AGENDA
Denver Board of Water Commissioners

Video Conference:  http://zoom.us/join, Meeting ID: 977 1050 3693 - Passcode: 653949 or
Dial in (669) 900-6833 - Meeting ID 977 1050 3693 - Passcode: 653949

Wednesday, November 3, 2021 9:00 a.m.

I. INTRODUCTORY BUSINESS

A. Call to Order and Determination of Quorum

B. Public Comment and Communications
   At this point in the agenda, the Board may allow members of the public to address the Board on any item of interest within the jurisdiction of the Board, and not on the agenda for action. Speakers wishing to address a specific Action Item will be invited to address the Board when the item is being considered. Three minutes are allowed for each person unless the President determines otherwise.
   
   1. Distributor Communications
   2. Citizen Advisory Committee Communications

C. Ceremonies, Awards and Introductions

II. ACTION ITEMS

A. Consent Items
   Items listed below are considered routine and may be enacted by one motion and vote. If any Board member desires discussion beyond explanatory questions, or corrections to the Minutes, the President may order that item to be considered in a separate motion and vote.

   1. Minutes from October 13, 2021
   2. Adoption of Jefferson County’s Local All-Hazard Mitigation Plan

B. Individual Approval Items

   1. Appointment to the Citizens Advisory Committee – Suburban Customer Representative
      Ashley Denault 5 minutes
   2. Settlement Agreement with Boulder County for the Gross Reservoir Expansion Project-Contract 505064
      Jessica Brody 5 minutes
III. POLICY MATTERS

A. IT Strategy Overview and Update Virginia Roberts 15 minutes
B. Customer and Distributor Satisfaction Survey Results Angela Bricmont 20 minutes

IV. EXECUTIVE UPDATE

A. CEO Update
B. CFO Update
C. Operations Update

V. BRIEFING PAPERS & REPORTS

A. Briefing Paper
1. Watershed Planning Program Organizational Strategy Update
2. Customer Survey Executive Summary

B. Report

VI. ADJOURNMENT

VII. TRUSTEE MATTERS

VIII. EXECUTIVE SESSION

The Board may adjourn the regular meeting and reconvene in executive session on topics authorized by D.R.M.C Sec. 2-34.

A. Confidential Report
Adoption to Jefferson County’s Local All-Hazard Mitigation Plan

Purpose and Background:
The purpose of multi-hazard mitigation planning is to reduce or eliminate long-term risk to people and property. In order for state, local, and tribal jurisdictions to be eligible for Federal Emergency Management Agency (FEMA) assistance prior to, during and after a disaster strikes, they must develop all-hazard mitigation plans. Each jurisdiction, along with their supporting stakeholder agencies, must participate in the plan development, identify mitigation projects within their agency’s jurisdiction/property, manage and maintain their daily operational commitments, formally adopt the plan and submit the completed plan to FEMA for approval. These all-hazard mitigation plans must be reviewed and updated in 5-year cycles.

In 2012, several local county governments (participating counties below) asked that Denver Water participate in their local planning effort due to the extent of Denver Water’s infrastructure located in their counties. Denver Water’s Emergency Management Program continues to participate in these local planning efforts to ensure pre- and post-disaster funding opportunities are available should something occur which impacts the water system.

As a local government entity, Denver Water could prepare its own comprehensive all-hazard mitigation plan instead of being a stakeholder in other jurisdictions’ plans. The benefits of being a stakeholder include: less expense; greater transparency and awareness of holistic community-based risks; and improved community relationships. Depending on the risks identified, there may also be an opportunity to work with local communities in obtaining grant funding to either further analyze or mitigate risks. As a stakeholder, Denver Water commits staff time to report the status of projects to local communities. There are no additional projects required by this plan, only projects that Denver Water has already committed to.

Denver Water is participating as a stakeholder in the following counties’ All-Hazard Mitigation Plans:

- Adams County
- Arapahoe County
- Douglas County
- Denver City & County
- Jefferson County
- Grand County
- Summit County

Each jurisdiction will require approval by a separate resolution. As the plans become ready, staff will seek a resolution for each plan.

Budget and Schedule:
There is no budgetary impact for this item.
**Recommendation:**
Staff recommends that the Board approve the Jefferson County mitigation plan as it pertains to Denver Water.

**Approvals:**
- [x] James S. Lochhead, CEO/Manager
- [x] Brian D. Good, Chief Administrative Officer
- [ ] Julie Anderson, Chief of Staff
- [ ] Richard B. Marsicek, Chief Water Resource Strategy
- [x] Jessica R. Brody, General Counsel
- [ ] Robert J. Mahoney, Chief Engineering Officer
- [ ] Angela C. Bricmont, Chief Financial Officer
- [ ] Thomas J. Roode, Chief Operations Officer
TITLE: RESOLUTION ADOPTING THE JEFFERSON COUNTY MULTI-HAZARD MITIGATION PLAN 2021 AS IT PERTAINS TO DENVER WATER.

ADOPTED AND APPROVED ON NOVEMBER 3, 2021 BY THE CITY AND COUNTY OF DENVER ACTING BY AND THROUGH ITS BOARD OF WATER COMMISSIONERS

WHEREAS, Jefferson County requested that the City and County of Denver, acting by and through its Board of Water Commissioners (“Denver Water”), as a property owner in Jefferson County, participate in mitigation planning prescribed by the Disaster Mitigation Act of 2000 by assisting in the preparation of Jefferson County’s Multi-Hazard Mitigation Plan; and

WHEREAS, Denver Water recognizes the threat that natural hazards pose to people and facilities within Jefferson County; and

WHEREAS, undertaking hazard mitigation actions will reduce the potential for harm to people and property from future hazard occurrences; and

WHEREAS, the Colorado Department of Emergency Management and the Federal Emergency Management Agency (FEMA) Region VIII officials have reviewed the Jefferson County Multi-Hazard Mitigation Plan and approved it contingent upon official adoption of the participating governing body; and

WHEREAS, Denver Water desires to comply with the requirements of the Disaster Mitigation Act where it specifically references Denver Water within the Jefferson County Multi-Hazard Mitigation Plan; and

WHEREAS, Denver Water, in conjunction with Jefferson County Government is recognizing the FEMA approval of the Jefferson County Multi-Hazard Mitigation Plan, which inventories the threat that natural hazards pose to people and property within that community; and

WHEREAS, an adopted Multi-Hazard Mitigation Plan is required as a condition of future funding for mitigation projects under multiple FEMA pre- and post-disaster mitigation grant programs; and

Adopted by the Board on November 3, 2021

Page 1 of 2
WHEREAS, Denver Water has facilities within the Planning Area, and participated in the mitigation planning process to prepare this Multi-Hazard Mitigation Plan; and

NOW, THEREFORE, BE IT RESOLVED: The City and County of Denver, acting by and Through its Board of Water Commissioners, hereby adopts the Jefferson County Multi-Hazard Mitigation Plan as it pertains to Denver Water.
Appointment to the Citizens Advisory Committee – Suburban Customer Representative

☐ Action by Consent  ☒ Individual Action

Purpose and Background:
The purpose of this Board item is to appoint a Suburban Customer Representative to the Citizens Advisory Committee (CAC). The CAC is a 10-member volunteer committee that advises Denver Water staff and the Board of Water Commissioners on a variety of issues while encouraging and coordinating public participation in the organization’s policymaking process.

The CAC was created as part of the 1979 Foothills Agreement that, among other things, required Denver Water to form a citizens group charged with representing public interests in specific categories of stakeholder groups: Denver citizen representatives (3), West Slope representatives (2), suburban customer representative (1), environmental representative (1), public interest group representative (1), distributor representative (1) and Homebuilders Association of Metro Denver representative (1). The CAC recommends candidates to the Board, and the Board has appointing authority for the CAC.

According to CAC bylaws, qualifications for the suburban customer representative include being a customer in Denver Water’s service area, a United States citizen, and a resident of Colorado for five years or more, as well as being a resident in the suburban service area. The person must not be employed by Denver Water at the time of serving and must have the ability and willingness to have contact with stakeholders.

The term for the current Suburban Customer Representative, Mike Cowan, will end in December 2021. To fill this upcoming vacancy, the CAC advertised the position through traditional and social media, as well as word of mouth. Four applications were received for the position and the CAC interviewed all four candidates.

The CAC would like to put forward for the Board’s consideration two candidates: Emily Meek and James Ginley. Ms. Meek currently works as a standards engineer for the American Water Works Association and is involved in the South Metro Water Supply Authority Water Ambassadors Program and the Equity, Diversity, and Inclusion Committee with the Colorado Water Congress. Previously, she was the education outreach chair of the Water for People Committee at the Rocky Mountain Section AWWA. Mr. Ginley worked for more than 16 years on the staff of the American Water Works Association and has had a long tenue as a consultant, trainer and facilitator to water utilities. He is involved with multiple AWWA committees, teaches customer service and effective utility management for AWWA and is the co-chair of the Rocky Mountain Section AWWA Utility Management Committee. Application materials of the candidates’ interest are attached.

Budget and Schedule:
There is no budgetary impact for this item.
**Recommendation:**
Staff recommends the Board appoint either Emily Meek or James Ginley for one three-year term for the open Suburban Customer Representative position.

**Approvals:**
- ☒ James S. Lochhead, CEO/Manager
- ☒ Julie Anderson, Chief of Staff
- ☐ Jessica R. Brody, General Counsel
- ☐ Angela C. Bricmont, Chief Financial Officer
- ☐ Brian D. Good, Chief Administrative Officer
- ☐ Richard B. Marsicek, Chief Water Resource Strategy Officer
- ☐ Robert J. Mahoney, Chief Engineering Officer
- ☐ Thomas J. Roode, Chief Operations Officer
TO: Ashley Denault, Denver Water Staff Liaison to CAC
FR: Jim Ginley, Denver Water Suburban Customer
Date: August 12, 2021
RE: INTEREST IN PARTICIPATING ON CITIZENS ADVISORY COMMITTEE

Hello Ashley!

I am writing to express my interest in participating on the Denver Water Citizens Advisory Committee as a Suburban Customer Representative.

I have lived and worked in the Denver area for more than 30 years now, and since April 1992, my wife, Joanne and I have been homeowners and Denver Water customers! We live in Platte Canyon Water and Sanitation District and got the notice about this opportunity in our most recent customer newsletter.

I have both a strong interest and solid background to support my role on the committee. In addition to being a homeowner, I have also spent more than 34 years of my professional career in the municipal water sector, including more than 16 years on the staff of the American Water Works Association and another 18 plus years as a consultant, trainer, and facilitator to water utilities, both here in Colorado and across the US and Canada. I have worked with utilities both big and small and I am very well versed in the issues utilities face every day. I am a Life Member of AWWA and I am actively involved on a handful of professional committees, including Strategic Management Practices and Utility Benchmarking, as well as those supporting the development of AWWA manuals in both Utility Management (M5) and Innovation in the Water Sector (M82). I teach both Customer Service and Effective Utility Management for AWWA and I am the co-chair of the Rocky Mountain Section AWWA Utility Management Committee.

Importantly, I would be most grateful for the opportunity to bring my experience and understanding of the water sector to a committee of fellow citizens, as well as serve the role of helping connect Denver Water to its suburban customers.

I am glad to send any additional information (resume or description of my company) and I can provide references from utilities in the area. Please let me know.

And please do not hesitate to give me a call at anytime on 720-878-8523.

Thank you for your time and consideration. I hope to speak with you real soon.

Sincere regards – Jim Ginley
BACKGROUND
I have spent more than 34 years in the water sector as a not-for-profit association professional, utility management and technology consultant, and regulatory compliance specialist. My areas of expertise include strategic planning, organizational assessments, benchmarking, and performance improvement, as well as workshop and focus group facilitation and training. I have led or facilitated dozens of sessions/workshops that engaged hundreds of utility sector professionals, including senior executives, appointed and elected officials, top managers and supervisors, and front-line staff.

I was fortunate to have helped build and launch the AWWA QualServe program and the AWWA Utility Benchmarking effort, as well as the series of AWWA/ANSI Utility Management Standards. I have conducted a variety of benchmarking studies, including the use of the AWWA indicators, the EUM indicators, and other tools. I was also part of the team that built the nationally known and multi-association sponsored EUM framework (back in 2007 and 2008) and I was retained by AWWA to build and present the revised version of EUM, which has been delivered in more than a dozen workshops across the US since 2017 – and now in virtual format in 2020 and 2021. Since 2018, I have been also retained as a subcontractor to US EPA to team-teach a one-day version of the updated EUM framework, including the revised attributes and keys, and with an added emphasis on implementation of proven practices found in the EPA guidance, “Working Toward Sustainability.”

I am a proven and effective communicator, both in writing and presentations. I am a frequent presenter and facilitator at professional conferences such as AWWA, WEFTEC and the Utility Management Conference. I have been published in Journal AWWA, co-authored an AWWA guide book on the AWWA/ANSI Utility Management System Standard (G-400), and authored a chapter in an award-winning water sector anthology, “Damned if We Don’t: Ideas for Accelerating Change around Water.” Recently, AWWA published a new edition of M5 on Utility Management, for which I am recognized as author (because I chaired the committee of a dozen people who contributed) and authored the chapter on strategic planning. I am a member of the AWWA Strategic Management Practices Committee, the AWWA Utility Benchmarking Advisory Committee, the WEF Utility Management Committee, and I am the founder and co-chair of the Rocky Mountain Utility Management Committee.

PROFESSIONAL EXPERIENCE
James F. Ginley, Jim Ginley Consulting (Littleton, CO July 2016 to present)
- Development/Conduct of 2021 Fort Collins Operator Survey for Fort Collin Utilities, Fort Collins, CO (April to September 2021)
- KC Water EUM Strategic Gap Assessment – for Kansas City Water Services, Kansas City, MO (June to October 2021)
- AWWA-USDA Training and Technical Assistance – for American Water Works Association, Denver, CO (conclusion of four years of support in September 2021)
- Review and Update of Southgate Strategic Plan for 2022-2026 -- for Southgate Water & Sanitation Districts, Centennial, CO (June 2021 to present)
- Review and Update of Member Survey and Strategic Plan for 2022-2025 – for South Metro Water Supply Authority, Greenwood Village, CO (June 2021 to present)
• **AWWA Effective Utility Management and Customer Service Workshop Instruction** – for AWWA, Denver, CO (March and September/October 2021).

• **EUM Instructor and Workshop Facilitator** – in support USEPA contract with Ross Strategic, Seattle, WA – virtual workshops for Georgia, New York, Chesapeake, and Oregon; single utility workshops for Henry County, GA; City of Phoenix, AZ; and Charlotte Water (2021)

• **Strategic Plan Addendum** for Fort Collin Utilities, Fort Collins, CO (August 2019 to March 2020)

• **Strategic Plan Review and Update** for Loudoun Water (Virginia) (April 2019 to March 2020)

• **Organizational Assessment** (using EUM framework) for Castle Pines Metropolitan District (Castle Pines, CO) – (July 2019)

• **Development and Implementation of Strategic Plan** for Southgate Water and Sanitation Districts, Centennial, CO (October 2017 to present)

• **Development of Strategic Improvement Plan** for South Metro Water Supply Authority, Greenwood Village, CO (2018 to present)

• **Evaluation, Review, and Update of Strategic Plan** for Town of Castle Rock (CO) Water, (January 2018 to April 2019)

• **Strategic Plan Update** for Wisconsin Section of AWWA (November 2018)

• **Development and Implementation of Strategic Plan** for Plum Creek Water Reclamation Authority, Castle Rock, CO, (2018)

• **Development and Implementation of Strategic Plan** for Mustang Special Utility District, Aubrey, TX (2018)

• **Development and Implementation of Strategic Plan** for Parker Water and Sanitation District, Parker, CO (2018)

• **Facilitation of Strategic Planning Retreat** for Board and Staff of the National Cave and Karst Research Institute, Socorro, NM (June 2018)

• **Development and Implementation of EUM Improvement Roadmap**, Central Utah Water Conservancy District, Orem, UT (September 2017 to November 2018)

• **Delivery of Customer Service Workshop** for the American Water Works Association, Denver, CO (April 2017 to present)

• **EUM Workshop Facilitation** (in support of USEPA Office of Water through subcontract to Ross Strategic), Seattle, WA (March 2018 to present)

• **Development of Guidance, Materials, and Training** to support the Partnership for Safe Water’s “Partnership for Small Systems” Program Development, Denver, CO (October 2017 to present)

• **Development and Implementation of Strategic Plan** for Boxelder Sanitation District, Fort Collins, CO (August 2016 to 2018)

• **Development and Delivery of Effective Utility Management Seminar** for the American Water Works Association, Denver, CO (Nov. 2016 to present)

• **Strategic Direction Workshop** for Arapahoe County Water & Wastewater Authority, Centennial, CO (July 2017)

• **Strategic Goal Measures Workshop** for Lehigh County Authority, Allentown, PA (May 2017)

• **Evaluation of Quality Programs** for Avon Lake Regional Water, Avon Lake, OH (May 2017)

• **Assessment of Operator Licensing and Reciprocity** for the Workforce Strategies Committee of the American Water Works Association, Denver, CO (March to December 2017)
CH2M Olayan, Riyadh, Kingdom of Saudi Arabia (Riyadh – Nov. 2015 to June 2016)
- Project Manager – Business Case Research on Creation of National Water Polytechnic Center (Riyadh and Jeddah, KSA – March 2016 to June 2016)
- Workshop Facilitator – ADSSC STEP Program (Abu Dhabi, UAE – January 2016 to April 2016)
- Program Manager/Organizational Quality, CH2M Olayan (Riyadh, KSA: Nov. 2015 to Feb. 2016)

Isle Inc., the US-based Division of Isle Utilities, Ltd.
- Senior Consultant (Littleton, CO – July 2013 to October 2015)
  - Technology Approval Group (TAG) Meeting Facilitation
  - Technology Group Member Development and Management
  - Focus Group and Panel Session Facilitator

ARCADIS/Red Oak Consulting
- Senior Consultant, (Denver, CO – 2008 to 2013)
- Strategic Planning and Performance Improvement
  - Birmingham (AL) Water Works Board
  - City of Raleigh (NC) NC Public Utilities
  - Cobb County Marietta (GA) Water Authority
  - City of Dayton (OH) Water Department
  - City of Newark (OH) Water and Sewer
  - Organizational Assessments and Benchmarking Studies
  - Thought Leadership and Client Development

American Water Works Association (Denver, CO - 1991 to 2007)
- Manager, Utility Quality Programs (2004 to 2007 and concurrent with QualServe below)
- Manager, QualServe Program (1997 to 2007)
- Senior Section Services Representative (1993 to 1997)
- Technical Training Programs Manager (1991 to 1993)

Other Professional Employment History
- Teacher and Coach, Fairfield College Preparatory High School, Fairfield, CT, 1987 to 1988
- Teacher and Coach, Durham County Public Schools, Durham, NC, 1986 to 1987
- Graduate Research Assistant, Duke University, Durham, NC, August 1983 to May 1985
- Admissions Representative, Kenyon College, Gambier, OH, July 1982 to August 1983

Education
- Master of Environmental Management – Duke University, Durham, NC, 1985
- Bachelor of Arts in Biology – Kenyon College, Gambier, OH, 1982

Professional Organizations
- Member of American Water Works Association since 1989
- Member of Water Environment Federation since 2008
July 29, 2021

Ashley Denault
Denver Water
1600 W. 12th Ave
Denver, CO 80204

Dear Ms. Denault, and members of the Citizens Advisory Committee,

Please accept this letter of interest to serve as the Suburban Customer Representative for the Citizens Advisory Committee. I believe my combination of experience in the drinking water sector, along with my water outreach in the Metro region, make me an excellent candidate for the role.

I have served the drinking water industry for over 10 years, primarily through public health and safety standard development and certification, helping Denver Water and other utilities run more efficiently, and effectively, meeting state and federal regulations. My expertise ranges from treatment chemicals to distribution components, to rehabilitation and utility management practices. I enjoy serving the water industry in other avenues, including education and outreach initiatives. I have presented to K-12 students around the southwest Metro area and encouraged students to pursue water through after-school programs and regional science fairs. I have worked with Water For People, to advance their vision within our community. I believe this combination of water industry knowledge, and my love of community outreach makes me ideally suited to be a liaison between the suburban customers and Denver Water.

I would be honored to serve my community as the Suburban Customer Representative and thank you for the consideration.

Sincerely,

Emily Meek
Standards Engineer
American Water Works Association
Emily Meek

Water resources professional with experience in developing and certifying drinking water standards for water treatment products, distribution and management; committed to building inclusive and innovative teams, furthering the industry through education and outreach; fostering relationships with various stakeholders utilizing excellent communication and organization skills.

EXPERIENCE

Standards Engineer - American Water Works Association (AWWA), Denver, CO
2018 - Present
- Lead and manage volunteer Standards Committees, to develop and revise ANSI-accredited standards, manuals and committee reports
- Serve as technical and procedural support to the Standards Council, preparing new standard requests, developing and implementing operating procedures, and assisting in ANSI audits
- Develop events and outreach materials for standards and water industry education
- Respond to technical inquiries from members, general public, and internal clients
- Support interdepartmental efforts, including moderating webinars and serving as the technical subject matter expert with Publications department
- Serve diversity and inclusion initiatives including AWWA’s women’s program and NSF funded Women of Color in Engineering Collaborative.

Water Ambassadors Program Educator - South Metro Water Supply Authority
Greenwood Village, CO
2017 – present
- Deliver water education programs to kindergarten through high school students, meeting Colorado education standards, focusing on water resources and Colorado water issues.
- Train high school students to become Water Ambassadors, developing personal speaking skills, so they can present water programs to younger students
- Provide oversight and support to high school Water Ambassadors as they present assemblies and classroom presentations to their local elementary schools

Senior Technical Reviewer - NSF International
Centennial, CO
2014 - 2018
- Confirm that reviewers have correctly evaluated sample selection and testing
- Evaluate standards including Drinking Water System Components (Std. 61), Drinking Water Treatment Chemicals (Std. 6o), Drinking Water Treatment Units (DWTU), and Recreational Water Facility Products (Std. 50)
- Manage standard operating procedures and draft process improvement plans
- Participate in LEAN task groups to improve the Water Systems division
- Coordinate departmental participation in company-wide and community outreach events
- Assume tasks of Technical Operations Manager in their absence
- Recipient of 2014 Excellence Award – one of 20 staff awarded, in a company of 1200+ employees
**Associate Toxicologist II** - **NSF International**, Ann Arbor, MI
2011 - 2013
- Reviewed the composition of products and evaluated compliance to NSF/ANSI Standard 61 Drinking Water System Components and Drinking Water Treatment Unit Standards
- Researched rubber vulcanization processes to assess nitrosamine contaminants in products
- Evaluated plastics materials with food contact for compliance with European Union Directive 10/2011 composition requirements and national legislation

**Extended Care Director** - **St. Charles School** Bloomington, IN
2008 – 2010
- Coordinated before and after school care program for 60 - 100 preschool through middle school students: including snacks, group activities, and homework center
- Recruited, trained, and managed staff of eight employees each school year
- Managed finances including annual budget spending, billing, and monthly invoices

**Environmental Science Intern** - **Kieser & Associates** Kalamazoo, MI
Summer 2009
- Researched water quality trading programs within the United States, along with funding opportunities to develop regional policies for nutrient credit programs
- Created environmental education workshops for local lake associations
- Field work included wetland delineation, monitor well sampling, invasive species removal, and lake sediment testing for dredging

**PROFESSIONAL AFFILIATIONS & ASSOCIATIONS**

- **American Water Works Association (AWWA)**
- **Rocky Mountain Section AWWA** – Past Education Outreach Chair, Water For People Committee
- **Society of Standards Professionals**
- **Women in Standards** – Member of Inclusion in Standards Committee
- **Colorado Water Congress** – Member of Equity, Diversity and Inclusion Committee

**EDUCATION**

- **Master of Science in Environmental Science** - **Indiana University**, Bloomington, IN
  Paul H. O’Neill School of Public and Environmental Affairs: Water Resources and Environmental Chemistry, Toxicology and Risk Assessment

- **Bachelor of Science** - **Michigan State University**, East Lansing, MI
  College of Natural Science: Environmental Biology/Zoology; Honors College

**VOLUNTEER**

- **Denver Metro Regional Science and Engineering Fair** - **Judge**

- **Science Olympiad** - **Event Supervisor**, **Adult Mentor**, and **Head Coach**
  - Developed students to be leaders, foster teamwork, and advance their science education
  - Managed parent coaches, supplies and expenses for 23 separate events: competing at local, regional, and state competitions
  - Volunteer at regional competition for middle and high school students; awarding category winners and special awards
Settlement Agreement with Boulder County for the Gross Reservoir Expansion Project
Contract 505064

☐ Action by Consent ☒ Individual Action

Purpose and Background:
The purpose of this Board item is to present for Board approval Contract 505064, a proposed settlement agreement between Denver Water and Boulder County for the Gross Reservoir Expansion Project. The settlement agreement will resolve litigation pending in federal district court concerning Boulder County’s regulation of the Project.

Budget and Schedule:
The total amount of this contract is $10,350,000 and the term of the contract is November 3, 2021, to December 31, 2027. Funds for this contract will come from the 2022 budget for Gross Reservoir Project BU 2009612013, which will budget sufficient funds to pay the $2,800,000 estimated to be needed in 2022. The remaining $7,550,000 will be budgeted in year 2024.

Recommendation:
Staff recommends that the Board approve 505064 with Boulder County for settlement of claims concerning the Gross Reservoir Expansion Project for the contract period November 3, 2021 through December 31, 2027 for a total contract amount not to exceed $10,350,000.

Approvals:
☒ James S. Lochhead, CEO/Manager
☐ Julie Anderson, Chief of Staff
☒ Jessica R. Brody, General Counsel
☒ Angela C. Bricmont, Chief Financial Officer
☐ Brian D. Good, Chief Administrative Officer
☐ Richard B. Marsicek, Chief Water Resource Strategy Officer
☐ Robert J. Mahoney, Chief Engineering Officer
☐ Thomas J. Roode, Chief Operations Officer
Briefing Paper for Watershed Planning Program Organizational Strategy Update

Strategic Plan Alignment

The Watershed Planning Program supports the Excellent Operations Perspective through all three objectives within the Goals of, "strategically aligning our projects and programs to provide the best value to our customers."

Lenses:  □ Customer Centric  □ Industry Leader  □ Long-Term View

- Watershed planning is Customer-Centric and meets the needs of customers; 97% of whom see protecting healthy watersheds as an important Denver Water service according to the 2017 customer survey.
- Denver Water is an Industry Leader in forest management and wildfire risk reduction. This approach will move Denver Water into a new era of leadership in source water protection.
- Watershed planning will occur on a rotating basis across the collection systems with a Long-Term View, 20-year planning horizon, to identify threats and opportunities.

Summary

This briefing paper provides an update on the Watershed Planning Organizational Program. Progress since the prior update in May 2021 includes:

- Nearing completion of the first Strontia Springs Watershed Sediment Management Plan (Strontia Watershed SMP). The plan includes:
  - Priority Areas
  - Recommended Project Areas and Treatments
- Completed a post-fire assessment of the 2021 Platte River Fire burn scar, located within the Strontia Springs watershed sediment priority areas.
- Initiated a GIS platform to communicate information from the first phase of the Watershed Planning Framework in a consistent format across the organization.
- Implemented post-fire recovery and stabilization treatments within the Williams Fork Fire burn scar to protect critical assets.

Background

The Watershed Planning Framework consists of two phases for each collection system: Phase 1 is an inventory, assessment, and prioritization. Phase 2 is action planning to address the priorities identified in Phase 1. The South Collection System Inventory, Assessment, and Prioritization was completed in August 2020. Due to budget constraints in 2021, the action plan was replaced with three individual priority projects that can feed into the holistic action plan in the future. Two of the three individual projects planned for 2021 were completed and presented in the May 2021 update; 1) the North Fork Abandoned Mine Lands White Paper and 2) development of the first water quality assessment monthly and annual reports. The third project, the Strontia Watershed SMP, is discussed below.

Budget

The estimated budget for the South Collection System action plan was $300,000 prior to incorporating the Strontia Watershed SMP. To meet 2021 budget goals and incorporate the Strontia Watershed SMP, the action plan was delayed and replaced with three priority projects. The total budget for the three priority projects from mid-2020 through the end of 2021 was $279,000; $178,000 planned for 2021. In June 2021, a $25,000 amendment to the Strontia Watershed SMP contract was approved to assess potential sediment impacts from the Platte River Fire. With this amendment, the total 2021 cost is $203,000. In addition, just over $100,000 will be spent in 2021 through support contracts to address the...
2020 Williams Fork Fire. To mitigate impacts to infrastructure, $70,000 will be expended for technical and design support. Rocky Mountain Youth Corps supported implementation of hillslope stabilization and other treatments for three weeks at a cost of $32,000. The remaining hillslope stabilization treatments, hazard tree removal, and continuous road maintenance through monsoon season was completed by Jones Pass Source of Supply staff.

Approach

The remaining 2021 Watershed Planning Framework priority project is the Strontia Watershed SMP. Through the competitive selection process, SWCA Environmental Consultants was hired to develop the first Strontia Watershed SMP to address sediment availability and transport within the priority area upstream of Strontia Springs Reservoir. Within that priority area, the project team has identified 39 areas of concern, 74 projects within those areas, and six recommended studies to address data gaps. While detailed project planning is still required, Denver Water staff are ready to begin planning and implementing the first projects in 2022.

However, Denver Water owns just 2% of the priority area upstream of Strontia Springs Reservoir. A critical component of the project is identifying and engaging other landowners and watershed stakeholders. Critical discussions with the United States Forest Service (USFS), Jefferson and Douglas Counties, Coalition for the Upper South Platte, Trout Unlimited, and the Natural Resources Conservation Service have begun and will continue for many years as mutually beneficial projects are identified and momentum builds for restoring and fostering resiliency in these critical watersheds. Initial project implementation will focus on opportunities on Denver Water property and rights-of-way while continuing discussions with other landowners and stakeholders.

In addition to furthering the content within the Watershed Planning Framework, impacts from two wildfires were addressed this year. The 2021 Platte River Fire ignited on July 10th and burned 37 acres on both sides of the North Fork of the South Platte approximately three miles upstream of Strontia Springs Reservoir. The Strontia Watershed SMP project team assessed the burn scar and determined that no immediate treatments were needed, but the area should be monitored for natural recovery. The burn area was noted within the existing areas of concern and project areas for the Strontia Watershed SMP.

The 2020 Williams Fork Fire burned 14,600 acres above the Williams Fork Reservoir, of which, 600 acres burned above the McQueary and Jones Creek diversion structures and over Jones Pass Road. Ninety-nine percent (99%) of the fire burned on National Forest land. Because the upper burn scar is at 11,000 feet and only accessible between June and October, the priority for summer 2021 was to implement emergency treatments to stabilize slopes to protect critical assets including Jones Pass Road and diversion infrastructure. The key 2021 accomplishments are:

- Matrix Design Group and Coalitions and Collaboratives provided critical desktop and field post-fire assessments, recommendations for action, and design support for continued road armoring for 2022.
- Watershed Planning and Office of General Counsel worked closely with USFS staff to receive emergency permits to conduct work not already covered under existing permits on National Forest land.
- Recreation and Source of Supply quickly diverted a Rocky Mountain Youth Corps crew to the area for two weeks to install labor-intensive log erosion barriers, cut hazard trees near the road, and build defensible space on Denver Water land.
Source of Supply staff immediately implemented treatments to manage stormwater over the roads and through culverts and maintained the road all summer ensuring continued access.

**Owner(s)**  
Alison Witheridge and Christina Burri, Water Resource Strategy

**Attachments**  
PowerPoint presentation

Respectfully submitted,  
☒ Alison Witheridge, Watershed Scientist  
☒ Richard B. Marsicek, Chief Water Resource Strategy Officer  
☒ Christina Burri, Lead Scientist
Briefing Paper for Customer Survey Executive Summary

Strategic Plan Alignment

Lenses:  ☑ Customer Centric  ☐ Industry Leader  ☐ Long-Term View

We aim to provide a fact-based, customer-centric foundation to support a customer experience that is commensurate with being the best water utility in the nation.

Summary

The results of the Denver Water End User and Distributor surveys showed favorable results. The End User survey, conducted earlier this year, showed a 1% increase in overall satisfaction from 91% in 2019 to 92% in 2021, and overall satisfaction from the Distributors increased by 7% from 2019. While Denver Water customers consistently report higher-than-average satisfaction, we’ll use the results of the survey to enhance the customer experience and inform our continuous improvement efforts.

Background

Denver Water has fielded this survey biennially beginning in 2013. We mailed 16,000 surveys and had a solid 8% response rate, which falls in line with industry standards. This year, we introduced a pilot methodology by sending the survey to an additional 2,000 customers via email and achieved a 10% response rate. Also, despite our efforts to encourage participation from Spanish-speaking customers by including a cover letter in Spanish, only two Spanish-speaking respondents completed the survey.

Here are the highlights from the survey:

Key measurements of satisfaction:
Overall satisfaction with Denver Water increased 1 percentage point from 91% in 2019 to 92% in 2021, this includes a 4-percentage point increase in customers reporting they are “very satisfied.” The disposition for positive word-of-mouth in the marketplace remains steady with six in 10 customers continuing to report that they would mention Denver Water “very favorably.” Not a single customer experience attribute saw year-over-year declines in the percentage of respondents who said they were “very satisfied.”

COVID response:
Respondents were asked about their level of satisfaction with the consistency of service they received from Denver Water during the COVID-19 pandemic and 89% of respondents responded they were satisfied. One customer noted: “I think that overall Denver Water is doing the best it can. These are special circumstances and for a government agency, Denver Water stands out. I commend this department for taking a stance on the pipe replacement. I can’t imagine how much resistance there was.”

Lead Reduction Program:
There were 1,000 customers included in the survey as participants who were part of the Lead Reduction Program and had their lead service line replaced in 2020. They account for 5% of respondents in this year’s survey. These customers reported higher levels of satisfaction with the repair and maintenance aspects of their interaction with Denver Water, but reported slightly lower levels of satisfaction
overall, with 68% saying they are very satisfied, compared to 72% very satisfied who were not part of the Lead Reduction Program.

**Level of confidence:**
Customers have increasing confidence in Denver Water and the water they use. Respondents gave above-average satisfaction ratings when asked to rate their level of satisfaction with the quality of the water and the reliability of the water supply. Water quality and reliability are key drivers of overall satisfaction, and this rating has significantly improved since 2013.

**Billing and account management:**
Customers can manage their accounts more easily than ever before, which is proving to have had a positive impact on satisfaction because all aspects of billing and account management experienced above-average satisfaction. By continuing to reinforce our customer-centric culture through process improvements without sacrificing the customers’ experience, the professionalism and courtesy of the Customer Care representatives saw an 8 percentage-point increase, which saw the largest gains of all the attributes.

**Interactions with Denver Water:**
More respondents are citing recent interactions with Denver Water than in previous years, up 2 percentage points from 2019, and up 41% from 2015. They report that they read the water bill inserts, observed Denver Water employees at work and read a news article about Denver Water. These interactions have shown a positive impact on their overall impressions of Denver Water and their willingness to mention Denver Water favorably. Additionally, 59% of customers cited they would like to have the ability to select and manage their communication preferences for emergency and non-emergency communications from Denver Water. Customers report that digital methods are their clear preference for communications from Denver Water: 65% would prefer text communications and 60% would prefer email.

**Drought/Climate Change:**
Customers’ satisfaction with Denver Water is closely tied to their perceptions of drought. The more serious they see the drought, the more satisfied they are with Denver Water. The 77% of customers who described current drought conditions as "severe/long term drought" reported that they were very satisfied with Denver Water overall. When it comes to climate change, there is a clear division between what customers feel Denver Water should be doing and what they believe Denver Water is doing. Just over half of respondents agree that they want Denver Water to be a leader in educating the community about climate change and they understand climate change is making Denver Water’s job more difficult. Less than 20% of customers agree that Denver Water is taking the necessary actions and is adequately prepared for the effects that climate change can have on our water supply.

**Gauging interest in real-time access to water use:**
When customers were asked if they would be willing to pay more each month to have access to an online platform that would give them real-time access to their household’s water use, about half of customers responded that they would use the platform, but only about 13% of customers said they would be willing to pay more for it.
Denver Water website:
While the number of respondents reporting they are very satisfied with the website as a source of information increased 7 percentage points, customers are still reporting lower-than-average levels of satisfaction. And while we recognize this area has a lower impact on overall satisfaction, more customers are reporting that they are visiting our website to pay their bill. With today’s culture of increased interactions with technology, customers’ expectations of company website functionality have increased. The majority of respondents told us they prefer email and text as their preferred method of communicating with Denver Water, over our website.

Street work:
Our customers think our Water Distribution crews are professional and courteous, but they continue to feel frustration with the disruption caused by our crews doing pipe replacement in their neighborhoods. They want clear and accurate information regarding the cause of the work, expected length of the water outage and timeframes for when the work will be completed. They also want us to leave the neighborhood in the same or better condition than when we started the work.

Denver Water Distributors:
Denver Water administered the first Distributor Satisfaction Survey in 2013 and has continued to administer the survey every other year (generally the same year as the end user survey). The 2021 survey was sent electronically to 107 distributor employees at various levels and positions. In 2021, we received a 47% response rate, which aligns closely with previously administered surveys.

This year, we attempted to improve participation and the overall clarity of information received by shortening the survey by nine questions, as well as prioritizing questions around overall satisfaction, communication from Denver Water and performance of Denver Water’s employees. Overall satisfaction increased from the 2019 survey by 7%. However, there was a decrease in satisfaction with a variety of specific and differing interactions with Denver Water staff across divisions. Distributors shared in the verbatims that “they want to be treated as a valued partner of Denver Water, having their unique business needs understood and clear and quicker response communications.”

Budget
Not applicable

Alternatives
Not applicable

Approach
Using the survey data, Denver Water can take the following steps to continue to improve the customer experience:
• Refocus the Customer Experience Value Stream.
• Use Spanish-focused marketing to increase survey response from the Spanish-speaking community.
• Consider ways to offer and store customers’ communication preference options, such as email and text, to effectively relay important information.
• Work internally to reevaluate the quarterly street maintenance survey to more clearly identify appropriate internal actions that can be taken to continuously improve Denver Water services.

Owner(s)
Lyndsay Schulz, Finance
Attachments

2021 Customer Experience Year-to-Year Summary Table

Respectfully submitted,

☒ Lyndsay Schulz, Customer Relations Manager ☒ Angela Bricmont, Chief Finance Officer
### 2021 Customer Survey Year to Year Change Summary Table

<table>
<thead>
<tr>
<th>Attribute (% Top Box Unless Noted)</th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
<th>2019</th>
<th>2021</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketplace Position Indicator</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Overall Satisfaction</td>
<td>63%</td>
<td>71%</td>
<td>65%</td>
<td>67%</td>
<td>71%</td>
<td>4%</td>
</tr>
<tr>
<td>Will Mention Denver Water Very Favorably</td>
<td>56%</td>
<td>59%</td>
<td>59%</td>
<td>60%</td>
<td>61%</td>
<td>1%</td>
</tr>
<tr>
<td>Likelihood to Recommend</td>
<td>55%</td>
<td>62%</td>
<td>59%</td>
<td>57%</td>
<td>60%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Contact Behavior</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Reporting Recent Interaction</td>
<td>-</td>
<td>46%</td>
<td>63%</td>
<td>85%</td>
<td>87%</td>
<td>2%</td>
</tr>
<tr>
<td>% Question or Issue</td>
<td>22%</td>
<td>22%</td>
<td>16%</td>
<td>19%</td>
<td>23%</td>
<td>4%</td>
</tr>
<tr>
<td>% Contacting</td>
<td>67%</td>
<td>55%</td>
<td>71%</td>
<td>74%</td>
<td>67%</td>
<td>-7%</td>
</tr>
<tr>
<td>Avg. Number of Questions/Issues</td>
<td>1.68</td>
<td>1.36</td>
<td>1.72</td>
<td>1.61</td>
<td>1.54</td>
<td>-0.07</td>
</tr>
<tr>
<td>% Rage (Extremely or Very Upset)</td>
<td>30%</td>
<td>20%</td>
<td>18%</td>
<td>20%</td>
<td>21%</td>
<td>1%</td>
</tr>
<tr>
<td>Avg. Number of Contacts</td>
<td>1.73</td>
<td>1.36</td>
<td>1.65</td>
<td>1.65</td>
<td>1.60</td>
<td>-5%</td>
</tr>
<tr>
<td>% 1st Contact Resolution</td>
<td>58%</td>
<td>71%</td>
<td>63%</td>
<td>66%</td>
<td>66%</td>
<td>0%</td>
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<tr>
<td>% No Final Action</td>
<td>30%</td>
<td>18%</td>
<td>21%</td>
<td>27%</td>
<td>23%</td>
<td>-4%</td>
</tr>
<tr>
<td>% Expectations Exceeded with Action Taken</td>
<td>10%</td>
<td>16%</td>
<td>16%</td>
<td>14%</td>
<td>12%</td>
<td>-2%</td>
</tr>
<tr>
<td>% EE/Satisfied with Action Taken</td>
<td>52%</td>
<td>60%</td>
<td>63%</td>
<td>59%</td>
<td>53%</td>
<td>-6%</td>
</tr>
<tr>
<td>% Dissatisfied with Action Taken</td>
<td>25%</td>
<td>23%</td>
<td>16%</td>
<td>25%</td>
<td>22%</td>
<td>-3%</td>
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<tr>
<td><strong>Brand Attributes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver Water Cares about the community</td>
<td>54%</td>
<td>56%</td>
<td>53%</td>
<td>52%</td>
<td>54%</td>
<td>2%</td>
</tr>
<tr>
<td>Denver Water encourages its customers to use water wisely</td>
<td>70%</td>
<td>69%</td>
<td>68%</td>
<td>69%</td>
<td>70%</td>
<td>1%</td>
</tr>
<tr>
<td>Denver Water manages its supply with thoughtful research and planning</td>
<td>50%</td>
<td>57%</td>
<td>54%</td>
<td>56%</td>
<td>57%</td>
<td>1%</td>
</tr>
<tr>
<td>Denver Water has affordable rates</td>
<td>-</td>
<td>-</td>
<td>42%</td>
<td>41%</td>
<td>41%</td>
<td>0%</td>
</tr>
<tr>
<td>Denver Water makes protecting the environment a priority</td>
<td>56%</td>
<td>59%</td>
<td>49%</td>
<td>48%</td>
<td>46%</td>
<td>-2%</td>
</tr>
<tr>
<td>Denver Water is open and honest about its water treatment process</td>
<td>51%</td>
<td>54%</td>
<td>50%</td>
<td>56%</td>
<td>54%</td>
<td>-2%</td>
</tr>
<tr>
<td>Denver Water provides safe drinking water</td>
<td>74%</td>
<td>78%</td>
<td>75%</td>
<td>73%</td>
<td>75%</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Customer Experience Attributes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professionalism and courtesy of Denver Water Customer Care Center representatives</td>
<td>60%</td>
<td>68%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Helpfulness of the website as a source of information</td>
<td>44%</td>
<td>45%</td>
<td>46%</td>
<td>44%</td>
<td>51%</td>
<td>7%</td>
</tr>
<tr>
<td>Accuracy of monthly bill</td>
<td>61%</td>
<td>76%</td>
<td>69%</td>
<td>66%</td>
<td>73%</td>
<td>7%</td>
</tr>
<tr>
<td>Clarity/ease of understanding monthly bill</td>
<td>65%</td>
<td>78%</td>
<td>74%</td>
<td>69%</td>
<td>75%</td>
<td>6%</td>
</tr>
<tr>
<td>Accuracy of information provided about causes/anticipated length of time for outage</td>
<td>33%</td>
<td>46%</td>
<td>44%</td>
<td>44%</td>
<td>50%</td>
<td>6%</td>
</tr>
<tr>
<td>Ability of customer care representative to answer your questions/solve your issues</td>
<td>48%</td>
<td>53%</td>
<td>58%</td>
<td>56%</td>
<td>62%</td>
<td>6%</td>
</tr>
<tr>
<td>Ability to provide a valuable service for the rate paid</td>
<td>46%</td>
<td>63%</td>
<td>58%</td>
<td>56%</td>
<td>62%</td>
<td>6%</td>
</tr>
<tr>
<td>Ease and convenience of bill payment options</td>
<td>55%</td>
<td>60%</td>
<td>68%</td>
<td>69%</td>
<td>74%</td>
<td>5%</td>
</tr>
<tr>
<td>Ease of navigating the website</td>
<td>-</td>
<td>44%</td>
<td>48%</td>
<td>45%</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>Ease of updating account information</td>
<td>51%</td>
<td>59%</td>
<td>63%</td>
<td>60%</td>
<td>64%</td>
<td>4%</td>
</tr>
<tr>
<td>Accuracy of account information updates</td>
<td>52%</td>
<td>62%</td>
<td>66%</td>
<td>63%</td>
<td>67%</td>
<td>4%</td>
</tr>
<tr>
<td>Reliability of the water supply</td>
<td>77%</td>
<td>82%</td>
<td>83%</td>
<td>83%</td>
<td>86%</td>
<td>3%</td>
</tr>
<tr>
<td>Timeliness of crediting payments to account</td>
<td>67%</td>
<td>78%</td>
<td>76%</td>
<td>76%</td>
<td>79%</td>
<td>3%</td>
</tr>
<tr>
<td>Ease of contacting customer care</td>
<td>49%</td>
<td>55%</td>
<td>54%</td>
<td>55%</td>
<td>58%</td>
<td>3%</td>
</tr>
<tr>
<td>Ease of doing business with Denver Water</td>
<td>57%</td>
<td>66%</td>
<td>65%</td>
<td>66%</td>
<td>69%</td>
<td>3%</td>
</tr>
<tr>
<td>Helpfulness of water conservation services</td>
<td>45%</td>
<td>59%</td>
<td>54%</td>
<td>54%</td>
<td>57%</td>
<td>3%</td>
</tr>
<tr>
<td>Length of time needed to restore water service after outage</td>
<td>35%</td>
<td>50%</td>
<td>45%</td>
<td>50%</td>
<td>52%</td>
<td>2%</td>
</tr>
<tr>
<td>Professionalism and courtesy of Denver Water crews/field personnel</td>
<td>52%</td>
<td>59%</td>
<td>61%</td>
<td>64%</td>
<td>66%</td>
<td>2%</td>
</tr>
<tr>
<td>Responsiveness to reports of leaks</td>
<td>41%</td>
<td>54%</td>
<td>50%</td>
<td>52%</td>
<td>54%</td>
<td>2%</td>
</tr>
<tr>
<td>Ease of setting up automatic payment option</td>
<td>56%</td>
<td>64%</td>
<td>67%</td>
<td>70%</td>
<td>71%</td>
<td>1%</td>
</tr>
<tr>
<td>Quality of the water</td>
<td>67%</td>
<td>75%</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*-.9%+ = Very Sizeable Negative Change
-3% to -8% = Sizeable Negative Change
-2% to 2% = Limited Change
3% to 8% = Sizeable Positive Change
9%+ = Very Sizeable Positive Change*