



April 13th, 2022

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held Wednesday, April 13th, 2022, via Zoom at: <https://zoom.us/j/6852920354?pwd=K3ZOZnNzcFdDN05UWldMWFYxOVF4Zz09>

In Camera Reports

- 1C Approval of Minutes of the In-Camera Meeting held on 30 March, 2022
- 2C Business Arising from Minutes
 - a) Update on Agreements

Regular Reports

- 1.
 - a) Ratification of In-Camera Motions
 - b) Approval of the Order of Business and Approval of Additions and Deletions
- 2. Approval of Minutes of the Regular Meeting held on 30 March 2022
- 3. Business Arising from Minutes
 - a) Transition Implementation Plan
- 4. 2022/23 Transition Implementation Plan

Information Reports

- 1-I Federal Budget Update

Original signed by

James MacKinnon
Board Secretary



**Atlantic First Nations Water Authority
MINUTES**

30 March 2022

PRESENT: Chief Wilbert Marshall, Chair
Chief Ross Perley, Vice Chair
Chief Terry Paul, Director
Chief Darlene Bernard, Director
Chief Aaron Sock, Director
Chief Leroy Denny, Director
Todd Hoskin, Director
Methilda Knockwood-Snache, EAL Chair

REGRETS: Chief Andrea Paul, Director
Chief Paul Prosper, Director

STAFF: Carl Yates, interim CEO
James MacKinnon, interim COO
Chantal Leblanc, Manager of Corporate Services/ CFO
Adam Gould, Manager of Communications & Outreach
John Lam, Manager of Engineering
James Trimble, Manager of Operations
Rayleen MacDonald, Administrative Assistant
Pamela Harvie, Administrative Assistant

GUESTS: Rod Burgar, Accelerator Inc.

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CALL TO ORDER

The interim CEO, upon direction of the Chair, called the regular meeting to order at 9:38AM via the Zoom virtual platform. The Board moved In Camera at 9:45AM and the regular meeting reconvened at 11:35 AM

Elder Methilda Knockwood-Snache provided an opening prayer.

1.a) RATIFICATION OF IN-CAMERA MOTIONS

MOVED BY Chief Darlene Bernard, SECONDED BY Todd Hoskin that the AFNWA Board ratify the In-Camera Motions from the 30 March 2022 meeting.

Motion Put and Passed

1.b) APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED BY Chief Terry Paul, SECONDED BY Chief Wilbert Marshall that the AFNWA Board approve the Order of Business, adjusted to start with Items 5C and 6C in-camera first.

Motion Put and Passed

2. APPROVAL OF MINUTES – 10 February 2022

MOVED BY Chief Darlene Bernard, SECONDED BY Todd Hoskin that the AFNWA Board approve the 10 February 2022 Regular Minutes.

Motion Put and Passed

3. BUSINESS ARISING FROM MINUTES**a) Transition Implementation Plan Update (verbal)**

James MacKinnon presented on the Transition Implementation Plan, showing progress to date as attached to the Information Report #1-I. There were no questions or comments at this time.

4. ELDERS ADVISORY LODGE TERMS OF REFERENCE

James MacKinnon presented the Elders Advisory Lodge (EAL) Terms of Reference as outlined in the attached report.

MOVED BY Chief Darlene Bernard, SECONDED BY Todd Hoskin that the AFNWA Board approve the Elders Advisory Lodge Terms of Reference , in its substantive form attached.

Motion Put and Passed

5. AUDIT STRATEGY

Chantal Leblanc presented the Audit Strategy as outlined in the attached report.

MOVED BY Chief Todd Hoskin SECONDED BY Chief Wilbert Marshall that the AFNWA Board approve the Audit Strategy , in its substantive form attached.

Motion Put and Passed

6. DATE OF NEXT MEETING

The next special Board Meeting will be on April 13th, 2022, at 9:30 AM via Zoom

The regular meeting was adjourned at 12:16PM

Original signed by

James MacKinnon
Board Secretary

Original signed by

Chief Wilbert Marshall
Chair

The following Information Items were submitted:

1-I Transition Implementation Plan Update



Item # 1-I
AFNWA Board
13 April 2022

TO: Chief Wilbert Marshall, Chair and AFNWA Board Members

SUBMITTED BY: **Original Signed by**

Chantal LeBlanc, Manager of Corporate Services & CFO

APPROVED BY: **Original Signed by**

Carl Yates, interim CEO

DATE: April 11, 2022

SUBJECT: **2022/23 Federal Budget Update**

ORIGIN

Ten-Year Capital and Operating budget, approved by the Board on November 30, 2022 and revised Budget approved by Board on January 26/22. Canadian Federal Budget, released April 7, 2022.

BACKGROUND

AFNWA submitted a Ten-Year Capital and Operating budget to ISC, as approved by the Board on November 30, 2021. As a result of feedback from ISC, a revised budget was submitted on December 10, 2021 which was ratified by the Board on January 26, 2022. The December 10/21 submission was put into the 2022/23 Federal budget which was announced on April 7, 2022.

DISCUSSION

The following is an excerpt from the Federal Budget (p.173), Chapter 7.2 *Supporting Strong and Healthy Communities*:

To accelerate progress to end long-term drinking water advisories and continue addressing critical infrastructure gaps in First Nations communities on reserve:

- ▶ Budget 2022 proposes to provide \$398 million over two years, starting in 2022-23, to Indigenous Services Canada to support community infrastructure on reserve, of which at least \$247 million will be directed toward water and wastewater infrastructure.
- ▶ Budget 2022 proposes to provide Indigenous Services Canada with \$173.2 million over ten years, starting in 2022-23, to support the transfer of water and wastewater services in 17 communities to the Atlantic First Nations Water Authority. By putting service delivery into the hands of communities themselves, this first-of-its-kind, First Nations-led initiative will help chart the path to self-determination, while strengthening the management of water and wastewater infrastructure on reserves.

The \$173.2M identified in Budget 2022 is the incremental amount over and above what was already in the budget to support capital and operating funds for the 17 communities. While it's too early for ISC to provide a detailed breakdown of the funding provided, ISC has confirmed that their approach to costing is consistent with our submission of December 10, 2021 [copy of letter attached for ease of reference].

Our next step will be to assist ISC with their submission through Treasury Board which will include a review of a community-by-community breakdown of funding.

A summary of other considerations has been provided as an attachment to this document. These items aren't considered directly relevant to our budget but could have implications in the future operations of AFNWA.

ATTACHMENTS

December 10/22 letter to ISC

Canada Federal Budget 2022 can be found at <https://budget.gc.ca/>

Report Prepared by: original signed by
Chantal LeBlanc, Manager of Corporate Services & CFO

Financial Review by: original signed by
Carl Yates, interim CEO

Other considerations:

Chapter 2: A Strong, Growing, and Resilient Economy

- Highway Twinning in Nova Scotia through the National Trade Corridors Fund
- New Canada Growth Fund aimed at reducing emissions and contributing to achieving climate goals, including funds for zero-carbon homes and buildings.
- New Innovation and Investment agency which will be operationally independent, similar to Finnish TEKES which “helped transform low-tech sectors like forestry and mining into high tech, prosperous, and globally competitive industries”.
- There’s an increased focus on natural resource extraction, especially as it pertains to minerals that are critical to electric vehicle manufacturing, of which, some are located in Atlantic Canada (tin, tungsten, indium, gallium). Training funds have been set aside for Indigenous-led Organizations to utilize in order to grow capacity (refer chapter 7).

Chapter 3: Clear Air and a Strong Economy

- In 2019, the government committed to establish a federal Canada Water Agency to work with provinces, territories, Indigenous communities, and other stakeholders in order to find the best ways to keep Canada’s water safe, clean, and well-managed. Budget 2022 provides \$19.6M to ECCC to sustain the Freshwater Action Plan which includes clean-up efforts along the Saint John River.
- \$39.2M over five years to ISC to support the purchase of firefighting equipment by First Nations communities.

Chapter 7: Moving Forward on Reconciliation

- Budget 2021 included \$1.04B from the Indigenous Community Infrastructure Fund to support water and wastewater systems on reserve.
- Budget 2022 proposes to provide a further \$4B over seven years to ISC and CIRNAC, including \$2.4B over five years to support housing on reserve.
- Budget 2022 announces the government’s intention to replace the First Nations Land Management Act with shorter, simplified legislation.
- \$35M over five years to ISC to increase economic capacity supports, including specialized training opportunities delivered by Indigenous-led organizations.



Atlantic First Nations Water Authority Inc.

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www.afnwa.ca

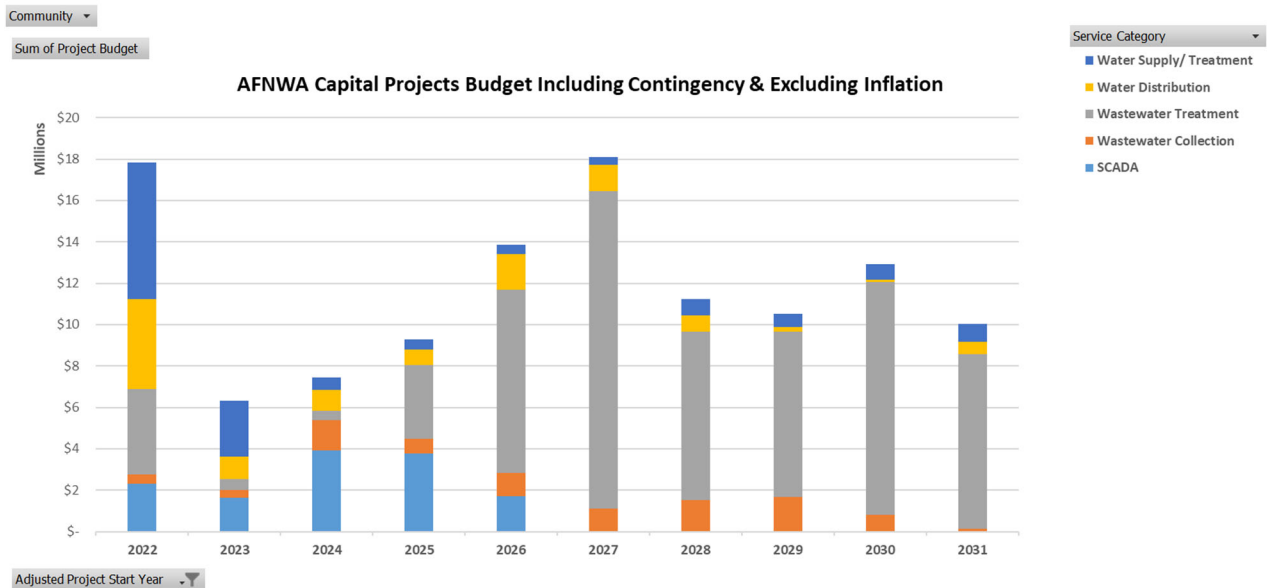
December 10, 2021

Nick Sanders
Acting Manager – Infrastructure, Partnerships and Transfer
Indigenous Services Canada
10 Wellington Street
Gatineau, Quebec, K1A 0H4

RE: Revised Ten Year Operations and Capital Budgets

Further to our recent discussions, we respectfully submit our revised budget to address your concerns to ensure our collective success through the federal budget process. In particular, we have spread the costs of water treatment upgrades associated with GUDI wells over a two-year period and reduced the contingency to 15%. We have also reduced the contingency for the SCADA master plan from 20 to 15% in recognition that we expect to get efficiencies when we combine SCADA projects with other capital upgrades. Lastly, we have adjusted the Wastewater Treatment upgrade costs over the latter years of the capital plan to reflect a range in size for nutrient removal projects. We have also reduced the contingency to 15% in recognition that we will have the opportunity, through the Transfer Agreement, to recast the capital budget after five years of operation. In that regard, these upgrades will benefit from engineering predesign which will present more accurate cost estimates. The revised Ten-Year capital program, including contingencies and excluding inflation, is illustrated in the graph below. Based on our recent discussion, we understand that the federal government will adjust capital programs on an annual basis to recognize changing market and inflationary conditions, all of which will be more fully described in the Transfer Agreement with ISC and AFNWA.





All AFNWA Participating Communities

Row Labels	SCADA	Wastewater Collection	Wastewater Treatment	Water Distribution	Water Supply/ Treatment	Grand Total
2022	\$ 2,293,023	\$ 452,454	\$ 4,153,972	\$ 4,315,099	\$ 6,628,050	\$ 17,842,600
2023	\$ 1,619,552	\$ 374,692	\$ 553,609	\$ 1,068,294	\$ 2,691,053	\$ 6,307,199
2024	\$ 3,903,978	\$ 1,466,990	\$ 462,286	\$ 1,029,760	\$ 562,752	\$ 7,425,766
2025	\$ 3,760,777	\$ 707,390	\$ 3,570,336	\$ 764,531	\$ 489,091	\$ 9,292,125
2026	\$ 1,708,389	\$ 1,138,952	\$ 8,839,864	\$ 1,738,616	\$ 436,993	\$ 13,862,814
2027		\$ 1,093,051	\$ 15,344,599	\$ 1,283,800	\$ 380,476	\$ 18,101,926
2028		\$ 1,509,291	\$ 8,162,312	\$ 764,862	\$ 808,693	\$ 11,245,158
2029		\$ 1,659,902	\$ 7,987,193	\$ 230,986	\$ 624,690	\$ 10,502,771
2030		\$ 793,684	\$ 11,271,612	\$ 117,543	\$ 748,310	\$ 12,931,149
2031		\$ 142,185	\$ 8,444,257	\$ 593,323	\$ 867,255	\$ 10,047,021
Grand Total	\$ 13,285,719	\$ 9,338,593	\$ 68,790,041	\$ 11,906,814	\$ 14,237,362	\$ 117,558,529

With regard to the Ten-Year Operations budget, we have revised the budget to reflect costs in 2021 dollars with the understanding that the federal government will adjust annual budgets for inflation tied to standard indices such as the Canadian Consumer Price Index [CPI] with no less than a 2% annual adjustment. We submit the revised operations budget with the understanding that the methodology for annual increases will be documented in the Transfer Agreement. The Table below indicates the revised Operations budget for the Ten-Year Period and includes the recast capital program as our integrated presentation for submission to the federal government as part of the 2022/23 budget process.

AFNWA Ten Year Operations and Capital Budget

	03/31/2023	03/31/2024	03/31/2025	03/31/2026	03/31/2027	03/31/2028	03/31/2029	03/31/2030	03/31/2031	03/31/2032
OPERATING EXPENSES										
SALARIES & BENEFITS	4,613,641	4,613,641	4,531,236	4,464,940	4,382,536	4,316,239	4,233,835	4,167,539	4,085,134	4,018,838
PROFESSIONAL DEVELOPMENT	306,316	457,765	407,765	246,382	246,382	246,382	246,382	246,382	246,382	246,382
TRAVEL	368,140	368,140	368,140	368,140	368,140	368,140	368,140	368,140	368,140	368,140
CONTRACT SERVICES	4,286,656	4,337,216	4,438,336	4,438,336	4,337,216	4,337,216	4,337,216	4,337,216	4,337,216	4,337,216
UTILITIES & ADMINISTRATIVE SERVICES	1,338,053	1,338,053	1,418,408	1,418,408	1,418,408	1,418,408	1,418,408	1,418,408	1,418,408	1,418,408
PROFESSIONAL SERVICES	589,174	589,174	539,174	539,174	539,174	539,174	539,174	539,174	539,174	539,174
COMMUNITY OUTREACH	115,250	115,250	87,750	87,750	87,750	87,750	87,750	87,750	87,750	87,750
INFORMATION SERVICES	80,740	75,740	74,925	74,110	73,296	72,481	71,666	70,851	70,036	69,222
FLEET COSTS	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000	257,000
CHEMICALS	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500
OTHER PROFESSIONAL SERVICES	266,340	266,340	411,000	402,394	391,387	379,816	367,654	354,869	341,430	327,303
BOARD COMPENSATION	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
TOTAL OPERATING EXPENSES	12,529,810	12,726,819	12,842,235	12,605,135	12,409,789	12,331,107	12,235,725	12,155,829	12,059,171	11,977,933
CAPITAL ITEMS										
CAPITAL PROGRAMS	1,254,777	2,047,777	1,463,855	2,680,226	2,853,134	895,104	906,667	868,852	881,691	1,895,217
CAPITAL PROJECTS UNDER \$20K - DILLON	364,357	160,944	178,296	258,346	213,842	463,178	340,286	240,647	232,083	65,676
CAPITAL PROJECTS - DILLON/ERAMOSIA	17,478,242	6,146,255	7,247,470	9,033,780	13,648,973	17,638,748	10,904,872	10,262,124	12,699,065	9,981,345
TOTAL CAPITAL EXPENSES	19,097,376	8,354,976	8,889,620	11,972,352	16,715,948	18,997,030	12,151,825	11,371,623	13,812,839	11,942,238

In summary, our revised funding request for the ten year period includes a total of \$123.9 million for Operations and \$133.3 million for Capital investments. We appreciate the feedback to date and trust the revised cost projections meet your present requirements.

Respectfully submitted,



Carl Yates, M.A.Sc., P.Eng.

interim Chief Executive Officer

c. Chantal LeBlanc, MBA, CPA, CMA

Manager of Corporate Services/Chief Financial Officer



ITEM # 4
AFNWA Board
13 April 2022

TO: Chief Wilbert Marshall, Chair, and Members of the AFNWA Board

SUBMITTED BY: original signed by
James MacKinnon, interim COO

APPROVED: original signed by
Carl Yates, interim CEO

DATE: April 11, 2022

SUBJECT: 2022-23 Transition Implementation Plan

ORIGIN

Transition Implementation Plan [TIP] approved by the Board at the June 24th, 2020, meeting. AFNWA 10-Year Business Plan approved by the Board at the at the February 10, 2022 meeting.

RECOMMENDATION

It is recommended that the AFNWA Board approve the 2022-23 Transition Implementation Plan in the substantive form attached.

BACKGROUND

Since the approval of the 10-Year Business Plan by the Board on February 10, 2022 and the recent budget allocation announced on April 7, 2022, the AFNWA has identified additional steps required to prepare the AFNWA and communities for transition over the coming fiscal year. AFNWA Senior Management have worked together to outline the multiple tasks and activities that need to be carried out to meet our objectives.

DISCUSSION

The 2022-23 Transition Implementation Plan provides a detailed overview of the tasks to be undertaken to onboard communities and position AFNWA for full autonomous operations. Much like the Transition Implementation Plan that was approved in 2020, this plan is broken down into stages to guide the AFNWA's work. These stages are as follows:

- Treasury Board Submission
- Agreement Ratification Process
- Capital Program Initiation
- Information Technology
- Finance/Corporate Services
- Oversight and Compliance
- Operational Initiation

While major actions have been identified within this plan, some stages require significant resources and their own project charter to complete. As well, because of the dynamic nature of this plan, some stages, timelines and sequences may require adjustment, at the direction of the CEO.

BUDGET IMPLICATIONS

Funds for the 2022-2023 TIP have been accounted for in AFNWA's 8 month transition budget and the 10-year budget submission.

ALTERNATIVES

None recommended.

ATTACHMENT

Draft 2022-23 Transition Implementation Plan

Report Prepared by:	<u>original signed by</u> James MacKinnon, interim Chief Operating Officer
Financial Reviewed by:	<u>original signed by</u> Chantal LeBlanc, Manager of Corporate Services/CFO

2022-2023					
Stage 1: Treasury Board Submission					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Support ISC in development of Investment Analysis Report	CFO	SMT, CEO, COO	ISC	
1.1	Investment Analysis Report Approved	CFO	SMT, CEO, COO	ISC	April, 2022
2.0	Support ISC In development of TB Submission for ADM Approval	CFO	SMT, CEO, COO	ISC	May, 2022
3.0	Final Ministerial Signature	CFO	SMT	ISC	June, 2022

2022-2023					
Stage 2: Agreements Ratification Process					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Service Delivery Transfer Agreement				
1.1	Service Delivery Transfer Agreement Ratified by AFNWA Board of Directors	CEO	RB/COO	Board of Directors	April 13, 2022
1.2	Service Delivery Transfer Agreement sent to potential Member Communities	CEO	COO	Board of Directors	April 14, 2022
2.0	Funding Agreement Approved by Board of Directors	CEO	RB/COO	Board of Directors	April 13, 2022
2.1	Funding Agreement sent to prospective Member Communities	CEO	SMT	Chief & Council	April 14, 2022
3.0	Community Service Transfer Agreements (CSTA)	CEO	COO/RB/MC	Chief & Council	
3.1	CSTA Draft Approved for First Nations communities review	CEO	COO/RB/MC	Board of Directors	April 13, 2022
3.2	CSTA Sent to prospective Member First Nations for review	CEO	COO/RB/MC	C&C	April 14, 2022
3.3	Agreements Workshop	CEO	SMT/RB/MC	CEO	April 20, 2022
3.4	CSTA Review and Comment Period	CEO	SMT/RB/MC	CEO	June 30, 2022
3.5	CSTA Revision	RB	SMT/MC	CEO	July 22, 2022
3.6	Final CATA Approved	CEO	SMT/MC/RB	Board of Directors	July 27, 2022

4.0	Land Access Permits Sent for Review	COO	RB/MC	CEO	April 20, 2022
4.1	Comments Received on Land Access Permits	COO	RB/MC	CEO	June 30, 2020
4.2	Permit Revision	COO	RB/MC	CEO	July 22, 2022
4.3	Final Permits Complete	COO	RB/MC	Board of Directors	July 27, 2022
5.0	Final BCR	CEO	COO	Chief & Council	
5.1	Membership Presentation(s) to Chief and Council	CEO	SMT	CEO	Summer/Fall, 2022
5.2	Membership BCR Approved [Effective Dates]	CEO	SMT	Chief & Council	December 1, 2022 and April 1, 2023
6.0	Implementation Committee Established	Mgr CS/Mgr Eng	SMT	CEO	December 1, 2022

2022-2023					
Stage 3: Capital Program Initiation					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	Predesign for HQ	Mgr Eng	Project Eng, Consultant	CEO	March 31, 2023
2.0	SCADA Masterplan				
2.1	SCADA Standards Development	Mgr Eng	Eramosa Engineering, Supt. Tech. Services	CEO	Oct 1, 2022
2.2	SCADA Pilot	Mgr Eng	Eramosa Engineering Project Eng. Supt. Tech Services	CEO	March 31, 2023

2022-2023					
Stage 4: Information Technology					

Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Servers Established	Mgr CS	IT Coord.	CEO	
1.1 Azure Services Acquired	Mgr CS		CEO	June 30 2022
2.0 One Drive Migration	Mgr CS	IT Coord.	CEO	September 30, 2022
3.0 Service Desk Establishment	Mgr CS	IT Coord.	CEO	September 30, 2022
4.0 Operator Computer/Cell Phone Roll Out – Hardware & Software deployment	Mgr CS	IT Coord.	CEO	November 30, 2022

2022-2023				
Stage 5: Finance/ Corporate Services				
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Utility Accounting Framework	Mgr CS	Controller/IT	CEO	June 1, 2022
1.1 Implementation of New Accounting Software	Mgr CS	Controller/IT	CEO	May 1, 2022
2.0 Federal Budget Announcement				
2.1 Community Capital/ O&M Cash Flow Confirmation	Mgr CS	Mgr Eng/Mgr Ops	CEO	April 30, 2022
2.2 Support for Treasury Board Submission	Mgr CS	Mgr Eng/Mgr Ops	CEO	May 30, 2022
3.0 Procurement				
3.1 Recruit Procurement Coordinator	Mgr CS	HR/COO	CEO	June 30, 2022
3.2 Formalize New Procurement Processes	Mgr CS	PC	CEO	As required
3.2 Develop Procurement Portal on Website	Mgr CS	PC	CEO	March 31, 2023
3.3 Develop Vendor Lists – Parts suppliers, heavy equipment, consultants, etc.	Mgr Eng/Mgr Ops	Procurement Coordinator, Project Engineer, Supt. Operations	CEO	July 29, 2022
3.4 Develop Standard Construction Specifications and Drawings; GIS Standards	Mgr Eng	Project Engineer, AM Tech, Mgr Ops, Supt Ops, Ops Eng	CEO	July 29, 2022
4.0 Banking Services	Mgr CS	CEO/COO	CEO	
4.1 Complete RFP	Mgr CS	CEO	CEO	April 15, 2022

4.2	Develop Investment Policy				May 2022
4.3	Award Banking Services RFP				June 1, 2022
5.0	Interprovincial Payroll Planning				
5.1	WCB Registration	Mgr CS	HR	CEO	August 31, 2022
5.2	Pension Registration	Mgr CS	HR	CEO	August 31, 2022

2022-2023					
Stage 6: Oversight and Compliance					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	AFNWA Benchmark Regulations	Mgr. Ops	CWRS, Compliance Coord/Supt. of Ops/ Ops Eng/Mgr. Eng.	CEO	Dec 31, 2022
1.1	Materials Produced to Articulate Compliance Standards	Mgr. Ops	CWRS, Compliance Coord/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Aug 2022
1.2	Develop Guidance Documents for Each System	Mgr. Ops	CWRS, Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Dec 2022
1.3	Development of Monitoring and Sampling Plans	Mgr. Ops	Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Sept 2023
1.4	Benchmark Regulations Complete	Mgr. Ops	Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	December 1, 2023
2.0	Establishment of Interim Water Quality Oversight Agency				
3.0	Establishment of AFNWA Compliance Committee	Mgr. Ops	Mgr Eng/ Compliance	CEO	April 1, 2022

			Coordinator/Supt. of Operations/Ops Eng.		
3.1	Establishment of FNIHB Water Quality Oversight Committee	Mgr. Ops	Mgr Eng/Compliance Coordinator/Supt. of Ops/Ops Engineer	CEO	June 1, 2022
3.2	Community Sampling Plan & Schedule Established	Mgr. Ops	Mgr Eng/Compliance Coord./Supt. of Ops/Ops Eng./CWRS	CEO	July 1, 2022
3.3	WSER Reporting Plan Established	Mgr. Ops	Mgr Eng/Compliance Coord./Supt. of Ops/Ops Eng./ECCC	CEO	July 1, 2022
4.0	Lead Assessment Pilot	Mgr. Eng.	Ops Eng./Project Engineer/Compliance Coord./Mgr Ops, CWRS	CEO	
4.1	Water Quality Assessment and Random Daytime Sampling	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. of Ops	CEO	July 2022
4.2	Follow-up Profile Sampling and Colloidal Characterization	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Oct 2022
4.3	Laboratory Testing of Corrosion Control Treatment Strategies	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Nov 2022
4.4	Recommendations and Guidance	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Dec 2022
4.5	Final Report	Mgr. Eng	CWRS/CC/Ops Eng./Supt. of Ops/Mgr. Ops	CEO	Jan 2023
5.0	Private Well and Septic System Assessment	Mgr Eng	Consultant/CC/Ops Eng/Supt. of Ops/Mgr. Ops/Project Engineer	CEO	

5.1	Complete RFP	Mgr Eng	Consultant/CC/Ops Eng./Supt. of Ops/Mgr. Ops/Project Engineer	CEO	April 22, 2022
5.2	Award Consultant Contract	Mgr Eng	Consultant/CC/Ops Eng./Supt. of Ops/Project Engineer	CEO	May 25, 2022
5.3	Final Report	Mgr Eng	Consultant/CC/Ops Eng/Project Engineer/Mgr. Ops	CEO	December 1, 2022
6.0	Establish Economic Oversight				
6.1	Support Framework Development	Mgr CS	CEO/COO/RB	FMB	March 31, 2023
7.0	Participation in AFN Joint Working Group on SDWFNA	COO	SMT	CEO	

2022-2023					
Stage 7: Operational Initiation					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	License & Service Transfer				
1.1	CCTV & Alarm Monitoring	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As per SCADA plan
1.2	SCADA	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As per SCADA plan
1.3	Utilities [Power, Water & Wastewater]	Mgr Ops	Supt TS/ Supt. Ops	CEO	As communities onboard
1.4	Internet	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As communities onboard
1.5	Radio [UHF, VHF]	Mgr. Ops	Supt. TS		As communities onboard
2.0	Hardware Purchase/ Transfer				
2.1	Hardware Survey (What belongs to water and wastewater operations and comes to the AFNWA)	Mgr Ops	Supt. Ts/ SSupt. Ops	CEO	Sept 2022
2.2	Tool Purchase	Mgr Ops	S TC/ SI Ops	CEO	ongoing

2.3	Fleet Purchase	Mgr. Ops	Mgr CS/PC/Supt. Ops	CEO/Board of Directors	Sept 2022 and as communities onboard
2.4	Laptop Purchase	Mgr CS	IT/Mgr Ops	CEO	October 31 2022
2.5	Safety Equipment Purchase (PPE, Trench Box, Tripod w Harness)	Mgr Ops	Supt. TS/ Supt. Ops/Safety Co-ord	CEO	Ongoing
2.6	Emergency Power Source Purchase (Generator w trailer)	Mgr Ops	Supt. TS/ Supt. Ops	CEO	Sept 2022
3.0	Contract Initiation			CEO	
3.1	Snow Removal	Mgr Ops	Mgr CS	CEO	To be negotiated as members onboard
3.2	Landscaping	Mgr Ops	Mgr Cs	CEO	To be negotiated as members onboard
3.3	Hub Office Lease	Mgr Ops	Mgr CS	CEO	Ongoing
3.4	Chemicals Supplier	Mgr Ops	Mgr CS	CEO	Ongoing
3.5	Biosolids Removal	Mgr Ops	Mgr CS	CEO	Ongoing
3.6	Insurance – CGL, Environmental, Fleet, etc.	Mgr CS	Mgr Ops	CEO	Ongoing
3.7	Water Quality Testing	Mgr Ops	Mgr CS	CEO	Ongoing
4.0	O&M Program Initiation				
4.1	Water Loss Control Program Development	Mgr Ops	Supt. TC/ Supt. Ops/Consultant	CEO	Ongoing
4.2	Inflow and Infiltration Program Development	Mgr Ops	Supt. TC/ Supt. Ops/Consultant	CEO	Ongoing
4.3	Emergency Response Plan Development	Mgr Ops	EC/ Supt. TC/ Supt. Ops/S&S Coord.	CEO	Sept 2022
4.4	Incident Command System Training	Mgr Ops	EC/ Supt. TC/ Supt. Ops	CEO	Sept 2022
5.0	Operator Training and Development				
5.1	Development of Individual Training Plans	Mgr Ops	Supt. Ops/HR	CEO	Ongoing with all willing operators
5.2	Operator Employment Offers Sent	Mgr. Ops	/Supt. Ops/HR	CEO	As Req'd
6.0	Supervisor Recruitment	Mgr Ops	Supt. Ops/HR	CEO	Dec 31, 2022