
**CLARK REGIONAL WASTEWATER DISTRICT
RESOURCE GUIDE**

Policy #POL-031

Adopted: 08/31/09; 02/12/15, 06/10/20; 09/05/23

Purpose

To provide each department with pertinent District information, including: District organization chart, description of the services the District provides, as well as a section for each department, which includes a department organization chart, a description of the department, its levels of service and individual job descriptions. The document is updated on an annual basis.

Positions Affected

All employees. Each department has electronic access to the Resource Guide (G:\Everyone\Policies\CRWWD Master Policies Index). In addition, a Resource Guide is available for download from the District's website (<https://www.crwwd.com/documents/ResourceGuide.pdf>) for our customers' and the general public's information and review.

Policy

See Resource Guide, which is available at G:\Everyone\Policies\CRWWD Master Policies Index or <https://www.crwwd.com/documents/ResourceGuide.pdf>.



John Peterson, General Manager

September 5, 2023
Effective Date

REVIEWED:

10/03/11; 08/03/14; 08/01/18, 07/09/19, 11/25/19, 07/06/23; 03/12/25



Clark Regional Wastewater District



Resource Guide

Updated October 10, 2025



Clark Regional Wastewater District

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District Budget

District Code

Service Delivery Model assumes operational responsibility for all District and Alliance assets. Battle Ground is assumed to own and operate the Battle Ground collection system.

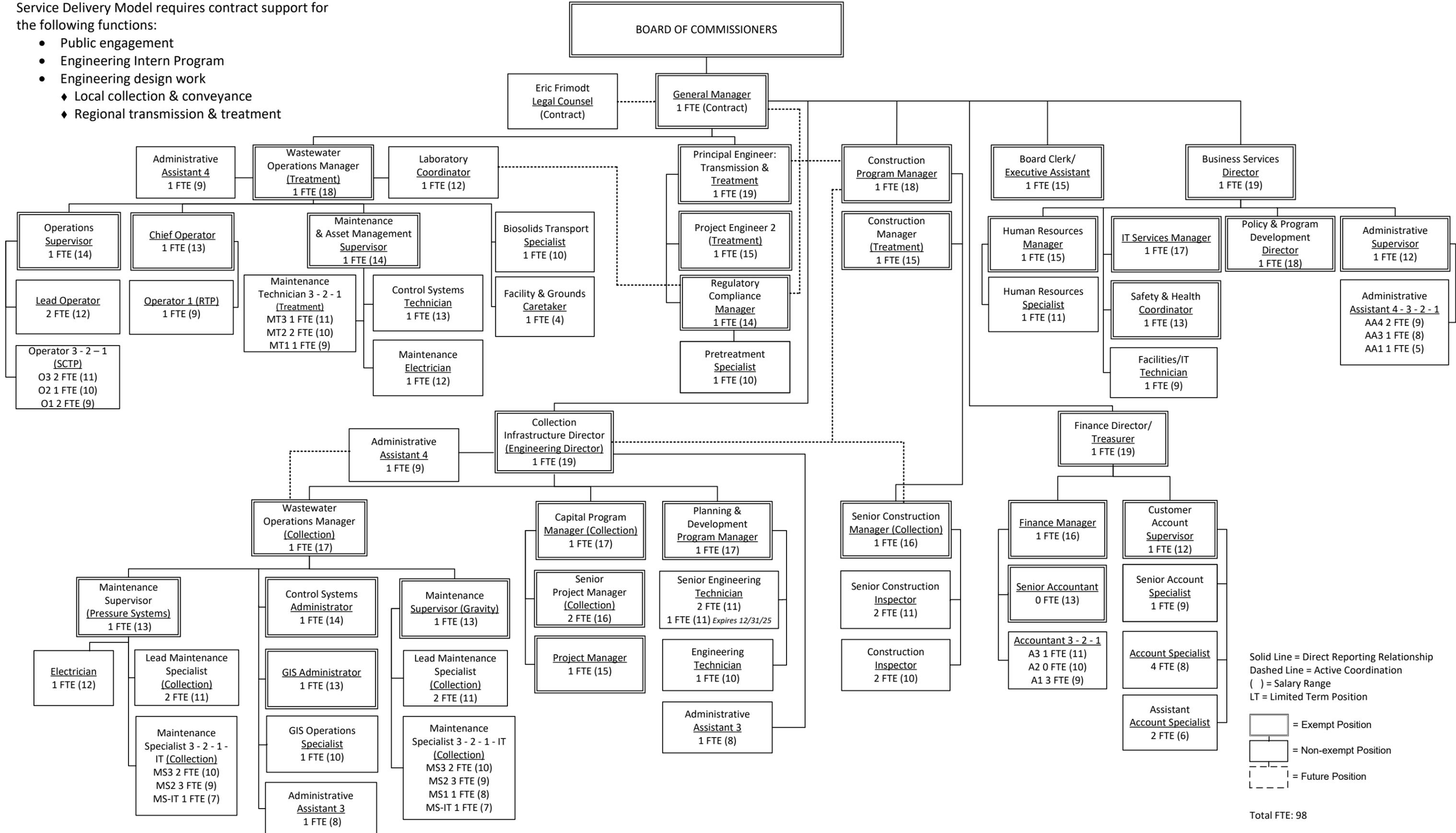
"EXHIBIT A"

CLARK REGIONAL WASTEWATER DISTRICT ORGANIZATION CHART

EFFECTIVE 10/16/25 (UPDATED BY GENERAL MANAGER AUTHORITY)

Service Delivery Model requires contract support for the following functions:

- Public engagement
- Engineering Intern Program
- Engineering design work
 - ◆ Local collection & conveyance
 - ◆ Regional transmission & treatment



Solid Line = Direct Reporting Relationship
 Dashed Line = Active Coordination
 () = Salary Range
 LT = Limited Term Position
 [] = Exempt Position
 [] = Non-exempt Position
 [] = Future Position

Total FTE: 98

District Mission Statement

Providing customer-focused, professional wastewater services in an environmentally and financially responsible manner.

District Vision

An active partner in Clark County, to support economic development and to manage and protect water resources.

District Values

The District is committed to provide a high level of service to its customers and the community. The District fulfills this commitment through its staff, a team of innovative, talented, high-performing individuals who work together seeking to make a difference and keeping the customer first.

SAFE and healthy workplace for all employees.

EMPLOYEES who are talented and motivated professionals that work together in a spirit of cooperation and with respect for all individuals.

RESPONSIBILITY, integrity and fairness in managing the environmental and financial resources entrusted to the District.

VALUED partner involved and active within our community.

INNOVATION and learning, creating an environment of personal and professional growth.

COMMUNICATION that is active, open, honest and timely.

EFFICIENT and effective solutions that meet the needs of our customers and our community.

Clark Regional Wastewater District (formerly known as Hazel Dell Sewer District and Clark County Public Sewer District No. 1) has a rich history of service and support for the communities it serves. In 1958, the District was formed to meet the needs of a growing business community that was not served by sewer. The newly formed District provided wastewater treatment and collection for 300 Hazel Dell customers. In the 1970s, through separate interlocal agreements with Clark County and the City of Vancouver, the parties acknowledged the economies of scale for treatment. This allowed the District to focus on collection and transmission, with the County and City providing treatment through their existing plants. In 1993, the County requested the District to take over all its collection and transmission functions, leaving the County to focus only on treatment at the Salmon Creek Treatment Plant (SCTP). In 1995, the County, the City of Battle Ground, and the District entered into a three-way agreement to expand and improve the SCTP. The District and Battle Ground owns 100% of the treatment capacity of the plant, with the County providing the facility and operating staff. In 2003, under the direction and management of the District, the three partners undertook a \$77.0 million dollar capital improvement upgrade of the Salmon Creek Wastewater Management System (SCWMS). The project, completed in 2009, provided additional treatment capacity for years to come. In 2009, an initial "Sewer Coalition Planning Study" was completed with participation from twelve Clark County public agencies to explore the potential for improved efficiencies in providing wastewater services to Clark County residents. This study resulted in a county-wide comprehensive sewer plan detailing transmission and treatment facilities necessary to provide sewer service within the County for the next 50 years. In 2012, as another result of the 2009 study, four partner agencies (Clark Regional Wastewater District, Clark County, and the Cities of Ridgefield and Battle Ground) signed a Memorandum of Understanding (MOU) providing an agreement-in-principle for the framework of a new regional partnership. The regional sewer entity, Discovery Clean Water Alliance (Alliance), was formally incorporated in early 2013 by the four-member agencies. Alliance transition activities occurred throughout 2013 and 2014. The Alliance became fully operational effective January 1, 2015, with all members, including the District, transferring debt and assets as outlined in the Interlocal Formation Agreement (IFA) to the Alliance. Effective January 1, 2015, the Alliance owns and operates transmission lines, pump stations, and treatment plants to provide sewer treatment service to the mid-Clark County region (City of Battle Ground and the District's service areas, including City of Ridgefield). Also, in 2012, the District and the City of Ridgefield (Ridgefield) signed an MOU for transfer of ownership of all of Ridgefield's sewer utility collection system assets, liabilities, and all its sewer utility customers to the District. A final collection system transfer agreement and franchise agreement were finalized and signed by the District and Ridgefield in 2013. As of January 1, 2014, Ridgefield's sewer utility customers became customers of the District. Following the transfer of assets from the City of Ridgefield to the Alliance, the City continued to operate the Ridgefield Treatment Plant. In late 2017, per the City of Ridgefield's request, the District provided a proposal to the City to take over operations of the plant. The City accepted the proposal, and the Alliance approved the change in operations. The District began official operation of the Ridgefield Treatment Plant on July 1, 2018. On January 1, 2020, the District began operating the Battle Ground Force Main, Salmon Creek Interceptor, and Kline Interceptor, all of which

are assets owned by the Alliance and previously operated by Clark County. The District leveraged its existing mobilization within the District's service area to operate these assets while County staff time was dedicated to focus on SCTP operations during a large plant expansion. In mid-2021, Clark County requested an early termination of its contractual obligation to operate the Salmon Creek Treatment Plant from the Alliance. The District, already involved in treatment plant operations, prepared a proposal to take over operations of the treatment plant. On October 1, 2021, the Alliance Board of Directors provided directions for early termination of the County contract, and the District began operations at the plant on July 1, 2022. The District, throughout its history, has responded to the growing and changing needs of its stakeholders, including its current and future ratepayers. In 2025, the District is budgeted to grow from 93.5 to 99 employees. Including the District's Ridgefield service area, the District maintains over 824 miles of pipe and 78 pump stations throughout the 49 square miles of District service territory.

Clark Regional Wastewater District Departments and Services

Administration/Business Services Department

The Administration/Business Services department, with a staff of twelve (12) full-time employees, is responsible for administering and managing the overall affairs of the District, including Human Resources and IT services, and provides executive support to the District Board of Commissioners. The General Manager leads the department and includes the Policy & Program Development Director, Business Services Manager, IT Services Manager, HR Manager, HR Specialist, Administrative Services Manager, and five (5) Administrative Assistant support staff. The department's core functions include:

- District Management
- Support to the Board of Commissioners
- APWA Accreditation
- Discovery Clean Water Alliance
- Public Records
- Human Resources
- Succession Planning
- IT Services Management
- Safety
- Facility Maintenance
- Risk Management

District Management. The Administration department is active in all general management practices and oversees all District services and activities. Administrative staff administers and maintains oversight of intergovernmental coordination with partner agencies throughout the community. Specific day-to-day operations of District functions are the responsibility of department Managers. The Managers work closely with Administrative staff in "providing customer-focused, professional wastewater services in an environmentally and financially responsible manner." In addition, public involvement and outreach activities, along with the development and implementation of key documents, presentations, and initiatives, are consistently provided by the Administration department.

Board of Commissioners (Board). Board support is provided by Administrative staff to ensure all applicable laws and regulations for open public meetings are adhered to and ensure effective and efficient due process for all individuals, organizations, and businesses that seek to appear before the Board at their regularly scheduled meetings.

APWA Accreditation. The Administration staff is instrumental in facilitating the process of APWA Accreditation. Initially accredited in 2005 and re-accredited in 2009, 2015, 2020, and 2023, the District is the first Special Purpose Government to carry the APWA Accreditation in North America. The accreditation process aims to provide a means of

formally verifying and recognizing public works agencies for compliance with the recommended practices outlined in the Public Works Management Practices Manual. The accreditation process is entirely voluntary.

Discovery Clean Wastewater Alliance (Alliance). In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed the Discovery Clean Water Alliance (Alliance) under the Joint Municipal Utility Services Act statute in January 2013. The General Manager and Administrative staff also provide support to the Board of Directors of the Alliance. These responsibilities include executive and administrative services such as agency coordination, clerk for the Board, public outreach, and oversight of the operational committees. The District is also responsible for coordination with the Alliance legal counsel via contract and for overseeing the development of the complete administrative framework.

Public Records. The District Business Services Manager serves as the District Public Records Officer. Within five business days of receipt of a request, the Public Records Officer will acknowledge and fulfill the request.

Human Resources (HR). Administration of the HR program includes employment, recruitment, compensation/benefits, employee relations, training and employee development, personnel record management, personnel policy and procedure development, legal compliance, and internal consulting. The District offers a very competitive benefits package upon hire. The benefits include Washington State PERS, fully paid medical and dental benefits including vision coverage, paid sick leave, paid vacation, life insurance, medical and dependent care spending accounts, and short and long-term disability options. The Board of Commissioners has approved an annual market rate adjustment of 4.0% for all pay grades for the 2025 budget cycle. Along with the market rate adjustment by pay grade each year, employees are eligible to receive a 3.0% increase in pay upon a successful performance evaluation. Employees already at the top of their salary range can receive an extra 1.5% based on extraordinary performance on their anniversary date.

Succession Planning. A priority of Human Resources is managing succession planning. With individuals in key positions at or nearing retirement age, the District is focusing not only on recruitment efforts for these positions but also on career development for the existing staff. This planning is necessary to increase the availability of experienced and capable employees to fill these positions when they become available.

IT Services Management. As the District continues to grow, so has the need for dedicated IT Services Management. In-house management of IT Services at the District will support all department's IT needs, starting with basic desktop support, implementation and maintenance of IT applications and processes, and IT security, all the way up to developing and implementing an IT strategy that aligns with the District's mission statement and goals.

Safety. Development and implementation of District Safety Programs and procedures in accordance with Washington State Department of Labor & Industries (L&I) and Occupational Safety and Health Administration (OSHA) standards. Responsible for driving performance improvement and strengthening the safety culture in the District. Identify systemic Environmental, Health & Safety (EHS) gaps, develop corrective measures, and implement solutions necessary to sustain compliance with governing standards and District programs. Provide day-to-day oversight of the overall safety program and responsible for ensuring all District staff are up to date with all necessary training. Works closely with Human Resources and Risk Management to support those endeavors.

Facility Maintenance. The District's campus serves as the headquarters for the administration and maintenance activities of the District. The Construction & Facilities Program manages facilities maintenance for the District Campus and District Pump Stations. This program also assists the Discovery Clean Water Alliance with maintenance of Alliance Assets. Janitorial, landscaping, HVAC, general building, and utility service contracts are overseen by this group. General daily maintenance and upgrade/improvement projects are performed in addition to a variety of other facilities maintenance tasks performed by the in-house IT/Facilities Technician.

Risk Management (RM). The District's Finance Director/Treasurer is responsible for risk management. This includes ensuring compliance with all applicable laws, ordinances, policies and guidelines impacting the District. Also included is the administration of risk management program activities, including general liability insurance and claims processing, risk assessment and mitigation strategies.

Engineering Department

The Engineering workgroup provides engineering services for the District and its customers under the management of the Collection Infrastructure Director (Engineering Director), a licensed Professional Engineer. The Director is assisted by eleven (11) additional full-time staff. These services include:

- Annexation Process Management
- Development Review
- Capital Facility Planning
- Capital Program Management
- Septic Elimination Program (SEP)

Annexation Process Management. The Engineering department oversees the "annexation" process for the District. Annexation is the formal process by which the District expands its service area, administered in accordance with RCW 57.24. The District is the designated service provider to roughly nine (9) new square miles of urban growth area within the County's 2015-2025 Comprehensive Plan. Generally expanded via the petition method of annexation, at the request of property owners, the District has annexed over 70% of the existing urban growth area through year-end 2024.

Development Review. The Engineering department assists new project developers, current customers, and existing homeowners in need of sewer service while ensuring compliance with District standards. Services include preliminary application utility reviews, engineering design reviews, permitting, and construction management. In addition, property owners may obtain record drawing information for assistance in locating their existing system for connection.

Capital Facility Planning. Planning within the District is a two-part process initiated with long-range planning followed by sub-basin planning. Long-range basin planning is performed to develop a 20-year General Sewer Plan (GSP) to address the infrastructure needs to support urban incorporation by the County. The District's current GSP was adopted in 2017 in conjunction with Clark County's Comprehensive Plan update and in compliance with the requirements of the Growth Management Act. The GSP provides a summary of the capital improvement projects and the associated costs for the planning period. More detailed sub-basin planning is performed within the framework of the GSP to identify the means and methods of extending service to individual parcels. The next GSP update is currently in process to align the County's Comprehensive Plan update, scheduled for completion in December 2025.

Capital Program Management. The District updates its 10-year Capital Improvement Program (CIP) annually, which identifies and funds priority projects related to system capacity, expansion, and restoration and replacement (R&R) of existing infrastructure. The CIP is reviewed and approved by the District Board of Commissioners as a part of the annual budget process. The CIP considers system capacity analysis, infrastructure condition assessments, and associated upgrades, as well as anticipated future

development. District staff directs the overall Capital Program, including prioritizing, planning, budgeting, limited design, and managing projects. Under a District Project Manager, spot repair projects are designed internally for bid and construction, but most projects are designed by professional engineering consultants for bid and construction. All work is performed under the direction of a licensed Professional Engineer. The District utilizes GIS analysis of asset data to assess the condition of the system to develop an R&R program that prioritizes projects to address the highest-risk problem areas. By identifying critical infrastructure with a higher risk of failure, the District can focus capital expenditures most effectively. The 2025 Capital Program will continue to reflect projects identified by this process.

Septic Elimination Program (SEP). Supporting the District's vision of partnerships to protect water resources in the District's service area, the District maintains an established Septic Elimination Program (SEP), which extends sewer service to residential homes within the District and offers a financial incentive for connecting properties. The program includes over 40 projects that are prioritized through established ranking criteria. The District has recently been successful in securing state and federal grant funds for two Septic Elimination Projects, which will significantly reduce homeowner costs for connecting to public sewer. The District anticipates continuing to seek funding for SEP projects with the goal of eliminating septic systems in the urban area.

Construction Department

The Construction Department provides many services that support the District's day-to-day operations and the long-term stability of its core functionality with nine (9) exceptional full-time employees. The Construction Management Department includes:

- Construction

Construction. The District utilizes in-house inspection and Construction Managers to oversee and manage District Collections, Development, and Alliance construction projects. Construction Management of District projects involves complete turnkey delivery of projects from pre-bid services through closeout. These activities include but are not limited to administering construction contracts, managing contractors and consultants, procurement of materials outside of construction contracts, establishing & managing communication, managing project costs and schedules, and coordinating with District Engineering and Operations staff, as needed.

Finance Department

The Finance department, with a staff of fourteen (14) dedicated, full-time employees, provides a wide range of services for the District. These services include but are not limited to the following:

- Customer Service
- Permits
- Accounting
- Treasury Management
- Budget/Forecasting
- Discovery Clean Water Alliance Administrative Lead Services

Customer Service. As a customer-focused utility, Finance considers customer service an ongoing improvement process. We continue to evaluate how to improve and enhance our levels of service while providing the same quality of service to our customers that we would expect if we were customers. The District anticipates managing approximately 24,000 telephone calls, processing nearly 250,000 billing statements, and manually receipting over 5,500 payments. In addition, the District will continue to manage approximately 200 high-resource customers monthly.

Permits. In addition to utility billing and customer service responsibilities, the Finance department is responsible for issuing sewer permits. Finance is on track to issue close to 1,000 permits in 2024, which aligns with the number of permits issued in 2023.

Accounting. The department maintains the District's financial records in compliance with state and federal regulations. The District's financial statements are audited annually by the Washington State Auditor's Office (SAO) for adherence to Generally Accepted Accounting Principles (GAAP). For the last 42 years, SAO has had no findings to include in their Auditor's report. In addition to maintaining the financial records and preparing the statements for audit, core accounting functions provided by Finance include payroll, accounts payable, project accounting, accounts receivable, contract receivables, budget preparation, and general ledger maintenance. Various reports, such as the Annual Comprehensive Financial Report, Board reports, management reports and other audit and bond compliance statements, are prepared monthly, semi-annually, and annually. The District has been awarded the Certificate of Achievement for Excellence in Financial Reporting for the last 36 years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Treasury Management. The primary responsibility and goal of the treasury function are to ensure the District's financial resources are safeguarded and the District's cash reserves are invested safely and prudently. To accomplish this, the District issues and/or defeases debt in an effort to provide the lowest financing costs to our ratepayers. In addition, the assets and cash transactions are secured by evaluating and enhancing

internal controls and improving business processes, like recording assessments, liens, and the satisfaction thereof.

Budget/Forecasting. The District utilizes a ten-year revenue and expense forecast and the assumptions used in preparing the forecast to ensure adequate revenues are available for necessary operational and capital expenditures. The budget is a piece of the ten-year forecast in that it is developed from compiled information and the anticipated needs of each department to develop an operating budget. Budget preparation also necessitates internal coordination and facilitation of the capital plan information with Engineering, specifically to determine how future projects will affect the Existing Assets Restoration and Replacement (R&R) account, as well as the New Assets Capital Improvement Projects (CIP) account. The Management team provides valuable input throughout the budget preparation process. The budget is presented to the Board of Commissioners for review and adoption as the final step.

The District evaluation of current revenue forecasts necessary to adequately fund future capital and R&R needs and keep pace with the increased costs for operational activities has indicated that the 2025 base rates will increase by \$1.50 per month. The District base rates continue to be more affordable and stable than other providers in Clark County and across Western Washington. Throughout the eight-year period from 2016 to 2024, other regional providers raised their rates on average \$18.00+ per month, whereas the District raised its base rate a total of \$7.00 per month. This reflects the District's efforts to keep costs at or below the inflation rate.

In recognition of its budgetary efforts, The District received the GFOA Distinguished Budget Award for its 2024 Adopted Budget. This award is the highest recognition in fiscal planning and budgeting nationwide. The District has been awarded the Distinguished Budget Award for the last nine years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Discovery Clean Water Alliance. In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed Discovery Clean Water Alliance under the Joint Municipal Utility Services Act statute in January 2013. The District provides Administrative Lead services for Discovery Clean Water Alliance. The Finance department provides financial and treasury services for the Alliance Board of Directors. These services include, but are not limited to, the preparation of the operating and capital budgets, quarterly and annual financial reporting, Annual Comprehensive Financial Report development, SAO audit process management, financial policies compliance, debt and investment management, accounts receivable, and accounts payable. The District's Finance Director is the appointed Treasurer for the Alliance.

Operations Department

The Operations workgroup is staffed with twenty-three (23) skilled full-time employees providing many services for the District, including:

- Underground Collection System Condition Assessments
- Pipeline Maintenance and Preservation Programs
- Pump Station Maintenance
- Septic Tank Effluent Pumping (STEP) System Maintenance
- Fleet Management
- Risk Mitigation
- Asset Optimization
- Engineering Assistance
- Geographic Information System (GIS)

Underground Collection System Condition Assessments. Operations staff perform Closed Circuit Television (CCTV) inspections of pipelines and manholes to support condition assessments of the District-owned collection system. CCTV inspections use specialized video equipment to inspect the inside of pipes to identify defects or problematic lines. Defects are scored based on severity, providing an overall system condition. The entire collection system is inspected on a regular cycle, with known problem areas inspected more frequently. The condition assessment drives prioritization of capital, restoration, and replacement projects, as well as maintenance and repairs.

Pipeline Maintenance and Preservation Programs. The District owns and maintains approximately 128 miles of pressure mains. As of January 1, 2025, the total pipe inventory (including service laterals) is 824 miles, ranging from 4 to 36 inches in diameter. Routine maintenance of these lines consists of scheduled CCTV inspections followed by High-Velocity Cleaning (HVC), where needed. Problematic lines with potentially higher grease levels, roots, and/or debris build-up are assigned accelerated cleaning frequencies. The Operations department is party to the Grounds, Equipment and Maintenance (GEM) agreement with regional agencies to share resources, such as occasional CCTV inspection, line cleaning, and other services as needed.

Pump Station Maintenance. Operations staff operate and maintain 78 sewer pump stations and four motor-operated valves (MOVs). Maintaining the pressurized discharge piping systems, known as force mains, is part of the Pump Station Maintenance Program. Current maintenance procedures include detailed tasks that are performed on a weekly, monthly, semi-annual, and annual basis to maximize the useful life of the pump station assets. Operations staff also manage chemical injection systems and air treatment systems designed to treat odorous and corrosive gases that form in wastewater systems as part of the Pump Station Maintenance Program.

Septic Tank Effluent Pumping (STEP) System Maintenance. The Operations staff maintains the continuous service of 895 individual STEP systems. These STEP systems are located in the satellite areas of Meadow Glade, Hockinson, Van Ridge, and

South Ridge, as well as a few systems in the Ridgefield service area. The STEP systems are individual pumping systems that typically pump from a single residence or tax lot into a public force main. STEP systems may be required in areas with flat topography and high groundwater that would prevent traditional gravity sewer system installation. The Operations department is responsible for inspecting new STEP systems constructed in these areas and ongoing maintenance and repairs of the existing STEP systems.

Fleet Management. The District outsources the repair and periodic maintenance of District vehicles and equipment. Fleet management responsibilities performed by the Operations department include managing the fleet washing contract, vehicle service schedule coordination, vehicle and equipment procurement and surplus, and performing minor maintenance activities related to passenger vehicles, pickups, and small construction and safety equipment. The Operations staff manages the routine maintenance schedules of all fleet vehicles owned by the District.

Risk Mitigation. Risk mitigation is a central function of the Operations department. All the condition assessment and maintenance functions described previously are forms of risk mitigation. Another risk mitigation tool is the department's SCADA (Supervisory Control and Data Acquisition) system. This automated system monitors the pump stations 24 hours per day and alerts staff of any potential risks associated with equipment failure. The system allows for proactive responses to minor issues before they become significant issues that require immediate reactive response. Another risk mitigation tool is the District's Utility Locate Program. Mandated by state law, the 8- 1-1 service for "Call Before You Dig" initiates a utility locate ticket, prompting the dispatch of Operations staff to mark the location of District underground assets. This program is preventive in nature because communicating the location of infrastructure helps prevent service outages that occur when these assets are disturbed by excavators. The District performs approximately 11,000 utility locates per year.

Asset Management. The Operations department utilizes Central Square Enterprise Asset Management (EAM) for public works to schedule preventive and corrective work and manage asset lifecycle costs. EAM is integrated with other District systems, including the Geographic Information System (GIS) for infrastructure mapping, the SCADA system, and the CCTV inspection management software. The Operations department utilizes EAM's mobile application, which allows staff to access work orders and equipment details, GIS maps, and inspection data from the field on a tablet or other mobile device without returning to the office for data entry. Mobile access creates efficiencies in staff productivity, decreases fuel use and vehicle wear, and increases accuracy through real-time data capture. All maintenance functions are scheduled and documented in EAM, including facilities, collection system, and fleet maintenance.

Engineering Assistance. The Operations staff provides support to the District's Engineering department by performing various field verification techniques confirming locations of existing underground assets, providing pipeline CCTV inspection data to aid in identifying sewer lines that require capitalized restoration or replacement, assisting

with plan review of new pump station and piping system designs, and working with Engineering to establish District construction standards.

Geographic Information System (GIS). The District maintains a state-of-the-art computer mapping, archiving, and analysis system. The GIS platform is used in support of Engineering, Finance, and Maintenance functions at the District. The mapping system covers the District's service areas and extensively supports customer service, planning, design, and decision-making. GIS is also integral to the District's Maintenance Management System (MMS).

Wastewater Operations Department

The Wastewater Operations Department is a combined effort of two (2) treatment facilities, the Ridgefield Treatment Plant and the Salmon Creek Treatment Plant. The treatment plants have twenty-one (21) full-time employees who control and monitor the primary operations of the plants 24 hours a day and provide these services:

- Ridgefield Treatment Plant Operations
- Salmon Creek Treatment Plant Operations

Ridgefield Treatment Plant Operations. As of July 1, 2018, the District became the Contract Operator of the Ridgefield Treatment Plant. The treatment plant is a Conventional Activated Sludge plant rated at 0.7 million gallons per day (MGD) that receives average flows of roughly 0.3 MGD, or 300,000 gallons per day. Treatment plant processes are a combination of mechanical and biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology (Ecology) and the U.S. Environmental Protection Agency (EPA), and sludge that is transferred to the Salmon Creek Wastewater Treatment Facility, and Three Rivers Regional Wastewater Facility for processing into Class 'B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes the District Supervisory Control and Data Acquisition (SCADA) system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. The plant maintenance programs are managed using a computerized Maintenance Management System (MMS).

Salmon Creek Treatment Plant Operations. As of July 1, 2022, the District became the Contract Operator of the Salmon Creek Treatment Plant. The treatment plant is a Conventional Activated Sludge plant, rated at 14.95 MGD, that receives average flows of roughly 8.5 MGD, or 8,500,000 gallons per day. Treatment plant processes are a combination of mechanical-biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology and the U.S. EPA, and sludge that is processed into Class 'B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes a SCADA system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. Plant operations data is managed in Hach WIMS, an operational database that simplifies reporting. Plant maintenance programs are managed using a computerized Maintenance Management System (MMS).



CLARK REGIONAL WASTEWATER DISTRICT

Also serving as Administrative Lead and Operator
for Discovery Clean Water Alliance

STRATEGIC PLAN



**CLARK
REGIONAL
WASTEWATER
DISTRICT**

2025

and 2026-2030
Strategic Roadmap



Strategic Plan Purpose Statement

The District is developing a fully sustaining regional wastewater program providing for our community's needs, aligned with our community's values.

DISTRICT MISSION

Providing customer-focused, professional wastewater services in an environmentally and financially responsible manner.

DISTRICT VISION

An active partner in Clark County to support economic development and to manage and protect water resources.



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Strategic Planning Framework

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Employee and Enterprise Vitality

Infrastructure Planning, Programming, and Project Delivery

Operational Effectiveness and Optimization

District Financial Health and Customer Engagement

Stakeholder and Community Engagement

ABOUT THE DISTRICT – HISTORY & CONTEXT

Clark Regional Wastewater District (formerly known as Hazel Dell Sewer District and Clark County Public Sewer District No. 1) has a longstanding history of adapting its wastewater program to support the communities it serves. In 1958, the District was formed to meet the needs of a growing business community that was not served by sewer. The newly formed District provided wastewater treatment and collection for 300 Hazel Dell customers. In the 1970s, the parties acknowledged the economies of scale for treatment through separate interlocal agreements with Clark County and the City of Vancouver. This allowed the District to focus on collection and transmission, with the County and City providing treatment through their existing plants.

In 1993, the County requested the District to take over all its collection and transmission functions, leaving the County to focus only on treatment at the Salmon Creek Treatment Plant (SCTP). In 1995, the County, the City of Battle Ground, and the District entered into a three-way agreement to expand and improve the SCTP. The District and Battle Ground own 100% of the plant's treatment capacity, with the County providing the facility and operating staff. In 2003, under the direction and management of the District, the three partners undertook a \$77.0 million capital improvement upgrade of the Salmon Creek Wastewater Management System (SCWMS). The project, completed in 2009, provided additional treatment capacity for years to come.

In 2009, an initial "Sewer Coalition Planning Study" was completed with participation from twelve Clark County public agencies to explore the potential for improved efficiencies in providing wastewater services to Clark County residents. This study resulted in a county-wide comprehensive sewer plan detailing transmission and treatment facilities necessary to provide sewer service within the County for the next 50 years.

In 2012, as another result of the 2009 study, four partner agencies (Clark Regional Wastewater District, Clark County, and the Cities of Ridgefield and Battle Ground) signed a Memorandum of Understanding (MOU) providing an agreement-in-principle for the framework of a new regional partnership. The regional sewer entity, Discovery Clean Water Alliance (Alliance), was formally incorporated in early 2013 by the four-member agencies. Alliance transition activities occurred throughout 2013 and 2014. The Alliance became fully operational effective January 1, 2015, with all members, including the District, transferring debt and assets as outlined in the Interlocal Formation Agreement (IFA) to the Alliance. Effective January 1, 2015, the Alliance owns and operates transmission lines, pump stations, and treatment plants to provide sewer treatment service to the mid-Clark County region (City of Battle Ground and the District's service areas, including City of Ridgefield).

Also, in 2012, the District and the City of Ridgefield (Ridgefield) signed an MOU for the transfer of ownership of all of Ridgefield's sewer utility collection system assets, liabilities, and all its sewer utility customers to the District. A final collection system transfer agreement and franchise agreement were finalized and signed by the District and Ridgefield in 2013. As of January 1, 2014, Ridgefield's sewer utility customers became customers of the District.

Following the transfer of assets from the City of Ridgefield to the Alliance, the City continued to operate the Ridgefield Treatment Plant. In late 2017, per the City of Ridgefield's request, the District provided a proposal to the City to take over operations of the plant. The City accepted the proposal, and the Alliance approved the change in operations. The District began official operation of the Ridgefield Treatment Plant on July 1, 2018.

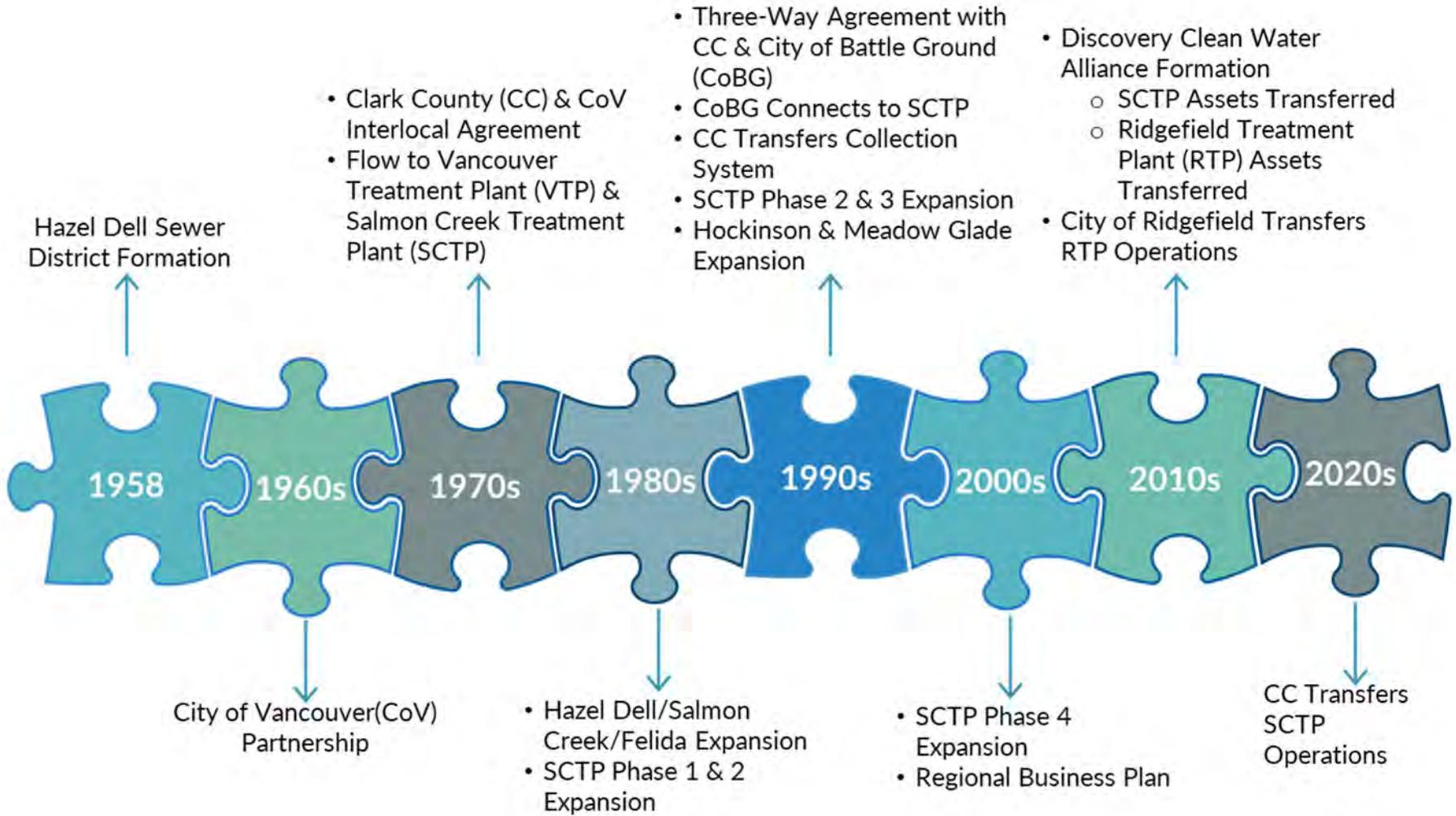
On January 1, 2020, the District began operating the Battle Ground Force Main, Salmon Creek Interceptor, and Klineline Interceptor, all assets owned by the Alliance and previously operated by Clark County. The District leveraged its existing mobilization within its service area to manage these assets while County staff focused on SCTP operations during a large plant expansion.

In mid-2021, Clark County requested an early termination of its contractual obligation to operate the Salmon Creek Treatment Plant from the Alliance. The District, already involved in treatment plant operations, prepared a proposal to take over operations of the treatment plant. On October 1, 2021, the Alliance Board of Directors provided direction for early termination of the County contract, and the District began operations at the plant on July 1, 2022.

Throughout its history, the District has responded to its stakeholders' growing and changing wastewater program needs.

Today, the District's responsibility includes:





STRATEGIC PLANNING FRAMEWORK

This plan has been prepared according to the approach outlined below.

Start with National Water Sector Guidance. The strategic planning process begins with national guidance for water and wastewater utilities published by EPA and several national associations, most recently updated in 2024 titled *Effective Utility Management, A Primer for Water Sector Utilities*. Effective Utility Management (EUM) defines ten attributes of a well-managed utility. These attributes provide a frame of reference for the District Strategic Plan and are summarized below:



Overlay Community and Organizational Values. The national guidance is then refined with an overlay of our community's and District's organizational values. Listed below, the community values were derived from a statistically valid service of customers in our service area. The organizational values have been developed and refined over many years through an interactive discussion with the District Board and staff.

Community Values:

1.	Ensure reliable, predictable service for all customers
2.	Manage resources responsibly, efficiently and equitably
3.	Protect public and environmental health
4.	Optimize use of existing facilities
5.	Be financially transparent
6.	Use new technologies to achieve system efficiencies and environmental protection
7.	Provide a fair, positive and secure work environment for utility employees
8.	Ensure capacity to support regional land use and economic development decisions
9.	Invest in improvements that create system-wide benefits
10.	Make business decisions collaboratively with all partners

Organizational Values:

-  **S** Safe and healthy workplace for all employees.
-  **E** Employees who are talented and motivated professionals that work together in a spirit of cooperation and with respect for all individuals.
-  **R** Responsibility, integrity, and fairness in managing the environmental and financial resources entrusted to the District.
-  **V** Valued partner involved and active within our community.
-  **I** Innovation and learning, creating an environment of personal and professional growth.
-  **C** Communication that is active, open, honest, and timely.
-  **E** Efficient and effective solutions that meet the needs of our customers and our community.

Synthesizing a Strategic Direction – Priority Areas and Long-Term Outcome. The EUM guidance informed by community and organizational values allows the District to define five Priority Areas (each based on a combination of two EUM Attributes). The Priority Areas are then further developed to a Long-Term Outcome, a statement of the desired performance level when the Priority Area is fully developed. This is fundamentally what the District is working toward through the Strategic Plan.

Strategic Roadmap and Annual Strategic Goals. A stepwise year-by-year Strategic Roadmap is then defined to achieve the Long-Term Outcome. The first year of the roadmap provides specific guidance for the Annual Strategic Goals aligned with budget and other resource planning processes to ensure successful implementation.

This nested strategic planning framework is summarized in the depiction below.



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PRIORITY AREA: INFRASTRUCTURE PLANNING, PROGRAMMING, AND PROJECT DELIVERY



*Infrastructure
Strategy &
Performance*



*Water
Resource
Sustainability*

INFRASTRUCTURE PLANNING, PROGRAMMING, AND PROJECT DELIVERY

EUM Attribute: Infrastructure Strategy and Performance

Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments to address environmental justice impacts and service equity, consistent with community needs, anticipated growth, and relevant community priorities, building in a robust set of adaptation and resilience 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. Looks for innovative and cost-effective technologies to establish and maintain infrastructure resilience consistent with agreed upon service levels and available resources. Develops and implements an asset management plan aligned to a strategic business plan that is communicated, available, and visible to all stakeholders.

EUM Attribute: Water Resource Sustainability

Ensure integrated and sustainable water resource management that considers all water of value. Understands the utility's role in the complete water cycle, including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. Analyzes the potential for water resource variability (e.g., changing weather patterns, including extreme events such as drought and flooding) and utilizes, as appropriate, a full range of watershed investment and engagement strategies to plan appropriately to meet community needs. Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.

District Application - LONG-TERM OUTCOME

The District will proactively plan, program, and deliver infrastructure investments to meet our community's wastewater needs. The following actions will be applied to the District-owned collection system and facilities assets and Alliance-owned Regional Assets in the context of a continually updated 20-year infrastructure program, updated with the agency's budget process.

This work is accomplished in the following two areas:

- For Existing Assets – The District will implement a defined asset management program to keep the infrastructure systems in good working order, emphasizing:
 - A comprehensive inventory of assets and condition.
 - Risk-based evaluations to inform reinvestment priorities.
 - Projects delivered to maintain overall system integrity at an acceptable level.
- For New Assets – The District will anticipate and deliver new assets as needed to manage system capacity, provide for defined level-of-service commitments, and ensure regulatory compliance, utilizing:
 - Capacity management model to support growth-related planning and investments.
 - Regulatory evaluation to plan for new requirements.
 - Projects delivered to meet current and future community needs.

PRIORITY AREA: INFRASTRUCTURE PLANNING, PROGRAMMING, AND PROJECT DELIVERY

EUM
Objective

2025

2026

2027

Infrastructure Strategy & Performance

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 10-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Update Tools/Systems: Prepare GSP Update/Hydraulic Model Update
 - Further Develop Program: AM Plan for FM/ARVs

- Project Delivery - Collection Systems
 - ◆ Capital/R&R Program/Projects
 - ◆ Development Program/Projects
 - ◆ Construction Program/Projects

- Planning/Programming - Facilities
 - ◆ Program Development - Complete Implementation of AM Program

- Project Delivery - Facilities
 - ◆ Deliver Annual Program
 - ◆ Monitor EV Grants/Requirements/Technology

Alliance Infrastructure Systems

- Planning/Programming - Regional Assets (incl. Facilities)
 - ◆ Capital Plan - Develop
 - Capacity Management (Monitoring)
 - Condition Assessment Update
 - ◆ Program Development
 - CIP - Regional GSP - Develop

- Project Delivery - Regional Assets (incl. Facilities)
 - ◆ 5A Project - Effluent Pipeline/Outfall
 - 5A Package 2 (Closeout)
 - ◆ 5B Project - Plant Improvements
 - 5B Package 2 (Closeout)
 - ◆ Phase 6 Project
 - ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

- Septic Elimination Program
 - ◆ Wallace Heights (Construction)
 - ◆ Stutz Road (Planning/Design)

Water Resource
Sustainability

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 10-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Update Tools/Systems: Complete GSP Update/Approval Process
 - Evaluate New Program: STEP System Evaluation-Develop Work Plan
 - Further Develop FM/ARV AM Program
 - Further Develop Pump Station Risk Tool & Assessment

- Project Delivery - Collection Systems
 - ◆ Capital/R&R Program/Projects
 - ◆ Development Program/Projects
 - ◆ Construction Program/Projects

- Planning/Programming - Facilities
 - ◆ Deliver Annual Program

- Project Delivery - Facilities
 - ◆ Deliver Annual Program
 - ◆ Implement EV Charging Stations Plan

Alliance Infrastructure Systems

- Planning/Programming - Regional Assets (incl. Facilities)
 - ◆ Capital Plan - Update
 - Capacity Management Model (Update)
 - R&R Program Update
 - ◆ Program Development
 - CIP - Regional GSP - Develop
 - R&R - None

- Project Delivery - Regional Assets (incl. Facilities)
 - ◆ Phase 6 Project
 - ◆ Class A Biosolids
 - ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

- Septic Elimination Program
 - ◆ Stutz Road (Design)

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 20-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Evaluate New Program Area: Party Lateral Policy/Ownership
 - Further Develop Program Criteria: Finalize STEP Systems

- Project Delivery - Collection Systems
 - ◆ Capital/R&R Program/Projects
 - ◆ Development Program/Projects
 - ◆ Construction Program/Projects

- Planning/Programming - Facilities
 - ◆ Program Development - None

- Project Delivery - Facilities
 - ◆ Deliver Annual Program
 - ◆ None

Alliance Infrastructure Systems

- Planning/Programming - Regional Assets (incl. Facilities)
 - ◆ Capital Plan - Develop
 - Capacity Management (Monitoring)
 - Condition Assessment Update
 - ◆ Program Development
 - CIP - Regional GSP - Approve
 - R&R - None

- Project Delivery - Regional Assets (incl. Facilities)
 - ◆ Phase 6 Project
 - ◆ Class A Biosolids
 - ◆ 117th St Pump Station
 - ◆ Battle Ground Force Main
 - ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

- Septic Elimination Program
 - ◆ Stutz Road SEP (Construction)

PRIORITY AREA: INFRASTRUCTURE PLANNING, PROGRAMMING, AND PROJECT DELIVERY

EUM
Objective

2028

2029

2030

Infrastructure Strategy & Performance

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 20-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Update Tools/Systems: Update Design Manual
 - Evaluate New Program Area: Define & Evaluate Corrosion Issues

Project Delivery - Collection Systems

- ◆ Capital/R&R Program/Projects
- ◆ Development Program/Projects
- ◆ Construction Program/Projects

Planning/Programming - Facilities

- ◆ Program Development - None

Project Delivery - Facilities

- ◆ Deliver Annual Program
- ◆ None

Alliance Infrastructure Systems

Planning/Programming - Regional Assets (incl. Facilities)

- ◆ Capital Plan - Update
 - Capacity Management Model (Update)
 - R&R Program Update
- ◆ Program Development
 - CIP - None
 - R&R - None

Project Delivery - Regional Assets (incl. Facilities)

- ◆ Phase 6 Project
- ◆ Class A Biosolids
- ◆ 117th St Pump Station
- ◆ Battle Ground Force Main
- ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

Septic Elimination Program

- ◆ Project TBD
- ◆ Review SEP LFC Framework

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 20-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Further Develop Program Criteria: Capacity Management
 - Update Tools/Systems: Update Design Manual
 - Evaluate New Program Area: None

Project Delivery - Collection Systems

- ◆ Capital/R&R Program/Projects
- ◆ Development Program/Projects
- ◆ Construction Program/Projects

Planning/Programming - Facilities

- ◆ Program Development - None

Project Delivery - Facilities

- ◆ Deliver Annual Program
- ◆ None

Alliance Infrastructure Systems

Planning/Programming - Regional Assets (incl. Facilities)

- ◆ Capital Plan - Develop
 - Capacity Management (Monitoring)
 - Condition Assessment Update
- ◆ Program Development
 - CIP - None
 - R&R - None

Project Delivery - Regional Assets (incl. Facilities)

- ◆ Phase 6 Project
- ◆ Class A Biosolids
- ◆ 117th St Pump Station
- ◆ Battle Ground Force Main
- ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

Septic Elimination Program

- ◆ Project TBD

District Infrastructure Systems

- Planning/Programming - Collection System
 - ◆ 20-Year Capital Program Update/Annual Budget Process
 - Apply Prioritization Criteria to Applicable Program Elements
 - Project Definitions: Pre-design/Alternatives Analysis
 - ◆ Program Development
 - Further Develop Program Criteria: Capacity Management
 - Update Tools/Systems: None
 - Evaluate New Program Area: None

Project Delivery - Collection Systems

- ◆ Capital/R&R Program/Projects
- ◆ Development Program/Projects
- ◆ Construction Program/Projects

Planning/Programming - Facilities

- ◆ Program Development - None

Project Delivery - Facilities

- ◆ Deliver Annual Program
- ◆ None

Alliance Infrastructure Systems

Planning/Programming - Regional Assets (incl. Facilities)

- ◆ Capital Plan - Update
 - Capacity Management Model (Update)
 - R&R Program Update
- ◆ Program Development
 - CIP - None
 - R&R - None

Project Delivery - Regional Assets (incl. Facilities)

- ◆ Phase 6 Project
- ◆ Class A Biosolids
- ◆ 117th St Pump Station
- ◆ Battle Ground Force Main
- ◆ Other CIP & R&R Projects
 - Design/Permit/Bid
 - Construct/Commission

Septic Elimination Program

- ◆ Project TBD

Water Resource
Sustainability

PRIORITY AREA: DISTRICT FINANCIAL HEALTH AND CUSTOMER ENGAGEMENT



Financial
Viability



Customer
Experience
and
Satisfaction

DISTRICT FINANCIAL HEALTH AND CUSTOMER ENGAGEMENT

EUM Attribute: Financial Viability

Establishes predictable rates consistent with community expectations that consider full life-cycle cost of utility operations and value of water resources. **Effectively balances long-term debt, capital, operations, and maintenance expenditures with revenues and asset values. Adopts and implements financial practices that adequately recover costs, provide reserves, invest for future needs, maintains optimal bond ratings, and address cost of service and the needs of disadvantaged households.** Implements a range of strategies for collecting customer payments while connecting customers with resources and assistance programs. Utilizes opportunities to diversify revenues and raise capital through new and innovative business and financing models.

EUM Attribute: Customer Experience and Satisfaction

Provides reliable and responsive 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, encourages all utility personnel to be aware of and actively responsive to customer needs, feedback, and emergencies. Provides tailored customer service and outreach to residential, commercial, and industrial customers to enhance trust in the utility. Understands and exercises as appropriate the opportunities presented by new product lines and related customer groups (e.g., high-strength waste producers, electric utilities).**

District Application -LONG-TERM OUTCOME

The District and Alliance will leverage 20-year financial planning tools to develop the resources needed in support of all operational and capital needs. Shorter-term budget and audit process will be managed to ensure a professional presentation of the District/Alliance business plan and an accurate depiction of the District/Alliance financial condition. A key outcome of the financial planning is stable and predictable rate and charge trajectories that position the District as a competitive service provider in the greater Clark County context. The work will ensure the District can meet all policy and legal obligations throughout the planning period.

The District will proactively engage its customers to solicit feedback on District services, including payment options. The District will adapt to changing communication formats and technologies to ensure engagement with a dynamic customer base, including engaging the needs of disadvantaged households.

PRIORITY AREA: DISTRICT FINANCIAL HEALTH AND CUSTOMER ENGAGEMENT

EUM Objective

2025

2026

2027

Financial Viability

Customer Experience and Satisfaction

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Budget - Local, Regional Amendment
 • Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> ◆ Submit District PWB Loan Application ◆ Federal Procurement Compliance
 • ACFR/Audit - Local, Regional
 • Finance ERP Tool - Vendor Selection/Begin Implementation <ul style="list-style-type: none"> → Ensure IT Coordination Across Platforms
 • Implement Non-Residential Billing Conversion (Ridgefield Service Area)
 • Customer Satisfaction Survey - Residential <ul style="list-style-type: none"> → District Payment App for Mobile Devices → District Online Payment Questions Bot → FAQ Videos → Social Media Outreach → e-Newsletter → Text Communications → Construction Project Communications
 • Utility Assistance Program - Participate in WAAC | <ul style="list-style-type: none"> • Budget - Local, Regional <ul style="list-style-type: none"> ◆ Update Alliance 20-Year Financial Forecast
 • Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> ◆ Alliance Phase 6 Financing Plan (PWB, Bonds, etc.)
 • ACFR/Audit - Local, Regional
 • Finance ERP Tool - Implementation <ul style="list-style-type: none"> → Ensure IT Coordination Across Platforms
 • Customer Satisfaction Survey - Residential - Implementation | <ul style="list-style-type: none"> • Budget - Local, Regional Amendment
 • Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> ◆ Submit District PWB Loan Application ◆ Alliance Phase 6 Financing Plan (PWB, Bonds, etc.)
 • ACFR/Audit - Local, Regional
 • LFC Process Review - Scope
 • Finance ERP Tool - Implementation <ul style="list-style-type: none"> → Ensure IT Coordination Across Platforms
 • Customer Satisfaction Survey - Residential - Implementation
 • Utility Assistance Program - Scope
 • Bill Tenant Direct Process Review |
|---|--|---|

PRIORITY AREA: DISTRICT FINANCIAL HEALTH AND CUSTOMER ENGAGEMENT

EUM Objective	2028	2029	2030
Financial Viability	<ul style="list-style-type: none"> Budget - Local, Regional <ul style="list-style-type: none"> District 20-Year Financial Model Update Alliance 20-Year Financial Forecast Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit Alliance PWB Loan Application ACFR/Audit - Local, Regional LFC Process Review - Implement 	<ul style="list-style-type: none"> Budget - Local, Regional Amendment Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit District PWB Loan Application ACFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional <ul style="list-style-type: none"> Update Alliance 20-Year Financial Forecast Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit Alliance PWB Loan Application ACFR/Audit - Local, Regional
	<ul style="list-style-type: none"> Customer Satisfaction Survey - Residential - Implementation 		
	<ul style="list-style-type: none"> Utility Assistance Program - Develop Evaluate Monthly Billing Option 	<ul style="list-style-type: none"> Utility Assistance Program - Implement 	<ul style="list-style-type: none"> Utility Assistance Program - Implement

PRIORITY AREA: STAKEHOLDER AND COMMUNITY ENGAGEMENT



*Stakeholder
Understanding
and Support*



*Community
Sustainability*

STAKEHOLDER AND COMMUNITY ENGAGEMENT

EUM Attribute: Stakeholder Understanding and Support

*Ensures understanding and support from stakeholders (anyone who can affect or be affected by the utility, including customers, oversight bodies, community and watershed interests, regulatory bodies, and consumers) 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, and environmental health of the community.** Through community dialogue, considers the full spectrum of impacts at all stages of decision making to a diverse set of stakeholders to ensure the same level of service and quality to all communities served. Understands what it takes to operate as a "good neighbor," and positions the utility as a critical asset (anchor institution) to the community.*

EUM Attribute: Community Sustainability

*Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, other local water sector utilities, electrical utilities, planning departments, economic development organizations, and 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 community planning of infrastructure and social and economic development to support community-wide resilience, support for disadvantaged households, community sustainability, and livability. Identifies and implements programs such as community benefits and workforce development initiatives to strategically increase investments in the community to enable widespread economic inclusion.*

District Application - LONG-TERM OUTCOME

The District will intentionally utilize opportunities to engage its stakeholders and share the work of the District to build awareness and value for the wastewater program. This effort includes intentionally communicating with and receiving feedback from state and federal agencies/officials, outreach to local partner agencies, and engagement with community groups. The intent of the engagements is to establish the role of the District/Alliance as anchor institutions in the community and as important partners working towards a healthy environment and vibrant economy for all.

PRIORITY AREA: STAKEHOLDER AND COMMUNITY ENGAGEMENT

EUM
Objective

2025

2026

2027

Stakeholder Understanding/
Support

Community
Sustainability

- Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)

- Communications/Outreach Program

- ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website > PFAS Communications
- ◆ Internal Audiences
 - Employee Meetings/Employee Newsletter
- ◆ Communications Program: Scope Gap Analysis

- State/Federal Advocacy Plan

- ◆ Legislative Engagement/Regulatory Monitoring
- ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead

- ◆ Executive & Administrative Services/Committees

- Economic Sustainability

- ◆ See Capital Program for Economic Catalyst Projects

- Strategic Plan Update/Annual Business Planning Process (With EUM Attribute Assessment)

- Communications/Outreach Program

- ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website
- ◆ Internal Audiences
 - Employee Meetings/Employee Newsletter
- ◆ Communications Program: Perform Gap Analysis

- State/Federal Advocacy Plan

- ◆ Legislative Engagement/Regulatory Monitoring
- ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead

- ◆ Executive & Administrative Services/Committees

- Economic Sustainability

- ◆ See Capital Program for Economic Catalyst Projects

- Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)

- Communications/Outreach Program

- ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website
- ◆ Internal PFAS Communications
 - Employee Meetings/Employee Newsletter
- ◆ Communications Program: Implement Updated Program

- State/Federal Advocacy Plan

- ◆ Legislative Engagement/Regulatory Monitoring
- ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead

- ◆ Executive & Administrative Services/Committees

- Economic Sustainability

- ◆ See Capital Program for Economic Catalyst Projects

PRIORITY AREA: STAKEHOLDER AND COMMUNITY ENGAGEMENT

EUM
Objective

2028

2029

2030

Stakeholder Understanding/
Support

Community
Sustainability

- Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)

- Communications/Outreach Program
 - ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website
 - ◆ Internal PFAS Communications
 - Employee Meetings/Employee Newsletter

- State/Federal Advocacy Plan
 - ◆ Legislative Engagement/Regulatory Monitoring
 - ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead
 - ◆ Executive & Administrative Services/Committees

- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)

- Communications/Outreach Program
 - ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website
 - ◆ Internal PFAS Communications
 - Employee Meetings/Employee Newsletter

- State/Federal Advocacy Plan
 - ◆ Legislative Engagement/Regulatory Monitoring
 - ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead
 - ◆ Executive & Administrative Services/Committees

- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)

- Communications/Outreach Program
 - ◆ External Audiences
 - Community Involvement Activities/Customer Newsletter/Website
 - ◆ Internal PFAS Communications
 - Employee Meetings/Employee Newsletter

- State/Federal Advocacy Plan
 - ◆ Legislative Engagement/Regulatory Monitoring
 - ◆ Active WASWD & CCW Engagement

- Discovery Clean Water Alliance - Admin Lead
 - ◆ Executive & Administrative Services/Committees

- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

PRIORITY AREA: OPERATIONAL EFFECTIVENESS AND OPTIMIZATION



*Regulatory
and Reliability
Performance*



*Operational
Optimization*

OPERATIONAL EFFECTIVENESS AND OPTIMIZATION

EUM Attribute: Regulatory and Reliability Performance

Meets or exceeds regulatory requirements, provides reliable services/products within the utility's community. Service reliability ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, residential users). Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).

EUM Attribute: Operational Optimization

Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Effectively utilizes technological approaches and tools to optimize data management and analysis. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements and ensure information technology and information system business alignment. Maintains attentiveness to supply chain vulnerabilities to ensure efficient and timely acquisition of critical parts and supplies.

District Application -LONG-TERM OUTCOME

The District's efforts will prioritize and celebrate outstanding regulatory compliance and provide value in reliable wastewater conveyance services, effective wastewater treatment, and outstanding biosolids products produced under its responsibility.

The District will ensure a reliable operating approach through a well-defined Level of Service (LOS) or Standard Operating Procedure (SOP) framework. The District will continuously optimize all aspects of its operation to implement new solutions that are cost-effective, technologically appropriate, and operationally reliable.

PRIORITY AREA: OPERATIONAL EFFECTIVENESS AND OPTIMIZATION

EUM Objective

Regulatory and Reliability Performance

Operational Optimization

2025

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Implement New FOG Software
 - ➔ NPDES Permit - PFAS Communication & Implementation
 - ➔ Address BG Area Septage Receiving
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
 - ◆ Support Alliance General Sewer Plan Update
- Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
 - ◆ Implement New SCTP Permit Requirements (With Guidance Manual)
 - ◆ Support Westside Renewal
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ➔ Implement New Biosolids/Industrial Stormwater Permits
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - ➔ Implement O&M Program
 - ➔ Develop O&M Program
 - > Update CMMS Tracking to Align with Current LOS
 - > Pump Stations - Collect Additional Asset Data
 - > Continue Development of Odor Control Program
 - > Develop Inventory Tracking Plan
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - ➔ Operations Program Coordination and Reporting
 - ➔ Implement O&M Program
 - > Treatment Plants
 - ◆ Identify/Implement Process Control Strategies
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - ➔ Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Evaluate Ongoing Condition Assessment Approach
 - ◆ Evaluate Predictive Maintenance Model
 - > Site Organization/Housekeeping
 - ◆ Implement Plan
 - ➔ Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ District Wide Network Files Cleanup - Scope
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ Engineering/PM Software: Optimize Reporting Capabilities
- Operations (Collection) Efficiency Initiative
 - ◆ Standardize Pump Station Controls Configuration
- District Wide Efficiency Initiative
 - ◆ Purchasing Policy Update - Implement

2026

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Evaluate FOG Software Efficiency
 - ➔ Evaluate FOG Program Effectiveness
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
 - ◆ Support Alliance General Sewer Plan Update
- Ecology - NPDES Permit Updates (Ridgefield)
 - ◆ Implement New SCTP Permit Requirements (With Guidance Manual)
 - ◆ Support Westside Renewal
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ➔ Ridgefield Treatment Plant
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation Scoping
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - ➔ Implement O&M Program
 - ➔ Develop O&M Program
 - > Develop Engagement Plan Following Gallup Survey
 - > Implement Inventory Tracking Plan
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - ➔ Operations Program Coordination and Reporting
 - ➔ Implement O&M Program
 - > Treatment Plants
 - ◆ Identify/Implement Process Control Strategies
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - ➔ Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - > Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ District Wide Network Files Cleanup - Implement
 - ◆ SCADA Hardware/Software Upgrade (Main Campus)
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ Evaluate Next Generation SCADA Systems
- District Wide Efficiency Initiative
 - ◆ Business Metrics - Scope

2027

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Update Pretreatment Program Business Model
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
 - ◆ Support Alliance General Sewer Plan Update
- Ecology - NPDES Permit Updates (Ridgefield)
 - ◆ Implement New SCTP Permit Requirements (With Guidance Manual)
 - ◆ Support Westside Renewal
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ➔ Ridgefield Treatment Plant
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation
 - ◆ Obtain Re-Accreditation
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - ➔ Implement O&M Program
 - ➔ Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - ➔ Operations Program Coordination and Reporting
 - ➔ Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - ➔ Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - > Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
 - IT Initiatives
 - ◆ SCADA Hardware Upgrade (SCTP/RTP)
 - Finance Efficiency Initiative
 - ◆ None
 - Engineering Efficiency Initiative
 - ◆ None
 - Operations (Collection) Efficiency Initiative
 - ◆ Implement Next Generation SCADA System
 - District Wide Efficiency Initiative
 - ◆ Business Metrics - Implement

PRIORITY AREA: OPERATIONAL EFFECTIVENESS AND OPTIMIZATION

EUM Objective

Regulatory and Reliability Performance

Operational Optimization

2028

2029

2030

- Pretreatment Program
 - ◆ Deliver Annual Program
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (SCTP/Ridgefield)
 - ◆ Reapply for SCTP NPDES Permit
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
- IT Initiatives
 - ◆ Business Network Server Upgrade (Main Campus)
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ None
- District Wide Efficiency Initiative
 - ◆ None

- Pretreatment Program
 - ◆ Deliver Annual Program
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (Ridgefield)
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
- IT Initiatives
 - ◆ District Network - Third-Party Audit
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ None
- District Wide Efficiency Initiative
 - ◆ None

- Pretreatment Program
 - ◆ Deliver Annual Program
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (Ridgefield)
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- APWA Re-Accreditation Scoping
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
- IT Initiatives
 - ◆ District Intranet - Evaluate
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collections) Efficiency Initiative
 - ◆ None
- District Wide Efficiency Initiative
 - ◆ None

PRIORITY AREA: EMPLOYEE AND ENTERPRISE VITALITY



*Workforce
Development*



*Enterprise
Resiliency*

EMPLOYEE AND ENTERPRISE VITALITY

EUM Attribute: Workforce Development

Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. Builds community relationships that foster a diverse pipeline of potential employees. Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovations where employees recognize themselves as valuable team members that belong and actively contribute to achieving utility goals. **Ensures institutional knowledge is retained, transferred, and improved upon over time** through knowledge management policies. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse, multi-generational workforce. **Establishes a supportive, collaborative, and aligned senior leadership team.**

EUM Attribute: Enterprise Resiliency

Manages risk to ensure enterprise continuity in collaboration with internal and external partners. Assesses potential impacts such as legal, regulatory, financial, social, environmental, safety, physical and cybersecurity, knowledge, talent loss, and natural disaster related. Proactively identifies, evaluates, and **establishes acceptable tolerance levels for risk**, including interdependencies with other services and utilities, by understanding relevant trends and forecasts to anticipate potential hazards. **Responds to, adapts, and recovers from service disruption** by understanding relevant trends and forecasts to anticipate emergency events and hazards, and by creating and executing response plan in coordination with regional partners.

District Application - LONG-TERM OUTCOME

The District seeks an engaged culture where employees invest in each other and the future to deliver District services and celebrate accomplishments. The District will ensure merit-based processes to provide opportunity for all employees in a fair and respectful environment. This approach is intended to foster a thriving team environment that is focused on the services delivered to the community.

The District will actively plan for and respond to a variety of business risks. Specific business continuity plans will be developed for the most likely challenges.

PRIORITY AREA: EMPLOYEE AND ENTERPRISE VITALITY

EUM Objective	2025	2026	2027
Workforce Development	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans → Develop Construction Program Succession Plan ◆ Onboard Business Services Leader ◆ Onboard Principal Engineer ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Complete District Wide Gallup Survey 	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans ◆ Onboard Business Services Leader ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Develop Employee Engagement Plan ◆ Mid-Cycle Compensation Review 	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Implement Employee Engagement Plan ◆ Update Position Descriptions
Enterprise Resiliency	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Finance Vault Organize/Purge/Digitize Project ◆ Annual Electronic/Physical Records Purge 	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Annual Electronic/Physical Records Purge 	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Annual Electronic/Physical Records Purge
	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ Implement New Disaster Recovery Service 	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ Internal Penetration Testing 	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ TBD
	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ FEMA Training/Tabletop Exercise 	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 1 Development 	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 2 Development ◆ Clark County Hazard Mitigation Plan Update
	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Collection System ◆ Treatment System 	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Collection System ◆ Treatment System 	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Collection System ◆ Treatment System

PRIORITY AREA: EMPLOYEE AND ENTERPRISE VITALITY

EUM Objective	2028	2029	2030
Workforce Development	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Implement Employee Engagement Plan ◆ District Salary & Benefits Survey 	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Implement Employee Engagement Plan ◆ Update Position Descriptions ◆ Update Recruitment Policy 	<ul style="list-style-type: none"> • Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → District Wide Professional Development Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Handbook/Compensation Plan Update ◆ Implement Employee Engagement Plan ◆ Mid-Cycle Compensation Review
Enterprise Resiliency	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Annual Electronic/Physical Records Purge 	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Annual Electronic/Physical Records Purge 	<ul style="list-style-type: none"> • Develop Records Management Process <ul style="list-style-type: none"> ◆ Annual Electronic/Physical Records Purge ◆ Scope Electronic Content Management Program
	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ TBD 	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ TBD 	<ul style="list-style-type: none"> • IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ TBD
	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 3 Development 	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 4 Development 	<ul style="list-style-type: none"> • Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 5 Development
	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Collection System ◆ Treatment System 	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Coll Collection System ◆ Tre: Treatment System 	<ul style="list-style-type: none"> • Develop & Deliver Safety Program (Annual) <ul style="list-style-type: none"> ◆ Construction Program ◆ Collection System ◆ Treatment System





Clark Regional Wastewater District - 2011 Strategic Plan Update: Goals & Initiatives By Year

Adopted:

Objective	Priority	2009	2010	2011	2012	2013	2014	2015	2016	
PLANNING	High	Strategic Plan Development	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Update (abbreviated process)	Strategic Plan Update (abbreviated process)	Strategic Plan Update (with EUM attribute assessment)				
		Sewer Coalition Planning Study (complete)	Regional Business Plan (develop)	Regional Business Plan (complete)	Regional Business Plan Transition - Board/Admin/Management functions - Financial/Accounting/Debt functions - Engineering/Capital/R&R functions	Regional Business Plan Transition - Board/Admin/Management functions - Financial/Accounting/Debt functions - Engineering/Capital/R&R functions				
		Vancouver Coordination of Services (develop)	Vancouver Coordination of Services (approve)	Vancouver Service Plan (develop)	Vancouver Service Plan (draft plan)	Vancouver Service Plan (adopt/implement)				
PARTNERSHIP	Maintain	Regional Maintenance Support	Regional Maintenance Support	Regional Maintenance Support	On-Call Maintenance Support (GEM Framework)	On-Call Maintenance Support (GEM Framework)				
		Peer Relationship Development	Peer Relationship Development							
		SCTP Phase 4 Completion	SCTP Biosolids Management Plan	SCTP Biosolids Plan Implementation - land application agreements - dewatering/drying engineering reports	SCTP Biosolids Plan Implementation - dewatering project design - drying project agreement					
		SCTP NPDES Permit Application	Westside NPDES Permit Update Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline	SCTP NPDES Permit Update Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline	Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan DCWTS (Ridgefield Pump Station & Pipeline)	Supporting Regional Studies - Close out Ecology grant				
OUTREACH	SS - stakeholder Understanding/Support High-Medium	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	Community Involvement Activities	
				Core Services Communication Docs	Develop messaging for regional transition and rates/charges update		Strategic Plan Reassessment (with stakeholder process/EUM overly) (Hedgehog concept, tag line update)	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Update (with EUM attribute assessment)	
		WASWD/APWA Presentation	WASWD Involvement/Support	WASWD Involvement/Support	WASWD Involvement/Support	WASWD Involvement/Support				
	CS - Customer Satisfaction High-Medium	Customer Satisfaction Survey						Customer Satisfaction Survey		
		Update Lien Process	Recurring Credit Card Payment	District Website Update - Scoping	District Website Update - Implement			Capital Program Web Page	GIS Web Application - Implement	Snowbird Policy - Research
Update ULID Policy		GIS Web Application - Develop								
	Connection Charge Vesting Research	Connection Charge Vesting Policy STEP Manual Update IVR System - Research Deferral of Connection Charge		IVR System - Implement						
CULTURE	High-Medium	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Org Changes for 2011 (Interim Rebalancing)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Org Changes for 2012 (Service Delivery Model Update)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Org Changes for 2013 (Implement Regional Services)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	
		Employee Handbook Update			Salary & Benefits Survey	Employee Handbook Update				
		Reward & Recognition Program	Core Function Presentations - Emp Mtg Performance Management Focus	Core Function Presentations - Emp Mtg		District Dashboard & Metrics	Core Function Presentations - Emp Mtg	Core Function Presentations - Emp Mtg		Salary & Benefits Survey

Objective	Priority	2009	2010	2011	2012	2013	2014	2015	2016	
IS - Infrastructure Stability	High	Local R&R Program Development - Policy Review	Local R&R Program Development - Pipe Condition/Criticality Scoring	Local R&R Program Development - Pipe Projects Identification	Local R&R Program Development - Pipe Projects Priority Array	Local R&R Program Development - Pump Station Evaluation	GSP/Comp Plan Update (Concurrent with CC GMA Update) (Including ERU Definition Review)	Local R&R Program Development - Manhole Evaluation	Battle Ground Interlocal Agreement (Meadow Glade/Hockinson)	
					Local Capital/R&R Programming - Annual Project Scoping/Budgeting	Local Capital Program Development - Project Review	Local Capital Program Development - Project Scoring/Prioritization	Local Capital Program Development - Project Priority Array	Local R&R Program Development - STEP Systems Evaluation	
					Local Capital/R&R Program - PM/Design/Construction	Local Capital/R&R Program - PM/Design/Construction	Local Capital/R&R Program - PM/Design/Construction	Local Capital/R&R Program - PM/Design/Construction	Local Capital/R&R Program - PM/Design/Construction	Local Capital/R&R Program - PM/Design/Construction
					Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration
					Regional R&R Program - Dewatering Project Construction	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - 36th Avenue PS Pump Replacement	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery
					Regional Capital Program - Discovery Corridor WTS Design	Regional Capital Program - Discovery Corridor WTS Construction	Regional Capital Program - Discovery Corridor WTS Construction	Regional Capital Program - Discovery Corridor WTS Construction	Regional Capital Program	Regional Capital Program
					O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets
		Line Cleaning Rotation Review		GIS/GBA Database Update		CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit
				Program for Limited Access Areas	Program for Limited Access Areas	PM Program for Limited Access Areas	Facilities Needs Assessment	Facilities Needs Assessment	Facilities Needs Assessment	Facilities Needs Assessment
				Budget	Budget	Budget	Budget	Budget - Local/Regional	Budget - Local/Regional	Budget - Local/Regional
FV - Financial Viability	Medium	CAFR/Audit	CAFR/Audit	CAFR/Audit	CAFR/Audit	CAFR/Audit	CAFR/Audit - Local/Regional	CAFR/Audit - Local/Regional	CAFR/Audit - Local/Regional	
		Overhead Calculation	Calculate Arbitrage Rebate for Bonds		Past Due Process Update	Update Financial Policies/Measures	Long-Term Rate/Charge Modeling		Update Rate/Charge Model	
		OPEB Liability Analysis			OPEB Liability Analysis			OPEB Liability Analysis		
		Stimulus Funding								
OO - Operational Optimization	Medium	APWA Re-Accreditation			APWA Re-Accreditation - Scoping	APWA Re-Accreditation			APWA Re-Accreditation - Scoping	
		Time Tracking System	General District Clean Up	IT Initiatives - Springbrook 7.0 Upgrade - Windows 7.0 Pro Upgrade	IT Initiatives - MS Office Upgrade	IT Initiatives - DC1 Server Replace - Production Copier/Printer Upgrade	IT Initiatives - Phone System/VM Upgrade - Electronic Records Mgmt - DC2 Server Replace	IT Initiatives - EXCH Server Replace - Electronic Files Update	IT Initiatives - SBROOK Server Replace - Windows OS Upgrade	
		Space Planning Update	80-Hour Pay Period Research							
		Outsource Utility Bill Printing	DEA Database Update - Scope		Purchasing Policy Update - Light	DEA Database Update - Scope	Meeting Effectiveness Training	Banking Services RFP - Payment Aggregator - Positive Pay	Purchasing Policy Update - Full	
		Management Administrative Team	GBA Fleet/Facilities Module		On-Call Consultant Contracts					
			2-Yr Budget Investigation	Annexation Plan	Flow Data Collection	Flow Data Collection	Hydraulic Modeling Development	Hydraulic Modeling		
OR - Operational	Medium	Cross Training Efforts - Identify	Cross Training Efforts - Implement	Cross Training Efforts - Complete		Backups/Overflows History Review	Pump Station Ragging Evaluation	Pump Station Backup Power Evaluation	Succession Planning	
						Fleet Replacement Schedule			Fleet Replacement Schedule Update	
PQ - Product Quality	Maintain	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	Annual Ecology Reports	
			Specifications Update		Westside NPDES Permit Update	Specifications Update	Pretreat Resolution Update (COV)	Specifications Update (CoV)		
SU - Sustainment	Maintain		Greenhouse Gas Policy						Sustainability Policy	
WA - Water	Maintain	Septic Elimination Program - Sunnyside Project	Septic Elimination Program - Diamond Willow - LaLonde Area	Septic Elimination Program - Diamond Willow - LaLonde Area	Septic Elimination Program	Septic Elimination Program	Septic Elimination Program	Septic Elimination Program	Septic Elimination Program	

Objective	Priority	2017	2018	2019	2020	2021	2022
PLANNING	High						
PARTNERSHIP	Maintain						
OUTREACH	SS - stakeholder Understanding/Support High-Medium	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Reassessment (with stakeholder process/EUM overly)	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Update (with EUM attribute assessment)	Strategic Plan Update (with EUM attribute assessment)
	CS - Customer Satisfaction High-Medium	Community Involvement Activities					
		Customer Satisfaction Survey					
		Utility Assistance Program - Research	District Website Update				
CULTURE	High-Medium	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement 	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement 	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement 	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement 	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement 	<ul style="list-style-type: none"> Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement
	ED - Employee/Leadership Dev	Employee Handbook Update			Salary & Benefits Survey		Employee Handbook Update

Clark Regional Wastewater District - 2012 Strategic Plan Update: Goals & Initiatives By Year

Adopted:

Objective	Priority	2009	2010	2011	2012	2013	2014	2015		
PLANNING	High	Strategic Plan Development	Strategic Plan Update (with EUM Attribute Assessment)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (Abbreviated Process)			
		Sewer Coalition Planning Study (Complete)	Regional Business Plan (Develop)	Regional Business Plan (Develop)	Regional Business Plan Transition (Agreement Development) (Transition Work Program Development)	Discovery Clean Water Alliance (Implement Transition Work Program)	Discovery Clean Water Alliance (Implement Transition Work Program)	Discover Clean Water Alliance (Full Alliance Partner & Administrative Lead)		
		Vancouver Coordination of Services (Develop)	Vancouver Coordination of Services (Approve)	Vancouver Service Plan (Develop)	Vancouver Service Plan (Draft Plan)	Vancouver Service Plan (Adopt/Implement)	Ridgefield Collection System Migration (Agreement Approval & Transition Plan Implementation)	Ridgefield Collection System Migration (Full Ridgefield Operations)		
PARTNERSHIP	Maintain	Regional Maintenance Support	Regional Maintenance Support	Regional Maintenance Support	On-Call Maintenance Support (GEM Framework)	On-Call Maintenance Support (GEM Framework)				
		Peer Relationship Development	Peer Relationship Development							
		SCTP Phase 4 Completion	SCTP Biosolids Management Plan	SCTP Biosolids Plan Implementation - Land Application Agreements - Dewatering/Drying Engineering Reports	SCTP Biosolids Plan Implementation - Land Application Agreements - Dewatering/Drying Engineering Reports	Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline	Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline - DCWTS (Ridgefield Pump Station & Pipeline)			
OUTREACH	High-Medium	SS - Stakeholder Understanding/Support					On-Call Maintenance Support (GEM Framework)	On-Call Maintenance Support (GEM Framework)		
			Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Reassessment (With Stakeholder Process/EUM Overlay) (Hedgehog Concept, Tag Line Update)
	High-Medium	CS - Customer Satisfaction	Customer Satisfaction Survey					Customer Satisfaction Survey		
			Update Lien Process	Recurring Credit Card Payment	District Website Update - Scoping	District Website Update - Scoping	District Website Update - Implement	Capital Program Web Page	GIS Web Application - Implement	
CULTURE	High-Medium	ED - Employees/Leadership Development	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2011 (Interim Rebalancing)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2012 (Service Delivery Model Update) - Team Building Event	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2013 (Implement Regional Services)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event	
			Employee Handbook Update	Reward & Recognition Program	Core Function Presentations - Emp Mtg	Core Function Presentations - Emp Mtg	Salary & Benefits Survey	Core Function Presentations - Emp Mtg (June-December)	Core Function Presentations - Emp Mtg	District Dashboard and Metrics
					Performance Management Focus		Employee Handbook Update			Performance Mgmt Systems Update

Objective	Priority	2009	2010	2011	2012	2013	2014	2015		
IS - Infrastructure Stability	High	Local R&R Program Development - Policy Review Local R&R Program Development - Pipe Condition/Criticality Scoring Local R&R Program Development - Pipe Projects Identification Local R&R Program Development - Pipe Projects Priority Array Local R&R Program Development - Pump Station Evaluation - Corrosion Evaluation Local R&R Program Development - Force Mains/Air Valve Evaluation Local R&R Program Development - Manhole Evaluation Local Capital Program Development - Policy Review Local Capital Program Development - Project Scoring/Prioritization Local Capital Program Development - Project Priority Array Local Capital/R&R Programming - Annual Project Scoping/Budgeting Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting Local Capital/R&R Program - PM/Design/Construction Local Capital/R&R Program Delivery - PM/Design/Construction - Discovery Corridor WTS Local Capital/R&R Program Delivery - PM/Design/Construction - Discovery Corridor WTS Development/Pretreatment Program Administration Development/Pretreatment Program Administration Development/Pretreatment Program Administration Regional R&R Program - Program Review - Salmon Creek Interceptor Repair Regional R&R Program - Annual Project Review/Delivery Regional Capital Program - Program Review Regional Capital Program - Annual Program Review O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets Line Cleaning Rotation Review GIS/GBA Database Update Develop H2S Monitoring/Reporting System (Local) Implement H2S Monitoring/Reporting System (Local) Facilities Needs Assessment CMOM Self-Audit CMOM Self-Audit CMOM Self-Audit Program for Limited Access Areas PM Program for Limited Access Areas PM Program for Limited Access Areas Facilities Needs Assessment Support Regional H2S Management Initiative							GSP/Comp Plan Update - Scope - Hydraulic Modeling Development	
		FV - Financial Viability	Medium	Budget	Budget	Budget	Budget - Local/Regional	Budget - Local & Regional Amendment	Budget - Local/Regional	Budget - Local/Regional Amendment
				CAFR/Audit	CAFR/Audit	CAFR/Audit	CAFR/Audit - Local	CAFR/Audit - Local	CAFR/Audit - Local/Regional	CAFR/Audit - Local/Regional
				Overhead Calculation	Calculate Arbitrage Rebate for Bonds		OPEB Liability Analysis		Long-Term Rate/Charge Modeling	
OO - Operational Optimization	Medium	Stimulus Funding		Develop Past Due Process Update	Implement Past Due Process Update	Update Financial Policies/Measures				
		APWA Re-Accreditation	General District Clean Up	IT Initiatives - Springbrook 7.0 Upgrade - Windows 7.0 Pro Upgrade	IT Initiatives - MS Office Upgrade - Cellular Phones Migration	APWA Re-Accreditation - Scoping	APWA Re-Accreditation	IT Initiatives - Two Units Multi-Server Replace (w/Virtual Servers--All Servers)	IT Initiatives - Phone System/V/M Upgrade - Electronic Records Management	
		Time Tracking System	Development Metrics			Color Copier/Printer/Scanner Upgrade - InFocus MondoPad	Purchasing Policy Update - Light			
		Space Planning Update	80-Hour Pay Period Research				Meeting Effectiveness Training			
		Outsource Utility Bill Printing	DEA Database Update - Scope		On-Call Engineering Consultant Contracts	DEA Database Update	Banking Services RFP - Payment Aggregator - Positive Pay			
OR - Operational Resiliency	Medium	Management Administrative Team	GBA Fleet/Facilities Module	2-Yr Budget Investigation	Collections Services RFP	UB Billing Printing/Mailing RFP	Flow Data Collection	Flow Data Collection		
			Annexation Plan	Flow Data Collection	Flow Data Collection	Flow Data Collection	Flow Data Collection	Flow Data Collection		
		Cross Training Efforts - Identify	Cross Training Efforts - Implement	Cross Training Efforts - Complete		Backups/Overflows/Insurance Claims Review	Pump Station Backup Power Evaluation			
						Integrate Hot Spot/FOG Program				
						Fleet Replacement Schedule				

Clark Regional Wastewater District - 2013 Strategic Plan Update: Goals & Initiatives By Year

Adopted: December 27, 2012

Objective	Priority	2009	2010	2011	2012	2013	2014	2015	
PLANNING	High	Strategic Plan Development	Strategic Plan Update (with EUM Attribute Assessment)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (Abbreviated Process)	Strategic Plan Update (with EUM Attribute Assessment)		
		Sewer Coalition Planning Study (Complete)	Regional Business Plan (Develop)	Regional Business Plan (Develop)	Regional Business Plan Transition (Agreement Development) (Transition Work Program Development)	Discovery Clean Water Alliance (Implement Transition Work Program)	Discovery Clean Water Alliance (Complete Transition Work Program)	Discover Clean Water Alliance (Full Alliance Partner & Administrative Lead)	
		Vancouver Coordination of Services (Develop)	Vancouver Coordination of Services (Approve)	Vancouver Service Plan (Develop)	Ridgefield Collection System Transfer (MOU, Agreement & Transition Plan Development)	Ridgefield Collection System Transfer (Agreement Approval & Transition Plan Implementation)	Ridgefield Collection System Transfer (Full Operations)		
					Vancouver Service Plan (Draft Plan)	Vancouver Service Plan (Adopt/Implement)			
PARTNERSHIP	Maintain	Regional Maintenance Support	Regional Maintenance Support	Regional Maintenance Support	On-Call Maintenance Support	On-Call Maintenance Support			
		Peer Relationship Development	Peer Relationship Development						
		SCTP Phase 4 Completion	SCTP Biosolids Management Plan	SCTP Biosolids Plan Implementation - Land Application Agreements - Dewatering/Drying Engineering Reports	SCTP Biosolids Plan Implementation - Land Application Agreements - Dewatering/Drying Engineering Reports				
			Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline	Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - Ridgefield Pump Station & Pipeline	Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - DCWTS (Ridgefield Pump Station & Pipeline)	Supporting Regional Studies - Close Out Ecology grant - Approve Planning Updates - Complete DCWTS Design			
OUTREACH	High-Medium	SS - Stakeholder Understanding/Support					On-Call Maintenance Support (GEM Framework)	On-Call Maintenance Support (GEM Framework)	
			Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs	Community Involvement Activities - Parades/Open Houses/Safety Fairs
				WASWD/APWA Presentation	WASWD Involvement/Support	WASWD Involvement/Support	WASWD Involvement/Support	WASWD Involvement/Support	WASWD Involvement/Support
			Core Services Communication Documents	Regional Transition and Rates/Charges Update	Ridgefield Stakeholder Communications		Strategic Plan Reassessment (With Stakeholder Process/EUM Overlay) (Hedgehog Concept, Tag Line Update)		
CS - Customer Satisfaction	High-Medium	Customer Satisfaction Survey					Customer Satisfaction Survey		
		Update Lien Process	Recurring Credit Card Payment	District Website Update - Scoping	District Website Update - Scoping	District Website Update - Implement	Capital Program Web Page	GIS Web Application - Implement	
		Update UIID Policy	GIS Web Application - Develop		Develop O&M Customer Complaint Tracking System	Implement O&M Customer Complaint Tracking System			
	Connection Charge Vesting Research	Connection Charge Vesting Policy			Policy Review - Extended Property Vacancies				
		STEP Manual Update							
		IVR System - Research	IVR System - Implement						
		Deferral of Connection Charges							
CULTURE	High-Medium	ED - Employee/Leadership Development	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2011 (Interim Rebalancing)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2012 (Service Delivery Model Update)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event - Org Changes for 2013 (Implement Regional Services)	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event
			Employee Handbook Update	Core Function Presentations - Emp Mtg	Core Function Presentations - Emp Mtg	Salary & Benefits Survey	Core Function Presentations - Emp Mtg (June-December)	Core Function Presentations - Emp Mtg	District Dashboard and Metrics
			Reward & Recognition Program	Performance Management Focus		Employee Handbook Update			Performance Mgmt Systems Update

Objective	Priority	2009	2010	2011	2012	2013	2014	2015		
IS - Infrastructure Stability	High	Local R&R Program Development - Policy Review Local R&R Program Development - Pipe Condition/Criticality Scoring Local R&R Program Development - Pipe Projects Identification Local R&R Program Development - Pipe Projects Priority Array Local R&R Program Development - Pump Station Evaluation - Corrosion Evaluation Local R&R Program Development - Force Mains/Air Valve Evaluation Local R&R Program Development - Manhole Evaluation Local Capital Program Development - Policy Review Local Capital Program Development - Project Scoring/Prioritization Local Capital Program Development - Project Priority Array Local Capital/R&R Programming - Annual Project Scoping/Budgeting Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting Local Capital/R&R Program - PM/Design/Construction Local Capital/R&R Program Delivery - PM/Design/Construction - Discovery Corridor WTS Local Capital/R&R Program Delivery - PM/Design/Construction - Discovery Corridor WTS Development/Pretreatment Program Administration Development/Pretreatment Program Administration Development/Pretreatment Program Administration Regional R&R Program - Program Review - Salmon Creek Interceptor Repair Regional R&R Program - Annual Project Review/Delivery Regional Capital Program - Program Review Regional Capital Program - Annual Program Review O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets O&M PM Program - Gravity System Assets - Pressure System Assets Line Cleaning Rotation Review GIS/GBA Database Update Develop H2S Monitoring/Reporting System (Local) Implement H2S Monitoring/Reporting System (Local) Facilities Needs Assessment CMOM Self-Audit CMOM Self-Audit CMOM Self-Audit Program for Limited Access Areas PM Program for Limited Access Areas PM Program for Limited Access Areas Support Regional H2S Management Initiative Facilities Needs Assessment							GSP/Comp Plan Update - Scope Hydraulic Modeling Development	
		FV - Financial Viability	Medium	Budget	Budget	Budget	Budget - Local/Regional	Budget - Local & Regional Amendment	Budget - Local/Regional	Budget - Local/Regional Amendment
				CAFR/Audit	CAFR/Audit	CAFR/Audit	CAFR/Audit - Local	CAFR/Audit - Local	CAFR/Audit - Local/Regional	CAFR/Audit - Local/Regional
				Overhead Calculation	Calculate Arbitrage Rebate for Bonds		OPEB Liability Analysis		Long-Term Rate/Charge Modeling	
OO - Operational Optimization	Medium	Stimulus Funding		Develop Past Due Process Update	Implement Past Due Process Update	Update Financial Policies/Measures				
		APWA Re-Accreditation	General District Clean Up	IT Initiatives - Springbrook 7.0 Upgrade - Windows 7.0 Pro Upgrade	IT Initiatives - MS Office Upgrade - Cellular Phones Migration	APWA Re-Accreditation - Scoping	APWA Re-Accreditation	IT Initiatives - Two Units Multi-Server Replace (w/Virtual Servers--All Servers)	IT Initiatives - Phone System/V/M Upgrade - Electronic Records Management	
		Time Tracking System	Development Metrics			Color Copier/Printer/Scanner Upgrade - InFocus MondoPad	Purchasing Policy Update - Light			
		Space Planning Update	80-Hour Pay Period Research		On-Call Engineering Consultant Contracts	DEA Database Update	Meeting Effectiveness Training			
		Outsource Utility Bill Printing	DEA Database Update - Scope			DEA Database Update	Banking Services RFP - Payment Aggregator - Positive Pay			
OR - Operational Resiliency	Medium	Management Administrative Team	GBA Fleet/Facilities Module	2-Yr Budget Investigation	Collections Services RFP	UB Billing Printing/Mailing RFP	Flow Data Collection	Flow Data Collection		
			Annexation Plan	Flow Data Collection	Flow Data Collection	Flow Data Collection	Flow Data Collection	Flow Data Collection		
		Cross Training Efforts - Identify	Cross Training Efforts - Implement	Cross Training Efforts - Complete		Backups/Overflows/Insurance Claims Review	Pump Station Backup Power Evaluation			
						Integrate Hot Spot/FOG Program				
						Fleet Replacement Schedule				

Objective	Priority	2016	2017	2018	2019	2020	2021	2022
PLANNING	High							
	Maintain							
OUTREACH	High-Medium	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Reassessment (With Stakeholder Process/EUM Overlay) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs	Strategic Plan Update (With EUM Attribute Assessment) Community Involvement Activities - Parades/Open Houses/Safety Fairs
	High-Medium	Utility Assistance Program - Research		Customer Satisfaction Survey District Website Update				
CULTURE	High-Medium	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Salary & Benefits Survey	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Employee Handbook Update	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Core Function Presentations - Emp Mtg	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Core Function Presentations - Emp Mtg	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Salary & Benefits Survey	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Employee Handbook Update	Workforce Development - Professional Organization Involvement - Employee Training/Development - Leadership Team Development - Employee Committee Engagement - Team Building Event Core Function Presentations - Emp Mtg

Objective	Priority	2016	2017	2018	2019	2020	2021	2022
IS - Infrastructure Stability	High	GSP/Comp Plan Update (Including ERU Definition Review) - Hydraulic Modeling		Franchise Agreement - Clark County, City of Vancouver - City of Battle Ground				
		Battle Ground Interlocal Agreement (Meadow Glade/Hockinson)						
		Local R&R Program Development - STEP Systems Evaluation	Local R&R Program Development - Facilities Evaluation					
		Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting	Local Capital/R&R Programming - Sub Area Planning/Alternatives Review - Annual Project Scoping/Budgeting
Local Capital/R&R Program Delivery - PM/Design/Construction - Discovery Corridor WTS	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	Local Capital/R&R Program Delivery - PM/Design/Construction	
Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	Development/Pretreatment Program Administration	
Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	Regional R&R Program - Annual Project Review/Delivery	
Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	Regional Capital Program - Annual Program Review	
O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	O&M PM Program - Gravity System Assets - Pressure System Assets	
CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	CMOM Self-Audit	
				Facilities Needs Assessment				
FV - Financial Viability	Medium	Budget - Local/Regional	Budget - Local/Regional Amendment	Budget - Local/Regional	Budget - Local/Regional Amendment	Budget - Local/Regional	Budget - Local/Regional Amendment	Budget - Local/Regional
		CAFR/Audit - Local/Regional	CAFR/Audit - Local/Regional					
		Update Rate/Charge Model		Update Rate/Charge Model		Update Rate/Charge Model		Update Rate/Charge Model
OO - Operational Optimization	Medium		APWA Re-Accreditation - Scoping	APWA Re-Accreditation				APWA Re-Accreditation - Scoping
		IT Initiatives - Windows OS Upgrade - Electronic Files Update - BACKUP Server Replace	IT Initiatives - MS Office Upgrade - Upgrade Staff PCs (Half)	IT Initiatives - Upgrade Staff PCs (Half)	IT Initiatives - Production Copier/Printer Upgrade - Replace Laptops	IT Initiatives - Color Copier/Printer/Scanner Upgrade	IT Initiatives - Windows OS Upgrade - Two Units Multi-Server Replace (w/Virtual Servers--All Servers)	IT Initiatives - Phone System/VM Upgrade - MS Office Upgrade
		Purchasing Policy Update - Full	Electronic PO System	Workplace Analysis Training/ Pilot Projects				
		Flow Data Collection	Flow Data Collection					
OR - Operational Resiliency	Medium	Succession Planning						
		Fleet Replacement Schedule Update			Fleet Replacement Schedule Update			Fleet Replacement Schedule Update

2014 Strategic Plan Update - Goals & Initiatives by Year
Adopted: December 23, 2013

Objective	Priority	2012	2013	2014	2015	2016
PLANNING	High	Strategic Plan Update (Abbreviated Process) Regional Business Plan Transition (Agreement Development) (Transition Work Program Development)	Strategic Plan Update (Abbreviated Process) Discovery Clean Water Alliance (Implement Transition Work Program)	Discovery Clean Water Alliance (Complete Transition Work Program) Ridgefield Collection System Transfer (Full Operations)	Discovery Clean Water Alliance (Full Alliance Partner & Administrative Lead)	
		Ridgefield Collection System Transfer (MOU, Agreement & Transition Plan Development)	Ridgefield Collection System Transfer (Agreement Approval & Transition Plan Implementation)			
		Vancouver Service Plan (Draft Plan)	Vancouver Service Plan (Adopt/Implement)			
PARTNERSHIP	Maintain	On-Call Maintenance Support SCTP Biosolids Plan Implementation - Land Application Agreements - Dewatering/Drying Engineering Reports	On-Call Maintenance Support			
		Supporting Regional Studies - Partner Agency Planning Updates - Yacolt Wastewater Facilities Plan - DCWTS (Ridgefield Pump Station & Pipeline)	Supporting Regional Studies - Close Out Ecology grant - Approve Planning Updates - Complete DCWTS Design			
OUTREACH	High-Medium	Community Involvement Activities WASWD Involvement/Support Regional Transition and Rates/Charges Update	Community Involvement Activities WASWD Involvement/Support Ridgefield Stakeholder Communications	Strategic Plan Update (Abbreviated Process) Elected Board Processes - District - Alliance Community Involvement Activities WASWD Involvement/Support	Strategic Plan Update (Abbreviated Process) Citizen Advisory Committee Program Development Community Involvement Activities WASWD Involvement/Support	Strategic Plan Reassessment (With Stakeholder Process/CAC/ EUM Overlay) (Hedgehog Concept, Tag Line Update) Develop Messaging for Strategic Plan Re-assessment Community Involvement Activities WASWD Involvement/Support
		SS - Stakeholder Understanding/Support		On-Call Maintenance Support - GEM	On-Call Maintenance Support - GEM	On-Call Maintenance Support - GEM
CS - Customer Satisfaction	High-Medium	District Website Update - Scoping Develop O&M Customer Complaint Tracking System	District Website Update - Implement Implement O&M Customer Complaint Tracking System Policy Review - Extended Property Vacancies		Customer Satisfaction Survey	GIS Web Application - Implement
CULTURE	High-Medium	Workforce Development Salary & Benefits Survey Employee Handbook Update	Workforce Development Core Function Presentations - Emp Mtg (June-December)	Workforce Development - Management Team Workload Assessment & Re-Allocation - Charter New Committee Structure Meeting Effectiveness Training	Workforce Development District Dashboard and Metrics Core Function Presentations - Emp Mtg Draft Performance Management Systems Update	Workforce Development Salary & Benefits Survey Implement Performance Management Systems Update
		ED - Employees/Leadership Development				
IS - Infrastructure Stability	High	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pipe Projects Priority Array DCWTS Project - Design cMOM Self-Audit	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Assessment - Corrosion Assessment DCWTS Project - Design cMOM Self-Audit PM Program for Limited Access Areas	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program DCWTS Project - Construction cMOM Self-Audit Specifications Update PM Program for Limited Access Areas Facilities Needs Assessment (BDP)	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Evaluation - Corrosion Evaluation DCWTS Project - Construction cMOM Self-Audit Project Delivery Manual Facilities Needs Implementation	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - I&I Program - Force Mains/Air Valves Evaluation DCWTS Project - Construction cMOM Self-Audit
		PM Program for Limited Access Areas				
		PM Program for Limited Access Areas				
FIN - Financial Viability	Medium	Budget - Local/Regional CAFR/Audit - Local OPEB Liability Analysis Develop Past Due Process Update	Budget - Local/Regional CAFR/Audit - Local	Budget - Local/Regional CAFR/Audit - Local/Regional	Budget - Local/Regional CAFR/Audit - Local/Regional Update Financial Policies/Measures	Budget - Local/Regional CAFR/Audit - Local/Regional Long-Term Rate/Charge Modeling
EFFECTIVENESS	Medium	Procedures Update IT Initiatives - MS Office Upgrade - Cellular Phones Migration On-Call Engineering Consultant Contracts Collections Services RFP Flow Data Collection	Procedures Update IT Initiatives - Color Copier/Printer/Scanner Upgrade - Infocus MondoPad DEA Database Update UB Billing Printing/Mailing RFP Flow Data Collection SCADA System Upgrade	APWA Re-Accreditation Scoping - Procedures/Policies Update - Risk Management Review IT Initiatives - Purchase High-Capacity Server Virtual Server Travel/Business Meal Policy Update UB Billing Printing/Mailing RFP Engineering Internship (BDP)	APWA Re-Accreditation IT Initiatives - Phone System/VM Upgrade - Electronic Records Management Banking Services RFP - Payment Aggregator - Positive Pay Purchasing Policy Update - Draft Update District Pay Practices Engineering Internship	IT Initiatives - Windows OS Upgrade - Electronic Files Update - BACKUP Server Replace Purchasing Policy Update - Implement Engineering Internship
		OR - Operational Resiliency				
		OR - Operational Resiliency				
PO - Product Quality	Maintain	Backups/Overflows/ Insurance Claims Review Support Regional H2S Management Initiative Develop H2S Monitoring/ Reporting System (Local) Fleet Replacement Schedule	Westside NPDES Permit Update Ecology's Rule-Making Process (Toxics) Pretreatment Agreement Update (CoV) Annual Ecology Reports	Westside NPDES Permit Update Ecology's Rule-Making Process (Toxics)		SCTP NPDES Permit Application
SU - Community Sustainability	Maintain					Sustainability Policy
WA - Water Resource Adequacy	Maintain	Septic Elimination Program	Septic Elimination Program			Septic Elimination Program

2015 Strategic Plan Update - Goals & Initiatives by Year
 Adopted: December 23, 2014

Objective	Priority	2013	2014	2015	2016	2017
PLANNING	High	Strategic Plan Update (Abbreviated Process) Discovery Clean Water Alliance (Implement Transition Work Program)	Discovery Clean Water Alliance (Complete Transition Work Program)	Discovery Clean Water Alliance (Full Alliance Partner & Administrative Lead) - Executive/Administrative Services - Financial/Treasury Services - Engineering/Capital Program Services	Discovery Clean Water Alliance (Full Alliance Partner & Administrative Lead) - Executive/Administrative Services - Financial/Treasury Services - Engineering/Capital Program Services	
		Ridgefield Collection System Transfer (Agreement Approval & Transition Plan Implementation) Vancouver Service Plan (Adopt/Implement)	Ridgefield Collection System Transfer (Full Operations)			
PARTNERSHIP	Maintain	On-Call Maintenance Support Supporting Regional Studies - Close Out Ecology grant - Approve Planning Updates - Complete DCWTS Design				
OUTREACH	High-Medium	SS - Stakeholder Understanding/Support Community Involvement Activities WASWD Involvement/Support Ridgefield Stakeholder Communications	Strategic Plan Update (Abbreviated Process) Elected Board Processes - District - Alliance Community Involvement Activities WASWD Involvement/Support On-Call Maintenance Support - GEM	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities - Rates/Charges Message WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (With EUM Attribute Assessment) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Reassessment (with Stakeholder Process/EUM Overlay) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement
		CS - Customer Satisfaction High-Medium	District Website Update - Implement Implement O&M Customer Complaint Tracking System Policy Review - Extended Property Vacancies		Customer Satisfaction Survey (BDP)	Address Customer Satisfaction Survey Results
CULTURE	High-Medium	ED - Employee/Leadership Development Workforce Development Core Function Presentations - Emp Mtg (June-December)	Workforce Development - Management Team Workload Assessment & Re-allocation - Charter New Committee Structure	Workforce Development - Core Function Presentations	Workforce Development - Core Function Presentations Salary & Benefits Survey District Business Metrics - Scoping Performance Management Systems Update - Scoping	Workforce Development - Core Function Presentations Employee Handbook Update District Business Metrics - Implementation Performance Management Systems Update - Implementation
IS - Infrastructure Stability	High	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Assessment - Corrosion Assessment DCWTS Project - Design cMOM Self-Audit PM Program for Limited Access Areas	GSP/Comp Plan Update - RFP Process - Project Scoping Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program DCWTS Project - Construction cMOM Self-Audit Draft PM Program for Limited Access Areas Facilities Short-Term Needs Assessment (BDP)	GSP/Comp Plan Update - Hydraulic Modeling - Planning & Design Criteria - Ridgefield Infrastructure Plan - Battle Ground Coordination Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Evaluation DCWTS Project - Construction cMOM Self-Audit Specifications Update Final PM Program for Limited Access Areas Facilities Long-Term R&R Program	GSP/Comp Plan Update - Infrastructure Plan Development - Development Policy Review Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Evaluation - I&I Program DCWTS Project - Construction/Closeout cMOM Self-Audit Project Delivery Manual	GSP/Comp Plan Update - Adoption - Implementation Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - STEP Systems Evaluation - Corrosion Evaluation - Force Mains/Air Valves Evaluation cMOM Self-Audit
		FV - Financial Viability Medium	Budget - Local/Regional Amendment CAFR/Audit - Local Implement Past Due Process Update	Budget - Local/Regional CAFR/Audit - Local/Regional	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional Banking Services RFP Bond Refinance Evaluation Meadowglade/Hockinson Rate Review	Budget - Local, Regional CAFR/Audit - Local, Regional Update Financial Policies/Measures Long-Term Rate/Charge Modeling
EFFECTIVENESS	Medium	Operational Optimization OO - Operational Optimization Procedures Update IT Initiatives - Color Copier/Printer/Scanner Upgrade - InFocus MondoPad DEA Database Update UB Billing Printing/Mailing RFP Flow Data Collection SCADA System Upgrade	APWA Re-Accreditation Scoping - Procedures/Policies Update - Risk Management Review IT Initiatives - Purchase High-Capacity Server - Virtual Server Travel/Business Meal Policy Update UB Billing Printing/Mailing RFP Engineering Internship (BDP)	APWA Re-Accreditation IT Initiatives - Phone System/VM Server Update - Springbrook 7.17 Upgrade Procurement Process Training Hot Spot/FOG Program Development	IT Initiatives - Windows OS Upgrade - Scoping - Production Copier/Printer Upgrade Purchasing Policy Update - Draft Meeting Effectiveness Training Hot Spot/FOG Program Implementation	Policies/Procedures Update IT Initiatives - Windows OS Upgrade - Implementation - Upgrade Staff PCs (Half) - Email Mgmt Policy Purchasing Policy Update - Implement Update Pay Practices - Scoping
		OR - Operational Resiliency Medium	Backups/Overflows/Insurance Claims Review Support Regional H2S Management Initiative Implement Local H2S Monitoring/Reporting System Fleet Replacement Schedule	Support Regional H2S Management Initiative Local H2S Monitoring/Reporting System Optimization	Succession Planning - Scoping (5-Year Needs 2016-2020)	Fleet Replacement Schedule Update Succession Planning - Implementation (5-Year Needs 2016-2020)
PQ - Product Quality Maintain	Maintain	Westside NPDES Permit Update Ecology's Rule-Making Process (Toxics) Pretreatment Agreement Update (CoV) Annual Ecology Reports	Ecology's Rule-Making Process (WQ)	Westside NPDES Permit Update	SCTP NPDES Permit Application - Address Pretreatment Partial Delegation	SCTP-Westside NPDES Permit Update
		SU - Community Sustainability Maintain				
WA - Water Resource Adequacy Maintain	Maintain	Septic Elimination Program		Septic Elimination Program - Wooded Acres P1	Septic Elimination Program	Septic Elimination Program

2016 Strategic Plan Update - Goals & Initiatives by Year
 Adopted December 22, 2015

Objective	Priority	2013	2014	2015	2016
PLANNING	Maintain	Strategic Plan Update (Abbreviated Process) Discovery Clean Water Alliance (Implement Transition Work Program) Ridgefield Collection System Transfer (Agreement Approval & Transition Plan Implementation) Vancouver Service Plan (Adopt/Implement)	Discovery Clean Water Alliance (Complete Transition Work Program) Ridgefield Collection System Transfer (Full Operations)		
PARTNERSHIP	Maintain	On-Call Maintenance Support Supporting Regional Studies - Close Out Ecology grant - Approve Planning Updates - Complete DCWTS Design		Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Activities - Financial & Treasury Activities - Engineering & Capital Program Activities	Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Activities - Financial & Treasury Activities - Engineering & Capital Program Activities
OUTREACH	High-Medium	SS - Stakeholder Understanding/Support Community Involvement Activities WASWD Involvement/Support Ridgefield Stakeholder Communications	Strategic Plan Update (Abbreviated Process) Elected Board Processes - District - Alliance Community Involvement Activities WASWD Involvement/Support On-Call Maintenance Support - GEM	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement
CS - Customer Satisfaction	High-Medium	District Website Update - Implement Implement O&M Customer Complaint Tracking System Policy Review - Extended Property Vacancies		Customer Satisfaction Survey (BDP)	
CULTURE ED - Employee/Leadership Development	High-Medium	Workforce Development Core Function Presentations - Emp Mtg (June-December)	Workforce Development - Management Team Workload Assessment & Re-Allocation - Charter New Committee Structure	Workforce Development - Core Function Presentations	Workforce Development - Core Function Presentations Salary & Benefits Survey
IS - Infrastructure Stability	High	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Assessment - Corrosion Assessment DCWTS Project - Design cMOM Self-Audit PM Program for Limited Access Areas	GSP/Comp Plan Update - RFP Process - Project Scoping Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program DCWTS Project - Construction cMOM Self-Audit Draft PM Program for Limited Access Areas Facilities Short-Term Needs Assessment (BDP)	GSP/Comp Plan Update - Hydraulic Modeling - Planning & Design Criteria - Ridgefield Infrastructure Plan - Battle Ground Coordination Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Evaluation DCWTS Project - Construction cMOM Self-Audit Gap Analysis - Operations Final PM Program for Limited Access Areas Facilities Long-Term R&R Program	GSP/Comp Plan Update - Infrastructure Plan Development - Development Policy Review Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Pump Station Evaluation DCWTS Project - Construction/Closeout cMOM Self-Audit - Operations Final PM Program for Limited Access Areas
FV - Financial Viability	Medium	Budget - Local/Regional Amendment CAFR/Audit - Local Implement Past Due Process Update	Budget - Local/Regional CAFR/Audit - Local/Regional	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional Banking Services RFP Bond Refinance Evaluation	Budget - Local, Regional CAFR/Audit - Local, Regional Banking Services - Implement Meadowglade/Hockinson Rate Review
EFFECTIVENESS	Medium	Procedures Update IT Initiatives - Color Copier/Printer/Scanner Upgrade - InFocus MondoPad DEA Database Update	APWA Re-Accreditation Scoping - Procedures/Policies Update - Risk Management Review IT Initiatives - Purchase High-Capacity Server for Virtual Server Travel/Business Meal Policy Update	APWA Re-Accreditation IT Initiatives - Phone System/VM Server Update - Springbrook 7.17 Upgrade - Production Copier/Printer Upgrade Procurement Process Training	IT Initiatives - Terminal Access Server - Scope - Server Room Risk Assessment Efficiency Initiative - Engineering Workflow Optimization - Assess - Identify and Document Key Workflows - Key Workflow Improvements - Scope
OR - Operational Resiliency	Medium	Backups/Overflows/Insurance Claims Review Support Regional H2S Management Initiative Implement Local H2S Monitoring/Reporting System Fleet Replacement Schedule	Support Regional H2S Management Initiative Local H2S Monitoring/Reporting System Optimization	Succession Planning - Part 1 (5-Year Needs 2016-2020)	Succession Planning - Part 2 - Management Team Positions Ecology Delegation Agreement Workflow - Determine Reporting/Records Process Electronic Communications Policy Update Emergency Planning - CRESA Hazard Mitigation Plan Update - CRESA Incident Command Training
PQ - Product Quality	Maintain	Ecology's Rule-Making Process (Toxics) Pretreatment Agreement Update (CoV) Annual Ecology Reports	Ecology's Rule-Making Process (WQ)		Ecology's Rule-Making Process (WQ)
SU - Community Sustainability	Maintain				
WA - Water Resource Adequacy	Maintain	Septic Elimination Program		Septic Elimination Program - Wooded Acres P1/P2	

2016 Strategic Plan Update - Goals & Initiatives by Year
Adopted December 22, 2015

Objective	Priority	2017	2018	2019	2020
PLANNING	Maintain				
PARTNERSHIP	Maintain	Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Activities - Financial & Treasury Activities - Engineering & Capital Program Activities	Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Activities - Financial & Treasury Activities - Engineering & Capital Program Activities		
OUTREACH	SS - Stakeholder Understanding/Support	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (With EUM Attribute Assessment) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Reassessment (with Stakeholder Process/EUM Overlay) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement
	CS - Customer Satisfaction	Toshiba Phone System Scripts - Update			Customer Satisfaction Survey - Separate Residential & Commercial Surveys
CULTURE	ED - Leadership Development	Workforce Development - Core Function Presentations Employee Handbook Update	Workforce Development - Core Function Presentations Performance Management Systems Update - Scope	Workforce Development - Core Function Presentations Performance Management Systems Update - Implement	Workforce Development - Core Function Presentations Salary & Benefits Survey
	IS - Infrastructure Stability	GSP/Comp Plan Update - Adopt - Implement Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - I&I Program cMOM Self-Audit - Engineering/Finance Specifications Update	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - STEP Systems Evaluation cMOM Self-Audit Project Delivery Manual	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Corrosion Evaluation cMOM Self-Audit	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Force Mains/Air Valves Evaluation cMOM Self-Audit Specifications Update
FV - Financial Viability	Medium	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional	Budget - Local, Regional CAFR/Audit - Local, Regional	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional Update Financial Policies/Measures Development Program Vesting/Prioritization - Scope	Budget - Local, Regional CAFR/Audit - Local, Regional Development Program Vesting/Prioritization - Implement
EFFECTIVENESS	OO - Operational Optimization	IT Initiatives - Windows OS Upgrade - Scope - Terminal Access Server - Implement - Replace Server/Desktop UPS Units Evaluate Springbrook Purchase Orders Module Efficiency Initiative - Engineering Workflow Optimization - Implement	APWA Re-Accreditation Scoping - Policies/Procedures Update IT Initiatives - Windows OS Upgrade - Implement - Color Copier/Printer/Scanner Upgrade - Replace Laptops Evaluate Springbrook Timesheets Function in Payroll Module Efficiency Initiative - Business Metrics - Scope - Purchasing Policy Update	APWA Re-Accreditation IT Initiatives - Replace Springbrook Server Evaluate Springbrook Project Mgmt Module Efficiency Initiative - Business Metrics - Implement - Labor Cost Awareness	IT Initiatives - MS Office Upgrade - Scope - Replace Virtual Server Machine Efficiency Initiative - Meeting Effectiveness Training - Update Pay Practices - Scope
	OR - Operational Resiliency	Fleet Replacement Schedule Update	Assess IT Business Model	Draft Battle Ground Interlocal Agreement (Meadow Glade/Hockinson) Fleet Replacement Schedule Update Revised Electronic Records Management Policy - Scope Emergency Planning - Flood Disaster Response Plan - Scope	Implement Battle Ground Interlocal Agreement (Meadow Glade/Hockinson) Revised Electronic Records Management Policy - Implement Emergency Planning - Flood Disaster Response Plan - Implement
PQ - Product Quality	Maintain	Westside NPDES Permit Update			
SU - Community Sustainability	Maintain				
WA - Water Resource Adequacy	Maintain		Septic Elimination Program	Septic Elimination Program	Septic Elimination Program

2016 Strategic Plan Update - Goals & Initiatives by Year
Adopted December 22, 2015

Objective	Priority	2021	2022	2023
PLANNING	Maintain			
PARTNERSHIP	Maintain			
OUTREACH SS - Stakeholder Understanding/Support	High-Medium	Strategic Plan Reassessment (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Reassessment (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement
CS - Customer Satisfaction	High-Medium	Utility Assistance Program - Scope		
CULTURE ED - Employee Leadership Development	High-Medium	Workforce Development - Core Function Presentations Employee Handbook Update		
IS - Infrastructure Stability	High	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program Local R&R Program Development - Facilities Evaluation cMOM Self-Audit	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program cMOM Self-Audit Review Lateral Ownership	Infrastructure Program Administration - Development Program - Pretreatment Program - O&M PM Program - Local Capital/R&R Program cMOM Self-Audit
FY - Financial Viability	Medium	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional LFC Process Review - Scope	Budget - Local, Regional CAFR/Audit - Local, Regional LFC Process Review - Implement	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional 6-Year Financial Forecast External Review
EFFECTIVENESS OO - Operational Optimization	Medium	IT Initiatives - MS Office Upgrade - Implement - Color Scanner/Printer/Copier Upgrade Efficiency Initiative - Update Pay Practices - Implement	APWA Re-Accreditation Scoping - Policies/Procedures Update IT Initiatives - Replace Phone/Voicemail System - Scope/RFP Efficiency Initiative	APWA Re-Accreditation IT Initiatives - Replace Phone/Voicemail System - Implement Efficiency Initiative
OR - Operational Resiliency	Medium	Emergency Planning - Earthquake Disaster Response Plan - Scope		
PQ - Product Quality	Maintain			
SU - Community Sustainability	Maintain	Sustainability Policy		
WA - Water Resource Adequacy	Maintain	Septic Elimination Program		

2017 Strategic Plan Update - Goals & Initiatives by Year
Adopted December 27, 2016

Objective	Priority	2015	2016	2017	2018	2019
PLANNING	Maintain					
PARTNERSHIP	Maintain	Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Services - Financial & Treasury Services - Engineering & Capital Program Services		Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Services - Financial & Treasury Services - Engineering & Capital Program Services		Discovery Clean Water Alliance - Admin Lead - Executive & Administrative Services - Financial & Treasury Services - Engineering & Capital Program Services
OUTREACH	SS - Stakeholder Understanding/Support High-Medium	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities WASWD Involvement/Support - Legislative Engagement	Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities/Customer Newsletter - Core Functions Presentations/Internal Newsletter WASWD Involvement/Support - Legislative Engagement/Regulatory Monitoring	Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program - Community Involvement Activities/Customer Newsletter - Core Functions Presentations/Internal Newsletter WASWD Involvement/Support - Legislative Engagement/Regulatory Monitoring	Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment) Communications/Outreach Program - Community Involvement Activities/Customer Newsletter - Core Functions Presentations/Internal Newsletter WASWD Involvement/Support - Legislative Engagement/Regulatory Monitoring
	CS - Customer Satisfaction High-Medium	Customer Satisfaction Survey (BDP)			Implement WebCheck Bill Settlement Application	
CULTURE	ED - Employee/Leadership Development High-Medium	Workforce Development - Core Function Presentations	Workforce Development - Core Function Presentations Salary & Benefits Survey - Employee Handbook Update	Workforce Development - Review/Update Succession/Workforce Plans (Annual Process) - Develop Implementation Plans for 2017-2018 Changes Salary & Benefits Survey (Follow-up Items) - Research Flexible Work Schedule for Operations - Research Semi-Monthly Pay Periods - Research Time Keeping/Payroll Module - Research Paid Time Off Accrual Bank Vs. Vacation & Sick Leave - Perform Market Factor Determination/Pay Mix Allocation - Adopt Annual Employee Handbook Update	Workforce Development - Review/Update Succession/Workforce Plans (Annual Process) - Develop Implementation Plans for 2018-2019 Changes Performance Management Systems Update - Scope (simpler system, calendar year process, etc.)	Workforce Development - Review/Update Succession/Workforce Plans (Annual Process) - Develop Implementation Plans for 2019-2020 Changes Performance Management Systems Update - Implement
EFFECTIVENESS	IS - Infrastructure Stability High	GSP/Comp Plan Update Administer District Infrastructure Program - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program	GSP/Comp Plan Update Administer District Infrastructure Program - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program for Collection System/Fleet/Facilities	Conduct General Sewer Plan/Comp Plan Update Administer District Infrastructure Program - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program for Collection System/Fleet/Facilities Develop Campus/Facilities Capital Plan Local R&R Program Development - Pump Stations Evaluation	Conduct General Sewer Plan/Comp Plan Update (Adopt) Administer District Infrastructure Program - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program for Collection System/Fleet/Facilities Local R&R Program Development - STEP Systems Evaluation	Administer District Infrastructure Program - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program for Collection System/Fleet/Facilities Local R&R Program Development - Corrosion Evaluation
		Local R&R Program Development - Pump Station Evaluation DCWTS Project - Construction cMOM Self-Audit Gap Analysis Final PM Program for Limited Access Areas Facilities Long-Term R&R Program	Local R&R Program Development - Pump Stations Evaluation DCWTS Project - Construction/Closeout cMOM Self-Audit Gap Analysis Final PM Program for Limited Access Areas	Local R&R Program Development - Pump Stations Evaluation Conduct cMOM Self-Audit - Determine Gap Analysis Implementation Plan Specifications Update	Local R&R Program Development - Corrosion Evaluation cMOM Self-Audit Project Delivery Manual	

Objective	Priority	2015	2016	2017	2018	2019	
EFFECTIVENESS	FV - Financial Viability	Medium	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional Banking Services RFP Bond Refinance Evaluation	Budget - Local, Regional CAFR/Audit - Local, Regional Banking Services - Implement Meadowglade/Hockinson Rate Review	Budget - Local, Regional Amendment CAFR/Audit - Local, Regional	Budget - Local, Regional CAFR/Audit - Local, Regional 20-Year Financial Forecast (Updated GSP Data) Update Financial Policies/Measures Development Program Vesting/Prioritization - Scope	
	OO - Operational Optimization	Medium	APWA Re-Accreditation IT Initiatives - Phone System/VM Server Update - Springbrook 7.17 Upgrade - Production Copier/Printer Upgrade Procurement Process Training	IT Initiatives - Terminal Access Server - Scope - Server Room Risk Assessment Engineering Efficiency Initiative - Workflow Optimization - Assess • Identify and Document Key Workflows • Key Workflow Improvements - Scope - Procure Field Devices Develop Records Management Process - Scope	IT Initiatives - Terminal Access Server - Implement - Replace Server/Desktop UPS Units - Phone System/VM Server Upgrade RFP Engineering Efficiency Initiative - Implement Field Device Forms (Inspections, Side Sewer Permits) Develop Records Management Process - Define All Records - Develop/Implement Transitory Records Policy	APWA Re-Accreditation Scoping - Policies/Procedures Update IT Initiatives - Phone System/VM Server Update - Color Copier/Printer/Scanner Upgrade - Replace Laptops - Implement IT Manager Position/Onboarding Finance Efficiency Initiative Evaluate AP Paperless Automation - Springbrook Purchase Orders - Receiving Documents - Invoices Efficiency Initiative - Business Metrics - Scope Engineering Efficiency Initiative - Electronic Plan Review Purchasing Policy Update Develop Records Management Process - Develop/Implement Policy - Administration	APWA Re-Accreditation IT Initiatives - Replace Springbrook Server - IT Strategic Plan Evaluate Springbrook Project Mgmt Module Efficiency Initiative - Business Metrics - Implement - Labor Cost Awareness Engineering Efficiency Initiative - Eng Database Development/Project Mgmt Software Develop Records Management Process - Develop/Implement Policy - Operations
	OR - Operational Resiliency	Medium	Succession Planning - Part 1 (5-Year Needs 2016-2020)	Fleet Replacement Schedule Succession Planning - Part 2 - Management Team Positions Ecology Delegation Agreement Workflow - Determine Reporting/Records Process Electronic Communications Policy Update Emergency Planning - CRESA Hazard Mitigation Plan Update - CRESA Incident Command Training		Fleet Replacement Schedule Update Emergency Planning - Business Continuity Plan	Develop & Program IT Strategic Plan Emergency Planning - Flood Disaster Response Plan - Scope
	PO - Product Quality	Maintain		Ecology's Rule-Making Process (WQ)		Westside NPDES Permit Update	
	SU - Community Sustainability	Maintain					
	WA - Water Resource Adequacy	Maintain	Septic Elimination Program - Wooded Acres P1/P2		Septic Elimination Program - Review Priority Areas - Review Return on Investment on Past Projects	Septic Elimination Program	Septic Elimination Program

Objective	2016	2017	2018	2019	2020	
IS - Infrastructure Strategy & Performance Effectiveness	<p>GSP/Comp Plan Update</p> <p>Administer District Infrastructure Program</p> <ul style="list-style-type: none"> - Development Program - Pretreatment Program - Local Capital/R&R Program <p>- O&M PM Program for Collection System/Fleet/Facilities</p> <p>Local R&R Program Development</p> <p>- Pump Stations Evaluation</p> <p>DCWTS Project - Construction/Closeout</p> <p>cMOM Self-Audit Gap Analysis</p> <p>Final PM Program for Limited Access Areas</p>	<p>Conduct General Sewer Plan/Comp Plan Update</p> <p>Administer District Infrastructure Program</p> <ul style="list-style-type: none"> - Development Program - Pretreatment Program - Local Capital/R&R Program <p>- O&M PM Program for Collection System/Fleet/Facilities</p> <p>Develop Campus/Facilities Capital Plan</p> <p>Local R&R Program Development</p> <p>- Pump Stations Evaluation</p> <p>Conduct cMOM Self-Audit</p> <p>- Determine Gap Analysis Implementation Plan</p>	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ General Sewer Plan - Adopt <ul style="list-style-type: none"> → Review & Approval Processes → Non-Residential Customer ERU Definition ◆ Six-Year Capital Program Update ◆ Specifications/Design Manual Update ◆ Campus Facilities Capital Plan • Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program • Operations <ul style="list-style-type: none"> ◆ Implement Programs <ul style="list-style-type: none"> → Facilities → Fleet → Collection System <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development • Project Delivery <ul style="list-style-type: none"> ◆ SA Project - Outfall ◆ SB Project - Plant Improvements ◆ R&R Projects • Operations Coordination & Support <ul style="list-style-type: none"> ◆ Evaluate RTPO Operational Scenarios (Upon Request) 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ Six-Year Capital Program Update ◆ Corrosion Evaluation ◆ STEP System Evaluation ◆ Project Delivery Manual • Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program • Operations <ul style="list-style-type: none"> ◆ PM Program <ul style="list-style-type: none"> → Facilities → Fleet → Collection System → cMOM Self Audit/Level of Service Review <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development • Project Delivery <ul style="list-style-type: none"> ◆ SA Project - Outfall ◆ SB Project - Plant Improvements ◆ R&R Projects • Operations Coordination & Support 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ Six-Year Capital Program Update ◆ Force Mains/Air Valves Evaluation • Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program • Operations <ul style="list-style-type: none"> ◆ PM Program <ul style="list-style-type: none"> → Facilities → Fleet → Collection System <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> • Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development • Project Delivery <ul style="list-style-type: none"> ◆ SA Project - Outfall ◆ SB Project - Plant Improvements ◆ R&R Projects • Operations Coordination & Support 	
	FV - Financial Viability Effectiveness	<p>Budget - Local, Regional</p> <p>CAFR/Audit - Local, Regional</p> <p>Banking Services - Implement</p> <p>Meadowglade/Hockinson Rate Review</p>	<p>Budget - Local, Regional Amendment</p> <p>CAFR/Audit - Local, Regional</p>	<p>Budget - Local, Regional</p> <p>Financial/Treasury Services - Local, Regional</p> <p>CAFR/Audit - Local, Regional</p> <p>Semi-Monthly Pay Period - Research</p> <p>Finance ERP Tool - Review/Recommendation (Including Non-Finance Applications, e.g. Project Mgmt)</p>	<p>Budget - Local, Regional Amendment</p> <p>Financial/Treasury Services - Local, Regional</p> <p>CAFR/Audit - Local, Regional</p> <p>Semi-Monthly Pay Period - Implement</p> <p>Time Keeping Payroll Module - Research</p> <p>Financial Policies/Measures - Update</p> <p>20-Year Financial Forecast</p>	<p>Budget - Local, Regional</p> <p>Financial/Treasury Services - Local, Regional</p> <p>CAFR/Audit - Local, Regional</p> <p>Time Keeping Payroll Module - Implement</p>
		CS - Customer Satisfaction Outreach	<p>Retail Lockbox Provider - Implement</p> <p>WebCheck Bill Settlement Application - Implement</p>	<p>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> - Community Involvement Activities/Customer Newsletter - Core Functions Presentations/Internal Newsletter <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> - Legislative Engagement/Regulatory Monitoring 	<p>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring <p>Discovery Clean Water Alliance - Admin Lead</p> <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<p>Other Web Payment Providers - Research</p> <p>Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter <p>City of Vancouver Agrmt - Scope/Develop</p> <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring <p>Discovery Clean Water Alliance - Admin Lead</p> <ul style="list-style-type: none"> ◆ Executive & Administrative Services
	SS - Stakeholder Understanding/Support Outreach	<p>Strategic Plan Update (Abbreviated Process)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> - Community Involvement Activities <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> - Legislative Engagement 	<p>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> - Community Involvement Activities/Customer Newsletter - Core Functions Presentations/Internal Newsletter <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> - Legislative Engagement/Regulatory Monitoring 	<p>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring <p>Discovery Clean Water Alliance - Admin Lead</p> <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<p>Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter <p>City of Vancouver Agrmt - Scope/Develop</p> <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring <p>Discovery Clean Water Alliance - Admin Lead</p> <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<p>Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)</p> <p>Communications/Outreach Program</p> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter <p>City of Vancouver Agrmt - Update</p> <p>WASWD Involvement/Support</p> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring <p>Discovery Clean Water Alliance - Admin Lead</p> <ul style="list-style-type: none"> ◆ Executive & Administrative Services

Objective	2016	2017	2018	2019	2020
OO - Operational Optimization Effectiveness	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> - Terminal Access Server - Scope - Server Room Risk Assessment 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> - Terminal Access Server - Implement - Phone System/VM Server Upgrade RFP - Replace Desktop UPS Units - Replace Server UPS Units - Implement IT Security Enhancements - Develop/Implement Transitory Records Policy 	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> ◆ Policies/Procedures Update IT Initiatives <ul style="list-style-type: none"> ◆ Phone System/VM Server Replacement Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Electronic Vendor Payments ◆ Purchase Card - Implementation Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Implement Field Device Forms - Phase 2 ◆ Electronic Plan Review - Develop 	<ul style="list-style-type: none"> APWA Re-Accreditation IT Initiatives <ul style="list-style-type: none"> ◆ IT Strategic Plan ◆ Replace SBROOK2 Server Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Evaluate AP Paperless Process <ul style="list-style-type: none"> → Springbrook Purchase Orders → Receiving Documents → Invoices Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Database Development/Project Mgmt Software - Scope ◆ Electronic Plan Review - Implement Efficiency Initiative <ul style="list-style-type: none"> ◆ Business Metrics - Scope Purchasing Policy - Update 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> ◆ Replace ALPHA Server Finance Efficiency Initiative Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Database/Project Mgmt Software - Implement Efficiency Initiative <ul style="list-style-type: none"> ◆ Business Metrics - Implement
ED - Employee/Leadership Development Culture	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> - Core Function Presentations Salary & Benefits Survey <ul style="list-style-type: none"> - Employee Handbook Update 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> - Review/Update Succession/Workforce Plans (Annual Process) - Develop Implementation Plans for 2017-2018 Changes Salary & Benefits Survey (Follow-up Items) <ul style="list-style-type: none"> - Research Flexible Work Schedule for Operations - Research Semi-Monthly Pay Periods - Research Time Keeping/Payroll Module - Research Paid Time Off Accrual Bank Vs. Vacation & Sick Leave - Perform Market Factor Determination/Pay Mix Allocation 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2018-2019 Changes ◆ HR/RM Service Delivery Model Evaluation & Implementation ◆ IT Services Manager - Recruit/Onboard ◆ Construction Program Manager - Recruit/Onboard Leadership Team Development/District Policies Review WA Family & Medical Leave Law - Evaluate Flexible Work Schedule for Operations - Research 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2019-2020 Changes ◆ Special Project Manager/Mgmt. Analyst - Recruit/Onboard ◆ Electrician - Recruit/Onboard ◆ Alliance Regional Program Manager - Recruit/Onboard Leadership Team Development/District Policies Review WA Family & Medical Leave Law - Implement Flexible Work Schedule for Operations - Implement Performance Management Systems Update - Scope 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2020-2021 Changes Leadership Team Development/District Policies Review Performance Management Systems Update - Implement Salary & Benefits Survey Employee Satisfaction Survey
ER - Enterprise Resiliency Effectiveness	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> - Scope Fleet Replacement Schedule Succession Planning - Part 2 <ul style="list-style-type: none"> - Management Team Positions Ecology Delegation Agreement Workflow <ul style="list-style-type: none"> - Determine Reporting/Records Process Electronic Communications Policy Update Emergency Planning <ul style="list-style-type: none"> - CRESA Hazard Mitigation Plan Update - CRESA Incident Command Training 	<ul style="list-style-type: none"> Adopt Annual Employee Handbook Update Develop Records Management Process <ul style="list-style-type: none"> - Define All Records - Development 	<ul style="list-style-type: none"> Adopt Annual Employee Handbook Update Develop Records Management Process <ul style="list-style-type: none"> ◆ Define All Records - Endorsement/Training 	<ul style="list-style-type: none"> Adopt Annual Employee Handbook Update Develop Records Management Process <ul style="list-style-type: none"> ◆ Develop/Implement Policy - Administration Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan 	<ul style="list-style-type: none"> Adopt Annual Employee Handbook Update Develop Records Management Process <ul style="list-style-type: none"> ◆ Develop/Implement Policy - Operations Emergency Planning <ul style="list-style-type: none"> ◆ Flood Disaster Response Plan - Scope
PQ - Product Quality Effectiveness	<ul style="list-style-type: none"> Ecology's Rule-Making Process (WQ) 		<ul style="list-style-type: none"> Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Scope Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids 	<ul style="list-style-type: none"> Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Development Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Implementation Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids
WIS - Water Sustainability Effectiveness		<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> - Review Priority Areas 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> ◆ Scope/Plan Next SEP Project 	<ul style="list-style-type: none"> Septic Elimination Program (TBD - Project Allowance Included in Budget) 	<ul style="list-style-type: none"> Septic Elimination Program (TBD - Project Allowance Included in Budget)
ES - Economic Sustainability Effectiveness			<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2018-2023 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2019-2024 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2020-2025 Capital Program for Economic Catalyst Projects

Objective	2017	2018	2019	2020		
IS - Infrastructure Strategy & Performance	Effectiveness	<p>Conduct General Sewer Plan/Comp Plan Update</p> <ul style="list-style-type: none"> Administer District Infrastructure Program <ul style="list-style-type: none"> - Development Program - Pretreatment Program - Local Capital/R&R Program - O&M PM Program for Collection System/Fleet/Facilities <p>Develop Campus/Facilities Capital Plan Local R&R Program Development</p> <p>- Pump Stations Evaluation</p> <p>Conduct cMOM Self-Audit - Determine Gap Analysis Implementation Plan</p>	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ General Sewer Plan - Adopt <ul style="list-style-type: none"> → Review & Approval Processes → Non-Residential Customer ERU Definition ◆ Six-Year Capital Program Update ◆ Design Manual Update ◆ Facilities Capital Plan for District Campus ● Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program ● Operations <ul style="list-style-type: none"> ◆ Implement Programs <ul style="list-style-type: none"> → Facilities → Fleet → Collection System <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development ● Project Delivery <ul style="list-style-type: none"> ◆ 5A Project - Outfall ◆ 5B Project - Plant Improvements ◆ R&R Projects ● Operations Coordination & Support <ul style="list-style-type: none"> ◆ Evaluate RTPO Operational Scenarios (Upon Request) 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ Six-Year Capital Program Update ◆ Design Manual Update ● Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program ◆ Facilities Capital Plan for District Campus - Implement ● Operations <ul style="list-style-type: none"> ◆ PM Program <ul style="list-style-type: none"> → Facilities → Fleet → Collection System <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development ● Project Delivery <ul style="list-style-type: none"> ◆ 5A Project - Outfall ◆ 5B Project - Plant Improvements ◆ R&R Projects ● Operations Coordination & Support <ul style="list-style-type: none"> ◆ Committee Engagement ◆ RTPO Operations 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ Six-Year Capital Program Update ◆ Project Delivery Manual ◆ Corrosion Evaluation ◆ Force Mains/Air Valves Evaluation ● Project Delivery <ul style="list-style-type: none"> ◆ Capital/R&R Program ◆ Development Program ◆ Facilities Program ◆ Facilities Capital Plan for District Campus - Implement ● Operations <ul style="list-style-type: none"> ◆ PM Program <ul style="list-style-type: none"> → Facilities → Fleet → Collection System <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> ● Planning/Programming <ul style="list-style-type: none"> ◆ Capital Plan Update <ul style="list-style-type: none"> → Capacity Management → R&R Program Development ● Project Delivery <ul style="list-style-type: none"> ◆ 5A Project - Outfall ◆ 5B Project - Plant Improvements ◆ R&R Projects ● Operations Coordination & Support <ul style="list-style-type: none"> ◆ Committee Engagement ◆ RTPO Operations 	
		FV - Financial Viability	Effectiveness	<ul style="list-style-type: none"> ● Budget - Local, Regional ● Financial/Treasury Services - Local, Regional ● CAFR/Audit - Local, Regional ● Semi-Monthly Pay Period - Research 	<ul style="list-style-type: none"> ● Budget - Local, Regional Amendment ● Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> ◆ Prepare Alliance Bond Issuance ● CAFR/Audit - Local, Regional ● Semi-Monthly Pay Period - Implement ● Time Keeping Payroll Module - Research 	<ul style="list-style-type: none"> ● Budget - Local, Regional ● Financial/Treasury Services - Local, Regional ● CAFR/Audit - Local, Regional ● Time Keeping Payroll Module - Implement
				<ul style="list-style-type: none"> ● Budget - Local, Regional Amendment ● CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> ● Budget - Local, Regional ● Financial/Treasury Services - Local, Regional ● CAFR/Audit - Local, Regional ● Time Keeping Payroll Module - Implement 	
		CS - Customer Satisfaction	Outreach	<ul style="list-style-type: none"> ● Retail Lockbox Provider - Implement ● WebCheck Bill Settlement Application - Implement 	<ul style="list-style-type: none"> ● Other Web Payment Providers - Research 	<ul style="list-style-type: none"> ● Customer Satisfaction Survey <ul style="list-style-type: none"> ◆ Separate Residential & Commercial Surveys ● Other Web Payment Providers - Implement
SS - Stakeholder Understanding/Support	Outreach	<ul style="list-style-type: none"> ● Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) ● Communications/Outreach Program <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter ● WASWD Involvement/Support <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ● Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<ul style="list-style-type: none"> ● Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) ● Communications/Outreach Program <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter ● WASWD Involvement/Support <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ● Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<ul style="list-style-type: none"> ● Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) ● Communications/Outreach Program <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter ● City of Vancouver Agrmt - Scope/Develop ● WASWD Involvement/Support <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ● Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	<ul style="list-style-type: none"> ● Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) ● Communications/Outreach Program <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Core Function Presentations/Internal Newsletter ● City of Vancouver Agrmt - Update ● WASWD Involvement/Support <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ● Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> ◆ Executive & Administrative Services 	

Objective	2017	2018	2019	2020
OO - Operational Optimization	<p>IT Initiatives</p> <ul style="list-style-type: none"> - Terminal Access Server - Implement - Phone System/VM Server Upgrade RFP - Replace Desktop UPS Units - Replace Server UPS Units <p>- Implement IT Security Enhancements</p> <p>- Develop/Implement Transitory Records Policy</p> <p>Engineering Efficiency Initiative</p> <ul style="list-style-type: none"> - Implement Field Device Forms - Phase 1 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> ◆ Phone System/VM Server Replacement Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Purchase Card - Implementation Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Implement Field Device Forms - Phase 2 ◆ Electronic Plan Review - Draft Procedure 	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> ◆ Policies/Procedures Update IT Initiatives <ul style="list-style-type: none"> ◆ IT Business Plan - Draft ◆ Security Assessment Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Electronic Vendor Payments ◆ Purchase Card - Implementation Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Field Device Forms - Evaluate & Optimize ◆ Electronic Plan Review - Implement ◆ Engineering ERP Tool - Scope 	<ul style="list-style-type: none"> APWA Re-Accreditation IT Initiatives <ul style="list-style-type: none"> ◆ IT Strategic Plan - Final ◆ Replace ALPHA Server Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Evaluate AP Paperless Process <ul style="list-style-type: none"> → Electronic Purchase Orders → Receiving Documents → Invoices Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Field Device Forms - Evaluate & Optimize ◆ Electronic Plan Review - Evaluate & Optimize ◆ Engineering ERP Tool - Implement Efficiency Initiative <ul style="list-style-type: none"> ◆ Business Metrics - Scope Purchasing Policy - Update
ED - Employees/Leadership Development	<p>Workforce Development</p> <ul style="list-style-type: none"> - Review/Update Succession/Workforce Plans (Annual Process) - Develop Implementation Plans for 2017-2018 Changes <p>Salary & Benefits Survey (Follow-up Items)</p> <ul style="list-style-type: none"> - Research Flexible Work Schedule for Operations - Research Semi-Monthly Pay Periods - Research Time Keeping/Payroll Module <p>- Research Paid Time Off Accrual Bank Vs. Vacation & Sick Leave</p> <p>- Perform Market Factor Determination/Pay Mix Allocation</p>	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2018-2019 Changes ◆ HR/RM Service Delivery Model Evaluation & Implementation ◆ IT Services Manager - Recruit/Onboard ◆ Construction Program Manager - Recruit/Onboard Leadership Team Development/District Policies Review WA Family & Medical Leave Law - Evaluate Flexible Work Schedule for Operations - Research 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2019-2020 Changes ◆ Eng Dept Workload & Org Structure Update ◆ Ops Dept Workload & Org Structure Update <ul style="list-style-type: none"> → Evaluate Alliance Pipeline Operations → Evaluate Approach to FOG Inspections ◆ Leadership Team Development/District Policies Review ◆ Performance Management Systems Update/Implement ◆ Employee Satisfaction Survey ◆ Adopt Annual Employee Handbook Update 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Implementation Plan for 2020-2021 Changes ◆ Finance Dept Workload & Org Structure Update ◆ Admin Dept Workload & Org Structure Update ◆ Leadership Team Development/District Policies Review ◆ Salary & Benefits Survey ◆ Adopt Annual Employee Handbook Update
ER - Enterprise Resiliency	<p>Adopt Annual Employee Handbook Update</p> <p>Develop Records Management Process</p> <ul style="list-style-type: none"> - Define All Records - Development 	<ul style="list-style-type: none"> Adopt Annual Employee Handbook Update Develop Records Management Process <ul style="list-style-type: none"> ◆ Define All Records 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> ◆ Define All Records - Endorsement/Training Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scope 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> ◆ Develop/Implement Policy - Administration Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Implement
PQ - Product Quality		<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Scope Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Develop Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Endorse Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
WRS - Water Resource Sustainability	<p>Septic Elimination Program</p> <ul style="list-style-type: none"> - Review Priority Areas 	<ul style="list-style-type: none"> Septic Elimination Program 	<ul style="list-style-type: none"> Septic Elimination Program 	<ul style="list-style-type: none"> Septic Elimination Program
SU - Community Sustainability		<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2018-2023 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2019-2024 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> ◆ See 2020-2025 Capital Program for Economic Catalyst Projects

Objective	2019	2020	2021	2022	
IS - Infrastructure Strategy & Performance	Effectiveness	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Six-Year Capital Program Update Design Manual Update Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Program Facilities Capital Plan for District Campus - Implement Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities Fleet Collection System 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6-Year Capital Program Update <ul style="list-style-type: none"> Develop Initial 20-Year Program Develop Capacity Assessment Model/Tool Design Manual Update Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Program Facilities Capital Plan for District Campus - Implement Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities Fleet Collection System 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update Project Delivery Manual Review Lateral Ownership & LOS STEP Systems Evaluation Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Program Facilities Capital Plan for District Campus - Implement Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities Fleet Collection System 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update Design Manual Update Corrosion Evaluation Force Mains/Air Valves Evaluation Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Program Facilities Capital Plan for District Campus - Implement Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities Fleet Collection System
		<ul style="list-style-type: none"> Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management R&R Program Development Project Delivery <ul style="list-style-type: none"> SA Project - Outfall SB Project - Plant Improvements R&R Projects Operations Coordination & Support <ul style="list-style-type: none"> Committee Engagement RTPO Operations 	<ul style="list-style-type: none"> Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management R&R Program Development Project Delivery <ul style="list-style-type: none"> SA Project - Outfall SB Project - Plant Improvements R&R Projects Operations <ul style="list-style-type: none"> Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter Committee Engagement 	<ul style="list-style-type: none"> Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management R&R Program Development Project Delivery <ul style="list-style-type: none"> SA Project - Outfall SB Project - Plant Improvements R&R Projects Operations <ul style="list-style-type: none"> Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter Committee Engagement 	<ul style="list-style-type: none"> Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management R&R Program Development Project Delivery <ul style="list-style-type: none"> SA Project - Outfall SB Project - Plant Improvements R&R Projects Operations <ul style="list-style-type: none"> Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter Committee Engagement
FV - Financial Viability	Effectiveness	<ul style="list-style-type: none"> Budget - Local, Regional Amendment Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Secure Alliance PWB Loan CAFR/Audit - Local, Regional Semi-Monthly Pay Period - Implement Time Keeping Payroll Module - Research 	<ul style="list-style-type: none"> Budget - Local, Regional Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare District Bond Issuance Prepare Alliance Debt as Needed CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional Amendment Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare Alliance Bond Issuance CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare Alliance Bond Issuance CAFR/Audit - Local, Regional LFC Process Review - Scope
		Outreach	<ul style="list-style-type: none"> Implement Updated WebPay Platform (CivicPay) 	<ul style="list-style-type: none"> Implement Updated IVR Platform (Selectron) 	<ul style="list-style-type: none"> Customer Satisfaction Survey - Residential
SS - Stakeholder Understanding/Support	Outreach	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Core Function Presentations/Internal Newsletter City of Vancouver Agrmt - Scope/Develop WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Core Function Presentations/Internal Newsletter City of Vancouver Agrmt - Scope/Develop WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Core Function Presentations/Internal Newsletter City of Vancouver Agrmt - Update WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Core Function Presentations/Internal Newsletter City of Vancouver Agrmt - Update Level of Service WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services

Objective	2019	2020	2021	2022
OO - Operational Optimization Effectiveness	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> Policies/Procedures Review/Update IT Initiatives <ul style="list-style-type: none"> IT Business Plan - Draft Security Assessment Finance Efficiency Initiative <ul style="list-style-type: none"> Electronic Vendor Payments Purchase Card - Implementation Engineering Efficiency Initiative <ul style="list-style-type: none"> Field Device Forms - Evaluate & Optimize Electronic Plan Review - Implement Engineering ERP Tool - Scope 	<ul style="list-style-type: none"> APWA Re-Accreditation IT Initiatives <ul style="list-style-type: none"> CCTV Server and Upgrades Cellular Service Evaluation Finance Efficiency Initiative <ul style="list-style-type: none"> Purchase Card - Complete Implementation Research/Implement AP Process Changes <ul style="list-style-type: none"> Weekly AP Processing Paperless Invoice Routing/Approval/Payment Engineering Efficiency Initiative <ul style="list-style-type: none"> Field Device Forms - Optimize/Review Other Workflows Electronic Plan Review - Evaluate & Expand District Wide Efficiency Initiative <ul style="list-style-type: none"> Payroll Processing and Timekeeping Options - Research Engineering PM/CM Software - Research 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> Intranet Evaluation Finance Efficiency Initiative Engineering Efficiency Initiative <ul style="list-style-type: none"> Utility Reviews District Wide Efficiency Initiative <ul style="list-style-type: none"> Payroll Processing and Timekeeping Options - Implement Engineering PM/CM Software - Implement 	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> Policies/Procedures Review/Update IT Initiatives <ul style="list-style-type: none"> Intranet Development/Implementation Finance Efficiency Initiative Engineering Efficiency Initiative District Wide Efficiency Initiative <ul style="list-style-type: none"> Business Metrics - Scope Purchasing Policy - Update
ED - Employee/Leadership Development Culture	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Implementation Plan for 2019-2020 Changes Eng Dept Workload & Org Structure Update Ops Dept Workload & Org Structure Update <ul style="list-style-type: none"> Evaluate Alliance Pipeline Operations Evaluate Approach to FOG Inspections Leadership Team Development/District Policies Review Performance Management Systems Update/Implement Employee Satisfaction Survey Adopt Annual Employee Handbook Update 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Implementation Plan for 2020-2021 Changes Finance Dept Workload & Org Structure Update Admin Dept Workload & Org Structure Update Business Services Dept Workload & Org Structure Update Salary & Benefits Survey Adopt Annual Employee Handbook Update <ul style="list-style-type: none"> WA-PFML Law - Implement Performance Management Systems Update/Implement Leadership Team Development/District Policies Review Implement Employee Engagement Plan <ul style="list-style-type: none"> Develop/Implement Management Engagement Program 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Implementation Plan for 2021-2022 Changes Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan Update Position Descriptions 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Implementation Plan for 2022-2023 Changes Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan
ER - Enterprise Resiliency Effectiveness	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Define All Records - Endorsement/Training Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scope 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Define All Records - Training IT Security/Disaster Recovery <ul style="list-style-type: none"> SAO Audit Scoping Hardware/System Enhancements Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 1 Development 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Develop/Implement Policy - Administration IT Security/Disaster Recovery <ul style="list-style-type: none"> Independent Audit Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 2 Development 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Develop/Implement Policy - Operations IT Security/Disaster Recovery <ul style="list-style-type: none"> Cloud Services Evaluation Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 3 Development
PQ - Product Quality Effectiveness	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Ecology - Pretreatment Program Delegation - Develop Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Ecology - Pretreatment Program Delegation - Develop/Endorse Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Ecology - Pretreatment Program Delegation - Implement Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
WIS - Water Resource Sustainability Effectiveness	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Tay Terrace Code Updates 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Tay Terrace Code Updates 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows
SU - Community Sustainability Effectiveness	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2019-2024 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2020-2025 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2021-2026 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2022-2027 Capital Program for Economic Catalyst Projects

Objective	2020	2021	2022	2023	
IS - Infrastructure Strategy & Performance	Effectiveness	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6-Year Capital Program Update <ul style="list-style-type: none"> Develop Initial 20-Year Program Develop Capacity Assessment Model/Tool Design Manual Update Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Capital Plan for District Campus - Implement Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management R&R Program Development Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 1 5B Package 2 R&R Projects Operations <ul style="list-style-type: none"> Committee Engagement Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Develop Prioritization Criteria for Each Program Element Project Definitions: 5-10% Pre-design/Alternatives Capacity Management Projects Update <ul style="list-style-type: none"> Update System Modeling Tools Flow monitoring Complete Condition Assessment for All Gravity Assets Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Capital Plan for District Campus - Implement <ul style="list-style-type: none"> Commission New IT/SCADA Platforms District Provide Owner Furnished Items Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5A Package 1 (Construction) 5A Package 2 (Design) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 1 (Construction) 5B Package 2 (Engineering Report Approved by Ecology) R&R Projects Operations <ul style="list-style-type: none"> Committee Engagement Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Apply Prioritization Criteria for Each Program Element Project Definitions: 5-10% Pre-design/Alternatives Project Delivery Manual Integrate Condition Assessment & Criticality Scoring into Model Pump Station Condition Assessment Update Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Capital Plan for District Campus - Complete Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management Update R&R Program Update Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5A Package 1 (Construction) 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Design/Bid) R&R Projects Operations <ul style="list-style-type: none"> Committee Engagement Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter 	<ul style="list-style-type: none"> District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Project Definitions: 5-10% Pre-design/Alternatives Design Manual Update Review Party Lateral Ownership Policy Review STEP Systems Evaluation Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Construction) R&R Projects Operations <ul style="list-style-type: none"> Committee Engagement Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGF, SCI, KLI) Regional Biofilter
	Effectiveness	<ul style="list-style-type: none"> Budget - Local, Regional Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare District Bond Issuance Prepare Alliance Debt as Needed CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional Amendment Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare Alliance Bond Issuance CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare Alliance Bond Issuance CAFR/Audit - Local, Regional 	<ul style="list-style-type: none"> Budget - Local, Regional Amendment Financial/Treasury Services - Local, Regional CAFR/Audit - Local, Regional LFC Process Review - Scope Finance ERP Tool - Review/Recommendation Customer Satisfaction Survey - Residential
	CS - Customer Satisfaction	<ul style="list-style-type: none"> Implement Updated IVR Platform (Selectron) 			
	SS - Stakeholder Understanding/Support	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Core Function Presentations/Internal Newsletter City of Vancouver Agrmt - Scope/Develop WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Limited Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications City of Vancouver Agrmt - Operations Level of Service Research WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications City of Vancouver Agrmt - Operations Level of Service Amendment WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) MOVE TO 23 Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services

Objective	2020	2021	2022	2023
OO - Operational Optimisation	<ul style="list-style-type: none"> ● APWA Re-Accreditation ● IT Initiatives <ul style="list-style-type: none"> ◆ CCTV Server and Upgrades ◆ Cellular Service Evaluation ● Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Purchase Card - Complete Implementation ◆ Research/Implement AP Process Changes <ul style="list-style-type: none"> → Weekly AP Processing → Paperless Invoice Routing/Approval/Payment ● Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Field Device Forms - Optimize/Review Other Workflows ◆ Electronic Plan Review - Evaluate & Expand ● District Wide Efficiency Initiative <ul style="list-style-type: none"> ◆ Payroll Processing and Timekeeping Options - Research ◆ Engineering PM/CM Software - Research 	<ul style="list-style-type: none"> ● IT Initiatives ● Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Purchase Card - Complete Implementation ◆ Componentize Treatment Plants - Research ◆ Update Overhead/Indirect Cost Model ● Engineering Efficiency Initiative ● District Wide Efficiency Initiative <ul style="list-style-type: none"> ◆ Engineering PM/CM Software - Implement 	<ul style="list-style-type: none"> ● APWA Re-Accreditation Scoping <ul style="list-style-type: none"> ◆ Policies/Procedures Review/Update ● IT Initiatives <ul style="list-style-type: none"> ◆ Intranet Evaluation ● Finance Efficiency Initiative <ul style="list-style-type: none"> ◆ Componentize Treatment Plants - Implement ● Engineering Efficiency Initiative <ul style="list-style-type: none"> ◆ Utility Reviews ◆ Field Device Forms - Optimize/Review Other Workflows ◆ Electronic Plan Review - Evaluate & Expand ● District Wide Efficiency Initiative 	<ul style="list-style-type: none"> ● APWA Re-Accreditation ● IT Initiatives <ul style="list-style-type: none"> ◆ Intranet Development/Implementation ● Finance Efficiency Initiative ● Engineering Efficiency Initiative ● District Wide Efficiency Initiative <ul style="list-style-type: none"> ◆ Payroll Processing/HRIS/Timekeeping Options - Research
ED - Employees/Leadership Development	<ul style="list-style-type: none"> ● Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → Finance Dept Workload & Org Structure Update → Admin Dept Workload/Org Structure Update → Business Services Dept Workload/Org Structure Update ◆ Salary & Benefits Survey ◆ Adopt Annual Employee Handbook Update <ul style="list-style-type: none"> → WA-PFML Law - Implement ◆ Monitor Updated Performance Evaluation Form ◆ Leadership Team Development/District Policies Review ◆ Implement Employee Engagement Plan <ul style="list-style-type: none"> → Develop/Implement Management Engagement Program 	<ul style="list-style-type: none"> ● Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans → Implement Engineering Assessment/Organization Changes → Finance Director Recruitment/Onboarding ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Employee Handbook Update ◆ Implement Employee Engagement Plan 	<ul style="list-style-type: none"> ● Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Employee Handbook Update ◆ Implement Employee Engagement Plan 	<ul style="list-style-type: none"> ● Workforce Development <ul style="list-style-type: none"> ◆ Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> → Type 1 & 2 Succession/Workforce Plans ◆ Leadership Team Development/District Policies Review ◆ Adopt Annual Employee Handbook Update ◆ Implement Employee Engagement Plan ◆ Update Position Descriptions
ER - Enterprise Resiliency	<ul style="list-style-type: none"> ● Develop Records Management Process <ul style="list-style-type: none"> ◆ Define All Records - Training ● IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ SAO Audit Scoping ◆ Hardware/System Enhancements ● Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 1 Development 	<ul style="list-style-type: none"> ● Develop Records Management Process <ul style="list-style-type: none"> ◆ Archive Room Project Files Clean-up Project ◆ Research Standardized Electronic File Name Convention ● IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ Evaluate Backup/Archive Protocol ● Emergency Planning <ul style="list-style-type: none"> ◆ COVID-19 Pandemic Response 	<ul style="list-style-type: none"> ● Develop Records Management Process <ul style="list-style-type: none"> ◆ Archive Room Project Files Clean-up Project ◆ Implement Standardized Electronic File Name Convention ● IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ Implement Backup/Archive Protocol ◆ Evaluate Cloud Services ● Emergency Planning <ul style="list-style-type: none"> ◆ COVID-19 Pandemic Response 	<ul style="list-style-type: none"> ● Develop Records Management Process ● IT Security/Disaster Recovery <ul style="list-style-type: none"> ◆ Self Audit ◆ Implement Cloud Services ● Emergency Planning <ul style="list-style-type: none"> ◆ Business Continuity Plan - Scenario 1 Development
PQ - Product Quality	<ul style="list-style-type: none"> ● Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Develop/Endorse ● Monitor Regulatory/Legal Trends Affecting Effluent/Biosolids ● Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> ● Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Develop/Endorse ● Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids ● Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> ● Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Ecology - Pretreatment Program Delegation - Implement ● Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids ● Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> ● Pretreatment Program <ul style="list-style-type: none"> ◆ Deliver Annual Program ● Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids ● Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
WRS - Water Resource Sustainability	<ul style="list-style-type: none"> ● Septic Elimination Program <ul style="list-style-type: none"> ◆ Tay Terrace ◆ Code Updates 	<ul style="list-style-type: none"> ● Septic Elimination Program <ul style="list-style-type: none"> ◆ Larkada/Rolling Meadows (Design) ◆ Code Updates 	<ul style="list-style-type: none"> ● Septic Elimination Program <ul style="list-style-type: none"> ◆ Larkada/Rolling Meadows (Construction) 	<ul style="list-style-type: none"> ● Septic Elimination Program (TBD - Project Allowance Included in Budget)
SU - Community Sustainability	<ul style="list-style-type: none"> ● Economic Sustainability <ul style="list-style-type: none"> ◆ See 2020-2025 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> ● Economic Sustainability <ul style="list-style-type: none"> ◆ See 2021-2026 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> ● Economic Sustainability <ul style="list-style-type: none"> ◆ See 2022-2027 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> ● Economic Sustainability <ul style="list-style-type: none"> ◆ See 2023-2028 Capital Program for Economic Catalyst Projects

Objective		2022	2023	2024	2025
IS - Infrastructure Strategy & Performance	Effectiveness	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Apply Prioritization Criteria to Program Elements Project Definitions: 5-10% Pre-design/Alternatives Complete Gravity System Condition Assessment Update Pump Station Condition Assessment Implement Flow Monitoring Program Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Facilities Capital Plan for District Campus - Complete <ul style="list-style-type: none"> Outfit & Organize Shop/Covered Storage Complete Transition for Office Areas/Board Room Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System <ul style="list-style-type: none"> Level of Service Review & Update 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Apply Prioritization Criteria to Program Elements Project Definitions: 5-10% Pre-design/Alternatives Design Manual Update Project Delivery Manual Force Mains/Air Valves Evaluation Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Apply Prioritization Criteria to Program Elements Project Definitions: 5-10% Pre-design/Alternatives Project Delivery Manual Update General Sewer Plan Update STEP Systems Evaluation Corrosion Evaluation Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> 6/20-Year Capital Program Update <ul style="list-style-type: none"> Apply Prioritization Criteria to Program Elements Project Definitions: 5-10% Pre-design/Alternatives Design Manual Update General Sewer Plan Update Review Party Lateral Ownership Policy Review Project Delivery <ul style="list-style-type: none"> Capital/R&R Program Development Program Operations <ul style="list-style-type: none"> PM Program <ul style="list-style-type: none"> Facilities (Including R&R) Fleet Collection System Collection System
		Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5A Package 1 (Construction) 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Design/Bid) R&R Projects Operations <ul style="list-style-type: none"> Facilitate Committee Engagement Operate Assigned Regional Assets <ul style="list-style-type: none"> Ridgefield Treatment Plant & Outfall Regional Pipelines (BGFM, SCI, KLI) Regional Biofilter Manage Transition of Remaining Regional Assets <ul style="list-style-type: none"> Salmon Creek Treatment Plant & Outfall <ul style="list-style-type: none"> Provide Regulatory Notice/Update Permits Recruit/Employ Staff Establish Management/Communications Program Establish Maintenance Program Establish Facilities & Grounds Program Establish Operations Program Establish District IT Services to Site Transfer/Assign Contracts & Accounts Incorporate Vehicles into District Fleet Manage Financial Transitions 	Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Project Delivery <ul style="list-style-type: none"> 5A Project - Outfall <ul style="list-style-type: none"> 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Construction) R&R Projects Operations <ul style="list-style-type: none"> Facilitate Committee Engagement Operate All Regional Assets 	Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management Update R&R Program Update Project Delivery <ul style="list-style-type: none"> 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Construction) R&R Projects Operations <ul style="list-style-type: none"> Facilitate Committee Engagement Operate All Regional Assets 	Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming <ul style="list-style-type: none"> Capital Plan Update <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Project Delivery <ul style="list-style-type: none"> R&R Projects Operations <ul style="list-style-type: none"> Facilitate Committee Engagement Operate All Regional Assets
		Budget - Local, Regional	Budget - Local, Regional Amendment	Budget - Local, Regional	Budget - Local, Regional Amendment
FV - Financial Viability	Effectiveness	Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Prepare Alliance Bond Issuance Develop Alliance Member Fund Balance Tracking Tool Alliance 6-Yr Financial Forecast - Update in Support of Bond Issuance 	Financial/Treasury Services - Local, Regional	Financial/Treasury Services - Local, Regional	Financial/Treasury Services - Local, Regional
		CAFR/Audit - Local, Regional	CAFR/Audit - Local, Regional	CAFR/Audit - Local, Regional	CAFR/Audit - Local, Regional
CS - Customer Satisfaction	Outreach	HRIS/Timekeeping/Payroll System - Review/Recommendation	HRIS/Timekeeping/Payroll System - Implement	LFC Process Review - Scope	LFC Process Review - Implement
		Finance ERP Tool - Develop Project Scope	Finance ERP Tool - Review/Recommendation	Finance ERP Tool - Implement	Utility Assistance Program - Scope

Objective	2022	2023	2024	2025
SS - Stakeholder Understanding/Support Outreach	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications City of Vancouver Agrmt - Operations Level of Service Amendment WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter <ul style="list-style-type: none"> Develop Community Involvement Incentive Program Internal Newsletter & Communications WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter <ul style="list-style-type: none"> Implement Community Involvement Incentive Program Internal Newsletter & Communications WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services
OO - Operational Optimization Effectiveness	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> Policies/Procedures Review/Update Operations Initiatives <ul style="list-style-type: none"> Optimize Odor Control Chemical Use IT Initiatives Finance Efficiency Initiative HR Efficiency Initiative <ul style="list-style-type: none"> Implement Online Recruitment/Onboarding Platform Engineering Efficiency Initiative <ul style="list-style-type: none"> Engineering PM/CM Software - Start Implementation Develop Electronic Development Forms (DEAs, BOS) District Wide Efficiency Initiative 	<ul style="list-style-type: none"> APWA Re-Accreditation Operations Initiatives IT Initiatives <ul style="list-style-type: none"> Intranet Evaluation Finance Efficiency Initiative Engineering Efficiency Initiative <ul style="list-style-type: none"> Engineering PM/CM Software - Complete Implementation District Wide Efficiency Initiative 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> Intranet Development/Implementation Operations Initiatives Finance Efficiency Initiative Engineering Efficiency Initiative District Wide Efficiency Initiative <ul style="list-style-type: none"> Purchasing Policy Update 	<ul style="list-style-type: none"> IT Initiatives Operations Initiatives Finance Efficiency Initiative Engineering Efficiency Initiative District Wide Efficiency Initiative <ul style="list-style-type: none"> Business Metrics - Scope
ED - Employee/Leadership Development Culture	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Implement HR Program Updates Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan Update Position Descriptions 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan 	<ul style="list-style-type: none"> Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Employee Handbook Update Implement Employee Engagement Plan
ER - Enterprise Resiliency Effect	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Digitize/Purge District Capital Program Project Files Begin Standard Electronic File Name Convention Implementation Implement Updated Safety Program IT Security/Disaster Recovery <ul style="list-style-type: none"> Implement Backup/Archive Protocol Evaluate Cloud Services Emergency Planning <ul style="list-style-type: none"> Update Countywide Hazard Mitigation Plan (District Annex) COVID-19 Pandemic Response 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Digitize/Purge Alliance Legacy & Capital Program Project Files Complete Standard Electronic File Name Convention Implementation IT Security/Disaster Recovery <ul style="list-style-type: none"> Self Audit Implement Cloud Services Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 1 Development 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Finance Vault Organize/Purge/Digitize Project IT Security/Disaster Recovery Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 2 Development 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Finance Vault Organize/Purge/Digitize Project IT Security/Disaster Recovery Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 3 Development
PQ - Product Quality Effectiveness	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Ecology - Pretreatment Program Delegation - Implement Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
WRS - Water Resource Sustainability Effectiveness	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Curtin Creek Phase 1 (Construction) Update Prioritization Criteria 	<ul style="list-style-type: none"> Septic Elimination Program (TBD - Project Allowance Included in Budget) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows (Construction) 	<ul style="list-style-type: none"> Septic Elimination Program (TBD - Project Allowance Included in Budget)
ES - Community Sustainability Effectiveness	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2022-2027 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2023-2028 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2024-2029 Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See 2025-2030 Capital Program for Economic Catalyst Projects

Objective		2023	2024	2025	2026
IS - Infrastructure Strategy & Performance	Effectiveness	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program Update, 2-Year Capital Budget <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Further Develop Program Criteria: Septic Elimination Update Tools/Systems: Scope/Define GSP Update Evaluate New Program Area: None Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - Initiate Facilities AM Program Project Delivery - <u>Collection System</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Develop <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update (Integrate CA Report) Program Development <ul style="list-style-type: none"> CIP - Regional GSP/WFP - Initiate R&R - Define AM Approach (data driven) Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> 5A Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> 5A Package 1 (Closeout) 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Construction) CIP Projects R&R Projects 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program/2-Year Capital Budget Amendment <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Further Develop Program Criteria: Gravity System Update Tools/Systems: Prepare GSP Update Evaluate New Program Area: STEP System Evaluation Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - Implement Facilities AM Program Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program EV Charging Stations Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Update <ul style="list-style-type: none"> Capacity Management Model (Update) R&R Program Update Program Development <ul style="list-style-type: none"> CIP - Regional GSP/WFP - Develop R&R - Implement AM Approach (data driven) Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> 5A Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> 5A Package 2 (Construction) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Construction) CIP Projects R&R Projects 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program Update, 2-Year Capital Budget <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Further Develop Program Criteria: Capacity Management Update Tools/Systems: Prepare GSP Update Evaluate New Program Area: Update/Document Hydraulic Model Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - None Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Develop <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Program Development <ul style="list-style-type: none"> CIP - Regional GSP/WFP - Approve R&R - Implement AM Approach (data driven) Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> 5A Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> 5A Package 2 (Closeout) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Closeout) CIP Projects R&R Projects 	District Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program/2-Year Capital Budget Amendment <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Further Develop Program Criteria: Pump Stations Update Tools/Systems: Complete GSP Update/Approval Process Evaluate New Program Area: Evaluate FM/MOV/ARV/VRV Systems Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - None Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None Alliance Infrastructure Systems <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Update <ul style="list-style-type: none"> Capacity Management Model (Update) R&R Program Update Program Development <ul style="list-style-type: none"> CIP - None R&R - None Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Phase 6 Projects <ul style="list-style-type: none"> TBD TBD TBD CIP Projects R&R Projects
		IS - Infrastructure Strategy & Performance	Effectiveness	<ul style="list-style-type: none"> Budget - Local, Regional Amendment <ul style="list-style-type: none"> Evaluate Recession Scenarios Financial/Treasury Services - Local, Regional CAFR/Audit - Local, Regional HRIS/Timekeeping/Payroll System - Implement Finance ERP Tool - Develop Project Scope 	<ul style="list-style-type: none"> Budget - Local, Regional Financial/Treasury Services - Local, Regional CAFR/Audit - Local, Regional Finance ERP Tool - Review/Recommendation
CS - Customer Satisfaction	Outreach		<ul style="list-style-type: none"> Customer Satisfaction Survey - Residential 	<ul style="list-style-type: none"> Customer Satisfaction Survey - Commercial <ul style="list-style-type: none"> Development Review Survey Component 	<ul style="list-style-type: none"> Utility Assistance Program - Scope
SS - Stakeholder Understanding/Support	Outreach	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees Review Alliance Purpose and Function City of Vancouver Annexation Coordination 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (Abbreviated Process) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees Implement Updates to Alliance Structure/Functions City of Vancouver Annexation Coordination 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees City of Vancouver Annexation Coordination 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Internal Newsletter & Communications WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees City of Vancouver Annexation Coordination

Objective	2023	2024	2025	2026
OO - Operational Optimization Effectiveness	<ul style="list-style-type: none"> APWA Re-Accreditation <ul style="list-style-type: none"> Obtain Re-Accreditation (4Q) District Infrastructure Systems <ul style="list-style-type: none"> Operate District <u>Collection System</u> <ul style="list-style-type: none"> Implement O&M Program Develop O&M Program <ul style="list-style-type: none"> Level of Service Compliance Review Evaluate Organizational Structure Odor Data Collection Pilot Project Pump Station Control Systems Assessment District Fleet and Facilities <ul style="list-style-type: none"> Manage District <u>Fleet</u> Manage District <u>Facilities</u> Alliance Infrastructure Systems <ul style="list-style-type: none"> Operate Alliance <u>Regional Assets</u> <ul style="list-style-type: none"> Operations Program Coordination and Reporting Implement O&M Program <ul style="list-style-type: none"> Treatment Plants Pumping Stations Pipelines and Biofilter Develop O&M Program <ul style="list-style-type: none"> Develop/Implement SOPs <ul style="list-style-type: none"> Liquids Treatment Process <ul style="list-style-type: none"> Process Equipment Basin/Tank/Process Changeover Solids Treatment Process <ul style="list-style-type: none"> Process Equipment Basin/Tank/Process Changeover Laboratory <ul style="list-style-type: none"> Equipment Use/Calibration Analysis of Lab Data Implement Updated MMS/Maintenance Program <ul style="list-style-type: none"> Assets/Critical Spares Defined Implement New CMMS System Implement PM Program Develop Inventory Management System Site Organization/Housekeeping <ul style="list-style-type: none"> Develop Plan & Purge/Clean Up Site Establish Onsite Radio Communications/Protocols Implement SCTP Document Management Plan Complete Work Station Updates 	<ul style="list-style-type: none"> APWA Re-Accreditation <ul style="list-style-type: none"> Policies/Procedures Review/Update District Infrastructure Systems <ul style="list-style-type: none"> Operate District <u>Collection System</u> <ul style="list-style-type: none"> Implement O&M Program Develop O&M Program <ul style="list-style-type: none"> Level of Service Program Updates Optimize Odor Control Chemical Use Pump Station Control Systems Assessment District Fleet and Facilities <ul style="list-style-type: none"> Manage District <u>Fleet</u> Manage District <u>Facilities</u> Alliance Infrastructure Systems <ul style="list-style-type: none"> Operate Alliance <u>Regional Assets</u> <ul style="list-style-type: none"> Operations Program Coordination and Reporting Implement O&M Program <ul style="list-style-type: none"> Treatment Plants Pumping Stations Pipelines and Biofilter Develop O&M Program <ul style="list-style-type: none"> Support Equipment Building Systems SCADA - Link Operational Data Implement Updated MMS/Maintenance Program <ul style="list-style-type: none"> Link Asset Reference Data Implement Critical Spares Implement Inventory Management System Site Organization/Housekeeping <ul style="list-style-type: none"> Implement Plan Implement SCTP Document Management Plan 	<ul style="list-style-type: none"> APWA Re-Accreditation <ul style="list-style-type: none"> Policies/Procedures Review/Update District Infrastructure Systems <ul style="list-style-type: none"> Operate District <u>Collection System</u> <ul style="list-style-type: none"> Implement O&M Program Develop O&M Program <ul style="list-style-type: none"> TBD TBD District Fleet and Facilities <ul style="list-style-type: none"> Manage District <u>Fleet</u> Manage District <u>Facilities</u> Alliance Infrastructure Systems <ul style="list-style-type: none"> Operate Alliance <u>Regional Assets</u> <ul style="list-style-type: none"> Operations Program Coordination and Reporting Implement O&M Program <ul style="list-style-type: none"> Treatment Plants Pumping Stations Pipelines and Biofilter 	<ul style="list-style-type: none"> APWA Re-Accreditation Scoping <ul style="list-style-type: none"> Policies/Procedures Review/Update District Infrastructure Systems <ul style="list-style-type: none"> Operate District <u>Collection System</u> <ul style="list-style-type: none"> Implement O&M Program Develop O&M Program <ul style="list-style-type: none"> TBD TBD District Fleet and Facilities <ul style="list-style-type: none"> Manage District <u>Fleet</u> Manage District <u>Facilities</u> Alliance Infrastructure Systems <ul style="list-style-type: none"> Operate Alliance <u>Regional Assets</u> <ul style="list-style-type: none"> Operations Program Coordination and Reporting Implement O&M Program <ul style="list-style-type: none"> Treatment Plants Pumping Stations Pipelines and Biofilter
	ED - Employee/Leadership Development Culture	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> Implement Cluster Servers Finance Efficiency Initiative <ul style="list-style-type: none"> None Engineering Efficiency Initiative <ul style="list-style-type: none"> Engineering PM/CM Software - Test Prototype/Develop Product District Wide Efficiency Initiative <ul style="list-style-type: none"> None Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Handbook/Comp. Plan Update Finalize Employee Engagement Plan Treatment Program Workforce Development <ul style="list-style-type: none"> Develop Culture (12 Questions Framework)/Teambuilding Develop Staff Professional Development Plan 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> Intranet Evaluation Finance Efficiency Initiative <ul style="list-style-type: none"> None Engineering Efficiency Initiative <ul style="list-style-type: none"> Engineering/PM/CM Software - Implementation District Wide Efficiency Initiative <ul style="list-style-type: none"> Purchasing Policy Update - Scoping Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Handbook/Comp. Plan Update Finalize Employee Engagement Plan (incl. Community Invlmnt. Incentive) District Compensation Study Treatment Program Workforce Development <ul style="list-style-type: none"> Develop Culture (12 Questions Framework)/Teambuilding Implement Staff Professional Development Plan 	<ul style="list-style-type: none"> IT Initiatives <ul style="list-style-type: none"> Intranet Implementation Finance Efficiency Initiative <ul style="list-style-type: none"> None Engineering Efficiency Initiative <ul style="list-style-type: none"> Engineering/PM/CM Software - Implementation District Wide Efficiency Initiative <ul style="list-style-type: none"> Purchasing Policy Update - Implement Workforce Development <ul style="list-style-type: none"> Review/Update Succession/Workforce Plans (Annual Process) <ul style="list-style-type: none"> Type 1 & 2 Succession/Workforce Plans Leadership Team Development/District Policies Review Adopt Annual Handbook/Comp. Plan Update Implement Employee Engagement Plan Updated Position Descriptions

Objective	2023	2024	2025	2026
ER: Enterprise Resiliency	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Digitize/Purge Alliance Legacy & Capital Program Project Files Annual Electronic Records Purge IT Security/Disaster Recovery <ul style="list-style-type: none"> Implement Cloud Services (Phone) Emergency Planning <ul style="list-style-type: none"> None Develop Updated Safety Program <ul style="list-style-type: none"> Construction Practice Collection System Treatment System 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Finance Vault Organize/Purge/Digitize Project Annual Electronic Records Purge IT Security/Disaster Recovery <ul style="list-style-type: none"> Self Audit Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 1 Development Implement Updated Safety Program (Annual) <ul style="list-style-type: none"> Construction Practice Collection System Treatment System 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> Finance Vault Organize/Purge/Digitize Project Annual Electronic Records Purge IT Security/Disaster Recovery <ul style="list-style-type: none"> TBD Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 2 Development Implement Updated Safety Program (Annual) <ul style="list-style-type: none"> Construction Practice Collection System Treatment System 	<ul style="list-style-type: none"> Develop Records Management Process <ul style="list-style-type: none"> TBD Annual Electronic Records Purge IT Security/Disaster Recovery <ul style="list-style-type: none"> TBD Emergency Planning <ul style="list-style-type: none"> Business Continuity Plan - Scenario 3 Development Implement Updated Safety Program (Annual) <ul style="list-style-type: none"> Construction Practice Collection System Treatment System
PQ: Product Quality	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Ecology - Pretreatment Program Delegation - Implement Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Compliance with Operating Permits (effluent, biosolids, air) <ul style="list-style-type: none"> Salmon Creek Treatment Plant Ridgefield Treatment Plant 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Compliance with Operating Permits (effluent, biosolids, air) <ul style="list-style-type: none"> Salmon Creek Treatment Plant Ridgefield Treatment Plant 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Compliance with Operating Permits (effluent, biosolids, air) <ul style="list-style-type: none"> Salmon Creek Treatment Plant Ridgefield Treatment Plant 	<ul style="list-style-type: none"> Pretreatment Program <ul style="list-style-type: none"> Deliver Annual Program Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield) Compliance with Operating Permits (effluent, biosolids, air) <ul style="list-style-type: none"> Salmon Creek Treatment Plant Ridgefield Treatment Plant
WRS: Water Resource Sustainability	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Curtin Creek Phase 1 (Construction) Evaluate Funding Opportunities Complete Code Updates (1st Quarter) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows (Construction) Evaluate Funding Opportunities 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Project TBD 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Project TBD
ES: Community Sustainability	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects

Objective	2024	2025	2026	2027	2028		
IS - Infrastructure Strategy & Performance	District Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Collection System</u> <ul style="list-style-type: none"> ◆ 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> → Apply Prioritization Criteria to Applicable Program Elements → Project Definitions: 10% Pre-design/Alternatives ◆ Program Development <ul style="list-style-type: none"> → Further Develop Program Criteria: Gravity System → Update Tools/Systems: Prepare GSP Update → Evaluate New Program Area: Prepare Initial AM Plan for FMs • <u>Planning/Programming - Facilities</u> <ul style="list-style-type: none"> ◆ Program Development - Complete Implementation of AM Program ◆ EV Charging Station Plan (Review Law/Vehicles/Develop Plan) • <u>Project Delivery - Collection Systems</u> <ul style="list-style-type: none"> ◆ Capital/R&R Program/Projects ◆ Development Program/Projects ◆ Construction Program/Projects • <u>Project Delivery - Facilities</u> <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ None 	District Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Collection System</u> <ul style="list-style-type: none"> ◆ 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> → Apply Prioritization Criteria to Applicable Program Elements → Project Definitions: 10% Pre-design/Alternatives ◆ Program Development <ul style="list-style-type: none"> → Further Develop Program Criteria: Capacity Management → Update Tools/Systems: Prepare GSP Update → Evaluate New Program Area: Update/Document Hydraulic Model • <u>Planning/Programming - Facilities</u> <ul style="list-style-type: none"> ◆ Program Development - None • <u>Project Delivery - Collection Systems</u> <ul style="list-style-type: none"> ◆ Capital/R&R Program/Projects ◆ Development Program/Projects ◆ Construction Program/Projects • <u>Project Delivery - Facilities</u> <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ Implement EV Charging Stations Plan 	District Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Collection System</u> <ul style="list-style-type: none"> ◆ 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> → Apply Prioritization Criteria to Applicable Program Elements → Project Definitions: 10% Pre-design/Alternatives ◆ Program Development <ul style="list-style-type: none"> → Further Develop Program Criteria: Pump Stations → Update Tools/Systems: Complete GSP Update/Approval Process → Evaluate New Program Area: STEP System Evaluation • <u>Planning/Programming - Facilities</u> <ul style="list-style-type: none"> ◆ Program Development - None • <u>Project Delivery - Collection Systems</u> <ul style="list-style-type: none"> ◆ Capital/R&R Program/Projects ◆ Development Program/Projects ◆ Construction Program/Projects • <u>Project Delivery - Facilities</u> <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ None 	District Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Collection System</u> <ul style="list-style-type: none"> ◆ 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> → Apply Prioritization Criteria to Applicable Program Elements → Project Definitions: 10% Pre-design/Alternatives ◆ Program Development <ul style="list-style-type: none"> → Further Develop Program Criteria: STEP Systems → Update Tools/Systems: Develop Project Delivery Manual → Evaluate New Program Area: Party Lateral Policy/Ownership • <u>Planning/Programming - Facilities</u> <ul style="list-style-type: none"> ◆ Program Development - None • <u>Project Delivery - Collection Systems</u> <ul style="list-style-type: none"> ◆ Capital/R&R Program/Projects ◆ Development Program/Projects ◆ Construction Program/Projects • <u>Project Delivery - Facilities</u> <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ None 	District Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Collection System</u> <ul style="list-style-type: none"> ◆ 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> → Apply Prioritization Criteria to Applicable Program Elements → Project Definitions: 10% Pre-design/Alternatives ◆ Program Development <ul style="list-style-type: none"> → Further Develop Program Criteria: Septic Elimination → Update Tools/Systems: Update Design Manual → Evaluate New Program Area: Evaluate Corrosion Protection • <u>Planning/Programming - Facilities</u> <ul style="list-style-type: none"> ◆ Program Development - None • <u>Project Delivery - Collection Systems</u> <ul style="list-style-type: none"> ◆ Capital/R&R Program/Projects ◆ Development Program/Projects ◆ Construction Program/Projects • <u>Project Delivery - Facilities</u> <ul style="list-style-type: none"> ◆ Deliver Annual Program ◆ None 		
	IV - Financial Viability	Alliance Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Capital Plan - Update <ul style="list-style-type: none"> → Capacity Management Model (Update) → R&R Program Update ◆ Program Development <ul style="list-style-type: none"> → CIP - Regional GSP - Initiate • <u>Project Delivery - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ SA Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> → SA Package 2 (Construction) ◆ SB Project - Plant Improvements <ul style="list-style-type: none"> → SB Package 2 (Construction) ◆ Other CIP & R&R Projects <ul style="list-style-type: none"> → Design/Permit/Bid → Construct/Commission • <u>Budget - Local, Regional</u> <ul style="list-style-type: none"> ◆ Update Alliance 20-Year Financial Forecast ◆ Complete Recession Scenarios • <u>Financial/Treasury Services - Local, Regional</u> <ul style="list-style-type: none"> ◆ Submit Alliance PWB Loan Application ◆ Establish Engagements with Statewide Funding Programs (IAAC/PWB) • <u>ACFR/Audit - Local, Regional</u> • <u>Finance ERP Tool - Needs Assessment/RFP Development</u> • <u>Evaluate Non-Residential Consumptive Based Billing</u> • <u>Customer Satisfaction Survey - Commercial</u> 	Alliance Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Capital Plan - Develop <ul style="list-style-type: none"> → Capacity Management (Monitoring) → Condition Assessment Update ◆ Program Development <ul style="list-style-type: none"> → CIP - Regional GSP - Develop • <u>Project Delivery - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ SA Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> → SA Package 2 (Closeout) ◆ SB Project - Plant Improvements <ul style="list-style-type: none"> → SB Package 2 (Closeout) ◆ Other CIP & R&R Projects <ul style="list-style-type: none"> → Design/Permit/Bid → Construct/Commission • <u>Budget - Local, Regional Amendment</u> • <u>Financial/Treasury Services - Local, Regional</u> <ul style="list-style-type: none"> ◆ Submit District PWB Loan Application • <u>ACFR/Audit - Local, Regional</u> • <u>Finance ERP Tool - Vendor Selection/Begin Implementation</u> • <u>Implement Non-Residential Consumptive Based Billing</u> • <u>Customer Satisfaction Survey - Residential</u> 	Alliance Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Capital Plan - Update <ul style="list-style-type: none"> → Capacity Management Model (Update) → R&R Program Update ◆ Program Development <ul style="list-style-type: none"> → CIP - Regional GSP - Approve → R&R - None • <u>Project Delivery - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Phase 6 Projects <ul style="list-style-type: none"> → TBD → TBD → TBD ◆ Other CIP & R&R Projects <ul style="list-style-type: none"> → Design/Permit/Bid → Construct/Commission • <u>Budget - Local, Regional</u> • <u>Financial/Treasury Services - Local, Regional</u> <ul style="list-style-type: none"> ◆ Submit Alliance PWB Loan Application • <u>ACFR/Audit - Local, Regional</u> • <u>Finance ERP Tool - Implementation</u> • <u>Customer Satisfaction Survey - Development Community</u> 	Alliance Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Capital Plan - Develop <ul style="list-style-type: none"> → Capacity Management (Monitoring) → Condition Assessment Update ◆ Program Development <ul style="list-style-type: none"> → CIP - None → R&R - None • <u>Project Delivery - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Phase 6 Projects <ul style="list-style-type: none"> → TBD → TBD → TBD ◆ Other CIP & R&R Projects <ul style="list-style-type: none"> → Design/Permit/Bid → Construct/Commission • <u>Budget - Local, Regional Amendment</u> • <u>Financial/Treasury Services - Local, Regional</u> <ul style="list-style-type: none"> ◆ Submit District PWB Loan Application • <u>ACFR/Audit - Local, Regional</u> • <u>LFC Process Review - Scope</u> • <u>Finance ERP Tool - Implementation</u> • <u>Utility Assistance Program - Implement</u> 	Alliance Infrastructure Systems <ul style="list-style-type: none"> • <u>Planning/Programming - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Capital Plan - Update <ul style="list-style-type: none"> → Capacity Management Model (Update) → R&R Program Update ◆ Program Development <ul style="list-style-type: none"> → CIP - None → R&R - None • <u>Project Delivery - Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> ◆ Phase 6 Projects <ul style="list-style-type: none"> → TBD → TBD → TBD ◆ Other CIP & R&R Projects <ul style="list-style-type: none"> → Design/Permit/Bid → Construct/Commission • <u>Budget - Local, Regional</u> • <u>Financial/Treasury Services - Local, Regional</u> <ul style="list-style-type: none"> ◆ Submit Alliance PWB Loan Application • <u>ACFR/Audit - Local, Regional</u> • <u>LFC Process Review - Implement</u> 	
		CS - Customer Satisfaction	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Refocus/Refresh District Communications Program ◆ Community Involvement Activities/Customer Newsletter • <u>Implement State/Federal Advocacy Plan</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees ◆ Renew Operator & Administrative Lead Agreements • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Evaluate Additional Outreach Platforms • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Implement Additional Outreach Platforms • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees
			SS - Stakeholder Understanding/Support	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (with EUM Overlay)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Refocus/Refresh District Communications Program ◆ Community Involvement Activities/Customer Newsletter • <u>Implement State/Federal Advocacy Plan</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees ◆ Renew Operator & Administrative Lead Agreements • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (with EUM Attribute Assessment)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Evaluate Additional Outreach Platforms • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter ◆ Implement Additional Outreach Platforms • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees • <u>City of Vancouver Annexation Coordination</u> 	<ul style="list-style-type: none"> • <u>Strategic Plan Update/Annual Business Planning Process (Abbreviated Process)</u> • <u>Communications/Outreach Program</u> <ul style="list-style-type: none"> ◆ Community Involvement Activities/Customer Newsletter • <u>WASWD & CCW Involvement/Support</u> <ul style="list-style-type: none"> ◆ Legislative Engagement/Regulatory Monitoring ◆ Active WASWD & CCW Engagement • <u>Discovery Clean Water Alliance - Admin Lead</u> <ul style="list-style-type: none"> ◆ Executive & Administrative Services/Committees

Objective	2024	2025	2026	2027	2028
WRI - Water Resource Sustainability Effectiveness	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Wallace Heights (Design) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Wallace Heights (Construction) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows (Design) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Larkada/Rolling Meadows (Construction) 	<ul style="list-style-type: none"> Septic Elimination Program <ul style="list-style-type: none"> Project TBD
SD - Community Sustainability Effectiveness	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects 	<ul style="list-style-type: none"> Economic Sustainability <ul style="list-style-type: none"> See Capital Program for Economic Catalyst Projects

EUM Objective	2025	2026	2027	2028	2029	
Infrastructure Strategy & Performance	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Update Tools/Systems: Prepare GSP Update/Hydraulic Model Update Further Develop Program: AM Plan for FM/ARVs Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - Complete Implementation of AM Program Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program Monitor: EV Grants/Requirements/Technology <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Develop <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Program Development <ul style="list-style-type: none"> CIP - Regional GSP - Develop Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> 5A Project - Effluent Pipeline/Outfall <ul style="list-style-type: none"> 5A Package 2 (Closeout) 5B Project - Plant Improvements <ul style="list-style-type: none"> 5B Package 2 (Closeout) Phase 6 Project <ul style="list-style-type: none"> Other CIP & R&R Projects <ul style="list-style-type: none"> Design/Permit/Bid Construct/Commission Budget - Local, Regional Amendment <ul style="list-style-type: none"> Update Alliance 20-Year Financial Forecast 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 10-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Update Tools/Systems: Complete GSP Update/Approval Process Evaluate New Program Area: STEP System Evaluation-Develop Work Plan Further Develop FM/ARV AM Program Further Develop Pump Station Risk Tool & Assessment Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program Implement EV Charging Stations Plan <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Update <ul style="list-style-type: none"> Capacity Management Model (Update) R&R Program Update Program Development <ul style="list-style-type: none"> CIP - Regional GSP - Develop R&R - None Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Phase 6 Project <ul style="list-style-type: none"> Class A Biosolids Other CIP & R&R Projects <ul style="list-style-type: none"> Design/Permit/Bid Construct/Commission Budget - Local, Regional <ul style="list-style-type: none"> Update Alliance 20-Year Financial Forecast 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 20-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Evaluate New Program Area: Party Lateral Policy/Ownership Further Develop Program Criteria: Finalize STEP Systems Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - None Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Develop <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Program Development <ul style="list-style-type: none"> CIP - Regional GSP - Approve R&R - None Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Phase 6 Project <ul style="list-style-type: none"> Class A Biosolids 117th St Pump Station Battle Ground Force Main Other CIP & R&R Projects <ul style="list-style-type: none"> Design/Permit/Bid Construct/Commission Budget - Local, Regional Amendment <ul style="list-style-type: none"> Update Alliance 20-Year Financial Forecast 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 20-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Update Tools/Systems: Update Design Manual Evaluate New Program Area: Define & Evaluate Corrosion Issues Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - None Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Update <ul style="list-style-type: none"> Capacity Management Model (Update) R&R Program Update Program Development <ul style="list-style-type: none"> CIP - None R&R - None Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Phase 6 Project <ul style="list-style-type: none"> Class A Biosolids 117th St Pump Station Battle Ground Force Main Other CIP & R&R Projects <ul style="list-style-type: none"> Design/Permit/Bid Construct/Commission Budget - Local, Regional <ul style="list-style-type: none"> District 20-Year Financial Model Update Alliance 20-Year Financial Forecast 	<p>District Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Collection System</u> <ul style="list-style-type: none"> 20-Year Capital Program Update/Annual Budget Process <ul style="list-style-type: none"> Apply Prioritization Criteria to Applicable Program Elements Project Definitions: 10% Pre-design/Alternatives Program Development <ul style="list-style-type: none"> Further Develop Program Criteria: Capacity Management Update Tools/Systems: Update Design Manual Evaluate New Program Area: None Project Delivery - <u>Collection Systems</u> <ul style="list-style-type: none"> Capital/R&R Program/Projects Development Program/Projects Construction Program/Projects Planning/Programming - <u>Facilities</u> <ul style="list-style-type: none"> Program Development - None Project Delivery - <u>Facilities</u> <ul style="list-style-type: none"> Deliver Annual Program None <p>Alliance Infrastructure Systems</p> <ul style="list-style-type: none"> Planning/Programming - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Capital Plan - Develop <ul style="list-style-type: none"> Capacity Management (Monitoring) Condition Assessment Update Program Development <ul style="list-style-type: none"> CIP - None R&R - None Project Delivery - <u>Regional Assets (incl. Facilities)</u> <ul style="list-style-type: none"> Phase 6 Project <ul style="list-style-type: none"> Class A Biosolids 117th St Pump Station Battle Ground Force Main Other CIP & R&R Projects <ul style="list-style-type: none"> Design/Permit/Bid Construct/Commission Budget - Local, Regional Amendment <ul style="list-style-type: none"> Submit Alliance PWB Loan Application 	
	Financial Viability	<ul style="list-style-type: none"> Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit District PWB Loan Application Submit Alliance PWB Loan Application ACFR/Audit - Local, Regional Finance ERP Tool - Vendor Selection/Begin Implementation <ul style="list-style-type: none"> Ensure Coordination with Other Applications Implement Non-Residential Consumptive Based Billing Customer Satisfaction Survey - Residential <ul style="list-style-type: none"> District Payment App for Mobile Devices District Online Payment Questions Bot FAQ Videos Social Media Outreach e-Newsletter Text Communications Construction Project Communications Utility Assistance Program - Participate in WAAC 	<ul style="list-style-type: none"> Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Alliance Phase 6 Financing Plan (PWB, Bonds, etc.) ACFR/Audit - Local, Regional Finance ERP Tool - Implementation <ul style="list-style-type: none"> Ensure Coordination with Other Applications Customer Satisfaction Survey - Residential - Implementation 	<ul style="list-style-type: none"> Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit District PWB Loan Application Alliance Phase 6 Financing Plan (PWB, Bonds, etc.) ACFR/Audit - Local, Regional LFC Process Review - Scope Finance ERP Tool - Implementation <ul style="list-style-type: none"> Ensure Coordination with Other Applications Customer Satisfaction Survey - Residential - Implementation 	<ul style="list-style-type: none"> Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit Alliance PWB Loan Application ACFR/Audit - Local, Regional LFC Process Review - Implement Customer Satisfaction Survey - Residential - Implementation 	<ul style="list-style-type: none"> Financial/Treasury Services - Local, Regional <ul style="list-style-type: none"> Submit District PWB Loan Application ACFR/Audit - Local, Regional Utility Assistance Program - Implement
	Stakeholder Understanding/Support	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter PFAS Communications Evaluate Additional Outreach Platforms WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Active WASWD & CCW Engagement Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (With EUM Attribute Assessment) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter Implement Additional Outreach Platforms WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Active WASWD & CCW Engagement Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Active WASWD & CCW Engagement Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Active WASWD & CCW Engagement Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees 	<ul style="list-style-type: none"> Strategic Plan Update/Annual Business Planning Process (with EUM Overlay) Communications/Outreach Program <ul style="list-style-type: none"> Community Involvement Activities/Customer Newsletter WASWD & CCW Involvement/Support <ul style="list-style-type: none"> Legislative Engagement/Regulatory Monitoring Active WASWD & CCW Engagement Discovery Clean Water Alliance - Admin Lead <ul style="list-style-type: none"> Executive & Administrative Services/Committees

Operational Optimization

- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
 - > Update CMMS Tracking to Align with Current LOS
 - > Pump Stations - Collect Additional Asset Data
 - > Continue Development of Odor Control Program
 - > Develop Inventory Tracking Plan
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - ◆ Identify/Implement Process Control Strategies
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Evaluate Ongoing Condition Assessment Approach
 - ◆ Evaluate Predictive Maintenance Model
 - ◆ Implement Plan
 - Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ District Wide Network Files Cleanup - Scope
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ Engineering/PM Software - Alliance Implementation
 - ◆ Optimize PM Software Reporting Capabilities
- Operations (Collection) Efficiency Initiative
 - ◆ Standardize Pump Station Controls Configuration
- District Wide Efficiency Initiative
 - ◆ Purchasing Policy Update - Implement

- APWA Re-Accreditation Scoping
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
 - > Develop Engagement Plan Following Gallup Survey
 - > Implement Inventory Tracking Plan
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - ◆ Identify/Implement Process Control Strategies
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - Develop O&M Program
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - ◆ Implement Plan
 - Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ District Wide Network Files Cleanup - Implement
 - ◆ SCADA Hardware/Software Upgrade (Main Campus)
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ Evaluate Next Generation SCADA Systems
- District Wide Efficiency Initiative
 - ◆ Business Metrics - Scope

- APWA Re-Accreditation
 - ◆ Obtain Re-Accreditation
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ SCADA Hardware Upgrade (SCTP/RTTP)
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ Implement Next Generation SCADA System
- District Wide Efficiency Initiative
 - ◆ Business Metrics - Implement

- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ Business Network Server Upgrade (Main Campus)
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ None
- District Wide Efficiency Initiative
 - ◆ None

- APWA Re-Accreditation
 - ◆ Policies/Procedures 4-Year Review/Update
- District Infrastructure Systems
 - ◆ Operate District Collection System
 - Implement O&M Program
 - Develop O&M Program
- District Fleet and Facilities
 - ◆ Manage District Fleet
 - ◆ Manage District Facilities
- Alliance Infrastructure Systems
 - ◆ Operate Alliance Regional Assets
 - Operations Program Coordination and Reporting
 - Implement O&M Program
 - > Treatment Plants
 - > Pumping Stations
 - > Pipelines and Biofilter
 - > Develop/Update SOPs
 - > Conduct Technical Training
 - > Develop Sustaining AM Program
 - ◆ Implement Ongoing Condition Assessment Approach
 - ◆ Implement Predictive Maintenance Model
 - Treatment Program Workforce Development
 - > Implement Engagement Plan Based on Gallup Survey Results
- IT Initiatives
 - ◆ District Network - Third-Party Audit
- Finance Efficiency Initiative
 - ◆ None
- Engineering Efficiency Initiative
 - ◆ None
- Operations (Collection) Efficiency Initiative
 - ◆ None
- District Wide Efficiency Initiative
 - ◆ None

Workforce Development

- Workforce Development
 - ◆ Review/Update Succession/Workforce Plans (Annual Process)
 - Type 1 & 2 Succession/Workforce Plans
 - Develop Construction Program Succession Plan
 - ◆ Onboard Assistant Manager
 - ◆ Leadership Team Development/District Policies Review
 - ◆ Adopt Annual Handbook/Comp. Plan Update
 - ◆ Complete District Wide Gallup Survey
 - Internal Newsletter & Communications
- Develop Records Management Process
 - ◆ Finance Vault Organize/Purge/Digitize Project
 - ◆ Annual Electronic/Physical Records Purge
- IT Security/Disaster Recovery
 - ◆ Implement New Disaster Recovery Service
- Emergency Planning
 - ◆ FEMA Training/Tabletop Exercise
- Develop & Deliver Safety Program (Annual)
 - ◆ Construction Program
 - ◆ Collection System
 - ◆ Treatment System

- Workforce Development
 - ◆ Review/Update Succession/Workforce Plans (Annual Process)
 - Type 1 & 2 Succession/Workforce Plans
 - ◆ Onboard Assistant Manager
 - ◆ Leadership Team Development/District Policies Review
 - ◆ Adopt Annual Handbook/Comp. Plan Update
 - ◆ Develop Employee Engagement Plan
 - Internal Newsletter & Communications
 - Mid-Cycle Compensation Review
- Develop Records Management Process
 - ◆ Annual Electronic/Physical Records Purge
- IT Security/Disaster Recovery
 - ◆ Internal Penetration Testing
- Emergency Planning
 - ◆ Business Continuity Plan - Scenario 1 Development
- Develop & Deliver Safety Program (Annual)
 - ◆ Construction Program
 - ◆ Collection System
 - ◆ Treatment System

- Workforce Development
 - ◆ Review/Update Succession/Workforce Plans (Annual Process)
 - Type 1 & 2 Succession/Workforce Plans
 - ◆ Leadership Team Development/District Policies Review
 - ◆ Adopt Annual Handbook/Comp. Plan Update
 - ◆ Implement Employee Engagement Plan
 - Internal Newsletter & Communications
 - Update Position Descriptions
- Develop Records Management Process
 - ◆ Annual Electronic/Physical Records Purge
- IT Security/Disaster Recovery
 - ◆ TBD
- Emergency Planning
 - ◆ Business Continuity Plan - Scenario 2 Development
 - ◆ Clark County Hazard Mitigation Plan Update
- Develop & Deliver Safety Program (Annual)
 - ◆ Construction Program
 - ◆ Collection System
 - ◆ Treatment System

- Workforce Development
 - ◆ Review/Update Succession/Workforce Plans (Annual Process)
 - Type 1 & 2 Succession/Workforce Plans
 - ◆ Leadership Team Development/District Policies Review
 - ◆ Adopt Annual Handbook/Comp. Plan Update
 - ◆ Implement Employee Engagement Plan
 - Internal Newsletter & Communications
 - District Salary & Benefits Survey
- Develop Records Management Process
 - ◆ Annual Electronic/Physical Records Purge
- IT Security/Disaster Recovery
 - ◆ TBD
- Emergency Planning
 - ◆ Business Continuity Plan - Scenario 3 Development
- Develop & Deliver Safety Program (Annual)
 - ◆ Construction Program
 - ◆ Collection System
 - ◆ Treatment System

- Workforce Development
 - ◆ Review/Update Succession/Workforce Plans (Annual Process)
 - Type 1 & 2 Succession/Workforce Plans
 - ◆ Leadership Team Development/District Policies Review
 - ◆ Adopt Annual Handbook/Comp. Plan Update
 - ◆ Implement Employee Engagement Plan
 - Internal Newsletter & Communications
 - Update Position Descriptions
 - Update Recruitment Policy
- Develop Records Management Process
 - ◆ Annual Electronic/Physical Records Purge
- IT Security/Disaster Recovery
 - ◆ TBD
- Emergency Planning
 - ◆ Business Continuity Plan - Scenario 4 Development
- Develop & Deliver Safety Program (Annual)
 - ◆ Construction Program
 - ◆ ColliCollection System
 - ◆ TreaTreatment System

Enterprise Resiliency

Regulatory and Reliability Performance

Water Resource Sustainability

Community Sustainability

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Implement New FOG Software
 - ➔ NPDES Permit - PFAS Communication & Implementation
 - ➔ Address BG Area Septage Receiving
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
 - ◆ Support Alliance General Sewer Plan Update
- Ecology - NPDES Permit Updates (Westside/SCTP/Ridgefield)
 - ◆ Implement New SCTP Permit Requirements (With Guidance Manual)
 - ◆ Support Westside Renewal
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ➔ Implement New Biosolids/Industrial Stormwater Permits
 - ◆ Ridgefield Treatment Plant
- Septic Elimination Program
 - ◆ Wallace Heights (Construction)
 - ◆ Stutz Road (Planning/Design)
- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Evaluate FOG Software Efficiency
 - ➔ Evaluate FOG Program Effectiveness
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
 - ◆ Support Alliance General Sewer Plan Update
- Ecology - NPDES Permit Updates (Ridgefield)
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- Septic Elimination Program
 - ◆ Stutz Road (Design)
- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Pretreatment Program
 - ◆ Deliver Annual Program
 - ➔ Update Pretreatment Program Business Model
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (Ridgefield)
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- Septic Elimination Program
 - ◆ Stutz Road SEP (Construction)
- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Pretreatment Program
 - ◆ Deliver Annual Program
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (SCTP/Ridgefield)
 - ◆ Reapply for SCTP NPDES Permit
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- Septic Elimination Program
 - ◆ Project TBD
 - ◆ Review SEP LFC Framework
- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects

- Pretreatment Program
 - ◆ Deliver Annual Program
- Monitor Regulatory/Legal/Legislative Trends Affecting Effluent/Biosolids
- Ecology - NPDES Permit Updates (Ridgefield)
- Compliance with Operating Permits (effluent, biosolids, air)
 - ◆ Salmon Creek Treatment Plant
 - ◆ Ridgefield Treatment Plant
- Septic Elimination Program
 - ◆ Project TBD
- Economic Sustainability
 - ◆ See Capital Program for Economic Catalyst Projects



Board of Commissioners

Clark Regional Wastewater District Board of Commissioners

RCW 57.12.010 provides for a Board of Commissioners consisting of 3 members to serve as governing body for the District. Each Commissioner serves a 6-year term with elections held every two years.

Current Commissioners:

John "Denny" Kiggins
8900 NW 24th Avenue
Vancouver, WA
dkiggins@crwwd.com
(360) 574-4400
Term Expires 12/2029



L. Neil Kimsey
711 NW Overlook Drive
Vancouver, WA
nkimsey@crwwd.com
(360) 695-4863
Term Expires 12/2025



Norm Harker
12104 NW 7th Avenue
Vancouver, WA
nharker@crwwd.com
(360) 699-2206
Term Expires 12/2027



Clark Regional Wastewater District Board of Commissioners Meetings

Board meetings are held the second Tuesday of each month at 4:00 PM, the third Tuesday of each month at 8:00 AM, and the fourth Tuesday of each month at 4:00 PM in the Board meeting room at the District main campus, 8000 NE 52nd Court, Vancouver. Contact Kim Thur, Board Clerk/Executive Assistant at (360) 993-8822 or kthur@crwwd.com, for Board related items.

District staff members that regularly attend the meetings include: General Manager, Business Services Director, Treatment Operations Manager, Collection Infrastructure Director, Finance Director/Treasurer, and Board Clerk/Executive Assistant. Additionally, any staff member of the District may be asked to attend a meeting.

District legal counsel, Eric Frimodt, usually attends the second Tuesday meeting of each month.



Legal Counsel

Clark Regional Wastewater District Legal Counsel

Inslee, Best, Doezie & Ryder out of Bellevue, Washington handle all legal matters for the District.

Inslee, Best, Doezie & Ryder
Skyline Tower, Suite 1500
10900 NE 4th Street
Bellevue, WA 98004
PO Box C-90016
Bellevue, WA 98009-9016
(425) 455-1234
(425) 635-7720 (Fax)

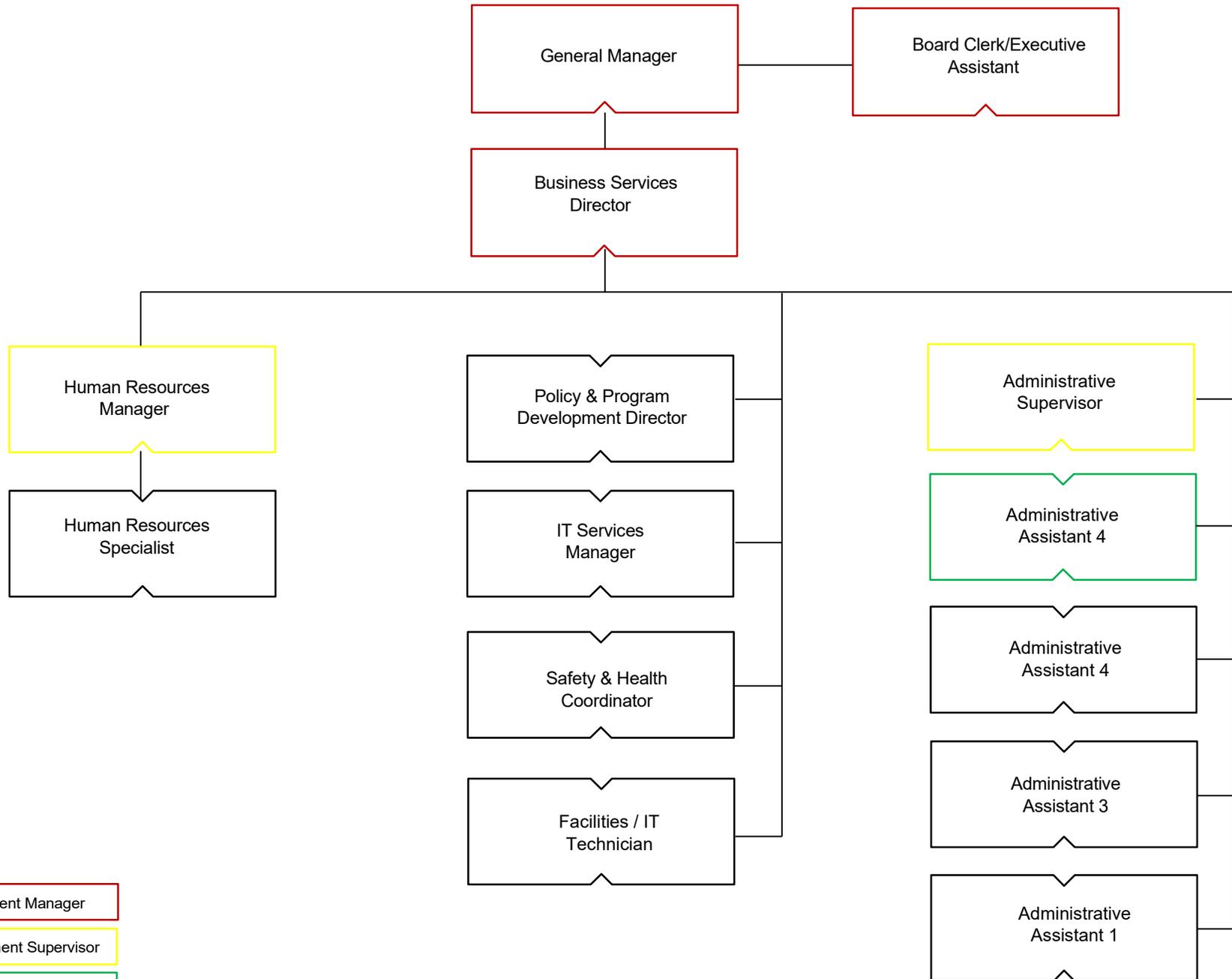
Primary Legal Counsel:

Eric Frimodt
*Areas of Focus: Municipal Law with emphasis on Land Use &
Environmental Law*
efrimodt@insleebest.com
(425) 450-4262



Admin/Business Services

Clark Regional Wastewater District Organization Chart - Administration/Business Services Department



- Red – Department Manager
- Yellow – Department Supervisor
- Green – Lead Worker

ADMINISTRATION DEPARTMENT

Levels of Service:

Board of Commissioners Administration

- Respond to Board member issues within the same business day
- Provide agenda packets 4 days prior to actual meeting date
- Respond to customer telephone inquiries within 2 business days
- Respond to customer written inquiries within 5 business days

BUSINESS SERVICES DEPARTMENT

Levels of Service:

Human Resources

- Respond to outside service requests within one business day
- Meet with employees same day on Human Resources issues
- Review and provide information on compensation and benefits issues within two business days
- Provide feedback on evaluations and employee performance processes within two business days
- Provide hiring managers with qualified candidates within two months of the decision to hire and finalization of the job description

Information Technology

- Respond to employee hardware and software downtime issues within two hours
- Provide backup hardware within 24 hours; provide new hardware within two business days
- Backup of all critical District Systems on the same business day
- Provide website updates within two business days
- Respond to telephone system issues within two hours; Coordinate with vendor (when necessary) to have repaired within 24 hours

Customer Outreach

- Produce six customer newsletters per calendar year
- Attend a business outreach function at least monthly (i.e., rotary, Hazel Dell/Salmon Creek Business Association, chamber, Building Industry Association)
- Participate in customer outreach events at least bi-monthly (i.e., public safety fairs, newsletters, annual parade, budget hearings)

Risk Management

- Send incident reports on accidents or spills to Risk Management Pool on the same business day

ADMINISTRATION/BUSINESS SERVICES DEPARTMENT

The Administration/Business Services department, with a staff of twelve (12) full-time employees, is responsible for administering and managing the overall affairs of the District, including Human Resources and IT services, and provides executive support to the District Board of Commissioners. The General Manager leads the department and includes the Policy & Program Development Director, Business Services Manager, IT Services Manager, HR Manager, HR Specialist, Administrative Services Manager, and five (5) Administrative Assistant support staff. The department's core functions include:

- District Management
- Support to the Board of Commissioners
- APWA Accreditation
- Discovery Clean Water Alliance
- Public Records
- Human Resources
- Succession Planning
- IT Services Management
- Safety
- Facility Maintenance
- Risk Management

District Management. The Administration department is active in all general management practices and oversees all District services and activities. Administrative staff administers and maintains oversight of intergovernmental coordination with partner agencies throughout the community. Specific day-to-day operations of District functions are the responsibility of department Managers. The Managers work closely with Administrative staff in "providing customer-focused, professional wastewater services in an environmentally and financially responsible manner." In addition, public involvement and outreach activities, along with the development and implementation of key documents, presentations, and initiatives, are consistently provided by the Administration department.

Board of Commissioners (Board). Board support is provided by Administrative staff to ensure all applicable laws and regulations for open public meetings are adhered to and ensure effective and efficient due process for all individuals, organizations, and businesses that seek to appear before the Board at their regularly scheduled meetings.

APWA Accreditation. The Administration staff is instrumental in facilitating the process of APWA Accreditation. Initially accredited in 2005 and re-accredited in 2009, 2015, 2020, and 2023, the District is the first Special Purpose Government to carry the APWA Accreditation in North America. The accreditation process aims to provide a means of formally verifying and recognizing public works agencies for compliance with the recommended practices outlined in the Public Works Management Practices Manual. The accreditation process is entirely voluntary.

Discovery Clean Wastewater Alliance. In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed the Discovery Clean Water Alliance (Alliance) under the Joint Municipal Utility Services Act statute in January 2013. The General Manager and Administrative staff also provide support to the Board of Directors of the Alliance. These responsibilities include executive and administrative services such as agency coordination, clerk for the Board, public outreach, and oversight of the operational committees. The District is also responsible for coordination with the Alliance legal counsel via contract and for overseeing the development of the complete administrative framework.

Public Records. The District Business Services Manager serves as the District Public Records Officer. Within five business days of receipt of a request, the Public Records Officer will acknowledge and fulfill the request.

Human Resources (HR). Administration of the HR program includes employment, recruitment, compensation/benefits, employee relations, training and employee development, personnel record management, personnel policy and procedure development, legal compliance, and internal consulting. The District offers a very competitive benefits package upon hire. The benefits include Washington State PERS, fully paid medical and dental benefits including vision coverage, paid sick leave, paid vacation, life insurance, medical and dependent care spending accounts, and short and long-term disability options. The Board of Commissioners has approved an annual market rate adjustment of 4.0% for all pay grades for the 2025 budget cycle. Along with the market rate adjustment by pay grade each year, employees are eligible to receive a 3.0% increase in pay upon a successful performance evaluation. Employees already at the top of their salary range can receive an extra 1.5% based on extraordinary performance on their anniversary date.

Succession Planning. A priority of Human Resources is managing succession planning. With individuals in key positions at or nearing retirement age, the District is focusing not only on recruitment efforts for these positions but also on career development for the existing staff. This planning is necessary to increase the availability of experienced and capable employees to fill these positions when they become available.

IT Services Management. As the District continues to grow, so has the need for dedicated IT Services Management. In-house management of IT Services at the District will support all department's IT needs, starting with basic desktop support, implementation and maintenance of IT applications and processes, and IT security, all the way up to developing and implementing an IT strategy that aligns with the District's mission statement and goals.

Safety. Development and implementation of District Safety Programs and procedures in accordance with Washington State Department of Labor & Industries (L&I) and Occupational Safety and Health Administration (OSHA) standards. Responsible for driving performance improvement and strengthening the safety culture in the District.

Identify systemic Environmental, Health & Safety (EHS) gaps, develop corrective measures, and implement solutions necessary to sustain compliance with governing standards and District programs. Provide day-to-day oversight of the overall safety program and responsible for ensuring all District staff are up to date with all necessary training. Works closely with Human Resources and Risk Management to support those endeavors.

Facility Maintenance. The District's campus serves as the headquarters for the administration and maintenance activities of the District. The Construction & Facilities Program manages facilities maintenance for the District Campus and District Pump Stations. This program also assists the Discovery Clean Water Alliance with maintenance of Alliance Assets. Janitorial, landscaping, HVAC, general building, and utility service contracts are overseen by this group. General daily maintenance and upgrade/improvement projects are performed in addition to a variety of other facilities maintenance tasks performed by the in-house IT/Facilities Technician.

Risk Management (RM). The District's Finance Director/Treasurer is responsible for risk management. This includes ensuring compliance with all applicable laws, ordinances, policies and guidelines impacting the District. Also included is the administration of risk management program activities, including general liability insurance and claims processing, risk assessment and mitigation strategies.

ADMINISTRATION/BUSINESS SERVICE DEPARTMENT

General Manager

The General Manager is accountable to the elected Board of Commissioners for the operation of the District. The position selects, evaluates and manages supervisory and administrative staff. The General Manager provides leadership and direction to all staff, ensuring that District policies are understood and carried out throughout the District operations. Serves as representative of the District to the public, other jurisdictions and to State and professional organizations. Makes recommendations to the Board on the allocation of resources and priorities.

Board Clerk

The Board Clerk/Executive Assistant provides highly complex, confidential and professional administrative support to the General Manager and District Board of Commissioners in support of the District Mission, Vision, Values, and Goals. Serves as a liaison among the General Manager, Board, Business Partners, committees, and affiliated organizations, as well as local and regional partners and public officials.

Policy & Program Development Director

The Policy and Program Development Director (Director) is responsible for the development and implementation of highly visible, organizational policies and programs. The Director provides leadership and direction to all staff, ensuring that District policies and programs are understood and carried out efficiently, effectively and in a customer-oriented manner. Serves as a key representative of the District to the public, governmental agencies, other jurisdictions and to State and professional organizations. Makes recommendations to the General Manager on the allocation of resources and priorities. Directs and coordinates assigned activities with District departments and outside agencies.

Business Services Director

The Business Services Director is accountable to the General Manager for the day-to-day operation of the District. The position selects, evaluates and manages supervisory and administrative staff. The Business Services Director provides leadership and direction to all staff, ensuring that District policies are understood and carried out throughout the District operations. Serves as a key representative of the District to the public, other jurisdictions and to State and professional organizations. Makes recommendations to the General Manager on the allocation of resources and priorities.

IT Services Manager

The IT Services Manager is responsible for developing and managing the information technology operations for the District through consultation with the Management Team achieving organizational goals and objectives for effective and efficient operations. The IT Services Manager will establish strategic direction, for current and future computer automation and technological needs, oversee work conducted by staff and technical consultants, and provide technical consulting services related to information technology and systems. The position analyzes and resolves problems with network servers, software and user accounts, provides helpdesk support and assures the integrity and security of the Information Systems.

Human Resources Manager

The Human Resources Manager leads and directs the Human Resources (HR) functions and services to support District employees and to help foster and maintain a professional workplace environment in alignment with the organization's mission, vision, and values. This is a professional who values providing high-quality and innovative service to internal and external customers. This position provides leadership, support, and advice to managers and employees to ensure a strong workplace culture that promotes improved productivity, employee retention, engagement, and satisfaction and maintains compliance with all relevant employment laws and practices and District policies.

Human Resources Specialist

The Human Resources Specialist is responsible for performing a variety of Human Resources (HR) related services to support District employees and help foster and maintain a professional workplace environment. Under general direction from the Human Resources Manager, the HR Specialist facilitates the effective and efficient operations of the organization's functions, including supporting the administration of the District's benefit programs, employee recruitment and onboarding, leave administration, and other workplace programs.

Safety & Health Coordinator

The Safety and Health Coordinator (Coordinator) is responsible for administering all aspects of industrial and occupational safety and health to protect the health, safety, and well-being of all District employees. Responsible to oversee, manage, and administer utility-wide, comprehensive safety and health-related programs and initiatives, including non-hazardous waste/materials management, to comply with applicable federal and state laws and regulations and related District goals and initiatives. Responsible to drive performance improvement and strengthening of the safety and health culture at the District and to identify systemic Environmental, Health & Safety (EHS) gaps, develop corrective measures and implement solutions to sustain compliance. Provides day-to-day oversight of District programs and performs safety training.

Facilities / IT Technician

This position is a campus wide facilities and grounds technician position reporting directly to the Construction Program Manager. This position coordinates and provides support to all activities associated in maintaining the buildings, infrastructure, and equipment in support of the buildings and offices, and grounds of the District campus. The position is responsible for all facility operational services, including coordinating and providing vendor contracts in support of direct on-site technician work. Areas of work include daily/weekly janitorial cleaning and maintenance of the office complex and shop, campus-wide grounds maintenance including lawn mowing, planting, weed control, operation and repair of the irrigation system, building maintenance; painting, repairs and regulatory compliance and customer service to staff and building guest in meeting room set ups and reconfiguration of cubicle and office space.

Administrative Supervisor

The Administrative Supervisor/Board Clerk (Supervisor) provides professional administrative support to the General Manager (related to his duties as the Executive Director of the Discovery Clean Water Alliance (Alliance)) and the Alliance Board of Directors (Board). Duties include daily supervision of the administrative support team, analyzing and preparing confidential correspondence and documents, coordinating and attending Board meetings, preparing Board meeting materials and managing Alliance records. The work requires a thorough knowledge of District and Alliance operations, leadership, and specialized administrative and computer skills, including editing and publishing official reports and documents.

Administrative Assistant 4

The Administrative Assistant 4 is responsible for providing advanced, professional-level administrative and executive management support. Assignments may include administration, operations, maintenance, engineering, or a combination of District departments. An employee in this position is expected to have advanced communication, computer, multi-tasking, analytical, and organizational skills. The Administrative Assistant 4 provides internal and external agency coordination, develops meeting materials and presentations, conducts research and analysis, and provides specialized advanced administrative support using multiple computer applications for document management, including tracking and reporting of information, often of a technical nature. Depending on the assigned work group, the Administrative Assistant 4 may be responsible for managing a worksite office, including the first point of contact for vendors, visitors, and elected officials, and engaging with site staff as a corporate liaison. The position may also serve as team lead, managing the workload of administrative staff, planning, assigning, coordinating, and providing technical review of the work. The work performed requires a broad knowledge of District and/or Alliance operations. An employee in this position is expected to have excellent communication skills, oral and written, be organized and detail-oriented, and have excellent multi-tasking capabilities.

Administrative Assistant 3

The Administrative Assistant 3 is responsible for providing advanced, professional-level administrative support to District leadership throughout the various departments. An employee in this position is expected to have high-level computer, multi-tasking, and organizational skills. Provides external agency coordination, develops meeting materials and presentations, and conducts research and analysis. Provides specialized administrative support using multiple computer applications for document management, including tracking and reporting of information, often of a technical nature. The work performed requires a general knowledge of District operations, with more in-depth expertise in the department requirements or program to which they are assigned.

Administrative Assistant 1

The Administrative Assistant 1 is an entry-level position providing office and clerical support to the Administrative Support Team and other departments. An employee in this position must have good organizational, grammatical, and computer skills, including a working knowledge of MS Word, Excel, OneNote, Adobe Acrobat, and modern office equipment.

ADMINISTRATION DEPARTMENT

Levels of Service:

Board of Commissioners Administration

- Respond to Board member issues within the same business day
- Provide agenda packets 4 days prior to actual meeting date
- Respond to customer telephone inquiries within 2 business days
- Respond to customer written inquiries within 5 business days

BUSINESS SERVICES DEPARTMENT

Levels of Service:

Human Resources

- Respond to outside service requests within one business day
- Meet with employees same day on Human Resources issues
- Review and provide information on compensation and benefits issues within two business days
- Provide feedback on evaluations and employee performance processes within two business days
- Provide hiring managers with qualified candidates within two months of the decision to hire and finalization of the job description

Information Technology

- Respond to employee hardware and software downtime issues within two hours
- Provide backup hardware within 24 hours; provide new hardware within two business days
- Backup of all critical District Systems on the same business day
- Provide website updates within two business days
- Respond to telephone system issues within two hours; Coordinate with vendor (when necessary) to have repaired within 24 hours

Customer Outreach

- Produce six customer newsletters per calendar year
- Attend a business outreach function at least monthly (i.e., rotary, Hazel Dell/Salmon Creek Business Association, chamber, Building Industry Association)
- Participate in customer outreach events at least bi-monthly (i.e., public safety fairs, newsletters, annual parade, budget hearings)

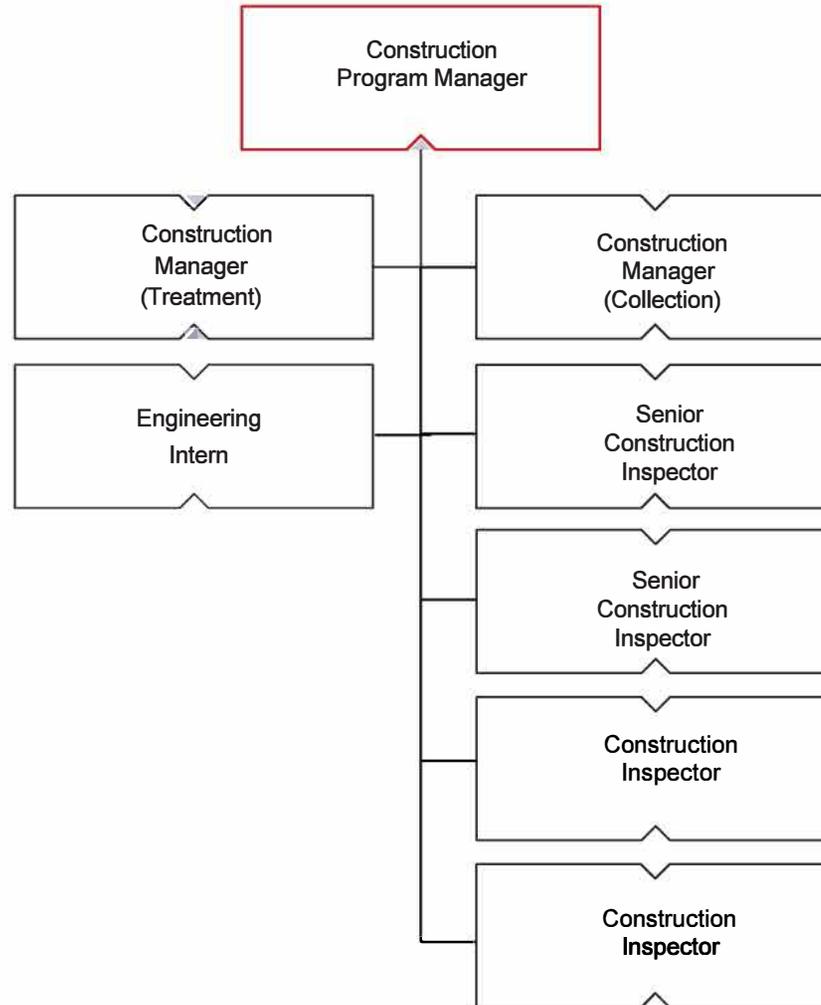
Risk Management

- Send incident reports on accidents or spills to Risk Management Pool on the same business day



Construction Department

Clark Regional Wastewater District Organization Chart - Construction Department



Red – Department Manager

Yellow – Department Supervisor

Green – Lead Worker

CONSTRUCTION DEPARTMENT

The Construction Management Department provides many services that support the District's day-to-day operations and the long-term stability of its core functionality with nine (9) exceptional full-time employees. The Construction Management Department includes:

- Construction

Construction. The District utilizes in-house inspection and Construction Managers to oversee and manage District Collections, Development, and Alliance construction projects. Construction Management of District projects involve complete turnkey delivery of projects from pre-bid services through closeout. These activities include but are not limited to administering construction contracts, managing contractors and consultants, procurement of materials outside of construction contracts, establishing & managing communication, managing project costs and schedules, and coordinating with District Engineering and Operations staff, as needed.

CONSTRUCTION DEPARTMENT

Construction & Facilities Program Manager

The Construction & Facilities Program Manager (Program Manager) is responsible for the overall management of the District and Alliance construction, safety, and facilities programs, including planning, coordination, budgeting, and inspection of Repair and Replacement (R&R) projects, Capital Improvement Program projects, development projects, and other capital work associated with maintaining and expanding the facilities, collection system, and regional treatment and transmission system(s). Provides leadership for construction management, safety, and facilities policies and processes, including oversight and direction to assigned staff. Serves as the principal construction representative.

Senior Construction Manager (Limited Term)

The Senior Construction Manager is a limited-term position responsible for the overall management of the District's construction program, including planning, coordination, budget control, construction management, and inspection of Repair and Replacement (R&R) projects, the Capital Improvement Program projects, and other development and capital work associated with maintaining and expanding the local and regional treatment and collection system(s). Additionally, the position will provide leadership and mentoring for assigned District personnel. The position operates independently and with minimal supervision as the principal construction representative for assigned projects. This position is a limited term and will end on December 31, 2024.

Senior Construction Inspector

The Senior Construction Inspector (SCI) performs inspection of sanitary sewer collection systems on capital and development-related construction projects. The SCI observes, measures, tests and documents the construction, repair and replacement of sanitary sewer collection systems for compliance with contract plans, standards and specifications, as well as applicable codes, laws, rules and regulations. The incumbent works under the general supervision of the Construction & Facilities Program Manager (CFPM) and provides lead worker support for section inspectors. The position requires independent judgment relating to technical tasks and problems while following and complying with District specifications and Code as they relate to the most complex assignments. Position includes project management and tracking of construction projects, monitoring overall inspection workload, and managing construction documentation. Reviews and advises on regulations and safety standards; stops operations of unsafe installations and provides technical information to the public, contractors, and industry representatives. Requires strong oral and written communication skills and computer skills to be successful.

Construction Manager

The Construction Manager position is responsible for administering the construction phase of projects, including planning, coordination, budget control, construction management, and inspection of Repair and Replacement (R&R) projects, the Capital Improvement Program (CIP) projects and other capital work associated with maintaining and expanding the regional treatment and transmission system(s) and facilities.

Additionally, the position will provide project management for projects as needed. The position operates independently and with minimal supervision as the principal construction representative for assigned projects.

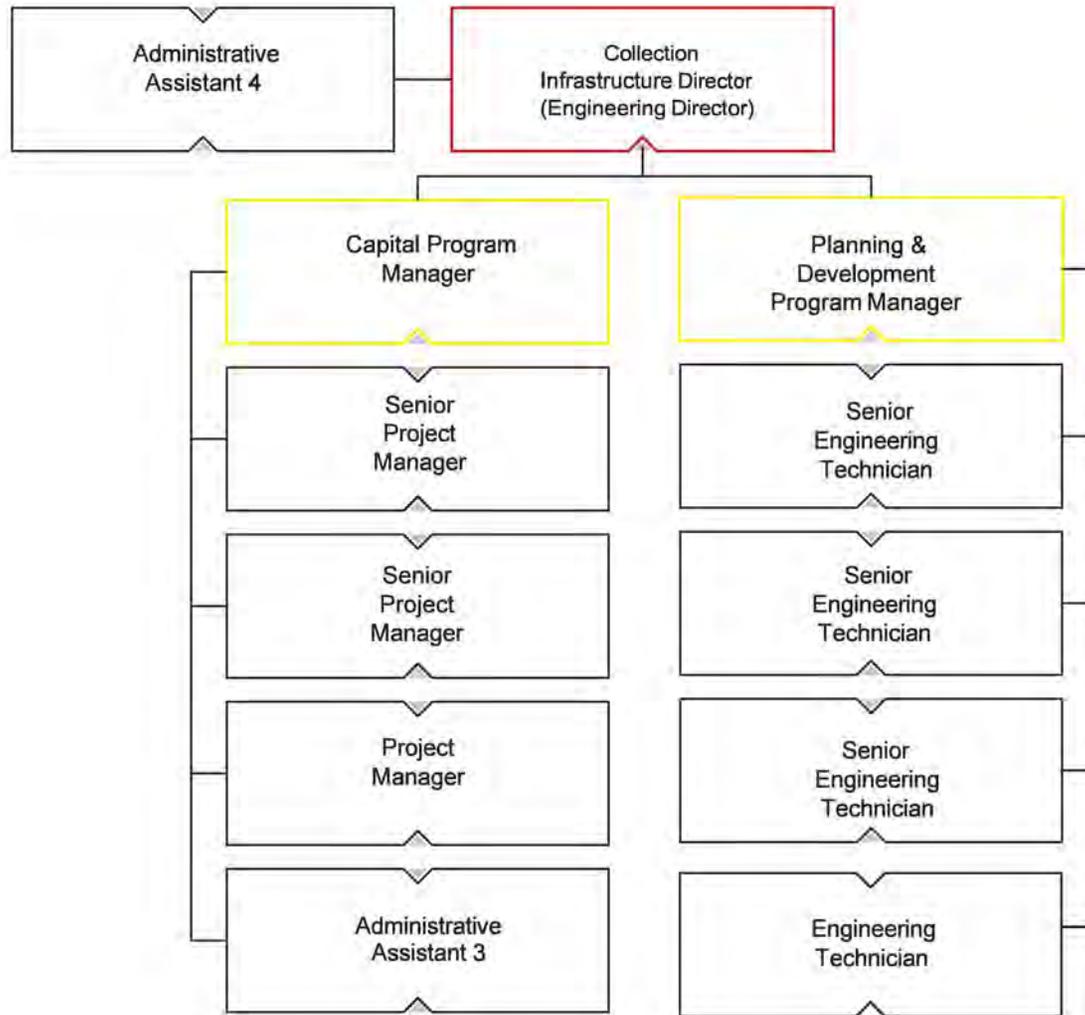
Construction Inspector

The Construction Inspector (CI) performs responsible office and field duties within the Construction Department. Assignments may include review and inspection of construction projects associated with Development, District Capital, and Alliance (Capital and R&R). Duties may consist of work involving basic survey and construction inspection, along with collecting and maintaining engineering data using a Geographic Information System (GIS). The position supports District & consultant engineers, project managers, and construction managers by performing calculations, information gathering, and record keeping. The CI is knowledgeable in construction documentation, general civil engineering principles, project management, and District and state specifications. Reviews and advises on regulations and safety standards, stops operations of unsafe installations, and provides technical information to the public, contractors, and industry representatives. Position requires good oral and written communication skills in order to be successful.



Engineering Collections Dept

Clark Regional Wastewater District Organization Chart - Engineering - Collection Department



Red – Department Manager

Yellow – Department Supervisor

Green – Lead Worker

ENGINEERING COLLECTIONS DEPARTMENT

Levels of Service:

Customer Service

- Initial Phone or Email Contacts – Phone calls will be returned within one business day
 - If direct contact is not made with the first call back, a follow-up call will be made within two business days
- Routine Data Requests – Initial contact will be made within one business day, with follow-up within three business days
 - Written follow-up letters/memos will be completed within five business days

Development Review

- Request for Utility Review
 - Normal Review Period – Seven Business Days
 - Fast Track Review Period – One Business Day
- Engineering Plan Review – Completed within 10 business days
 - Development packet will be mailed within two business days following receipt of the first set of engineered plans
- Final Plan Review – Will be completed within one business day following the execution of the Developer Extension Agreement (DEA)

ENGINEERING COLLECTIONS DEPARTMENT

The Engineering Collections Department provides engineering services for the District and its customers under the management of the Collection Infrastructure Director (Engineering Director), a licensed Professional Engineer. The Director is assisted by eleven (11) additional full-time staff. These services include:

- Annexation Process Management
- Development Review
- Capital Facility Planning
- Capital Program Management
- Septic Elimination Program (SEP)

Annexation Process Management. The Engineering department oversees the "annexation" process for the District. Annexation is the formal process by which the District expands its service area, administered in accordance with RCW 57.24. The District is the designated service provider to roughly nine (9) new square miles of urban growth area within the County's 2015-2025 Comprehensive Plan. Generally expanded via the petition method of annexation, at the request of property owners, the District has annexed over 70% of the existing urban growth area through year-end 2024.

Development Review. The Engineering department assists new project developers, current customers, and existing homeowners in need of sewer service while ensuring compliance with District standards. Services include preliminary application utility reviews, engineering design reviews, permitting, and construction management. In addition, property owners may obtain record drawing information for assistance in locating their existing system for connection.

Capital Facility Planning. Planning within the District is a two-part process initiated with long-range planning followed by sub-basin planning. Long-range basin planning is performed to develop a 20-year General Sewer Plan (GSP) to address the infrastructure needs to support urban incorporation by the County. The District's current GSP was adopted in 2017 in conjunction with Clark County's Comprehensive Plan update and in compliance with the requirements of the Growth Management Act. The GSP provides a summary of the capital improvement projects and the associated costs for the planning period. More detailed sub-basin planning is performed within the framework of the GSP to identify the means and methods of extending service to individual parcels. The next GSP update is currently in process to align the County's Comprehensive Plan update, scheduled for completion in December 2025.

Capital Program Management. The District updates its 10-year Capital Improvement Program (CIP) annually, which identifies, and funds priority projects related to system capacity, expansion, and restoration and replacement (R&R) of existing infrastructure. The CIP is reviewed and approved by the District Board of Commissioners as a part of the annual budget process. The CIP considers system capacity analysis, infrastructure condition assessments, and associated upgrades, as well as anticipated future development. District staff directs the overall Capital Program, including prioritizing, planning, budgeting, limited design, and managing projects. Under a District Project

Manager, spot repair projects are designed internally for bid and construction, but most projects are designed by professional engineering consultants for bid and construction. All work is performed under the direction of a licensed Professional Engineer. The District utilizes GIS analysis of asset data to assess the condition of the system to develop an R&R program that prioritizes projects to address the highest-risk problem areas. By identifying critical infrastructure with a higher risk of failure, the District can focus capital expenditures most effectively. The 2025 Capital Program will continue to reflect projects identified by this process.

Septic Elimination Program (SEP). Supporting the District's vision of partnerships to protect water resources in the District's service area, the District maintains an established Septic Elimination Program (SEP), which extends sewer service to residential homes within the District and offers a financial incentive for connecting properties. The program includes over 40 projects that are prioritized through established ranking criteria. The District has recently been successful in securing state and federal grant funds for two Septic Elimination Projects, which will significantly reduce homeowner costs for connecting to public sewer. The District anticipates continuing to seek funding for SEP projects with the goal of eliminating septic systems in the urban area.

ENGINEERING COLLECTIONS DEPARTMENT

Collection Infrastructure Director (Engineering Director)

The Collection Infrastructure Director (Director) is responsible for managing and operating the wastewater collection system, providing leadership for implementing integrated planning strategies and actions. Develops and implements planning approaches and methodologies to integrate infrastructure investments, resources, and programs into a unified operational and capital investment portfolio to achieve permit and regulatory compliance and satisfy long and short-range unit goals to facilitate the logical and efficient operations, maintenance, expansion, and improvement of the collection system in alignment with the Districts Mission, Vision, and Values. The Director oversees system operations, maintenance, and engineering, including asset management, control systems, long-range planning, and capital and development programs. This position reviews, provides input, and makes recommendations and management decisions related to collection system facilities, assets, fleet, equipment, and staffing.

Capital Program Manager

The Capital Program Manager - Regional is responsible for the Capital Program management functions associated with the regional wastewater management system(s). These systems are current assets of the Discovery Clean Water Alliance (Alliance).

This position is responsible for providing the programming planning, development and implementation of all Capital and Repair and Replacement (R&R) projects associated with maintaining and growing the regional treatment and transmission system(s). It includes regulatory compliance, administering interlocal and consultant contracts, planning for current and future system needs, coordinating various studies and investigations, coordinating land and property acquisition efforts, supervising permitting, overseeing program financing disbursements, conducting design activities, and administering construction contracts. This position will also provide project management for both regional and local projects as needed.

Planning & Development Program Manager

The Planning & Development Program Manager is a technical engineering position that works under the general supervision of the Engineering Director. The Planning & Development Program Manager performs professional-level engineering work, which requires independent judgment involving technical tasks and problems using engineering and administrative guidelines. Typical duties relate to reviewing plans for compliance with District specifications, review of general developer requests, and coordinating developer and agency interactions with the District relating to proposed projects. The Planning & Development Program Manager is responsible for planning capital projects to meet future demand for the District's conveyance system, including updates to the District's General Sewer Plan (GSP), as required. The Planning & Development Program Manager assigns, coordinates, and provides technical reviews of the workload of the staff assigned. The Planning & Development Program Manager develops, evaluates, and provides daily supervision to those Engineering department personnel.

Senior Project Manager

This position manages the development, administration, design, construction, and inspection of Capital and Repair and Replacement (R&R) projects associated with the regional treatment and transmission systems and the local collection and conveyance system and facilities. The position plans, supervises, coordinates, and manages all activities, ensuring the timely, accurate, and cost-effective completion of all projects assigned within established guidelines. Activities include but are not limited to consultant contract procurement and administration, preparing and evaluating engineering studies, preparing budgets, estimating, planning, design and construction costs, preparing bid specifications and legal descriptions, analyzing problems, identifying solutions to project issues, and coordinating the work of project teams, including staff and consultants. This position requires the understanding of and the ability to interpret and apply all District, local, state, and federal, laws, regulations, and policies associated with engineering design and construction projects.

Senior Engineering Technician

The Senior Engineering Technician (Development) is a journey level position that performs complete project development management and planning support for commercial, industrial, and residential projects within the Development Program of the Engineering Department. Incumbents use independent judgment relating to technical tasks and problems following and complying with District specifications and codes as they relate to the most complex assignments. Provides project management and tracking for development and manages development documentation and communication for overall project administration. The position reports to and works under the general supervision of the Planning & Development Program Manager and provides lead worker support for section technicians.

Engineering Technician

The Engineering Technician (Development) performs project development, management, and planning support for commercial, industrial, and residential projects within the Development Program of the Engineering Department. The Engineering Technician provides customer service, project administration, data processing, detailed plan and specification review, and associated tracking and reporting functions. The position supports department engineers, project managers, and construction managers. Incumbents must be knowledgeable in general civil engineering, project management, construction processes, and District and state specifications. Reviews and advises on regulations and provides technical information to the public, contractors, and industry representatives. This position reports to the Planning & Development Program Manager and receives direction and guidance from Senior Engineering Technicians.

Administrative Assistant 4

The Administrative Assistant 4 is responsible for providing advanced, professional-level administrative and executive management support. Assignments may include administration, operations, maintenance, engineering, or a combination of District departments. An employee in this position is expected to have advanced communication, computer, multi-tasking, analytical, and organizational skills. The Administrative Assistant 4 provides internal and external agency coordination, develops meeting materials and presentations, conducts research and analysis, and provides

specialized advanced administrative support using multiple computer applications for document management, including tracking and reporting of information, often of a technical nature. Depending on the assigned work group, the Administrative Assistant 4 may be responsible for managing a worksite office, including the first point of contact for vendors, visitors, and elected officials, and engaging with site staff as a corporate liaison. The position may also serve as team lead, managing the workload of administrative staff, planning, assigning, coordinating, and providing technical review of the work. The work performed requires a broad knowledge of District and/or Alliance operations. An employee in this position is expected to have excellent communication skills, oral and written, be organized and detail-oriented, and have excellent multi-tasking capabilities.

Administrative Assistant 3

The Administrative Assistant 3 is responsible for providing advanced, professional-level administrative support to District leadership throughout the various departments. An employee in this position is expected to have high-level computer, multi-tasking, and organizational skills. Provides external agency coordination, develops meeting materials and presentations, and conducts research and analysis. Provides specialized administrative support using multiple computer applications for document management, including tracking and reporting of information, often of a technical nature. The work performed requires a general knowledge of District operations, with more in-depth expertise in the department requirements or program to which they are assigned.

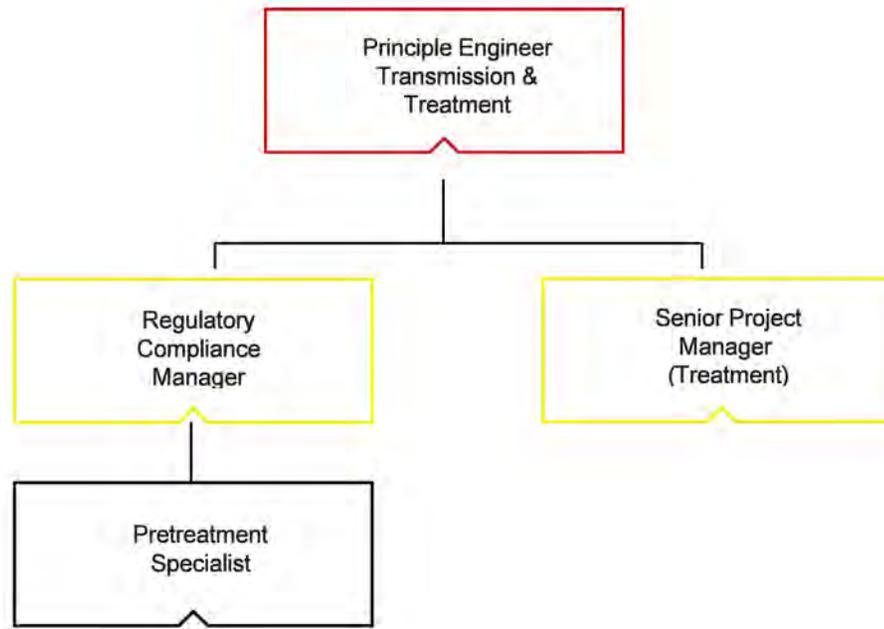
Engineering Intern

The Engineering Intern (Intern) is a temporary position that supports all programs and activities within the Engineering Department (Department). The Department includes the development review program, capital program, Geographic Information Systems (GIS) program, and Industrial Pretreatment Program. The Department is responsible for monitoring, planning, review, design, construction management and inspection of wastewater collection systems infrastructure. The Department also provides support to the Discovery Clean Water Alliance, the regional utility responsible for the regional conveyance and treatment of wastewater.



Engineering Treatment Dept

Clark Regional Wastewater District Organization Chart - Engineering - Treatment Department



Red – Department Manager

Yellow – Department Supervisor

Green – Lead Worker

ENGINEERING TREATMENT DEPARTMENT

Levels of Service:

Customer Outreach

Industrial Pretreatment Program

- Industrial Discharge Monitoring Reports – Will be reviewed within five working days
- Industrial Inspection Reports will generally be written within five working days depending on Ecology interaction
- Fats, Oils & Grease inspections (FOG) – Inspection reports are written on-site, and the customer receives a copy of the report at the time of inspection
- Technical Assistance Visits – TAVs are offered to every customer or when the program observes a problem. Customers are assisted in implementing Best Management Practices

ENGINEERING TREATMENT DEPARTMENT

The Engineering Treatment Department is staffed with four (4) full-time employees providing regulatory compliance, pretreatment, and engineering services for the Discovery Clean Water Alliance on behalf of the District. Services include, but not limited to:

- Discovery Clean Water Alliance – Industrial Pretreatment Program
- Discovery Clean Water Alliance – Engineering

Pretreatment Program. The District administers the fully delegated Industrial Pretreatment Program for the Discovery Clean Water Alliance, implementing all federal and state pretreatment requirements applicable to non-domestic discharges in order to protect wastewater collection and treatment systems. Program responsibilities include business surveying, plan review, inspections, compliance monitoring, permitting and enforcement activities, compliance sampling at the Salmon Creek Treatment Plant, and reporting in accordance with NPDES requirements. The District also administers a Fats, Oils, Grits and Grease (FOGG) program for the Alliance as part of the Industrial Pretreatment Program.

Discovery Clean Water Alliance - Engineering. The District provides capital program management services for the Alliance. Capital program management support services include capital plan development, asset management, capital plan delivery, regional asset development review, regional asset wastewater volume and quality management, regulatory compliance management, and other non-listed Engineering support services.

ENGINEERING TREATMENT DEPARTMENT

Principal Engineer: Transmission & Treatment

The Principal Engineer is designated as the responsible head of a major division within the Engineering Department, applying specialized knowledge of engineering and managerial principles and practices to achieve overall program goals and objectives. Responsible for the development and maintenance of long-range capital plans and coordinating annual development and maintenance of the six-year Capital Improvement Program (CIP) and plan, optimizing investments in the assets and facilities used in the conveyance, collection, transmission, treatment, and discharge or reuse of wastewater; provides highly complex technical assistance to the General Manager in support of the Capital Improvement and Asset Management Programs. Plans, organizes, directs, and supervises the work of skilled professional, technical, administrative, and consulting staff; makes decisions and provides direction on engineering problems, standards, and methods; establishes and maintains effective working relationships with other agencies, organizations, and community stakeholders, representing the organization and programs confidently and positively.

Regulatory Compliance Manager

Under the general direction of the Principal Engineer, the Regulatory Compliance Manager (Manager) plans, develops, and implements policies and programs for monitoring, evaluating, and managing treatment plant and industrial discharges. Administers the Industrial Pretreatment, laboratory, and regulatory affairs and compliance programs within a multi-jurisdictional framework, complying with applicable local, state, and federal regulations and permit requirements. Develops goals and strategies and coordinates interactions with business and intergovernmental partners and regulatory agencies; collaborates with department directors and managers to ensure operations and projects comply with policies and regulations; researches, evaluates, recommends, and contributes to planning and policy and program development for emerging environmental regulatory and protection issues. Maintains and completes process used to ensure permit compliance, including compiling annual reports.

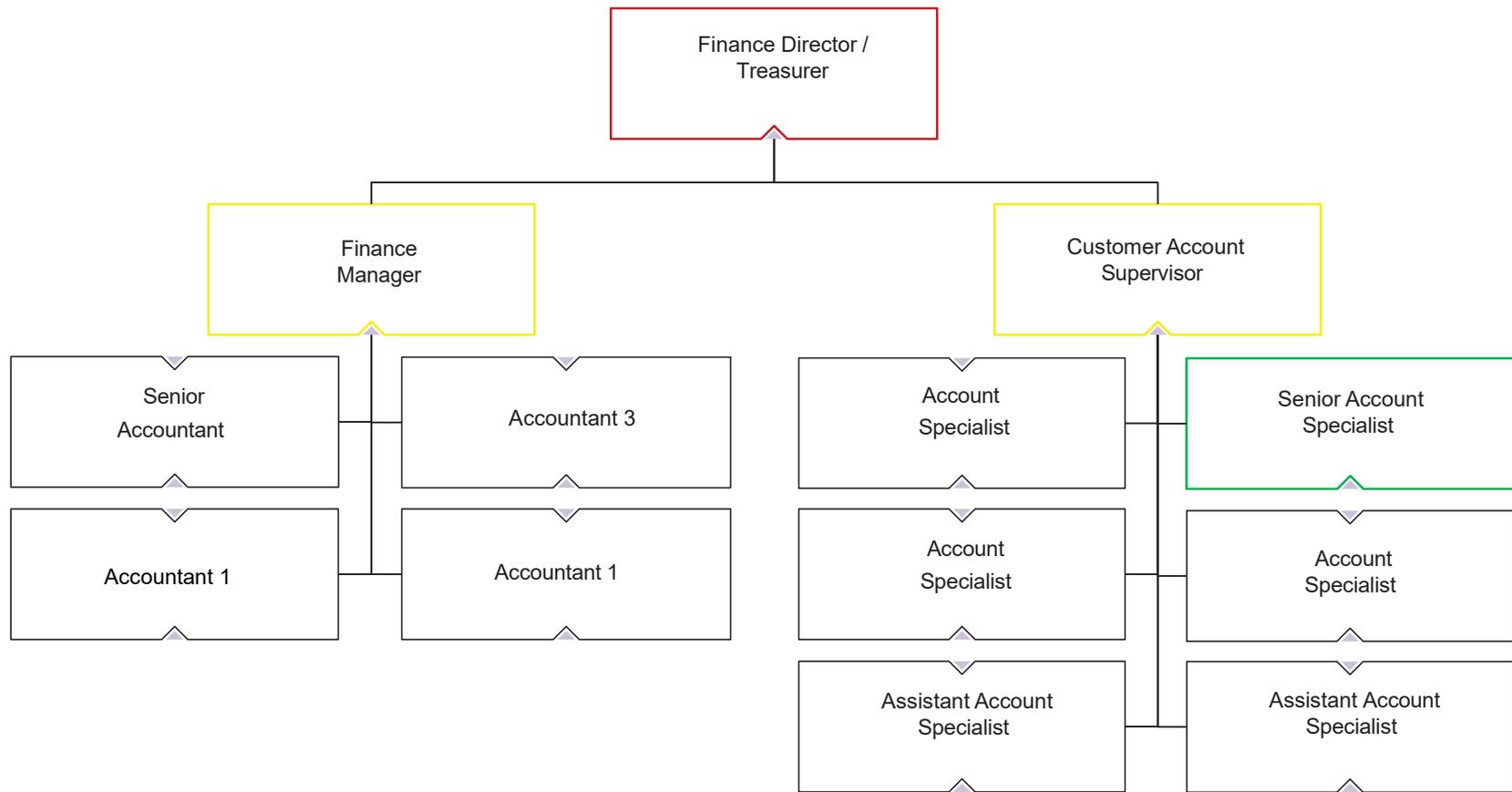
Pretreatment Specialist

The Pretreatment Specialist (Specialist) is responsible for performing technical and administrative duties in support of the Industrial Pretreatment and Fats, Oils and Grease (FOG) Programs under the general direction of the Regulatory Compliance Manager, including industrial/commercial user surveying, inspection and sampling, compliance monitoring, investigations, and enforcement. The Specialist collects, analyzes, and maintains data and information to evaluate and ensure compliance with wastewater and pretreatment regulations and permits. The Specialist engages and effectively communicates with stakeholders fostering professional working relationships between the District, other agency staff, customers, and the public.



Finance Department

Clark Regional Wastewater District Organization Chart - Finance Department



- Red – Department Manager
- Yellow – Department Supervisor
- Green – Lead Worker

FINANCE DEPARTMENT

Levels of Service:

Customer Service

- Answer the phone by third ring or acknowledge the walk-in customer within the first 30 seconds of them entering the front office
- Utility bills sent to customers by the second workday of the month
- Prepare title company payoffs, trustee sales and tenant/owner payoffs within three business days
- Respond to requests for account research for utility billing corrections, back bills, and other customer inquiries within one business day. And follow up if necessary, within three business days. Written follow-up letters/memos will be completed within five business days

Financial Application System Coordination

- Install new service packs quarterly

Budgeting/Forecasting

- Provide budget decision packages to District departments by the end of July
- Provide final budget decision packages to the Board of Commissioners by the first Board meeting in October
- Hold and support Board budget workshop (expenses) on the last Board meeting in October
- Hold and support five-year forecasting budget workshop in the first Board meeting in November
- Hold and support the Board budget hearing by the first Board meeting in December
- Support Board budget adoption process by the last Board meeting in December

Management and Financial Reporting

- Submit the Comprehensive Annual Financial Report on an annual basis by the end of April
- Process payroll monthly and pay employees on the last working day of each month
- Process accounts payable every two (or three) weeks to be included in the twice-monthly Board of Commissioners Consent Agenda

Side Sewer Permits

- Individual Permits – Will be issued on a first come, first serve basis. Wait time should not exceed 30 minutes
- Multiple Permits (five or more) – Will be by appointment and will generally be scheduled within one business day

FINANCE DEPARTMENT

The Finance department, with a staff of fourteen (14) dedicated, full-time employees, provides a wide range of services for the District. These services include but are not limited to the following:

- Customer Service
- Permits
- Accounting
- Treasury Management
- Budget/Forecasting
- Discovery Clean Water Alliance Administrative Lead Services

Customer Service. As a customer-focused utility, Finance considers customer service an ongoing improvement process. We continue to evaluate how to improve and enhance our levels of service while providing the same quality of service to our customers that we would expect if we were customers. The District anticipates managing approximately 24,000 telephone calls, processing nearly 250,000 billing statements, and manually receipting over 5,500 payments. In addition, the District will continue to manage approximately 200 high-resource customers monthly.

Permits. In addition to utility billing and customer service responsibilities, the Finance department is responsible for issuing sewer permits. Finance is on track to issue close to 1,000 permits in 2024, which aligns with the number of permits issued in 2023.

Accounting. The department maintains the District's financial records in compliance with state and federal regulations. The District's financial statements are audited annually by the Washington State Auditor's Office (SAO) for adherence to Generally Accepted Accounting Principles (GAAP). For the last 42 years, SAO has had no findings to include in their Auditor's report. In addition to maintaining the financial records and preparing the statements for audit, core accounting functions provided by Finance include payroll, accounts payable, project accounting, accounts receivable, contract receivables, budget preparation, and general ledger maintenance. Various reports, such as the Annual Comprehensive Financial Report, Board reports, management reports and other audit and bond compliance statements, are prepared monthly, semi-annually, and annually. The District has been awarded the Certificate of Achievement for Excellence in Financial Reporting for the last 36 years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Treasury Management. The primary responsibility and goal of the treasury function are to ensure the District's financial resources are safeguarded and the District's cash reserves are invested safely and prudently. To accomplish this, the District issues and/or defeases debt in an effort to provide the lowest financing costs to our ratepayers. In addition, the assets and cash transactions are secured by evaluating and enhancing internal controls and improving business processes, like recording assessments, liens, and the satisfaction thereof.

Budget/Forecasting. The District utilizes a ten-year revenue and expense forecast and the assumptions used in preparing the forecast to ensure adequate revenues are available for necessary operational and capital expenditures. The budget is a piece of the ten-year forecast in that it is developed from compiled information and the anticipated needs of each department to develop an operating budget. Budget preparation also necessitates internal coordination and facilitation of the capital plan information with Engineering, specifically to determine how future projects will affect the Existing Assets Restoration and Replacement (R&R) account, as well as the New Assets Capital Improvement Projects (CIP) account. The Management team provides valuable input throughout the budget preparation process. The budget is presented to the Board of Commissioners for review and adoption as the final step.

The District evaluation of current revenue forecasts necessary to adequately fund future capital and R&R needs and keep pace with the increased costs for operational activities has indicated that the 2025 base rates will increase by \$1.50 per month. The District base rates continue to be more affordable and stable than other providers in Clark County and across Western Washington. Throughout the eight-year period from 2016 to 2024, other regional providers raised their rates on average \$18.00+ per month, whereas the District raised its base rate a total of \$7.00 per month. This reflects the District's efforts to keep costs at or below the inflation rate.

In recognition of its budgetary efforts, The District received the GFOA Distinguished Budget Award for its 2024 Adopted Budget. This award is the highest recognition in fiscal planning and budgeting nationwide. The District has been awarded the Distinguished Budget Award for the last nine years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Discovery Clean Water Alliance. In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed Discovery Clean Water Alliance under the Joint Municipal Utility Services Act statute in January 2013. The District provides Administrative Lead services for Discovery Clean Water Alliance. The Finance department provides financial and treasury services for the Alliance Board of Directors. These services include, but are not limited to, the preparation of the operating and capital budgets, quarterly and annual financial reporting, Annual Comprehensive Financial Report development, SAO audit process management, financial policies compliance, debt and investment management, accounts receivable, and accounts payable. The District's Finance Director is the appointed Treasurer for the Alliance.

FINANCE DEPARTMENT

Finance Director/ Treasurer

The Finance Director/Treasurer (“FD/T”) is the chief financial officer for both Clark Regional Wastewater District (“District”) and Discovery Clean Water Alliance (“Alliance”), two separate regional utilities operating under different legal frameworks in a complementary and coordinated fashion. The FD/T directs financial operations for the District with a 2021 annual budget of \$41 Million, and for the Alliance with an 2021-2022 biennial budget of \$31 Million. The FD/T provides thoughtful leadership and is responsible for generating and fostering trust, collaboration, and consensus for both legal entities. The FD/T works actively and collaboratively with a Finance Department staff of 11, management peers within the District, as part of the Alliance regional partnership, elected-level governing boards, regulatory agencies, customers, and other stakeholders. The FD/T provides leadership, overall direction, and oversight, and creates effective business plans for the Finance Department.

Finance Manager

The Finance Manager is a senior technical finance position providing leadership under the general supervision of the Finance Director/Treasurer. The Finance Manager is responsible for planning, directing, managing, and overseeing accounting activities and operations within the Finance Department for the Clark Regional Wastewater District (“District”) and the Discovery Clean Water Alliance (“Alliance”). The Finance Manager utilizes full-cycle accounting and government accounting expertise and exercises independent professional judgment involving technical tasks and problems, operating within established finance and administrative guidelines. The Finance Manager demonstrates leadership and manages accounting staff, providing daily supervision to assigned personnel, conducting workload planning, assigning, coordinating, providing technical review of the work, and managing performance.

Senior Accountant

The Senior Accountant provides professional accounting and financial support, maintaining a financial system of accounts and funds, analyzing financial and operational data, preparing forecasts and budgets, researching accounting interpretations, and performing general ledger accounting. The Senior Accountant provides information, input and analysis for the Annual Budget, Annual Comprehensive Financial Report, State Auditor’s Office audit, and management financial reports for both Clark Regional Wastewater District (District) and the Discovery Clean Water Alliance (Alliance).

Customer Account Supervisor

The Customer Account Supervisor leads the Customer Service team in providing District customers with professional customer service and account management. This position provides leadership and direction to the team (Senior Account Specialist, Account Specialists, and Assistant Account Specialists), including workload planning, performance management, and team and individual training in support of customer service programs and initiatives, accounts receivable billing, payment processing, and customer account collections.

An employee in this position performs with a high degree of independence, judgment, and discretion, including coordination and management of multiple utility billing and

payment systems, policy and procedure compliance, vendor relations and contract management, as well as assigned department objectives. The Customer Account Supervisor is expected to have an overall understanding of staff roles and responsibilities to effectively manage the daily operations of the work group and will exercise significant initiative in solving routine to complex customer account problems independently. The Customer Account Supervisor is responsible for quality assurance and quality control and will coordinate with the Finance Manager to plan, execute, and implement special projects and strategic goals under the general supervision of the Finance Director/Treasurer.

Senior Account Specialist

The Senior Account Specialist is a customer service-focused professional who works under the supervision of the Customer Account Supervisor providing professional customer service and account management support to District Customers. In addition to customer service, other functions may include utility billing accounts receivable/collections, utility billing, and project management or tracking/reconciliation systems. An employee in this position can perform all parts of their assigned function, is expected to exercise significant initiative in solving routine to complex problems and can assume most tasks normally assigned to others in the department on an as-needed basis. Basic knowledge of District operations, general knowledge of basic accounting and office procedures and specific knowledge of District and Finance department policies and procedures is required.

Accountant 3

The Accountant 3 provides professional-level accounting and finance support, including participation in the preparation of various manual and automated financial reports, as well as those required for year-end closing and audits. This position can perform a majority of the accounting functions and perform high-level accounting work, including the preparation of financial statements and reviewing accounting work performed by other staff, such as accounts payable, payroll, utility billings, and adjustments. This position provides support for the District's annual budget, Annual Comprehensive Financial Report (ACFR) and audit processes.

Accountant 1

The Accountant 1 is responsible for routine accounting functions, such as accounts payable, accounts receivable, general ledger reconciliations, payroll, and financial reporting. An employee in this position is able to perform all parts of their assigned function and is expected to exercise initiative in solving routine to moderate problems, as well as assume several tasks normally assigned to others in the department on an as needed basis.

Account Specialist

The Account Specialist (AS) is a customer-focused professional who provides high levels of customer service and account management for District customers. The AS provides assistance to internal and external customers, troubleshoots and resolves routine to moderately complex and technical billing issues, assists with customer messaging and communication, and performs a variety of utility billing and accounting tasks. The AS is cross-trained and competent to perform across the full range of customer account functions.

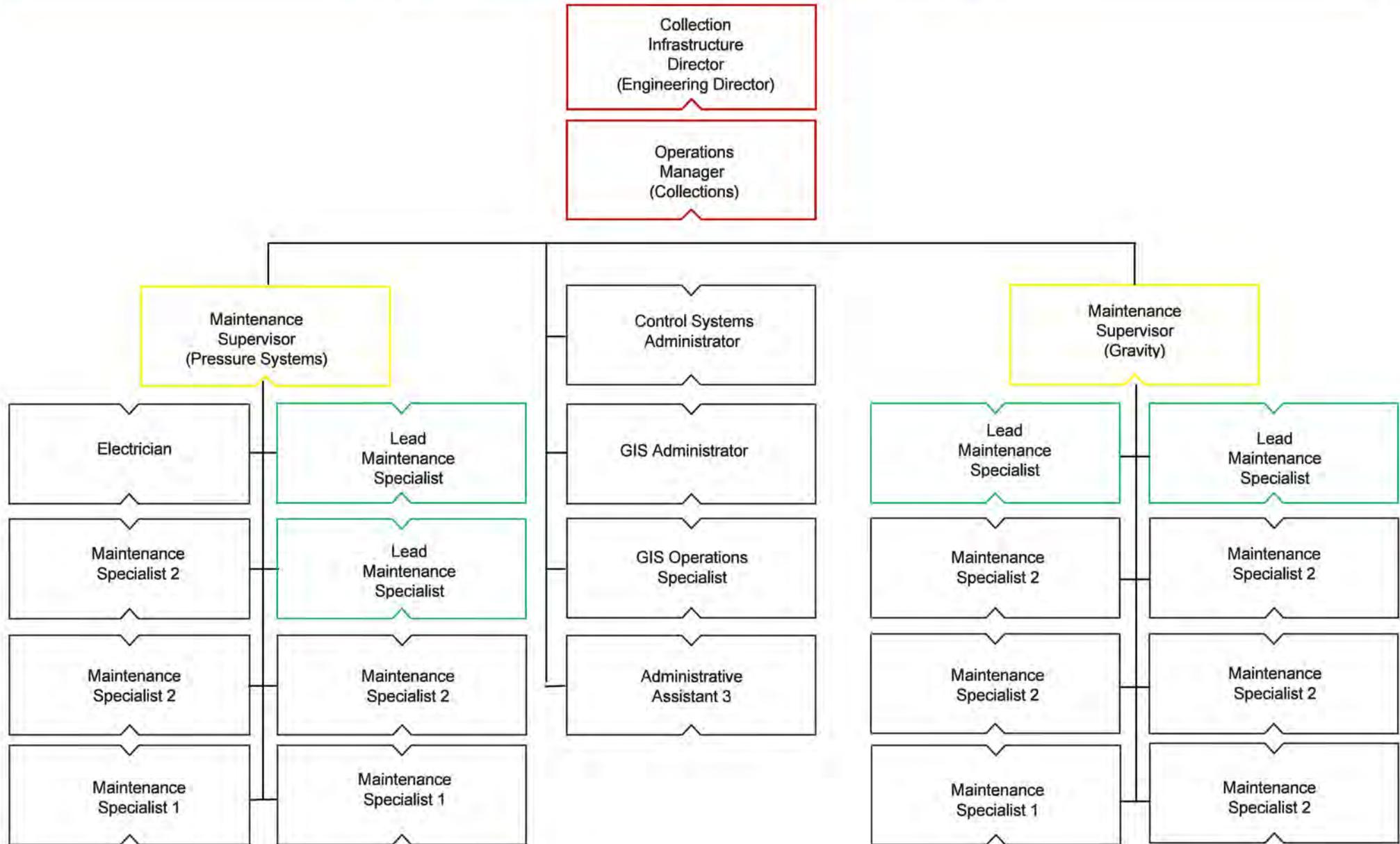
Assistant Account Specialist

The Assistant Account Specialist (AAS) is a customer-focused professional who provides customer service and assistance to District customers and visitors. This individual is the first point of contact, welcoming and presenting the District in a professional and customer focused manner. The AAS is responsible for directing walk-in customers, telephone switchboard operations, office support, utility billing account assistance, and payment receipt and processing. An employee in this position is expected to provide routine account management and resolve routine account inquiries.



Operations Collections Dept

Clark Regional Wastewater District Organization Chart - Operations - Collection Department



Red – Department Manager

Yellow - Department Supervisor

Green – Lead Worker

OPERATIONS COLLECTION DEPARTMENT

Levels of Service:

Customer Service

- Initial Phone or Email contacts – Non-emergency phone calls will be returned within one business day
 - If direct contact is not made with the first call back, a follow-up call will be made within two business days
- Routine Data Requests – Initial contact will be made within one business day, with follow-up within three business days
- Residential Customer Dye Tests - two business days advance notice required

Emergency Response

- Provide half-hour maximum telephone response to situations which may affect life, health, safety, and property
- Provide emergency response – One-hour maximum response on site
- Provide reporting of SSOs to the Dept. of Ecology within 24 hours

Developmental Services Requests

- Utility locates requests – Two days advance notice required per WA-UCC regulations
- Mainline Taps - Two days advance notice required
- Pre-Acceptance CCTV Inspections - Two business days advance notice required
- Pipe Plug Installations or Removals – Two business days advance notice required
- Commercial Dye Tests - Two business days advance notice required

OPERATIONS COLLECTION DEPARTMENT

The Operation Collections Department is staffed with twenty-three (23) skilled full-time employees providing many services for the District, including:

- Underground Collection System Condition Assessments
- Pipeline Maintenance and Preservation Programs
- Pump Station Maintenance
- Septic Tank Effluent Pumping (STEP) System Maintenance
- Fleet Management
- Risk Mitigation
- Asset Optimization
- Engineering Assistance
- Geographic Information System (GIS)

Underground Collection System Condition Assessments. Operations staff perform Closed Circuit Television (CCTV) inspections of pipelines and manholes to support condition assessments of the District-owned collection system. CCTV inspections use specialized video equipment to inspect the inside of pipes to identify defects or problematic lines. Defects are scored based on severity, providing an overall system condition. The entire collection system is inspected on a regular cycle, with known problem areas inspected more frequently. Condition assessment drives prioritization of capital, restoration, and replacement projects, as well as maintenance and repairs.

Pipeline Maintenance and Preservation Programs. The District owns and maintains approximately 128 miles of pressure mains. As of January 1, 2025, the total pipe inventory (including service laterals) is 824 miles, ranging from 4 to 36 inches in diameter. Routine maintenance of these lines consists of scheduled CCTV inspections followed by High-Velocity Cleaning (HVC), where needed. Problematic lines with potentially higher grease levels, roots, and/or debris build-up are assigned accelerated cleaning frequencies. The Operations department is party to the Grounds, Equipment, and Maintenance (GEM) agreement with regional agencies to share resources, such as occasional CCTV inspection, line cleaning, and other services as needed.

Pump Station Maintenance. Operations staff operate and maintain 78 sewer pump stations and four motor-operated valves (MOVs). Maintaining the pressurized discharge piping systems, known as force mains, is part of the Pump Station Maintenance Program. Current maintenance procedures include detailed tasks that are performed on a weekly, monthly, semi-annual, and annual basis to maximize the useful life of the pump station assets. Operations staff also manage chemical injection systems and air treatment systems designed to treat odorous and corrosive gases that form in wastewater systems as part of the Pump Station Maintenance Program.

Septic Tank Effluent Pumping (STEP) System Maintenance. The Operations staff maintains the continuous service of 895 individual STEP systems. These STEP systems are located in the satellite areas of Meadow Glade, Hockinson, Van Ridge, and South Ridge, as well as a few systems in the Ridgefield service area. The STEP systems are individual pumping systems that typically pump from a single residence or tax lot into a public force main. STEP systems may be required in areas with flat

topography and high groundwater that would prevent traditional gravity sewer system installation. The Operations department is responsible for inspecting new STEP systems constructed in these areas and ongoing maintenance and repairs of the existing STEP systems.

Fleet Management. The District outsources the repair and periodic maintenance of District vehicles and equipment. Fleet management responsibilities performed by the Operations department include managing the fleet washing contract, vehicle service schedule coordination, vehicle and equipment procurement and surplus, and performing minor maintenance activities related to passenger vehicles, pickups, and small construction and safety equipment. The Operations staff manages the routine maintenance schedules of all fleet vehicles owned by the District.

Risk Mitigation. Risk mitigation is a central function of the Operations department. All the condition assessment and maintenance functions described previously are forms of risk mitigation. Another risk mitigation tool is the department's SCADA (Supervisory Control and Data Acquisition) system. This automated system monitors the pump stations 24 hours per day and alerts staff of any potential risks associated with equipment failure. The system allows for proactive responses to minor issues before they become significant issues that require immediate reactive response.

Another risk mitigation tool is the District's Utility Locate Program. Mandated by state law, the 8-1-1 service for "Call Before You Dig" initiates a utility locate ticket, prompting the dispatch of Operations staff to mark the location of District underground assets. This program is preventive in nature because communicating the location of infrastructure helps prevent service outages that occur when these assets are disturbed by excavators. The District performs approximately 11,000 utility locates per year.

Asset Management. The Operations department utilizes Central Square Enterprise Asset Management (EAM) for public works to schedule preventive and corrective work and manage asset lifecycle costs. EAM is integrated with other District systems, including the Geographic Information System (GIS) for infrastructure mapping, the SCADA system, and the CCTV inspection management software. The Operations department utilizes EAM's mobile application, which allows staff to access work orders and equipment details, GIS maps, and inspection data from the field on a tablet or other mobile device without returning to the office for data entry. Mobile access creates efficiencies in staff productivity, decreases fuel use and vehicle wear, and increases accuracy through real-time data capture. All maintenance functions are scheduled and documented in EAM, including facilities, collection system, and fleet maintenance.

Engineering Assistance. The Operations staff provides support to the District's Engineering department by performing various field verification techniques confirming locations of existing underground assets, providing pipeline CCTV inspection data to aid in identifying sewer lines that require capitalized restoration or replacement, assisting with plan review of new pump station and piping system designs, and working with Engineering to establish District construction standards.

Geographic Information System (GIS). The District maintains state-of-the-art computer mapping, archiving, and analysis system. The GIS platform is used in support

of Engineering, Finance, and Maintenance functions at the District. The mapping system covers the District's service areas and extensively supports customer service, planning, design, and decision-making. GIS is also integral to the District's Maintenance Management System (MMS).

OPERATIONS COLLECTION DEPARTMENT

Collection Infrastructure Director (Engineering Director)

The Collection Infrastructure Director (Director) is responsible for managing and operating the wastewater collection system, providing leadership for implementing integrated planning strategies and actions. Develops and implements planning approaches and methodologies to integrate infrastructure investments, resources, and programs into a unified operational and capital investment portfolio to achieve permit and regulatory compliance and satisfy long and short-range unit goals to facilitate the logical and efficient operations, maintenance, expansion, and improvement of the collection system in alignment with the Districts Mission, Vision, and Values. The Director oversees system operations, maintenance, and engineering, including asset management, control systems, long-range planning, and capital and development programs. This position reviews, provides input, and makes recommendations and management decisions related to collection system facilities, assets, fleet, equipment, and staffing.

Collection Operations Manager

The Collection Operations Manager (Manager) manages the Collection System Operations Department, working closely with the capital and planning and development programs. This position requires strong personnel management skills proficient in leading through listening, collaborating, and motivating supervisors, leads, and crews to meet organizational goals consistent with the District Mission, Vision, and Values. The position has field and administrative responsibilities for planning, managing, and delivering operation and maintenance programs and services, responding to emergency events, and supervising and leading department personnel. The manager develops, plans, organizes, implements, monitors, and optimizes programs and services for the wastewater collection system, facilities, and fleet, including coordination of job and safety training, employee development, budgeting, reporting and cost analysis, and project prioritization. The Manager interfaces with a wide variety of internal and external interests, including District customers, District staff, partner agencies, Board of Commissioners, and regulatory agencies. Work activities are performed independently under the general direction of the Collection Infrastructure Director.

Maintenance Supervisor

The Maintenance Supervisor is responsible for managing, supervising, and supporting collection system crews in the District's Operations and Maintenance Department. Responsibilities are performed with a high degree of independent judgment and discretion under the general direction of the Operations Director in order to achieve the overall program objective to deliver established levels of service for the operations, preventative maintenance and repair of District collection system and fleet assets in a safe and responsible manner. The position provides daily supervision of maintenance staff, determines appropriate methods, materials, equipment, and personnel required to perform work following established operating policies and procedures. Regular field visits and occasional field work is required to build and maintain rapport, inspect work sites, assess work activities, determine program effectiveness, monitor performance, and identify training and improvement opportunities.

Control Systems Administrator

The Control Systems Administrator (Collections) is responsible for the reliability and performance of the control systems and applications primarily utilized by the Operations (Collections) Department, including functionality, integration, accessibility, and maintenance. These systems include but are not limited to supervisory control and data acquisition (SCADA), the radio telemetry system, and programmable logic controllers (PLCs). The position performs routine and advanced maintenance, analysis, programming, reporting, and planning tasks to enhance the value, functionality, and reliability of the control systems.

Electrician

The Electrician oversees and performs skilled maintenance and electrical work, documentation development, and plan review for the installation, maintenance, troubleshooting, repair, replacement, and retrofit of electrical supply, distribution, monitoring, and control equipment, systems and instrumentation, and wiring systems related to the collection, treatment, and campus facility systems.

GIS Analyst

The GIS Analyst develops, implements, maintains, and manages enterprise Geographic Information Systems (GIS) and related technology programs to maintain and enhance the value and reliability of complex spatial data, system integrations, and applications. The Analyst utilizes GIS and related systems to generate detailed reports and information in support of District operations and provides critical, professional-level GIS services and support to a variety of District stakeholders. The position performs routine and advanced data management and data transformation tasks, complex spatial analysis, and plans, analyzes, and implements changes to GIS for the creation of maps, graphs, charts, web maps and apps, and geographic data. Applies expertise to other related systems as needed to ensure resiliency and service delivery across the enterprise.

Lead Maintenance Specialist

The Lead Maintenance Specialist (Lead) serves in an assigned field operations program and is responsible for the performance and execution of the activities of a maintenance crew or crewmembers in the field. The Lead directs and actively participates in the inspection, maintenance, repair, operation and troubleshooting of the wastewater collection and conveyance infrastructure, facilities, and associated components, including STEP systems and pumping stations. They provide technical and procedural decisions in the field to facilitate work. Duties include coordination and support of field crew activities, leading special projects, implementing revised or new work processes and procedures, ensuring crew compliance with general operating, safety, and regulatory requirements, and maintaining field standards and best practices in performance of the work. Serves as the program liaison to provide guidance, communication and maintain consistency across all field operations.

Asset Management Technician

The Asset Management Technician performs a variety of technical work within the District's data management systems that are critical and directly impact wastewater operations, functions, and services. The position assists with the configuration, design, programming, and maintenance of system software and data systems for the purpose of maintaining complete and accurate asset inventory, condition, and maintenance history records and completing studies and analysis using data systems.

Maintenance Specialist 2

The Maintenance Specialist 2 (MS2) is a journeyman-level, fully skilled, and technically competent crewmember performing a variety of field duties for the inspection, maintenance, and repair of wastewater collection and conveyance infrastructure, facilities, and associated components, including STEP systems and pumping stations. Duties include operating specialized heavy equipment and working with department information systems.

Maintenance Specialist 1

The Maintenance Specialist 1 (MS1) functions as a crew member performing a variety of semi-skilled and skilled tasks supporting the operation, maintenance, and repair of the District's wastewater collection and conveyance infrastructure, facilities and associated components, including pumping stations and STEP systems. Duties include operating hand and power tools, specialized heavy equipment and working with department information systems.

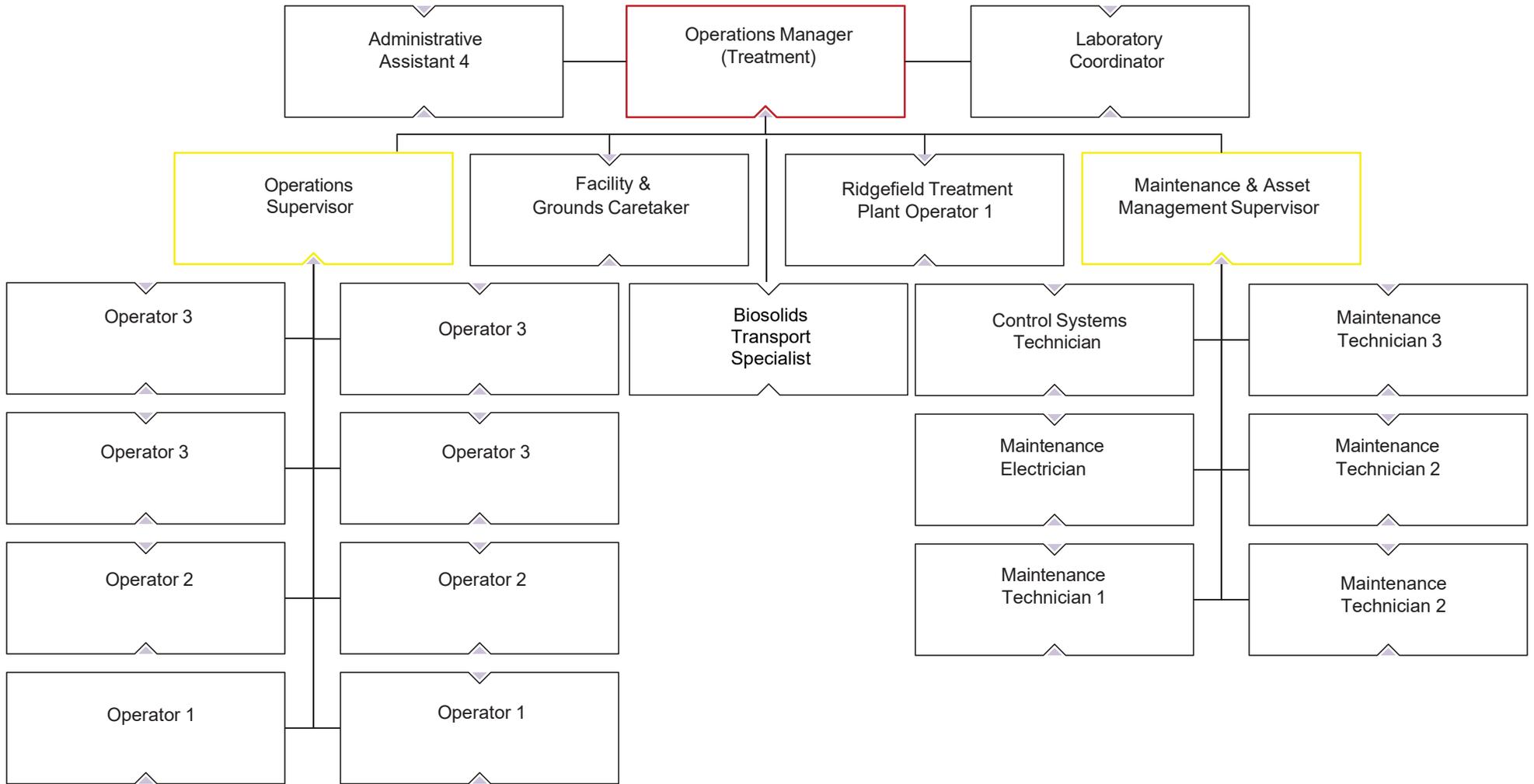
Administrative Assistant 3

The Administrative Assistant 3 is responsible for providing advanced, professional-level administrative support to District leadership throughout the various departments. An employee in this position is expected to have high-level computers, multi-tasking, and organizational skills. Provides external agency coordination, develops meeting materials and presentations, and conducts research and analysis. Provides specialized administrative support using multiple computer applications for document management, including tracking and reporting of information, often of a technical nature. The work performed requires a general knowledge of District operations, with more in-depth expertise in the department requirements or program to which they are assigned.



Wastewater Operations Dept

Clark Regional Wastewater District Organization Chart Wastewater Operations Department



- Red – Department Manager
- Yellow – Department Supervisor
- Green – Lead Worker

WASTEWATER OPERATIONS DEPARTMENT

Levels of Service:

Customer Service

- Initial Phone or Email contacts – non-emergency phone calls will be returned within one business day.
 - If direct contact is not made with the first call back, a follow-up call will be made within two business days.
- Routine Data Requests – Initial contact will be made within one business day, with follow-up within three business days.

Emergency Response

- Provide a half-hour maximum telephone response to situations which may affect life, health, safety, and property.
- Provide emergency response – One-hour maximum response on-site.
- Provide reporting of SSOs to the Department of Ecology within 24 hours.
- Provide reporting of permit excursions per the prescribed requirements outlined in the applicable active permit.

Operations Department

The Operations department provides the following services for the District including:

- Salmon Creek Treatment Plant Operations
- Ridgefield Treatment Plant Operations
- Regional Pump station Operation
- Compliance monitoring and reporting for multiple NPDES and environmental permits
- Biosolids Processing and Transportation
- State Accredited Laboratory Services
- Fleet Maintenance
- Risk Mitigation
- Asset Optimization
- Engineering Assistance
- Construction Support

Salmon Creek Treatment Plant Operations. On October 1, 2021, the Alliance Board of Directors provided directions to allow Clark County to terminate the remainder of its Operations contract as Operator of the Salmon Creek Treatment Plant. The approved motion also included naming Clark Regional Wastewater District as the recommended successor Contract Operator. The treatment plant is a Conventional Activated Sludge plant, rated at 14.95 MGD, that receives average flows of roughly 8.5 MGD, or 8,500,000 gallons per day. Treatment plant processes are a combination of mechanical-biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology and the U.S. EPA, and sludge that is processed into Class 'B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes a SCADA system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. Plant operations data is managed in Hach WIMS, an operational database that simplifies reporting. Plant maintenance programs are managed using a computerized Maintenance Management System (MMS). Staff also operate and maintain the two large regional pump-stations that feed the Salmon Creek Treatment Plant.

Ridgefield Treatment Plant Operations. As of July 1, 2018, the District became the Contract Operator of the Ridgefield Treatment Plant. The treatment plant is a Conventional Activated Sludge plant rated at 0.7 million gallons per day (MGD) that receives average flows of roughly 0.3 MGD, or 300,000 gallons per day. Treatment plant processes are a combination of mechanical and biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology (Ecology) and the U.S. Environmental Protection Agency (EPA), and sludge that is transferred to the Salmon Creek Wastewater Treatment Facility and Three Rivers Regional Wastewater Plant for further processing into Class 'A/B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes the District Supervisory Control and Data Acquisition (SCADA) system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. The plant maintenance programs are managed using a computerized Maintenance Management System (MMS).

Regional Pump Station Operation. Treatment Operations oversees the operations and maintenance of two large regional pumping stations that feed the Salmon Creek Treatment Plants. The main station is located in Felida on 36th Avenue and feeds the Salmon Creek Treatments plant all year round. The second regional pumping station is located on 117th Street and operates seasonally November-April to help manage the high flows encountered during the rainy season in the Pacific Northwest.

Fleet Maintenance. The District outsources the repair and periodic maintenance of District vehicles and equipment. Fleet management responsibilities performed by the Operations department include managing the treatment of fleet vehicle service schedule coordination, vehicle, and equipment procurement and surplus, and performing minor

maintenance activities related to passenger vehicles, pickups and small construction and safety equipment. The Treatment staff manages the routine maintenance schedules of fleet vehicles utilized at the treatment plants.

Risk Mitigation. Risk mitigation is a central function of the Treatment department. All the condition assessment and maintenance functions described previously are forms of risk mitigation. Another risk mitigation tool is the department's SCADA system. This automated system monitors the pump stations and treatment plants 24 hours per day and alerts staff of any potential risk associated with equipment failure. The system allows for proactive responses to small issues before they become large issues that require immediate reactive response.

Asset Management. The Operations department utilizes Lucity for public works, to schedule preventive and corrective work and manage asset lifecycle costs. Lucity is integrated with other District systems, including the SCADA system. The Treatment department is utilizing Lucity's Mobile application which allows staff to access work orders or equipment details, access GIS maps, and enter inspection data from the field on a tablet or other mobile device without returning to the office for data entry. Mobile access creates efficiencies in staff productivity, fuel use and vehicle wear, and with increased accuracy due to real-time data capture. All maintenance functions are or will be scheduled and documented in Lucity, including facilities maintenance, pump-station maintenance, wastewater treatment plant maintenance, and fleet maintenance.

Engineering Assistance. The Operations staff provide support to the District's Engineering staff by performing various field verification techniques to confirm asset conditions and determine assets that need capitalized repair or replacement, assisting with plan review of plant systems, layout designs, and process integration.

Construction Support. The Operations staff provide support to the District's Construction Management staff by operating in alternative modes to accommodate construction activities that affect the normal operation of the wastewater treatment plants. Treatment staff collaborate with contractors and District Construction staff to plan, implement, and commission new assets and systems.

WASTEWATER OPERATIONS DEPARTMENT

Operations Manager (Treatment)

Under the direction of the General Manager, the Wastewater Operations Manager is "responsible charge" of the daily operations and maintenance of wastewater treatment facilities, ensuring performance in accordance with all local, state, and federal regulations and permits and, depending upon assignment, the wastewater collection system and fleet. The position has field and administrative responsibilities for planning and delivering operation and maintenance programs and services, maintaining process viability, responding to emergency events, and supervising and leading assigned personnel. The manager plans, develops, implements, monitors, and optimizes programs and services for the treatment plant, facilities, and assets, overseeing job and specialized training, employee development, budgeting, reporting, and project prioritization. The manager interfaces with a wide variety of internal and external stakeholders.

Laboratory Coordinator

The Laboratory Coordinator is responsible for the daily operation of the laboratory, coordinating and preparing sampling plans, managing laboratory data, and reporting, and performing high-level technical and analytical work, including wastewater and biosolids sample collection, preparation, and analysis in accordance with standard methods and procedures. Provides technical data, reports, and other information in an accurate and timely manner, which guides operational control of the treatment processes to ensure compliance with a variety of state and federal regulations and permit requirements.

Operations Supervisor

The operation and maintenance of the Clark Regional Wastewater District (District) operated wastewater treatment plant(s) ensure plant processes comply with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Operations Supervisor is responsible for performing supervisory work over the operational activities in an advanced wastewater treatment plant. Under the general direction of the Wastewater Operations Manager, responsibilities are performed with a high degree of independence, judgment, and discretion based on overall program objectives. The position provides department-wide supervision, planning, and direction in support of personnel operating and maintaining the wastewater treatment plant(s) and regional pump stations.

Maintenance & Asset Management Supervisor

The Maintenance and Asset Management Supervisor (Supervisor) provides supervision, planning, and direction to support maintenance and asset management activities and personnel maintaining and managing the regional wastewater treatment and transmission facilities, including facilities and grounds maintenance and mechanical systems. The Supervisor is responsible for delivering and advancing the maintenance and asset management program and principles in a professional and timely manner. Decision-making is influenced by researching and promoting best practice-based maintenance and asset management concepts and practices to meet strategic departmental and program goals.

Control Systems Technician

The Control Systems Technician supports the control systems environment at the wastewater treatment plant(s) and remote pumping stations, which consist of programmable logic controllers (PLC) and a distributed control system (DCS). The position performs system configuration, design, and programming and maintains control system communications, hardware, software, and historical data systems that are critical and directly impact wastewater operations, functions, and services. The position analyzes, designs, develops code, and installs, tests, modifies, and maintains PLC and SCADA computer controls hardware, programs, peripherals, software interfaces, and applications in a process control environment to maximize the efficiency of plant and pump station operations.

Maintenance Electrician

The Electrician oversees and performs skilled maintenance and electrical work, documentation development, and plan review for the installation, maintenance, troubleshooting, repair, replacement, and retrofit of electrical supply, distribution, monitoring, and control equipment, systems and instrumentation, and wiring systems related to the collection, treatment, and plant(s) facility systems.

Biosolids Transportation Specialist

The Biosolids Transportation Specialist (BTS) is responsible for the safe and efficient loading and transport of the approximately 10,000 tons of biosolids material produced by SCTP annually. The BTS is also responsible for inspection, minor maintenance, and operation of the Districts T-880 Kenworth Dump Vehicle and Trailer which require a Class A commercial driver's license.

Administrative Assistant 4

The Administrative Assistant 4 (AA4) is responsible for providing advanced, professional-level administrative, executive, and office management support to District management. An employee in this position is expected to have excellent communication, computer, multi-tasking, and organizational skills, at an advanced level. The AA4 provides internal and external agency coordination, develops meeting materials and presentations, conducts research and analysis, and performs tracking and reporting. This position provides specialized advanced administrative support using multiple computer applications for document management, tracking, and reporting of information, often of a technical nature. The AA4 is responsible for managing the worksite office, engaging with site staff as a corporate liaison, greeting vendors, visitors, and elected officials, and is active in planning, coordinating, and providing technical reviews of the work. The work performed requires a broad knowledge of District and Alliance operations.

Maintenance Technician 3

The operation and maintenance of wastewater treatment plant(s) ensure plant processes are compliant with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Maintenance Technician safely and reliably operates and maintains a variety of equipment to transfer and/or treat wastewater at the wastewater treatment plant(s), regional pump stations, force mains,

and related facilities. Assignments include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Operator 3

The operation and maintenance of the Clark Regional Wastewater District (District) operated wastewater treatment plant(s) ensure plant processes comply with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Operator 3 position safely and reliably operates and controls a series of system processes and related equipment to transfer and/or treat wastewater at the wastewater treatment plant(s) and regional pump stations. Assignments also include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Ridgefield Treatment Plant Operator

The operation and maintenance of the Clark Regional Wastewater District (District) operated wastewater treatment plant(s) ensure plant processes comply with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Operator position safely and reliably operates and controls a series of system processes and related equipment to transfer and/or treat wastewater at the wastewater treatment plant(s) and regional pump stations. Assignments also include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Maintenance Technician 2

The operation and maintenance of wastewater treatment plant(s) ensure plant processes are compliant with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Maintenance Technician safely and reliably operates and maintains a variety of equipment to transfer and/or treat wastewater at the wastewater treatment plant(s), regional pump stations, force mains, and related facilities. Assignments include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Operator 2

The operation and maintenance of the Clark Regional Wastewater District (District) operated wastewater treatment plant(s) ensure plant processes comply with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Operator 2 position safely and reliably operates and controls a series of system processes and related equipment to transfer and/or treat wastewater at the wastewater treatment plant(s) and regional pump stations. Assignments also include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Maintenance Technician 1

The operation and maintenance of wastewater treatment plant(s) ensure plant processes are compliant with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Maintenance Technician safely and reliably operates and maintains a variety of equipment to transfer and/or treat wastewater at the wastewater treatment plant(s), regional pump stations, force mains, and related facilities. Assignments include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Operator 1

The operation and maintenance of the Clark Regional Wastewater District (District) operated wastewater treatment plant(s) ensure plant processes comply with local, state, and federal permits and protect the health and safety of District personnel, the public, and the environment. The Operator 1 position safely and reliably operates and controls a series of system processes and related equipment to transfer and/or treat wastewater at the wastewater treatment plant(s) and regional pump stations. Assignments also include performing and/or coordinating maintenance, repair, or adjustment of a variety of equipment within the plant and related work as required.

Facility & Ground Caretaker

The Facility & Grounds Caretaker (Caretaker) supports the maintenance and upkeep of the facilities, buildings, grounds, fleet, and equipment. This is supervised custodial, groundskeeping and unskilled maintenance work that is routine in nature. The incumbent will also assist journey-level staff with unskilled maintenance tasks that are recurring, easily understood, and basic in nature. This position will facilitate the work of others. The incumbent must demonstrate flexibility as assigned tasks may vary from day to day.



District Budget

Clark Regional Wastewater District Adopted Budget

2025



"Expanding the Boundaries of Service"

2025 Adopted Budget

Clark Regional Wastewater District
Clark County, Washington

For Fiscal Year
January 1 through December 31, 2025



Adopted by Resolution No. 1915
Dated: December 23, 2024



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Directory of Officials

RCW 57.12.010 provides for a Board of Commissioners consisting of three members to serve as a governing body for the District. Each Commissioner serves a 6-year term with elections held every two years.

Elected Officials Serving During 2025



President
Norm Harker
Term: 6 Years
Expiration: December 2027



Vice President
L. Neil Kimsey
Term: 6 Years
Expiration: December 2025



Secretary
Denny Kiggins
Term: 6 Years
Expiration: December 2029



General Manager
John M. Peterson, P.E.



Finance Director/Treasurer
David Logan



Attorney
Eric C. Frimodt

Mailing Addresses:

District Office: PO Box 8979
Vancouver, WA 98668-8979

Attorney: PO Box C-90016
Bellevue, WA 98009-9016

Budget Message

Board of Commissioners

Clark Regional Wastewater District's Customers and Partners:

The District is pleased to present its Adopted Budget for the Fiscal Year 2025 (FY 2025), from January 1 to December 31, 2025. This budget is presented in accordance with the District's financial policies and direction from the Board of Commissioners. The budget document is formatted to provide an overview to help readers better understand the District's FY 2025 Adopted Budget as a financial planning roadmap. Comparisons in this Budget Message are "budget to budget" from the Board adopted FY 2024 Budget to this FY 2025 Adopted Budget unless otherwise noted.

While not required to prepare a budget under Washington State law, the District chooses to prepare a budget as a professional business planning tool. The District is committed to providing our customers and stakeholders with a level of transparency and trust in the delivery of fiscally responsible and equitable service to the community. A budget is balanced when the sum of estimated sources equals or exceeds the estimated uses. For FY 2025, the District has forecasted that sources, with anticipated fund balance drawdown, will equal estimated uses.

Budget Summary

The Adopted Budget for FY 2025 is \$64.4 million for all sources and uses of funds. Sources include \$31.3 million from sewer service charges, \$13.5 million from connection fees, and \$19.6 million from other revenues. Uses include \$16.6 million for treatment costs, \$15.3 million for salaries and benefits, \$11.4 million for services, supplies and other expenses, \$2.5 million for debt service, and \$18.6 million for capital construction costs and capital purchases.

Total operating and maintenance (O&M) expenditures for FY 2025 are expected to increase by 10.6%. Salaries and benefits are budgeted to increase by 14.0% due to increases in the salary schedule reflecting labor cost trends and the addition of 5.5 full-time employees (FTEs) in 2025.

District Sewer Rates

The District's sanitary sewer base rate has increased to \$46.50 per equivalent residential unit (ERU) per month, an increase of 3.3% for the Central service area in the 2025 Adopted Budget. In addition, the District established a rate of \$55.10 per ERU for the Ridgefield service area. The Ridgefield rate includes the base rate of \$46.50 per month and a \$8.60 per month System Integration Charge (SIC), an overall \$0.80 decrease per ERU for the Ridgefield service area customers for 2025.

Sources

Sewer service charges: \$31.3 million. Sewer service charges are budgeted to increase \$1.9 million, or 6.6%, in 2025. The drivers behind the increase in sewer service charge revenue are the anticipated growth throughout 2025 and the increase in rates.

Connection fees: \$13.5 million. The District utilizes a four-tiered System Development Charge (SDC) structure (based on where wastewater flows for treatment). The District is forecasting 1,594 new paid connections in 2025, a decrease of 252 from the 2024 budget. The 2025 budget reflects a decrease in budgeted connection fee revenue over the prior year of 5.7% due to the budgeted decrease in new connections despite a rate increase in 2025. SDC revenue is used to fund new capital improvement projects within the District's service areas.

Other revenues: \$19.6 million. Investment interest is budgeted for \$2.9 million, intergovernmental revenues for \$9.2 million, miscellaneous revenues for \$0.8 million, debt proceeds for \$6.5 million, and Local Facilities Charge (LFC) reimbursements for \$0.2 million.

Uses

Salaries and benefits: \$15.3 million. Salaries and benefits are budgeted to increase by \$1.9 million, or 14%, in 2025. This increase is driven by the addition of 5.5 FTE. The District added two Maintenance Specialist Positions: one Maintenance Electrician to the Operations Department, one Project Manager to the Collection Infrastructure, one General Manager Support in Administration, and one Limited Term Accounting & Customer Account Technician in Finance. The District decreased by 0.5 FTE, and the Engineering Intern from Collection Infrastructure was transitioned to temporary support. Salary grades were market-adjusted by 4.0% for the 2025 budget year. Included in the budget is a 3.0% increase in pay on their anniversary date for employees not at the top of their pay grade, with the potential to earn an extra 1.5% increase based on merit. Benefits saw slight increases in medical and dental costs in 2025.

Services, supplies and other expenses: \$11.4 million. Service costs are budgeted at \$2.5 million, supplies at \$2.0 million, and other expenses (insurance, utilities, and B&O taxes) at \$6.9 million.

Treatment costs: \$16.6 million. Treatment costs are budgeted at 10% higher for 2025.

Debt service: \$2.5 million. Debt service (principal and interest) for District-issued 2020 bonds and Public Works Board loans in 2025 total \$2.5 million.

Construction costs and capital purchases: \$18.6 million. Construction costs are budgeted at \$4.0 million for existing assets restoration and replacement projects/purchases and \$14.6 million for new asset capital improvement projects/purchases.

Outlook

Clark County continues to experience strong economic growth coming out of the COVID-19 pandemic, although development activity is beginning to slow. Wastewater services are deemed essential, so the District continued operating normally.

By the end of October 2024, the County's unemployment rate was 3.5%, compared to the State unemployment rate of 4.7%. Major industries in the County include healthcare and social assistance, retail trade, leisure and hospitality, and construction. The District forecasts new construction to slow and normalize over the next few years.

Clark County and its unincorporated areas have seen year-over-year population growth of 1.5%. The unincorporated areas are estimated to have grown 13.6% from 2015 to 2024. The County's population is anticipated to increase 36.0% overall from the 2010 census count by the year 2035.

Budget Priorities & Direction

The 2025 Adopted Budget continues to reflect the District's mission of "providing customer-focused, professional wastewater services in an environmentally and financially responsible manner" and its vision to be "an active partner in Clark County, to support economic development and to manage and protect water resources."

With the anticipated growth in population comes opportunity and challenge for the District. The 2025 Adopted Budget highlights the ways in which it seeks to embrace opportunity in the face of these challenges.

Maintain a Stable Rate Structure. The District charges a flat base rate for monthly sewer service charges. Small inflationary rate increases are budgeted for 2025, driven by increasing operating and capital budget demands. District customers, based on which service area they reside in, are billed one of two flat rates per month.

Maintain Existing Assets of the District. As the inventory of sewer system assets within the District's collection system ages, it is important that the District maintain these assets appropriately to keep them in service as long as possible or replace them when necessary to prevent system failures.

This budget includes \$4.0 million for restoration and replacement funds for the District's current collection system assets. Assets being restored or replaced are identified through a criticality assessment performed by the Engineering and Operations departments. Also included in this budget are funds for the replacement of fleet and facility assets. As the District experiences growth, it has been determined necessary to upgrade, maintain or replace assets in our administrative office and operations center.

Position the District for Growth. As of January 1, 2014, the sewer utility customers of the City of Ridgefield (Ridgefield) became customers of the District. Ridgefield is currently growing at a rate of 9.0% annually. The current population in Ridgefield is approximately 16,500. By 2035, Ridgefield's population is anticipated to be nearly triple what it was in 2010. In 2025, the District has budgeted \$7.3 million to restore existing infrastructure and build new infrastructure to sustain this growth. A large part of these funds are allocated to building new pump stations and upgrading existing trunk sewer lines within Ridgefield.

Create a Sustaining District's Organizational Structure. With the addition of the sewer utility customers of the City of Ridgefield in 2014, serving as Administrative Lead for Discovery Clean Water Alliance (operational since 2015), and becoming Contract Operator of the Ridgefield Treatment Plant, Salmon Creek Treatment Plant, and eight other Alliance assets, it has become necessary for the District to assess the workload of its departments and evaluate staffing levels to continue moving the District forward to meet regional wastewater needs. The 2025 budget includes the addition of 5.5 FTE, two Maintenance Specialist Positions, one Maintenance Electrician to the Operations Department, one Project Manager to the Collection Infrastructure, one General Manager Support in Administration, and one Limited Term Accounting & Customer Account Technician in Finance. The 0.5 FTE intern position has been transitioned to temporary support.

Sincerely,



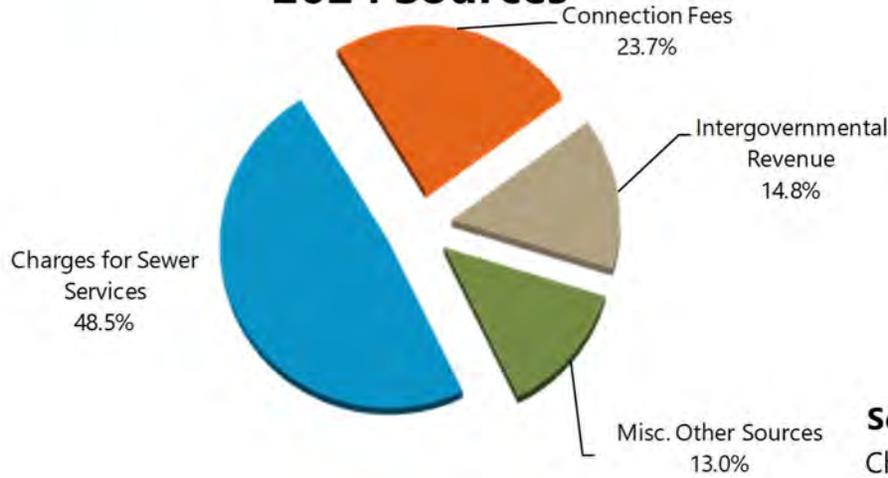
John M. Peterson, P.E.
General Manager



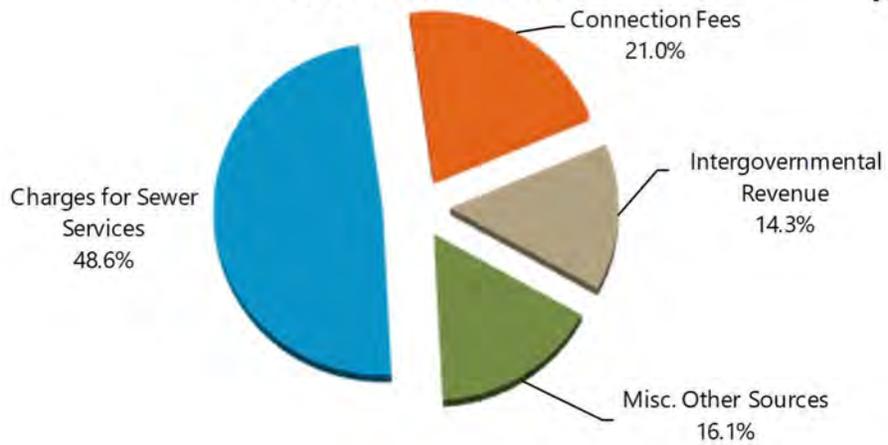
David Logan
Finance Director/Treasurer

Budget in Brief

2024 Sources



2025 Sources



Sources

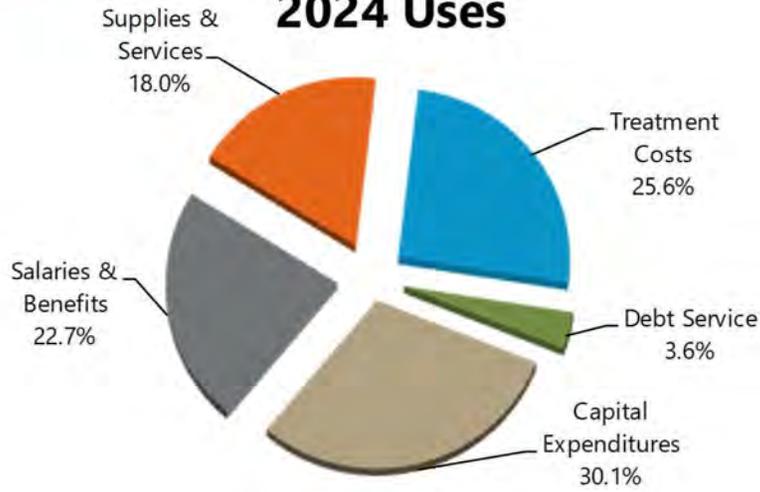
Charges for Sewer Services
 Connection Fees
 Intergovernmental Revenue
 Misc. Other Sources

Total Sources

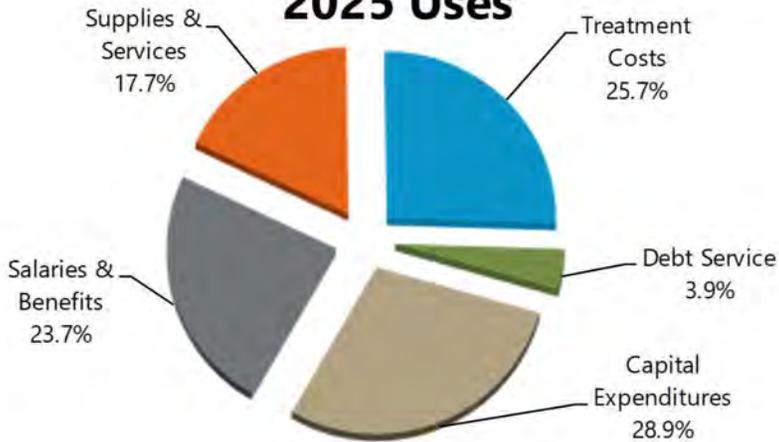
	2024 Budget	2025 Budget
Charges for Sewer Services	\$ 29,362,859	\$ 31,289,984
Connection Fees	14,338,984	13,515,217
Intergovernmental Revenue	8,965,000	9,230,742
Misc. Other Sources	7,887,351	10,359,250
Total Sources	\$ 60,554,194	\$ 64,395,193

Budget in Brief

2024 Uses



2025 Uses



Uses

	2024 Budget	2025 Budget
Salaries & Benefits	\$ 13,388,305	\$ 15,268,534
Supplies & Services	10,611,185	11,405,085
Treatment Costs	15,087,781	16,557,217
Debt Service	2,091,018	2,528,917
Capital Expenditures	17,722,400	18,618,250
Total Uses	<u>\$58,900,690</u>	<u>\$64,378,003</u>

District History

Clark Regional Wastewater District (formerly known as Hazel Dell Sewer District and Clark County Public Sewer District No. 1) has a rich history of service and support for the communities it serves. In 1958, the District was formed to meet the needs of a growing business community that was not served by sewer. The newly formed District provided wastewater treatment and collection for 300 Hazel Dell customers. In the 1970s, through separate interlocal agreements with Clark County and the City of Vancouver, the parties acknowledged the economies of scale for treatment. This allowed the District to focus on collection and transmission, with the County and City providing treatment through their existing plants.

In 1993, the County requested the District to take over all its collection and transmission functions, leaving the County to focus only on treatment at the Salmon Creek Treatment Plant (SCTP). In 1995, the County, the City of Battle Ground, and the District entered into a three-way agreement to expand and improve the SCTP. The District and Battle Ground owns 100% of the treatment capacity of the plant, with the County providing the facility and operating staff. In 2003, under the direction and management of the District, the three partners undertook a \$77.0 million dollar capital improvement upgrade of the Salmon Creek Wastewater Management System (SCWMS). The project, completed in 2009, provided additional treatment capacity for years to come.

In 2009, an initial "Sewer Coalition Planning Study" was completed with participation from twelve Clark County public agencies to explore the potential for improved efficiencies in providing wastewater services to Clark County residents. This study resulted in a county-wide comprehensive sewer plan detailing transmission and treatment facilities necessary to provide sewer service within the County for the next 50 years.

In 2012, as another result of the 2009 study, four partner agencies (Clark Regional Wastewater District, Clark County, and the Cities of Ridgefield and Battle Ground) signed a Memorandum of Understanding (MOU) providing an agreement-in-principle for the framework of a new regional partnership. The regional sewer entity, Discovery Clean Water Alliance (Alliance), was formally incorporated in early 2013 by the four-member agencies. Alliance transition activities occurred throughout 2013 and 2014. The Alliance became fully operational effective January 1, 2015, with all members, including the District, transferring debt and assets as outlined in the Interlocal Formation Agreement (IFA) to the Alliance. Effective January 1, 2015, the Alliance owns and operates transmission lines, pump stations, and treatment plants to provide sewer treatment service to the mid-Clark County region (City of Battle Ground and the District's service areas, including City of Ridgefield).

Also, in 2012, the District and the City of Ridgefield (Ridgefield) signed an MOU for transfer of ownership of all of Ridgefield's sewer utility collection system assets, liabilities, and all its sewer

utility customers to the District. A final collection system transfer agreement and franchise agreement were finalized and signed by the District and Ridgefield in 2013. As of January 1, 2014, Ridgefield's sewer utility customers became customers of the District.

Following the transfer of assets from the City of Ridgefield to the Alliance, the City continued to operate the Ridgefield Treatment Plant. In late 2017, per the City of Ridgefield's request, the District provided a proposal to the City to take over operations of the plant. The City accepted the proposal, and the Alliance approved the change in operations. The District began official operation of the Ridgefield Treatment Plant on July 1, 2018.

On January 1, 2020, the District began operating the Battle Ground Force Main, Salmon Creek Interceptor, and Kline Interceptor, all of which are assets owned by the Alliance and previously operated by Clark County. The District leveraged its existing mobilization within the District's service area to operate these assets while County staff time was dedicated to focus on SCTP operations during a large plant expansion.

In mid-2021, Clark County requested an early termination of its contractual obligation to operate the Salmon Creek Treatment Plant from the Alliance. The District, already involved in treatment plant operations, prepared a proposal to take over operations of the treatment plant. On October 1, 2021, the Alliance Board of Directors provided direction for early termination of the County contract, and the District began operations at the plant on July 1, 2022.

The District, throughout its history, has responded to the growing and changing needs of its stakeholders, including its current and future ratepayers. In 2025, the District is budgeted to grow from 93.5 to 99 employees. Including the District's Ridgefield service area, the District maintains over 824 miles of pipe and 78 pump stations throughout the 49 square miles of District service territory.

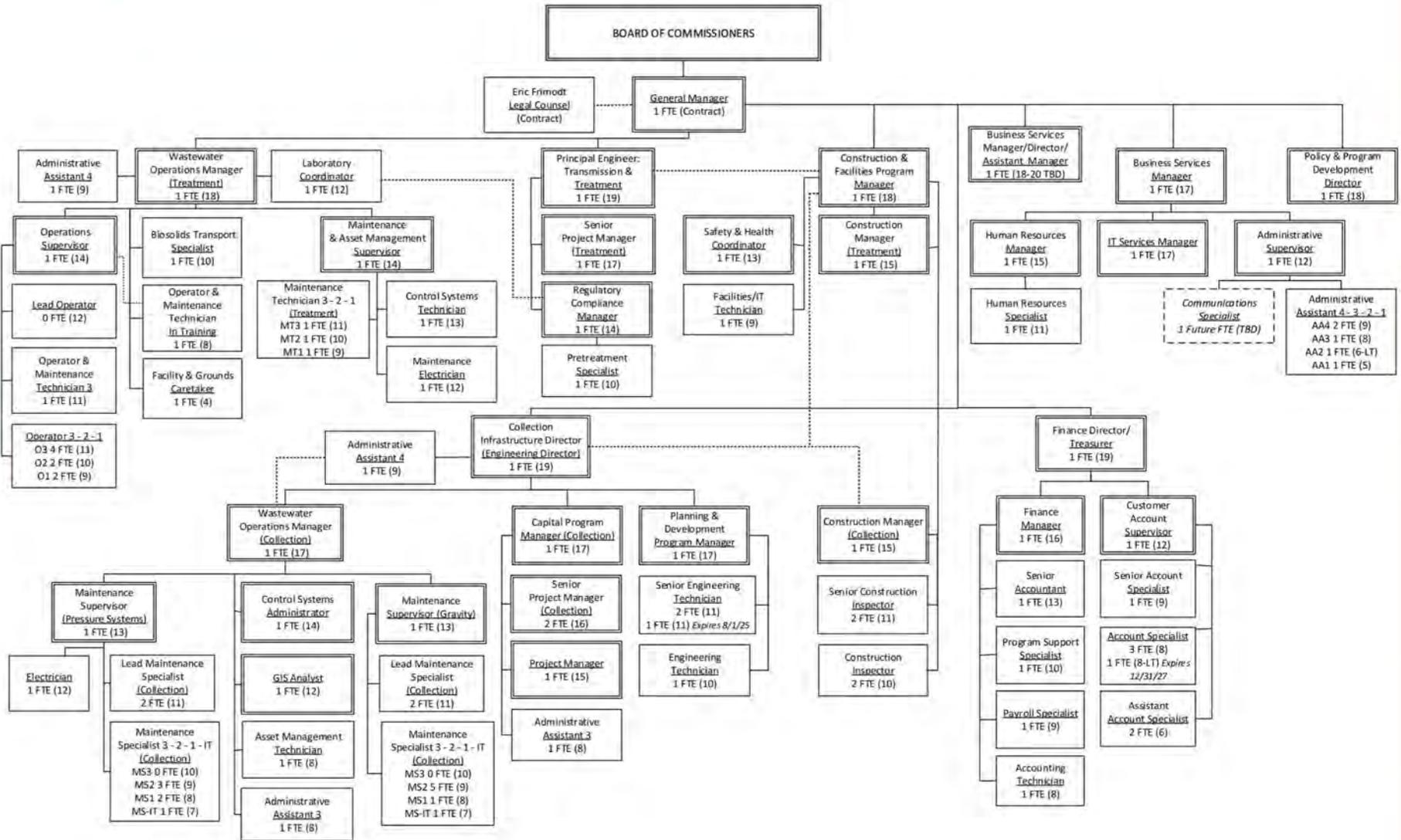
District Organization

Clark Regional Wastewater District is a special-purpose district organized under the Revised Code of Washington (RCW), Title 57. As a special-purpose district, it is chartered to provide sanitary sewer services to unincorporated Clark County, including the City of Ridgefield and portions of the City of Battle Ground and the City of Vancouver. As a public agency, it has a three-member Board of Commissioners who reside within the District service area and are elected by the ratepayers within those areas to six-year terms. The General Manager, hired by the Board of Commissioners, is the District's administrator and manages the 99.0 FTEs within the Collection Infrastructure, Engineering, Wastewater Operations, Construction, Finance, and Administration/Business Services departments.

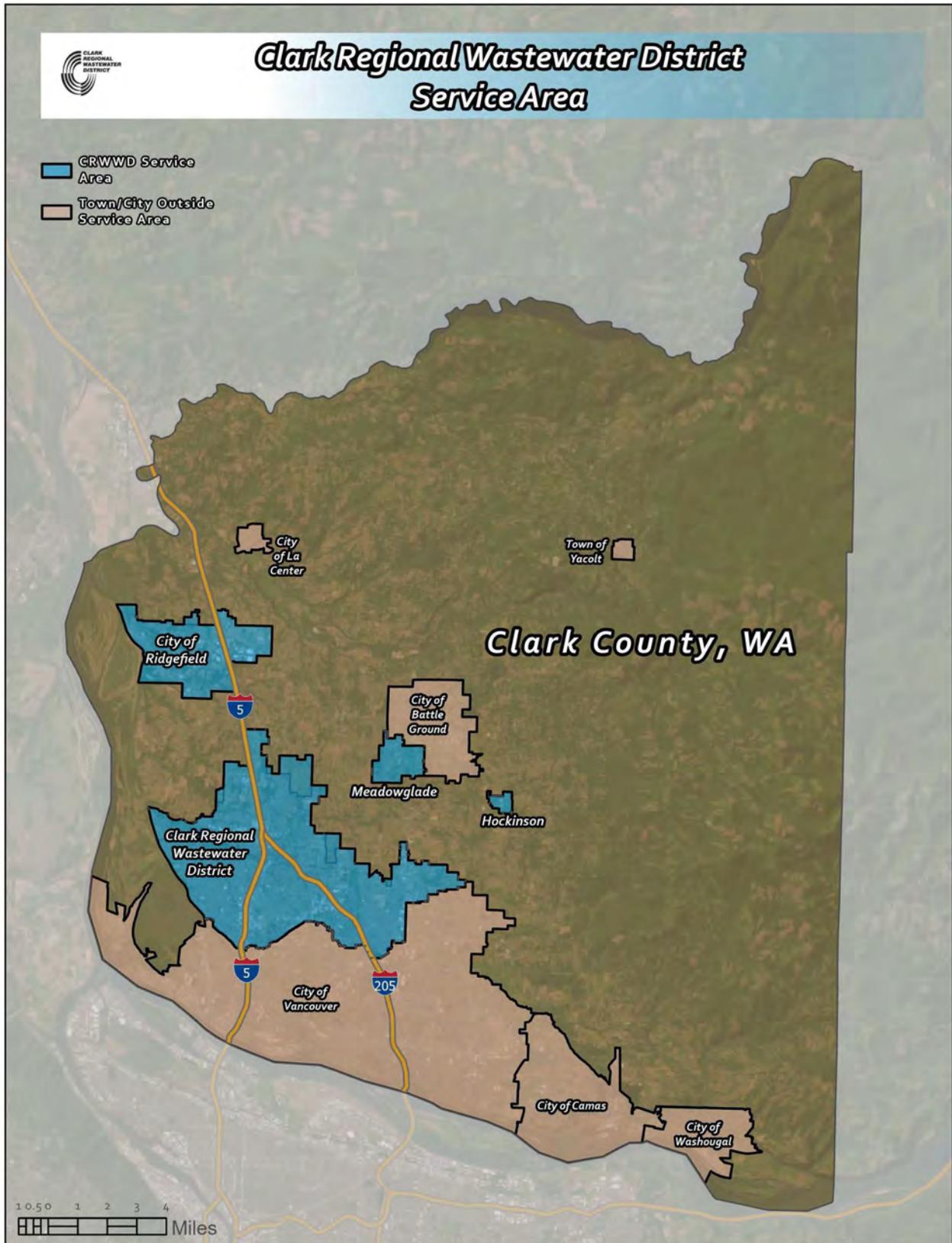
Our Ratepayers and Stakeholders

The District provides services to people living in unincorporated Clark County and the City of Ridgefield. The District provides sewer services and receives monthly rates from approximately 41,000 customers, including the Ridgefield service area customers. The District's customer base is comprised of both residential and commercial customers, and the District anticipates its customer base to grow to approximately 42,500 by the end of FY 2025. In addition, the District provides wastewater industry leadership, engineering expertise, and, in many cases, maintenance field support to the smaller cities within Clark County.

Organizational Chart



District Service Area Map



District Departments, Services and Performance Measures

Collection Infrastructure

The Collection Infrastructure Department consists of operation and engineer workgroups.

Operations Workgroup

The Operations workgroup is staffed with twenty-three (23) skilled full-time employees providing many services for the District, including:

- Underground Collection System Condition Assessments
- Pipeline Maintenance and Preservation Programs
- Pump Station Maintenance
- Septic Tank Effluent Pumping (STEP) System Maintenance
- Fleet Management
- Risk Mitigation
- Asset Optimization
- Engineering Assistance
- Geographic Information System (GIS)

Underground Collection System Condition Assessments. Operations staff perform Closed Circuit Television (CCTV) inspections of pipelines and manholes to support condition assessments of the District-owned collection system. CCTV inspections use specialized video equipment to inspect the inside of pipes to identify defects or problematic lines. Defects are scored based on severity, providing an overall system condition. The entire collection system is inspected on a regular cycle, with known problem areas inspected more frequently. The condition assessment drives prioritization of capital, restoration, and replacement projects, as well as maintenance and repairs.

Pipeline Maintenance and Preservation Programs. The District owns and maintains approximately 128 miles of pressure mains. As of January 1, 2025, the total pipe inventory (including service laterals) is 824 miles, ranging from 4 to 36 inches in diameter. Routine maintenance of these lines consists of scheduled CCTV inspections followed by High-Velocity Cleaning (HVC), where needed. Problematic lines with potentially higher grease levels, roots, and/or debris build-up are assigned accelerated cleaning frequencies. The Operations department is party to the Grounds, Equipment and Maintenance (GEM) agreement with

regional agencies to share resources, such as occasional CCTV inspection, line cleaning, and other services as needed.

Pump Station Maintenance. Operations staff operate and maintain 78 sewer pump stations and four motor-operated valves (MOVs). Maintaining the pressurized discharge piping systems, known as force mains, is part of the Pump Station Maintenance Program. Current maintenance procedures include detailed tasks that are performed on a weekly, monthly, semi-annual, and annual basis to maximize the useful life of the pump station assets. Operations staff also manage chemical injection systems and air treatment systems designed to treat odorous and corrosive gasses that form in wastewater systems as part of the Pump Station Maintenance Program.

Septic Tank Effluent Pumping (STEP) System Maintenance. The Operations staff maintains the continuous service of 895 individual STEP systems. These STEP systems are located in the satellite areas of Meadow Glade, Hockinson, Van Ridge, and South Ridge, as well as a few systems in the Ridgefield service area. The STEP systems are individual pumping systems that typically pump from a single residence or tax lot into a public force main. STEP systems may be required in areas with flat topography and high groundwater that would prevent traditional gravity sewer system installation. The Operations department is responsible for inspecting new STEP systems constructed in these areas and ongoing maintenance and repairs of the existing STEP systems.

Fleet Management. The District outsources the repair and periodic maintenance of District vehicles and equipment. Fleet management responsibilities performed by the Operations department include managing the fleet washing contract, vehicle service schedule coordination, vehicle and equipment procurement and surplus, and performing minor maintenance activities related to passenger vehicles, pickups, and small construction and safety equipment. The Operations staff manages the routine maintenance schedules of all fleet vehicles owned by the District.

Risk Mitigation. Risk mitigation is a central function of the Operations department. All the condition assessment and maintenance functions described previously are forms of risk mitigation. Another risk mitigation tool is the department's SCADA (Supervisory Control and Data Acquisition) system. This automated system monitors the pump stations 24 hours per day and alerts staff of any potential risks associated with equipment failure. The system allows for proactive responses to minor issues before they become significant issues that require immediate reactive response.

Another risk mitigation tool is the District's Utility Locate Program. Mandated by state law, the 8-1-1 service for "Call Before You Dig" initiates a utility locate ticket, prompting the dispatch of Operations staff to mark the location of District underground assets. This program is preventive

in nature because communicating the location of infrastructure helps prevent service outages that occur when these assets are disturbed by excavators. The District performs approximately 11,000 utility locates per year.

Asset Management. The Operations department utilizes CentralSquare Enterprise Asset Management (EAM) for public works to schedule preventive and corrective work and manage asset lifecycle costs. EAM is integrated with other District systems, including the Geographic Information System (GIS) for infrastructure mapping, the SCADA system, and the CCTV inspection management software. The Operations department utilizes EAM's mobile application, which allows staff to access work orders and equipment details, GIS maps, and inspection data from the field on a tablet or other mobile device without returning to the office for data entry. Mobile access creates efficiencies in staff productivity, decreases fuel use and vehicle wear, and increases accuracy through real-time data capture. All maintenance functions are scheduled and documented in EAM, including facilities, collection system, and fleet maintenance.

Engineering Assistance. The Operations staff provides support to the District's Engineering department by performing various field verification techniques confirming locations of existing underground assets, providing pipeline CCTV inspection data to aid in identifying sewer lines that require capitalized restoration or replacement, assisting with plan review of new pump station and piping system designs, and working with Engineering to establish District construction standards.

Geographic Information System (GIS). The District maintains a state-of-the-art computer mapping, archiving, and analysis system. The GIS platform is used in support of Engineering, Finance, and Maintenance functions at the District. The mapping system covers the District's service areas and extensively supports customer service, planning, design, and decision-making. GIS is also integral to the District's Maintenance Management System (MMS).

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Planned 2025
1) Responsible stewardship of public resources by protecting infrastructure to ensure system reliability							
Percentage of total inspectable pipe inspected over six (6) year period	100%	NA	80%	89%	100%	95%	95%
Percentage of responses to applicable locate requests	100%	100%	100%	100%	100%	100%	100%
Number of controllable pump station overflows	0	0	0	0	0	0	0

NA = data not available

Engineering Workgroup

The Engineering workgroup provides engineering services for the District and its customers under the management of the Collection Infrastructure Director (Engineering Director), a licensed Professional Engineer. The Director is assisted by eleven (11) additional full-time staff. These services include:

- Annexation Process Management
- Development Review
- Capital Facility Planning
- Capital Program Management
- Septic Elimination Program (SEP)

Annexation Process Management. The Engineering department oversees the "annexation" process for the District. Annexation is the formal process by which the District expands its service area, administered in accordance with RCW 57.24. The District is the designated service provider to roughly nine (9) new square miles of urban growth area within the County's 2015-2025 Comprehensive Plan. Generally expanded via the petition method of annexation, at the request of property owners, the District has annexed over 70% of the existing urban growth area through year-end 2024.

Development Review. The Engineering department assists new project developers, current customers, and existing homeowners in need of sewer service while ensuring compliance with District standards. Services include preliminary application utility reviews, engineering design reviews, permitting, and construction management. In addition, property owners may obtain record drawing information for assistance in locating their existing system for connection.

Capital Facility Planning. Planning within the District is a two-part process initiated with long-range planning followed by sub-basin planning. Long-range basin planning is performed to develop a 20-year General Sewer Plan (GSP) to address the infrastructure needs to support urban incorporation by the County. The District's current GSP was adopted in 2017 in conjunction with Clark County's Comprehensive Plan update and in compliance with the requirements of the Growth Management Act. The GSP provides a summary of the capital improvement projects and the associated costs for the planning period. More detailed sub-basin planning is performed within the framework of the GSP to identify the means and methods of extending service to individual parcels. The next GSP update is currently in process to align the County's Comprehensive Plan update, scheduled for completion in December 2025.

Capital Program Management. The District updates its 10-year Capital Improvement Program (CIP) annually, which identifies and funds priority projects related to system capacity, expansion, and restoration and replacement (R&R) of existing infrastructure. The CIP is reviewed and

approved by the District Board of Commissioners as a part of the annual budget process. The CIP considers system capacity analysis, infrastructure condition assessments, and associated upgrades, as well as anticipated future development. District staff directs the overall Capital Program, including prioritizing, planning, budgeting, limited design, and managing projects. Under a District Project Manager, spot repair projects are designed internally for bid and construction, but most projects are designed by professional engineering consultants for bid and construction. All work is performed under the direction of a licensed Professional Engineer. The District utilizes GIS analysis of asset data to assess the condition of the system to develop an R&R program that prioritizes projects to address the highest-risk problem areas. By identifying critical infrastructure with a higher risk of failure, the District can focus capital expenditures most effectively. The 2025 Capital Program will continue to reflect projects identified by this process.

Septic Elimination Program (SEP). Supporting the District's vision of partnerships to protect water resources in the District's service area, the District maintains an established Septic Elimination Program (SEP), which extends sewer service to residential homes within the District and offers a financial incentive for connecting properties. The program includes over 40 projects that are prioritized through established ranking criteria. The District has recently been successful in securing state and federal grant funds for two Septic Elimination Projects, which will significantly reduce homeowner costs for connecting to public sewer. The District anticipates continuing to seek funding for SEP projects with the goal of eliminating septic systems in the urban area.

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Estimated 2023	Planned 2024	Planned 2025
1) Establish the future direction of the District; its purpose and vision in support of its stakeholders' needs							
Percentage of annual District sponsored capital budget delivered (excludes developer projects)	80%	80%	96%	66%	71%	80%	80%
Actual to forecast ERU growth	90-110%	112%	105%	101%	80%	90-110%	90-110%
2) Communication that is open, honest and timely							
Percentage of utility reviews completed within 14 days	80%	90%	86%	94%	93%	85%	85%
Percentage of plan reviews completed within 14 days	95%	92%	77%	95%	95%	95%	95%

Wastewater Operations Department

The Wastewater Operations Department is a combined effort of two (2) treatment facilities, the Ridgefield Treatment Plant and the Salmon Creek Treatment Plant. The treatment plants have twenty-one (21) full-time employees who control and monitor the primary operations of the plants 24 hours a day and provide these services:

- Ridgefield Treatment Plant Operations
- Salmon Creek Treatment Plant Operations

Ridgefield Treatment Plant Operations. As of July 1, 2018, the District became the Contract Operator of the Ridgefield Treatment Plant. The treatment plant is a Conventional Activated Sludge plant rated at 0.7 million gallons per day (MGD) that receives average flows of roughly 0.3 MGD, or 300,000 gallons per day. Treatment plant processes are a combination of mechanical and biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology (Ecology) and the U.S. Environmental Protection Agency (EPA), and sludge that is transferred to the Salmon Creek Wastewater Treatment Facility, and Three Rivers Regional Wastewater Facility for processing into Class 'B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes the District Supervisory Control and Data Acquisition (SCADA) system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. The plant maintenance programs are managed using a computerized Maintenance Management System (MMS).

Salmon Creek Treatment Plant Operations. As of July 1, 2022, the District became the Contract Operator of the Salmon Creek Treatment Plant. The treatment plant is a Conventional Activated Sludge plant, rated at 14.95 MGD, that receives average flows of roughly 8.5 MGD, or 8,500,000 gallons per day. Treatment plant processes are a combination of mechanical-biological actions that remove organic and inorganic materials from the flow stream. The finished products of the wastewater treatment process are water cleaned to purity exceeding acceptable limits monitored by the Washington State Department of Ecology and the U.S. EPA, and sludge that is processed into Class 'B' biosolids suitable for land application by Ecology and EPA standards. The treatment plant also utilizes a SCADA system for process monitoring and automated operations, which prevents the need for 24-hour per-day staffing requirements. Plant operations data is managed in Hach WIMS, an operational database that simplifies reporting. Plant maintenance programs are managed using a computerized Maintenance Management System (MMS).

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Planned 2025
1) Responsible stewardship of public resources by protecting infrastructure to ensure system reliability							
Permit Compliance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Effluent BOD	<30 mg/l	7.9	8.4	6.7	6.1	6.4	10
Effluent TSS	<30 mg/l	6.8	7.9	7.2	7.2	7.3	10
Total Ammonia	<18.7 mg/l	4	4.8	3.2	2.6	3.4	8
Effluent Fecal Coliform	<200cf/100ml	21.5	40.3	31	18.6	20.5	50
Percentage removal of BOD	85%	97%	97%	98%	98%	98%	96%
Percentage removal of TSS	85%	97%	97%	98%	98%	97%	96%

NA = data not available

Transmission & Treatment Engineering Department

The Transmission and Treatment Department is staffed with four (4) full-time employees providing regulatory compliance, pretreatment, and engineering services for the Discovery Clean Water Alliance on behalf of the District. Services include, but not limited to:

- Discovery Clean Water Alliance – Industrial Pretreatment Program
- Discovery Clean Water Alliance - Engineering

Pretreatment Program. The District administers the fully delegated Industrial Pretreatment Program for the Discovery Clean Water Alliance, implementing all federal and state pretreatment requirements applicable to non-domestic discharges in order to protect wastewater collection and treatment systems. Program responsibilities include business surveying, plan review, inspections, compliance monitoring, permitting and enforcement activities, compliance sampling at the Salmon Creek Treatment Plant, and reporting in accordance with NPDES requirements. The District also administers a Fats, Oils, Grits and Grease (FOGG) program for the Alliance as part of the Industrial Pretreatment Program.

Discovery Clean Water Alliance - Engineering. The District provides capital program management services for the Alliance. Capital program management support services include capital plan development, asset management, capital plan delivery, regional asset development review, regional asset wastewater volume and quality management, regulatory compliance management, and other non-listed Engineering support services.

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Estimated 2023	Planned 2024	Planned 2025
1) Establish the future direction of the District; its purpose and vision in support of its stakeholders' needs							
Percentage of annual District sponsored capital budget delivered (excludes developer projects)	80%	80%	96%	66%	71%	80%	
2) Program meets or exceeds regulatory requirements							
Percentage of regulatory reports submitted on time	N/A	N/A	N/A	N/A	N/A	N/A	100%
Percentage of industrial users in compliance with reporting requirements	N/A	N/A	N/A	N/A	N/A	N/A	100%
Percentage of required pretreatment inspections completed	N/A	N/A	N/A	N/A	N/A	N/A	100%
3) Responsible stewardship of public resources by protecting infrastructure to ensure system reliability							
Percentage of FOG Users inspected annually	N/A	N/A	N/A	N/A	N/A	N/A	95%
Percentage of FOG Users in compliance	N/A	N/A	N/A	N/A	N/A	N/A	85%

N/A = data not available

Construction Management Department

The Construction Management Department provides many services that support the District's day-to-day operations and the long-term stability of its core functionality with nine (9) exceptional full-time employees. The Construction Management Department includes:

- Construction
- Safety
- Facility Maintenance

Construction. The District utilizes in-house inspection and Construction Managers to oversee and manage District Collections, Development, and Alliance construction projects. Construction Management of District projects involves complete turnkey delivery of projects from pre-bid services through closeout. These activities include but are not limited to administering construction contracts, managing contractors and consultants, procurement of materials outside of construction contracts, establishing & managing communication, managing project costs and schedules, and coordinating with District Engineering and Operations staff, as needed.

Safety. Development and implementation of District Safety Programs and procedures in accordance with Washington State Department of Labor & Industries (L&I) and Occupational Safety and Health Administration (OSHA) standards. Responsible for driving performance improvement and strengthening the safety culture in the District. Identify systemic Environmental, Health & Safety (EHS) gaps, develop corrective measures, and implement solutions necessary to sustain compliance with governing standards and District programs. Provide day-to-day oversight of the overall safety program and responsible for ensuring all

District staff are up to date with all necessary training. Works closely with Human Resources and Risk Management to support those endeavors.

Facility Maintenance. The District's campus serves as the headquarters for the administration and maintenance activities of the District. The Construction & Facilities Program manages facilities maintenance for the District Campus and District Pump Stations. This program also assists the Discovery Clean Water Alliance with maintenance of Alliance Assets. Janitorial, landscaping, HVAC, general building, and utility service contracts are overseen by this group. General daily maintenance and upgrade/improvement projects are performed in addition to a variety of other facilities maintenance tasks performed by the in-house IT/Facilities Technician.

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Estimated 2023	Estimated 2024	Planned 2025
1) SAFETY (new stand-alone program)							
Zero lost-time incidents for all District employees	0	NA	NA	NA	2	0	0
Provide necessary Safety training too all field and office staff.	85% - 100%	NA	NA	NA	50%	75%	90%
2) CONSTRUCTION (new stand-alone program)							
Deliver Capital / R&R Projects under Board-approved budget (projects greater than \$350k).	100%	NA	NA	NA	100%	100%	100%
Deliver projects with no outstanding warranty issues or unresolved deficiencies.	85% - 100%	NA	NA	NA	90%	90%	100%
2) FACILITIES (new stand-alone program)							
Maintain critical mechanical / electrical assets with high level monitoring & implementation program.	90%	NA	NA	NA	75%	85%	95%
Deliver program projects as scheduled and under budget.	80%	NA	NA	NA	50%	65%	80%

NA = data not available

Finance Department

The Finance department, with a staff of fourteen (14) dedicated, full-time employees, provides a wide range of services for the District. These services include but are not limited to the following:

- Customer Service
- Permits
- Accounting
- Treasury Management
- Budget/Forecasting

- Discovery Clean Water Alliance Administrative Lead Services
- Risk Management

Customer Service. As a customer-focused utility, Finance considers customer service an ongoing improvement process. We continue to evaluate how to improve and enhance our levels of service while providing the same quality of service to our customers that we would expect if we were customers. The District anticipates managing approximately 24,000 telephone calls, processing nearly 250,000 billing statements, and manually receipting over 5,500 payments. In addition, the District will continue to manage approximately 200 high-resource customers monthly.

Permits. In addition to utility billing and customer service responsibilities, the Finance department is responsible for issuing sewer permits. Finance is on track to issue close to 1,000 permits in 2024, which aligns with the number of permits issued in 2023.

Accounting. The department maintains the District's financial records in compliance with state and federal regulations. The District's financial statements are audited annually by the Washington State Auditor's Office (SAO) for adherence to Generally Accepted Accounting Principles (GAAP). For the last 42 years, SAO has had no findings to include in their Auditor's report. In addition to maintaining the financial records and preparing the statements for audit, core accounting functions provided by Finance include payroll, accounts payable, project accounting, accounts receivable, contract receivables, budget preparation, and general ledger maintenance. Various reports, such as the Annual Comprehensive Financial Report, Board reports, management reports and other audit and bond compliance statements, are prepared monthly, semi-annually, and annually. The District has been awarded the Certificate of Achievement for Excellence in Financial Reporting for the last 36 years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Treasury Management. The primary responsibility and goal of the treasury function are to ensure the District's financial resources are safeguarded and the District's cash reserves are invested safely and prudently. To accomplish this, the District issues and/or defeases debt in an effort to provide the lowest financing costs to our ratepayers. In addition, the assets and cash transactions are secured by evaluating and enhancing internal controls and improving business processes, like recording assessments, liens, and the satisfaction thereof.

Budget/Forecasting. The District utilizes a ten-year revenue and expense forecast and the assumptions used in preparing the forecast to ensure adequate revenues are available for necessary operational and capital expenditures. The budget is a piece of the ten-year forecast in that it is developed from compiled information and the anticipated needs of each department to develop an operating budget. Budget preparation also necessitates internal coordination and facilitation of the capital plan information with Engineering, specifically to determine how future

projects will affect the Existing Assets Restoration and Replacement (R&R) account, as well as the New Assets Capital Improvement Projects (CIP) account. The Management team provides valuable input throughout the budget preparation process. The budget is presented to the Board of Commissioners for review and adoption as the final step.

The District evaluation of current revenue forecasts necessary to adequately fund future capital and R&R needs and keep pace with the increased costs for operational activities has indicated that the 2025 base rates will increase by \$1.50 per month. The District base rates continue to be more affordable and stable than other providers in Clark County and across Western Washington. Throughout the eight year period from 2016 to 2024, other regional providers raised their rates on average \$18.00+ per month, whereas the District raised its base rate a total of \$7.00 per month. This reflects the District's efforts to keep costs at or below the inflation rate.

In recognition of its budgetary efforts, The District received the GFOA Distinguished Budget Award for its 2024 Adopted Budget. This award is the highest recognition in fiscal planning and budgeting nationwide. The District has been awarded the Distinguished Budget Award for the last nine years and strives to continue providing transparent, informative, and relevant financial information for District stakeholders.

Discovery Clean Water Alliance. In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed Discovery Clean Water Alliance under the Joint Municipal Utility Services Act statute in January 2013. The District provides Administrative Lead services for Discovery Clean Water Alliance. The Finance department provides financial and treasury services for the Alliance Board of Directors. These services include, but are not limited to, the preparation of the operating and capital budgets, quarterly and annual financial reporting, Annual Comprehensive Financial Report development, SAO audit process management, financial policies compliance, debt and investment management, accounts receivable, and accounts payable. The District's Finance Director is the appointed Treasurer for the Alliance.

Risk Management (RM). The District's Finance Director/Treasurer is responsible for risk management. This includes ensuring compliance with all applicable laws, ordinances, policies and guidelines impacting the District. Also included is the administration of risk management program activities, including general liability insurance and claims processing, risk assessment and mitigation strategies.

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Planned 2024	Planned 2025
1) Responsible stewardship of public funds and fiscal accountability to the public							
The District Annual Comprehensive Financial Report (ACFR) receives an Unqualified Opinion from the Washington State Auditor's Office	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Government Finance Officer Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting awarded to the District	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Percentage of Operating Budget Over/Under spent	+/- 5.0%	-1.9%	-0.5%	1.9%	-0.5%	0.0%	0.0%
2) Transparent communication with stakeholders regarding objectives, goals, and planned spending							
The Government Finance Officer Association (GFOA) Distinguished Budget awarded to the District	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Administration/Business Services Department

The Administration/Business Services department, with a staff of twelve (12) full-time employees, is responsible for administering and managing the overall affairs of the District, including Human Resources and IT services, and provides executive support to the District Board of Commissioners. The General Manager leads the department and includes the Policy & Program Development Director, Business Services Manager, IT Services Manager, HR Manager, HR Specialist, Administrative Services Manager, and five (5) Administrative Assistant support staff. The department's core functions include:

- District Management
- Support to the Board of Commissioners
- APWA Accreditation
- Discovery Clean Water Alliance
- Public Records
- Human Resources
- Succession Planning
- IT Services Management

District Management. The Administration department is active in all general management practices and oversees all District services and activities. Administrative staff administers and maintains oversight of intergovernmental coordination with partner agencies throughout the community. Specific day-to-day operations of District functions are the responsibility of department Managers. The Managers work closely with Administrative staff in "providing

customer-focused, professional wastewater services in an environmentally and financially responsible manner." In addition, public involvement and outreach activities, along with the development and implementation of key documents, presentations, and initiatives, are consistently provided by the Administration department.

Board of Commissioners (Board). Board support is provided by Administrative staff to ensure all applicable laws and regulations for open public meetings are adhered to and ensure effective and efficient due process for all individuals, organizations, and businesses that seek to appear before the Board at their regularly scheduled meetings.

APWA Accreditation. The Administration staff is instrumental in facilitating the process of APWA Accreditation. Initially accredited in 2005 and re-accredited in 2009, 2015, 2020, and 2023, the District is the first Special Purpose Government to carry the APWA Accreditation in North America. The accreditation process aims to provide a means of formally verifying and recognizing public works agencies for compliance with the recommended practices outlined in the Public Works Management Practices Manual. The accreditation process is entirely voluntary.

Discovery Clean Wastewater Alliance. In conjunction with its partners (Clark County and the Cities of Battle Ground and Ridgefield), the District formed the Discovery Clean Water Alliance (Alliance) under the Joint Municipal Utility Services Act statute in January 2013. The General Manager and Administrative staff also provide support to the Board of Directors of the Alliance. These responsibilities include executive and administrative services such as agency coordination, clerk for the Board, public outreach, and oversight of the operational committees. The District is also responsible for coordination with the Alliance legal counsel via contract and for overseeing the development of the complete administrative framework.

Public Records. The District Business Services Manager serves as the District Public Records Officer. Within five business days of receipt of a request, the Public Records Officer will acknowledge and fulfill the request.

Human Resources (HR). Administration of the HR program includes employment, recruitment, compensation/benefits, employee relations, training and employee development, personnel record management, personnel policy and procedure development, legal compliance, and internal consulting. The District offers a very competitive benefits package upon hire. The benefits include Washington State PERS, fully paid medical and dental benefits including vision coverage, paid sick leave, paid vacation, life insurance, medical and dependent care spending accounts, and short and long-term disability options. The Board of Commissioners has approved an annual market rate adjustment of 4.0% for all pay grades for the 2025 budget cycle. Along with the market rate adjustment by pay grade each year, employees are eligible to receive a 3.0% increase in pay upon a successful performance evaluation. Employees already at the top of

their salary range can receive an extra 1.5% based on extraordinary performance on their anniversary date.

Succession Planning. A priority of Human Resources is managing succession planning. With individuals in key positions at or nearing retirement age, the District is focusing not only on recruitment efforts for these positions but also on career development for the existing staff. This planning is necessary to increase the availability of experienced and capable employees to fill these positions when they become available.

IT Services Management. As the District continues to grow, so has the need for dedicated IT Services Management. In-house management of IT Services at the District will support all department's IT needs, starting with basic desktop support, implementation and maintenance of IT applications and processes, and IT security, all the way up to developing and implementing an IT strategy that aligns with the District's mission statement and goals.

Performance Measures

Performance Objectives and Measures	Target	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Planned 2025
1) Open and timely communication with Stakeholders							
Percentage of public records requests responded to within five (5) business days	100%	100%	100%	100%	100%	100%	100%
Percentage of District Board meeting minutes available online to the public within 72 hours of Board adoption	100%	100%	100%	100%	100%	100%	100%
2) Operating policies and procedures meet national industry standards							
American Public Works Association (APWA) accredited agency	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3) Professional and motivated workforce							
Percentage of new hires getting a favorable performance rating	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%	100.0%
Percentage of employees obtaining a "successful" or higher performance rating	> 95.0%	96.4%	97.0%	96.7%	> 95.0%	> 96.5%	> 95.0%
Employee turnover rate	< 10.0%	6.5%	8.4%	6.2%	< 10.0%	< 10.0%	< 10.0%
4) Responsible stewardship of public resources through IT security awareness							
Employee phishing test pass rate	> 98.0%	97.5%	98.6%	97.6%	> 99.0%	> 98.0%	> 99.0%

GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Clark Regional Wastewater District
Washington**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

District Mission, Vision and Values



Mission

Providing customer-focused, professional wastewater services in an environmentally and financially responsible manner.

Vision

An active partner in Clark County to support economic development and to manage and protect water resources.

Values

The District is committed to providing a high level of service to its customers and the community. The District fulfills this commitment through its staff, a team of innovative, talented, high-performing individuals who work together seeking to make a difference and keeping the customer first.

Safe and healthy workplace for all employees

Employees who are talented and motivated professionals that work together in a spirit of cooperation and with respect for all individuals

Responsibility, integrity and fairness in managing the environmental and financial resources entrusted to the District

Valued partner involved and active within our community

Innovation and learning, creating an environment of personal and professional growth

Communication that is active, open, honest and timely

Efficient and effective solutions that meet the needs of our customers and our community

Strategic Planning

The District strives to make each year an integral step in fulfilling its Mission and Vision. By adhering to its Values, the District continues to put the needs of its customers and community first. For the District, it is consistent with our Vision of being an integrated community partner.

The District's strategic plan establishes five core focus areas, referred to as our strategic planning objectives. More information and a copy of the District's complete strategic plan may be found at <http://www.crwwd.com/about/planning.html>. The strategic planning objectives are:

Planning - Establish the future direction of the District, its purpose and Vision in support of its stakeholders' needs.

Partnership - Strengthening existing and building new partnerships with our local public agencies.

Outreach - Enhancing public awareness and education of the District and its services.

Culture - Instilling the Mission, Vision and Values into the culture of the District.

Effectiveness - Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders.

For each of the strategic objectives, the District establishes and pursues realistic and timely goals and initiatives that are designed to propel the organization forward to accomplishing its Vision. Annually, these goals are reviewed and updated in a multi-year context, looking both retrospectively and prospectively. The goals are adopted by the Board of Commissioners as the General Manager/Organizational Goals for the year. The General Manager assigns the goals within each department, but more specifically to individual Managers. Likewise, individual goals are then formally integrated into each Manager's annual performance management program. This process maintains focus across the entire organization on the strategic initiatives and most important priorities.

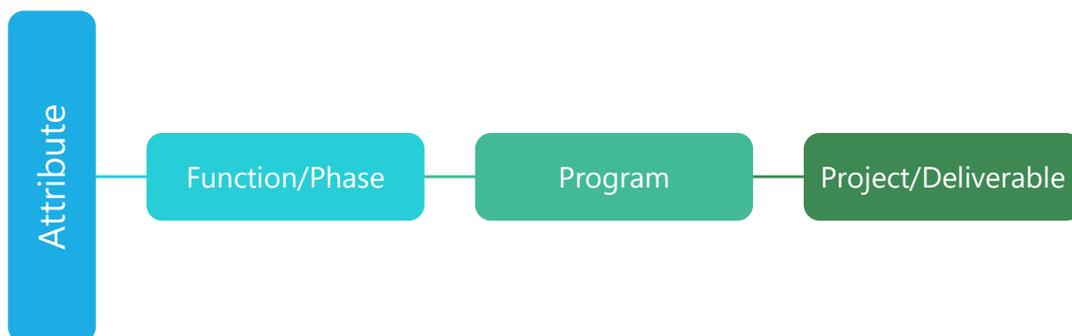
Fiscal Year 2025 Goals and Objectives

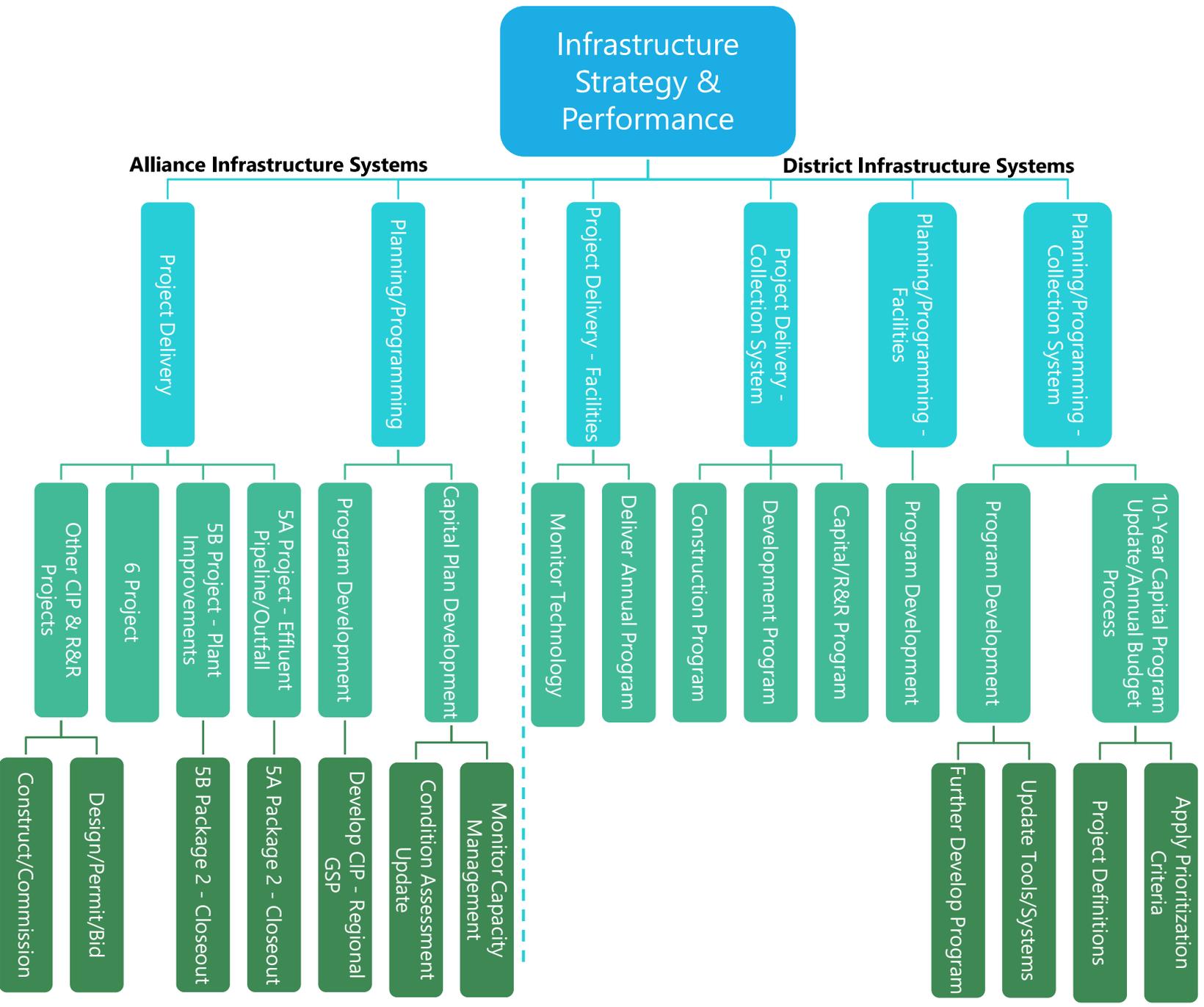
Goal Structure

Annually, organizational goals are developed to guide the District forward. The goals are categorized within each of the five (5) strategic planning objective areas and the ten (10) attributes of effectively managed utilities. For any one year, the emphasis may lie more heavily on one of the particular objectives (e.g., Effectiveness vs. Outreach). The intent is to continue growing in all areas while allowing the organization to be dynamic and responsive to the environment, including social, political, and economic factors. More specifically, to always be responsive to the policy direction of the Board of Commissioners. The Effective Utility Management model will be used to inform future strategic planning efforts at the District.

The District has been successful each year in more efficiently and effectively delivering services to the community. This is accomplished in part by focusing not only externally on the community but also internally on the work being done. In recent years, the District's goals have been concentrated on planning and partnership objectives, with a significant external focus. This has resulted in important long-term benefits to the District and its customers through such initiatives as the formation of the Discovery Clean Water Alliance and the transfer of the Ridgefield Collection System to the District.

For 2025, the bulk of the organizational goals have a strategic objective of Effectiveness. The attributes of this objective assist the District in designing goals that provide infrastructure strategy and performance, operational optimization through efficiency initiatives, product quality, and water resource sustainability by enhanced pretreatment and septic elimination programs, and other benefits that add value to District stakeholders. This focus is appropriate so that adequate time, energy, and resources are devoted to ensuring the success of project delivery, program development, and continued expansion of organizational roles.





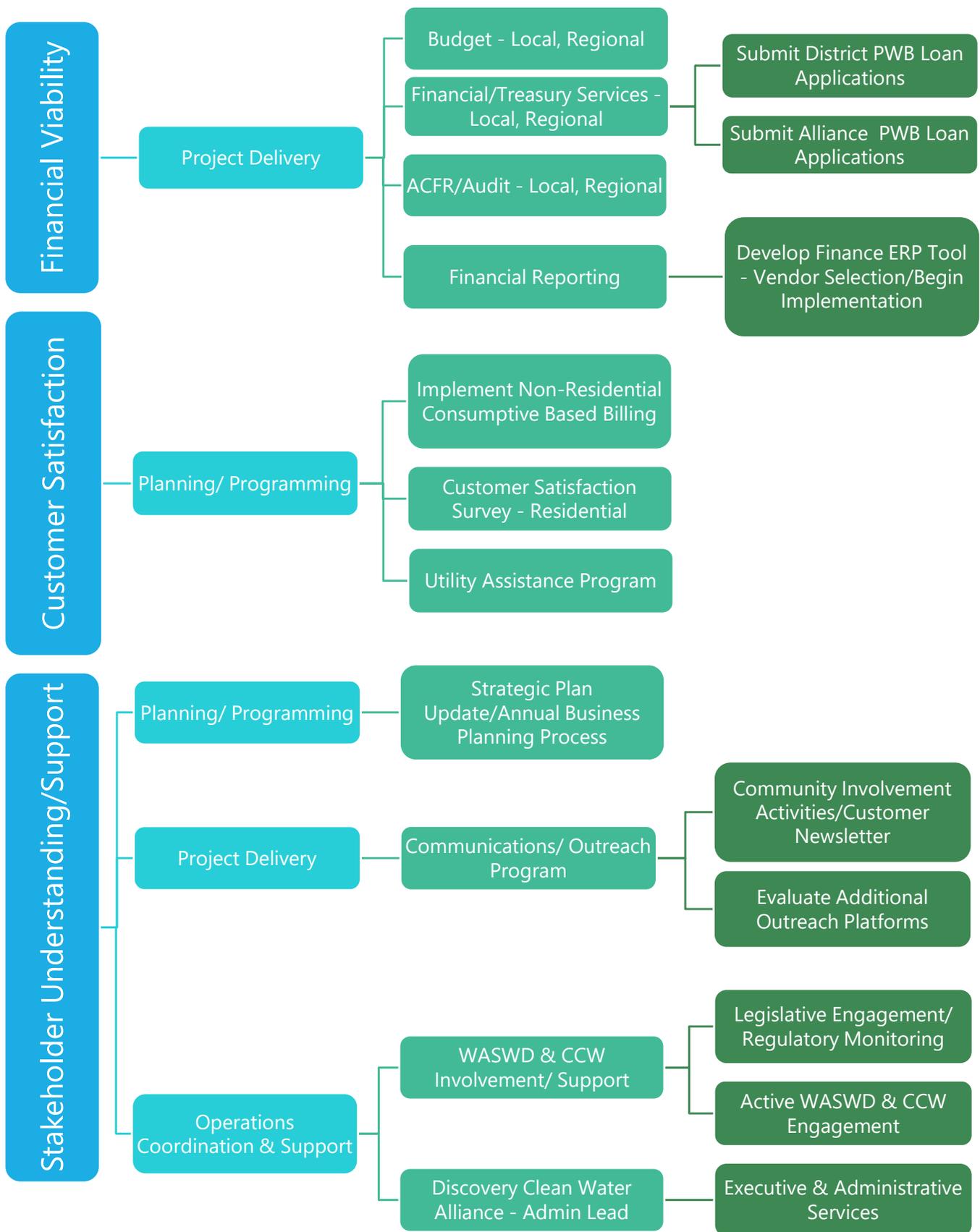
District Infrastructure Capital Program - \$18,618,250

Discussion. District Capital Planning is a two-part process initiated with long-range planning and followed by sub-basin planning. Long-range basin planning is performed to develop a 20-year General Sewer Plan (GSP) to address the infrastructure needs to support urban incorporation by the County. District Engineering staff prepare a 10-year Capital Program that is updated annually in conjunction with the budget process.

Budget Implications. The District Capital Program does not have any Operating budget implications.

Budget impacts for 2025 include:

DESCRIPTION	ACCOUNT	EXPENSE CATEGORY	BUDGET IMPACT
Central Service Area	CIP	Capital Expenditures	\$ 7,620,250
Ridgefield Service Area	CIP	Capital Expenditures	6,987,000
Central Service Area	R&R	Capital Expenditures	1,887,000
Ridgefield Service Area	R&R	Capital Expenditures	289,000
Fleet & Facilities	R&R	Capital Expenditures	1,835,000



Discovery Clean Water Alliance (Administrative Lead) - \$1,770,000

Discussion. This goal encapsulates the District's continued participation and leadership in the administration of the Discovery Clean Water Alliance (Alliance). The District operates as the Administrative Lead via contract with the Alliance Board of Directors. These lead services include capital program management, financial and treasury services, and administrative services. For details on services provided under this contract, see District Departments and Services.

Budget Implications. For FY 2025, the District will be providing the following major services for the Alliance that impact the District budget:

- Capital Program Support and Regulatory Compliance Management.
- Financial and Treasury Services will provide preparation of the Annual Comprehensive Financial Report (ACFR), budget monitoring and reporting.

Budget impacts for 2025 include:

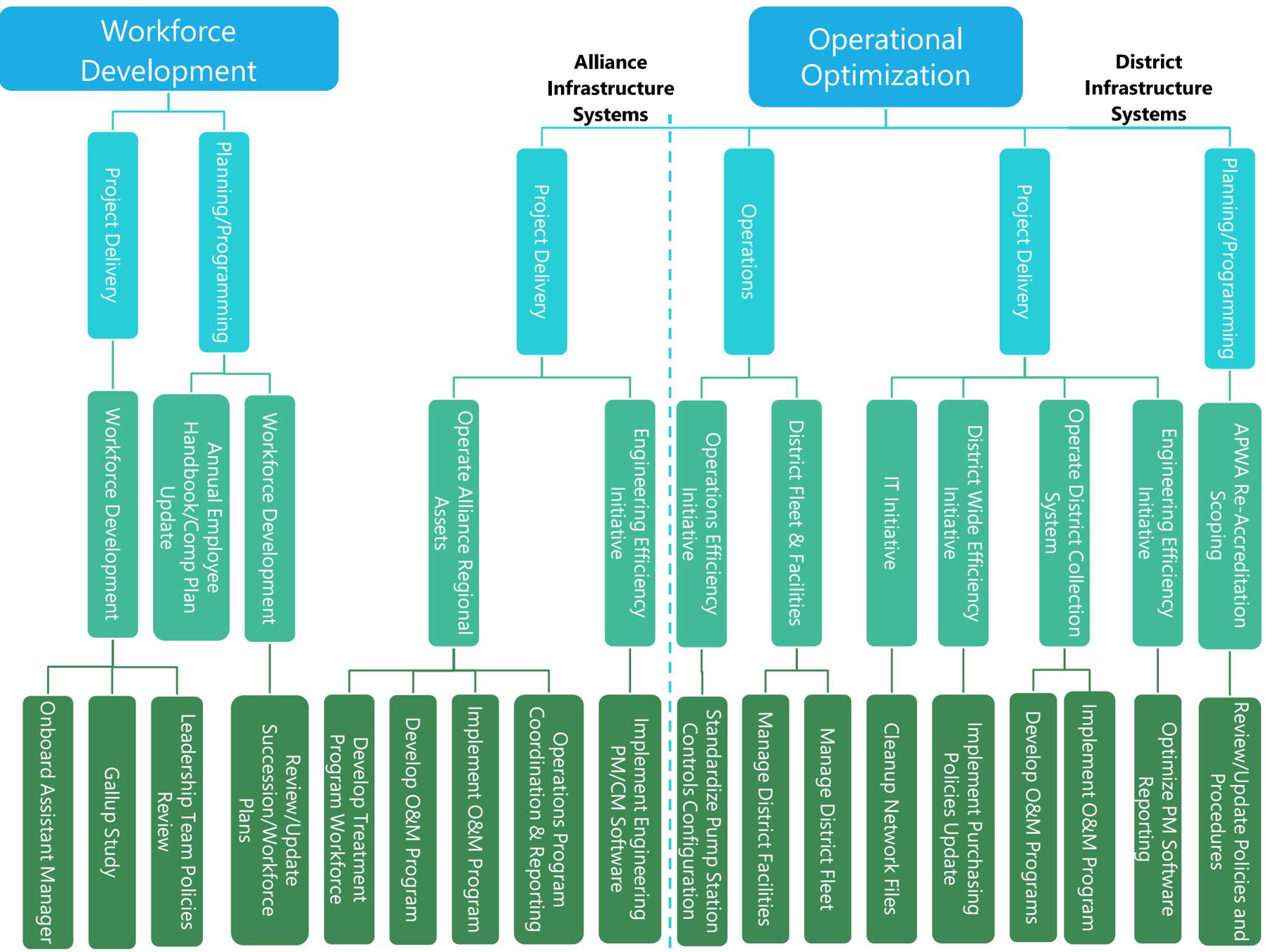
DESCRIPTION	ACCOUNT	EXPENSE CATEGORY	BUDGET IMPACT
Personnel Costs	O&M	Salaries & Benefits	\$ 1,216,500
Professional Services	O&M	Other - Regional Asset Expense	541,500
Other	O&M	Other - Regional Asset Expense	12,000

Enterprise Resource Planning (ERP) System Implementation - \$345,000

Discussion. The District's 2025 financial viability initiative includes the recommendation of developing an Enterprise Resource Planning (ERP) system that will create efficiencies and improve program effectiveness in all areas related to financial management. The current financial reporting software provider has indicated that the on-premises solution that the District currently utilizes will eventually no longer be supported and is encouraging clients to migrate to their cloud solution. In 2025, the District plans to select a new ERP vendor and begin implementation of the new system.

Budget Implications. Budget impacts for 2025 include:

DESCRIPTION	ACCOUNT	EXPENSE CATEGORY	BUDGET IMPACT
Project Support	O&M	Professional Services - Consultant	\$ 95,000
Implementation Costs	CIP	Capital Expenditures	250,000



Workforce Development – Assistant Manager/Business Services Position - \$235,000

Discussion. In 2024, the District conducted a General Manager Compensation and Benefits Study with the support of the consulting firm Trupp HR. The study determined that the General Manager's extensive experience and knowledge should be leveraged to achieve the best outcome for the District, with the primary recommendation being that the District establish an Assistant General Manager role or other senior management position. Doing so has several benefits:

- **Enhanced Operational Stability:** Ensures dedicated coverage for General Manager duties, mitigating risks associated with General Manager absence or turnover.
- **Clear Hierarchy and Accountability:** Provides clear hierarchy and accountability, ensuring efficient delegation of duties and decision-making processes.
- **Benefits for General Manager's Strategic Effectiveness:** Supports additional focus on Board priorities external to the District, allowing for more strategic leadership and decision-making.
- **Workload Rebalance:** Allows for workload rebalance among several senior managers where the business service programs need additional management support.
- **The position will be offered at three levels, depending on the successful candidate:** Assistant Manager/Business Services, Business Services Director, and Business Services Manager.

Budget Implications. Budget impacts for 2025 include:

DESCRIPTION	ACCOUNT	EXPENSE CATEGORY	BUDGET IMPACT
Assistant Manager Position	O&M	Salaries & Benefits	\$ 235,000

Capital Program – Economic Catalyst Projects - \$12,704,000

Discussion. The District is committed to providing a wastewater system that will serve the next generation of customers and the next generation of jobs that are vital to the health of our community. Wastewater service plays a critical role in protecting public and environmental health, but also in helping our community reach its economic potential. We collaborate and work with partners to identify areas of economic significance that need wastewater infrastructure. The District makes strategic infrastructure investments in projects that act as a catalyst in these areas, removing barriers and stimulating economic development.

Budget Implications. Economic catalyst projects for 2025 include:

DESCRIPTION	ACCOUNT	EXPENSE CATEGORY	BUDGET IMPACT
DCWTS Phase 2A	CIP	Capital Construction Costs	\$ 2,480,000
DCWTS Phase 2B	CIP	Capital Construction Costs	800,000
Schuller Force Main Upgrade	CIP	Capital Construction Costs	40,000
Royle Road Pump Station Pump Addition	CIP	Capital Construction Costs	60,000
Gee Creek Meadows and Gee Creek Plateau Pump Station and Force Main	CIP	Capital Construction Costs	1,000,000
NE 179th Street and NE 29th Avenue Intersection Improvement	CIP	Capital Construction Costs	25,000
COR N 50th Ave Roundabout and Pioneer St Widening	CIP	Capital Construction Costs	425,000
NE 179th Street CRP	CIP	Capital Construction Costs	10,000
NE 179th Street CRP (NE Delfel Rd - NE 15th Ave)	CIP	Capital Construction Costs	30,000
McCormick Creek Pump Station and Force Main	CIP	Capital Construction Costs	2,120,000
Whipple Creek East Pump Station F and Force Main	CIP	Capital Construction Costs	1,990,000
Heron Ridge Trunk	CIP	Capital Construction Costs	1,104,000
Pleasant Valley North Pump Station C and Force Main	CIP	Capital Construction Costs	200,000
Carty Road Pump Station and Force Main	CIP	Capital Construction Costs	270,000
NE 179th Street Trunk	CIP	Capital Construction Costs	1,500,000
Curtin Creek West Pump Station C	CIP	Capital Construction Costs	400,000
Mill Creek Pump Station Replacement	CIP	Capital Construction Costs	250,000

Operating Budget Policy

The budget is an essential element of the financial planning, control, and evaluation process for governments and businesses. In its most general sense, the budget is a framework that reflects the planned financial operation of an entity for a given period.

The District formally budgets revenues and expenditures for a one-year period. The District prepares a balanced budget, meaning that revenues equal or exceed expenditures. The formal annual budget is prepared, and budget decisions are made in the context of a ten-year revenue and expenditure forecast. The District's Finance department is responsible for preparing the annual budget and ten-year forecast with significant input and direction from the six other departments.

In budgeting for expenditures, the District prioritizes maintaining existing levels of sewer service before making the decision to expand and provide new services. Additionally, the District prepares a zero-based budget. Rather than incrementally increasing expenditures, it critically examines past spending patterns to budget for future expenditures. The District maintains long-term equipment and infrastructure replacement schedules. This helps stabilize costs to avoid any unexpected expenditures and helps to prevent the deterioration of District equipment and infrastructure.

The District elects to use the modified accrual basis of accounting for budgeting purposes. In general, revenues are budgeted if they are measurable and available to finance expenditures for the budget period. Sources from rates are available as they are collectible within 30 days of the end of the fiscal year. Expenditures are budgeted when the related liability is incurred.

The District uses the full accrual basis of accounting for financial reporting purposes. Some distinct differences between modified accrual and full accrual include:

Transaction	BUDGET ACCOUNTING	FINANCIAL REPORTING
	Modified Accrual Basis	Full Accrual Basis
Capital expenditures	Expenditure when liability is incurred	Capital asset when liability is incurred
Depreciation	Not recorded	Operating expense
Debt proceeds	Other financing sources, when received	Increase in liabilities when received
Debt principal payments	Expenditure when paid	Reduction in liability when paid
Donated infrastructure	Not recorded	Capital contribution revenue

The District monitors account activity regularly and presents a semi-annual budget to actual financial report to the Board on a modified accrual basis to ensure expenditures do not exceed the adopted budget.

As a special purpose district, Clark Regional Wastewater District operates as an enterprise fund. The District maintains one fund with various accounts (sub-funds) used to segregate restricted assets, if any, and complies with bond covenants and other District resolutions. In 2025, the District will operate with the following accounts (sub-funds):

- Operations & Maintenance (O & M)
- Alliance Reserves
- Unemployment Reserve
- Debt Service
- Debt Service Reserve
- Existing Assets Restoration & Replacement (R & R)
- New Assets Capital Improvement Projects (CIP)

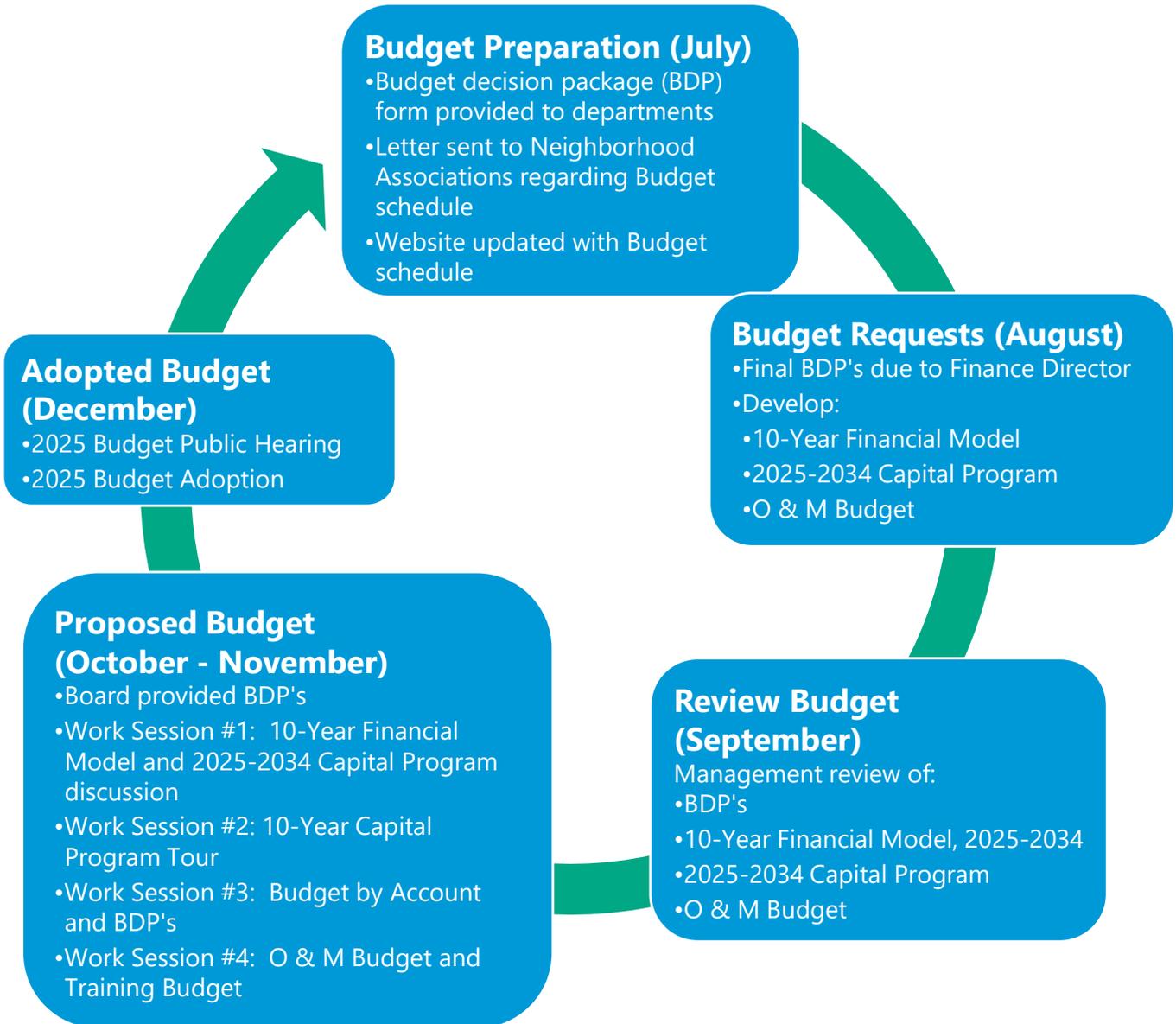
The nature of the operations of an enterprise fund is financed and accounted for, so the demand for services determines the appropriate level of resources to be applied. Increased demand for sewer services causes a higher level of resources to be applied and determines the rates used to recover that level of service. Thus, as in private sector accounting, flexible budgets typically are better for enterprise funds for planning, control, and evaluation purposes than fixed line-item budgets.

When formally adopted, the expense estimates of flexible budgets typically are not viewed as appropriations but as approved plans. Budgetary control and evaluation are affected by comparing actual interim and annual revenues and expenditures with planned revenues and expenditures at the actual level of activity for the period. With that in mind, the operating budget can be considered moderately flexible and will be monitored to determine consistency with the level of service required by system growth.

As the District's service areas and customer base continue to grow, so does the requirement to manage sound debt practices and fiscal policies. The District's debt management is governed by a separate debt policy adopted by the Board of Commissioners. The District will fund the current portion of long-term liabilities to avoid accumulating an unmanageable liability.

The District must continue its prudent financial management by establishing sound fiscal policies, including reviewing its rates and the structure of those rates through studies and analysis. The District uses a combination of consultants and internal analysis to develop its rates and policies. The District reviews its fiscal policies on an ongoing basis, as well as the appropriate amount of funding for the restoration and replacement of its assets. To maintain the quality and continually enhance the presentation of the District's budget document, the District is committed to submitting for the Government Finance Officers Association's Distinguished Budget Presentation Award annually.

Budget Calendar



Description of Accounts

Account	Description
Operations and Maintenance	Provides for the daily routine operational needs of the District
Alliance Reserves	Reserves set aside to fund future District Reserve obligations with Discovery Clean Water Alliance
Unemployment Reserve	Funds set aside to cover potential unemployment claims against the District
Debt Service	Holds restricted amounts for principal and interest payments on debt
Pre-Funded Debt Service	Reserves equal to one year of debt service for all District debt
Existing Assets R&R	Funds restoration and replacement of existing District infrastructure
New Assets CIP	Funds future new District infrastructure needs

2025 Budget Overview

ACCOUNTS	OPERATIONS			DEBT		CAPITAL		TOTAL
	Operations & Maintenance	Alliance Reserves	Unemployment Reserve	Debt Service	Debt Service Reserve	Existing Assets R & R	New Assets CIP	All Accounts
BEGINNING BALANCES	\$ 31,337,894	\$ 2,195,000	\$ 25,974	\$ 865,927	\$ 2,091,018	\$ 6,832,913	\$ 14,452,302	\$ 57,801,028
SOURCES								
Rates	31,323,847	-	-	-	-	-	-	31,323,847
Senior Low-Income Discount Program	(33,863)	-	-	-	-	-	-	(33,863)
SDC Connection Fees	-	-	-	-	-	-	13,515,217	13,515,217
LFC Reimbursements	-	-	-	-	-	-	160,000	160,000
Investment Interest	1,566,894	109,750	1,299	43,296	104,551	341,646	722,615	2,890,051
Intergovernmental Revenues	9,230,742	-	-	-	-	-	-	9,230,742
Other Miscellaneous Revenue	829,649	-	-	-	-	-	-	829,649
Debt Proceeds / Grant Funding	-	-	-	-	-	-	6,479,550	6,479,550
Subtotal Sources	42,917,269	109,750	1,299	43,296	104,551	341,646	20,877,382	64,395,193
TRANSFERS								
Transfer Debt Service	(1,715,427)	-	-	2,528,917	-	-	(813,490)	-
Transfer Debt Service Reserve	(333,348)	-	-	-	333,348	-	-	-
Transfer B&O Tax	236,516	-	-	-	-	-	(236,516)	-
Transfer Existing Assets R & R	(3,669,354)	-	-	-	-	3,669,354	-	-
Transfer Unemployment Reserve	(781)	-	781	-	-	-	-	-
Transfer Alliance Reserves	111,800	(111,800)	-	-	-	-	-	-
Subtotal Transfers	(5,370,594)	(111,800)	781	2,528,917	333,348	3,669,354	(1,050,006)	-
USES								
Debt Service	-	-	-	(2,528,917)	-	-	-	(2,528,917)
Operating Expenses	(43,230,836)	-	-	-	-	-	-	(43,230,836)
Capital Construction Costs / Purchases	-	-	-	-	-	(4,011,000)	(14,607,250)	(18,618,250)
Subtotal Uses	(43,230,836)	-	-	(2,528,917)	-	(4,011,000)	(14,607,250)	(64,378,003)
ENDING BALANCES	\$ 25,653,733	\$ 2,192,950	\$ 28,054	\$ 909,223	\$ 2,528,917	\$ 6,832,913	\$ 19,672,428	\$ 57,818,218

Operations and Maintenance Account

The Operations and Maintenance (O & M) account provides for the daily routine to financially sustain the effective delivery of District core functions. The District's policy for account reserves is to maintain a minimum of 150 days of current year budgeted operating expenses. For Fiscal Year 2025, this is approximately \$18.0 million.

Operations and Maintenance Account

I. Sources and Uses

Sources

The general O & M account is primarily funded from monthly wastewater service charges. Additional funding into this account is from intergovernmental revenues, contract receivables, penalties, inspections, permit fees, and investment income from account reserves.

The District charges a fixed base rate of \$46.50 per Equivalent Residential Unit (ERU) per month for wastewater services, an increase of \$1.50 over 2024 rates. An ERU is equal to one home that is connected to the sewer system.

In addition to the fixed base rate, customers in the Ridgefield service area are charged a System Integration Charge (SIC). In 2025, this is \$8.60 per ERU per month, representing a \$0.80 decrease from the \$9.40 charged in 2024 per ERU per month for Ridgefield service area customers. The SIC represents the District's additional costs of operation, maintenance, repair, replacement, and improvement of the Collection System.

Revenues of the O & M account fund all general operating expenses, including but not limited to salaries and wages, employee benefits, supplies, professional services, contractual services, other expenses, and treatment costs.

Uses

Operational expenses, such as salaries, benefits, and treatment costs, are the primary uses of funds in the O & M account, representing 25.3%, 10.0%, and 38.3% of the budget, respectively. O & M expenses in the aggregate will see a 10.6% increase over 2024 levels. This increase is primarily due to an increase in Regional Service Charges paid to the Alliance.

Transfers

Utility rates also provide funding to the R&R account to maintain the \$6.8 million funding reserve limit, the Debt Service account for annual PWB loans and debt service payments, Debt Service Reserves, and Unemployment Reserve accounts to maintain the required funding level per District policy.

2025 Clark Regional Wastewater District Adopted Budget

2025 Operations and Maintenance Account Revenue Forecast

	2020	2021	2022	2023	2024	2025
OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
BEGINNING ACCOUNT BALANCE	\$ 20,866,491	\$ 20,873,482	\$ 19,296,224	\$ 16,051,496	\$ 39,535,372	\$ 31,337,894
SOURCES						
Operating Revenue						
Charges for Services	22,551,975	24,378,129	23,129,354	29,331,227	29,396,722	31,323,847
Senior Low-Income Discount Program	(47,134)	(37,280)	(35,792)	(37,335)	(33,863)	(33,863)
Intergovernmental Revenues	134,222	359,028	4,207,338	4,460,658	8,965,000	9,230,742
Penalties	26,003	15,898	195,709	191,200	187,165	126,000
Permit Fees	172,930	183,905	116,710	131,035	126,240	90,000
DEA Fees	80,420	114,599	150,149	115,426	101,272	51,000
Ridgefield City Operating Fee	266,239	316,348	359,907	382,746	401,174	425,000
Vancouver City Interlocal Fee	41,677	42,888	45,751	48,118	49,149	50,000
Battle Ground Excise Tax	-	3,355	11,809	12,238	12,739	12,000
Other Miscellaneous Revenue	662,727	219,169	3,970,162	642,496	161,261	75,649
Total Operating Revenue	23,889,059	25,596,039	32,122,969	35,277,809	39,366,859	41,350,375
Non-Operating Revenue						
Transfer from New Assets CIP Account (B&O Taxes)	160,416	192,209	154,880	193,944	250,932	236,516
Investment Interest*	402,648	139	(237,322)	570,770	2,174,445	1,566,894
Transfer from Alliance Reserves	397,993	38,976	-	3,347,234	120,725	111,800
Transfer from Debt Service Reserve Account	-	-	28,190	28,870	124,022	(333,348)
Transfer from Unemployment Reserve Account	8,146	257	-	-	1,429	-
Transfer from New Assets CIP Account	288,063	-	-	-	-	-
Total Non-Operating Revenue	1,257,266	231,581	(54,252)	4,140,818	2,671,553	1,581,862
USES						
Operating Expenses	(22,430,419)	(24,010,033)	(29,053,463)	(40,331,998)	(39,087,273)	(43,230,836)
Transfer to Existing Assets R&R Account	(694,563)	(1,958,178)	(3,258,415)	(2,438,967)	(5,766,190)	(3,669,354)
Transfer to Unemployment Reserve Account	-	-	(3,409)	(1,578)	-	(781)
Transfer to Alliance Reserves	-	-	(1,709,798)	-	-	-
Transfer to Debt Service Account	(1,301,452)	(1,294,906)	(1,288,360)	(1,017,214)	(1,650,852)	(1,715,427)
Transfer to Debt Service Reserve Account	(712,900)	(38,449)	-	-	-	-
Transfer to New Assets CIP Account	-	(103,312)	-	4,459,610	-	-
Total Operating Uses	(25,139,334)	(27,404,878)	(35,313,445)	(39,330,147)	(46,504,315)	(48,616,398)
ENDING ACCOUNT BALANCE	\$ 20,873,482	\$ 19,296,224	\$ 16,051,496	\$ 16,139,976	\$ 35,069,469	\$ 25,653,733

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

2025 Clark Regional Wastewater District Adopted Budget

II. 2025 Operations and Maintenance Account Expenditure Forecast

OPERATIONS & MAINTENANCE	2021	2022	2023	2024	2025	2024/2025
OPERATING EXPENSE DETAILS	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	BUDGET CHANGE
Salaries & Wages						
Business Services	1,244,201	1,268,186	1,436,737	1,355,249	1,702,224	
Construction/Engineering	1,755,593	1,945,504	2,339,961	2,604,930	2,719,332	
Finance	911,908	967,017	1,025,053	1,057,843	1,268,494	
Operations	1,690,681	1,847,871	1,864,781	2,294,317	2,835,514	
Treatment Plant Operations	-	436,071	2,872,345	1,964,780	2,349,137	
Commissioners	39,144	37,958	36,456	46,824	54,768	
Total Salaries & Wages	5,641,527	6,502,608	9,575,333	9,323,943	10,929,469	17.2%
Employee Benefits						
Pension	625,225	265,467	922,249	829,848	833,896	
Health Insurance / LTD	1,306,782	1,663,627	2,197,717	2,427,167	2,588,530	
Uniforms / Incentives / Other	58,266	170,641	186,311	34,168	41,045	
Social Security / Medicare	422,436	545,401	698,562	697,426	786,297	
Labor and Industries	47,532	793	45,288	62,388	67,450	
Washington Paid Family Medical Leave	8,139	11,528	20,167	13,359	21,847	
Total Employee Benefits	2,468,380	2,657,457	4,070,294	4,064,356	4,339,065	6.8%
Supplies						
Materials / Supplies - Collection System	65,937	168,043	504,977	181,000	199,500	
Materials / Supplies - Pump Stations	194,685	214,523	174,215	356,000	472,000	
Office Supplies - General	96,442	169,780	101,432	225,750	198,223	
IT Hardware / Software	215,829	319,017	66,024	494,500	701,900	
Maintenance & Facilities Supplies	20,367	41,263	72,781	17,500	30,000	
Small Equipment / Tools - Maintenance	117,708	134,955	341,312	150,850	238,000	
Transportation Expense - Fuel / Repair/Maint.	73,962	110,583	110,367	107,200	130,000	
Safety Supplies	30,470	67,794	81,668	48,200	67,180	
Total Supplies	815,400	1,225,958	1,452,776	1,581,000	2,036,803	28.8%
Professional Services						
Professional Services - Alliance	301,825	18,112	1,005,664	544,302	541,500	
Professional Services - Eng. / Operations	195,285	224,250	205,239	315,000	280,000	
Professional Services - Pretreatment	8,280	4,219	-	-	-	
Professional Services - Auditor	29,195	33,875	48,082	46,000	52,000	
Professional Services - Legal	115,803	123,087	138,427	180,000	197,500	
Professional Services - HR/Compensation	7,297	11,027	10,795	65,000	20,000	
Professional Services - Communications	25,721	19,084	24,574	35,000	60,000	
Professional Services - Computer / IT	17,527	3,075	30,057	15,000	15,288	
Professional Services - Consultant / Advocacy	18,608	142,275	19,988	206,000	96,920	
Professional Services - Temporary	120,978	15,004	48,899	78,200	202,240	
Total Professional Services	840,519	594,008	1,531,725	1,484,502	1,465,448	-1.3%
Contractual Services						
Contract Services - Finance	251,173	-	95,388	120,000	165,500	
Contract Services - Operations	12,290	9,572	11,151	15,000	15,000	
Contract Equipment Rental	4,535	1,722	148,295	10,000	10,000	
Contract Service - Maintenance / Repair Lines	50,666	82,183	138,637	140,000	150,000	
Contract Service - Equipment	91,863	574	11,302	75,000	125,000	
Contract Service - Vehicles	71,343	97,248	87,797	79,500	110,000	
Contract Service - Office / Bldg. Equip.	233,859	365,977	371,346	472,300	412,291	
Contract Service - Benefits	-	-	-	-	2,500	
Total Contract Services	715,729	557,276	863,916	911,800	990,291	8.6%
Other Expenses						
Insurance - Pool	229,866	264,360	319,974	471,633	673,900	
Education / Travel	67,378	135,304	185,741	255,608	332,398	
Dues / Memberships / Subscriptions	57,583	92,172	66,731	110,432	76,110	
Postage	100,451	99,964	103,734	122,500	114,600	
Telephone / Internet	82,992	165,300	499,194	231,000	224,800	
Utilities - Pump Stations / Admin / Shop	185,136	232,998	220,436	279,350	269,984	
Damage Claims	84,815	5,952	6,134	10,000	25,000	
Advertising	9,114	12,869	20,501	6,000	12,500	
Public Relations	10,447	10,332	-	3,000	9,500	
Miscellaneous General Administration	36,895	303,369	600,566	362,390	449,465	
Ridgefield City Operating Fee	316,348	370,303	382,062	380,000	425,000	
City of Vancouver Interlocal Fee	42,888	43,256	50,902	54,000	50,000	
Battle Ground Excise Tax	3,355	11,413	12,576	18,000	12,000	
Business & Occupation (B&O) Taxes	658,623	1,240,507	729,997	760,000	780,000	
Alliance Insurance / Utilities / Public Rel. / Misc.	10,986	422,048	-	33,184	16,800	
Regional Asset Expenses	343,508	1,970,792	1,554,453	3,503,237	3,350,486	
Government Services / Impact Fees	77,106	31,333	71,868	30,000	90,000	
Total Other Expenses	2,317,491	5,412,272	4,824,869	6,630,334	6,912,543	4.3%
Treatment Costs						
Sewage Treatment - Alliance	12,194,459	11,541,456	14,364,069	14,364,069	15,925,447	
Sewage Treatment - Vancouver	568,334	493,524	576,642	643,712	546,770	
Sewage Treatment - Battle Ground	69,010	68,907	76,557	80,000	85,000	
Total Treatment Costs	12,831,803	12,103,886	15,017,268	15,087,781	16,557,217	9.7%
TOTAL OPERATING EXPENSES	\$ 25,630,849	\$ 29,053,465	\$ 37,336,181	\$ 39,083,716	\$ 43,230,836	10.6%

III. Budget Narrative – Operations and Maintenance Account

Revenues

Charges for Services: \$31,289,984

Charges for Services are reported here, net of reduced rates associated with the District's Senior Low-Income Discount Program. The 2025 budget reflects a forecast of 1,594 new ERUs based upon prior year growth patterns and anticipated construction. The additional ERUs have been included in the budgeted utility service revenue projections.

Monthly charges for services are divided into three sources - residential, multi-family residential, and commercial:

- Residential includes all single-family residential homes and condominiums
- Multi-family residential includes all apartments and mobile home parks
- Commercial includes all businesses and industries, including schools

For 2025, the District's customer base will increase to approximately 41,253 accounts, serving an estimated 57,432 ERUs. This increase will have a ripple effect, with the net result being additional inspections, maintenance, customer service calls, and treatment costs.

Intergovernmental Revenues: \$9,230,742

The District will continue to act as Administrative Lead to the Alliance and invoice the Alliance monthly for these contracted services. Additionally, the District will continue to be the Contract Operator of all ten Regional Assets owned by the Alliance.

Penalties: \$126,000

These represent penalties assessed on past-due utility balances. Penalties budgeted for 2025 are expected to decrease from the 2024 budget.

Fees: \$141,000

Developer Extension Agreement (DEA), permits, tap, inspection fee activity, and development are expected to decrease from 2024 levels, resulting in a revenue projection decrease for the 2025 budget.

Ridgefield City Operating Fee: \$425,000

As compensation for the collection system, the District pays the City of Ridgefield a City Operating Fee equal to 10% of sewer service charges (rates) collected from collection system customers. The District has the right to recover the City Operating Fee from collection system customers per the Collection System Transfer Agreement with the City of

Ridgefield. The 2025 budget anticipates the revenues for the Ridgefield City Operating Fee to increase from the 2024 budget due to continued growth in the City of Ridgefield.

Vancouver City Interlocal Fee: \$50,000

As of September 1, 2017, the City of Vancouver annexed a portion of the District service area into the City. Under the Coordination of Services Agreement with the City of Vancouver, the District retains customers in the annexation area. As compensation for the collection system, the District pays the City of Vancouver a City Interlocal Fee equal to 6% of sewer service charges (rates) that are collected from collection system customers. The District has the right to recover the City Interlocal Fee from collection system customers per the Coordination of Services Agreement. The 2025 budget anticipates the revenues for the City of Vancouver Interlocal Fee to increase slightly from the 2024 budget.

Battle Ground Excise Tax: \$12,000

As of September 1, 2021, the District began to remit an Excise Tax to the City of Battle Ground. Under the City of Battle Ground's City Code 3.32.010, the City has the authority to collect a revenue tax on the total gross revenues the District collects from customers within the City limits. The rate the City collects is set by resolution of the City Council and may be adjusted from time to time. For a utility providing sewer service within the City limits, Resolution No. 20-04 sets the revenue tax rate at 12%. The District has the right to recover the Excise Tax from collection system customers. The 2025 budget anticipates the revenues for the City of Battle Ground Excise Tax to remain consistent with 2024.

Expenses

Salaries and Wages: \$10,929,469

The District Board of Commissioners has approved an annual market adjustment by pay grade of 4.0% for the 2025 budget cycle. Along with the market adjustment by pay grade each year, employees not at the top of their range receive a 3.0% increase in pay and can receive an extra 1.5% increase based on performance on their anniversary date. The 2025 budget depicts related costs for ninety-nine (99) employees and three (3) Commissioners, an increase of six (6) full-time employees over the 2024 budget. Salaries and wages will increase overall by 17.2% when compared to the 2024 budget. Since the District is the Administrative Lead and Contract Operator for all ten Alliance Regional Assets, a portion of total District staff salaries will be invoiced to the Alliance during 2025. Included in the budgeted salary amount are the Commissioners' salaries.

Commissioner salaries include a stipend that represents reimbursement for their attendance at all regular District Board or business meetings. In 2025, the District is budgeting for the Commissioners' salaries based on the full amount available to be paid (\$50,568) per statute, including \$350 per month for the Secretary of the Board. Effective in

1992, Washington State law allows for the payment of medical benefits to elected Commissioners. All three Commissioners are eligible for and receive this benefit.

Employee Benefits: \$4,339,065

Overall, benefits for 2025 are expected to be 6.8% higher than in the 2024 budget.

Pension. The Washington Public Employee Retirement System (PERS) pension rate paid by employers is 9.11% through June 30, 2025, when it is expected to decrease to 9.03% for the remainder of the year.

Uniforms, Incentives, Other. The 2025 budgeted uniform costs and the Reward and Recognition program are \$41,045. This amount is a 20.1% increase from that reflected in the 2024 budget.

Health Insurance. Healthcare insurance continues to comprise a large portion of the 2025 benefits budget. The District uses the State of Washington's Healthcare Authority (HCA) as the administrator for two insurance carriers (Kaiser Permanente and Uniform Medical) to provide employee healthcare benefits in 2025. Both carriers negotiate with HCA for statewide benefits. Kaiser Permanente will decrease by 7.0%, and Uniform Medical premiums will increase by 8.1% in 2025, resulting in an approximate \$161,363 increase in budgeted health insurance expenses when combined with the increase of six (6) FTEs in 2025. The District currently funds the entire healthcare premium and allows employees who have other adequate medical coverage to opt out of District-paid medical insurance in exchange for a cash payment equal to a single premium for Uniform Medical insurance. This incentive has been beneficial to employees and continues to result in reduced medical insurance premiums paid by the District.

Social Security / Medicare. An additional six (6) full-time employees and anticipated step increases, performance-based increases, and market adjustments will directly affect payroll taxes, creating a 12.7% increase in FICA and Medicare budgeted for 2025.

Labor and Industries. In 2025, the Washington Department of Labor and Industries insurance rates billed to the District are budgeted to increase in comparison to prior years' budgets. An additional six (6) full-time employees will also have a direct effect on Labor and Industries expenses.

Supplies: \$2,036,803

All items of a consumable nature are budgeted as supplies. This includes office supplies, general system repair and maintenance supplies, in-house vehicle repairs, facilities supplies, and vehicle fuel. The 2025 supplies budget reflects a 28.8% increase over the 2024 budget.

This increase is primarily due to increased IT telecommunication needs with a growing staff base and an increase in SCADA costs.

Materials / Supplies – Collection System. Collection system materials and supplies are anticipated to increase from the 2024 budget. As the District's collection system continues to expand and development activity levels continue to be elevated, additional supplies are required for the maintenance of mains and supplies for activities such as air valves and the increased costs of equipment maintenance and repair.

Materials / Supplies – Pump Stations. Pump Station materials and supplies are budgeted to increase by \$116,000 or 32.6% from 2024. This increase is the result of the reclassification of Pump Station Repair from the Capital Budget to the O & M budget. An increase of \$146,000 is needed for Pump Station repair, retrofitting, and replacement pumps at individual pump stations.

Office Supplies – General. General office supplies are expected to decrease by \$27,527, or 12.2%, in 2025. This decrease is primarily a result of few supply needs as District operations normalize after a tumultuous several years.

IT Hardware / Software. IT hardware/software costs are budgeted to increase by \$207,400, or 41.9%, in 2025. The primary drivers of this increase are the 2025 scheduled computer upgrades and device replacement needs of growing District staff and increased SCADA costs.

Maintenance & Facilities Supplies. Budgeted at 71.4% or \$12,500 higher in 2025. This category addresses facility needs and annual maintenance in the shop area.

Small Equipment / Tools – Maintenance, Transportation Expense – Fuel / Repair / Maintenance. The 2025 budget is anticipated to increase by \$109,950, or 42.6% over the 2024 budgeted amount. The increase is due to the one-time purchase of CCTV equipment and accessories. The District maintains no fuel reserves on campus but purchases fuel from Clark County.

Safety Supplies. Safety supplies are budgeted in 2025 to increase by \$18,980, or 39.4%, from 2024 amounts. Safety supplies continue to be budgeted at elevated levels due to an increased addition of budgetable line items for safety supplies to all departments in 2025.

Professional Services: \$1,465,448

Non-capital professional services such as legal counsel, the Washington State Auditor's Office annual audit, information technology support, communication, and engineering

consulting services are budgeted as professional services. For 2025, the District anticipates a 1.3% decrease in professional services compared to the 2024 budget. This is largely due to the completion of the compensation study in 2024 and the decreased need for additional consultant support.

Professional Services – Alliance. The 2025 budget anticipates a decrease of \$2,802 or 0.5% from the 2024 budget for professional services the District engages in on behalf of the Alliance.

Professional Services – Engineering / Operations. The District is budgeting \$280,000 in the 2025 budget for on-call consulting assistance on various projects, a \$35,000 decrease from the 2024 budgeted amount of \$315,000. This decrease is due to a decreased need for Adcomm radio support in 2025.

Professional Services – Auditor. The 2025 budget for the Washington State Auditor's Office Annual Comprehensive Financial Report (ACFR) and Accountability audit services is anticipated to increase by \$6,000 from the 2024 budget. The 2025 budget anticipates an increase in rates for the Washington State Auditor's Office.

Professional Services – Compensation. The District undertakes an annual market rate study, as well as a compensation study every four years. The District last undertook a full compensation study in 2024 and will undertake an abbreviated study in 2026. The 2025 budget decreased by \$45,000 from the 2024 budget. Professional Human Resources consulting services for a full range of employment-related services are included in this budget, including but not limited to compliance, compensation, policy development, and employee relations.

Professional Services – Consultant / Advocacy. The District is budgeting a \$109,080 decrease in consultant services. This is primarily due to a decreased need for consultant support on strategic investments that were accelerated due to the District becoming the Operator of the Salmon Creek Treatment Plant in 2024.

Professional Services – Temporary. The District utilizes temporary employees for departmental support when permanent positions are vacant or to address workload fluctuations. The 2025 budget for temporary employee services is anticipated to increase by \$124,040 or 158.6% as the need for support increases due to ERP system implementation.

Contractual Services: \$990,291

Contractual Services include equipment rentals, maintenance and repairs of lines, equipment repairs, vehicle repairs, office equipment maintenance, and building maintenance. The 2025 budget is 8.6% higher than the 2024 budget.

Contract Services – Finance. The District's Finance Department engages contracted services for banking and credit card processing. The 2025 budget for finance contract services represents an increase of \$45,500 or 37.9%, primarily as a result of contract support for ERP system selection and contract negotiations.

Contract Services – Maintenance / Repair Lines. The District anticipates contracted line maintenance to increase by \$10,000 or 7.1% in 2025, due primarily to increased need for flagging and root control applications.

Contract Services – Equipment / Vehicles. Budgeted to increase by \$80,500 or 52.1% as compared to the 2024 budget. The District contracts with Clark County and other local service providers for vehicle and equipment maintenance. Equipment rentals usually occur in inclement weather when power failures occur. Generator and vehicle repair and maintenance is anticipated to increase in 2025.

Contract Services – Office / Building Equipment. Contract maintenance costs for 2025 are budgeted to decrease by \$60,009, or 12.7%, compared to 2024 budgeted amounts. This decrease is driven by nonrecurring heating system maintenance costs, all of which occurred in 2024.

Other Expenses: \$6,912,543

Overall, other expenses will increase by \$282,209, or 16.0%, compared to 2024 budgeted amounts. This increase is attributed to the reclassification of fees associated with processing credit cards and Interactive Voice Response (IVR) payments.

Insurance - Pool. Insurance costs in 2025 are expected to increase by \$202,267 or 42.9% compared to 2024, primarily due to increased rates from the Pool as property re-insurance rates continue to increase.

Telephone / Web Services. Included in 2025 are budgeted amounts for local and long-distance phone, cell phone and pager service, after-hours call center costs, and web services like web hosting, web filters, and email spam filters. The 2025 budget decreased by \$6,200, or 2.7%, from 2024 as telephone and web service support needs have decreased.

Utilities – Pump Stations / Admin Bldg. / Shop. Included in 2025 are budgeted amounts for twenty-four-hour Supervisory Control and Data Acquisition (SCADA) monitoring and electrical costs for all pump stations, including natural gas and water. The SCADA system continues to provide value in overall reduced power and phone costs. SCADA is being used to monitor all District pump stations. The 2025 budget is anticipated to decrease by \$9,366 or 3.4% from the 2024 budget.

Miscellaneous General Administration. Employee physicals, pretreatment sampling costs, credit card fees, IVR fees, and bad debt are all included in this 2025 budget item. The 2025 budget anticipates expenses will increase by \$87,075 or 24.0% from the 2024 budgeted amount. This increase is attributed to the increase in fees associated with the processing of credit cards and purchases of equipment for inspection and construction activity.

Ridgefield City Operating Fee. As compensation for the collection system, the District pays the City of Ridgefield a City Operating Fee equal to 10.0% of sewer service charges (rates) that are collected from collection system customers. The District has the right to recover the City Operating Fee from collection system customers per the Collection System Transfer Agreement with the City of Ridgefield. The 2025 budget anticipates an increase of \$45,000 or 11.8% due to the continued high growth in the City of Ridgefield.

Vancouver City Interlocal Fee. As of September 1, 2017, the City of Vancouver annexed a portion of the District service area into the City. Under the Coordination of Services Agreement with the City of Vancouver, the District retains customers in the annexation area. As compensation for the collection system, the District pays the City of Vancouver a City Interlocal Fee equal to 6.0% of sewer service charges (rates) that are collected from collection system customers. The District has the right to recover the City Interlocal Fee from collection system customers per the Coordination of Services Agreement. The 2025 budget anticipates a decrease of \$4,000, or 7.4%, over the 2024 budget.

Battle Ground Excise Tax. As of September 1, 2021, the District began to remit an Excise Tax to the City of Battle Ground. Under the City of Battle Ground's City Code 3.32.010, the City has the authority to collect a revenue tax on the total gross revenues the District collects from customers within the City limits. The rate the City collects is set by resolution of the City Council and may be adjusted from time to time. For a utility providing sewer service within the City limits, Resolution No. 20-04 sets the revenue tax rate at 12%. The District has the right to recover the Excise Tax from collection system customers. The 2025 budget anticipates a decrease of \$6,000, or 33.3%, over the 2024 budget.

Regional Asset Expenses. The 2025 budget reflects a decrease of \$152,751, or 4.4%, from the 2024 budget. This decrease is entirely due to savings from self-performing biosolids hauling and the consolidation of laboratory testing.

Government Services / Impact Fees. The 2025 budget will reflect a \$60,000 or 200.0% increase from the 2024 budget. This increase is entirely due to the addition of election fees to the 2025 budget, as election costs are anticipated in 2025.

Treatment Costs: \$16,557,217

The Alliance became operational on January 1, 2015, and now owns and operates the Salmon Creek Treatment Plant (SCTP), as well as the Ridgefield Treatment Plant (RTP). In 2025, the District will continue to contract with the City of Vancouver, the City of Battle Ground, and the Alliance for costs related to sewage treatment.

City of Battle Ground Treatment. The District pays the City of Battle Ground for pass-through usage of their holding facility for Hockinson and Meadow Glade customers. For 2025, this cost is budgeted at \$85,000, an increase of 6.3% from 2024. These flows are included in the 86.5% of District flows treated by the Alliance at the Salmon Creek Treatment Plant.

City of Vancouver Treatment. The City of Vancouver treats approximately 10.5% of the District customers' wastewater at a budgeted cost of \$546,770, a decrease of 15.1% from 2024. In 2010, the District and the City of Vancouver initiated a coordination of services agreement, which reduced the rate per million gallons delivered to a wholesale versus a retail rate. The new rate was recalibrated again for 2025.

Discovery Clean Water Alliance (Alliance). Alliance expenses budgeted at \$15,925,447 in 2025 will treat approximately 89.5% of the District's wastewater treatment flow. The Alliance owns and operates two wastewater treatment facilities. The SCTP will treat approximately 86.5% of the District's flow, and the RTP will treat approximately 3.0%. The District's portion of the O&M, Debt Service, and the R&R expenses of the 2025 Salmon Creek and Ridgefield Treatment Plants will increase by \$1,561,378 or 10.9% over the 2024 budget as Alliance 2022 bond proceeds are fully expended.

Transfer to Existing Assets Replacement and Restoration Account: \$3,669,354

The District has a policy to fund and accumulate a reserve that will be used to pay for future restoration and replacement of existing sewer infrastructure and other depreciable assets. The 2025 targeted reserve is \$6.8 million. For 2025, rates will provide budgeted funding of \$3.6 million for the Existing Assets R&R account to maintain the \$6.8 million maximum threshold.

Transfer to Debt Service Account: \$1,715,427

A portion of the rates is also transferred to the Debt Service account to accumulate funds to pay principal and interest on debt obligations due in 2025.

Alliance Reserves Account

The District has established an Alliance Reserve Account to maintain adequate contingency reserves in an amount equal to the City of Battle Ground's share of the Alliance debt service for the following year on debt-funded assets mutually benefiting both the District and City. For Fiscal Year 2025, this is approximately \$2.2 million. Though not a legal requirement, the District elects to maintain this level of reserves as a prudent financial practice.

Alliance Reserves Account

I. Revenue Sources and Uses

This account maintains reserves for the Alliance Operations and Maintenance, Rate Stabilization, Restoration and Replacement, and Debt Service Reserve accounts. Reserve totals for 2025 have been calculated at \$2.2 million to meet the required minimum amounts. Interest will continue to be earned on these reserves throughout 2025. A transfer from other funds is not anticipated for this account in 2025.

II. 2025 Alliance Reserves Account

ALLIANCE RESERVES	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2025 BUDGET
BEGINNING ACCOUNT BALANCE	\$ 3,733,096	\$ 3,677,084	\$ 5,301,774	\$ 2,195,000	\$ 2,195,000
SOURCES					
Investment Interest*	(17,036)	(85,108)	191,645	120,725	109,750
Transfer from Other Funds	-	1,709,798	-	-	-
Total Sources	(17,036)	1,624,690	191,645	120,725	109,750
USES					
Transfer to Other Funds	(38,976)	-	(3,347,234)	(120,725)	(111,800)
Total Uses	(38,976)	-	(3,347,234)	(120,725)	(111,800)
ENDING ACCOUNT BALANCE	\$ 3,677,084	\$ 5,301,774	\$ 2,146,185	\$ 2,195,000	\$ 2,192,950

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

III. Budget Narrative – Alliance Reserves Account

Sources

Investment interest of \$109,750 is budgeted for 2025.

Uses

The reserve requirement for the operations of the Alliance decreased in 2025. Therefore, a transfer from the Alliance Reserves account to the Operations and Maintenance account of \$111,800 is budgeted for 2025.

Unemployment Reserve Account

The Unemployment Reserve account was established as required by Washington State Law for a reimbursable employer. The District is self-insured against unemployment claims and has set aside funds to cover the actual cost of unemployment insurance for employees terminated from the District. The reserve requirement is \$28,054.

Unemployment Reserve Account

I. Sources and Uses

Funds from the O & M account will be transferred into the Unemployment Reserve account to ensure that the District properly reserves the required funds to cover one unemployment claim for the budget year. Claims, if they occur, are then paid from this account.

II. 2025 Unemployment Reserve Account

UNEMPLOYMENT RESERVE	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2025 BUDGET
BEGINNING ACCOUNT BALANCE	\$ 20,048	\$ 19,812	\$ 23,221	\$ 25,974	\$ 25,974
SOURCES					
Transfer from O & M Account	-	3,409	1,578	-	781
Investment Interest*	21	-	78	1,429	1,299
Total Sources	21	3,409	1,656	1,429	2,080
USES					
Unemployment Payments	-	-	-	-	-
Transfer to Other Funds	(257)	-	-	(1,429)	-
Total Uses	(257)	-	-	(1,429)	-
ENDING ACCOUNT BALANCE	\$ 19,812	\$ 23,221	\$ 24,877	\$ 25,974	\$ 28,054

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

III. Budget Narrative – Unemployment Reserve Account

Sources

Budgeted revenue for 2025 is investment interest on account reserves of \$1,299. The required funds to cover one unemployment claim for a year have increased in 2025. In 2025, a \$781 transfer from the O & M Account is budgeted to accommodate the increase.

Uses

There are no budgeted uses from this account in 2025.

Debt Service Account

The Debt Service account holds restricted amounts for the principal and interest payments on a Public Works Board (PWB) loan to expand the Ridgefield collection system, two PWB loans to construct the Discovery Corridor Wastewater Transmission System (DCWTS), and the 2020 revenue bonds. This account is not required by District policy.

Debt Service Account

I. Sources and Uses

Funds from the O & M and CIP accounts will be transferred into the Debt Service account and restricted by Board policy for the 2025 principal and interest payments on the outstanding bond and loans. Investment income will be earned on all account reserves during 2025.

II. 2025 Debt Service Account (Bond Fund) Annual Forecast

DEBT SERVICE	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2025 BUDGET
BEGINNING ACCOUNT BALANCE	\$ 1,244,878	\$ 1,246,890	\$ 1,184,654	\$ 820,784	\$ 865,927
SOURCES					
Investment Interest*	2,012	(62,235)	189,185	45,143	43,296
Transfers from Other Funds	2,114,406	2,107,360	2,099,564	2,091,018	2,528,917
Total Sources	2,116,418	2,045,125	2,288,749	2,136,161	2,572,213
USES					
Debt Service Payments	(2,114,406)	(2,107,361)	(2,209,183)	(2,091,018)	(2,528,917)
Transfers to Other Funds	-	-	-	-	-
Total Uses	(2,114,406)	(2,107,361)	(2,099,564)	(2,091,018)	(2,528,917)
ENDING ACCOUNT BALANCE	\$ 1,246,890	\$ 1,184,654	\$ 1,373,839	\$ 865,927	\$ 909,223

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments.

III. Budget Narrative – Debt Service Account (Bond Fund)

Sources

Budgeted revenues for 2025 include interest on account reserves of \$43,296. In addition, this account will receive \$2,528,917 in transfers from Other Funds.

Uses

Debt service payments of \$2,528,917 are the only budgeted use of Debt Service account funds in 2025.

Pre-Funded Debt Service Account

The Pre-Funded Debt Service account was established to maintain a reserve equal to one year of debt service for all debt held by the District. For Fiscal Year 2025, this is approximately \$2.5 million. It is required by District policy but not a legally required reserve.

Pre-Funded Debt Service Account

I. Sources and Uses

This reserve account includes pre-funded debt service for all 2025 bond and loan payments that the District is directly obligated to pay.

II. 2025 Debt Service Reserve Account

DEBT SERVICE RESERVE	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2025 BUDGET
BEGINNING ACCOUNT BALANCE	\$ 2,080,180	\$ 2,115,480	\$ 2,049,861	\$ 2,099,564	\$ 2,091,018
SOURCES					
Transfer from O & M Account	38,449	-	-	-	333,348
Investment Interest*	(3,149)	(37,429)	90,446	115,476	104,551
Total Sources	35,300	(37,429)	90,446	115,476	437,899
USES					
Transfer to Other Funds	-	(28,190)	(28,870)	(124,022)	-
Total Uses	-	(28,190)	(28,870)	(124,022)	-
ENDING ACCOUNT BALANCE	\$ 2,115,480	\$ 2,049,861	\$ 2,111,437	\$ 2,091,018	\$ 2,528,917

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

III. Budget Narrative – Debt Service Reserve Account

Sources

Budgeted sources include a \$333,348 transfer of rates from the O & M account and investment interest on account reserves of \$104,551.

Uses

There is no planned transfer to O & M rates from this account for 2025.

Existing Assets

R & R

Account

The Existing Assets Restoration and Replacement (R&R) account was established for the purpose of restoration and replacement of the sewer system network and other existing depreciable assets of the District. The depreciation of existing utility plant-in-service and equipment, together with increasing capital costs, creates a substantial future liability for system restoration and replacements. Current rates are set to include all costs of service, including reserving funds for infrastructure and other fixed asset restoration and replacement. The R&R account is used to accumulate reserves and, together with investment earnings, restore and replace utility plant-in-service and other depreciable equipment. The reserve requirement equals greater of 100% of annual depreciation or 2% of gross capital asset value, which is \$6.8 million at the end of 2025, or 100% of annual depreciation.

Existing Assets Restoration and Replacement Account

I. Sources and Uses

As existing infrastructure and other depreciable equipment are restored or replaced, the District will continue to fund from rates. The ending account balance represents the \$6.8 million maximum reserve funding level. R&R reserves will earn investment interest during the year on all unexpended funds.

R&R reserves will pay for all capital assets that are restored or replaced during the year. This will include restoration and replacement of collection or transmission lines and replacement of other depreciable assets.

II. 2025 Existing Assets Restoration and Replacement Account Annual Forecast

	2021	2022	2023	2024	2025
EXISTING ASSETS R & R	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
BEGINNING ACCOUNT BALANCE	\$ 10,244,081	\$ 11,190,570	\$ 11,546,001	\$ 6,832,913	\$ 6,832,913
SOURCES					
Transfer from O & M Account	1,958,178	3,258,415	2,438,967	5,766,190	3,669,354
Investment Interest*	3,034	38,880	480,126	375,810	341,646
Transfer from Other Funds	-	-	-	-	-
Total Sources	1,961,212	3,297,295	2,919,093	6,142,000	4,011,000
USES					
Transfers to Debt Service	-	-	-	-	-
Capital Projects Central Service Area	(952,270)	(2,845,610)	(248,925)	(4,437,000)	(1,887,000)
Capital Projects Ridgefield Service Area	(17,467)	(96,254)	(94,229)	(136,000)	(289,000)
Capital Purchases	(44,986)	-	(345,397)	(1,569,000)	(1,835,000)
Transfer to Other Funds	-	-	(2,586,572)	-	-
Total Uses	(1,014,723)	(2,941,864)	(3,275,123)	(6,142,000)	(4,011,000)
ENDING ACCOUNT BALANCE	\$ 11,190,570	\$ 11,546,001	\$ 11,189,971	\$ 6,832,913	\$ 6,832,913

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

III. Budget Narrative – Existing Assets Restoration and Replacement Account

Sources

Budgeted sources include a \$3,669,354 transfer of rates from the O & M account and investment interest on account reserves of \$341,646.

Uses

Budgeted uses include \$4,011,000 to be expended on repair and replacement projects throughout 2025.

New Assets CIP Account

The New Assets Capital Improvement Projects (CIP) account is used to fund future infrastructure needs for residents in the District's service area currently not receiving service. The District's General Sewer Plan updates and Clark County's Growth Management Act updates, a planning process that occurs every six years, establishes a funding structure that allows the District to meet demands associated with changing growth patterns in our service areas. The minimum reserve requirement for the CIP account is 50% of the lowest year of CIP expenditures in the ten-year Capital Program. For Fiscal Year 2025, this is approximately \$2.5 million.

New Assets CIP Account

I. Sources and Uses

The System Development Charge (SDC) is the primary funding source for the CIP account and the Capital Improvement Projects in the 2025 budget. SDCs are paid as new connections hook up to the District's sewer collection system. SDCs are charged on a tiered system (depending on where sewer flows for treatment) for 2025 as follows:

Tier	Treatment Plant	SDC
Tier 1	City of Vancouver - Westside Treatment Plant	\$ 3,611
Tier 2	Alliance - Salmon Creek Treatment Plant	7,305
Tier 3	Alliance - Ridgefield Service Area	10,819
Tier 4	Urban Holding Area	10,819

SDC charges, investment interest, and local facility charges received in 2025 will fund new construction of trunk lines, pump stations, and force mains budgeted for the year. Capital projects reflect the demands placed on the system based on growth and development within the District's Central and Ridgefield service areas. The District expends CIP funds where development and growth are occurring and coordinates capital construction projects in conjunction with County Road Projects for additional cost savings.

II. 2025 New Assets CIP Account

NEW ASSETS CIP	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2025 BUDGET
BEGINNING ACCOUNT BALANCE	\$ 17,349,323	\$ 21,699,311	\$ 25,808,874	\$ 8,369,494	\$ 14,452,302
SOURCES					
SDC Connection Fees	13,561,861	10,094,733	10,797,740	14,338,984	13,515,217
Investment Interest*	(54,896)	(154,760)	948,209	460,322	722,615
LFC Reimbursements	205,998	334,177	422,590	160,000	160,000
Debt Proceeds / Grant Funding	-	-	-	3,395,000	6,479,550
Transfers from Other Funds	103,312	-	-	-	-
Total Sources	13,816,275	10,274,151	12,168,539	18,354,306	20,877,382
USES					
Transfers to O & M Account (B&O Taxes)	(192,209)	(154,880)	(193,944)	(250,932)	(236,516)
Transfers to Debt Service	(819,500)	(819,000)	(1,082,350)	(440,166)	(813,490)
Transfers to Other Funds	-	879,370	(1,982,657)	-	-
Capital Projects Central Service Area	(7,664,562)	(5,768,065)	(10,738,759)	(7,019,300)	(7,620,250)
Capital Projects Ridgefield Service Area	(431,853)	(302,013)	(2,599,291)	(4,561,100)	(6,987,000)
Capital Purchases	(358,163)	-	-	-	-
Total Uses	(9,466,287)	(6,164,588)	(16,597,001)	(12,271,498)	(15,657,256)
ENDING ACCOUNT BALANCE	\$ 21,699,311	\$ 25,808,873	\$ 21,380,412	\$ 14,452,302	\$ 19,672,428

*Investment interest includes interest received and unrealized gains and losses from changes in the fair market value of investments

III. Budget Narrative – New Assets CIP Account

Sources

The 2025 budget anticipates the CIP account will see \$13,515,217 in revenue derived from 1,594 paid SDCs, budgeted to be collected during 2025. This represents a \$823,767 or 5.7% revenue decrease from the 2024 budget, driven by a slight downturn in projected development activity.

Investment interest for 2025 is projected to be \$722,615, an increase compared to 2024 budgeted interest income due to a higher account balance and higher projected interest rates.

Uses

The CIP account will transfer \$236,516 for Business and Occupation tax to the O&M account based on 2025 anticipated SDC connection revenues. The funds will be restricted to pay the related tax when the Department of Revenue report is filed with the State of Washington.

Budgeted capital improvement project expenditures in the 2025 budget total \$14,607,250.

The District will continue to closely monitor developer activities and coordinate construction, when economically beneficial, with Clark County road projects to assist us in our estimates of future growth and future uses of capital improvement dollars.

Historical Budget Summary

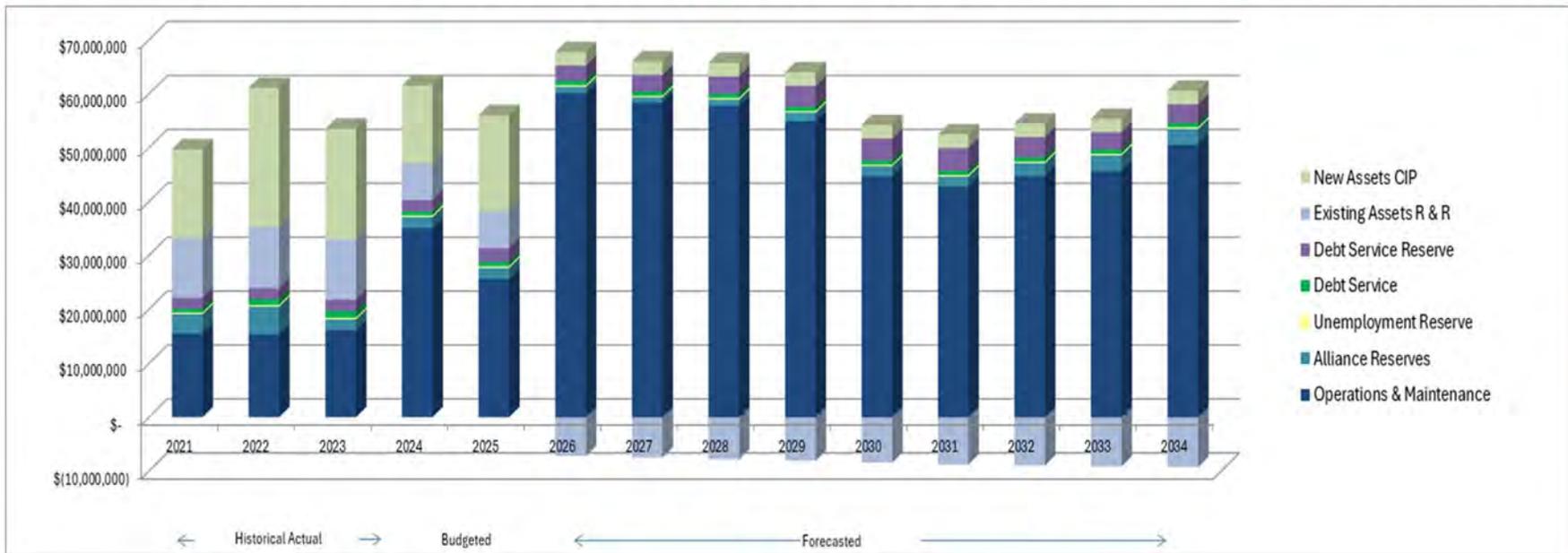
ALL ACCOUNTS	2021	2022	2023	2024	2025
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
BEGINNING BALANCES	\$ 55,545,088	\$ 57,508,269	\$ 56,438,889	\$ 59,879,101	\$ 57,801,028
SOURCES					
Rates	24,340,849	23,093,562	29,293,892	29,362,859	31,289,984
SDC Connection Fees	12,813,900	10,094,733	10,797,740	14,338,985	13,515,217
LFC Reimbursements	175,000	334,177	422,590	160,000	160,000
Investment Interest	596,153	(537,974)	2,470,459	3,293,351	2,890,051
Intergovernmental Revenues	359,028	4,207,338	4,460,658	8,965,000	9,230,742
Other Miscellaneous Revenue	892,807	4,822,069	749,345	1,039,000	829,649
Debt Proceeds / Grant Funding	-	-	802,042	3,395,000	6,479,550
Subtotal Sources	39,177,737	42,013,904	48,996,726	60,554,195	64,395,193
USES					
Debt Service	(2,114,406)	(2,107,361)	(2,209,183)	(2,091,018)	(2,528,917)
Operating Expenses					
Salaries / Benefits	(8,109,907)	(10,234,588)	(10,450,984)	(13,388,306)	(15,268,534)
Supplies	(815,400)	(1,303,599)	(1,452,776)	(1,541,000)	(2,036,803)
Services (Professional / Contractual)	(1,556,248)	(1,151,278)	(2,395,641)	(2,436,302)	(2,455,739)
Other	(2,317,491)	(6,438,932)	(4,824,869)	(6,633,884)	(6,912,543)
Treatment	(12,831,803)	(12,835,584)	(15,017,268)	(15,087,781)	(16,557,217)
Capital Construction Costs/Purchases	(9,469,301)	(9,011,942)	(14,026,601)	(17,722,400)	(18,618,250)
Subtotal Uses	(37,214,556)	(43,083,284)	(50,377,322)	(58,900,691)	(64,378,003)
ENDING BALANCES	\$ 57,508,269	\$ 56,438,889	\$ 55,058,293	\$ 61,532,605	\$ 57,818,218

Projected Budget Summary

ALL ACCOUNTS	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	PROJECTED									
BEGINNING BALANCES	\$ 57,801,028	\$ 57,818,219	\$ 60,540,732	\$ 58,556,482	\$ 57,937,109	\$ 55,902,613	\$ 45,787,399	\$ 43,682,991	\$ 45,540,338	\$ 46,239,372
SOURCES										
Rates	31,289,984	33,162,500	35,475,579	37,848,426	40,196,219	42,523,799	44,854,793	47,189,817	49,967,012	52,801,732
SDC Connection Fees	13,515,217	15,453,805	17,236,902	17,514,793	15,649,504	17,297,236	16,466,234	17,865,864	18,886,247	20,491,578
LFC Reimbursements	160,000	165,600	171,396	177,395	183,604	190,030	196,681	203,565	210,689	218,064
Investment Interest	2,890,051	2,601,820	2,724,333	2,635,042	2,317,484	1,956,591	1,373,622	1,310,490	910,807	924,787
Intergovernmental Revenues	9,230,742	9,230,792	10,545,474	10,545,529	11,281,067	11,281,127	12,068,111	12,068,178	12,504,633	12,504,707
Other Miscellaneous Revenue	829,649	858,687	888,741	919,847	952,041	985,363	1,019,850	1,055,545	1,092,489	1,130,726
Debt Proceeds / Grant Funding	6,479,550	5,350,000	7,845,000	1,300,000	9,000,000	1,450,000	2,800,000	4,420,000	2,330,000	-
Subtotal Sources	64,395,193	66,823,204	74,887,425	70,941,032	79,579,919	75,684,146	78,779,291	84,113,459	85,901,877	88,071,594
USES										
Debt Service	(2,528,917)	(2,845,632)	(3,076,731)	(3,244,515)	(3,858,433)	(4,028,569)	(4,179,362)	(3,726,623)	(3,170,639)	(3,457,159)
Operating Expenses										-
Salaries / Benefits	(15,268,534)	(15,797,930)	(16,763,666)	(17,510,682)	(18,698,455)	(19,687,805)	(20,875,208)	(21,980,658)	(23,145,084)	(24,371,653)
Supplies	(2,036,803)	(2,108,091)	(2,181,874)	(2,258,240)	(2,337,278)	(2,419,083)	(2,503,751)	(2,591,382)	(2,682,081)	(2,775,953)
Services (Professional / Contractual)	(2,455,739)	(2,501,690)	(2,369,249)	(2,452,172)	(2,537,999)	(2,626,829)	(2,718,767)	(2,813,925)	(2,912,412)	(3,014,346)
Other	(6,912,543)	(6,776,707)	(7,201,357)	(7,597,536)	(8,001,154)	(8,138,671)	(8,571,036)	(8,718,348)	(9,181,508)	(9,339,313)
Treatment	(16,557,217)	(16,543,950)	(21,150,204)	(21,226,647)	(24,107,890)	(24,152,367)	(25,611,002)	(25,765,440)	(30,563,788)	(30,589,714)
Capital Construction Costs/Purchases	(18,618,250)	(17,526,692)	(24,128,593)	(17,270,609)	(22,073,208)	(24,746,038)	(16,424,573)	(16,659,735)	(13,547,331)	(9,466,685)
Subtotal Uses	(64,378,003)	(64,100,692)	(76,871,674)	(71,560,401)	(81,614,417)	(85,799,362)	(80,883,699)	(82,256,111)	(85,202,843)	(83,014,823)
ENDING BALANCES	\$ 57,818,218	\$ 60,540,731	\$ 58,556,483	\$ 57,937,113	\$ 55,902,611	\$ 45,787,397	\$ 43,682,991	\$ 45,540,339	\$ 46,239,372	\$ 51,296,143

2025 Account Balance Summary

Account	HISTORICAL ACTUAL			BUDGETED		FORECASTED								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operations & Maintenance	\$ 15,524,768	\$ 15,364,621	\$ 16,139,975	\$ 35,069,469	\$ 25,653,733	\$ 60,054,061	\$ 58,324,390	\$ 57,710,657	\$ 54,867,958	\$ 44,652,084	\$ 42,742,366	\$ 44,709,084	\$ 45,624,585	\$ 50,537,278
Alliance Reserves	3,740,160	5,301,774	2,146,185	2,195,000	2,192,950	1,357,311	1,142,873	1,315,309	1,764,155	2,039,669	2,039,295	2,558,333	3,080,059	3,077,628
Unemployment Reserve	20,540	23,221	24,877	25,974	28,054	28,054	28,054	28,054	28,054	28,054	28,054	28,054	28,054	28,054
Debt Service	804,611	1,184,654	1,373,839	865,927	909,223	909,223	909,223	909,223	909,223	909,223	909,223	909,223	909,223	909,223
Debt Service Reserve	2,114,406	2,049,861	2,111,437	2,091,018	2,528,917	2,845,632	3,076,731	3,244,515	3,858,432	4,028,568	4,179,362	3,726,623	3,170,640	3,457,159
Existing Assets R & R	11,000,000	11,353,503	11,189,971	6,832,913	6,832,913	(7,176,613)	(7,447,853)	(7,793,713)	(8,048,273)	(8,393,263)	(8,738,373)	(8,914,043)	(9,096,253)	(9,236,263)
New Assets CIP	16,450,910	25,808,873	20,501,042	14,452,302	17,837,428	2,523,064	2,523,064	2,523,064	2,523,064	2,523,064	2,523,064	2,523,064	2,523,064	2,523,064
TOTAL ACCOUNTS	\$ 61,086,507	\$ 56,598,167	\$ 53,487,326	\$ 61,532,603	\$ 55,983,218	\$ 60,540,732	\$ 58,556,482	\$ 57,937,109	\$ 55,902,613	\$ 45,787,399	\$ 43,682,991	\$ 45,540,338	\$ 46,239,372	\$ 51,296,143



2025-2034 Ten-Year Capital Program

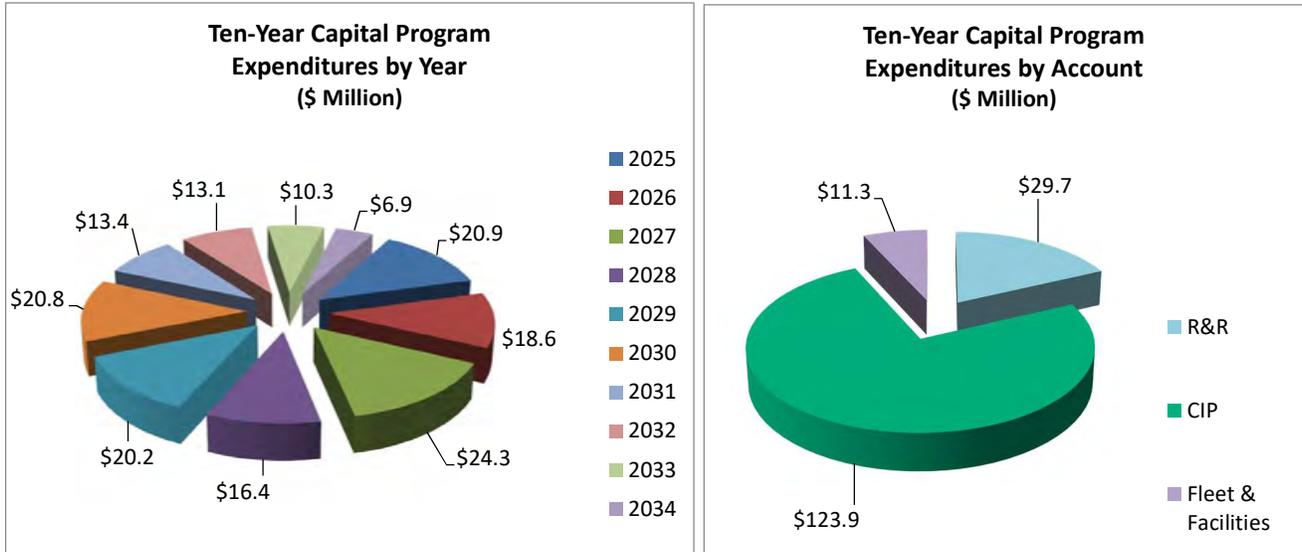
Clark Regional Wastewater District's (District) overall budget for 2025 comprises the Operating Budget and Capital Budget. The 2025 Capital Budget represents the District's Existing Assets Restoration and Replacement account (R&R), New Assets Capital Improvement Project account (CIP), and Fleet and Facilities activities. The CIP account represents the current year's costs to construct or purchase new assets, including general facilities such as pump stations and trunk sewers, local collection systems, and fleet and facilities. The CIP account also accommodates reimbursing private development when they build District capital improvements. The R&R account provides for the restoration or replacement of existing assets, including general facilities such as trunk sewers and pump stations, local collection systems (e.g., 8-inch sewers), and fleet and facilities.

The District annually prepares and adopts a ten-year capital program. The FY 2025 capital budget is based upon the first year of the 2025-2034 Ten-Year Capital Program. These projects and purchases are all developed and scheduled out on the District's 2025-2034 Ten-Year Capital Program. Although the District budgets on an annual basis, it is not unusual for capital project commitments to span multiple years. As identified within the R&R account, CIP account, and Account Balance summary in the Adopted Budget by Account section, the District has ensured sufficient rates and charges to support the 2025-2034 Ten-Year Capital Program while maintaining a healthy account balance.

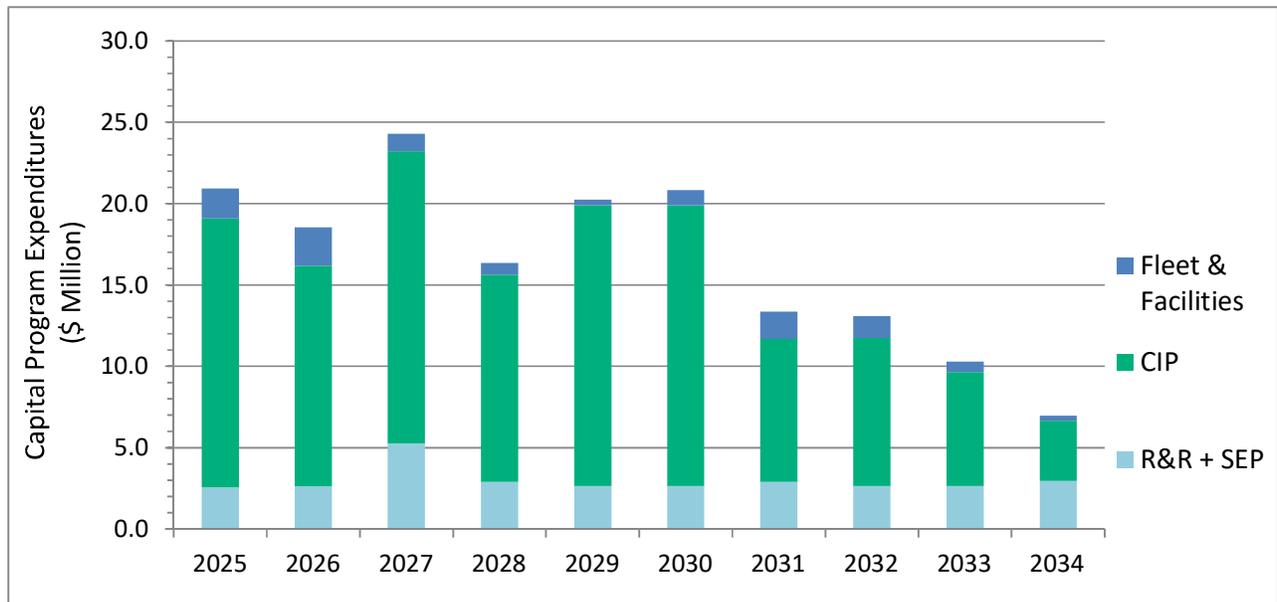
The ten-year program is based on the District's 20-Year Capital Plan. The projects identified in the Ten-Year Capital Program are those needed to ensure the District's ability to meet the long-term level-of-service requirements. Continuous planning is an integral part of this process and enables the District to monitor system capacities, forecast future demands, adapt to changing regulatory requirements, prioritize capital projects to meet these demands and predict financial resource requirements.

Over the 2025 to 2034 capital program period, 2027 is the most capital-intensive year. The budget forecasts to deliver 20.9% of the ten-year capital expenditures in 2025. The FY 2025 capital budget total is \$20.9 million out of the ten-year program of \$164.9 million. Over the ten-year program, \$38.6 million is planned for R&R and SEP expenditures, \$115.0 million for CIP expenditures, and \$11.3 million for Fleet and Facilities expenditures. The District maintains the required minimum debt coverage ratio of 1.25%.

2025 Clark Regional Wastewater District Adopted Budget



Annual capital expenditures over the ten years average around \$16.5 million, with a minimum of \$6.9 million in 2034 and a maximum of \$24.3 million in 2027.



The Capital Program tables on the next page identify all capital projects or purchases anticipated for 2025 through 2034 for the District's Central and Ridgefield service areas. This includes eight (8) specific R&R projects and budgeted amounts for seven (7) R&R programs, five (5) CIP projects or programs, and nine (9) fleet and facilities projects or programs to purchase or replace equipment and maintain facilities.

The District's system has approximately 824 miles of pipe and 78 pump stations. The 2025-2034 Capital Program represents about 15 miles of additional gravity and pressure sewers, ten (10) new pump stations, the elimination of two (2) pump stations, and the upgrading of ten (10) pump stations.

Capital Program 2025-2034

Existing Assets Restoration / Fleet and Facilities

Central Service Area Restoration and Replacement Project Account	Ten-Year Program	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Restoration and Replacement											
Central Restoration and Replacement Allowance	\$11,400,000	\$100,000	\$100,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
Pavement Repair and Manhole Adjustment Allowance	\$1,400,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Gravity Repair Program	\$5,700,000	\$50,000	\$50,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Access Manhole Program	\$750,000	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000	\$0	\$0	\$250,000
Standby Power Program	\$700,000	\$350,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Glenwood Pump Station ARV Replacement	\$1,250,000	\$1,000,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Oro-Vega Pump Station Replacement	\$1,230,000	\$200,000	\$530,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plantation Pump Station Replacement	\$450,000	\$70,000	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mill Creek Pump Station Replacement	\$2,150,000	\$250,000	\$625,000	\$1,275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tenny Creek Pump Station and Trunk Abandonment	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Restoration and Replacement Totals	\$25,080,000	\$2,160,000	\$2,425,000	\$4,015,000	\$2,490,000	\$2,240,000	\$2,240,000	\$2,490,000	\$2,240,000	\$2,240,000	\$2,540,000
TOTAL DISTRICT RESTORATION AND REPLACEMENT	\$35,000,000	\$5,720,000	\$3,135,000	\$5,465,000	\$3,090,000	\$2,840,000	\$2,840,000	\$3,090,000	\$2,840,000	\$2,840,000	\$3,140,000
Ridgefield Service Area Restoration and Replacement Account											
Ridgefield Restoration and Replacement Allowance	\$2,520,000	\$60,000	\$60,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Ridgefield Gravity Repair Program	\$840,000	\$20,000	\$20,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Abrams Park Pump Station Replacement	\$260,000	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restoration & Replacement Totals	\$3,620,000	\$340,000	\$80,000	\$400,000							
TOTAL RIDGEFIELD RESTORATION AND REPLACEMENT	\$3,620,000	\$340,000	\$80,000	\$400,000							
TOTAL RESTORATION AND REPLACEMENT	\$38,620,000	\$6,060,000	\$3,215,000	\$5,865,000	\$3,490,000	\$3,240,000	\$3,240,000	\$3,490,000	\$3,240,000	\$3,240,000	\$3,540,000
FLEET AND FACILITIES											
Fleet											
Fleet R&R	\$3,872,000	\$206,000	\$823,000	\$313,000	\$375,000	\$210,000	\$675,000	\$145,000	\$635,000	\$320,000	\$170,000
Fleet Capital	\$772,000	\$755,000	\$0	\$0	\$0	\$17,000	\$0	\$0	\$0	\$0	\$0
Fleet Totals	\$4,644,000	\$961,000	\$823,000	\$313,000	\$375,000	\$227,000	\$675,000	\$145,000	\$635,000	\$320,000	\$170,000
Facilities & IT											
ERP System and Implementation	\$550,000	\$250,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internet Technology and Office Equipment	\$3,110,200	\$21,000	\$869,200	\$451,200	\$210,000	\$8,500	\$0	\$882,900	\$448,900	\$210,000	\$8,500
Campus Program Allowance	\$420,000	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000	\$45,000	\$50,000	\$50,000	\$50,000
Building Improvements	\$1,332,500	\$195,000	\$105,000	\$250,000	\$30,000	\$15,000	\$130,000	\$560,000	\$30,000	\$7,500	\$10,000
Campus Civil & Site Improvements	\$680,000	\$230,000	\$180,000	\$10,000	\$50,000	\$10,000	\$50,000	\$15,000	\$125,000	\$5,000	\$5,000
Furniture, Fixtures & Equipment	\$166,000	\$38,500	\$7,500	\$15,000	\$10,000	\$15,000	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000
Pump Station Facilities & Site Work	\$404,500	\$109,500	\$55,000	\$20,000	\$25,000	\$25,000	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Facility Totals	\$6,663,200	\$874,000	\$1,551,700	\$781,200	\$365,000	\$113,500	\$265,000	\$1,542,900	\$708,900	\$327,500	\$133,500
TOTAL FLEET AND FACILITIES	\$11,307,200	\$1,835,000	\$2,374,700	\$1,094,200	\$740,000	\$340,500	\$940,000	\$1,687,900	\$1,343,900	\$647,500	\$303,500

Capital Program 2025-2034

New Assets Capital Improvement

Central Service Area Capital Improvement Project Account	Ten-Year Program	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
CIP - General Facilities Projects (Trunks, Pump Stations, Force Mains)											
General Sewer Plan Update	\$490,000	\$250,000	\$240,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCWTS Phase 2B	\$6,050,000	\$800,000	\$4,150,000	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Schuller Force Main Upgrade	\$860,000	\$40,000	\$820,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payne Pump Station Redirection	\$840,000	\$0	\$100,000	\$740,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Neil Kimsey Force Main Upgrade	\$21,350,000	\$0	\$200,000	\$2,200,000	\$1,100,000	\$9,000,000	\$8,850,000	\$0	\$0	\$0	\$0
Pleasant Valley North Pump Station Upgrade	\$1,250,000	\$0	\$0	\$0	\$0	\$200,000	\$1,050,000	\$0	\$0	\$0	\$0
Mountain View Pump Station Upgrade	\$630,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000	\$560,000	\$0
Legacy Pump Station Phase 3 Upgrade	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
Whipple Creek Place PS Elimination	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$400,000
General Facilities Totals	\$32,570,000	\$1,090,000	\$5,510,000	\$4,040,000	\$1,100,000	\$9,200,000	\$9,900,000	\$0	\$70,000	\$960,000	\$700,000
CIP - Local Agency Partnership											
Central Local Agency Partnership Allowance	\$5,400,000	\$0	\$0	\$0	\$200,000	\$200,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
NE 179th Street and NE 29th Avenue Intersection Improvement	\$1,350,000	\$25,000	\$675,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NE 179th Street CRP (NE 15th Ave - NE 26th Ave)	\$1,260,000	\$10,000	\$10,000	\$10,000	\$620,000	\$610,000	\$0	\$0	\$0	\$0	\$0
NE 179th Street CRP (NE Delfel Rd - NE 15th Ave)	\$2,990,000	\$30,000	\$30,000	\$30,000	\$1,450,000	\$1,450,000	\$0	\$0	\$0	\$0	\$0
City of Battle Ground Eaton Road Project	\$950,000	\$50,000	\$100,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cougar Creek 3 Enhancement	\$70,000	\$10,000	\$10,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Installed Infrastructure Totals	\$12,020,000	\$125,000	\$825,000	\$1,540,000	\$2,270,000	\$2,260,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
CIP - Developer Reimbursement											
Central Developer Reimbursement Project Allowance	\$3,800,000	\$200,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
District Installed Laterals Allowance	\$200,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Whipple Creek Trunk	\$530,000	\$0	\$106,000	\$318,000	\$106,000	\$0	\$0	\$0	\$0	\$0	\$0
Whipple Creek East Pump Station F and Force Main	\$1,990,000	\$1,990,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pleasant Valley North Pump Station C and Force Main	\$1,600,000	\$200,000	\$840,000	\$560,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NE 179th Street Trunk	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Curtin Creek West Pump Station C	\$3,050,000	\$400,000	\$1,590,000	\$1,060,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bowyer Trunk	\$1,110,000	\$0	\$222,000	\$444,000	\$222,000	\$111,000	\$111,000	\$0	\$0	\$0	\$0
NE 209th Street Pump Station and Force Main	\$2,680,000	\$0	\$0	\$0	\$536,000	\$1,072,000	\$536,000	\$268,000	\$268,000	\$0	\$0
NE 209th Street Trunk	\$905,000	\$0	\$0	\$0	\$181,000	\$362,000	\$181,000	\$90,500	\$90,500	\$0	\$0
Neil Kimsey Trunk	\$430,000	\$0	\$0	\$0	\$86,000	\$172,000	\$86,000	\$43,000	\$43,000	\$0	\$0
Packard Creek Pump Station and Force Main	\$4,580,000	\$0	\$0	\$0	\$0	\$916,000	\$1,832,000	\$916,000	\$458,000	\$458,000	\$0
Developer Reimbursement Totals	\$22,375,000	\$4,310,000	\$3,178,000	\$2,802,000	\$1,551,000	\$3,053,000	\$3,166,000	\$1,737,500	\$1,279,500	\$878,000	\$420,000
CIP - Septic Elimination Program											
Septic Project Allowance	\$4,480,000	\$0	\$130,000	\$600,000	\$300,000	\$600,000	\$450,000	\$600,000	\$600,000	\$600,000	\$600,000
Wallace Heights SEP	\$2,900,000	\$2,900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Curtin Creek Phase 2 SEP	\$400,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stutz Road SEP	\$170,000	\$0	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Curtin Creek Phase 3 SEP	\$400,000	\$100,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Curtin Creek Phase 4 SEP	\$400,000	\$100,000	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
Sluman Overlook 2 SEP	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0
Septic Elimination Program Totals	\$8,900,000	\$3,500,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
TOTAL DISTRICT CAPITAL IMPROVEMENT	\$75,865,000	\$9,025,000	\$10,113,000	\$8,982,000	\$5,521,000	\$15,113,000	\$14,666,000	\$3,337,500	\$2,949,500	\$3,438,000	\$2,720,000

Capital Program 2025-2034

New Assets Capital Improvement Projects (continued)

Ridgefield Service Area Capital Improvement Project Account	Ten-Year Program	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
CIP - General Facilities Projects (Trunks, Pump Stations, Force Mains)											
DCWTS Phase 2A	\$2,480,000	\$2,480,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Royle Road Pump Station Pump Addition	\$560,000	\$60,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kennedy Farms Pump Station Upgrade	\$775,000	\$0	\$100,000	\$675,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gee Creek Meadows & Gee Creek Plateau PS and Force Main	\$15,600,000	\$1,000,000	\$1,000,000	\$7,700,000	\$5,900,000	\$0	\$0	\$0	\$0	\$0	\$0
Marina Pump Station Upgrade and Force Main	\$3,500,000	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$2,000,000	\$1,000,000	\$0	\$0
Marina Pump Station Trunk	\$2,520,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$1,220,000	\$1,000,000	\$0
Pioneer Canyon Pump Station Phase 3 Upgrade	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$500,000	\$2,200,000	\$1,600,000	\$0
Taverner Force Main Redirection	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
General Facilities Totals	\$29,955,000	\$3,540,000	\$1,600,000	\$8,375,000	\$5,900,000	\$250,000	\$450,000	\$2,800,000	\$4,420,000	\$2,600,000	\$20,000
CIP - Local Agency Partnership											
Ridgefield Local Agency Partnership Allowance	\$2,400,000	\$0	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
N 50th Ave Roundabout and Pioneer St Widening	\$800,000	\$425,000	\$375,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Agency Partnership Totals	\$3,200,000	\$425,000	\$375,000	\$300,000	\$300,000						
CIP - Developer Reimbursement											
Ridgefield Developer Reimbursement Project Allowance	\$1,900,000	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Ridgefield District Installed Laterals Allowance	\$100,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
McCormick Creek Pump Station and Force Main	\$2,120,000	\$2,120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Heron Ridge Trunk	\$1,380,000	\$1,104,000	\$276,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carty Road Pump Station and Force Main	\$1,860,000	\$270,000	\$954,000	\$636,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carty Road Trunk	\$725,000	\$0	\$145,000	\$290,000	\$145,000	\$72,500	\$72,500	\$0	\$0	\$0	\$0
Carty Road North Pump Station and Force Main	\$3,260,000	\$0	\$0	\$0	\$652,000	\$1,304,000	\$652,000	\$326,000	\$326,000	\$0	\$0
Gee Creek East Pump Station C and Force Main	\$3,260,000	\$0	\$0	\$0	\$0	\$0	\$652,000	\$1,304,000	\$652,000	\$326,000	\$326,000
Seton Trunk	\$1,265,000	\$0	\$0	\$0	\$0	\$0	\$253,000	\$506,000	\$253,000	\$126,500	\$126,500
Developer Reimbursement Totals	\$15,870,000	\$3,604,000	\$1,585,000	\$1,136,000	\$1,007,000	\$1,586,500	\$1,839,500	\$2,346,000	\$1,441,000	\$662,500	\$662,500
TOTAL RIDGEFIELD CAPITAL IMPROVEMENT	\$49,025,000	\$7,569,000	\$3,560,000	\$9,811,000	\$7,207,000	\$2,136,500	\$2,589,500	\$5,446,000	\$6,161,000	\$3,562,500	\$982,500
TOTAL CAPITAL IMPROVEMENT	\$124,890,000	\$16,594,000	\$13,673,000	\$18,793,000	\$12,728,000	\$17,249,500	\$17,255,500	\$8,783,500	\$9,110,500	\$7,000,500	\$3,702,500
TEN-YEAR PROGRAM TOTAL	\$174,817,200	\$24,489,000	\$19,262,700	\$25,752,200	\$16,958,000	\$20,830,000	\$21,435,500	\$13,961,400	\$13,694,400	\$10,888,000	\$7,546,000

Capital Plan 2025-2034

Central Service Area Existing Assets – Project Summaries

Restoration and Replacement – Pump Stations & Force Mains



Central Restoration and Replacement Allowance

Cost: \$11,400,000

Scope: Annual program for unplanned sewer repairs and engineering support on restoration and replacement needs on gravity sewer infrastructure, pump stations, force mains, and other related appurtenances. Projects are identified by District staff or partner agencies.

Basis: Condition

Pavement Repair and Manhole Adjustment Program

Cost: \$1,400,000

Scope: This is an annual program for repairing pavement and adjusting manhole frames and covers. Pavement repairs are to address trench

settlement, complete final restoration on district-led repair projects, and/or address other pavement needs that may arise due to a sewer project.

Basis: Condition

Gravity Repair Program

Cost: \$5,700,000

Scope: This is an annual program in the outer years of the ten-year program for maintaining reliable service by restoring and replacing localized "hot spot" areas in sewer infrastructure.

Basis: Condition

Access Manhole Program

Cost: \$750,000

Scope: This program includes new manhole installation to create access to existing pipelines for ongoing maintenance. Projects were identified during attempts to retrieve CCTV inspection and attempt to conduct maintenance monitoring activities.

Basis: Condition

Standby Power Program

Cost: \$700,000

Scope: Install permanent emergency power standby generators at critical pump stations with no on-site generator.

Basis: Condition

Glenwood Pump Station ARV Replacement

Cost: \$1,250,000

Scope: Upgrade the existing force main transient protection system by installing two surge tanks and three valves to ensure protection of the force main. The project also includes the abandonment of existing valves and manholes that will no longer be in service.

Basis: Condition

Oro-Vega Pump Station Replacement

Cost: \$1,230,000

Scope: This project upgrades the existing pump station by installing a new top slab on the wet well, new vaults and associated force main, a new generator, electrical and control equipment, and a new shelter.

Basis: Condition

Plantation Pump Station Replacement

Cost: \$450,000

Scope: The upgrade will replace the existing submersible pump station with new grinder pumps for reliability and to decrease maintenance costs.

Basis: Condition

Mill Creek Pump Station Replacement

Cost: \$2,150,000

Scope: Confirm pump station location and update facility to increase reliability and monitoring capabilities. Upsize elements of the pump station to accommodate larger pumps.

Basis: Condition



Tenny Creek Pump Station and Trunk Abandonment

Cost: \$50,000

Scope: This project includes an alternative analysis that will focus on reducing the risk of sewer failure and/or sanitary sewer overflows into Tenny Creek.

Basis: Condition

Ridgefield Service Area Existing Assets – Project Summaries

Restoration and Replacement – Pump Stations & Force Mains

Ridgefield Restoration and Replacement Allowance

Cost: \$2,520,000

Scope: Annual program for unplanned sewer repairs and engineering support on restoration and replacement needs on gravity sewer infrastructure, pump stations, force mains, and other related appurtenances. Projects are identified by District staff or partner agencies.

Basis: Condition

Ridgefield Gravity Repair Program

Cost: \$840,000

Scope: This is an annual program in the outer years of the ten-year program for maintaining reliable service by restoring and replacing localized "hot spot" areas in sewer infrastructure.

Basis: Condition

Abrams Park Pump Station Replacement

Cost: \$260,000

Scope: Replace the existing pump station with a new grinder pump for reliability and to decrease maintenance costs.

Basis: Condition

Central Service Area New Assets – Project Summaries

General Facilities Projects (Trunks, Pump Stations, Force Mains)

General Sewer Plan Update

Cost: \$490,000

Scope: This project will update the District's 2017 General Sewer Plan (GSP) to align with Clark County's Growth Management Plan, which will be updated by June 2025. This project will include updates to the District's hydraulic model.

Basis: Planning

DCWTS Phase 2B

Cost: \$6,050,000

Scope: Upgrade the capacity of the Legacy pump station and force main system by installing a 20-inch force main.

Basis: Capacity



Force Main Upgrade

Cost: \$860,000

Scope: Upsize the existing force main to increase firm pump capacity at the Schuller pump station to serve the Schuller Mini-Basin.

Basis: Capacity

Payne Pump Station Redirection

Cost: \$840,000

Scope: Install a new force main in NE 29th Avenue to relieve the Whipple Creek North pump station.

Basis: Capacity

Neil Kimsey Force Main Upgrade

Cost: \$21,350,000

Scope: Increase the capacity of the Neil Kimsey pump station system by constructing 17,040 feet of 22-inch force main to accommodate the additional flows resulting from the redirection of flows from Ridgefield.

Basis: Capacity

Pleasant Valley North Pump Station Upgrade

Cost: \$1,250,000

Scope: Install new pumps to increase the capacity of the station.

Basis: Capacity

Mountain View Pump Station Upgrade

Cost: \$630,000

Scope: Increase capacity at the Mountain View pump station.

Basis: Capacity



Legacy Pump Station Phase 3 Upgrade

Cost: \$600,000

Scope: This project addresses a capacity need by upgrading the Legacy pump station.

Basis: Capacity

Whipple Creek Place Pump Station Elimination

Cost: \$500,000

Scope: Divert flow from the NW 149th Street pump station away from the 6" force main shared with Whipple Creek West pump station.

Decommission the Whipple Creek Place pump station by installing gravity sewer from the pump station west to NW 11th Avenue and north to Whipple Creek West pump station.

Basis: Capacity

CIP – Local Agency Partnership

Central Local Agency Partnership Allowance

Cost: \$5,400,000

Scope: Allowance to participate in local agency projects to address sewer needs and reduce impacts to the public.

Basis: Extending Service

NE 179th Street and NE 29th Avenue Intersection Improvement

Cost: \$1,350,000

Scope: This project is to construct a gravity sewer in NE 179th Street and NE 29th Avenue to provide service in support of commercial and industrial development.

Basis: Extending Service

NE 179th Street CRP (NE 15th Ave - NE 26th Ave)

Cost: \$1,260,000

Scope: This project is to construct a gravity sewer in NE 179th Street to provide service in support of commercial and industrial development.

Basis: Extending Service

NE 179th Street CRP (NE Delfel Rd - NE 15th Ave)

Cost: \$2,990,000

Scope: This project extends service in conjunction with a County Road Project along NE 179th Street from the Fairgrounds pump station through the NE 179th Street Interchange with I-5. The project consists of a gravity trunk and allows for the abandonment of the Fairgrounds pump station.

Basis: Extending Service

City of Battle Ground Eaton Road Project

Cost: \$950,000

Scope: Relocate existing sewer assets as needed to accommodate the City of Battle Grounds Eaton Road Project.

Basis: Condition

Cougar Creek 3 Enhancement

Cost: \$70,000

Scope: This is a Clark County stormwater project that will reconnect the incised Cougar Creek channel to its floodplain, protect existing sewer infrastructure, reduce and mitigate bank erosion, and increase wetland and riparian habitat. The Cougar Creek trunk sewer has a history of sections being exposed with poor bedding. Armor and protect the Cougar Canyon trunk sewer in conjunction with County stream improvements.

Basis: Condition



Developer Reimbursement

Developer Reimbursement Project Allowance

Cost: \$3,800,000

Scope: This allowance provides for future developer reimbursements to construct pump stations, force mains, and trunk sewers in the Central service area per the General Sewer Plan.

Basis: Extending Service

District Installed Laterals Allowance

Cost: \$200,000

Scope: This allowance provides for side sewers to be constructed in the Central Service Area in conjunction with private development projects.

Basis: Extending Service



Whipple Creek Trunk

Cost: \$530,000

Scope: This project constructs about 4,500 feet of 10-inch and 24-inch gravity trunk on NE 179th Street from east of NE 15th Avenue to NE Union Road just east of the I-5 junction and north through the Killian Commercial project.

Basis: Extending Service

Whipple Creek East Pump Station F and Force Main

Cost: \$1,990,000

Scope: Install a new pump station to serve the eastern area of the Whipple Creek East basin. This facility will be located north of NE 179th Street, west of the BPA Corridor. Install a 6-inch force main from the pump station west along NE 179th Street to a point of connection at NE Avenue.

Pleasant Valley North Pump Station C and Force Main

Cost: \$1,600,000

Scope: Install a new pump station to serve the northeastern portion of the Pleasant Valley North basin. The facility will be located near NE 50th Avenue and NE 174th Street. Install a force main in a northerly direction along NE 50th Avenue to NE 179th Street.

Basis: Extending Service

NE 179th Street Trunk

Cost: \$1,500,000

Scope: Extend sewer service in support of development along the NE 179th Street corridor. Install a gravity trunk along NE 179th Street.

Basis: Extending Service

Curtin Creek West Pump Station C

Cost: \$3,050,000

Scope: Provide a new pump station and force main to serve the eastern portion of Curtin Creek West basin.

Basis: Extending Service

Bowyer Trunk

Cost: \$1,110,000

Scope: The elimination and abandonment of the Bowyer Pump Station requires the installation of approximately 2,000 LF of 10-inch trunk sewer.

Basis: Extending Service

NE 209th Street Pump Station and Force Main

Cost: \$2,680,000

Scope: Provide new pump station and 400 feet of 8-inch force main to serve the I-5 Corridor mini-basin.

Basis: Extending Service

NE 209th Trunk

Cost: \$905,000

Scope: Provide a pump station and 400 feet of 8-inch force main along NE 209th Street.

Basis: Extending Service

Neil Kimsey Trunk

Cost: \$430,000

Scope: Convey flow from the future pump station at 209th Street back to the Neil Kimsey Pump Station by installing a 12-inch trunk.

Basis: Extending Service

Packard Creek Pump Station and Force Main

Cost: \$4,580,000

Scope: Provide new pump station and force main along NW 179th Street and NW 11th Avenue to serve the northern portions of the Whipple Creek West Mini-Basin by installing 1,900 feet of 8-inch gravity sewer.

Basis: Extending Service

CIP – Septic Elimination Program

Septic Project Allowance

Cost: \$4,480,000

Scope: The District invests approximately \$600,000 in the Septic Elimination Program on an annual basis. New projects will be identified for future years.

Basis: Septic Elimination

Wallace Heights

Cost: \$2,900,000

Scope: Assist the neighborhood south of NE 112th Street, north of NE 106th Street between NE Stutz Road and NE 8th Avenue by making public sanitary sewer available. Install an 8-inch gravity main to serve 59 properties.

Basis: Septic Elimination



Curtin Creek Phase 2 - 4

Cost: \$1,200,000

Scope: Assist neighborhood between NE 102nd Street, NE 94th Avenue, NE 92nd Street, and NE 87th Avenue by making public sanitary sewer available. Install 8-inch gravity main to serve 198 properties.

Basis: Septic Elimination

Stutz Road

Cost: \$170,000

Scope: Assist neighborhood between NE Stutz Road and NE 112th Street by making public sanitary sewer available. Install 8-inch gravity main to serve 24 properties.

Basis: Septic Elimination

Sluman Overlook 2

Cost: \$150,000

Scope: Assist neighborhood between NW Overlook and NE 6th Avenue by making public sanitary sewer available. Install 8-inch gravity main to serve 18 properties.

Basis: Septic Elimination

Ridgefield Service Area New Assets – Project Summaries

General Facilities Projects (Trunks, Pump Stations, Force Mains)

DCWTS Phase 2A

Cost: \$2,480,000

Scope: Upgrade the capacity of the Pioneer Canyon and Neil Kimsey Regional pump station and force main systems. Address current facility deficiencies at Pioneer Canyon, Neil Kimsey Regional, and Legacy and enhance monitoring of the facilities.

Basis: Capacity



Royle Road Pump Station Pump Addition

Cost: \$560,000

Scope: Increase pump station capacity by installing a third 70 HP pump and associated electrical and control appurtenances to accommodate additional flows from development in the sewer basin.

Basis: Capacity

Kennedy Farms Pump Station Upgrade

Cost: \$775,000

Scope: Upgrade the Kennedy Farms pump station to accommodate development in the Royle Road basin.

Basis: Capacity

Gee Creek Meadows & Gee Creek Plateau PS and Force Main

Cost: \$15,600,000

Scope: Upgrade Gee Creek Meadows Pump Station, construct a new force main to Gee Creek Plateau, construct Gee Creek Plateau Pump Station and force main to tie into an existing 12-inch force main. This project supports decommissioning of the Ridgefield Treatment Plant.

Basis: Capacity

Marina Pump Station Upgrade and Force Main

Cost: \$3,500,000

Scope: Upgrade the Marina pump station and redirect the existing force main to the Gee Creek Meadows pump station. This project supports decommissioning of the Ridgefield Treatment Plant.

Basis: Capacity

Marina Pump Station Trunk

Cost: \$2,520,000

Scope: Construct trunk sewer from the Ridgefield Treatment Plant to Marina pump station. This project supports decommissioning of the Ridgefield Treatment Plant.

Basis: Capacity

Pioneer Canyon Pump Station Phase 3 Upgrade

Cost: \$4,500,000

Scope: Upgrade the Pioneer Canyon pump station to meet projected capacity needs in the Ridgefield Service Area.

Basis: Capacity

Taverner Force Main Redirection

Cost: \$20,000

Scope: Redirect the existing force main by installing 30 feet of new 4-inch force main.

Basis: Capacity



CIP – Local Agency Partnership

Ridgefield Local Agency Partnership Allowance

Cost: \$2,400,000

Scope: Allowance to participate in local agency projects to address sewer needs and reduce impacts to the public.

Basis: Extending Service

N 50th Avenue Roundabout and Pioneer Street Widening

Cost: \$800,000

Scope: The City of Ridgefield is widening Pioneer Street between S 56th Place and 45th Avenue. The District will participate in the project to extend sewer in Pioneer Street and 50th Avenue.

Basis: Extending Service

Developer Reimbursement

Ridgefield Developer Reimbursement Project Allowance

Cost: \$1,900,000

Scope: This allowance provides for future developer reimbursements to construct pump stations, force mains, and trunk sewers in the Ridgefield service area in accordance with the General Sewer Plan.

Basis: Extending Service

Ridgefield District Installed Laterals Allowance

Cost: \$100,000

Scope: This allowance provides for side sewers to be constructed in the Ridgefield Service Area in conjunction with private development projects.

Basis: Extending Service



McCormick Creek Pump Station and Force Main

Cost: \$2,120,000

Scope: This project installs a pump station and 3,500 feet of 6-inch force main along N 10th Street in association with the proposed Greely Farms residential subdivision.

Basis: Extending Service

Heron Ridge Trunk

Cost: \$1,380,000

Scope: Provide a new gravity sewer from the Reiman Ridge PUD development, south along N Reiman Road, to the existing sewer trunk in Pioneer Street.

Basis: Extending Service

Carty Road Pump Station and Force Main

Cost: \$1,860,000

Scope: Install pump station and 3,500 feet of 6-inch force main to extend service to proposed residential developments along NW Carty Road.

Basis: Extending Service

Carty Road Trunk

Cost: \$725,000

Scope: Install 1,100 feet of 10-inch gravity trunk to convey flow from the central pump stations in the Royle Road mini-basin to a point of connection to the Royle Road trunk.

Basis: Extending Service

Carty Road North Pump Station and Force Main

Cost: \$3,260,000

Scope: Extend service to proposed residential developments by installing a new pump station and force main along NW Carty Road.

Basis: Extending Service

Gee Creek East Pump Station C and Force Main

Cost: \$3,260,000

Scope: Install new pump station and 1,500 feet of 4-inch force main along S 10th Way to serve the Gee Creek East Mini-Basin.

Basis: Extending Service

Seton Trunk

Cost: \$1,265,000

Scope: This project includes installing 4,000 feet of 10-inch sewer that will flow northwesterly to the Boschma Pump Station.

Basis: Extending Service



Fleet and Facilities

Fleet

Fleet R&R

Cost: \$3,872,000

Scope: Replace and purchase new vehicles as needed based on current fleet analysis and business needs.

Basis: Operational Optimization

Fleet Capital

Cost: \$772,000

Scope: Replace and purchase new vehicles as needed based on current fleet analysis and business needs.

Basis: Operational Optimization

Facilities & IT

ERP System Implementation

Cost: \$550,000

Scope: To procure and implement an Enterprise Resource Planning (ERP) System.

Basis: Operational Optimization

Internet Technology and Office Equipment

Cost: \$3,110,200

Scope: Procure new, replace, maintain, and upgrade systems, servers, computers, peripherals, services, office printers, copiers, plotters, and other office machines.

Basis: Operational Optimization

Campus Program Allowance

Cost: \$420,000

Scope: Allowance for restoration and replacement work for the ongoing maintenance and improvement of the facilities and building systems at the District Campus.

Basis: Operational Optimization



Building Improvements

Cost: \$1,332,500

Scope: Capital work for ongoing improvements of the facilities and building systems at the District Campus.

Basis: Operational Optimization

Campus Civil & Site Improvements

Cost: \$680,000

Scope: Capital work for ongoing improvements of the grounds and site at the District Campus.

Basis: Operational Optimization

Furniture, Fixtures & Equipment

Cost: \$166,000

Scope: Procure new, replace, maintain, and upgrade furniture, fixtures and equipment.

Basis: Operational Optimization

Pump Station Facilities & Site Work

Cost: \$404,500

Scope: Improvements and replacements of various kiosks.

Basis: Operational Optimization

Appendix 1 – Financial Policies

An elected board of three commissioners governs Clark Regional Wastewater District. The Board has established guiding policies that provide direction and framework in several key areas. The District's fiscal policies, mirrored in its rate model, require segregation of the District's accounts based on their revenue sources and internally restricted uses. The following policies shape District operations, cash reserve requirements, and how funds will be utilized for District expenses.

Revenue Sufficiency

- The District will establish sewer rates sufficient annually to meet all utility cash requirements, including operating expenses, debt service, rate-funded capital costs, and additions to reserves. Changes in rate levels should be gradual and uniform to the extent costs can be projected.
- The District will impose a connection charge, also known as a System Development Charge (SDC), on new development to reflect an appropriate capital investment by new customers commensurate with system costs, including future improvements that serve such growth.

Expenditures Policies

- The District will maintain expenditure categories according to state statutes and administrative regulations.
- The District's operating budget will not use one-time revenues to support ongoing expenditures.
- The District will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues, or rolling over short-term debt.
- The District will pay for all current operating expenditures with current operating revenues. Long-term debt will not be used to fund current operating expenditures.
- The District will consider technological and capital investment programs that are cost-effective and will reduce operating costs as high funding priorities.

Long-Term Financial Planning

A Ten-Year Capital Program and the annual budget will be developed and updated. Both will be prepared within the 20-year Comprehensive General Sewer Plan (GSP) framework,

updated periodically, and designed to provide a readily accessible, easy-to-understand infrastructure plan based on practical planning assumptions.

Accounting, Auditing and Financial Reporting

- The District shall maintain accounting records and report on the financial condition and results of operations following Generally Accepted Accounting Principles as promulgated by the Governmental Accounting Standards Board.
- The District shall have an independent financial audit performed annually by the Washington State Auditor's Office following Generally Accepted Auditing Standards and Washington State statutes.
- The District operates under the accrual basis of accounting as required by Generally Accepted Accounting Principles.

Funding and Reserves Policies

District Reserve Policies were adopted by the Board of Commissioners on October 25, 2022, through Resolution #1857 and are summarized below:

Operations and Maintenance:

Funding: Sewer service rates

Reserves: A minimum balance of 150 days of operating expenses is maintained

Alliance Reserve:

Funding: Sewer service rates

Reserves: Funds set aside to fund the District's step-up responsibility per the Alliance Interlocal Formation Agreement in an amount equal to the City of Battle Ground's share of Alliance debt service for the following year.

Unemployment Reserve:

Funding: Sewer service rates

Reserves: Maximum weekly benefit amount paid to one District employee for up to 26 weeks

Debt Service:

Funding: Sewer service rates

Reserves: No reserve fund held here (separate Debt Service Reserve account). Holds funds to pay debt service as it becomes due.

Debt Service Reserve:

Funding: Sewer service rates

Reserves: One year's debt service requirement on all District bond debt and loans.

Existing Assets Replacement and Restoration (R&R):

Funding: Sewer service rates

Reserves: Greater than 100% of annual depreciation expense or gross capital asset value.

New Assets Capital Improvement Projects (CIP):

Funding: System Development Charges

Reserves: 50% of the lowest year of CIP expenditures in the ten-year Capital Program.

Capital Assets Policy

The District operates under a separately adopted Capital Assets Policy, adopted by the Board of Commissioners on August 9, 2022, through Resolution #1852. The Policy will be reviewed and modified periodically to ensure that it meets the District's financial objectives and serves its and its stakeholders' best interests.

Investment Policy

The District operates under a separately adopted Investment Policy, adopted by the Board of Commissioners on February 14, 2023, through Resolution #1867. The District's policy is to invest funds in a manner that will, in order of priority, 1) preserve the safety of principle in the District's investment portfolio, 2) remain sufficiently liquid to enable the District to meet all reasonably anticipated operating requirements and 3) provide the District with investment yields attaining a market rate of return. The Board-adopted Investment Policy will be reviewed and modified periodically to ensure that it meets the District's financial objectives and serves the best interests of the District and its stakeholders.

Debt Policy

The District operates under a separately adopted Debt Policy, adopted by the Board of Commissioners on October 10, 2017, through Resolution #1701.

- The District intends to issue and defease debt when rates are favorable to provide the lowest capital costs to ratepayers.
- Debt shall only be issued for capital projects. The District maintains sufficient financial resources through effective budgeting to cover ongoing operational expenses.

- The District shall strive to maintain the highest credit rating possible.
- The District will undertake to provide continuing disclosure as required by the Securities and Exchange Commission.
- All debt covenants shall be closely monitored to ensure compliance with terms.

The Board-adopted Debt Policy will be reviewed and modified periodically to ensure that it meets the District's financial objectives and serves the District's and its stakeholders' best interests.

Purchasing Policy

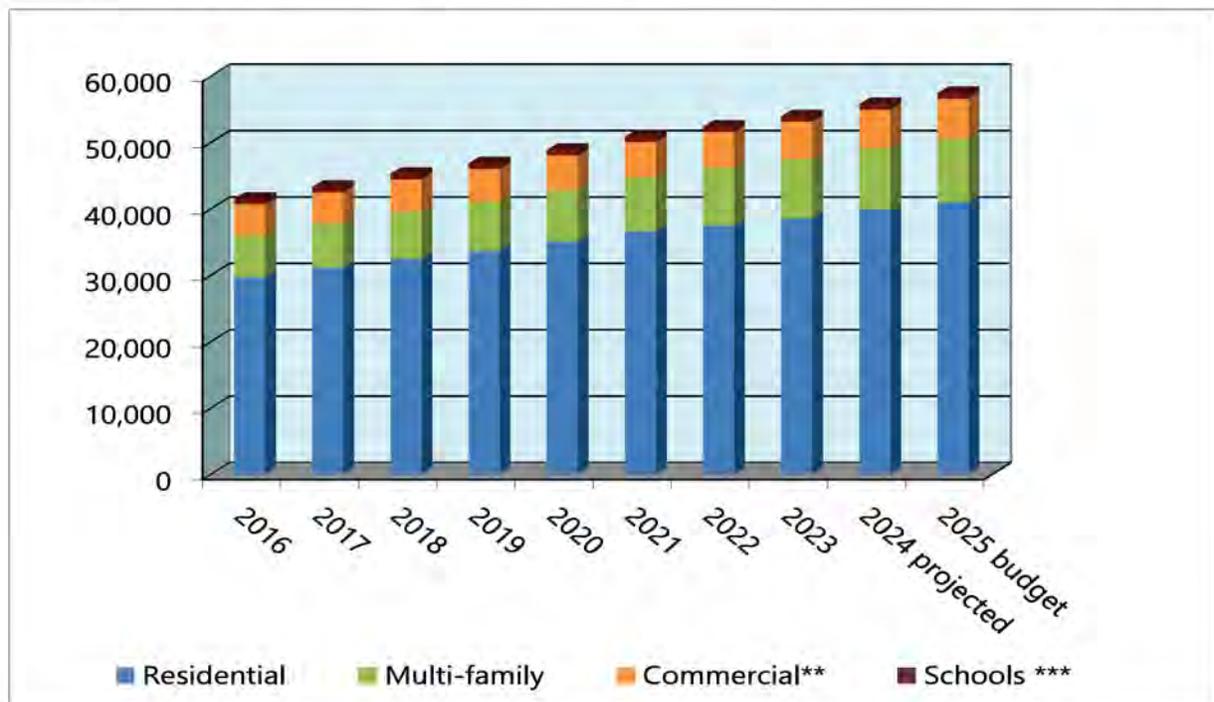
The District operates under a separately adopted Purchasing Policy, adopted by the Board of Commissioners on August 9, 2022, through Resolution #1851. The Board-adopted Purchasing Policy will be reviewed and modified periodically to ensure that it meets the District's financial objectives and serves the District's and its stakeholders' best interests.

Reimbursable Business Expense and Travel Advance Policy

The District operates under a separately adopted Reimbursable Business Expense and Travel Advance Policy, adopted by the Board of Commissioners on April 25, 2023, through Resolution #1876. The Board-adopted Travel Reimbursement Policy will be reviewed and modified periodically to ensure that it meets the District's financial objectives and serves the District's and its stakeholders' best interests.

Appendix 2 – Equivalent Residential Units*

Year	Residential	Multi-family	Commercial**	Schools ***	Total
2016	29,738	6,322	4,647	801	41,508
2017	31,157	6,655	4,691	812	43,315
2018	32,506	7,086	4,851	823	45,266
2019	33,673	7,507	4,851	823	46,854
2020	35,105	7,744	5,231	793	48,872
2021	36,635	8,159	5,321	775	50,890
2022	37,526	8,658	5,428	755	52,367
2023	38,557	8,961	5,638	767	53,923
2024 projected	39,883	9,269	5,785	840	55,778
2025 budget	41,065	9,544	5,981	840	57,431



Note

* The District's customer base by equivalent residential unit (ERU) per single-family dwelling.

** Commercial customers are billed at a 10 employees per ERU rate calculation.

*** Elementary, middle and high schools are billed at a 32 students per ERU rate calculation. Colleges are billed at a 10 students per ERU rate calculation. As of 2019, Washington State University Vancouver campus is billed on consumption instead of student headcount. Declining school ERU's starting in 2020 due to the COVID-19 pandemic causing school closures and decreased enrollment.

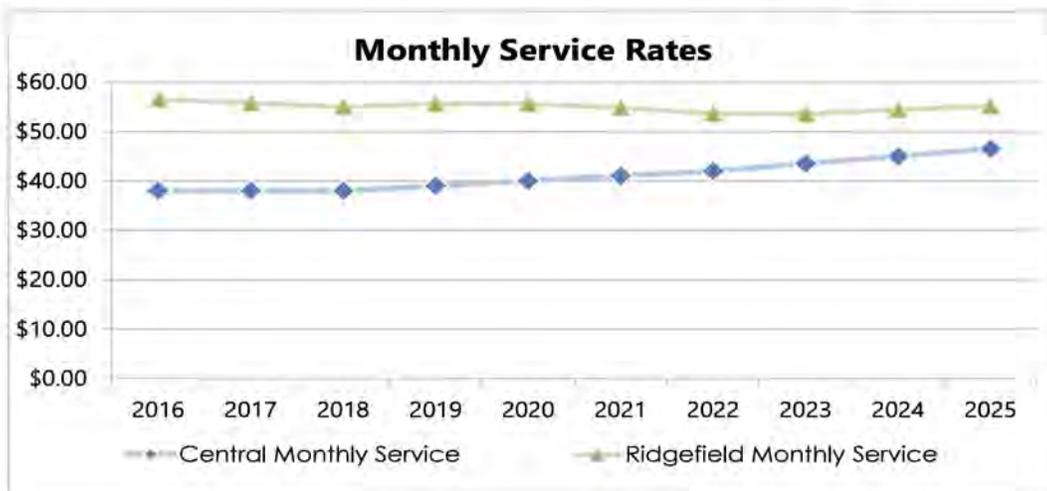
Appendix 3 – Service and Connection Charges

Year	Central	Ridgefield	System Development Charge			
	Monthly Service	Monthly Service	VTP	SCTP	RFTP	UHA
2016	38.00	56.50	1,720	4,708	7,550	
2017	38.00	55.70	1,720	4,708	7,550	
2018	38.00	55.00	1,720	4,708	7,550	
2019	39.00	55.60	2,120	5,108	7,950	
2020	40.00	55.60	2,520	5,508	8,350	
2021	41.00	54.80	2,920	5,908	8,750	
2022	42.00	53.60	2,920	5,908	8,750	
2023	43.50	53.50	3,154	6,381	9,450	6,381
2024	45.00	54.40	3,374	6,827	10,112	8,600
2025	46.50	55.10	3,611	7,305	10,819	10,819

Note

In 2018, a four-year base rate increase of \$1.00 per month each year (2019-2022) was approved by the District's Board of Commissioners. This rate increase is deemed necessary to adjust to inflationary costs for goods, services, fuel, labor and rising treatment costs. The District Board of Commissioners also approved a three-year fee increase of \$400 each year (2019-2021) to the System Development Charge for each tier to fund new capital infrastructure projects.

In 2023, a four-year base rate increase of \$1.50 per month each year (2023-2026) was approved by the District's Board of Commissioners. This rate increase is deemed necessary to adjust for inflationary costs for goods, services, fuel, labor and rising treatment costs. The District Board of Commissioners also approved a four-year (2023-2026) fee increase to the System Development Charge for each tier to fund new capital infrastructure projects. Additionally, the Board created a fourth tier of System Development Charges in the undeveloped Urban Holding Area.



Appendix 4 – Where Does My Money Go?

Central Service Area \$46.50

Capital Expenditures	Treatment Costs	Salaries & Benefits	Supplies & Services
\$13.45	\$11.96	\$11.03	\$8.24



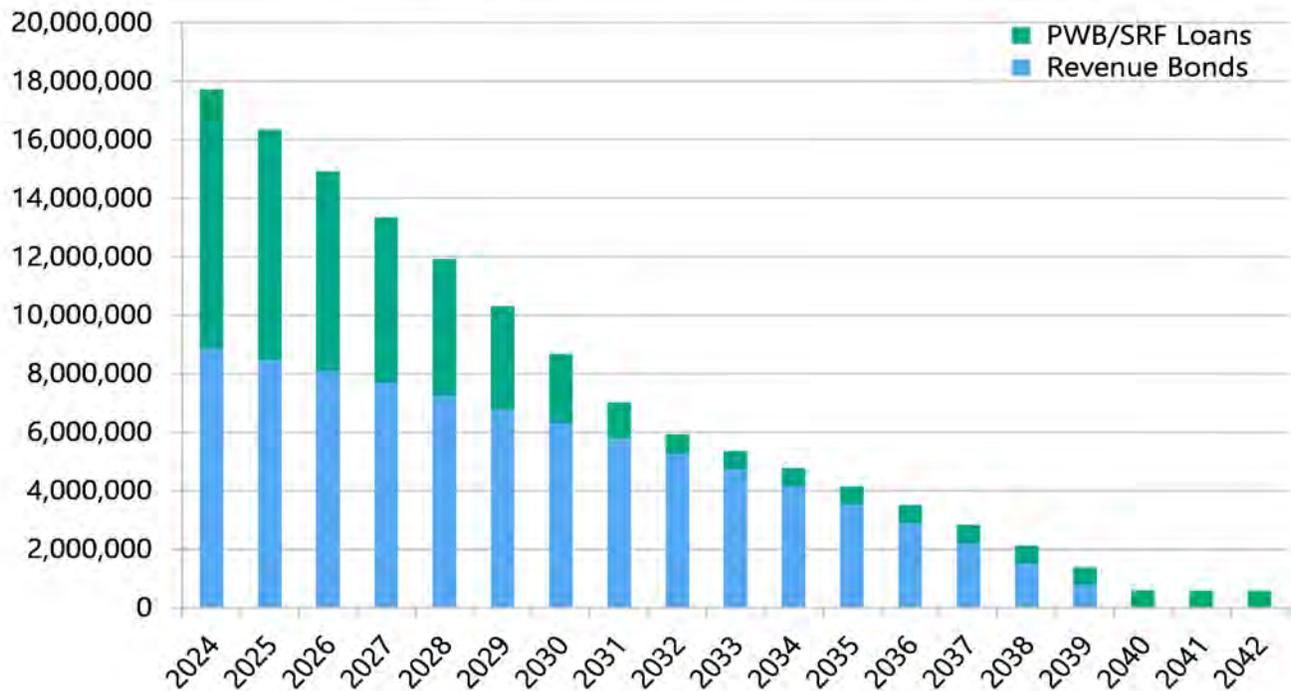
Ridgefield Service Area \$55.10

System Integration Charge	Capital Expenditures	Treatment Costs	Salaries & Benefits	Supplies & Services
\$8.60	\$13.45	\$11.96	\$11.03	\$8.24



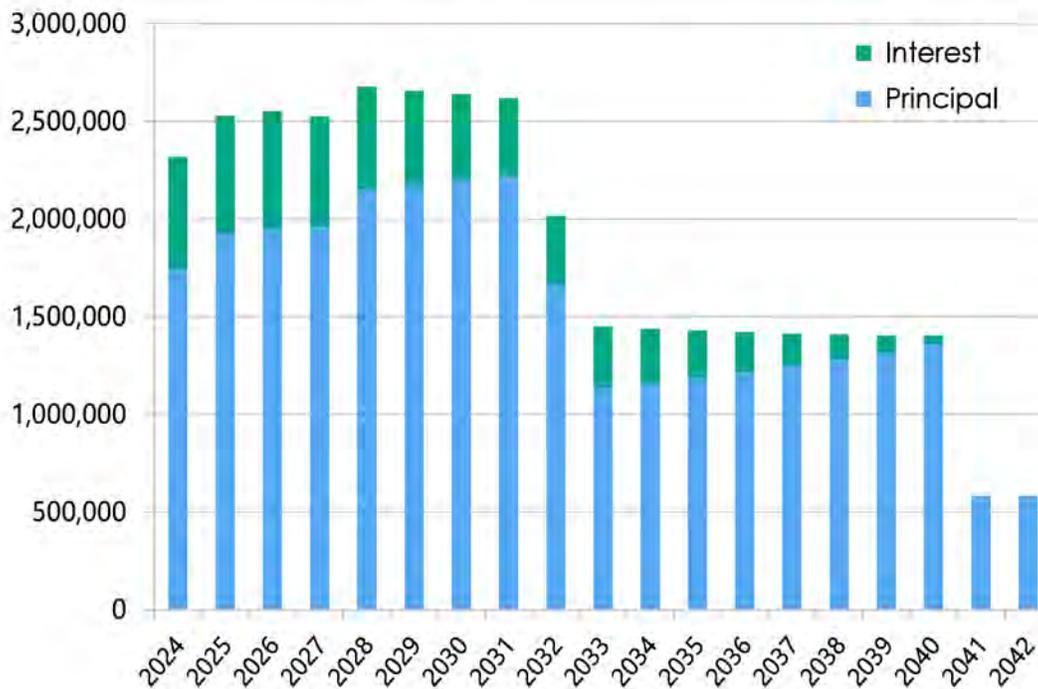
Appendix 5 – Outstanding Debt/Loans by Type

Year	Revenue	PWB/SRF	Total
	Bonds	Loans	
2024	8,860,000	10,805,474	19,665,474
2025	8,485,000	7,845,156	16,330,156
2026	8,090,000	6,815,187	14,905,187
2027	7,675,000	5,653,748	13,328,748
2028	7,240,000	4,671,539	11,911,539
2029	6,785,000	3,516,360	10,301,360
2030	6,305,000	2,362,001	8,667,001
2031	5,805,000	1,208,484	7,013,484
2032	5,280,000	641,122	5,921,122
2033	4,725,000	630,538	5,355,538
2034	4,145,000	620,866	4,765,866
2035	3,535,000	612,130	4,147,130
2036	2,895,000	604,357	3,499,357
2037	2,225,000	597,570	2,822,570
2038	1,520,000	591,798	2,111,798
2039	780,000	587,065	1,367,065
2040	-	583,400	583,400
2041	-	580,831	580,831
2042	-	579,386	579,386
	164,426,286	223,112,533	387,538,819



Appendix 6 – Debt/Loans Repayment Schedule

Year	Principal	Interest	Total
2024	1,745,693	573,126	2,318,818
2025	1,926,841	602,076	2,528,917
2026	1,951,568	599,280	2,550,848
2027	1,963,259	561,873	2,525,131
2028	2,155,200	522,445	2,677,645
2029	2,175,200	480,989	2,656,189
2030	2,200,200	439,353	2,639,553
2031	2,220,200	397,308	2,617,508
2032	1,659,911	355,130	2,015,041
2033	1,134,021	315,516	1,449,538
2034	1,159,021	278,094	1,437,116
2035	1,189,021	240,359	1,429,380
2036	1,219,021	202,085	1,421,107
2037	1,249,021	163,299	1,412,320
2038	1,284,021	124,026	1,408,048
2039	1,319,021	84,044	1,403,065
2040	1,359,021	43,379	1,402,400
2041	579,021	1,809	580,831
2042	579,021	365	579,386
	<u>\$ 29,068,287</u>	<u>\$ 5,984,555</u>	<u>\$ 35,052,842</u>



Appendix 7 – Limitation of Indebtedness

The limitation of indebtedness applies only to general obligation debt. Clark Regional Wastewater District (District) has never issued general obligation debt. However, the District still diligently monitors debt through the below-noted Bond Coverage Ratio Analysis. Suppose the District ever issued general obligation debt. In that case, RCW 57.20.110 and 120 specifies a general obligation limitation of indebtedness of 0.5% of the value of the taxable property within its boundaries, in addition to the constitutional debt limitations. The District's assessed value is \$31,552,821,817, which calculates to a legal debt limit of \$140,048,185. The District's total debt outstanding as of 12/31/2024 is \$19,665,474.

	BOND COVERAGE RATIO				
	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Operating Revenues					
Charges for Services	\$ 24,340,849	\$ 23,093,562	\$ 29,293,892	\$ 29,362,859	\$ 31,289,984
Other Operating Revenues	1,255,190	9,029,406	6,012,045	8,090,000	7,880,399
Total Operating Revenue	25,596,039	32,122,968	35,305,937	37,452,859	39,170,383
Operating Expenses					
Salaries, Wages and Benefits	8,109,907	9,160,064	13,645,627	13,388,305	15,268,534
Sewage Treatment	12,831,803	12,159,950	15,017,268	15,087,781	16,557,217
Other Operating Expenses*	4,689,139	7,226,655	8,673,286	10,611,185	11,405,085
Total Operating Expenses	25,630,849	28,546,669	37,336,181	39,087,271	43,230,836
Net Operating Income					
Non-Operating Income					
Interest Income	596,153	(538,871)	2,625,157	3,293,351	2,890,051
Other non-operating revenues	758,000	1,310,292	2,239,820	1,914,000	2,179,992
Gain/loss on disposal of capital assets	24,672	(152,326)	-	-	-
Interest Expense	(579,243)	(442,477)	(419,618)	(510,856)	(486,561)
Other non-operating expense	-	(462,815)	(394,674)	-	-
Total Non-Operating Income	799,582	(286,197)	4,050,685	4,696,495	4,583,482
Capital Contributions (Cash)**	12,728,271	9,995,703	11,233,542	14,498,984	13,675,217
Net Revenue Available For Debt Service***	14,072,286	13,728,282	13,673,601	18,071,923	14,684,807
Debt service on issued bonds	(819,500)	(819,000)	(340,000)	(815,750)	(818,000)
Debt service on junior lien obligations	(1,294,906)	(1,288,360)	(1,225,162)	(1,275,269)	(1,268,723)
Net Revenue Available for Other Purposes	11,957,880	11,620,921	12,108,439	15,980,904	12,598,084
1.25 Coverage Ratio Test					
Parity Bond Debt Service Coverage Ratio	17.17	16.76	40.22	22.15	17.95
Debt Service Coverage Ratio On All System	6.66	6.51	8.74	8.64	7.04

Notes:

* Excludes depreciation

** Includes System Development Charges (SDCs) and Local Facility Charges (LFCs). Excludes donated capital facilities.

*** Excludes interest expense

Appendix 8 – Employees (FTEs) by Function

Year	Wastewater	Collection	Administration / Business Support		Transmission	Construction	Total
	Operations	Infrastructure	Finance	Services	& Treatment	Management	
2016		29.50	10.00	10.00	1.00		50.50
2017		31.50	11.00	10.00	1.00		53.50
2018	2.00	25.50	11.00	12.00	1.00	4.00	55.50
2019	2.00	28.50	11.00	12.00	1.00	4.00	58.50
2020	2.00	29.50	11.00	12.00	3.00	4.00	61.50
2021	2.00	32.50	11.75	10.00	3.00	4.00	63.25
2022	17.00	34.50	12.50	13.00	3.00	8.00	88.00
2023	21.00	33.50	13.00	14.00	3.00	8.00	92.50
2024	21.00	33.50	13.00	12.00	4.00	10.00	93.50
2025	24.00	34.00	14.00	13.00	4.00	10.00	99.00

Wastewater Operations staff manages all transmission and pump station maintenance.

Collection Infrastructure staff manages all collection, as well as operations of all ten regional assets owned by the Alliance, including the Ridgefield and Salmon Creek Treatment Plants.

Finance provides customer service, utility billing, accounting and treasury services.

Business Support Services includes executive management, Human Resources, Policy & Program Development, IT Services, APWA Accreditation, Board and Alliance support.

Transmission & Treatment staff provides development, local and regional facilities capital program management, as well as inspection services.

Construction Management includes Safety & Health Coordinator, Facilities, Construction Managers and Engineering Technicians

Note

In 2019, the budget increased by 3 FTEs. The District added 2 Wastewater Treatment Plant Operators when they assumed the role of Contract Operator of the Ridgefield Wastewater Treatment Plant on July 1, 2018. The District also added the position of Alliance Capital Program Manager in the Engineering Department.

In 2020, the budget increased by 3 FTEs. The District added a Maintenance Specialist I in the Operations Department and a Development Review Engineer and Alliance Construction Program Manager in the Engineering Department.

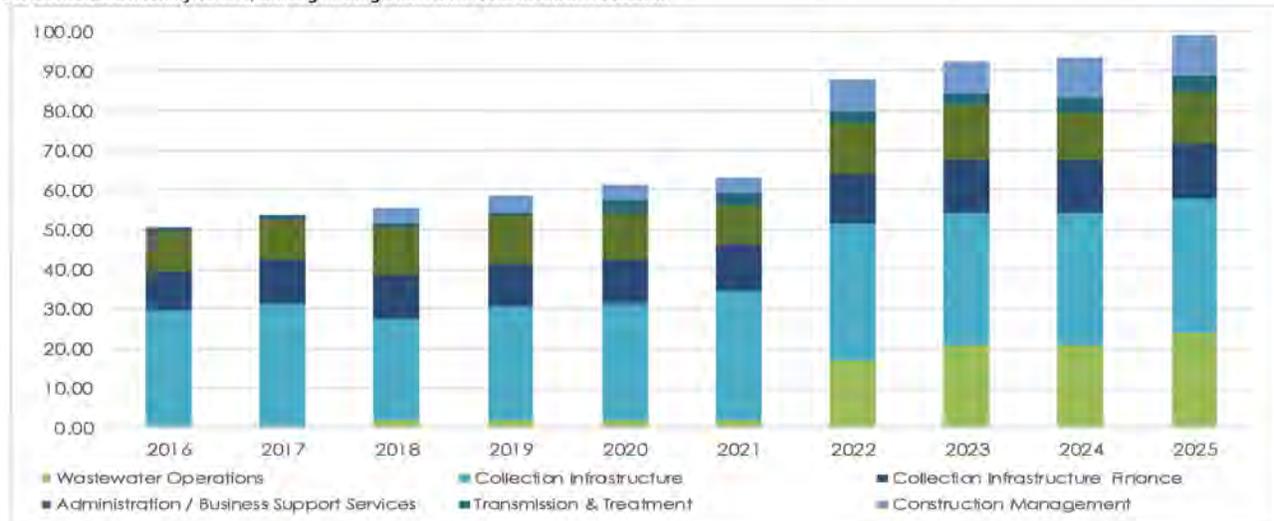
In 2021, the budget increased by 1.75 FTEs. The District added a .75 FTE to the Customer Account Team and added a limited-term Senior Project Manager (1 FTE). Three Administrative employees were assigned to different departments, two to Engineering and one to Operations.

In 2022, the budget increased by 24.75 FTE primarily due to 18 FTE to operate the Salmon Creek Treatment Plant beginning July 1, 2022. The District also added two limited-term Construction Managers and a Project Manager to support the Alliance Capital Program. Also included is an Engineering Technician, Maintenance Specialist, Human Resources Associate, and an Administrative Assistant II position to support increased workload.

In 2023, the budget increased by 4.5 FTEs. The District added two Operators-in-Training to the Operations Department, a Pretreatment Specialist to the Administration Department, a Safety & Health Coordinator to the Business Services Department, and increased an Accounting Technician position from 0.5 to 1.0 FTEs.

In 2024, the budget increased by 1 FTE. The District added a Senior Project Manager to the Transmission & Treatment Department. The District restructured their Organization Chart.

In 2025, the budget increased by 6 FTE. The District added two Maintenance Specialist Positions, one Maintenance Electrician to the Operations Department, one Project Manager to the Collection Infrastructure, one General Manager Support in Administration and one Limited Term Accounting & Customer Account Technician in Finance. The District decreased by 0.5 FTE, the Engineering Intern from Collection Infrastructure.



Appendix 9 – Salary Range and Positions

Salary Grades		Wastewater Operations	Collection Infrastructure	Finance	Business Support Services	Transmission & Treatment	Construction Management
Contract					General Manager*		
14,982	22	19,586					
13,872	21	18,136			Assistant Manager/Business Services**		
12,845	20	16,792					
11,893	19	15,548	Collection Infrastructure Director (Engineering Director)	Finance Director/Treasurer		Principal Engineer: Transmission & Treatment	
11,012	18	14,397	Operations Manager (Treatment)		Policy & Program Development Director		
10,196	17	13,330	Planning & Development Program Manager Capital Program Manager Operations Manager		Business Services Manager IT Services Manager		Construction Program Manager
9,441	16	12,343	Senior Project Manager (2)	Finance Manager		Senior Project Manager	Senior Construction Manager
8,742	15	11,428	Project Manager		Human Resources Manager		Construction Manager (2)
8,094	14	10,582	Operations Supervisor Maintenance & Asset Management Supervisor	Control Systems Administrator	Administrative Services Manager	Regulatory Compliance Manager	
7,495	13	9,798	Control Systems Technician	Senior Accountant			Safety & Health Coordinator
6,940	12	9,072	Laboratory Coordinator Maintenance Electrician	Maintenance Supervisor (Gravity) GIS Analyst Electrician Maintenance Supervisor (Pressure Systems)	Customer Account Supervisor		
6,425	11	8,400	Operator III (2) Operations & Maintenance Technician III Maintenance Technician III	Senior Engineering Technician (2) Maintenance Specialist Lead (4)	Human Resources Specialist		Senior Engineering Technician (2)
5,950	10	7,778	Operator II (4) Biosolids Transport Specialist Maintenance Technician II	Engineering Technician Program Specialist (1)	Program Support Specialist	Pretreatment Specialist	Engineering Technician (2)
5,509	9	7,202	Operator I (2) Administrative Assistant III Maintenance Technician I (3)	Maintenance Specialist II (9)	Senior Account Specialist Payroll Specialist	Administrative Assistant III	Facilities/IT Technician
5,101	8	6,668	Operations & Maintenance Technician In-Training	Administrative Assistant III (2) Asset Management Technician Maintenance Specialist I (2)	Account Specialist (4) Accounting Technician	Administrative Assistant III	
4,723	7	6,174					
4,373	6	5,717		Maintenance Specialist In-Training (0)	Assistant Account Specialist (2)	Administrative Assistant II (2)	
4,049	5	5,294				Administrative Assistant I	
3,749	4	4,901	Facilities Caretaker				
Total Budgeted FTEs		24.00	34.00	14.00	13.00	4.00	10.00
Notes							
Total FTE count for 2025 is 99. In addition to 99 FTE's, the District has a 3-member elected Board of Commissioners.							
The 2025 budget reflects a 4% market adjustment to salary grades.							
WWTP = Wastewater Treatment Plant							
* Contract Employee							
** This position will be offered at three levels, depending on the successful candidate: Assistant Manager/Business Services, Business Service Director, Business Service Manager.							

Appendix 10 – Demographics Statistics

CLARK REGIONAL WASTEWATER DISTRICT DEMOGRAPHIC STATISTICS LAST TEN YEARS

Year	Clark County			
	Unincorporated Population*	Per Capita Income **	Total Personal Income	Unemployment
2015	214,585	45,220	9,703,533,700	7.1%
2016	218,750	46,969	10,274,468,750	6.1%
2017	223,160	49,014	10,937,964,240	5.9%
2018	222,420	52,229	11,616,774,180	5.1%
2019	226,890	54,919	12,460,571,910	5.3%
2020	233,048	57,827	13,476,466,696	4.3%
2021	236,200	63,923	15,098,612,600	6.8%
2022	237,650	65,522	15,571,303,300	4.4%
2023	240,155	68,548	16,462,205,234	4.9%
2024	243,830	71,775	17,500,933,435	4.7%

Note

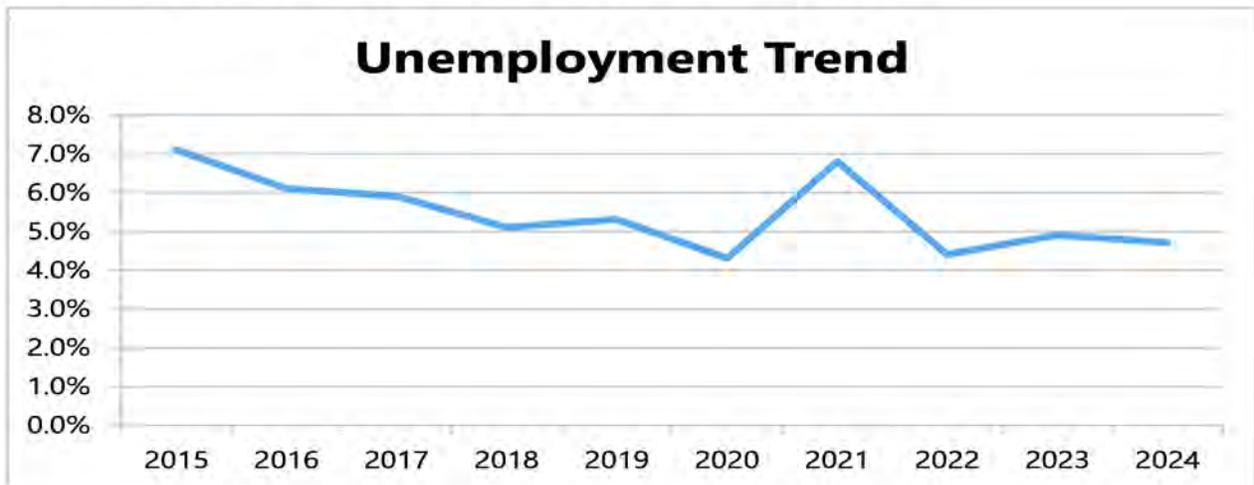
Demographic information is from the following sources:

* Washington State Office of Financial Management

** Federal Reserve Economic Data

2022 was inflated by 4.6% to arrive at the 2023 & 2024 numbers, respectively, as 2023 & 2024 data is not available at time of budget adoption. The 4.6% represents the average increase per year from 2016 to 2022.

District demographics would be expected to closely follow overall Clark County.



Appendix 10 (continued) – Race and Ethnicity

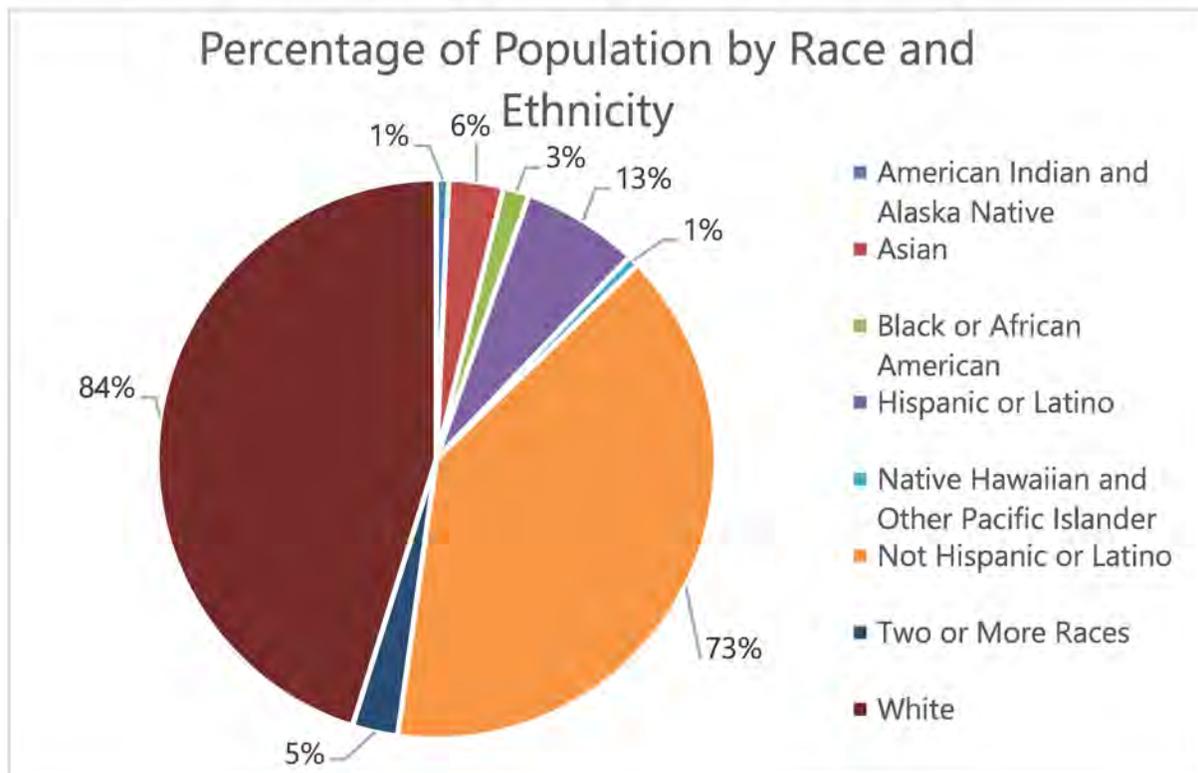
Clark County

<u>Race and Ethnicity*</u>	<u>Percentage of Population</u>	<u>Number of Residents</u>
American Indian and Alaska Native	1%	6,775
Asian	6%	30,748
Black or African American	3%	14,592
Hispanic or Latino	13%	65,665
Native Hawaiian and Other Pacific Islander	1%	6,254
Not Hispanic or Latino	73%	382,524
Two or More Races	5%	25,536
White	84%	437,766

Note:

* Detail may not sum to totals due to rounding. Hispanic population can be of any race.

Source: U.S. Census Bureau, American Community Survey (ACS) 2023 Decennial Census



Appendix 10 (continued) – Language Spoken at Home

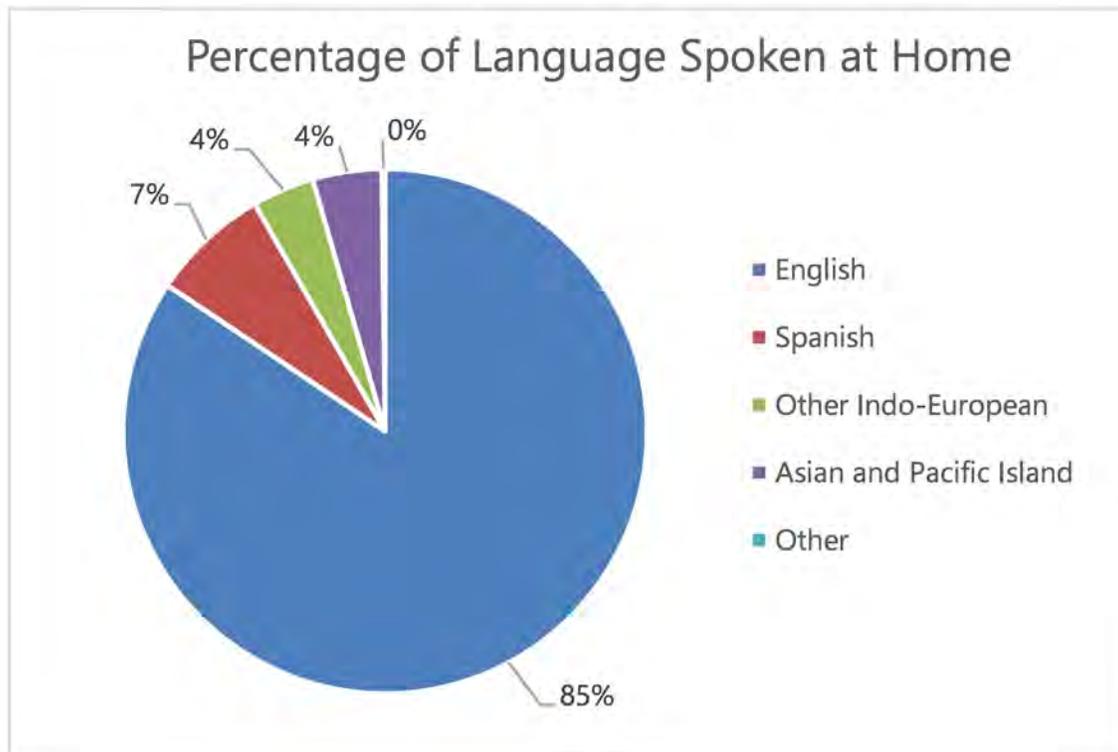
Clark County

<u>Language Spoken at Home*</u>	<u>Percentage of Population</u>	<u>Number of Residents</u>
English	84%	415,934
Spanish	7%	36,019
Other Indo-European	4%	18,984
Asian and Pacific Island	4%	21,050
Other	0%	940

Note:

* The number of residents surveyed were individuals 5 years or older.

Source: U.S. Census Bureau, 2023 American Community Survey 1-Year Estimates

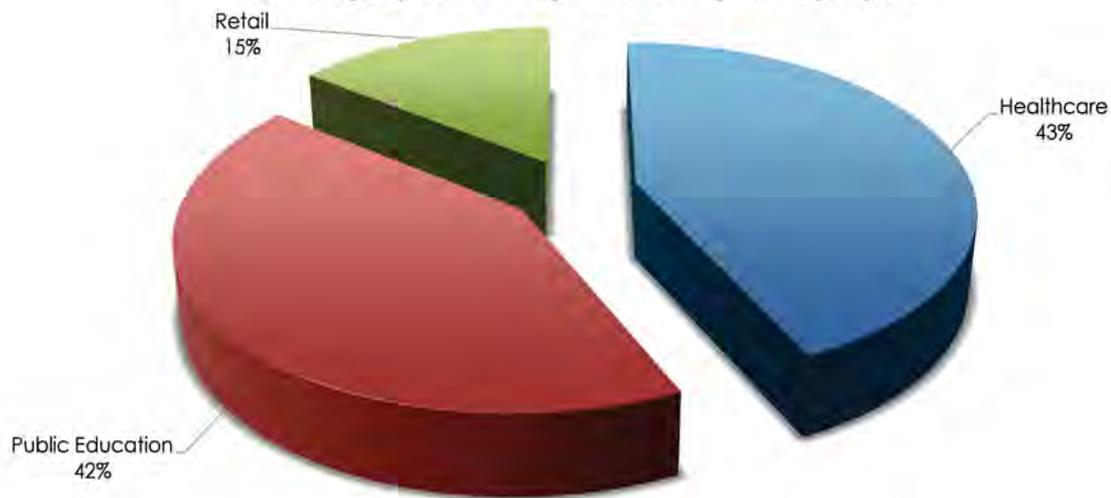


Appendix 11 – Employees for Ten Principal Employers

EMPLOYEES FOR TEN PRINCIPAL EMPLOYERS LAST TEN YEARS

Customer	Number of Employees									
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Legacy Salmon Creek Hospital*	1,844	1,796	1,587	2,023	1,924	1,890	1,852	1,778	1,680	1,460
Vancouver Public Schools	965	925	1,053	933	960	917	929	922	914	872
Fred Meyer	238	455	453	495	500	482	455	505	507	785
Battle Ground Public Schools	522	504	509	436	374	386	390	404	409	383
Washington State University Vancouver*	435	423	418	430	441	463	453	449	443	466
The Vancouver Clinic	613	611	429	382	392	339	287	324	308	-
Ridgefield Public Schools	515	503	446	380	346	325	324	232	230	241
UNFI	681	654	-	350	350	224	-	-	-	-
Kaiser Permanente*	267	293	285	263	247	247	250	250	250	295
Evergreen Public Schools	229	-	229	245	-	-	-	-	-	-
Total	6,309	6,164	5,409	5,937	5,534	5,273	4,940	4,864	4,741	4,502

2024 Employees for Top Ten Principal Employers



Total employment for CRWWD's service area alone is not collected in US census data nor is calculable as only a portion of unincorporated Clark County; therefore, a calculation of each employer's percentage of total employment is excluded.

* Average employee count for the past five consecutive years was used to calculate current number of employees.

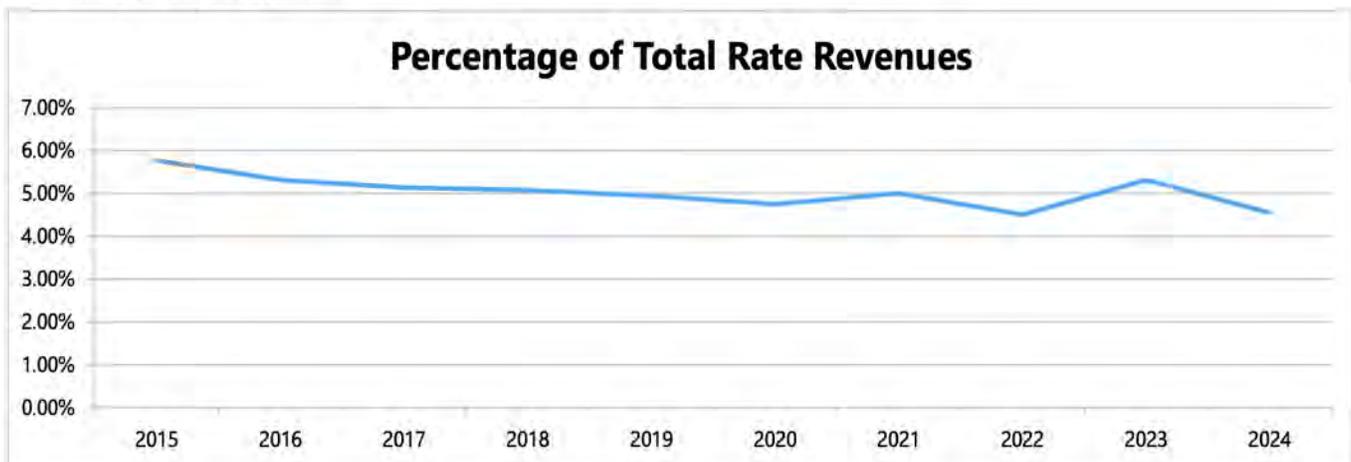
Appendix 12 – Ten Largest Customers Current and Ten Fiscal Years Ago

Customer	2024*			2015		
	Rate Revenues	Rank	Percentage of Total Rate Revenues	Rate Revenues	Rank	Percentage of Total Rate Revenues
Vancouver Public Schools	160,842	1	0.55%	137,129		0.78%
Acero Ridgefield	157,325	2	0.54%	-		0.00%
Salmon Creek Estate Condominiums	152,280	3	0.52%	125,208	1	0.71%
Highland Crossing LLC	139,266	4	0.47%	-		0.00%
Highland Hills Apartments	139,266	5	0.47%	114,508	2	0.65%
ACERO 78TH LLC	124,956	6	0.43%	-		0.00%
Prairie View Association	122,580	7	0.42%	100,788	3	0.57%
Alderbrook LLC	118,476	8	0.40%	-		0.00%
Parklane Apartments	112,860	9	0.38%	92,796	4	0.53%
Reflections at the Park**	106,110	10	0.36%	87,246	5	0.50%
Casa Bridge Creek LLC	-		-	75,036	6	0.43%
Crystal Creek Apartments	-		-	73,704	7	0.42%
North Glen Villas	-		-	72,194	8	0.41%
Willow Pointe Apartments	-		-	68,820	9	0.39%
Legacy Salmon Creek Hospital	-		-	63,181	10	0.36%
Subtotal (ten largest)	1,333,961		4.54%	1,010,610		5.76%
Balance from other customers	28,028,898		95.46%	16,537,739		94.24%
Total	\$ 29,362,859		100.00%	\$ 17,548,349		100.00%

* Budgeted rate revenues for the 2024 year

** Formerly Prairie Park Apartments

*** Formerly Discovery Park Apartments



Appendix 13 – Glossary

Accounts

An allocation of segregated liquid resources to carry out a specific purpose or activity.

Accrual Basis of Accounting

A basis of accounting in which transactions are recognized when they occur, as opposed to being recognized when the actual cash changes hands.

Adopted Budget

The Board of Commissioners approved the final budget.

Alliance Reserves Account

Reserves are set aside to fund future District reserve obligations with Discovery Clean Water Alliance.

Balanced Budget

A budget in which revenues equal or exceed expenditures.

Beginning Account Balance

The residual account balance represents unused funds from the previous financial year.

Budget

An estimate of revenues and expenditures for some time into the future.

Capital Expenditure

An expenditure used to acquire or construct a tangible asset with a cost greater than \$10,000 and a useful life of greater than one (1) year.

Debt Limit

The maximum gross or net debt amount legally permitted per state law.

Debt Service

The principal and interest are due and payable on outstanding revenue bonds and loans.

Debt Service Account

This is an account used to hold restricted amounts for the principal and interest payments on the 2020 sewer revenue bonds and PWTF loans.

Debt Service Reserve Account

Reserve to fund principal and interest payments on all District-issued debt for one (1) year if sufficient funds are not generated from rates to cover all these debt obligations.

Defeasance

The legal release of a debtor from being the primary obligor under the debt, either by the courts or the creditor.

Deficit

The excess of expenditures over revenues during an accounting period, or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Depreciation

The allocation of the cost of a capital asset to future periods benefited by the asset.

Discovery Corridor Wastewater Transmission System

A District-owned system was constructed along the I-5 corridor, which allows wastewater to be transmitted from the Ridgefield service area to be treated at the Salmon Creek Treatment Plant.

Equivalent Residential Unit (ERU)

An ERU is 200 gallons per day per single-family dwelling.

Enterprise Fund

A proprietary fund reporting an activity for which a fee is charged to external users for goods or services.

Existing Assets Replacement and Restoration (R&R) Account

An account funded through sewer utility rates and investment interest for infrastructure and other fixed asset restoration and replacement.

Expenses

Under the accrual basis of accounting, an expense account records the cost of goods or services received without considering whether cash was expended.

Fiscal Year

For accounting and budgeting purposes, any period of twelve (12) months is designated as the operating year. Per Washington state statute, the District's fiscal year is from January 1 through December 31.

Full Time Equivalent (FTEs)

FTE stands for the hours worked by one employee on a full-time basis. On an annual basis, an FTE is considered to be 2,080 hours.

Generally Accepted Accounting Principles (GAAP)

The Governmental Accounting Standards Board formulated standards that set the guidelines for accounting and reporting for government entities.

Intergovernmental Revenues

Revenues received by the District from other governments for providing services.

Interlocal Agreement

A written contract between two or more government entities.

Liquid Resources

Resources that are in cash or convertible to cash within 20 working days.

Memorandum of Understanding

Agreement between two or more parties used to establish official partnerships.

Modified Accrual Basis of Accounting

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within 30 days of the end of the budget year to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred. However, debt service expenditures and expenditures related to compensated absences, claims, and judgments are recorded only when payment is due.

New Assets Capital Improvement Projects Account (CIP)

An account used to fund future infrastructure needs of residents of the District's Service Areas who are not currently receiving service.

Operations and Maintenance (O&M) Account

This account provides for the District's daily routine needs and sustains the effective financial delivery of its core functions.

Proprietary Fund

A business-like fund of a state or local government that provides goods or services for a fee. An enterprise fund is one type of proprietary fund.

Public Works Trust Fund (PWTF)

A fund overseen by the State of Washington Department of Ecology that is used to loan state monies to local governments for infrastructure projects.

Reserve

Assets that are segregated for future use or a specific purpose.

Resources/Sources (financial)

Total amounts available to fund expenditures.

Revenue

Rates and charges received by the District are used to fund general operations, debt service, and capital construction projects.

Ridgefield Treatment Plant

A treatment plant facility owned by Discovery Clean Water Alliance. Beginning July 1, 2018, the District became the contract operator of this plant.

Salmon Creek Treatment Plant (SCTP)

A treatment plant facility owned by Discovery Clean Water Alliance with 100% capacity owned by the City of Battle Ground and the District. Most of the District's collected sewage is transmitted to the SCTP for treatment. Beginning July 1, 2022, the District plans to become the contract operator of this plant.

Salmon Creek Wastewater Management System (SCWMS)

The Salmon Creek Wastewater Management System comprises the SCTP and related transmission facilities.

Septic Elimination Program (SEP)

A program created to help protect and enhance the quality of water resources and reduce environmental health problems caused by failing or improperly functioning septic systems.

Special Purpose District

An independent governmental unit that exists separately from a general-purpose government.

State Revolving Fund (SRF)

The state of Washington administers a fund that provides low-interest loans for investment in water and sewer sanitation infrastructure.

System Development Charges (SDC)

Charges to customers are used to pay for future capital improvements.

Treatment Costs

The District pays Discovery Clean Water Alliance, the City of Vancouver, and the City of Battle Ground to treat the sewage it collects and transmits to the treatment plants.

Unemployment Reserve Account

Funds are set aside to cover potential unemployment claims for which the District may be liable.

Utility Local Improvement District (ULID)

A local government formed a district to levy special benefit assessments against property specially benefited by district-related improvements.

Wastewater District

A special purpose district that provides sanitary sewer services.



District Code

Clark Regional Wastewater District Administrative Code

Title 1 General Provisions

Chapter 1.04	Code Adoption
Chapter 1.08	District Seal
Chapter 1.12	Official Newspaper and Notices
Chapter 1.16	District Office Hours

Title 2 Administrative and Personnel

Chapter 2.04	Meetings
Chapter 2.08	Commissioners
Chapter 2.12	Employee Terms and Conditions of Employment
Chapter 2.16	General Manager Authority
Chapter 2.20	Reserved
Chapter 2.24	Public Records
Chapter 2.28	Contracts for Architectural and Engineering Services
Chapter 2.32	Public Works – Competitive Bidding and Small Works Roster
Chapter 2.34	Purchase of Material Supplies and Equipment – Competitive Bidding and Vendor Rosters
Chapter 2.36	Declaration of Emergency
Chapter 2.40	Reserved
Chapter 2.44	Reserved
Chapter 2.48	Reserved
Chapter 2.52	Reserved
Chapter 2.60	Conference Room and Facilities

Title 3 Revenue and Finance

Chapter 3.04	Fiscal Procedures and Regulations
Chapter 3.08	Advance Travel Expense Revolving Fund
Chapter 3.12	Miscellaneous Fund Accounts
Chapter 3.16	Bond Registration System
Chapter 3.20	Reserved
Chapter 3.24	Finance Director
Chapter 3.28	Credit Cards
Chapter 3.32	Reserved

Title 4 Fees and Charges

Chapter 4.04	Miscellaneous Fees and Charges
Chapter 4.08	Developer Service Fees
Chapter 4.12	Connection Charges, Permit Fees and Inspection Fees

Chapter 4.16 Monthly Service Charges

Title 5 Sewer System

Chapter 5.04 General Provisions
Chapter 5.08 Definitions
Chapter 5.12 Connection to Public Sewers
Chapter 5.20 Unlawful Use of, Failure to Repair and Damage to Sewers
Chapter 5.24 Building Sewers
Chapter 5.28 Connection Charges
Chapter 5.32 Service Charges
Chapter 5.36 Developer Extensions
Chapter 5.38 Septic Elimination Program
Chapter 5.40 Customer Generated Infrastructure
Chapter 5.42 District Installed Infrastructure
Chapter 5.44 Side Sewer Assistance
Chapter 5.48 Utility Local Improvement Districts
Chapter 5.52 Wastewater Pretreatment

Title 6 Environment

Chapter 6.04 Environmental Policy Act Guidelines