

A Message To Boxelder Sanitation District Customers

I am pleased to report the District's 2017 strategic accomplishments to ensure reliable sewer service, protect you and downstream water users from health hazards, and preserve our Poudre River. I want to thank each customer who provided feedback throughout the year or attended a Board meeting. On behalf of the Board, I want to recognize the staff for their hard work and pride in fulfilling the Board's direction.

Goal: Prevention of Catastrophic Failures

Sewer Line Replacement.

- The District completed a \$2.3m project to replace one mile of the 52-year old, outdated, and failing “**Old Clay**” interceptor line with modern 30-inch plastic pipe. The project improves service to existing customers and positions the District strategically for growth. The cost was shared between current customers and new growth.

Sewer System Inspection and Cleaning.

- Video inspection using closed-circuit television technology enabled staff to inspect one-third of the District's 93 miles of sewer lines, identify maintenance priorities (tree root mitigation and inflow and infiltration), and capital improvement needs. Sewer lines must be cleaned to prevent buildup of non-sewerage materials (plastic, cloth, grease and oil) flushed into the system.

Maintenance Scheduling.

- The staff added sewer inspection data into the District's Asset Management software to maximize proactive maintenance scheduling. Scheduled maintenance during 2018 will be driven by 2017 inspection findings.

Utility Locator Position Added.

- With utility location requests tripling in the last three years,¹ a Utility Locator position was added to ensure that “Colorado 811” utility locations requests are handled promptly. It also allows Collections System staff to focus on core sewer line maintenance responsibilities.

Goal: Financial Sustainability and Administration Modernization

Wastewater Treatment Plant Operational Savings.

- The expertise of the District Wastewater Treatment Plant operators saved significant operating funds by programming electrical power usage for low electrical demand (non-surcharged) periods of the day, and by eliminating the need for one bio-solids removal operation.

District Engineer Hired.

- To decrease administrative costs and consolidate operations, District engineering work was brought in-house eliminating the need for a costly private consulting firm. The District engineer oversees all engineering functions including Wastewater Treatment Plant expansion, repair and replacement of sewer system lines, development plan review, monitoring new development sewer line installation, updating the District Master Plan, and future rate studies.

Finance Manager Hired.

- The District hired a Finance Manager to improve long-term cost effectiveness and operational efficiency. The change ended use of a private contracted financial reporting service and replaced one in-house accounting position. The Finance Manager directs the accounting team processes.

Accounts Payable Position Added.

- With an increased customer base and more sophisticated accounting tasks required, an existing position was reallocated as a new Accounts Payable position within the 2017 budget.

¹ Colorado 811 utility location requests received by the District in 2015, 2016, and 2017 totaled 2,037, 3,822, and 6265.

Human Resources Specialist Added.

- In order to coordinate personnel administration and training, the District filled a Human Resources Specialist position within the 2017 budget.

Upward Job Mobility.

- Even with a relatively small staff (18 employees), it was possible for one employee to move into a more responsible position. Upward mobility, where employee skills and available opportunities match, is a key factor in employee retention.

Benefit Comparison/Analysis.

- The District Human Resources Specialist provided a Benefit Comparison/Analysis to the Board of Directors. The findings show generally good employee benefits relative to area government and industry peers; yet, certain benefits could be considered for improvement in the future.

Succession Planning.

- Looking to the future, staff retirements will occur. The District introduced a succession planning program with increased team-based staff cross-training during the year to ensure continuity of services.

Training.

- Training is a key strategic tool in modernizing the District operations, implementing best practices, and beginning benchmarking operations. The training goal includes all staff and the Board of Directors. In 2017, the District achieved a 60% participation rate. Additional improvements are expected in 2018.

Billing Software Upgrade.

- The District's billing software was not being supported any longer and required upgrading. The upgrade allows the District to implement more cost-effective billing processes, bill printing methods, and, integration the general ledger with the assets module. Also, the upgrade allows consideration of customer requested online payments that includes online account access.

Goal: Meeting Regulatory Standards**District Rules and Regulations Updated**

- In a year-long process, culminating in a local public hearing and US Environmental Protection Agency approval,² the District's Rules and Regulations were completely overhauled and modernized. The Rules and Regulations ensure compliance with all Federal laws (like the Clean Water Act³) and State regulations⁴ applicable to residential, commercial, and industrial customers.

Goal: Improved Communication.

- The Board increased its communications with a special customer meeting to explain the District's Strategic Plan, a treatment plant tour, attendance at a community event, and held a pop-up event in a local neighborhood. The Board welcomes customers attending Board meetings and opportunities to attend Homeowners' Association meetings to answer customer questions. The Board of Directors congratulates the staff for their professionalism in handling customer concerns following the 2017 rate increase.

Please feel free to contact any of the Board of Directors, at any time, at <http://boxeldersanitation.org/board-of-directors/>.

Dennis Gatlin, Chair, Boxelder Sanitation District Board of Directors

² Approval received on January 8, 2018

³ 33 United States Code Section 1251 et seq.

⁴ 40 Code of Federal Regulations Part 403