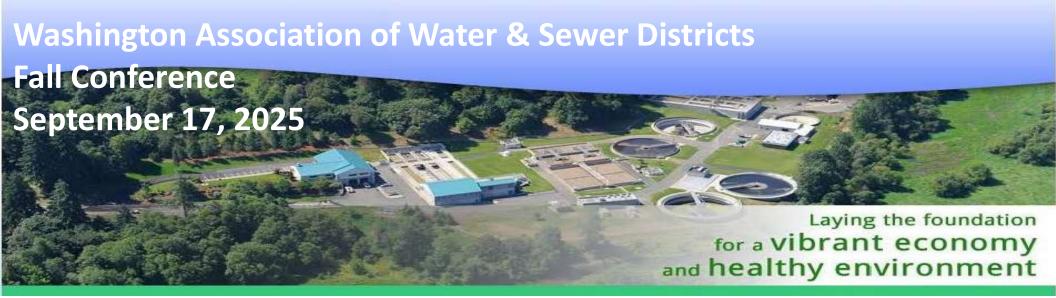
Discovery Clean Water Alliance



Meeting the Community's Need for a Regional Wastewater Program



Presentation Overview





- Formation Process
 - Context for Initial Discussions (2007)
 - Initial Study Process (2008-2009)
 - Detailed Business Planning (2010-2011)
 - Memorandums of Understanding (2012)
 - Implementation Phase (2013-2014)
- Alliance Overview
 - Organizational Structure
 - Governance
 - Finance
- Reflections/Lessons Learned
- Alliance Successes
- Questions?



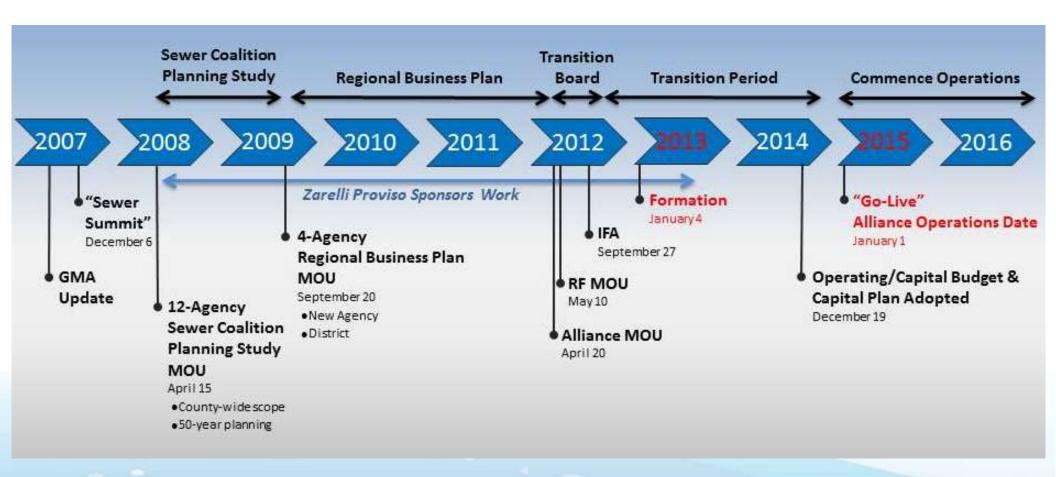


Formation Process 10-Year Timeline



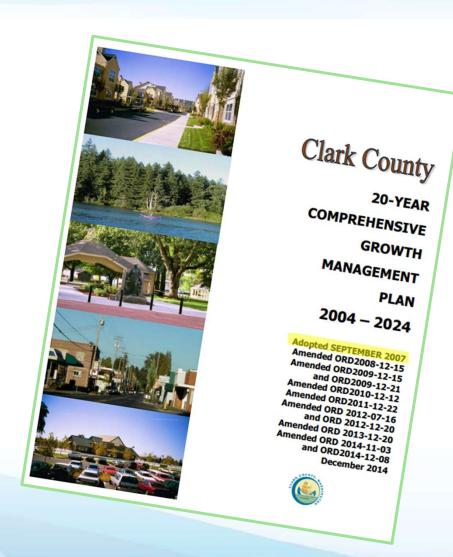
"Go slow at the beginning, so you can go fast at the end."

- Former WA State Representative Jim Jacks (49th Legislative District)



Context for Initial Discussions (2007)

- 2007 Clark County
 Growth Management Act
 Update September
 Adoption of 20-Year
 Comprehensive Growth
 Management Plan
 - Smaller communities wanted growth allocation
 - Had difficulty demonstrating ability to deliver infrastructure (especially wastewater)



Formation Process Context for Initial Discussions (2007)



- Existing Regional Wastewater Program Challenges – Reactive Approach
 - Capacity management legal challenges
 - Project decisions for more expensive infrastructure due to schedule pressures
 - Decisions made by Clark County, but all costs passed on to regional system users (Clark Regional, City of Battle Ground)
 - Regional economic development opportunities unrealized (especially I-5 corridor through Ridgefield, wastewater limited)



Context for Initial Discussions (2007)

- Result "Sewer Summit" December 6, 2007
 - 12 local agencies:
 "We need to do something different"
 - Community asked
 District to host and
 facilitate regional
 study process

		WASTEWATER MANAGEMENT ADVISORY BOARD SEWER SUMMIT
		Thursday, December 6, 2007 3:00 PM
		First Church of God Kings Way High School 3300 NE 78 th Street Vancouver, WA
ı	2:30 p.i	m. Arrive, Sign in & Light Refreshments
ı	3:00 p.r	n. Begin WWMAR Most
ı	3:05 p.n	m. Begin WWMAB Meeting and Welcome Introductions and Expectations
	3:25 p.n	n. What is Our Present Situation?
		- Current flows
		- Current treatment
	3:45 p.m	rejected 2050 flows
	4:00 p.m.	Diedk - Light Meal
	4:15 p.m.	How Do We View Our Present Situation?
		Ownership and/or and interest and needs of jurisdictions
		- Representation
		- Long-range also :
		- Boundaries
		- What's the honest
		- Cafeteria of services - County role
5	:00 p.m.	Question: Is there a role for a Regional Consortium of Utilities?
		- 50-Year Wastewate Asia
		50-Year Wastewater Vision and Framework Foundation Principles for Regional Consortium
5:4	45 p.m.	What are our headlines?
6:0	00 p.m.	General discussion
	0 p.m.	Wrap-Up
	5 p.m.	WWMAB Business Items
7:00	0 p.m.	Adjourn

Formation Process Initial Study Process (2008-2009)



- Seed Money Zarelli Proviso – "Clark County Regional Sewer Cooperative"
- 20- and 50-Year
 Visioning to
 Understand
 Scale/Cost for
 Infrastructure Needs



Formation Process Initial Study Process (2008-2009)



- Regional Tours
 - Regional agency focus
 - Biosolids program focus
 - Information sharing
 - Key message: "This is possible"
 - Relationship building important
 - Traveling, eating, learning together broke down barriers



Formation Process Detailed Business Planning (2010-2011)

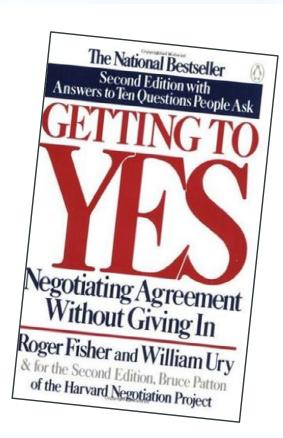
Listen Carefully

- Focus on interests, not positions
- Treat all partners as "clients"
 - Understand needs and perspectives
- Community values survey

% of respondents indicating high or very high level of importance per va									
Ensure reliable, predictable service for all customers	89%								
Manage financial resources in a responsible, efficient, equitable manner	86%								
Operate utility to protect public and environmental health and safety	82%								
Optimize the use of existing facilities	80%								
Maintain financial transparency	79%								
Use new technology to achieve system efficiency, environmental protection	77%								

Formation Process Detailed Business Planning (2010-2011)

- Important Building Blocks
 - Independent legal counsel
 - Credible financial information
 - Regional wastewater examples
 - ✓ Core issues are common



Memorandums of Understanding (2012)

Alliance MOU – April 2012
 Ridgefield MOU – May 2012



Memorandums of Understanding (2012)

Agreement in Principle

Memorandum of Understanding (MOU) Regarding Regional Wastewater Entity Facilities and Services

This Agreement is entered into this 20th day of April, 2012, among the City of Battle Ground ("Battle Ground"), the City of Ridgefield"), Clark County ("County") and the Clark Replaced ("Ridgefield"), Clark County ("County") and the Clark Replaced ("Ridgefield"), Clark County ("County"), and the Clark Replaced ("Ridgefield"), Clark Replace ["Battle Ground"), the city of Hidgelfeld ("Hidgelfeld"), Clark County ("County") and the Cla Regional Wastewater District ("CRWWD"), collectively referred to below as the "Partners".

- The Partners anticipate making substantial investments in wastewater infrastructure an A. The Martners anticipate making substantial investments in wastewater intrastruct operations to address the future economic and environmental needs of their respective permutations and recognize that respect constitutions are recognized to the respect constitutions and recognized that respect constitutions are recognized to the respect constitutions and recognized that respect constitutions are recognized to the respect constitutions and recognized that respect constitutions are recognized to the respect constitutions and recognized that respect constitutions are recognized to the respect constitutions and recognized that respect constitutions are recognized to the recog operations to address the future economic and environmental needs of their respective communities, and recognize that regional cooperation will assist in meeting these needs. Pursuant to a memorandum of understanding dated September 25, 2009, the Partners
- B. Pursuant to a memorandum of understanding dated septemoer 25, 2004, the Partitless have engaged in a "Regional Business Plan" process, during which they discussed and agreed the process of the Partitles and agreed the process of the Partitles and process. nave engaged in a "Regional Business Man" process, during which they discussed and agree on values, goals and a number of policies. The Partners have carefully evaluated various on values, the formation of a regional entitle and a common structure that would be proceed to the formation of a regional entitle and a common structure that would be proceed to the formation of a regional entitle and a common structure. on values, goals and a number of policies. The martners have carefully evaluated valued approaches to the formation of a regional entity and a governance structure that would enable them collectivate to provide regional wastewater transmission. Treatment and discovery depositions to the formation of a regional wastewater transmission. approximes to the normation of a regional entity and a governance structure that would enable the collectively to provide regional wastewater transmission, treatment and disposal services in a manner that quarentees their evicting consolity, allows for the development of facilities to them collectively to provide regional wastewater transmission, treatment and disposal service, an amoner that guarantees their existing capacity, allows for the development of facilities to in a service and expect their expectation and expect in a manner that guarantees their existing capacity, allows for the development of tachities the capacity needs, and supports a stable rate environment for existing and new metabolics.
- Although the Partners have made significant progress, important work remains on the C. Although the Partners have made significant progress, important work remains on the details of structuring a new regional entity. Now, therefore, the Parties agree to the following improgramment. understandings:

UNDERSTANDINGS

The Partners agree that a new regional entity, formed under the Joint Municipal Utility as Act (phan 30 the BOWN and controlled by the Dartners in the best accessed to Ine transers agree that a new regional entity, formed under the John Municipal Juli.

Services Act (chap. 39.106 RCW) and controlled by the Partners, is the best approach to structuring the operation, improvement and expension of regional transmission and treatment. Services Act (cnap. 39.105 KCW) and controlled by the Partners, is the best approach to services Act (cnap. 39.105 KCW) and controlled by the Partners, is the best approach to service The Dephase shall though their placed affinials and staff the their host affine to structuring the operation, improvement and expansion of regional transmission and treatmer assets. The Partners shall, through their elected officials and staff, use their best efforts to assets. The Partners shall, through their elected officials and staff, use their best efforts to assets. The Martiners shall, through their elected officials and staff, use their best efforts to complete and execute, on or before August 31, 2012, an interlocal Formation Agreement.

The Interlocal Exercision Agreement and the Interlocal Exercision Agreement and the Interlocal Exercision Agreement and Interlocal E complete and execute, on or petgre August 31, ZU1Z, an interiocal Formation Agreement would be based on the drawn and the regional entity. The Interlocal Formation Agreement would be based on the drawn that her bean substantially completed as of the data of this Management of Lindontential. creating a new regional entity. The interiocal normation Agreement would be based on the distribution of Understanding. That has been substantially completed as of the date of this Memorandum of Understanding. The desires appointed by the Transition Board (defined below) will complete. mat has been substantially completed as of the date of this Memorandum of Understall Moving committees appointed by the Transition Board (defined below) will complete Movement of the Interfaced Formation Secondary as follows: vvolving committees appointed by the transition board (centred development of the Interlocal Formation Agreement as follows:

- Formation of new entity under Joint Municipal Utility Services Act (RCW 39.106)
 - Scalable for any municipal water service in Clark County
 - Any municipal entity or tribe could become a Member
 - Important outcome for Clark County
 - Regional infrastructure defined

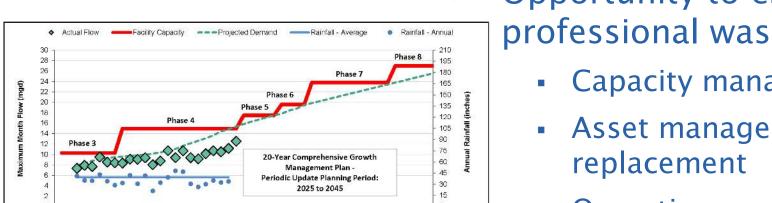
Memorandums of Understanding (2012)

- Agreement in Principle
 - Asset based financial model
 - Clear definition of capacity ownership
 - ✓ Clear cost allocation model
 - Clear voting structure for capital investments
 - ✓ Important for Battle Ground and Clark Regional



Memorandums of Understanding (2012)

- Agreement in Principle
 - Professional wastewater program management



- Opportunity to establish professional wastewater program
 - Capacity management
 - Asset management/Repair and
 - Operations and maintenance
 - Biosolids program
- Important outcome for Clark Regional

Memorandums of Understanding (2012)

- Agreement in Principle
 - Capacity for economic investment



Solid plan for strategic capital investments



Important outcome for Ridgefield and larger region

















Formation Process Implementation Phase (2013-2014)



- Significant Transition Activities
 - Transfer assets
 - ✓ Physical assets
 - ✓ Easements
 - Property rights
 - ✓ Permits re-assigned
 - Contracts re-assigned
 - Personal property
 - Establish operating contracts
 - Establish initial Operating & Capital budgets

CLARK COUNTY AND DISCOVERY CLEAN WATER ALLIANCE SALMON CREEK WASTEWATER MANAGEMENT SYSTEM TRANSFER AGREEMENT

THIS AGREEMENT is made and entered into by and between CLARK COUNTY, Washington, a political subdivision of the State of Washington (the "County") and the DISCOVERY CLEAN WATER ALLIANCE, Clark County, Washington, a Washington washington of the "Authority" (County of the County of t UDULYERT GLEAN WATER ALLANCE, GRIX GOINS, WAS municipal corporation (the "Alliance") (collectively, the "Parties").

- A. On September 27, 2012. Clark County, Clark Regional Wastawater District, the City of Battle Ground, and the City of Ridgefield (collectively, the 'Alliance Members') enter during the "Discovery Clean Water Allians Interioral Formation Agreement", altached as Exhibit A. The Allianse Agreement", altached as Exhibit A. The Allianse Agreement, othe "Allianse Agreement", altached as Exhibit A. The Allianse Agreement Agreement Provides for the Iomation of the Allianse, pursuant to the Joint Municipal Agreement Provides for the Iomation of the Allianse, pursuant to the Joint Municipal Utility Services Act, Chapter 38-108 RCW. On January 4, 2013, the Allianse was formed. Wastington Secretary of State and the Allianse was formed.
 - The purpose of the Alliance is to jointly provide regional wastewater H. The purpose of the Alliance is to jointly provide regional was:ewater transmission and treatment scryices to Alliance Members and other contracting
 - Section VII of the Alliance Agreement expresses the intent that the County Section VII of the Alliance Agreement expresses the intent that the County will transfer to the Alliance the County's wastewater management system as an Initial Regional Asset listed in Exhibit B of the Alliance Agreement.
 - This transfer is a companent of the Alliance's program to provide cost D. This transfer is a component of the Alliance's program to provide cost effective and cooperative municipal utility services to Alliance Members. The transfer will create qualify be supported property described programs. effective and cooperative municipal utility services to Alliance Members. The transfer valid create public benefit by supporting regional economic development in an environmentally-sound manner, by holping manage Alliance Member service costs in a promitted as transparent manner, by providing reliable and predictable service, and by providing a transparent that apportunes the participation at all Clark County municipal providing a transparent. manually-transparem manner, by providing reliable and predictable service, and by soliding a framework that encourages the participation of all Clark County municipal providing that rendente that reviewed and interdictional and interdictional autonomous. providing a trainework that encourages the paracipation of all utilities that profects both regional and jurisdictional autonomy.
 - RCW 39.106.040 authorizes the Alliance to acquire real or personal RCW 39.106.060 authorizes the County to transfer real or personal property or property rights from the County.
 - Consistent with the Alliance Agreement, and pursuant to RCW 39.106.040 property or property rights to the Alliance.
 - G. Consistent with the Alliance Agreement, and pursuant to HUW 39.105.090 and 39.105.050, the Alliance and the County desire to enter this Agreement to set forth.

Formation Process Implementation Phase (2013-2014)



- Transition Board
 - Members began meeting as a "Transition Board"
 - Focus was development of business structure
 - ✓ Interlocal Formation Agreement (IFA)
 - ✓ Several Board Resolutions to define basic business functions
 - Board rules & operating procedures
 - Public records
 - Investment & debt policies
 - Appointment of treasurer

Formation Process Implementation Phase (2013-2014)



- Key Outcomes
 - Discovery Clean Water Alliance formed January 4, 2013
 - Member Agencies
 - City of Battle Ground
 - City of Ridgefield
 - Clark County
 - Clark Regional Wastewater District









- "Regional Assets" transferred from Battle Ground, Ridgefield, Clark County
- ✓ Full operations established January 1, 2015
- Board meeting and stakeholder input process established ("Standing Committees")

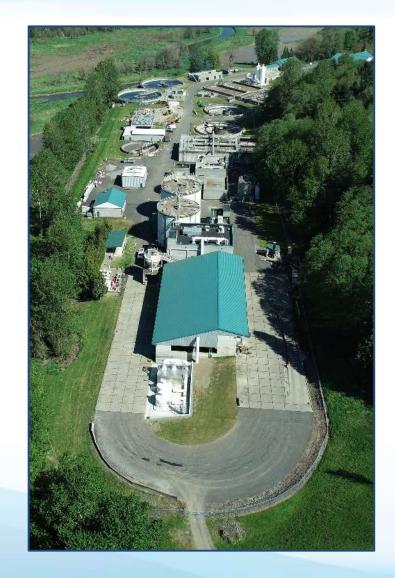




Organizational Structure

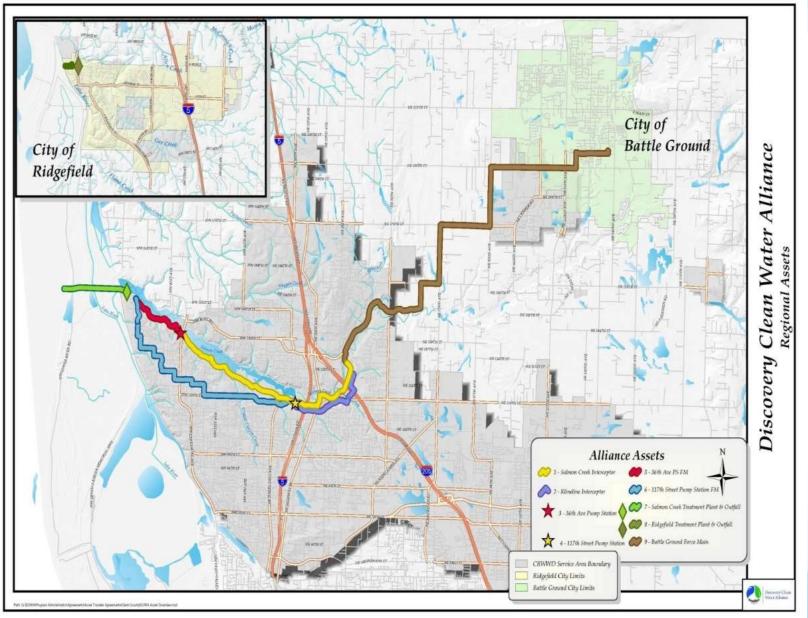
- Regional Board
 - 4 "Directors" one from each "Member"
 - Independent legal counsel
- Regional Assets Owned by Alliance - \$181M (2024)
 - 2 regional treatment plants
 - 2 regional pumping stations
 - 6 regional pipeline systems





Alliance Overview Organizational Structure





Alliance Overview Organizational Structure



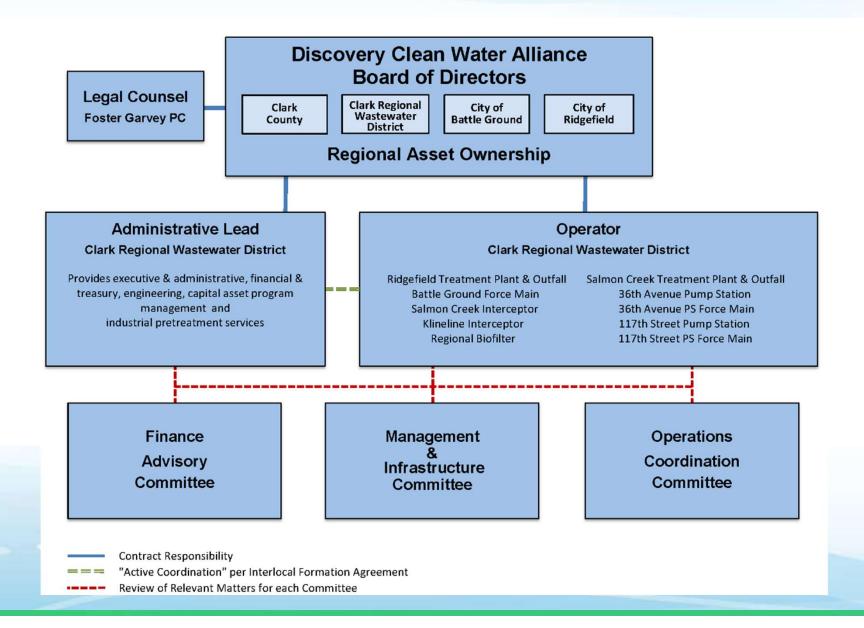
- District as Contract Service Provider
 - Administrative Lead
 - Executive/Administrative
 - √ Finance/Treasury
 - Engineering/Capital Program
 - Regulatory Compliance/Industrial Pretreatment
 - Operations
 - ✓ Initial Operators: Ridgefield (thru 2017) & Clark County (thru 2021)
 - Current Operator: Clark Regional operates all Regional Assets
- Board Appointed Standing Committees





Alliance Overview Organizational Structure





Governance

Cean Water A

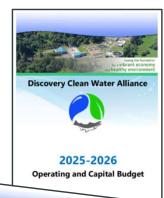
- House and Senate Framework
 - Key Concept for "Significant Decisions"
 - Board votes must pass two tests
 - House Filter Majority of Treatment Facility Allocated Capacity
 - Today Clark Regional owns 78% of treatment capacity (both plants)
 - Senate Filter Majority of Directors voting (typically 3 of 4, could be 2 of 3)



Governance

- - Routine Simple majority (3 of 4 or 2 of 3)
 - "Significant Decisions"
 - ✓ Dual majority vote 50% of both Senate and House filters
 - Borrowing of money/issuance of bonds
 - Change in Administrative Lead and/or Operator(s)
 - Change in ownership of Regional Assets
 - Adoption of Operating Budget, Capital Budget
 - ✓ Dual super majority vote 60% of both Senate and House filters
 - Amendments to Interlocal Formation Agreement
 - Amendments to financial policies
 - Adoption of Capital Plan (and related allocation of costs)
 - Change in allocated capacity









Finance - Asset Based Cost Allocation

								Initial C	MGD	MMF)		
							,	Existing	Allo	cated Ca	pacity	
Т							Regional Asset Description	BG		NWD	Total	
1				Regional Asse	et Name	1	Regional	-	1,	8.08	38.18	
1	No.	1		Regional	_			10.10	'	0.00		
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す		1	nterce	eptor System		4.6 mile	long gravity pipeline located on the south side of the South ainage. The interceptor collects and conveys wastewater from ainage to regional pump stations. The pipeline was	1	- 1	1		
1		1.	C-1	mon Creek Interc	eptor	Creek dr	agencies to regional pump stations. The pipeline was agencies to regional pump stations. The pipeline was		- 1			
1		1	Sai	IIIOI Gi		Inarther	agencies to reg		- 1		1	
١	1	1				-ctru	cted in Segments	\dashv	- 1		1	
	1	1						1	- 1		1	
	1	- 1				1.8 mil	e long gravity pipeline located parallel to the Samuni Clear ptor. The pipeline was constructed in segments from 2002 to ptor. The pipeline was constructed in segments from 2002 to	7 St	- 1			
	-	1	K	lineline Intercepto	or	Interce	eptor. The pipe mouted from Salmon Creek Tra		- 1		١	
	1 -	. 1						th 17	80*	1620*	3400	J*
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(2)	1		\ '	Regional Dio.		Grou	ombined dischalges of the soft at two-cell engineered man nd Force Main. The biofilter utilized a two-cell engineered man guration to treat the air phase odors prior to discharge. The fa guration to tread in CFM because the system is treating air flow according CFM because the system is treating air flow.	CIIITY		1	-	
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S)	1:	2A					city is expressed in Critical Modern er than wastewater flows.		4.47	13.5	7 18	3.04
tem	- 1					rath	er than wastewater	1	4			
S	L		_			- 1	THE NIM 36 Ave in Vancouver, WA. Th	ie		1		
ent			P	ump Station (PS)	System	Ray	y sewage PS located at 14014 NW 36 Ave in Vancouver, WA. Th tion pumps wastewater from the Salmon Creek interceptor to S tion pumps wastewater from the 31mon Creek interceptor to S	SCIP.		1	- 1	
me	. 1			36 Avenue PS		sta	y sewage PS located of the salmon Creek Interceptor to pumps wastewater from the Salmon Creek Interceptor to pumps wastewater from the Salmon Creek Interceptor to pump station was constructed in mid 1970's and remodeled in pump station was constructed in mid 1970's and remodeled in the salmon was the pump station was the salmon creek interceptor.	"			- 1	V
anag		3	- 1							- 1	- 1	
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(SCWMS)	ķ	L	-			1	4-inch diameter FM routed from 36 Ave PS to SCTP. The FM ru	ins Is and	1	1	1	
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	ğ	1	5	36 Avenue P	S FM				5	1		1
	Sal	1	,						1	- 1		İ
ı		1			DC EM		Dual 30-inch diameter FMs routed from 117 St PS to 3CTF. The Dual 30-inch diameter FMs routed from 117 St PS to 3CTF. The Dual 30-inch diameter FMs routed from 120-inch section approximately 4.9 miles along public rights-of-way to the SCTP approximately 4.9 miles along public rights-of-way to the SCTP approximately 4.9 miles along public rights-of-way to 2004 to 2008.			_		-
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		1	6	1			pipelille Was		th			
		1		Calmon Creek	(Treatment Plant (SC	CTP) &	Secondary treatment plant originally constructed in the mid 1	1970s, W	ith	1		1
W.		- 1		Outfall			Secondary treatment plant originally constructed in the list of the secondary treatment plant originally constructed in the list of the secondary treatment plant or plant is located at 15100 for major expansion phases. The plant outfall is a 30-inch	uvv diametel	.			1
			1				Secondary treatment planes. The plant is located at 19100 in four major expansion phases. The plant outfall is a 30-inch McCann Rd, in Vancouver, WA. The plant outfall is a 30-inch McCann Rd, in Vancouver, WA. The plant 1.3 miles, terminating in the	e Columi	oia		1	1
			7	1					\dashv	_		0.
			1	1			River between mile 95 and 96.			0.00	0.70	0.
			1	1				ith seve	ral		1	- 1
		_	+	and affected T	reatment Plant (RTP) & Outfal	Secondary treatment plant originally constructed in 1959 w	in Ridgef	ield,		1	- 1
	_	ų.		Ridgeneid			Secondary treatment plant originally constructed in 1959 w upgrades since then. The plant is located on West Cook St upgrades since then. The plant is located on West Cook St WA. The plant outfall is an 8-inch diameter pipeline routed WA. The plant outfall is an 8-inch diameter pipeline routed	west of	the		1	
	fiek	mer	E	8			WA The plant outfall is an 8-inch diameter pipeline room		_		1	26
	Ridgefield	Treatment	System	•			WA. The plant outfall is all 0 miles. plant 0.2 miles, terminating in Lake River.			3.44	0.9	,6
	Ē	F	1	1			t allei	ection fa	cility		1	- 1
	_	_	+	Battle Gro	ound FM		9 mile long 16-inch diameter FM with bioxide chemical in	intercept	or at	1	1	1
	밑	드		Battle Glo	odor control system	for FM)	9 mile long 16-inch diameter FM with bioxide chemical in routed southwesterly from Battle Ground PS to Klineline routed southwesterly from Battle Ground PS to Klineline			1	- 1	1
	ron	Force Main	System	9 (Including	outi consision,		routed southwesterly from Battle Ground PS to Kindman Salmon Creek Ave. The pipeline was constructed in 1993					
	_ U	, 5	Sys	1								
	و											
	Pattle Ground	8	.	\			ute) for this Regional Asset					

Allocated Capacity (or Capacity Ownership)

- Defined for each Regional Asset
- Only Clark Regional and Battle Ground own capacity today
- Example: SCTP capacity (mgd)
 - ✓ Battle Ground: 3.47 (23%)
 - Clark Regional: 11.48 (77%)
 - ✓ Total: 14.95 (100%)

Alliance Overview Finance



- Asset Based Cost Allocation
 - Operational costs shared by current actual flow contributions from Members
 - Capital costs for existing facilities by current capacity allocation or capacity "ownership" in those facilities
 - Capital costs for new facilities by incremental purchase of capacity
 - Administrative costs (not related to operations) are shared by <u>capacity</u> <u>allocation in the treatment facilities</u>





Reflections/ Lessons Learned



Reflections/Lessons Learned



- Built on Values of Community
 - Reliable service at affordable price
- Alignment of Authority and Responsibility
 - Voting system respecting all interests
 - Special rights for "Funding Members"
- State Level Support
 - Legislators/Zarelli proviso/Public Works Board
- Quality Process to Build Relationships First
 - Tours, workshops, time
- Quality Information to Support Decisions
 - o Credible financial analysis, creative/respected legal

Reflections/Lessons Learned



- Safe Forum
 - District asked to host/facilitate process
 - Demonstrate value of seweronly utility in context of competing general-purpose governments
- Leadership
 - Long-term vision
 - Put community first
 - Commitment to excellence in process and information





Alliance Successes



Alliance Successes

Ols COVERA

- 2015 Governor's
 Smart Communities –
 Partnership Award
- Development of Initial Asset Management Program

Columbia River Water

Quality Issue Resolution

V 包括 (日本)

Projects	Criticality Average "Consequence"				Crit	tica	lity	Ra	ting	js			Condition Average "Risk"				Coi	ndit	ior	Ra	iting	ıs			Total Score (Criticality & Condition Averages)
A-Upper Salmon Creek Interceptor	6.0	6	7	8	8	8	8	6	5	5	5	П	5.5	6	7	8	7	6	8	9	5 5	5	П	Ī	11.5
B-Middle Salmon Creek Interceptor	6.0	8	6	6	7	6	5	9	6	6	7		4.9	5	6	3	4	6	5	9	7 7	7			10.9
C-36th Avenue PS Pump Replacement	7.7	8	9	8	8	9	8	9	9	8 !	9		6.2	7	8	7	8	8	5	7	8 8	8			13.9
D-SCTP Programmable Logic Controller Replacement	7.4	8	8	9	6	9	7	9	8	8 !	9	П	5.8	8	8	9	5	8	4	7	7 7	7		Ī	13.2
E-SCTPO Columbia River Outfall Pipe Replacement	5.5	6	6	7	6	9	6	8	4	5	4	П	4.4	7	4	7	6	6	4	5	5 4	5	П		10.0
F-SCTP Dewatering Equipment Replacement	3.6	7	3	4	4	5	5	2	3	4	3		2.5	4	3	3	3	3	4	2	2 3	3		1	6.1
G- BGFM Valve & Vault Repair	5.0	8	5	4	8	6	7	8	3	3	3		6.3	8	8	7	8	8	7	9	8 6	7			11.3
H-Klineline Interceptor Regional Biofilter	6.1	9	8	6	8	7	4	7	7	5 (5	П	5.7	6	7	5	8	4	7	9	8 7	7		Ī	11.8
I-SCTP Influent Bar Screen	2.5	3	3	3	3	2	4	1	3	3	2	П	2.6	3	3	3	2	2	6	1	4 3	4	П		5.0
J-SCTP UV System Replacement	4.3	8	7	4	7	8	4	3	1	3	2	П	2.3	2	3	4	3	2	5	3	1 2	3		I	6.6
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Alliance Successes

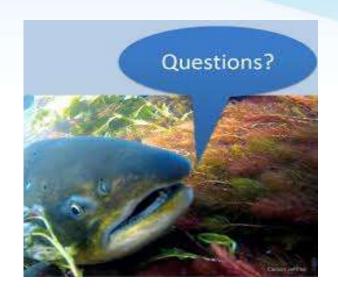


- Biosolids Program Update
- Salmon Creek Treatment Plant Phase 5 Expansion with Outfall Replacement (\$72M)
- Pretreatment Program Delegation
- Operational Consolidations: Ridgefield Treatment Plant & Salmon Creek Treatment Plant



Questions?





Additional Information

 Discovery Clean Water Alliance Website: https://discoverycwa.org



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