





Washington County Service Authority Board of Commissioners
April 25, 2022 Regular Board Meeting Minutes


Agenda Item: 1  COMMUNICATION	Call the Meeting to Order
Presenter(s):	Chairman
End Time:	5:59 pm


Agenda Item: 2  COMMUNICATION	Roll Call
Presenter(s):	Chairman
Present:	Mr. Thayer, Mr. Taylor, Mr. D. Miller, Mr. Campbell, Mr. Hutton, Mrs. C. Miller and Mr. Hutchinson
Absent:	none
End Time:	5:59 pm


Agenda Item: 3  COMMUNICATION	Prayer and Pledge of Allegiance
Presenter(s):	Mr. Dwain Miller opened the meeting in prayer and led the Pledge of Allegiance.
Beginning Time:	5:59 pm
End Time:	6:00 pm

Agenda Item: 4  COMMUNICATION	Approval of the Amended Agenda
Presenter(s):	Chairman
Beginning Time:	6:00 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	None
Actual Motion:	Approve the Amended Agenda as presented.
Motion By:	Mrs. C. Miller
Second By:	Mr. D. Miller
Voting:	Ayes: 7
	Nays: 0
	Abstain: 0
End Time:	6:00 pm

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Agenda Item: 5  COMMUNICATION	Public Query and Comment
Presenter(s):	Chairman
Beginning Time:	6:00 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Speakers:	None
Discussion:	None
Actual Motion:	
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	6:00 pm


Agenda Item: 6  COMMUNICATION	Approval of the Consent Agenda
Presenter(s):	Chairman
Beginning Time:	6:01 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	None
On the Record:	None
Actual Motion:	Motion to approve the Consent Agenda.
Motion By:	Mr. D. Miller
Second By:	Mr. Hutton
Voting:	Ayes: 7
	Nays: 0
	Abstain: 0
End Time:	6:01 pm

Agenda Item: 7  COMMUNICATION	Legal Counsel Report and Update
Presenter(s):	Thomas Dene
Beginning Time:	6:01 pm
Potential Conflict(s) of Interest and Abstention(s):	None

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Discussion:	Mr. Dene had nothing to discuss in Open Meeting.
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	6:01 pm


Agenda Item: 8  COMMUNICATION	General Manager Report and Update
Presenter(s):	Robbie Cornett
Beginning Time:	6:01 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	Mr. Cornett and Mrs. Edwards discussed the attached presentation.
On the Record:	None
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	6:26 pm

Agenda Item: 9  COMMUNICATION	Operations Report and Update
Presenter(s):	Mr. Cornett reviewed the attached Operations Manager Report and Update.
Beginning Time:	6:27 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	None
On the Record:	None
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:

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Nays:	
Abstain:	
End Time:	6:43 pm


Agenda Item: 10  INFRASTRUCTURE	Engineering Report / Construction Projects Update
Presenter(s):	Robbie Cornett
Beginning Time:	6:43 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	Mr. Cornett updated the Board on the following projects: <ul style="list-style-type: none"> • Galvanized Line Phase 3 Project • Waterline Extension Projects, Taylors Valley, Greens Springs Road, Monroe Road, Prices Bridge Road, Fleenors Memorial, Hobbs Road and Abrams Falls • Lee Highway Corridor Sewer Project • Mendota and Mary's Chapel Project
On the Record:	Mrs. C. Miller asked what the deadline for the G 3 Projects was. Mr. Cornett said June timeframe.
Discussion:	None
Actual Motion:	None
Motion By:	
Second By:	
Voting:	
Ayes:	
Nays:	
Abstain:	
End Time:	6:48 pm

Agenda Item: 11  FINANCIAL VIABILITY	Financial Report and Update
Presenter(s):	Rusty Little
Beginning Time:	6:48 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	Mr. Little updated the Board on: <ul style="list-style-type: none"> • The WCSA Audit • GP Training • The commercial insurance renewal process

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	<ul style="list-style-type: none"> • The Customer Information System and Work Order Management System conversion. • Muni-Link payment platform bids • SAM renewal completed • The completion of the 2022 Census
On the Record:	Mr. Campbell asked if the board would have a financial report in May. Mr. Little will present financials in May.
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	6:53 pm


Agenda Item: 12  EMPLOYER OF CHOICE	Human Resources Report and Update
Presenter(s):	Shawn Blevins / Robbie Cornett
Beginning Time:	6:53 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Discussion:	Mr. Blevins reviewed the attached slide.
On the Record:	There was considerable Board discussion regarding employee uniforms. Mr. Cornett brought up the CDL employee training provided by Virginia Highlands Community College. Board discussion ensued regarding the CDL training.
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	7:16 pm

Agenda Item: 13  INFRASTRUCTURE	Lee Highway Corridor Wastewater Project Report and Update
Presenter(s):	Bill King of Thompson and Litton
Beginning Time:	7:17 pm

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Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Discussion:	Bill King updated the Board on the Lee Highway Corridor Wastewater Project. Mr. Cornett said Mr. King and his team have done an exceptional job of organizing and orchestrating the whole thing and have been very much a pleasure to work with thought out this entire process. On behalf of the Commissioners, Mr. Campbell thanked Mr. King.
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	7:35 pm

Agenda Item: 14  COMMUNICATION	WCSA Administrative Building Project Report & Update
Presenter(s):	Mark Swecker of Thompson and Litton
Beginning Time:	7:35 pm
Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Discussion:	Mr. Swecker updated the Board on the WCSA office renovations.
Actual Motion:	None
Motion By:	
Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	7:55 pm

Agenda Item: 15  COMMUNICATION	Consideration of Contract Amendment #2 to Renew Contract Term for Bond Counsel Services with McGuire Woods, LLP
Presenter(s):	Rusty Little
Beginning Time:	7:55 pm

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Potential Conflict(s) of Interest and Abstention(s):	None
Background:	For the past several years, WCSA has utilized the services of McGuire Woods, LLP for Bond Counsel services. Bond counsel assistance is necessary to assist with closing for line extension projects and other Capital Improvement Projects, most often with Virginia Department of Health and Rural Development. In 2018, after Staff procured for Bond Counsel service, the Board approved an agreement for WCSA to enter into contract with McGuire Woods for bond counsel services. The last contract renewal will end on June 30, 2022. The contract allows for the opportunity to renew for two additional one year terms. This will be the second time the term has been renewed and is therefore eligible for one final renewal. If renewed for the final term, the new term would be from July 1, 2022 to June 30, 2023. The current fee structure for the last renewal is \$8,000 and McGuire Woods has agreed to offer renewal based on that same pricing of \$8,000. Hourly rates for any work beyond the fixed pricing transactions also remains the same.
Recommendations:	Subject to answering any questions the Board may have, Staff kindly recommends the Board favorably consider extending the contract for bond counsel service with McGuire Woods for the final term.
On the Record:	None
Discussion:	Mr. Little discussed the information above.
Proposed Motion:	Authorize the approval of extending the contract for bond counsel services with McGuire Woods for the final term.
Actual Motion:	Motion to approve the extension for one year.
Motion By:	Mr. Taylor
Second By:	Mr. Thayer
Voting:	Ayes: 7
	Nays: 0
	Abstain: 0
End Time:	7:57 pm

Agenda Item: 16  COMMUNICATION	Consideration of Reopening the Administrative Office Lobby
Presenter(s):	Holly Edwards
Beginning Time:	7:57 pm
Potential Conflict(s) of Interest and Abstention(s):	None
Background:	At the March 28, 2022, Board Meeting, staffs request to fully reopen the Customer Lobby Area was tabled pending solicitation of security guard costs. We have secured three proposals: Washington County Sherriff's Office (WCSO): They will provide an off-duty deputy at \$30/hour with no contract or minimum term required. They have a

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list of deputies that sign up for “off-call” services, so they would always have someone available. The deputy would be armed if WCSA chooses this option. Tri-City Security (TCS): They require a 12-month contract. The rate is \$19/hour for an unarmed security guard and \$23/hour for an armed security guard. They do have several guards on board in case one may be out. They are a local business that has been serving the Tri-Cities & Washington County for 40+ years.

Allied Universal: They require a 12-month contract. Their rate is \$22.98/hour for an unarmed guard and increase that cost 3% each year. They do not provide armed security guards for utility companies.

T&L (architect for lobby improvements) has indicated that lobby improvements, subject to material availability, will take 12-months from authorization to proceed. This means security would be needed for at least 12-months.

Because Allied Universal does not provide armed guards for utility companies, this leaves us with the WCSO and TCS. Neither the WCSO nor the TCS require a minimum number of days/week or hours/day.

Though the probability of an unwanted event in the lobby is ordinarily higher on Wednesday, we are unable to reasonably predict which day of the week trouble may occur. Ordinarily cut-offs are on Wednesday but can also occur on Tuesday or Thursday depending on how Holidays or weather may impact our schedule. And we do not know which day of the week a customer may learn that service has been disconnected for nonpayment. And then there are the noncut-off related potential risks related to robbery and the like.


Accordingly, we believe an armed security guard Monday – Friday from 8:00 AM to 5:00 PM is the best choice until lobby renovations take place. For this to proceed, if we reopen the lobby now, we would ask the Board to consider a budget amendment. The following table represents our estimate by fiscal year.

Fiscal Year	Days	Hours/Day	Total Hours	Rate	Budget
FY 2022	42	9	378	\$ 23	\$ 8,694
FY 2023	260	9	2,340	\$ 23	\$ 53,820

Recommendations:	Subject to answering any questions the Board may have, Staff kindly recommends the Board consider 1) approving fully re-opening the lobby and 2) a budget amendment of \$9,000 for FY 2022 and \$54,000 for FY 2023.
Discussion:	Mrs. Edwards reviewed the above information followed by Board discussion regarding security. for WCSA. Mr. Taylor and Mr. Hutchinson both spoke in favor of an additional drive-through to accommodate the expected increase in customers.
Proposed Motion:	Move the Board approve fully re-opening the lobby and a budget amendment of \$9,000 for FY 2022 and \$54,000 for FY 2023.
Actual Motion:	Motion to fully re-opening the lobby with the budget amendments as presented.
Motion By:	Mr. Thayer
Second By:	Mr. Hutchinson

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Voting:	Ayes:	7
	Nays:	0
	Abstain:	0
End Time:		8:08 pm

Agenda Item: 17  COMMUNICATION	Closed Meeting
Presenter(s):	Commissioner
Beginning Time:	8:09 pm
Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Actual Motion:	Motion to adjourn to Closed Meeting
Motion By:	Mr. D. Miller
Second By:	Mrs. C. Miller
Voting:	Ayes: 7
	Nays: 0
	Abstain: 0
End Time:	8:10 pm

**WASHINGTON COUNTY SERVICE AUTHORITY
BOARD OF COMMISSIONERS
Closed Meeting April 25, 2022**

Mr. D. Miller moved that the Board of Commissioners of the Washington County Service Authority adjourn to Closed Meeting pursuant to Section 2.2-3711(A)(1) of the 1950 Code of Virginia, as amended, for discussion and consideration of the performance of specific public employees of the Washington County Service Authority.

In addition to the Board of Commissioners the presence of Thomas Dene, WCSA General Counsel, and Robbie Cornett, WCSA General Manager is requested.

Agenda Item: 18  COMMUNICATION	Return to Open Meeting
Presenter(s):	Commissioner
Beginning Time:	9:22 PM
Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Actual Motion:	Motion to return to Public Meeting.

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Motion By:	Mr. Hutchinson
Second By:	Mr. Hutton
Voting:	
Ayes:	7
Nays:	0
Abstain:	0
End Time:	9:24 pm

Return to Public Meeting

Mr. D. Miller moved that the Board return to Open Session.

Certification of Closed Meeting


Mr. D. Miller moved that the Board adopt the following resolution:

Whereas, the Board of Commissioners of the Washington County Service Authority has convened a Closed Meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

Whereas, Section 2.2-3712 Paragraph D of the Code of Virginia requires a certification by this Authority that such Closed Meeting was conducted in conformity with Virginia law; and


Now, therefore, be it resolved that the Board of Commissioners of the Washington County Service Authority hereby certifies that to the best of each member's knowledge, (1) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the Closed Meeting to which this certification resolution applies, and (2) only such public business matters as were identified in the motion convening the Closed Meeting were heard, discussed or considered by the Board.

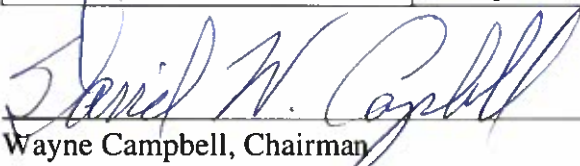
AYE by Mr. Thayer, Mr. Taylor, Mr. D. Miller, Mr. Campbell, Mr. Hutton, Mrs. C. Miller and Mr. Hutchinson

Agenda Item: 19  COMMUNICATION	Late Items
Presenter(s):	Commissioner
Beginning Time:	9:25 pm
Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Discussion:	<p>The following items were discussed as Late Items:</p> <ul style="list-style-type: none"> • Re-schedule the Board Retreat to June 25, 2022 at the WCSA Office. • Re-schedule the July 25, 2022 Annual Board Meeting to Monday, July 18, 2022. • The status of the fire hydrant for the Alvarado community. • The status of Mr. Brewer's high water usage as discussed during Public Query and Comment during the February Regular Meeting. • An email sent from Mr. Nurre regarding employee use of WCSA lands.
Actual Motion:	None
Motion By:	


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Second By:	
Voting:	Ayes:
	Nays:
	Abstain:
End Time:	9:40 pm

Agenda Item: 20  COMMUNICATION	Adjourn
Presenter(s):	Commissioner
Beginning Time:	9:40 pm
Potential Conflict(s) of Interest and Abstention(s):	None
On the Record:	None
Actual Motion:	None
Motion By:	Mr. Taylor
Second By:	Mr. Hutton
Voting:	Ayes: 7
	Nays: 0
	Abstain: 0
End Time:	9:40 pm



 Wayne Campbell, Chairman



 Carol Ann Shaffer, Assistant Secretary

Washington County Service Authority



General Manager

Report and Update

Leadership Washington County

- Their mission is to challenge individuals to become actively involved in community affairs and to provide the necessary background to enhance their leadership abilities. Leadership Washington County is a non-advocacy, non-partisan group.
- Objectives:
 - Unite individuals of diverse backgrounds and experiences, who demonstrated an interest, talent, and commitment to leadership.
 - Educate participants about the dynamics of social, economic, and political institutions and resources in our area.
 - Increase participation in community service and develop a vision for Washington County among participants
- 8 sessions of one-day duration beginning September 21st and ending with Graduation May 17th.
- 2021-2022 was/is the 28th Year.

Customer Costs

- Customers sometimes ask, *why* is my bill higher than my friend who lives in _____.
- Rate comparisons will never be apples to apples however, we can compare and shed light on *why* one bill may be higher/lower than another.
- In the coming months, in comparison to three other utilities, we will look at some of the things we can compare and which result in the rates we see today.

Customer Costs: Part 1

Residential Water - Nominalized for Density



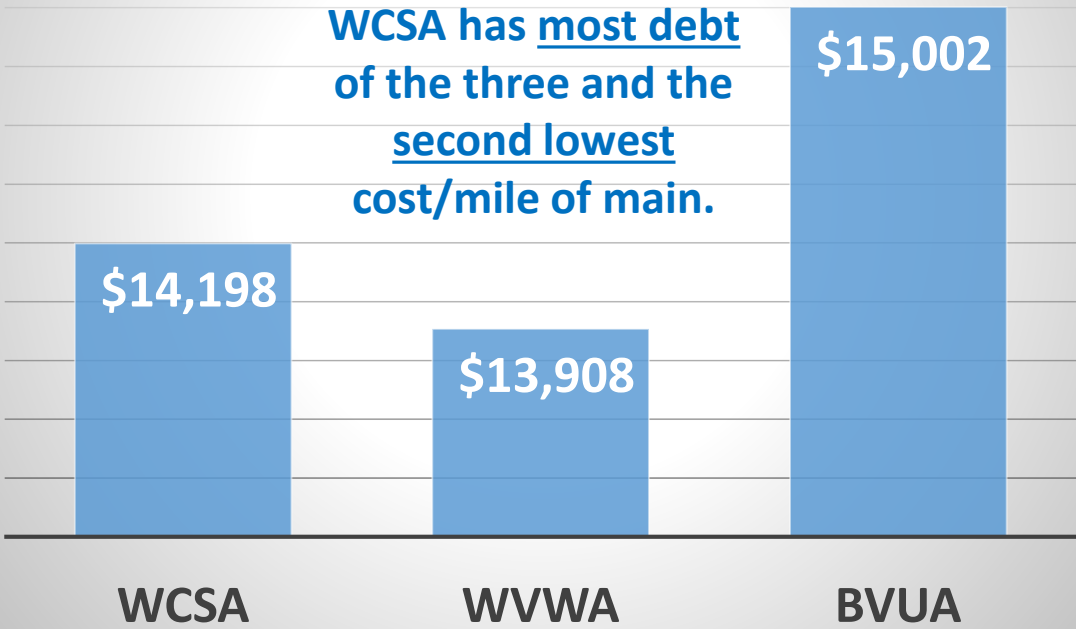
When normalized for density, WCSA is on par with the other utilities.

Customer Cost: Part 2

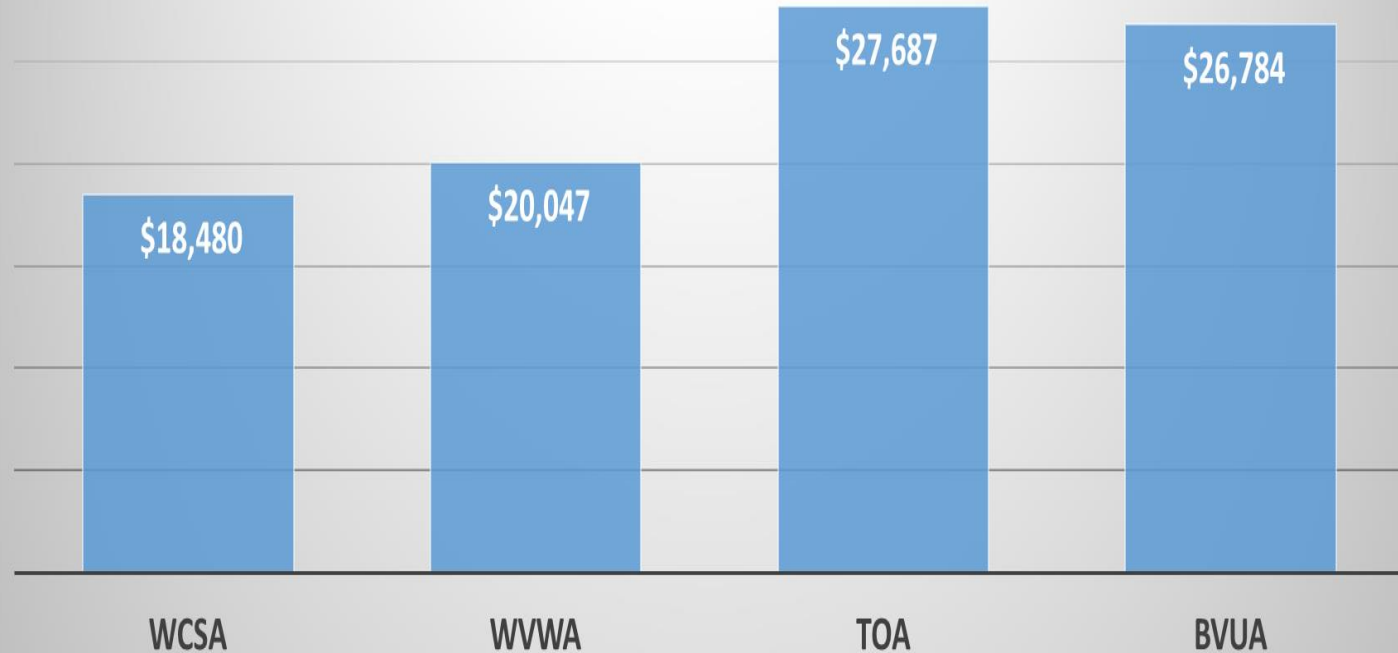
WCSA's operating cost/mile of main is among the best in the comparison!

Annual Water Operating Budget/ Mile of Main

WCSA has most debt of the three and the second lowest cost/mile of main.

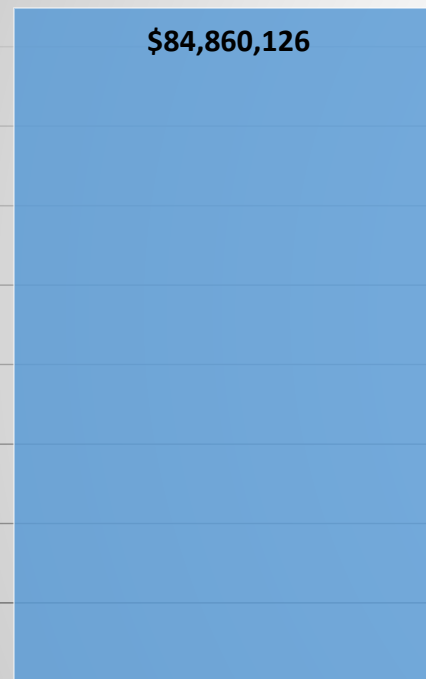


Annual Sewer Operating Budget/ Mile of Main



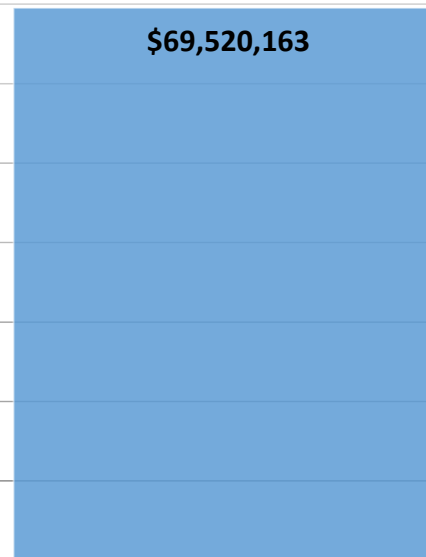
Customer Cost: Part 3

Long Term **Water** Debt



\$84,860,126

WCSA



\$69,520,163

WVWA

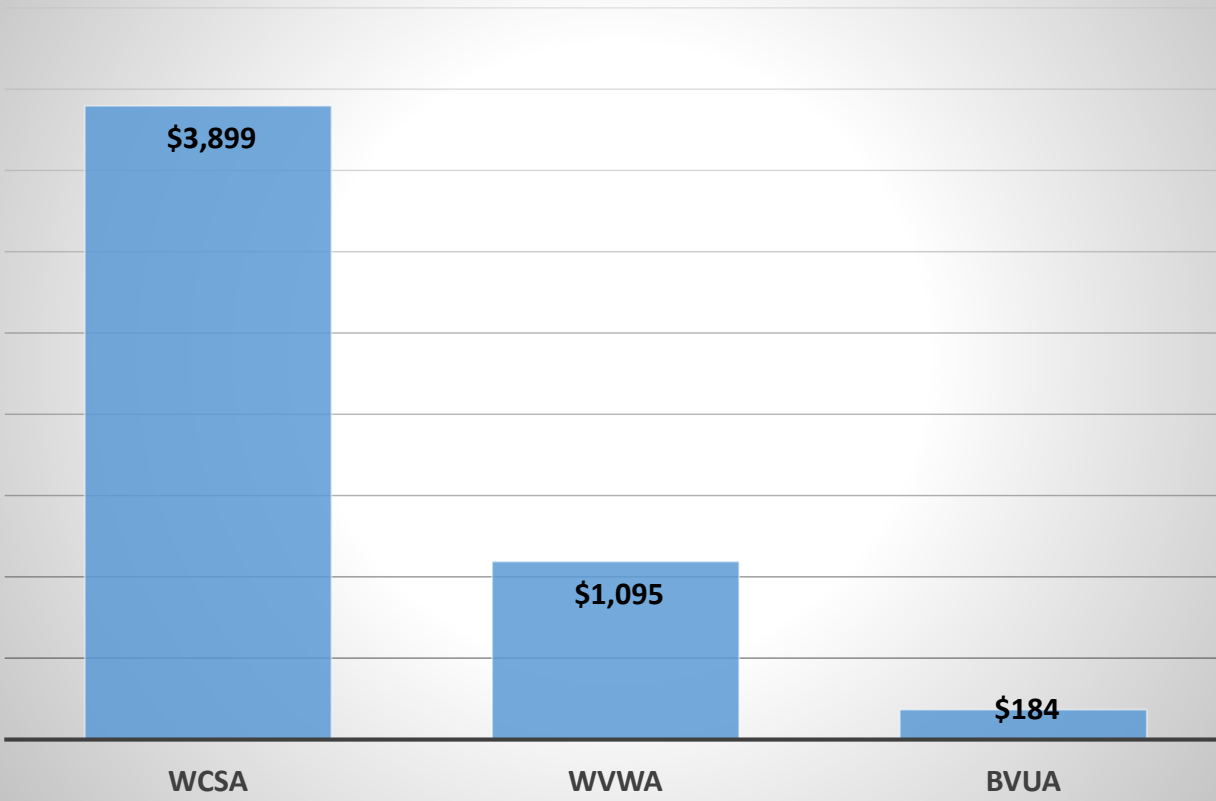
All figures based on 2019 Audit (before Galvanized Phase 3 - \$30M).

\$1,453,349

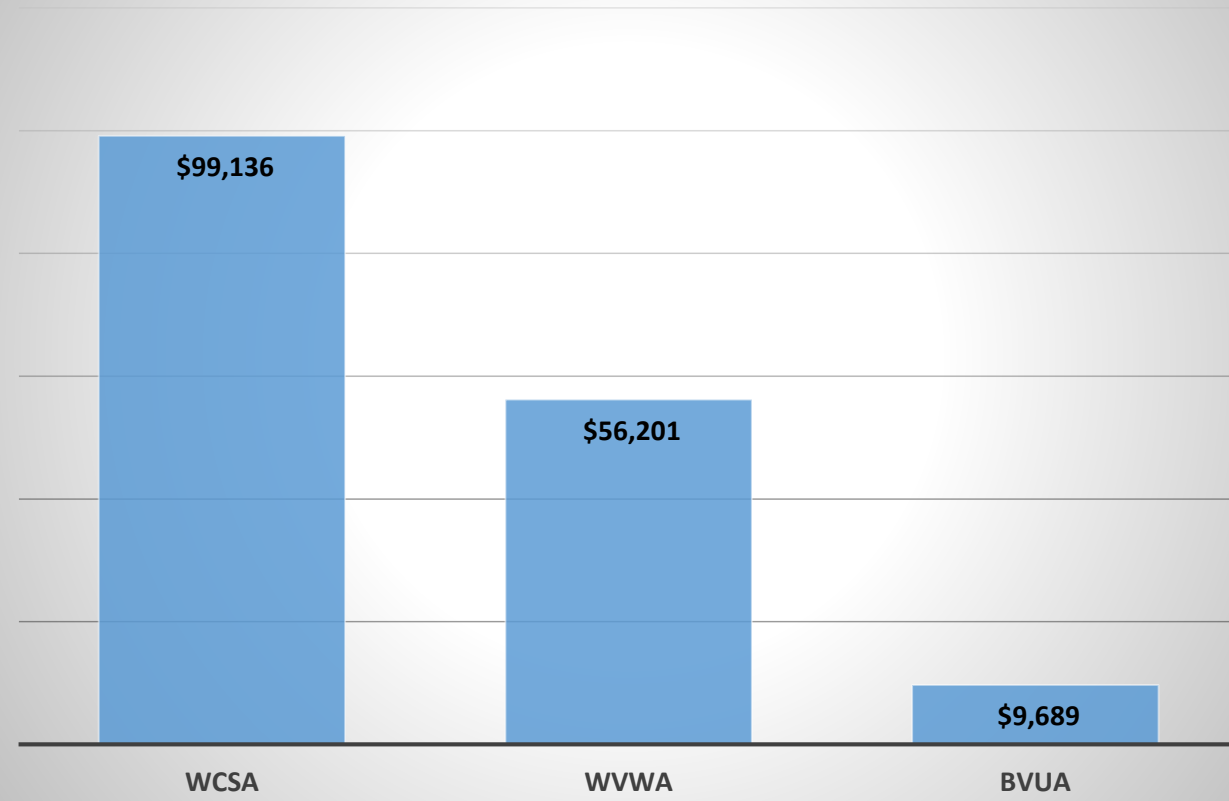
BVUA

Customer Cost: Part 3

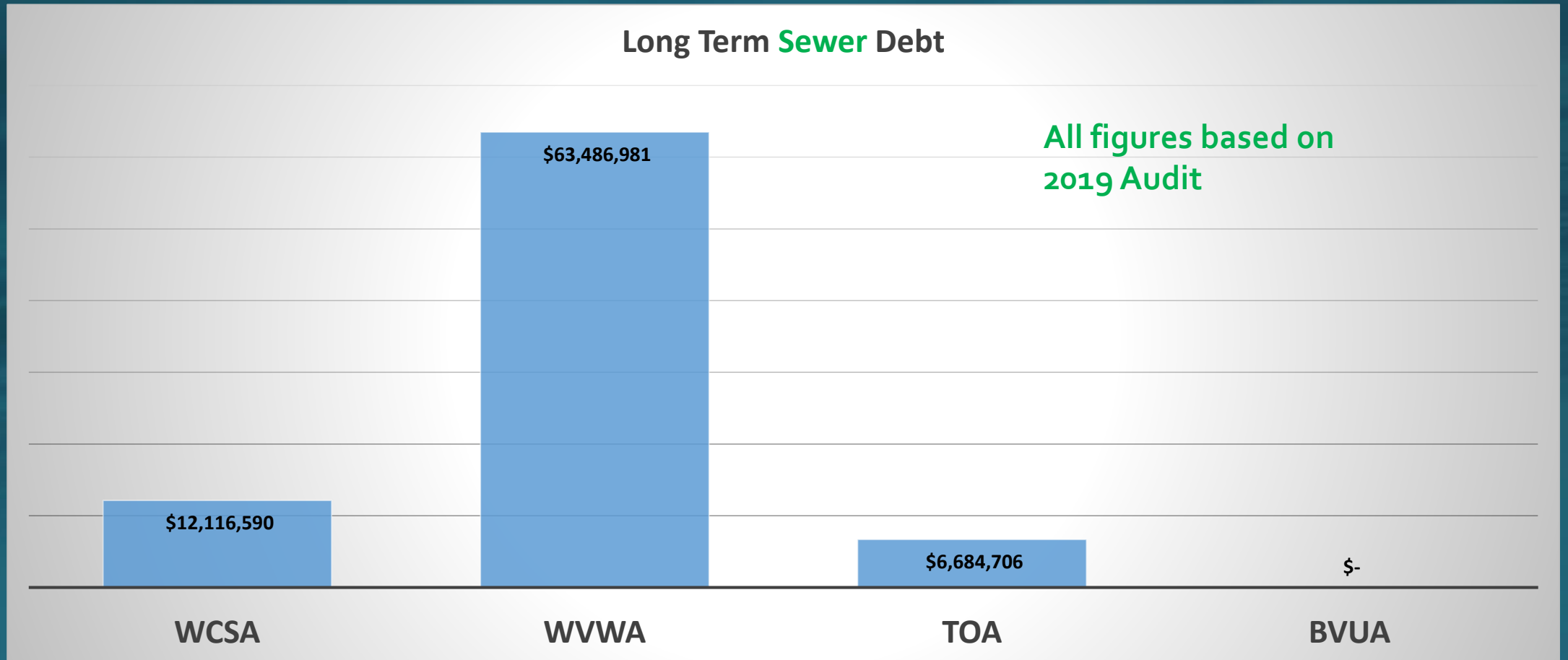
Water Long Term Debt / Customer



Water Long Term Debt / Mile of Water Line

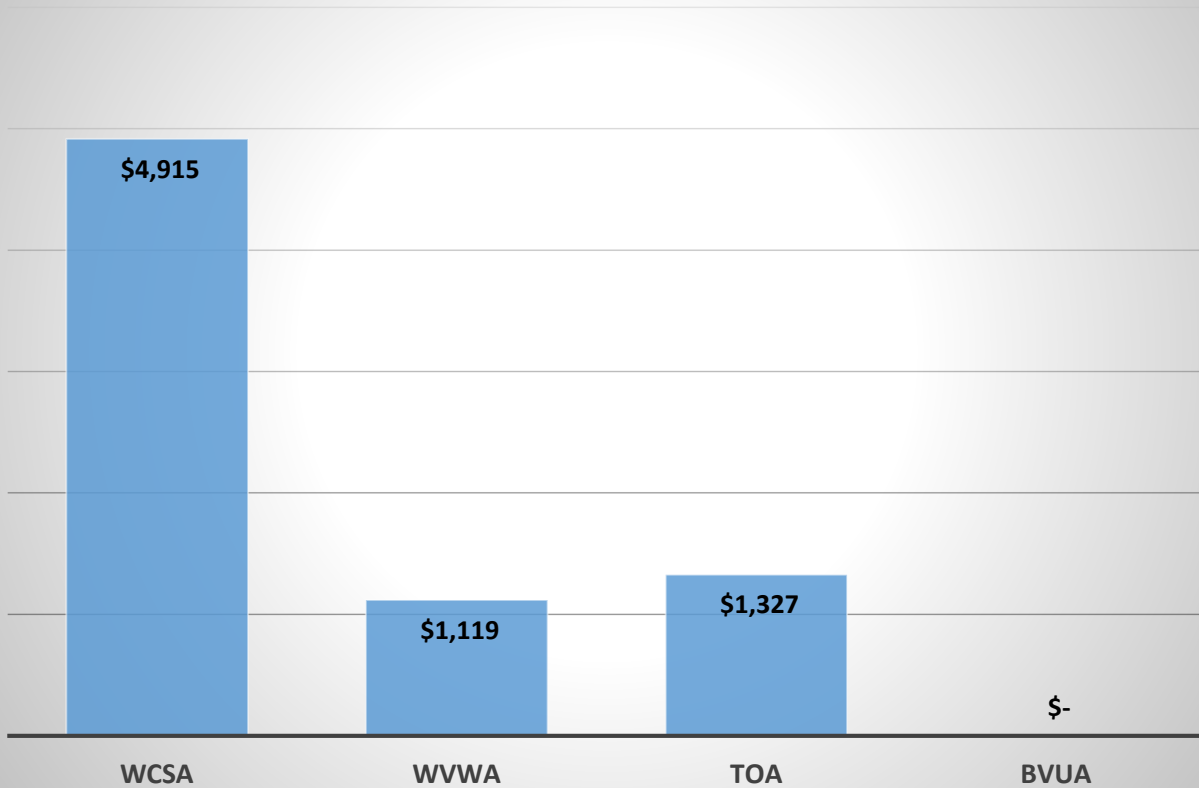


Customer Cost: Part 3

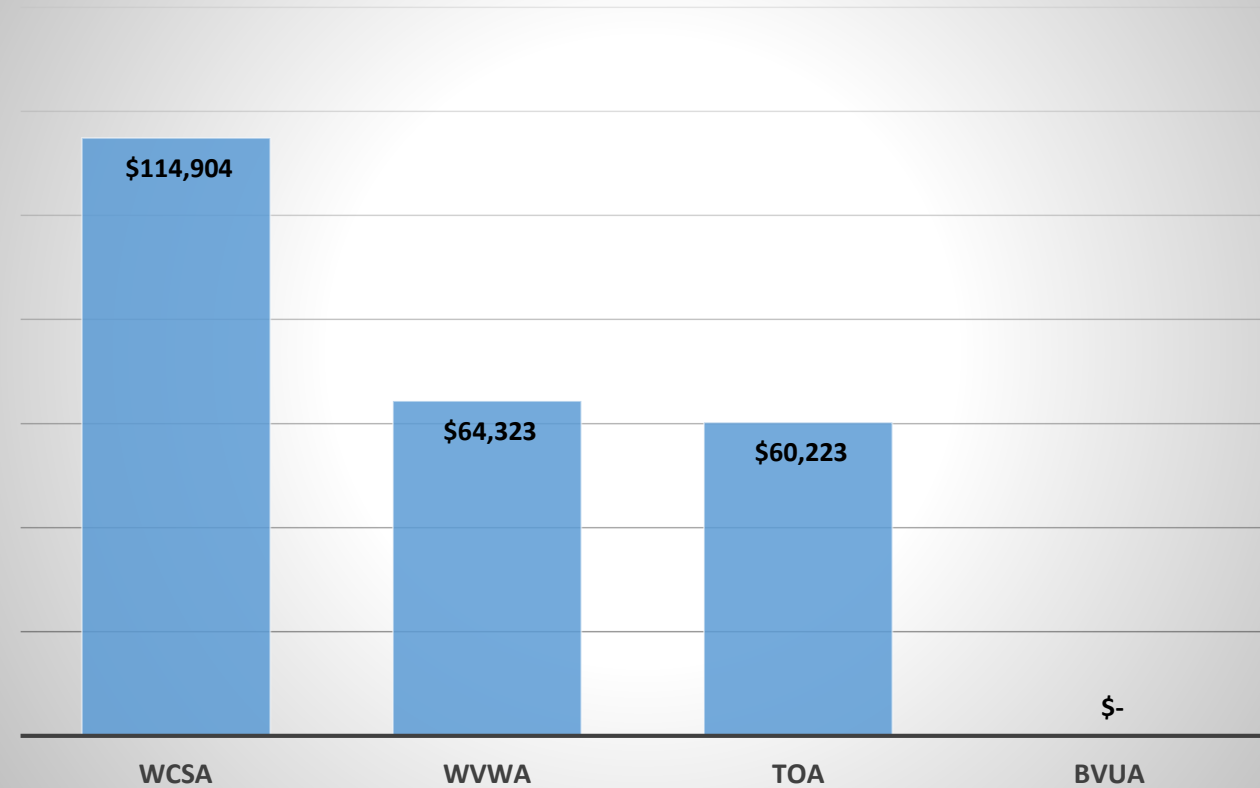


Customer Cost: Part 3

Sewer Long Term Debt / Customer



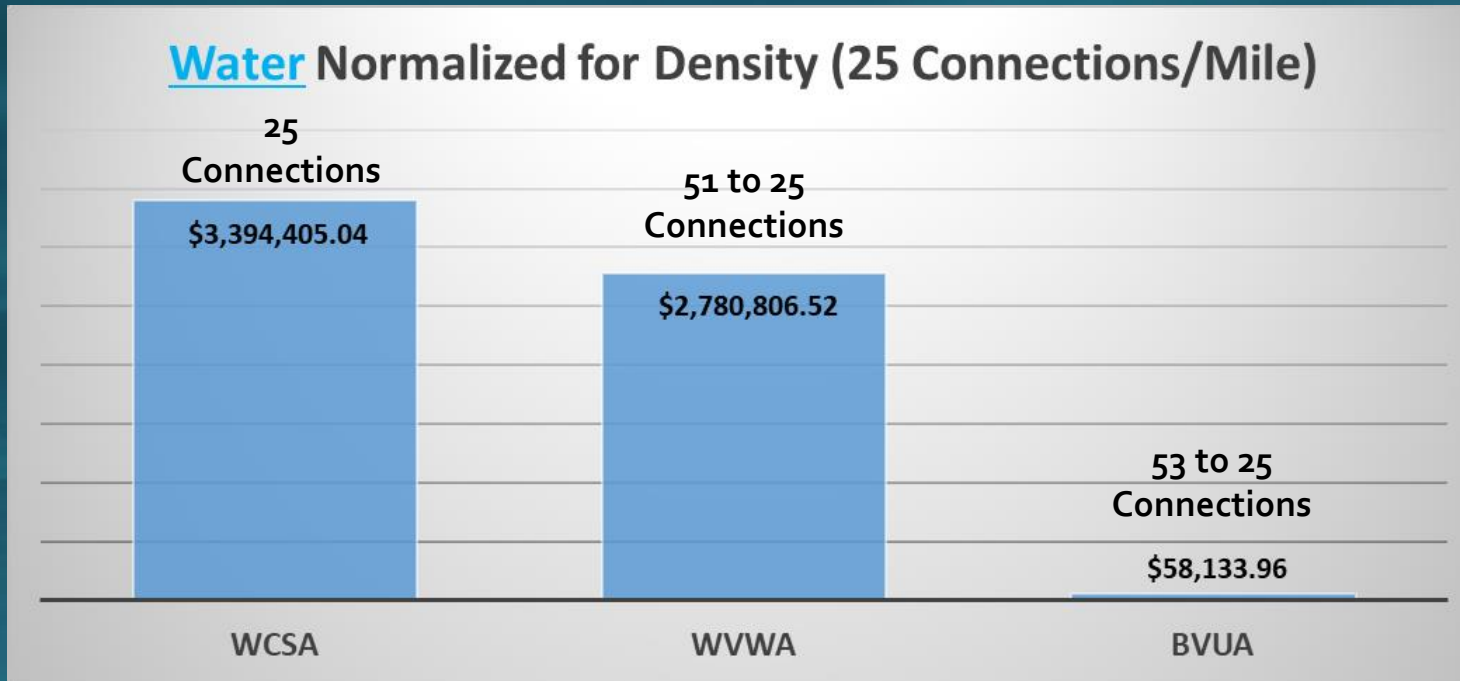
Sewer Long Term Debt / Mile of Sewer Line



Customer Cost: Part 3

- Why does WCSA appear to have more debt than the other utilities?
 - WCSA is investing in water/sewer system **extensions** of service. We think BVUA or the TOA systems are built-out and therefore do not have system extension debt.
 - WCSA has invested in not only maintaining its infrastructure but also **replacing and expanding** it.
 - A **total of \$80 million** has been invested in the renovated and expanded Middle Fork Drinking Water Plant from 4.6 MGD to 12.0 MGD and replacement of aging 2" diameter galvanized waterline where we increased the size of most lines to 6" in diameter or larger to allow for fire protection and growth.

Customer Cost: Part 3



Customer Service



Holly Edwards

Telephone Communications

- Interviewing to fill two positions: the position approved by the Board in March and a recent vacancy
- Meet with Embarq and two telephone system service providers
- Recommend WCSA replace its circa 1995 traditional analog landline telephone system with a VoIP system



Telephone Communications

- What is VoIP?
- Voice over Internet Protocol, or VoIP, is a type of communication technology (comprising both hardware and software) that allows you to make phone calls using an internet connection rather than a traditional analog phone line that uses wires or optical fibers to make a connection. VoIP is also known as internet calling or IP telephony.
- VoIP is transmitted through various methods, including traditional phones, smartphone apps, computer software and specific VoIP-enabled phones.

Telephone Communications

- How does VoIP work?
- VoIP works by breaking up your voice into digital packets, like electronic envelopes, and sending those packets as data to the recipient over the internet.
- VoIP is available in a variety of systems, making it accessible to anyone with a reliable internet connection. You can make VoIP calls via these methods:
 - **A phone and VoIP adapter.** With an adapter, you can use a regular landline phone to make calls over the internet. The adapters plug into a phone outlet in the wall or directly into your router.
 - **A computer (i.e., a "softphone").** There are many programs or applications available that will let you make voice calls over the internet, including Skype, Google Voice and FaceTime.
 - **A smartphone.** With your smartphone, you can download apps, such as Google Voice or Skype, that allow you to make internet calls.
 - **A dedicated VoIP phone.** These look like traditional analog phones but connect directly to a computer network rather than a phone line.

Telephone Communications

- Pros and cons of VoIP systems
- VoIP systems are becoming more popular as the world continues to digitize. They offer significant benefits like lower costs, increased reliability and better sound quality.
- Pros
 - **Lower cost:** Because calls take place over the internet, we are only charged for internet access rather than for call minutes or for extra phone service. With traditional phone systems, a system with multiple lines is expensive, and additional features like call transferring or queuing can run up costs. **WCSA's estimated annual savings could be as much as \$90,000.**

Telephone Communications

- **Pros Continued:**

- **Connection anywhere:** VoIP systems offer enhanced functionality compared to traditional phone lines. The world of business is moving rapidly, and many professionals need to be reachable anytime and anywhere. VoIP phone systems enable this by automatically routing phone calls to your VoIP-enabled phone (**laptop or cell phone**). Wherever you are able to connect to the internet, you can make and receive phone calls.
- **Technology:** Modern communication runs through digital lines, and VoIP digitizes voice communications. This makes it compatible with the latest technologies. VoIP can work through the newest headsets, smartphones, computer accessories and more. Any cutting-edge technology that uses your voice is going to work better with a VoIP system than a landline.

Telephone Communications

- Pros Continued:
 - **Reliability:** The digital nature of VoIP makes for extremely reliable communication. IP information exchanges run through some of the most robust infrastructure on the planet. When this infrastructure is supporting voice calls, it adds considerable reliability to the process.
 - **Sound quality:** Sound is **usually** clearer with VoIP than with analog phone lines, but this too depends on your internet connection. A slow connection can negatively affect the quality of your call, but a strong connection typically results in clear, consistent sound quality. **To ensure clear calls, we will need to ensure our internet connection is adequate.**
-

Telephone Communications

- Pros Continued:
 - **Better functionality:** VoIP solutions tend to offer greater function than landlines by allowing users to host video calls and transmit multimedia messages. Systems often include add-on features like voicemail, **call analytics**, anonymous call rejection and voicemail-to-text transcription.
 - **VoIP means no busy signal**
 - **Automated verbal notice of average wait time based on current conditions**
 - **Option to hang up and receive a callback in the order in which it was received**
 - **Real-time analytics to identify problems (long wait times, dropped calls, while they are occurring however, with VoIP, they should no longer occur)**

Telephone Communications

Cons:

- **Emergency calls:** A con of VoIP systems is that they're not guaranteed to support emergency call service, like a call to 911. This is largely due to VoIP's flexible nature – any call from a traditional landline is easily traced to one geographic location, but VoIP (and mobile phones) can be used anywhere without being tied to one place. Thus, VoIP providers must have Enhanced 911 enabled. Eg 911 customers set a physical address that shows up when they dial 911 on their phones. VoIP providers must cooperate with traditional phone companies that control access to the public telephone system and 911 operators, which can be complicated, because VoIP and the public telephone system are direct competitors. The best way to find out if a VoIP provider offers 911 service automatically, if it must be activated, or if it is not supported at all is to call the provider and ask. **WCSA is looking into this.**

Telephone Communications

- Cons:
 - **Internet dependence:** The second major con with a VoIP system is that, because it is fully dependent on the internet, you must have a strong and reliable internet connection to ensure decent sound quality and to avoid dropped calls.
 - WCSA has its primary internet connection with Point Broadband and secondary (backup) with Embarq. WCSA relies on these two providers in the transaction of its web-based payment options. At least twice in the past few years, WCSA has had to rely on its secondary service with Embarq.
 - WCSA is evaluating whether it will need to upgrade its internet service. If so, this is estimated about approximately \$160/month or \$1,920/year.

Telephone Communications

- Looking Ahead:
 - WCSA is preparing to issue a request for proposals for a VoIP telephone system to include design, installation, training, and service.

Questions?

Washington County Service Authority



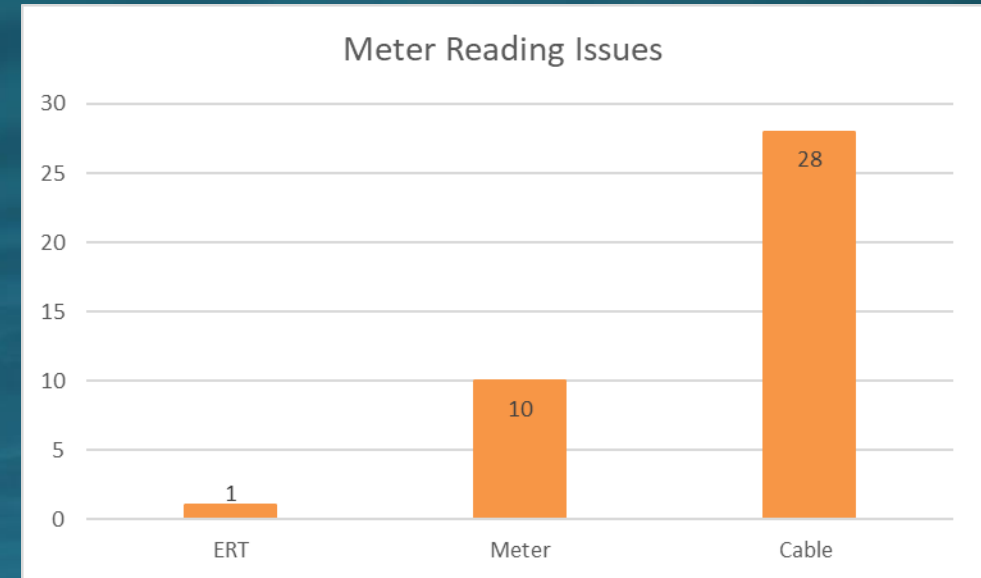
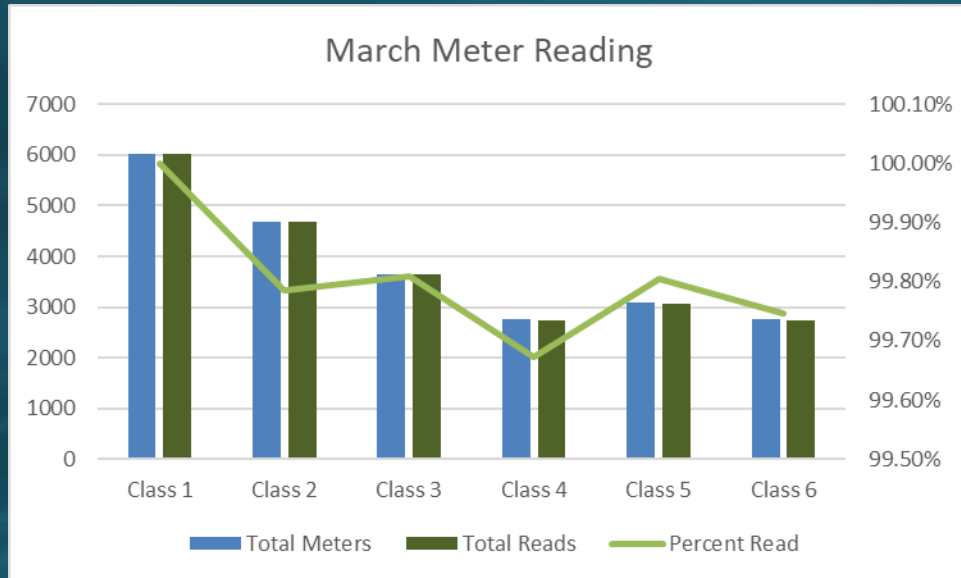
Operations Manager

Report and Update

Meter Operations

- 3 meters remain to be replaced – {started in January with 240}
 - 3 - 2" meters – will be completed in April
- AMR reading remains excellent
- AMI testing and transition continues
 - Successfully read the four test meters
 - Itron working to resolve software issue between Itron platform and Temetra

Meter Operations



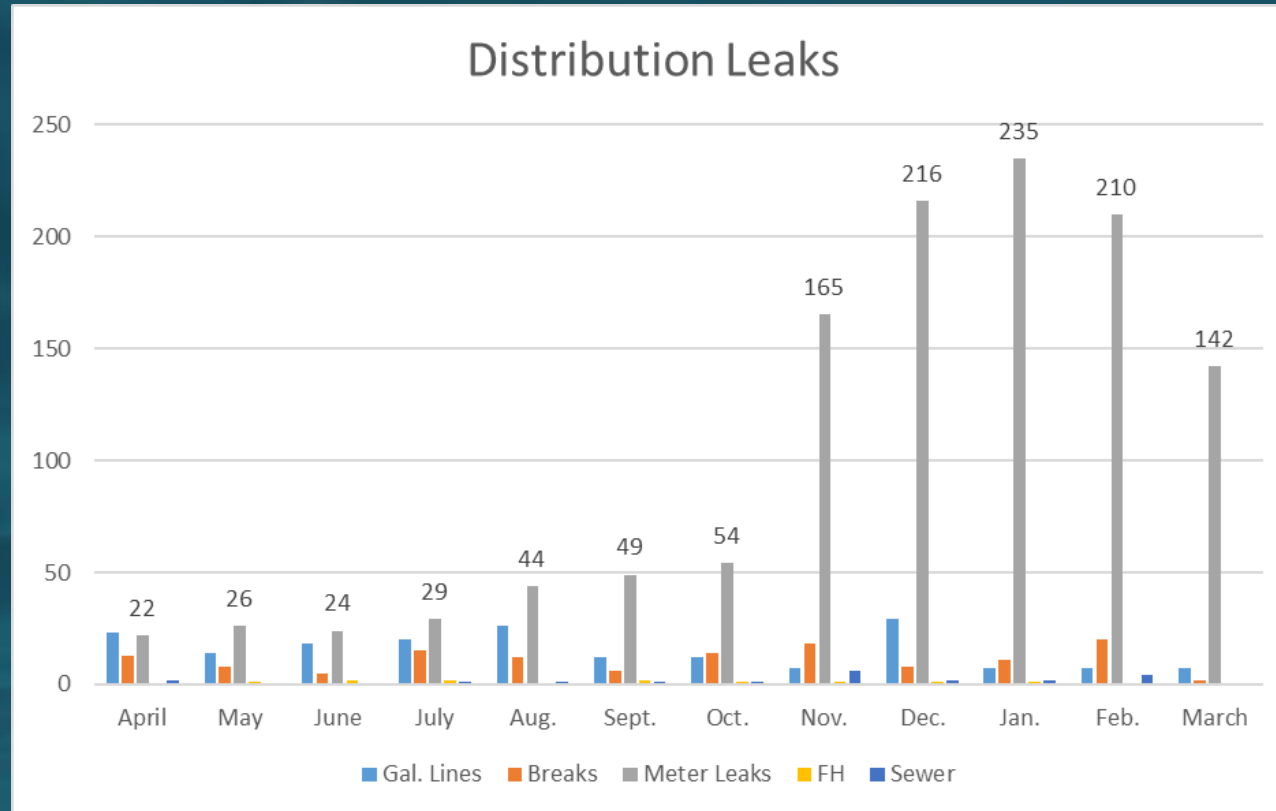
Takeaways:

1. Meter reading accuracy using AMR is 99.8%
2. Meter reading issue is broken cable between ERT and Meter

Maintenance Operations

- Offers accepted - two new maintenance crew employees
 - Started in March – Travis Hughes and Kevin Alexander
- Glad Springs Tank – Target board and overflow screen repaired
- Completed Colonial Road project – 1800 feet galvanized line taken out of service
- Nine new Fire Hydrants put into service as part of G3 project

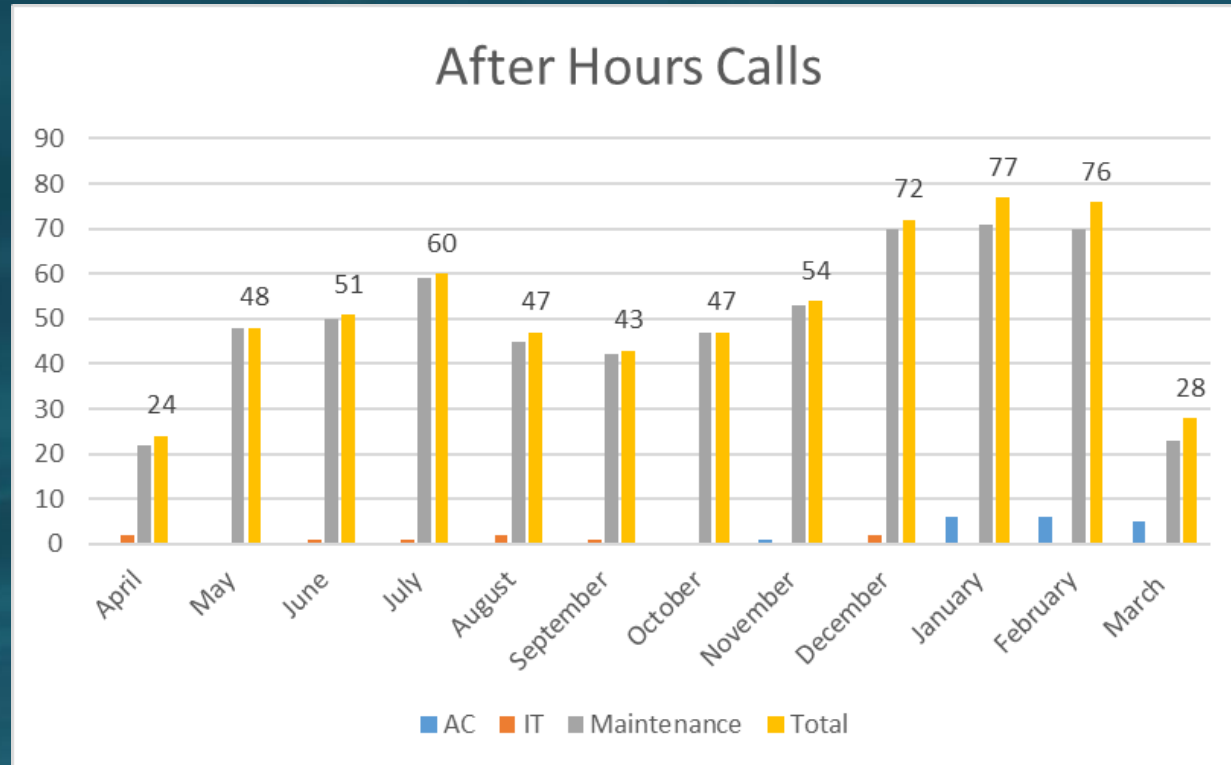
Maintenance Operations



Takeaways:

1. Meter leaks are trending down
2. Continue to replace meter gaskets

Maintenance Operations



Takeaways:

1. After Hours Calls reduced by 63%
2. Increased focus on Preventative Maintenance

Operations Update

- Process Improvements

- ❖ RPR's, Resident Project Representatives, responsibilities broaden to support Cross Connection Control & Back Flow Prevention.
 - ✓ Better alignment of goals to support Cross Connection Control & Back Flow Prevention
 - ✓ RPR's have the knowledge and bandwidth as our galvanized projects conclude
 - ✓ Improved focus of resources to support our Customers

Operations Update

- Process Improvements

- ❖ Sewer Maintenance Crew transitioned from Maintenance Dept. to Wastewater Treatment Dept.

- ✓ Better alignment of goals to support Wastewater Collection and Treatment
- ✓ Focused on Preventative and Predictive Maintenance activities
- ✓ Improved focus of resources to support our Customers
- ✓ Transition from a reactive approach to a proactive methodology

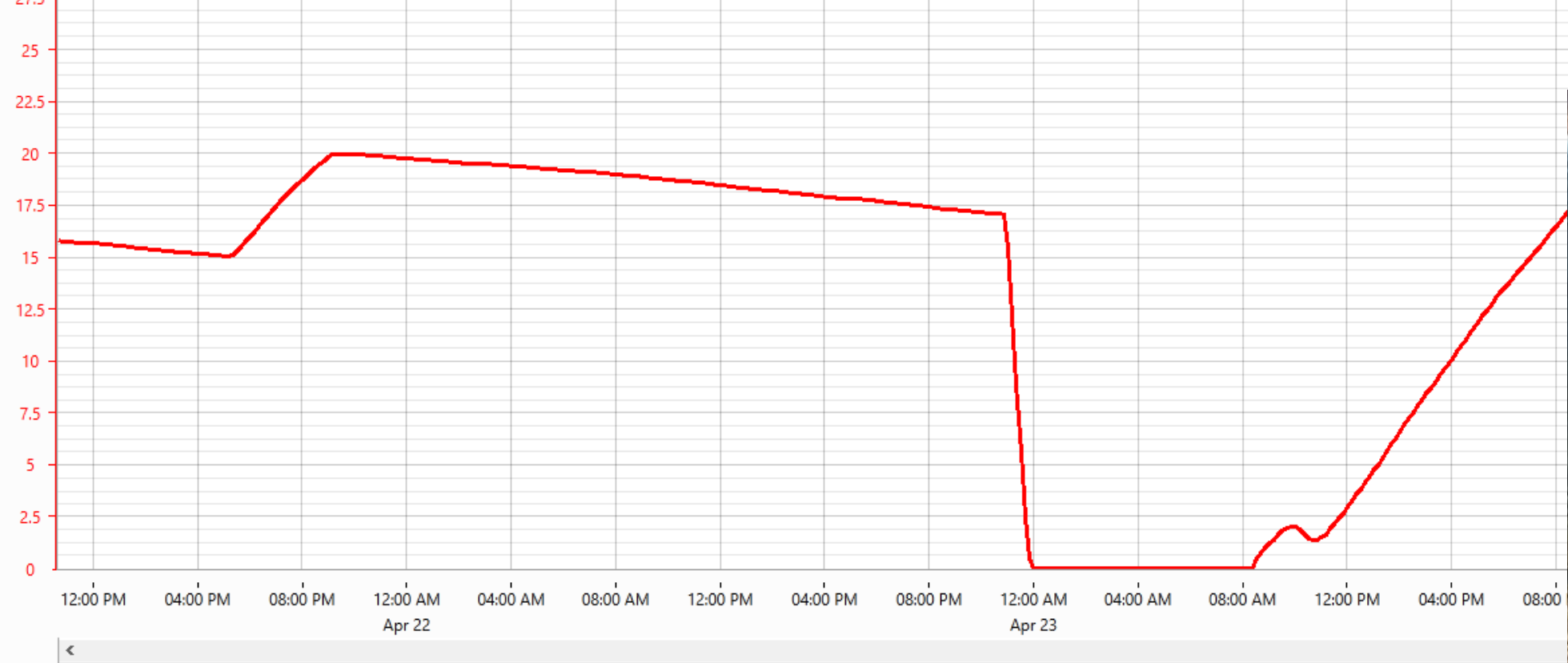


Uniform Workwear



High visibility workwear from UniFirst helps your workers be seen – day or night.

- Pursuing professional workwear that reflects the quality of our service; a service not only delivered to but consumed by 50,000 people daily.
- For personnel who spend most of their day in the field; high visibility workwear (similar to the photo) is where we are heading.
- The Board may wish to wear a logo shirt to your meetings.



			Pen	Name	Description	Value	Minimum
x	👁	⚙	📈	DISTRIBUTION\...\TANK\TANK LEVEL Hayter's Gap Tank Level			0 FT
x	👁	⚙	📄	System Notes			
x	👁	⚙	📖	DISTRIBUTION\...\Site Notebook	10:54 PM: Break Occurs		
x	👁	⚙	📖	DISTRIBUTION\...\Site Notebook	11:52 PM: Tank is Dry (58 minutes)		
x	👁	⚙	📖	DISTRIBUTION\...\Site Notebook			
x	👁	⚙	📖	DISTRIBUTION\...\Site Notebook			

79,067 gallons or 1363 gallons/minute

**Boil water notice issued via media
Boil water noticed lifted this morning**

Operations Update

- Looking Forward

- Managing the communication between Elements and Muni-link for the integration of our Business System
- Establishing baseline for IT support required to determine if third party support or in house support is the best solution
- Established project for VPDES Permit reissuance for Hall Creek WWTP
- Lee Highway Corridor Sewer Improvement Project design in final stages

Operations Update



Human Resources & Safety Dashboard



Key Process Indicators (KPI)

Human Capital

Absenteeism	3.5%
Overtime	7.3 %
Headcount	78
Open Positions	3

Safety

LTA	11/6/21
LI	03/24/22
168 Days without LTA	

Employee Relations



Score Card



On Our Minds

Benefits/Demographics

Payback	\$141,000
Average Age	46

Training/Development Investment



100%

Investment	\$1,541
Hours	56.8

Looking Forward



- Hazardous Communication

Strategy

- *Establish Open Communication*
- *Develop & Implement Policy and Procedures*
- *Involve Everyone*
- *Provide Training*
- *Establish Benchmark & Review Progress*
- *Use Positive Reinforcement*