

2019-2021

Kennebunk Sewer District
Strategic Plan



Mike Bolduc

Revised February 1, 2020

PURPOSE

The purpose of this plan is to establish strategic goals and objectives based on the gap analysis that was conducted in the first quarter of 2019 with the staff and trustees. Based on this analysis and the rankings that were developed by the groups, we have developed six strategic goals with objectives for each.

Each objective is assigned a Staff Lead and with a sequential list of targets or milestones to achieve the objective. These objectives are not necessarily designed to be accomplished solely by the staff lead, but components may be delegated to various staff.

Regular feedback and review will be done throughout the year through meetings with the staff. This will include formal meetings on the status of objectives and informal discussions at morning assignments or with written communications.

MISSION STATEMENT

Our mission is to provide reliable and cost-effective sewer related services to our ratepayers while protecting public health and promoting environmental stewardship for the benefit of the community.

KEY ISSUES

ANTICIPATED REGULATIONS AND AGING INFRASTRUCTURE

Wastewater Treatment Plant

The most significant issues facing the District are the lack of capacity for removing nitrogen to meet the anticipated discharge requirements and the aging infrastructure at the treatment plant. To address these issues, the District has developed a multiphase strategy. The plan would:

1. Relocate the administrative offices and the maintenance garage to the adjacent properties at 44 Water Street. This was completed in 2018.
2. Repurpose the vacated administrative space in the Control Building into a new laboratory and operator work area. This was completed in 2018.
3. Design and construct a new Headworks Facility that that will be capable of handling the peak flows into the plant. The project will include new influent pumps, screening, and grit removal. This phase will also address some deficiencies in disinfection and clarifiers equipment. This phase is currently under design and is expected to be out to bid in the fourth quarter of 2019. This should be completed in 2021.
4. Design and construct the new Biological Treatment units. This phase will be done once the nitrogen limits are known. It is expected that the Maine Department of Environmental Protection will have nitrogen limits in new discharge license expected in 2021. At that time, a design will be initiated to construct the biological units and systems capable of achieving those limits. This is expected to be completed in 2025 – 2027.

An important consideration for the District is investing the right amount of financial resources into the existing systems to keep them functional until all of the upgrades are in place at the least cost to the rate payer. Since much of the equipment and building components are reaching their life expectancies, the district staff will need to closely monitor and maintain the equipment until the new systems come on line.

Collection Systems

The collection system and pumping stations are also showing some signs of age. Staff has collectively completed condition assessments and criticality analysis to determine our most immediate needs. There are 28 District owned stations and we have been retrofitting or reconditioning one or two stations a year. Our strategy has been to use the Impact and Equity Buy-In fees to fund these projects. This may or may not be sufficient and is dependent on the growth in the District.

HUMAN RESOURCES

By the end of 2018, 5 out of 12 full time employees are new to KSD and two more are in new positions within the District. We anticipate that we could have 2 or 3 more changes in the next 5 years. There is a nationwide shortage of trained operators and the District has been hiring inexperienced personnel and training them to be operators. The training and knowledge acquisition for the new staff is probably 2 years for a competent employee. KSD will need to invest more in in house and formal training in the near term and provide a workplace that meets the needs of the employee to ensure employee retention.

IMPACT ON THE RATE PAYERS

Understanding the impact on our rate payers is paramount. The District has developed long term projections on the rates based on our current understanding of the needs facing the District. These are subject to change based on growth, industrial contributions, and regulatory issues. Because of the limited size of our customer base at 3250 accounts, our rates are above average for the area. Staff plans to refine our cost estimates in the 10-year CIP and adjust those based on cost of construction and cost of living indices. This will more accurately forecast our future rate projections.

STRATEGIC GOALS

1. Develop a Responsible and Innovative Workforce
2. Provide a Plan for Growth and Stability
3. Provide Dependable and Reliable Service to the Customer
4. Provide Adequate Financial Resources
5. Maintaining a Functional and Reliable Infrastructure
6. Protecting Water Quality Resources

1. DEVELOP A RESPONSIBLE AND INNOVATIVE WORKFORCE

- a. Develop and implement a new Strategic Plan for the next three years
- b. Transition from Factory Talk SCADA to the Ignition SCADA
- c. Develop a training program for achieving core competencies for staff
- d. Develop and implement plan to improve short and mid-term planning
- e. Improve safety in the workplace
- f. Establish a new system for work assignments
- g. Improve employee retention

2. PROVIDE A PLAN FOR GROWTH AND STABILITY

- a. Continue a systematic phased upgrade to meet the needs of the community and the regulatory agencies
- b. Establish better communications with the Town, citizens, and local boards
- c. Improve reliability in collection systems and a plan for potential development

3. PROVIDE DEPENDABLE AND RELIABLE SERVICE TO THE CUSTOMER

- a. Implement and debug the new Billz sewer billing account
- b. Review current procedures for sewer inspections and make recommendations to management
- c. Complete scanning of KSD and development plans linked to the GIS
- d. Review and recommend changes and justifications for payroll and accounts payable/accounts receivable programs
- e. Research and recommend enhancements for customer payments and billing options
- f. Improve and refresh the website

4. PROVIDE ADEQUATE FINANCIAL RESOURCES

- a. Develop short-and long-term financial projections to meet the strategic goals for the District
- b. Review the structures of Equity Buy in Fees and Impact Fees
- c. Draft a Financial Stability Plan for the Wastewater Treatment Facility
- d. Review potential revenue sources
- e. Investigate and recommend energy efficiency improvements

5. MAINTAIN A SUSTAINABLE INFRASTRUCTURE

- a. Continue to develop and implement the asset management plan
- b. Documentation and maintenance of District easements
- c. Review and revise collection systems specifications

6. PROTECT WATER QUALITY RESOURCES

- a. Communicate with Town, businesses, and citizens regarding disposal of things that would have a harmful impact of the receiving waters or the treatment and collection processes
- b. Identify growth areas and develop conceptual collection systems to service the area

STRATEGIC GOAL WORKPLAN 2019-2021

1. GOAL AREA: DEVELOP A RESPONSIBLE AND INNOVATIVE WORKFORCE

A. STRATEGIC OBJECTIVE: DEVELOP AND IMPLIMENT A NEW STRATEGIC PLAN FOR THE NEXT THREE YEARS

Staff Lead: **Mike Bolduc**, Chris Gallant, Susan Richards

- a. Research new methods for developing strategic plans for wastewater utilities (1st quarter 2019)
- b. Conduct a gap analysis (1st quarter 2019) - complete
- c. Review with employees and trustees (1st quarter 2019) complete
- d. Summarize gap findings and develop draft report to the trustees and employees (2nd quarter 2019) - complete
- e. Develop an action plan with objectives for review (2nd quarter 2019) complete
- f. Implement the plan (2nd quarter 2019) complete

B. STRATEGIC OBJECTIVE: TRANSITION FROM THE FACTORY TALK SCADA TO IGNITION SCADA

Staff Lead: **Chris Gallant**, Mike Bolduc, Steve Anderson

- a. Begin with Pumping Stations (finish by 1st quarter of 2019) complete
- b. Move into WWTF in phases (finish with existing systems prior to headworks construction) 70% complete
- c. Integrate Headworks (during construction) not started
- d. Decommissioning Factory Talk (post construction) 80% complete

C. STRATEGIC OBJECTIVE: DEVELOP A TRAINING PROTOCOL FOR ACHIEVING CORE COMPETENCIES FOR STAFF

Staff Lead: **Ty Morin**

- a. Develop a list of core competencies for each staff person based on position (1st quarter 2019) 25% complete
 - i. Lab tests
 - ii. Inspection
 - iii. Calibrations
 - iv. Technology
 - v. Safety
- b. Develop specialized areas i.e. equipment calibration, electrical, instrumentation, process control (2nd quarter 2019) not started
- c. Train and educate staff on activated sludge formally through training and informal OJT (2nd quarter 2019) not started
- d. Identify training requirements for each person annually (2nd quarter 2019) not started
- e. Demonstrated Certifications i.e. lab testing, calibrations, SCADA (2nd quarter 2019) not started
- f. Licensing requirements for specific positions (2nd quarter 2019) – not started

D. STRATEGIC OBJECTIVE: DEVELOP AND IMPLEMENT A PLAN TO IMPROVE SHORT AND MID-TERM WORK PLANS

Staff Lead: Chris Gallant, Danny Boissonneault, and Ty Morin

- a. Develop better short-term plans that use time analysis for improving efficiencies in work flow and for better task management (report on progress and implementation (2nd quarter 2019) not started
- b. Delegation of work to the proper personnel (submit plan to Assistant Manager (2nd quarter 2019) – not started
- c. Improved communication on job status and completions and improved accountability commensurate with position (Plan and status report 2nd quarter) not started
- d. Produce a final report at the end of 2019 with status, issues with implementation and corrective actions by the beginning of 4th quarter 2019) not started

E. STRATEGIC OBJECTIVE: IMPROVE SAFETY IN THE WORKPLACE

Staff Lead: **Chris Gallant**

- a. Improve safety tracking (2nd quarter 2019)
- b. Develop quarterly safety checks of the plant (begin 2nd quarter 2019)
- c. Update policies and combine into one document (begin 1st quarter and provide quarterly updates)
- d. Schedule an inspection with the Department of Labor (4th quarter)

F. ESTABLISH A NEW SYSTEM FOR WORK ASSIGNMENTS

Staff Lead: **Chris Gallant**, Ty Morin and Collection Systems Foreman

- a. Establish weekly goals with the crew and get them on the white board (1st quarter 2019) complete
- b. Focus major projects and try to finish them before moving to another major project (1st quarter 2019) significant progress
- c. Long term project delays will need to be prioritized and could result in a second major project being undertaken (1st quarter 2019)
- d. Assign dedicated personnel to specific areas and make them responsible for maintenance, operations, and housekeeping within their assigned areas (2nd quarter 2019) started but not followed through
- e. Provide a written report quarterly to Assistant Manager on progress and issues (starting 2nd quarter 2019) not started

G. IMPROVE EMPLOYEE RETENTION

Staff Lead: **Michal Bolduc**

- a. Offer competitive compensation
 - a. Notify the Union for start of negotiations (1st quarter 2019)
 - b. Meet with Trustees on contract with union (2nd quarter 2019) first meeting
 - c. Surveyed Southern Maine towns and districts – (1st quarter 2020) – complete
 - d. Contract ratification (1st quarter 2020)
- b. Endeavor to provide an enjoyable work environment
 - a. Meet with each employee (beginning in the 2nd quarter 2019) – completed

2. GOAL AREA: PROVIDE A PLAN FOR GROWTH AND STABILITY

A. STRATEGIC OBJECTIVE: CONTINUE A SYSTEMATIC PHASED UPGRADE TO MEET THE NEEDS OF THE COMMUNITY AND THE REGULATORY AGENCIES

Staff Lead: **Michael Bolduc**, Chris Gallant

- a. Develop critical milestones and time lines for Phase 1B Headworks to substantially complete the project by end of 2021(1st quarter 2019) – complete, UEI has prepared a schedule and reviewed with Trustees
- b. Ensure financing is in place and finalized as needed but not later than project start– complete, bonds approved, bank accounts were established (1st quarter 2019) – As of 1st quarter 2020, project is at least 6 months behind, now scheduled for bidding in February 2020
- c. Identify issues with existing equipment and building that will need remedial work between phasing (on going)
- d. RBC roof condition is being done annually and patches applied where warranted – Patching done is 2019
- e. Electrical lighting panel in RBC needed replacement – done in 2019
- f. Prototypes for a media stabilizer for the RBC were tested and finalized in 4th quarter 2019
- g. Installation of "flopper stopper" began in 1st quarter of 2020

B. STRATEGIC OBJECTIVE: ESTABLISH BETTER COMMUNICATIONS WITH THE TOWN, CITIZENS, AND LOCAL BOARDS

Staff Lead: **Michael Bolduc**

- a. Meet annually with Economic Development Committee (3rd quarter 2019) completed
- b. Meet with the Town manager and the utility managers on a regular basis (not less than twice per year) completed
- c. Work with town on finalization of Comprehensive plan (1st quarter 2019) – completed
- d. Develop a method for rating potential commercial and industrial development impacts (2020) not started, may be re-evaluated

C. IMPROVE RELIABILITY IN COLLECTION SYSTEMS AND A PLAN FOR POTENTIAL DEVELOPMENT

Staff Lead: **Michael Bolduc**, Chris Gallant

- a. Work with the town to identify likely growth areas and develop conceptual plans for the development of sewer system
 - a. West Kennebunk (work force housing) – we have met a couple of times formally with the Town and Developers this objective is contingent on 3rd parties – no significant activity in 1st quarter of 2020
 - b. Route One North (Arundel) no recent contact since 1st quarter 2019 this objective is contingent on 3rd parties – no significant activity in 1st quarter of 2020

3. GOAL AREA: PROVIDE DEPENDABLE AND RELIABLE SERVICE TO THE CUSTOMER

A. STRATEGIC OBJECTIVE: IMPLEMENT AND DEBUG THE NEW BILLZ SEWER BILLING ACCOUNT

Staff Lead: **Susan Richards**, Heidi Souliere

- a. Identify and work with the consultant to remedy any bugs in the new system (ongoing) – 95% complete
- b. Full implementation and migration to Billz (3rd quarter) done
- c. Identify and recommend improvements that would improve efficiencies or improve customer service (3rd quarter) ACH and credit cards, ACH is done, credit cards in 2020
- d. Obtain annual water records from KKWWD and make necessary credits and adjustments -
- e. Investigate and make recommendations for the use of credit cards (4th quarter) 2020 – will implement by 2nd quarter

B. STRATEGIC OBJECTIVE: REVIEW CURRENT PROCEDURES FOR SEWER INSPECTIONS AND MAKE RECOMMENDATIONS TO MANAGEMENT

Staff Lead: **Dan Boissonneault**, Chris Gallant, Mike Bolduc

- a. Documentation of service ties (3rd quarter 2019) – will begin with new sewer connection policy effective 2.1.2020
- b. Pictures
- c. Field books
- d. Cost for potential reimbursement for inspection for KSD -
 - o Developed a new policy that will be implemented in 2020 complete
 - o Implementation in 1st quarter of 2020

C. STRATEGIC OBJECTIVE: COMPLETE SCANNING OF KSD AND DEVELOPMENT PLANS LINKED TO THE GIS

Staff Lead: **Heidi Souliere**, Chris Gallant

- a. Add additional enhancements to the GIS / database integration (4th quarter 2019) not started
 - a. Consumption data (after Billz is online)
 - b. Service ties (2020)
 - c. Link customer easement deeds with accounts (2020)

E. RESEARCH IMPROVEMENTS FOR CUSTOMER PAYMENTS AND BILLING

Staff Lead: **Susan Richards**

- a. Explore new opportunities for credit card payments through third party vendors (1st quarter 2019) - complete
- b. Investigate costs and benefits of online billing information (3rd quarter 2019) 10% complete
- c. Provide manager with recommendations and budgetary cost for acquisition and subscription costs (3rd quarter 2019) – not started

F. IMPROVE AND REFRESH THE WEBSITE

Staff Lead: **Michael Bolduc**, Susan Richards

- a. Update content and develop new content (2nd quarter 2019) plan for content is complete – 20% complete
- b. Refresh the look of the site (3rd quarter 2019)
 - a. New structure and content layout plan completed in 1st quarter of 2020
 - b. Custom Communication was hired to revamp the look of the website.
- c. Add online forms that provide customer service or improve efficiencies (3rd quarter 2019) 20% complete
 - a. A couple of online forms have been developed, working with Corson to integrate the forms with the appropriate databases

4. GOAL AREA: PROVIDE ADEQUATE FINANCIAL RESOURCES

A. STRATEGIC OBJECTIVE: REVIEW DEVELOP SHORT-AND LONG-TERM FINANCIAL PROJECTIONS TO MEET THE STRATEGIC GOALS FOR THE DISTRICT

Staff Lead: **Michael Bolduc**

- a. Conduct condition assessments on all CIP projects (2nd quarter 2019) – not started
- b. Review major collections systems projects with town and KKWWD for joint planning if possible (i.e. Port Road) (2nd quarter 2019) – Reviewed with KKWWD, town is not prepared to do this at this time

B. STRATEGIC OBJECTIVE: REVIEW AND MAKE RECOMMENDATIONS ON EQUITY BUY-IN FEES AND IMPACT FEES

Staff Lead: **Michael Bolduc**, Susan Richards, Chris Gallant

- a. Review and update existing Impact Fees for applicability and accuracy (1st quarter 2019) complete
- b. Need an evaluation of the value of the WWTP (waiting on TOA) not started
- c. Present findings to the Trustees (at conclusion of the appraisal) not started
- d. Recalculate fees annually as approved (4th quarter or 2020) 2020 EBIF fees have been calculated and a recommendation will go to the Board in 1st quarter.

C. STRATEGIC OBJECTIVE: DRAFT A FINANCIAL STABILITY PLAN FOR THE WASTEWATER TREATMENT FACILITY

Staff Lead: **Chris Gallant**

- a. Draft and submit to the MEDEP as required for the SRF loan by 2021 (finalize by 4th quarter of 2021) not started, will be part of the asset management program development

D. STRATEGIC OBJECTIVE: RESEARCH POTENTIAL REVENUE SOURCES

Staff Lead: **Mike Bolduc**, Susan Richards

- a. Investigate potential revenue sources from outside the district (Arundel West Kennebunk)

E. INVESTIGATE AND RECOMMEND ENERGY EFFICIENCY IMPROVEMENTS

Staff Lead: Chris Gallant, Steve Anderson

- a. Automate dissolved oxygen control for the RBC blowers (2nd quarter 2019) not started
- b. Better control of the HVAC through SCADA (3rd quarter 2019) 80% complete

5. MAINTAIN A FUNCTIONAL AND RELIABLE INFRASTRUCTURE

A. STRATEGIC OBJECTIVE: CONTINUE TO DEVELOP AND IMPLEMENT THE ASSET MANAGEMENT SYSTEM

Staff Lead: **Chris Gallant**, Mike Bolduc, Jeff Hanscom

- a. Work with Corson GIS to migrate database to Worx – 20% done
- b. Perform a total inventory of equipment
- c. Develop a list of recommended spare parts and order points 20% done
- d. Continue with condition assessments on all equipment 40% done

B. STRATEGIC OBJECTIVE: EASEMENT DOCUMENTATION, DIGITIZATION AND MAINTENANCE

Staff Lead: **Michael Bolduc, Dan Boissonneault**, Heidi Souliere

- a. Develop a plan with Corson GIS to add a layer for easements – 60% done
- b. Attach a copy of the digitized easements to each property -
- c. Physically mark and number Manhole structures on all easements for location
- d. Inventory easements and develop a list of maintenance items such as fence removal, obstructions, trees, woody growth

C. STRATEGIC OBJECTIVE: REVIEW AND REVISE COLLECTION SYSTEMS SPECIFICATIONS

Staff Lead: **Chris Gallant**, Dan Boissonneault

- a. Review and draft changes to the collection systems specifications (4th quarter 2020)
- b. Post them to the District website (4th quarter 2020)
- c. Mail or email copies to all District authorized drain layers (4th quarter 2020)

6. GOAL AREA: PROTECT WATER QUALITY RESOURCES

A. STRATEGIC OBJECTIVE: DEVELOP A LABORATORY PROCEDURES MANUAL

Staff Lead: Ty Morin, Shelby Carver

- a. Research existing programs (3rd quarter 2020)
- b. Develop a comprehensive, step by step, manual for the required testing for regulatory and process control requirements (2nd quarter 2021)

B. STRATEGIC OBJECTIVE: REWRITE HIGH FLOW MANAGEMENT PLAN

Staff Lead: **Ty Morin**, Shelby Carver

- a. Review and recommend changes to the existing High Flow Management Plan (2nd Quarter 2020)
- b. Finalize Plan and submit to the MEDEP (4th quarter 2020)

C. DEVELOP CONCEPTUAL COLLECTION SYSTEM AND PUMP STATION LAYOUTS FOR 20-YEAR GROWTH ZONES

- a. Identify growth areas and develop conceptual collection systems to service the area
 - i. Work with the town to identify and map know hot spots of environmental concern and map them on GIS (3rd quarter 2020)
 - ii. Work with the town to facilitate service in growth areas including commercial, industrial, and residential (2020)

D. STANDARDIZE DATA ANALYSIS AND PROCESS CONTROL

Staff Lead: **Chris Gallant, Ty Morin**, Shelby Carver

- a. Lab Technician and Chief Operator to meet formally each Friday and informally as needed access the state of the biomass (Immediately) started but implementation has been spotty
- b. Weekly Targets should be established and an agreed upon (what is the target pounds under aeration) - complete
- c. Develop implementation strategy – (how much to waste, how to set the return sludge rates) - complete

- d. Develop correlation graphs to assess key performance indicators based on historical data (what were the pounds under aeration for a given time of year compared looking at indicators such as water temp, effluent quality and SVI) – not started

SUBSTANTIALLY COMPLETED OBJECTIVES FOR 2019

COLLECTION SYSTEMS

WATERFORD GREENE

- New pumps, control panel, telemetry, and landscaping (started in 2018)

LARBORD LANE

- New pumps, control panel, check and shut off valves, telemetry, and landscaping

ADMIRAL'S WAY

- New pumps, control panel, telemetry, and landscaping

CEDARWOODS

- Installed new driveway

FIELD CREST CHECK VALVES WERE REPLACED

Both check valves at Field Crest were replaced this year.

DANE STREET

- Worked with the Town to replace the 1912 clay sewer in Dane Street from Main to Park Streets

JET RODDER

- Purchased a new Jet Rodder and traded in the existing unit

SIPHON CLEANING AND INSPECTION

Ted Berry cleaned and inspected the twin Brown Street siphons under the Mousam River. The condition of those was very good.

WATER STREET INTERCEPTOR

Added a manhole and replace section of line that had an uphill slope.

TECHNOLOGY

- Installed and programed a new Ignition SCADA system for the pumping stations

WASTEWATER FACILITY

HEADWORKS

- Design of the new Headwork Building was 95% completed in 2019

REBUILT THE STEP SCREEN

Staff replaced step blades and gear reduction units on the step screen

DEWATERING

- Installed a second polymer blending unit and rebuilt the existing unit
 - Installed new brushes and bearings on the Huber sludge presses
-

TECHNOLOGY

- Installed the same Ignition software at the Treatment Plant and have about 90% of the plant on the new system
 - Developed a new Jet Rodding application for tracking annual cleaning
 - Continued development of tablet software inputs for operators
 - Installed new SCADA controls on the Control Building HVAC
 - Developed new process control dashboard with tablet to dashboard processes
 - New GIS Layers
 - Subdivision plans 70%
 - Easements 0%
-

PERSONNEL

PERSONNEL CHANGES

Leaving in 2019

- Dan LaFlamme

Arriving

- Ty Morin
-

TRAINING

- John Whitten and Alex King have enrolled and started Management Candidate School
 - John Whitten, Alex King, and Danny Boissonneault attend a 1-day training class on Confined Space
 - Shelby Carver received an award for Young Professional
-

CUSTOMER

- Finalized work on the Comprehensive Plan
 - Met with the Town and the Economic Development Council
-

- Worked with the Town on a joint road reconstruction on Dane Street

ADMINISTRATIVE

- Updated the Personnel Policy
- Completed new Strategic Plan through 2021
- Updated the Accounting Systems Operations Manual
- Updated the Rules and Regulations for Sewer Extensions
- Published 2 newsletters
- Implemented a new Sewer Billing System (Billz)
- Prepared and approved Bylaws for the District
- Researched flood insurance
- Prepared documents and FOIA files for litigation

SUBSTANTIALLY COMPLETED OBJECTIVES FOR 2018

COLLECTION SYSTEMS

BOOTHBY ROAD

- Electrical panel and chemical controls at Boothby were as redone

STORER STREET

- Coordinate Storer Street Project with Town and KKWWD project replacing approximately 440 feet 8-inch sewer with 12-inch
- Project is completed at approximately \$ 155,000, budget was \$180,00

WATERFORD GREENS

- New panel and pumps were installed – 95% complete

BROWN STREET

- New building, pumps, wet well modifications and controls were installed

CAT MOUSAM STATION

- New stationary generator installed at the station

GLOBAL COLLECTIONS SYSTEMS

- Alewife Road – completed replacement of 220 feet of undersized line serving the Turnpike and west of the Turnpike
- Develop plans to correct high scoring critical deficiencies through O&M or refurbished stations or lines
 - Staff worked on rescoring the stations
- Work on solving or mitigating corrosion problems due to long detention times in the Beach area sewers with chemical additions and concrete repairs
- Continuous Hydrogen Sulfide monitors were added to the force main terminuses at Wells Road, Boothby, Lakebrook, and Admiral's Way
- Chemical odor control systems were installed at Lakebrook and Boothby Road Pump Stations

WASTEWATER FACILITY

ASSET MANAGEMENT

- Condition assessments and criticality analysis completed on the fleet and pumping stations
- Repaired the RBC roof

TECHNOLOGY

- Expanding the GIS system
 - Topographic layer - done
 - Ability to add labels - done
 - Direction of flow - done
 - Initiated linking inspection footage
 - Manhole inspections – partial progress
- Digitizing data collection with applications -
 - Pumping station inspections
 - Manhole inspections application
 - Jet rodding layer
- Laboratory
 - Tablet integration for data imputed and automatic population of process control spreadsheets
- Adding plotter and scanner with the new building
 - Scanner in place in April 2018
 - Scanning plans -50% done
- New telecommunications
 - Training and implementation complete
- Installed security cameras at the plant and the administration building

PROCESS CONTROL

- Fecal Coliform violation in November
- We had a BOD violation due to QA/QC testing failures in October

PERSONNEL

- Staff has been involved in safety inspections at the WWTF
- Training
 - Shelby Carver is participating in Operator Challenge team
 - Dan Boissonneault completed the Management Course
 - Alex King and Jeff Hanscom have completed a 3-day course on Collection Systems and achieved certification
 - Dan Boissonneault and Chris Gallant are members of the MWEA Collection Systems Committee
 - Alex King is now certified as a flagger
 - Alex King is enrolled in the Sacramento course
 - Shelby Carver and Dan Laflamme achieved certification as lab technicians
 - Alex King and Jeff Hanscom completed Introduction to Instrumentation and Control Systems
- Personnel Changes
- Leaving in 2018
 - Pat Wiley resigned for the Portsmouth NH Superintendent position – 2 years
 - Bruce Hilton retired – 43 years
 - Maurice Bedard retired – 38 years
 - Cathy Reim retired – 28 years
- Arriving
 - Susan Richards was hired to fill the Office Manager’s Position
 - Alex King was hired as Maintenance Technician
 - Dan Laflamme was hired as Chief Operator
 - Chris Gallant was hired as Assistant Manager

- John Whitten was hired as Maintenance Technician
- Promotions
 - Shelby Carver was promoted to the Lab Tech position
 - Dan Boissonneault was promoted to Collection Systems foreman
 - Jeff Hanscom was promoted to Mechanic

CUSTOMER

- Worked with the Town to develop the District's portion of the of the Town's Comprehensive Plan
- Worked with the Town and KKWWD on the utility work on Storer Street
- Developed a GIS Mapping browser for all town and utility infrastructure within security limitations
- Published two newsletters