the District's revenues remained sufficient to support operations, capital, and debt service obligations throughout 2023.



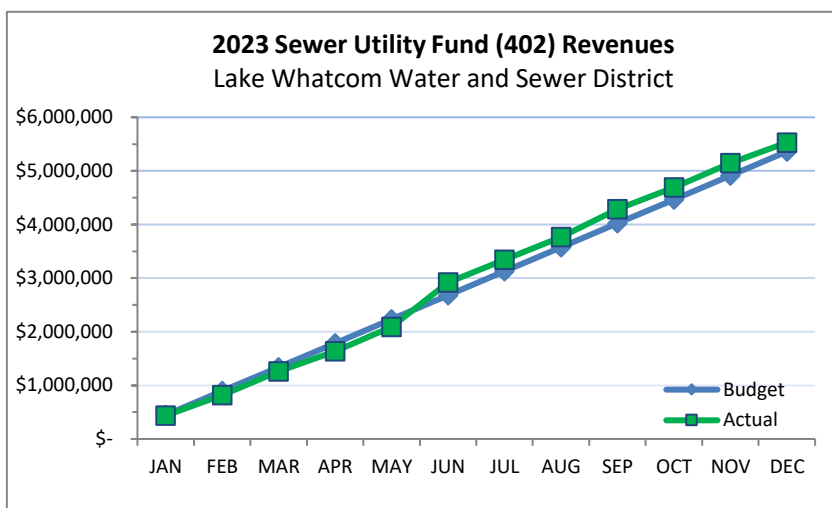
Water Utility Fund expenditures closed the year significantly under budgeted projections (\$3,230,695 actual vs. \$4,769,638 budget). This largely is a result of capital improvement projects that were scheduled to be completed in 2023 but will now not be completed until 2024 or later. That said, operating expenditures in the Water Utility Fund were 10% less than

budgeted projections (\$2,472,832 actual vs. \$2,736,524 budgeted). This is a result of the conservative

approach staff took in preparing the 2023-2024 Biennial Budget and continued monitoring of costs throughout the year in an effort to keep inflationary cost impacts to a minimum. Also, in accordance with the District's adopted 2021 rate schedule, District revenues will continue to outpace expenditures in the coming years as the District prepares for significant capital projects that will require reserves to be built up to mitigate reliance on debt financing.

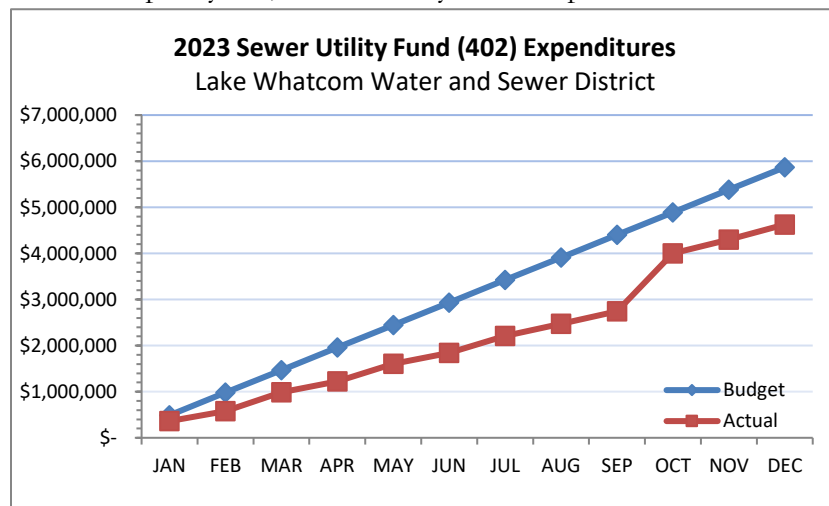
Sewer Utility Fund (Fund 402)

Sewer Utility Fund revenues largely followed budgeted expectations throughout 2023 (\$5,530,392 actual vs. \$5,360,863 budgeted). Service revenue in the Sewer Utility Fund slightly exceeded expectations by 4% and during the second quarter of 2023, the District received reimbursement from FEMA for disaster recovery associated with the November 2021 flood event



in the amount of approximately \$361,000. Lastly, like the Water Utility Fund, investment interest also outpaced projections in the 2023 – 2024 Biennial Budget closing the year with approximately \$80,000 in revenue earned from interest. As stated in the Water Utility Fund, as the District continues to follow the adopted 2021 rate schedule, revenues will outpace expenditures in an effort to build reserves for large capital projects in the coming years associated mainly with the City of Bellingham's wastewater treatment plant capital improvements. The District may be required to pay for part of these costs as the City of Bellingham treats the wastewater from the District through an interlocal agreement.

Similar to past years, Sewer Utility Fund expenditures closed the year under budgeted projections



(\$4,626,630 actual vs. \$5,867,928 budgeted). This is, again, largely due to capital projects that are budgeted as part of the District's capital improvement plan but have yet to be started or completed in the current year. That being said, the District did make significant progress in the fourth quarter towards the completion of several capital projects which will result in less

carry-over into 2024. It is also worth noting that, similar to the Water Utility Fund, operating expenditures closed the year approximately 10% under budgeted projections. This again, is a result of the District's conservative approach to budgeting and fiscal management of the District's resources.

District Fund Balances

The District manages its monies within five funds: Water Utility Fund (401), Sewer Utility Fund (402), Sewer Contingency Reserve Fund (425), Water Contingency Reserve Fund (426), and Bond Reserve Fund (460). Within the Water Utility and Sewer Utility funds are system reinvestment funds (i.e., funds dedicated to capital projects) and debt service funds associated with the respective utility. The following discussion summarizes the activity associated with each fund throughout 2023.

Water Utility Fund (Fund 401)

The Water Utility Fund, which serves as the primary operating fund for the District's water utility, derives most of its revenue from rates charged to water customers. Fund expenditures are comprised of general operating expenses (personnel salary and benefits, professional services, utilities, etc.), payments relative to debt service on past capital improvement projects, and expenditures on water system reinvestment-defined equipment and projects. Also managed within the Water Utility Fund are monies allocated towards an operating reserve, which is equal to the cost of operating the water utility for 90 days (\$664,000). The fund entered 2023 with a balance of \$1,313,778 and closed the year with a fund balance of \$1,541,238. As discussed earlier, the overall fund balance is anticipated to continue to increase to build fund balances for significant future capital projects in the coming years. This surplus is identified through the adopted 2021 rate study.

Sewer Utility Fund (Fund 402)

Like the Water Utility Fund, the Sewer Utility Fund serves as the primary operating fund for the District's sewer utility. Revenues are comprised primarily of rates charged to sewer customers, and expenditures consist of general operating expenses (personnel salary and benefits, professional services, utilities, etc.), payments relative to debt service on past capital improvement projects, and expenditures on sewer system reinvestment-defined equipment and projects. Also managed within the fund are monies allocated towards an operating reserve, which is equal to the cost of operating the sewer utility for 60 days (\$521,000). The fund entered 2023 with a balance of \$3,108,723 and closed the year with a fund balance of \$4,012,484. Similar to the Water Utility Fund, the overall fund balance is anticipated to increase in an effort to build fund balances for significant future capital projects in the coming years. This surplus is identified through the adopted 2021 rate study.

Sewer Contingency Reserve (Fund 425)

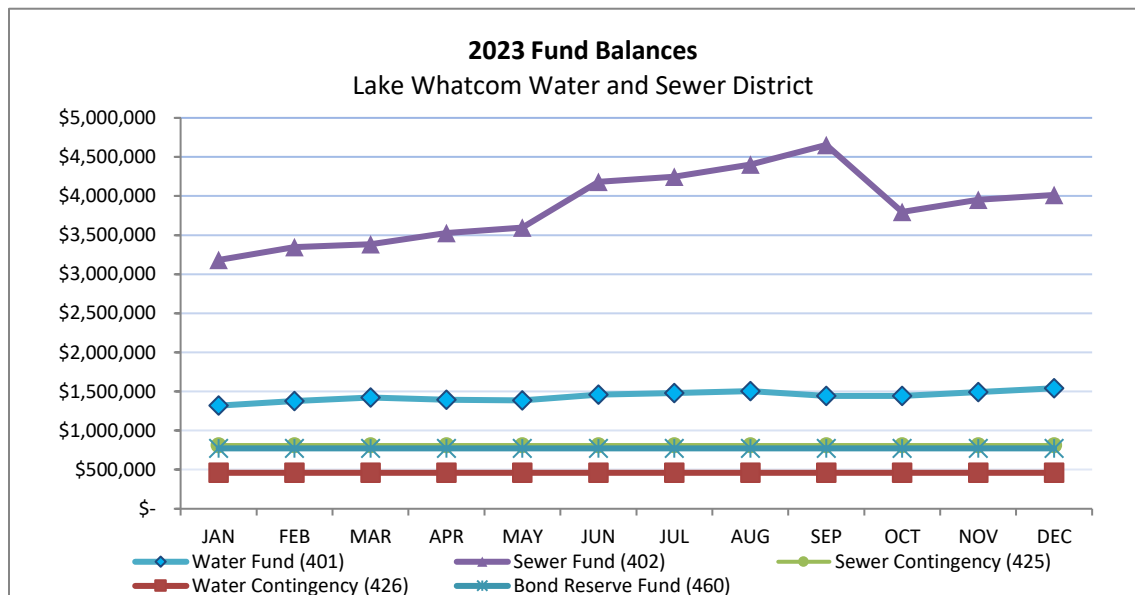
A sewer contingency reserve is maintained in accordance with District financial policies at one percent of the sewer utility infrastructure replacement cost (\$815,000). This fund provides for paying for unanticipated costs that may be incurred by the Sewer Utility. The Sewer Contingency Reserve was fully funded throughout 2023.

Water Contingency Reserve (Fund 426)

A water contingency reserve is maintained in accordance with District financial policies at one percent of the water utility infrastructure replacement cost (\$460,000). This fund provides for paying for unanticipated costs that may be incurred by the Water Utility. The Water Contingency Reserve was fully funded throughout 2023.

Bond Reserve Fund (Fund 460)

The District's Bond Reserve Fund is a restricted fund associated with covenants of the 2016 bond sale. It was fully funded at \$772,334 throughout 2023.



District Investments

In accordance with its financial policies, the District invests its funds in a manner that provides the highest return with maximum security while meeting daily cash flow demands. Attached is the Investment/Cash Summary as of December 31, 2023.



LAKE WHATCOM WATER AND SEWER

INVESTMENTS/CASH AS OF 12/31/2023

Petty Cash	\$	1,600	
Cash	\$	710,870	
Public Funds Account	\$	274,465	2.980%
WA Federal	\$	986,935	
Local Gov't Investment Pool	\$	2,576,244	5.435%

		PRINCIPAL COST	MARKET VALUE	MATURITY DATE	YIELD
FFCB - Pro Equity	Callable	\$ 799,999	\$ 800,000	Jan-24	0.19%
FANNIE MAE - Pro Equity	Callable	\$ 500,824	\$ 500,000	Jun-24	0.21%
US Treasury Note	Non-callable	\$ 492,488	\$ 500,000	Sep-24	0.375%
US Treasury Note	Non-callable	\$ 498,359	\$ 500,000	Jan-25	1.125%
US Treasury Note	Non-callable	\$ 499,082	\$ 536,000	Apr-25	4.921%
US Treasury Note	Non-callable	\$ 499,512	\$ 543,000	Jul-25	4.783%
US Treasury Note	Non-callable	\$ 747,614	\$ 810,000	Dec-25	4.440%
US Bank Safekeeping		\$ 4,037,878	\$ 4,189,000		

TOTAL \$ 7,601,057

USE OF FUNDS:

Bond Reserve - Restricted	\$ 772,334
Contingency - Assigned	\$ 1,275,000
Operating Reserves	\$ 1,185,000
Operating Assigned	\$ 4,368,723
	<u>\$ 7,601,057</u>

Fund Balance Summary

Water Utility Fund (401)	\$ 1,541,239
Sewer Utility Fund (402)	\$ 4,012,484
Sewer Contingency Fund (425)	\$ 815,000
Water Contingency Fund (426)	\$ 460,000
Bond Reserve Fund (460)	\$ 772,334
	<u>\$ 7,601,057</u>



LAKE WHATCOM WATER AND SEWER DISTRICT
December 2023 Utility Account Adjustments

Sudden Valley Adjustments

Late Fee Credits	\$ 444.51
High Use/Leak Credits	\$ 433.75

North Shore/Geneva


Late Fee Credits	\$ 26.78
High Use/Leak Credits	\$ -

Total Account Adjustments	\$ 905.04
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**AGENDA
BILL
Item 8.D**

**Operations Department
Report**

DATE SUBMITTED:	January 25, 2024	MEETING DATE:	January 31, 2024
TO: BOARD OF COMMISSIONERS	FROM: Jason Dahlstrom, Operations & Maintenance Manager		
GENERAL MANAGER APPROVAL			
ATTACHED DOCUMENTS	1. Operations Department Report		
	2. Status of District Water & Sewer Systems		
TYPE OF ACTION REQUESTED	RESOLUTION <input type="checkbox"/>	FORMAL ACTION/ MOTION <input type="checkbox"/>	INFORMATIONAL/OTHER <input checked="" type="checkbox"/>

BACKGROUND / EXPLANATION OF IMPACT

Updated information regarding District operations in advance of the Board meeting.

FISCAL IMPACT

None.

RECOMMENDED BOARD ACTION

None required.

PROPOSED MOTION

None.



Lake Whatcom Water & Sewer District Operations & Maintenance Department Report

Prepared for the January 31, 2024 Board Meeting
Data Compiled 01/24/24 by RH, RM

State Required Report Status													
Monthly Reports													
Name Of Report		Completed											
Chlorination Report Agate Heights Prepared by: Kevin	Postmarked by the 10th of month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
		x											
Surface Water Treatment Rule Report (SVWTP) Prepared by: Kevin	Postmarked by the 10th of month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
		x											
Annual Reports													
Name Of Report	Deadline	Completed											
WA State Cross Connection Report Prepared by: Rich	May												
OSHA 300 Log Prepared by: Rich	February 1	January 10, 2024											
Water Use Efficiency Performance Report Prepared by: Kevin	July 1												
Community Right to Know (Hazardous Materials) Prepared by: Rich	March 31	January 8, 2024											
Northwest Clean Air Emissions Report	February 1												
Consumer Confidence Reports Prepared by: Kevin	June 30	Geneva		SV		EagleR		Agate Ht					
Other Reports													
Name Of Report	Deadline	Last Completed											
CPR/First Aid Training Coordinated by: Rich	Due Biennially Next Due 2025	February 23, 2023											
Flagging Card Training Coordinated by: Rich	Due Triennially Next Due 2025	May 19, 2022											

Safety Program Summary	
Completed by Rich Munson	
Summary of Annual Safety Training	
<i>2023/24 Testing Period - Oct 23, 2023 to March 22, 2024</i>	
	% Complete
Engineering - Managers	0%
Engineering - Staff	0%
Field Crew - Managers	0%
Field Crew - Staff	12%
Office - Managers	0%
Office - Staff	0%
Overall	2%

Safety meetings for the field crew take place every Thursday at 8 a.m.

Dates of Completed Safety Committee Meetings						
1.25.24						
Summary of Work-Related Injuries & Illnesses						
	Current Month	2023	2022	2021	2020	2019
Total Number of Work Related Injuries						
Defined as a work related injury or illness that results in:						
• Death						
• Medical treatment beyond first aid						
• Loss of consciousness	0	0	0	0	0	0
• Significant injury or illness diagnosed by a licensed health care professional						
• Days away from work (off work)						
• Restricted work or job transfer						
Total Number of Days of Job Transfer or Restriction (light duty or other medical restriction)	0	0	0	0	0	0
Total Number of Days Away from Work (at home, in hospital, not at work)	0	0	0	0	0	0
Near Misses	0	0	0	0	2	2
Safety Coordinator Update						

Status of District Water and Sewer Systems
Prepared by Jason Dahlstrom - Operations and Maintenance Manager
1/31/2024 Board Meeting

Safety Activities	
<ol style="list-style-type: none"> 1. No time-loss injuries or near misses. 2. Daily safety reminders directly relevant to the day's tasks. Weekly safety trainings based on District specific safety programs. 3. Jobsite tailgate meetings by project lead. 	
Water Utility Activities	
<p><i>Water Treatment Plants</i></p> <ol style="list-style-type: none"> 1. Sudden Valley <ol style="list-style-type: none"> a. Plant is operating well, averaging .5 million gallons per day (MGD) at 700 GPM. b. Water use is consistent with typical seasonal usage c. Updated SCADA programming to collect data for Inactive Ratio 2. Agate Heights <ol style="list-style-type: none"> a. Plant is operating well b. Water use is consistent with typical seasonal usage <p><i>Distribution System</i></p> <ol style="list-style-type: none"> 1. 2 water main, 3 water service line leaks repaired this month 2. Water pump control valve maintenance completed 	
Sewer Utility Activities	
<p><i>Lift Stations</i></p> <ol style="list-style-type: none"> 1. Building inspection and maintenance completed <p><i>Collection System</i></p> <ol style="list-style-type: none"> 1. Sewer camera inspections ongoing with focus on re-inspecting known issues 2. Midnight Ct sewer line update – routine monthly inspections to monitor conditions while we determine permanent solution 	
Fleet	
<p><i>Vehicles</i></p> <ol style="list-style-type: none"> 1. All vehicles are in good order <p><i>Equipment</i></p> <ol style="list-style-type: none"> 1. All equipment is functional 2. Sewer camera inspection hardware and software purchase executed 	
Facilities	
<ol style="list-style-type: none"> 1. All facilities weathered the storm well. 	
Training	
<ol style="list-style-type: none"> 1. All O&M staff trained/retrained on emergency response standards NIMS 700, ICS 100. Previous LWWSD training 10+ years ago 	
Development	
<ol style="list-style-type: none"> 1. There are currently 8 active permits for development purposes. 	

Status of District Water and Sewer Systems
Prepared by Jason Dahlstrom - Operations and Maintenance Manager
1/31/2024 Board Meeting

2023 Year End Strategic Business Plan Update

- All water treatment and distribution samples collected and reported on time
 - No violations for treatment or distribution
- All required reporting completed and accepted on time
- Receipt of WA Dept of Health Treatment Optimization Award
- Water system operating permit GREEN for all three applicable water systems
- Standby generator maintenance and load testing done for all facility generators. Portable generator maintenance done in house.
- Increasing number of communication fails led to the replacement of communication method at two sewer pump stations; from leased line modem to cellular modem.
- Significant increase in planned inspections and repair of electrical systems (68 inspections, 36 repairs in 2023. 10 inspections, 15 repairs in 2022)
- Slight decrease in total sewer pipe inspected (4.1 miles inspected 2023, 6.57 miles inspected 2022) Camera equipment was inoperable for approx 2 months this year, new equipment on order for delivery Q2 2024
- Documented exercising of water valves and water mains flushed. Water valves were added to asset management software prior to 2023 water main flushing tasks.
- Preemptive replacement of 11 PRVs based on inspections
- 100 water/sewer connection inquiries resulting in 20 permits issued