SPECIAL MEETING OF THE BOARD OF DIRECTORS
AGENDA
CASCADE WATER ALLIANCE
Held at Cascade's Office and Via Zoom
November 16, 2026
3:30 PM

		Page
1.	CALL TO ORDER	
2.	ROLL CALL	
3.	PUBLIC COMMENT - Members of the public may address the Board for a maximum of two minutes per person.	
4.	EXECUTIVE SESSION	
5.	APPROVAL OF AGENDA	
6.	CHIEF EXECUTIVE OFFICER'S REPORT	3
7.	CONSENT ITEMS	
	a. Board Meeting Minutes for October 28, 2026.	26
	b. Motion to authorize the Chief Executive Officer to enter into a construction contract with the lowest responsible and responsive bidder for construction of the Bellevue-Issaquah Pipeline Relocation Project at Lewis Creek in an amount not to exceed $2,540,000.	30
	c. Motion to adopt Resolution No. 2026-20 amending Cascade Water Alliance Code 5.60.020.C and 5.60.050.B.	33
	d. Motion to authorize the Chief Executive Officer to execute the White River - Lake Tapps Reservoir Project Operations and Maintenance Agreement with Veolia Water North America - West, LLC with a five-year term and an amount not to exceed $2,853,635 for 2027.	39
8.	OTHER ACTION ITEMS	
	a. Motion to authorize the Chief Executive Officer to amend the current contract with Stantec Consulting Services, Inc. (Stantec), to provide program and engineering support (PES) services for the Cascade Supply Program, to increase maximum compensation by $9,237,000, from $4,563,000 to $13,800,000.	43

b. Motion to adopt Resolution No. 2026-19 adopting Cascade's 2027 Legislative and Public Policy Agenda. 61

c. Motion to authorize the Chief Executive Officer to enter into a contract with PRR to redesign Cascade's current website for a not-to-exceed amount of $100,000. 73

d. Motion to cancel the Cascade Board and committee meetings scheduled for December – *No materials in packet.*

9. STAFF PRESENTATIONS

a. Cascade Supply Program Communications and Outreach Strategy 81

10. COMMITTEE REPORTS

a. Executive Committee – *no meeting held.*

b. Finance and Intergovernmental Committee – *November 10, 2026.* 137

c. Resource Management Committee – *November 5, 2026.* 140

d. Supply Program Oversight Committee – *November 4, 2026.* 142

11. NEW BUSINESS

12. NEXT SPECIAL MEETING – *December 9, 2026 – Cascade's Office or Via Zoom – 3:00 p.m.*

13. ADJOURN

NOTE: AS ALLOWED BY STATE LAW, THE BOARD OF DIRECTORS MAY ADD AND TAKE ACTION ON ITEMS NOT LISTED ON THE AGENDA.

CASCADE WATER ALLIANCE

MEMORANDUM

DATE: November 16, 2026

TO: Angela Birney, Chair
Board of Directors

FROM: John Taylor, Chief Executive Officer

SUBJECT: Chief Executive Officer's Report

Administration, Finance, and Economics

- Cascade purchases insurance through the Water and Sewer Risk Management Pool (WSRMP). Cascade had budgeted a 12% increase. In October, the WSRMP announced Cascade's 2027 allocation. Cascade's allocation remained relatively flat with a slight decrease of 0.8% due to claims in 2026 being more favorable than expected, which reduced the projected funding needs.
- The Accountability Audit performed by the Office of the Washington State Auditor (SAO) has been published on the SAO website and is attached at the end of this CEO Report.
- Clark Nuber, Cascade's outside auditing firm, conducted a review of Cascade's third quarter 2026 financial transactions in November 2026. The results of the review will be reported to the Finance and Intergovernmental Committee.
- Cascade's IT consultant, TeamLogicIT, and their subconsultant, Redbot, are planning on conducting penetration tests on the Lake Tapps and Bellevue offices in December. These tests were recommended by Cascade's auditors. The penetration tests help Cascade to assess cybersecurity readiness and inform Cascade where IT infrastructure improvements are needed.
- Cascade staff are in the process of hiring an accountant to start in January 2027. The job description has been drafted, and it will be posted in November with the intent of interviewing candidates in December. Cascade's Board approved an accounting support position in the 20027-2028 budget.

Cascade Supply Program

- The monthly CSP Status Update is attached.
- Staff are continuing to advance the hydraulic modeling, GIS mapping, heat maps, tank siting, and pipeline corridors in preparation for the January Board meeting.
- Staff began early agency coordination. Meetings were held with the U.S. Army Corps of Engineers, Washington Department of Transportation, and Washington Department of Fish and Wildlife.
- Initial communications were sent to several Tribes to request introductory meetings.

- The Permitting Strategy and Communications and Outreach Strategy are drafted and undergoing reviews. The Communications and Outreach Strategy will be presented to the Board at the November Board meeting.

Capital Projects and Operations

- As of November 4, the Lake Tapps Reservoir elevation was 539.06 feet. Cascade began the active fall drawdown on November 1 and will bring the reservoir level down to approximately 538-539 feet for the fall and winter. The drawdown allows Cascade to perform necessary maintenance on the dikes and ensures safety from wind, storm, and wave action during the winter months.
- Cascade and Veolia successfully performed the annual maximum Lake Tapps Outlet Capacity test of 450 cubic feet per second (cfs) on November 3. The test is required to demonstrate Cascade could drain the Lake Tapps Reservoir in the event of emergency at the required 450 cfs.
- Contract negotiations continue to proceed well with Veolia. Cascade plans to seek Board approval for the CEO to finalize and execute the new five-year contract in November.
- Cascade is in the final stages of preparing bid documents for the Bellevue-Issaquah Pipeline (BIP) Relocation Project at Lewis Creek and intends to advertise for prospective bidders in mid-November and open bids in mid-December.
- Bright Night has begun construction of their power poles on Cascade property via the Easement Agreement that was executed between Cascade and Bright Night. Because of the location and timing of the construction, additional coordination and oversight effort was required among Cascade, Veolia, Bright Night, and its construction contractors.
- Cascade will issue a Request for Proposals for a new Construction Management consultant in November.
- Cascade staff submitted the 2026 Dike Annual Inspection Report to the Dam Safety Office in early November and are awaiting comments for acceptance.
- Cascade staff are kicking off the 2028 upper flowline outage program. This program will have several projects that will take advantage of a dewatered upper conveyance system from the Headworks to the Fish Screen Facility to perform construction, repair, maintenance, and inspection of all critical infrastructures in the area. The anticipated schedule is from fall 2028 to March 2029. It will feature several projects that will be going on concurrently. The program is in the initial scoping phase to identify projects that can be done in that time frame.

Water Efficiency

- Combined reservoir storage in the Seattle system is slightly below where it was at this time last year. Seattle Public Utilities believe they will have enough water for people and fish this year.
- The first six Lawn Be Gone: Grass Removal projects have been completed, and Cascade has sent rebate checks to those program participants.

- Cascade had 131 submissions to their online contest that encouraged people to use water-wise plants in their landscaping.
- Tilth Alliance hosted a volunteer work party for Indian American Community Services (IACS) youth at McAuliffe Park on October 24.



IACS Youth at McAuliffe Park in Kirkland

Intergovernmental and Communications

- On October 29, Cascade held the annual Four Cities Meeting to discuss current events at the Lake Tapps Reservoir, issues of interest to the four cities, and collaboration opportunities. Bonney Lake Mayor Terry Carter, Buckley Mayor Carolyn Robertson Harding, and Sumner Mayor Carla Bowman attended with their staff. Board Chair and Redmond Mayor Angela Birney represented the Cascade Board. Auburn Mayor Nancy Backus was unable to attend. The meeting was successful and covered topics related to reservoir levels, winter floods, summer drought, and bulkhead height regulations. Staff will schedule several follow-up meetings at the staff level to ensure coordination continues with the four cities.
- Cascade is developing an introductory video for the Cascade Supply Program (CSP). It is targeted mainly at public audiences and will communicate at a high level what the program is and why it is important for the region. Cascade would like to extend its appreciation to the Board members and member staff who sat for interviews and for members' insights and logistical coordination for on-location footage. While this initial video could only accommodate a few interviews, Cascade is committed to creating additional, future opportunities for all interested Board members and member staff to appear in CSP-related audiovisual collaborations.

Attachments

1. Budget to Actual Expenditure Report through October 31, 2026.

2. Statement of Revenues and Expenditures through October 31, 2026.
3. Statement of Net Position as of October 31, 2026.
4. Contract Status Summary.
5. Monthly Warrants Listing.
6. Monthly Treasurer's Report as of October 31, 2026.
7. Draft 2027 Board Meeting Calendar.
8. CSP Status Update.
9. Accountability Audit.

Cascade Water Alliance
Budget to Actual Expenditure Report
January 1- October 31, 2026
83% of the year completed

Administration	Budget	Actual	Balance	% Expended
Salaries	$ 1,703,486	$ 1,646,650	56,836	96.7%
Benefits	480,482	442,095	38,387	92.0%
Wellness program	1,000	0	1,000	0.0%
Prof. Fee (Technical)	210,000	209,054	946	99.5%
Prof. Fee (Legal)	697,000	679,311	17,689	97.5%
Prof. Fee (Audit)	116,000	98,994	17,006	85.3%
Prof. Fee (Other)	55,000	51,224	3,776	93.1%
Seismic Resillency	100,000	0	100,000	0.0%
Meetings Expense	12,000	6,802	5,198	56.7%
Telephone/Internet	45,000	41,364	3,636	91.9%
Office Rent	418,144	343,800	74,344	82.2%
Office Supplies Admin.	22,000	21,319	681	96.9%
Equip. and Furniture	338,000	86,678	251,322	25.6%
Bank Fees	500	215	285	43.0%
Dues & Subscriptions	30,000	27,355	2,645	91.2%
Taxes/Licenses	16,300	16,290	10	99.9%
Travel	10,000	7,212	2,788	72.1%
Professional Dev.	10,000	7,955	2,045	79.6%
Computer Equipment	20,000	6,517	13,483	32.6%
Software Licenses	75,600	75,557	43	99.9%
Postage & Delivery	1,500	1,243	257	82.9%
Printing & Repro.	3,500	905	2,595	25.8%
Insurance	251,798	127,333	124,465	50.6%
Contingency	51,600	0	51,600	0.0%
Total	$ 4,668,910	$ 3,897,873	$ 771,037	83.5%

Debt Service	Budget	Actual	Balance	% Expended
Bond Debt Service	$ 9,224,541	9,222,041	2,500	100.0%
Total	$ 9,224,541	$ 9,222,041	$ 2,500	100.0%

Conservation	Budget	Actual	Balance	% Expended
Salaries	$ 162,893	$ 127,262	$ 35,631	78.1%
Benefits	44,460	27,152	17,308	61.1%
Prof. Fee (Technical)	28,000	26,225	1,775	93.7%
Prof. Fee (Legal)	1,000	0	1,000	0.0%
Dues & Subscriptions	5,500	896	4,604	16.3%
Rebate Reimb. Com.	115,000	49,108	65,892	42.7%
Irrigation Audit	15,000	14,162	838	94.4%
Turf Removal Rebates	20,000	2,928	17,072	14.6%
Comm. and Public I	510,000	506,072	3,928	99.2%
Misc. Serv. and Sup.	28,000	24,351	3,649	87.0%
Total	$ 929,853	$ 778,156	$ 151,698	83.7%

Com. and Intergovern	Budget	Actual	Balance	% Expended
Salaries	$ 128,199	$ 121,459	$ 6,740	94.7%
Benefits	39,683	25,708	13,975	64.8%
Special Events	10,000	0	10,000	0.0%
Prof. Fee (Other)	165,000	151,806	13,194	92.0%
Sponsorships	30,000	16,950	13,050	56.5%
Comm. and Public I	280,000	59,294	220,706	21.2%
Total	$ 652,881	$ 375,216	$ 277,665	57.5%

Cascade Water Alliance
Budget to Actual Expenditure Report
January 1- October 31, 2026
83% of the year completed

Operations-General	Budget	Actual	Balance	% Expended
Wholesale Water	$ 25,648,897	$ 22,348,732	$ 3,300,165	87.1%
Salaries	76,815	28,431	48,384	37.0%
Benefits	16,767	5,825	10,942	34.7%
BIP O&M	80,000	69,437	10,563	86.8%
Pipeline Prop. O&M	90,000	542	89,458	0.6%
Total	$ 25,912,479	$ 22,452,968	$ 3,459,511	86.6%

Operations-Lake Tapps	Budget	Actual	Balance	% Expended
Salaries	$ 575,920	$ 525,829	$ 50,092	91.3%
Benefits	160,861	109,953	50,908	68.4%
Prof. Fee (Technical)	934,550	533,930	400,620	57.1%
Prof. Fee (Other)	60,000	0	60,000	0.0%
Meetings Expense	4,000	94	3,906	2.4%
Telephone/Internet	8,700	6,077	2,624	69.8%
Office Supplies	8,000	7,910	90	98.9%
Equipment & Furn.	34,000	18,932	15,068	55.7%
Taxes/Licenses	18,000	15,136	2,864	84.1%
Travel	10,000	9,370	630	93.7%
Professional Dev.	2,500	0	2,500	0.0%
Software Licenses	45,500	45,284	216	99.5%
Permitting Costs	9,500	5,014	4,486	52.8%
Misc. Serv. and Sup.	109,500	18,197	91,303	16.6%
LT Operator	3,063,598	2,013,238	1,050,360	65.7%
Unplanned O&M	100,000	89,413	10,587	89.4%
Misc. Facility Repairs	135,000	31,593	103,407	23.4%
USGS Joint Fund	420,000	221,858	198,143	52.8%
Milfoil Control	210,000	182,517	27,483	86.9%
Vendor Services	130,000	6,482	123,518	5.0%
Water Quality	50,000	0	50,000	0.0%
Dike and Roads	92,000	1,250	90,750	1.4%
Total	$ 6,181,629	$ 3,842,076	$ 2,339,553	62.2%

Cascade Supply Program	Budget	Actual	Balance	% Expended
Salaries	$ 267,333	165,315	102,018	61.8%
CSP Consultants	30,471	28,329	2,142	93.0%
CSP Contingency	0	0	0	0.0%
Total CSP Budget	$ 297,804	$ 193,644	$ 104,160	65.0%
Total Operating Budget	**$ 47,868,098**	**$ 40,761,974**	**$ 7,106,125**	**85.2%**

Capital Projects (multi-yr bdgt not shown)	Budget	Actual	Balance	% Expended
Upper Conveyance	$ 1,250,000	1,161,264	88,736	92.9%
Lower Conveyance	1,550,000	32,588	1,517,412	2.1%
Equipment	75,000	0	75,000	0.0%
Facilities	100,000	0	100,000	0.0%
Bellevue-issaquah	800,000	275,526	524,474	34.4%
Tacoma Agreement	6,468,033	5,856,828	611,205	90.6%
Cascade Supply	5,481,414	2,456,764	3,024,651	44.8%
Capital Risk	50,000	0	50,000	0.0%
IT Infrastructure	35,000	0	35,000	0.0%
Total CIP Budget	**$ 15,809,447**	**$ 9,782,970**	**$ 6,026,478**	**61.9%**
Total Overall Budget	**$ 63,677,545**	**$ 50,544,943**	**13,132,602**	**79.4%**

Cascade Water Alliance
Statement of Revenues and Expenditures
From 1/1/2026 Through 10/31/2026

Attachment 2

Operating Revenue		
Water sales	$	38,346,290
Administrative dues		4,366,139
Conservation program		733,386
Total Operating Revenue		43,445,815
Operating Expenses		
Cost of water sold		22,348,732
Salaries and benefits		3,985,047
Professional services		1,775,229
Conservation program		66,198
Depreciation and amortization		5,988,664
Communication and public information		539,347
Office expenses		542,258
Operations		2,268,417
Bank charges		215
Rent		94,116
Maintenance		320,166
Dues and subscriptions		34,164
Miscellaneous		80,004
Total Operating Expenses		38,042,558
Operating Income		5,403,257
Non-Operating Revenue (Expenses)		
Interest income		1,903,727
Other income		1,430,324
Interest expense, net of amount capitalized		(4,986,705)
Total Non-Operating Revenue (Expenses)		(1,652,653)
Capital Contributions		
Regional Capital Facilities Charges		5,832,971
Increase in Net Assets		9,583,574
Net Assets, Beginning of Year		179,348,460
Net Assets, End of Year	$	188,932,034

Cascade Water Alliance
Statement of Net Position
As of 10/31/2026

Assets		
Current Assets		
Cash and cash equivalents	$	42,935,319
Accounts receivable		5,665,642
Prepaid expenses		201,177
Total Current Assets		48,802,138
Capital Assets		
Equipment and furniture		2,404,761
Seattle water contract		22,267,611
Bellevue Issaquah pipeline		22,566,697
Tacoma water contract		159,762,485
Capital Leases		2,437,349
Less accumulated depreciation and amortization		(82,149,130)
Total Capital Assets		127,289,774
Projects in process and assets not yet in service		
Lake Tapps		112,619,096
Tacoma Cascade pipeline		28,455,674
Total Projects in process and assets not yet in service		141,074,770
Restricted cash and cash equivalents		20,547,189
Total Assets		337,713,870
Liabilities		
Current liabilities		
Payables and accrued liabilities		2,497,316
Retroactive water credit		7,201
Accrued interest		1,914,511
Long-term debt current portion		7,535,000
Total Current liabilities		11,954,028
Long-term Liabilities		
Long-term debt		55,865,000
Tacoma contract		76,411,419
Bond premium, net of amortization		1,221,404
Total Long-term Liabilities		133,497,823
Total Liabilities		145,451,851
Net Assets		
Restricted for debt service		151,366,736
Unrestricted		40,895,283
Total Net Assets		192,262,019
Total Liabilities & Net Assets	$	337,713,870

Consultant and Other Vendor Contract Status Summary

Attachment 4

Open contracts

Vendor	Contract number	Contract title	Cascade manager	Effective date	End date	Status date	Percent work completed	Contract amount, including	Amount invoiced	Percent invoiced	Contract balance
Aquatechnex	1	2026 Lake Tapps Aquatic Plant Maintenance Program	P. Anderson	1/1/2026	12/31/2026	11/4/2026	95%	$ 165,000	$ 134,358	81%	$ 30,642
Ballard Spahr	1	Legal Services	C. Paulucci	1/1/2026	12/31/2026	11/4/2026	95%	$ 49,000	$ 27,506	56%	$ 21,494
Ben Bernstein Music	1	Podcast production	M. Brent	1/1/2026	12/31/2026	11/4/2026	0%	$ 7,000	$ -	0%	$ 7,000
BHC Consulting	1	Planning & Permit Assistance	T. Richmond	1/1/2026	12/31/2026	11/4/2026	5%	$ 45,000	$ 480	1%	$ 44,520
Brilliant Marketing	1	We Need Water Social Media Outreach	J. Amspacher	1/1/2026	12/31/2026	11/4/2026	75%	$ 64,000	$ 52,203	82%	$ 11,797
Clark Nuber	1	Annual Financial Audit and Quarterly AUPs	C. Paulucci	1/1/2026	N/A	11/4/2026	98%	$ 89,200	$ 85,801	96%	$ 3,399
Clark Nuber	2	RCFC member process	C. Paulucci	10/1/2025	N/A	11/4/2026	80%	$ 105,000	$ 40,794	39%	$ 64,206
Colehour and Cohen	1	Staffing for classes and events	J. Amspacher	1/1/2026	12/31/2026	11/4/2026	80%	$ 117,525	$ 99,261	84%	$ 18,264
Confluence Engineering Group, LLC	1	Lake Tapps Supply & BIP Water Quality Advisory Services Project	H. Chen	12/1/2023	N/A	11/4/2026	80%	$ 49,000	$ 39,384	80%	$ 9,616
Confluence Engineering Group, LLC	2	Joint Operations Protocol Manual	H. Chen	3/31/2026	N/A	11/4/2026	80%	$ 49,658	$ 32,522	65%	$ 17,137
David Evans	1	On-call Land Surveyor	H. Chen	11/18/2022	12/31/2026	11/4/2026	45%	$ 160,000	$ 61,259	38%	$ 98,741
David McGrath	1	Irrigation Program Assistance	M. Brent	1/1/2026	12/31/2026	11/4/2026	0%	$ 20,000	$ -	0%	$ 20,000
EMB Consulting	1	Powerhouse Paint Condition Assessment	W. Smythe	8/13/2026	N/A	11/4/2026	85%	$ 7,000	$ 6,507	93%	$ 493
Environmental Science Assoc (ESA)	1	Aquatic Plant Management	P. Anderson	1/1/2026	12/31/2026	11/4/2026	98%	$ 49,000	$ 48,159	98%	$ 841
Foster Garvey	1	Bond Counsel	C. Paulucci	7/24/2026	N/A	11/4/2026	50%	$ 48,000	$ -	0%	$ 48,000
Foster Garvey	2	Disclosure Counsel	C. Paulucci	7/24/2026	N/A	11/4/2026	50%	$ 37,000	$ -	0%	$ 37,000
Fluid and Motion Control Technologies, LLC	1	Valve House Preventative Maintenance	W. Smythe	3/9/2026	12/31/2026	11/4/2026	5%	$ 45,000	$ 2,189	5%	$ 42,811
GeoEngineers	1	Dam Engineering/Hydrology/ Geotechnical Service	H. Chen	1/3/2024	12/31/2026	11/4/2026	70%	$ 570,000	$ 409,977	72%	$ 160,023
Gordon Thomas Honeywell	1	State legislative outreach	A. Bennett	1/1/2026	12/31/2026	11/4/2026	75%	$ 84,000	$ 70,000	83%	$ 14,000
Hawkins Delafield & Wood	1	Procurement and contracting for a contract operator for the WRLTR project.	M. Thung	1/1/2026	12/31/2026	11/4/2026	95%	$ 110,000	$ 102,988	94%	$ 7,012
Hawkins Delafield & Wood	2	Advisory and support services for Transition Plan	M. Thung	3/23/2026	N/A	11/4/2026	35%	$ 45,000	$ 14,446	32%	$ 30,554
Herrera	1	On-Call Water Supply Modeling Services	M. Thung	11/4/2024	12/31/2027	11/4/2026	0%	$ 40,000	$ -	0%	$ 40,000
HDR	1	MMD Fish Passage Design Review	H. Chen	12/1/2015	N/A	11/4/2026	99%	$ 1,518,000	$ 1,454,998	96%	$ 63,002
Jennergy	1	Website Maintenance	M. Brent	1/1/2026	12/31/2026	11/4/2026	67%	$ 25,000	$ 16,806	67%	$ 8,194
Johansen Construction	2	Owner's Minor Construction, Repair, and Maintenance	W. Smythe	3/5/2026	N/A	11/4/2026	55%	$ 150,000	$ 85,875	57%	$ 64,125
Jon Shimada	1	On-Call Project Support Services	M. Thung	4/8/2024	12/31/2026	11/4/2026	95%	$ 35,000	$ 30,780	88%	$ 4,220
Lake Tapps Construction	1	Owner's Minor Construction, Repair, and Maintenance	W. Smythe	3/3/2026	N/A	11/4/2026	20%	$ 150,000	$ 29,104	19%	$ 120,896
Langton Spieth	1	Community relations	A. Bennett	1/1/2026	12/31/2026	11/4/2026	75%	$ 78,000	$ 65,000	83%	$ 13,000
Long Building Tech	1	Security Maintenance	H. Chen	1/1/2026	12/31/2026	11/4/2026	50%	$ 78,000	$ 34,396	44%	$ 43,604
Nature Vision	1	Classroom Water Education	M. Brent	1/1/2026	12/31/2026	11/4/2026	85%	$ 135,466	$ 120,469	89%	$ 14,997
Northwest Municipal Advisor	1	Financial Advisory Services	C. Paulucci	9/17/2025	12/31/2027	11/4/2026	0%	$ 49,999	$ -	0%	$ 49,999
Pacifica Law	1	Legal Services	M. Thung	1/1/2026	12/31/2026	11/4/2026	25%	$ 49,000	$ 12,393	25%	$ 36,607
Parametrix	1	On Call Civ/Mech/Structural Eng	H. Chen	1/1/2023	12/31/2026	11/4/2026	75%	$ 650,000	$ 500,446	77%	$ 149,554
Parametrix	2	On-Call Electrical Engineering Srvs	H. Chen	4/7/2025	12/31/2027	11/4/2026	50%	$ 600,000	$ 288,678	48%	$ 311,322
Performance Dimension Group	1	Organizational Performance Services	M. Thung	1/9/2026	12/31/2027	11/4/2026	25%	$ 30,000	$ 1,463	5%	$ 28,538
Puget Sound Energy	1	Water Efficiency Rebates	M. Brent	1/1/2026	12/31/2026	11/4/2026	50%	$ 120,000	$ 49,585	41%	$ 70,415
Rok Technologies, LLC	1	Implementation of GIS Cloud Migration	H. Chen	6/23/2026	6/15/2027	11/4/2026	100%	$ 49,998	$ 49,998	100%	$ -
Seattle Public Utilities	1	Garden Hotline	J. Amspacher	1/1/2026	12/31/2026	11/4/2026	67%	$ 17,620	$ 13,215	75%	$ 4,405
Shaffer Corp.	1	Executive Coaching	M. Thung	6/18/2026	12/31/2026	11/4/2026	0%	$ 10,000	$ -	0%	$ 10,000
SMC Consulting	1	Water Efficiency Consultant	M. Brent	1/1/2026	12/31/2026	11/4/2026	80%	$ 31,000	$ 26,225	85%	$ 4,775
Stantec	1	BIP Relocation at Lewis Creek	W. Smythe	8/27/2025	N/A	11/4/2026	90%	$ 283,684	$ 279,837	99%	$ 3,847
Stantec	2	CSP - Program and Engineering Support	B. Bartle	11/4/2025	N/A	11/4/2026	35%	$ 4,179,956	$ 1,876,654	45%	$ 2,303,302
Sustainable Seattle	1	Problem-Based Learning for Water Systems	J. Amspacher	1/1/2026	12/31/2026	11/4/2026	65%	$ 60,000	$ 46,179	77%	$ 13,821

Tacoma-Pierce County	1	LakeWise Program at Lake Tapps	A. Bennett	1/1/2026	12/31/2026	11/4/2026	30%	$ 140,000	$ 45,151	32%	$ 94,849
TeamLogic IT	1	Info Technology Consulting	C. Paulucci	1/1/2026	12/31/2026	11/4/2026	65%	$ 148,840	$ 89,433	60%	$ 59,407
TechniArt	1	Conservation Website Order page	M. Brent	1/1/2026	12/31/2026	11/4/2026	15%	$ 17,000	$ 2,035	12%	$ 14,965
Terese Richmond LLC	1	On-Call Strategy, Policy and Program Support Services	M. Thung	6/9/2025	12/31/2026	11/4/2026	10%	$ 45,750	$ 4,479	10%	$ 41,271
Tetra Tech	1	AWIA 2025-2026 Updates	M. Thung	12/9/2024	12/31/2026	11/4/2026	55%	$ 350,000	$ 186,954	53%	$ 163,046
Tilth Association	1	Garden Water Efficiency	M. Brent	1/1/2026	12/31/2026	11/4/2026	75%	$ 65,000	$ 48,766	75%	$ 16,234
TITAN Earthwork	1	Owner's Minor Construction, Repair, and Maintenance	H. Chen	4/1/2026	12/31/2026	11/4/2026	50%	$ 150,000	$ 67,979	45%	$ 82,021
Transpo Group	1	On-Call GIS Support	H. Chen	1/1/2026	12/31/2026	11/4/2026	70%	$ 49,500	$ 34,581	70%	$ 14,919
Upstream PBC	2	HydroForecast Subscription Service	M. Thung	10/1/2024	9/30/2026	11/4/2026	75%	$ 49,350	$ 30,198	61%	$ 19,152
USGS	1	Joint Funding Agre-Streamgaging	H. Chen	1/1/2026	12/31/2026	11/4/2026	67%	$ 352,000	$ 221,858	63%	$ 130,143
Vanir Construction Management, Inc.	1	On-call Construction Management	J. Shimada	5/1/2021	N/A	11/4/2026	85%	$ 790,000	$ 672,630	85%	$ 117,370
VanNess Feldman	1	General Counsel	R. Hoffman	1/1/2026	12/31/2026	11/4/2026	70%	$ 900,000	$ 609,346	68%	$ 290,654
Veolia	1	White River-Lake Tapps Reservoir Project Operations and Maintenance Agreement $2,430,226 fixed, $50,000 variable, $12,385 bond	H. Chen	1/1/2026	12/31/2026	11/4/2026	67%	$ 2,492,611	$ 1,914,341	77%	$ 578,270

Closed Contracts

Vendor	Closed contract number	Contract title	Cascade manager	Effective Date	End date	Status date	Percent work completed	Contract amount, including amendments	Amount invoiced	Percent invoiced	Contract balance
Marketplace Events	1	Northwest Flower and Garden Show	J. Amspacher	11/17/2025	12/31/2026	11/4/2026	100%	$ 20,000	$ 20,000	100%	$ -
Catalyst Workplace Activation	1	Additional Workstations & Private Office	C. Paulucci	4/9/2026	N/A	11/4/2026	100%	$ 42,577	$ 42,568	100%	$ 9
Catalyst Workplace Activation	2	2 Standing Desks	C. Paulucci	6/4/2026	N/A	11/4/2026	100%	$ 3,685	$ 3,685	100%	$ 0
Catalyst Workplace Activation	3	Lunch tables and hotel station chairs	C. Paulucci	7/20/2026	N/A	11/4/2026	100%	$ 11,830	$ 11,830	100%	$ -
Confluence Engineering Group, LLC	2	Water Quality Blending Study	M. Thung	12/5/2004	N/A	11/4/2026	100%	$ 230,000	$ 229,918	100%	$ 82
Herrera	2	Bulkheads Study	M. Thung	6/5/2025	N/A	11/4/2026	100%	$ 49,000	$ 46,332	95%	$ 2,668
Johansen Construction	1	2025 Winter Weather Event Emergency Repairs	H. Chen	12/29/2025	N/A	11/4/2026	100%	$ 20,000	$ 8,034	40%	$ 11,966
Sunbreak Talent	1	Recruitment assitance	M. Thung	3/27/2025	N/A	11/4/2026	100%	$ 6,000	$ 4,910	82%	$ 1,090
Stantec	3	CMMS Evaluation Support	M. Thung	3/9/2026	N/A	11/4/2026	100%	$ 49,500	$ 39,084	79%	$ 10,416

Payment Authorization Warrants and Wire Transfers 10/28/26

Attachment 5

WHOLESALE WATER		
WIRE	Seattle Contract Payment 11/26	$1,492,522.00
		$1,492,522.00
CONSULTANTS		
33715	GeoEngineers	$12,591.00
33718	Parametrix	$27,679.09
33719	State Auditor's Office	$6,222.51
33728	Clark Nuber P.S.	$5,250.00
33732	City of Issaquah	$2,943.93
33734	Standard & Poor's	$41,700.00
33737	Tacoma Pierce County Health Department	$9,098.86
33746	Confluence Engineering Group, LLC	$11,434.50
33749	Gordon Derr	$7,000.00
33751	Langton Public Affairs LLC	$6,500.00
33756	Tetra Tech	$4,702.76
		$135,122.65
SALARY, BENEFITS AND EXPENSE REIMBURSEMENTS		
	Payroll (October)	$269,685.71
33711	AWC Employee Benefit Trust	$36,870.88
33714	Paula Anderson	$111.26
33723	MissionSquare-107080	$65,579.94
33724	MissionSquare-304525	$21,124.53
33731	HRA VEBA Trust	$6,264.00
33747	James Amspacher	$343.36
33748	Paula Anderson	$235.38
		$400,215.06
CONSERVATION		
33716	Makarios Communications	$606.65
33727	City of Seattle	$4,405.00
33733	SMC Consulting LLC	$1,900.00
33736	Sustainable Seattle dba Sustainability Ambassadors	$8,840.50
33740	BRILLIANT MARKETING LLC	$5,579.77
33745	Colehour & Cohen	$7,296.48
33752	Nature Vision, Inc.	$9,755.91
33757	Tsuilan Chen	$428.00
33758	Christopher Thompson	$500.00
		$39,312.31

GENERAL		
33710	Association of Metropolitan Water Agencie	$14,200.00
33712	AT&T FirstNet	$834.85
33713	Comcast	$2,069.15
33717	Pacific Office Automation	$316.88
33725	Bellevue Gateway One Equities, LLC	$34,794.34
33726	Cintas Corporation	$8.81
33729	Comcast	$606.33
33730	EmergencyKits.com	$6,325.71
33735	Staples Advantage	$176.61
33738	Water & Sewer Risk Management Pool	$151,543.00
33739	Industrial Software Solutions	$32,488.87
33741	Catalyst Workplace Activation	$5,915.12
33742	Cintas Corporation	$485.17
33743	CIT	$1,917.60
33744	CLEARFLY	$1,123.23
33750	Justifacts Credential Verification, Inc.	$324.90
33753	Pacific Office Automation Inc.	$100.98
33754	Pacific Office Automation	$363.66
		$253,595.21
LAKE TAPPS		
33720	SYBIS LLC	$2,803.93
33721	TITAN Earthwork	$373.01
33755	Puget Sound Energy	$165.76
		$3,342.70
CONSTRUCTION		
33708	Stantec Consulting Services Inc. (SCSI)	$403,501.96
33709	Vanir Construction Management Inc.	$6,435.00
33722	Washington State Department of Transpor	$2,871.53
		$412,808.49
DESTROYED AND VOIDED CHECKS:		

Total Warrants	$1,244,396.42
Total Wires	$1,492,522.00
Total warrants/wire transfers authorized for November 2026	**$2,736,918.42**

Approved: _____ **Date:** _____

Andy Baker, Economist

Approved: _____ **Date:** _____

Dave Hamilton, Secretary/Treasurer

Cascade Water Alliance
Monthly Treasurer's Report
October 2026

	Operating Fund	Construction Fund	Bond Fund	RCFC Fund	Water Supply Development Fund	Rate Stabilization Fund	US Bank Payroll Account	All Funds
Beginning Balances, October 1	**$ 22,521,421**	**$ 14,684,132**	**$ 6,373,269**	**$ -**	**$ 18,337,026**	**$ 2,654,551**	**$ -**	**$ 64,570,399**
Additions:								
Cash received	$ 3,100,472	$ 473,063	$ 9,115	$ -	$ 41,524	$ 9,394	$ -	$ 3,633,568
Transfers from other Cascade funds	$ -	$ -	$ 1,512,425	$ -	$ -	$ -	$ 273,410	$ 1,785,835
Total additions	$ 3,100,472	$ 473,063	$ 1,521,540	$ -	$ 41,524	$ 9,394	$ 273,410	$ 5,419,402
Subtractions:								
Bank fees, payroll, and bond payments	$ 1,702	$ 1,042	$ 2,004	$ -	$ 1,409	$ 185	$ 273,410	$ 279,751
Warrants paid	$ 1,032,723	$ 732,836	$ -	$ -	$ -	$ -	$ -	$ 1,765,559
Wire and other electronic payments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
King Co. Investment Pool impairment (realized)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
King Co. Investment Pool impairment (retained)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers to other Cascade funds	$ 1,785,835	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,785,835
Total subtractions	$ 2,820,260	$ 733,878	$ 2,004	$ -	$ 1,409	$ 185	$ 273,410	$ 3,831,145
Ending Balances, October 31, 2026	**$ 22,801,633**	**$ 14,423,317**	**$ 7,892,806**	**$ -**	**$ 18,377,141**	**$ 2,663,760**	**$ -**	**$ 66,158,657**

DRAFT
2027 Cascade Board Meeting Calendar

Updated 11/10/2026

January 27, 2027

- CSP: Tank and Corridor Alternatives – Presentation
  - Draft Alternatives Analysis Report Part 1 in SPOC and Board packets
- 2028 Outage Program Engineering Support RFQ NOA – **Action/Consent**
- On-Call Value Engineering RFQ – **Action/Consent**

February 19, 2027 – Special Meeting

- CSP: Tank and Corridor Alternatives – **Presentation**

February 24, 2027 (Annual Meeting)

- CSP: Tank and Corridor Alternatives – **Direction**
- Executive Session (CEO Performance Review)
- 2027 Sponsorships – **Action**
- On-Call Construction Management Services RFQ - **Action**

March 24, 2027

- Public Comment Rules – **Action**
- Habitat Conservation Plan Consultant Contract – **Action**
- CSP: Draft Partnership Policy – **Presentation**
  - Draft Partnership Policy in Member Staff, SPOC, FIG, and Board packets

April 28, 2027

- Tunnel Intake Gate Replacement Project Advertisement – **Update**
- CSP: Final Partnership Policy – **Action**
- CSP: Quarterly Update - **Presentation**

May 26, 2027

- Strategic Plan Approach – Presentation

June 23, 2027

- BIP Relocation at Lewis Creek Construction – **Update**
- Tunnel Intake Gate Replacement Project Contractor NOA - **Action**

July 28, 2027

- CSP: Quarterly Update - **Presentation**

August 25, 2027

- *Recess*

September 22, 2027

- Draft Strategic Plan - **Direction**

October 27, 2027

- BIP Relocation at Lewis Creek Construction Closeout – **Update**
- CSP: Quarterly Update - **Presentation**

November 17, 2027

- 2028 Legislative Agenda – **Action**
- 2028 Contract Renewals **– Action**
- Final Strategic Plan – **Action**
- 2028 Outage Program Advertisement- **Update**
- On-Call Engineering Services RFQ - **Action**

December 15, 2027

- *Recess (tentative)*

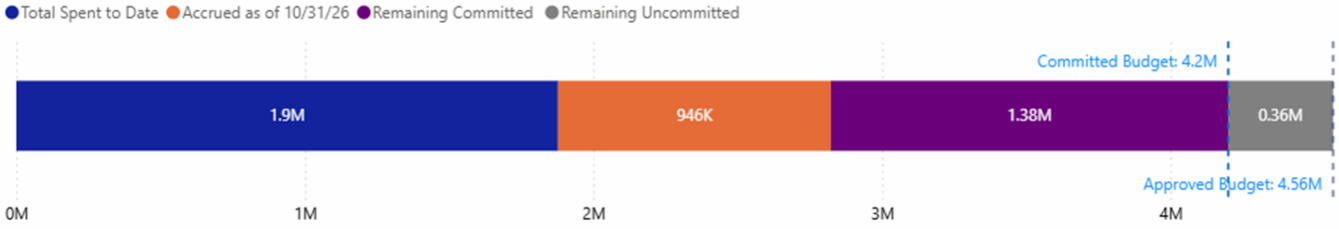
November CSP Status Update

Accomplishments

- Presented draft Communications and Outreach Strategy, Regulatory Requirements, and Permit Acquisition Strategy to member staff, SPOC, and FIG
- Presented final Board Oversight Strategy and Land Acquisition Strategy to member staff, SPOC, and the Board
- Communications Toolkit distributed to the Board and member staff
- Held Quarterly Risk Review Workshop
- Continued alternatives analysis with input from MST and member staff
    - Identified preliminary corridor alternatives that are complete alternatives from Tacoma Pipeline 5 to the Bellevue-Issaquah pipeline. Developing feature sheets for the corridor alternatives to convey comparisons between alternatives.
- Held early outreach and coordination meetings with USACE (Corps of Engineers), WSDOT, and Washington Dept of Fish and Wildlife (WDFW)
- Sent initial communications and requested introductory meetings with Muckleshoot Indian Tribe, Puyallup Tribe, Snoqualmie Indian Tribe, Suquamish Tribe, and Tulalip Tribe.
- Continued developing and implementing tools for program management:
    - Risk Register
    - Issues, Decisions, Actions and Changes log
    - Drafted Opportunities Register
    - Schedule analysis and adjustments based on clarified scope definition
    - Continued drafting Program Management Plan components

Financials (through 0910/31/2026)

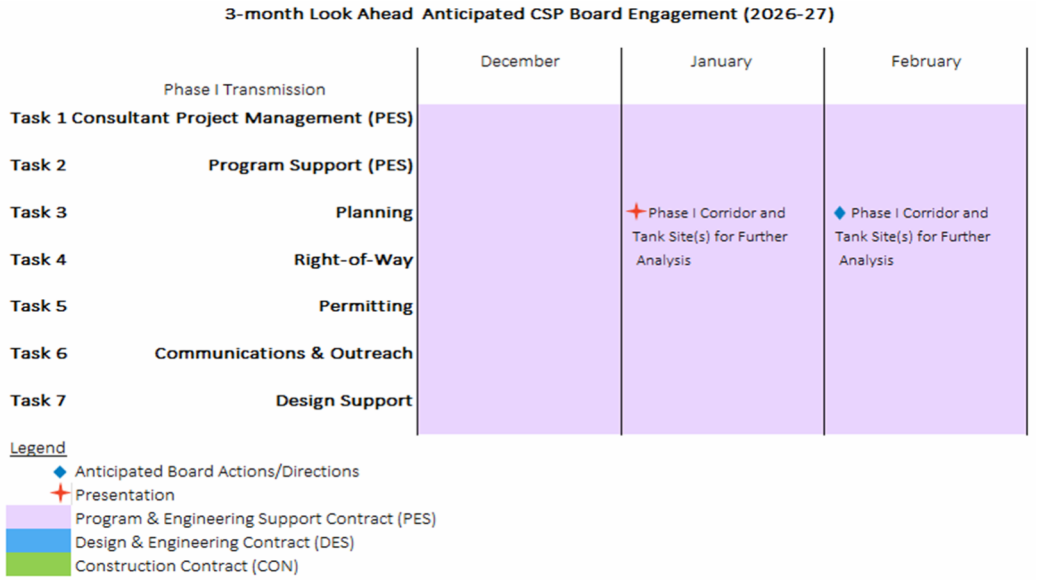
Program Engineering Support (PES) Contract



Board Authorized Amount: $4,563,000
Amount committed in current Work Assignments: $4,200,000
Work Assignment 003: 68% Spent (with accrued) – Forecasted finish: December 2026 – Active

Schedule & Activity Lookahead

3-Month Anticipated Board Engagement Lookahead



3-Month Activity Lookahead

CSP Team:

- Program management:
  - Develop opportunities register and finalize Opportunities Realization Plan and user manual
  - Continue populating risk register; develop documentation and reporting method for mitigation measures
  - Internal review and discussion on draft CSP Partnership Policy
  - Program Management Plan chapter publishing, draft development and reviews
- Continue refining program schedule, defining program and project milestones
- Revise draft Regulatory Requirements and Permit Acquisition Strategy with feedback from member staff
- Continue regulatory agency outreach and engage Tribes
- Revise draft Communications and Outreach Strategy with feedback from member staff
- Alternatives analysis:
  - Continue ROW and Permitting evaluations of potential corridors and tank sites
  - Complete comparison framework for presentation of corridor and tank alternatives including Board Criteria
  - Confirm hydraulic compatibilities of potential corridor and tank sites
  - Draft Alternative Analysis Report Part 1 documenting alternatives analysis process completed this year
  - Present results of corridor alternatives analysis and recommendations to the Board in January and February
  - Participate in Board Corridor Alternatives Workshop in February
- Continue developing Design Standards and Guidelines, Design Criteria and other design support documentation

Upcoming Board Actions and Discussions:

- 2027 PES Work Plan (Presentation and Action, November)
- Communications and Outreach Strategy (Presentation, November)
- Phase I Corridor and Tank Site(s) Direction for Further Analysis (Presentation, January and February)

Risks and Opportunities

The Program risk register currently includes 79 preliminary risks. Over the coming months, staff are building out the Program opportunity register and Opportunities Realization Plan. This month, staff did not share any specific risks with SPOC, but rather broadly discussed the potential risks that will need to be considered as the Board reviews alternatives in the upcoming January and February Board meetings.

Below is the risk matrix showing the total number of risks and opportunities within each ranking: High (probable), Medium (possible), Low (rare).

Legend			
Risk		**Opportunity**	
27	High	0	High
31	Medium	1	Medium
21	Low	0	Low

High (Probable)
Medium (Possible)
Low (Rare)

Office of the Washington State Auditor
Pat McCarthy

Accountability Audit Report

Cascade Water Alliance

For the period January 1, 2025 through December 31, 2025

Published October 29, 2026

Report No. 1040723

Scan to see another great way we're helping advance #GoodGovernment

Office of the Washington State Auditor
Pat McCarthy

October 29, 2026

Board of Directors
Cascade Water Alliance
Bellevue, Washington

Report on Accountability

Thank you for the opportunity to work with you to promote accountability, integrity and openness in government. The Office of the Washington State Auditor takes seriously our role of providing state and local governments with assurance and accountability as the independent auditor of public accounts. In this way, we strive to help government work better, cost less, deliver higher value and earn greater public trust.

Independent audits provide essential accountability and transparency for Board operations. This information is valuable to management, the governing body and public stakeholders when assessing the government's stewardship of public resources.

Attached is our independent audit report on the Board's compliance with applicable requirements and safeguarding of public resources for the areas we examined. We appreciate the opportunity to work with your staff and value your cooperation during the audit.

Sincerely,

Pat McCarthy, State Auditor

Olympia, WA

Americans with Disabilities

In accordance with the Americans with Disabilities Act, we will make this document available in alternative formats. For more information, please contact our Office at (564) 999-0950, TDD Relay at (800) 833-6388, or email our webmaster at webmaster@sao.wa.gov.

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AUDIT RESULTS

Results in brief

This report describes the overall results and conclusions for the areas we examined. In those selected areas, Board operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources.

In keeping with general auditing practices, we do not examine every transaction, activity, policy, internal control, or area. As a result, no information is provided on the areas that were not examined.

About the audit

This report contains the results of our independent accountability audit of the Cascade Water Alliance from January 1, 2025 through December 31, 2025.

Management is responsible for ensuring compliance and adequate safeguarding of public resources from fraud, loss or abuse. This includes the design, implementation and maintenance of internal controls relevant to these objectives.

This audit was conducted under the authority of RCW 43.09.260, which requires the Office of the Washington State Auditor to examine the financial affairs of all local governments. Our audit involved obtaining evidence about the Board's use of public resources, compliance with state laws and regulations and its own policies and procedures, and internal controls over such matters. The procedures performed were based on our assessment of risks in the areas we examined.

Based on our risk assessment for the year ended December 31, 2025, the areas examined were those representing the highest risk of fraud, loss, abuse, or noncompliance. We examined the following areas during this audit period:

- Compliance with public work projects – change orders
- Payroll – gross wages
- Accounts payable – general disbursements
- Bank accounts – review of activity
- Open public meetings – compliance with minutes, meetings and executive session requirements
- Financial condition – reviewing for indications of financial distress

RELATED REPORTS

Financial

A financial statement audit was performed by a firm of certified public accountants. That firm's report is available on our website, https://portal.sao.wa.gov//ReportSearch.

INFORMATION ABOUT THE ALLIANCE

The Cascade Water Alliance is a joint municipal utility services authority located in Bellevue, Washington. Its membership consists of the cities of Bellevue, Issaquah, Kirkland, Redmond and Tukwila, along with the Sammamish Plateau Water and the Skyway Water and Sewer District. The Alliance was organized to coordinate and plan cooperatively with other regional water providers and local nonmember water utilities, to maximize supply availability and to minimize system costs.

Established in 1999, Cascade Water Alliance converted from a Washington State nonprofit corporation to a Washington State Joint Municipal Service Authority on July 12, 2012. The Alliance supplies over 400,000 King County residents and employment population of about 380,000. The Alliance is governed by a Board of Directors that consists of seven elected officials appointed from member entities. Operating expenditures for 2025 totaled $43 million. The Alliance has seventeen employees and two temporary employees.

Contact information related to this report

Contact:	Christopher Paulucci, Finance Director
Telephone:	(425) 453-0930
Website:	www.cascadewater.org

Information current as of report publish date.

Audit history

You can find current and past audit reports for the Cascade Water Alliance at https://portal.sao.wa.gov//ReportSearch.

ABOUT THE STATE AUDITOR'S OFFICE

The State Auditor's Office is established in the Washington State Constitution and is part of the executive branch of state government. The State Auditor is elected by the people of Washington and serves four-year terms.

We work with state agencies, local governments and the public to achieve our vision of increasing trust in government by helping governments work better and deliver higher value.

In fulfilling our mission to provide citizens with independent and transparent examinations of how state and local governments use public funds, we hold ourselves to those same standards by continually improving our audit quality and operational efficiency, and by developing highly engaged and committed employees.

As an agency, the State Auditor's Office has the independence necessary to objectively perform audits, attestation engagements and investigations. Our work is designed to comply with professional standards as well as to satisfy the requirements of federal, state and local laws. The Office also has an extensive quality control program and undergoes regular external peer review to ensure our work meets the highest possible standards of accuracy, objectivity and clarity.

Our audits look at financial information and compliance with federal, state and local laws for all local governments, including schools, and all state agencies, including institutions of higher education. In addition, we conduct performance audits and cybersecurity audits of state agencies and local governments, as well as state whistleblower, fraud and citizen hotline investigations.

The results of our work are available to everyone through the more than 2,000 reports we publish each year on our website, www.sao.wa.gov. Additionally, we share regular news and other information via an email subscription service and social media channels.

We take our role as partners in accountability seriously. The Office provides training and technical assistance to governments both directly and through partnerships with other governmental support organizations.

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- Email: webmaster@sao.wa.gov

MEETING MINUTES OF THE
BOARD OF DIRECTORS
VIA HYBRID
OCTOBER 28, 2026

1. CALL TO ORDER

At 3:30 p.m. Chair Birney called the meeting to order.

Chair Birney reminded the Board that amendments should go through the committee process before reaching the full Board and suggested discussing the timing of information and amendments at a retreat in the new year. Mr. Warren noted that under the new committee structure not every committee sees every item and supported that discussion.

2. ROLL CALL

Board Members Present: City of Bellevue (Hamilton), City of Issaquah (Mullet), City of Kirkland (Pascal), City of Redmond (Birney), Sammamish Plateau Water & Sewer District (Warren), Skyway Water and Sewer District (Ault)
Board Member Absent: City of Tukwila (McLeod)
Board Alternates Present: City of Redmond (Nuevacamina), Sammamish Plateau Water & Sewer District (Hooshangi)

3. PUBLIC COMMENT

None.

4. EXECUTIVE SESSION

None.

5. APPROVAL OF AGENDA

Motion by Mr. Hamilton and second by Mr. Mullet to approve the meeting agenda as presented. Motion carried unanimously (6-0).

6. CHIEF EXECUTIVE OFFICER REPORT

John Taylor reviewed the Chief Executive Officer's Report that was included in the Board Packet. He noted the State Auditor's audit had no findings and Cascade's bonds sold the previous day at a favorable interest rate. He also reported he has been meeting with the City

of Seattle and the Veolia operating agreement for Lake Tapps is expected to come to the Board in November.

7. CONSENT ITEMS

A. Board Meeting Minutes for September 23, 2026.

B. Motion to authorize the Chief Executive Officer to renew contracts for engineering, vendor, and consulting services as shown in the Board Packet totaling $3,259,307, and in accordance with the adopted 2027 – 2028 Cascade budget.

Motion by Mr. Hamilton and second by Mr. Mullet to approve Consent Action Items A-B as presented. Motion carried unanimously (6-0).

8. OTHER ACTION ITEMS

A. Motion to approve the Board Oversight Strategy document outlining the oversight objectives for the Cascade Supply Program.

Motion by Mr. Mullet and second by Mr. Pascal to approve the Board Oversight Strategy.

Brian Bartle, Program Executive, explained that the Strategy was revised with member staff at the Board's direction, restructured into eight sections, and now includes a section on reporting to the Board. The Supply Program Oversight Committee recommended approval. Mr. Pascal explained that Kirkland's amendment reflects the Board's growing focus on how Phase 1 decisions affect Phase 2, and Mr. Hamilton and Mr. Warren expressed support for the revisions.

Motion by Mr. Pascal and second by Mr. Hamilton to amend the Risk Criterion in Table B on page 9 of the Board Oversight Strategy by adding "including how Phase 1 decisions influence risks in Phases 2 and 3 through their effects on project sequencing, flexibility for future choices, interdependencies, and the opportunities or constraints they create."

Chair Birney supported the amendment but asked that future amendments come through the committee process. Mr. Taylor said staff view it as a friendly amendment.

At the question, motion carried unanimously (6-0) to amend the Board Oversight Strategy.

At the question, motion carried unanimously (6-0) to approve the Board Oversight Strategy, as amended.

B. Motion to approve a letter to King County regarding reclaimed water policy options.

Motion by Mr. Ault and second by Mr. Mullet to approve the letter to King County.

Andy Baker, Economist, explained that King County is accepting comments on its reclaimed water policy options as part of the Regional Wastewater Services Plan update. The letter supports reclaimed water as a potential future supply while protecting existing uses, asks for a true status quo option based on Cascade's existing agreement with the County, recommends monitoring, cost studies, pilots, and a state regulatory framework, and does not support regional expansion until that work is done. Cascade's main concerns are cost shifts to other customers and PFAS reaching groundwater sources. The revised Board Packet included an updated letter and a redlined version.

Board Members thanked staff for a concise letter. At Chair Birney's request, staff will make a scrivener's correction to clarify that the County must obtain consent from the water purveyor.

At the question, motion carried unanimously (6-0).

9. STAFF PRESENTATIONS

A. Cascade Supply Program Quarterly Update

Mr. Bartle and Cascade staff provided the quarterly update. Spending is under budget while deliverables remain on track. Staff will bring three corridor alternatives and tank sites to the Board in January for direction, followed by a February workshop, with a decision on alignment and tank site expected in early 2028. Chair Birney asked staff to advise the Board on what can be discussed publicly versus in executive session regarding corridors and property.

B. Cascade Supply Program Land Acquisition Strategy

Mr. Bartle explained that staff are no longer seeking Board action on the Land Acquisition Strategy. Future annual work plans will include requests to purchase land, delegated settlement authority for the Chief Executive Officer, and condemnation authority. Board Members supported settlement authority of $150,000 and 50 percent over the initial offer and asked for a January discussion on which documents the Board should adopt.

C. Bond Update

Mr. Baker reported S&P and Moody's maintained Cascade's AAA and Aa1 ratings. Cascade sold $40,730,000 in 25-year bonds on October 27, closing November 17, with an all-in true interest cost of 4.577 percent compared to 5.02 percent in the budget, saving about $4.5 million over the life of the bonds. The next issuance is targeted for late 2028 or early 2029.

10. COMMITTEE REPORTS

A. Executive Committee – No meeting held.

B. Finance & Intergovernmental Committee – Meeting held October 20, 2026. The meeting recap was included in the Board Packet.

C. Resource Management Committee – Meeting held October 8, 2026. The meeting recap was included in the Board Packet. Mr. Warren noted that Seattle Public Utilities will give its water supply report at the next meeting.

D. Supply Program Oversight Committee – Meeting held October 14, 2026. The meeting recap was included in the Board Packet.

11. NEW BUSINESS

No new business was brought before the Board.

12. NEXT SPECIAL MEETING

The next Board meeting will be held on Monday, November 16, 2026 at 3:30 p.m. at Cascade's office or via Zoom.

13. ADJOURN

The meeting adjourned at 5:01 p.m.

APPROVED BY:

_____
Angela Birney, Chair

_____
Tom McLeod, Vice-Chair

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to authorize the Chief Executive Officer to enter into a construction contract with the lowest responsible and responsive bidder for construction of the Bellevue-Issaquah Pipeline Relocation Project at Lewis Creek in an amount not to exceed $2,540,000.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

The Washington State Department of Transportation's (WSDOT's) I-90 Lewis & West Village Park and Schneider Creeks Fish Passage Project requires relocating the Bellevue-Issaquah Pipeline (BIP) from its current underground alignment. This construction contract will relocate the BIP at Cascade's cost as required in Cascade's franchise agreement with WSDOT. This project will be constructed concurrently with WSDOT's Design Build project.

BACKGROUND

WSDOT's I-90 Lewis & West Village Park and Schneider Creeks Fish Passage Project is in construction with the State's Design-Build (DB) Contractor, Atkinson Construction LLC. Cascade's BIP occupies WSDOT's right-of-way and has been determined to be in conflict with the State's culvert replacement project, necessitating relocation of Cascade's infrastructure in accordance with Cascade's franchise agreement with the State. The State's project is to replace the Lewis Creek Culvert with an overhead bridge, necessitating the BIP to be relocated from its current underground alignment onto the bridge. The BIP is a 24-inch, high pressure main that is the sole source of water for certain member agencies and must be kept in service for the duration of construction of the bridge and during all phases of relocation of the BIP.

Due to the relocation to a new location within WSDOT's right-of-way, Cascade's franchise agreement with WSDOT is required to be amended after the final design. Cascade's consultant, Stantec, completed final design in August, and Cascade sent the franchise amendment package to WSDOT for their approval. Cascade received WSDOT's approval on October 14 and is currently finalizing the bid documents. The planned advertisement for public construction bid is mid-November with the bid opening in mid-December.

Cascade's scope of work includes installing a full-size temporary bypass of the BIP, installing a new pipeline onto the WSDOT bridge, installing a temporary bypass during construction, and testing and placing the new pipeline into service. The BIP must be kept in service for the duration of construction of the bridge and during all phases of relocation of the BIP. It will require the contractor to substantially coordinate with WSDOT and their Design Builder to construct the State's and Cascade's projects concurrently. This delivery methodology of using two contractors to perform work simultaneously on the same worksite under separate contracts is not typical but was required by the State and will demand substantially more coordination for the duration of the project and additional costs for Cascade.

Based on the Engineer's Estimate from Cascade's design consultant, Stantec, Cascade staff is requesting a total authorized amount of up to $2,540,000.

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

WSDOT's project includes construction of a bridge that conflicts with the BIP. Cascade has a franchise agreement with the State to locate the BIP within the State's right-of-way, and the condition of the franchise requires that Cascade relocate its utility upon State notice and at Cascade's expense. If Cascade does not complete the design and relocate the BIP in a timely manner, then the State will perform the work and will back charge Cascade. Costs would likely be much higher under that scenario and will result in service disruption for our members.

PRIOR BOARD ACTIONS

Board Action	Date	Resolution No. (if Applicable)
Motion to authorize the Chief Executive Officer to enter into a contract with Stantec to provide engineering and construction management services for the Bellevue-Issaquah Pipeline (BIP) Relocation Project at Lewis Creek in an amount not to exceed $500,000.	06/25/2025	N/A
Motion to authorize the Chief Executive Officer to execute a Utility Construction Agreement with Washington State Department of Transportation to provide bridge reinforcement design and coordination services in support of relocation of the Bellevue-Issaquah Pipeline at Lewis Creek, in an amount not to exceed $260,000.	09/24/2025	N/A

PROCUREMENT PROCESS

In accordance with state law for procuring a public works construction contract, an Invitation To Bid (ITB) is planned to be advertised in mid-November in Bidder's Exchange, the *Tacoma News Tribune,* and the *Seattle Daily Journal of Commerce*. The entire bid package will be placed into the Bidder's Exchange network.

The bid opening date is planned to be one month after the advertisement. Cascade will review the bids and determine the lowest, responsible, and responsive bidder and anticipate awarding the construction contract in early January 2027.

FISCAL IMPACT

Total Contract Cost: This contract will include capital expenditure anticipated under line item 310 of the adopted 2025-2026 CIP budget. The budget includes $2,600,000 for 2027, with anticipated expenditures of approximately $2,540,000 total for this construction contract.

Approved in Current Biennial Budget: ☒ Yes ☐ No ☐ N/A

Budget Line	2027 Capital Budget	Spent and Committed to Date	Available 2027 Budget	This Action	2027 Remaining Budget
310- Bellevue-Issaquah Pipeline (BIP)	$2,600,000	$0	$2,600,000	$2,540,000	$60,000

RECOMMENDED ACTION

Authorize the Chief Executive Officer to enter into a construction contract with the lowest responsible and responsive bidder for construction of the Bellevue-Issaquah Pipeline Relocation Project at Lewis Creek in an amount not to exceed $2,540,000.

ATTACHMENTS

None.

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to adopt Resolution No. 2026-20 amending Cascade Water Alliance Code 5.60.020.C and 5.60.050.B.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

Amending Cascade Water Alliance Code (CWAC) 5.60.020.C would authorize the Chief Executive Officer (CEO) to execute certain real property agreements where the anticipated expenditure does not exceed $50,000 and would clarify existing delegated contracting authority by the CEO. Amending CWAC 5.60.050.B would correct a reference to the governing statutory authority regarding the small works roster process.

BACKGROUND

CWAC 5.60.020.C currently authorizes Cascade's CEO, without prior Board approval, to negotiate and execute the following contracts, provided they do not exceed $50,000:

- Purchase of goods, supplies, materials, postage, or equipment
- Professional and consulting services contracts
- Maintenance contracts
- Other routine agreements
- Public works projects
- Settlement agreements
- Lease agreements for materials, supplies, and equipment
- Sale of surplused property
- Contracts or other documents necessary to implement resolutions of the Board
- Emergency contracts
- Execution of all instruments for the general business affairs and administration

Absent from the above list are contracts relating to the acquisition or use of real property including, but not limited to, purchase and sale agreements, deeds, leases, rental agreements, easements, access permits, rights of entry, licenses, other use agreements, notes, mortgages, pledges, transfers, or other written instruments. This action would provide delegated authority to the CEO to negotiate and execute real property contracts up to $50,000. This action would also clarify the CEO's delegated authority to execute real property agreements necessary to implement Board resolutions, such as licenses authorized under the White River-Lake Tapps Reservoir Property Management Policy codified in chapter 7.05 of the CWAC.

CWAC 5.60.050.B authorizes Cascade to use a small works roster process to award public works contracts below an estimated cost as set forth in RCW 39.04.152. CWAC 5.60.050.B

includes an erroneous reference to the Revised Code of Washington (RCW) as one of the governing statutory authorities. This action would correct the reference.

Next Steps
Staff will update the Cascade Code as adopted by the Board.

PRIOR BOARD ACTIONS

Board Action	Date	Resolution No. (if Applicable)
Authorized an increase in the CEO's delegated authority to contract without direct Board authorization from $25,000 to $50,000.	2/23/2022	2022-05
Eliminated potential ambiguity in the CEO's authority and allow contract administration consistent with the Bylaws.	11/18/2015	2015-09
Made the contracting and purchasing processes under the Cascade Code consistent with the recent changes to state law.	9/25/2024	2024-14
Aligned the Cascade Code with state law in a manner that references applicable state law so that future amendment will be unnecessary in the event of future changes in state law.	11/20/2019	2019-15

Please note, there are several other prior resolutions that deal with the CEO's delegated contracting authority and state contracting laws, and these are not included in the table above. These include resolution numbers: 2012-07, 2012-04, and 2010-17. These are listed in the WHEREAS section of the attached resolution.

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

With this action, the CEO would be authorized to execute real property contracts, up to $50,000, without prior Board approval and consistent with the CEO's other contracting delegated authority. This action would also correct a reference to the governing statutory authority regarding the small works roster. Without this action, the Board will need to approve all real property contracts, including those up to $50,000.

PROCUREMENT PROCESS

N/A

FISCAL IMPACT

N/A

RECOMMENDED ACTION

Adopt Resolution No. 2026-20 amending Cascade Water Alliance Code 5.60.020.C and 5.60.050.B.

ATTACHMENTS

1. Resolution No. 2026-20.

CASCADE WATER ALLIANCE
RESOLUTION NO. 2026- 20

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CASCADE WATER ALLIANCE, A WASHINGTON MUNICIPAL CORPORATION, ADOPTING AMENDMENTS TO CASCADE WATER ALLIANCE CODE 5.60.020.C AND 5.60.050.B.

WHEREAS, the Cascade Water Alliance (Cascade) is a Washington municipal corporation formed under authority of the Joint Municipal Utilities Services Act (Chapter 39.106 RCW) to provide water supply to its Members; and

WHEREAS, the Board adopted Resolution Nos. 2022-05 § 2; 2015-09 § 1; 2012-07 § 47; and 2010-17, now codified as Cascade Water Alliance Code (CWAC) 5.60.020.C; and

WHEREAS, the Board desires to amend the above CWAC provision and resolutions to authorize the Chief Executive Officer to execute certain real property agreements where the anticipated expenditure does not exceed $50,000 and clarify existing delegated authority; and

WHEREAS, the Board adopted Resolution Nos. 2024-14 § 3; 2019-15 § 1; 2012-04 § 4; and 2010-17, now codified as CWAC 5.60.050.B; and

WHEREAS, the Board desires to amend the above CWAC provision and resolutions to correct reference to governing statutory authority.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CASCADE WATER ALLIANCE, as follows:

Section 1. Amendment of CWAC 5.60.020.C. and Resolutions 2022-05 § 2; 2015-09 § 1; 2012-07 § 47; and 2010-17.

The Board approves the following amendments to CWAC 5.60.020.C. as follows:

> C. The Chief Executive Officer on behalf of Cascade may, without prior Board approval, negotiate and execute the following contracts; provided, that funds for such contracts are included in the Board-approved budget, and that Cascade's contractual liability does not exceed available fund balances:
> 1. Contracts for the purchase of goods, supplies, materials, postage or equipment, where the anticipated expenditure of Cascade is not to exceed $50,000;
> 2. Professional and consulting service contracts, including contracts for architectural, engineering, and surveying services, where the anticipated expenditure of Cascade is not to exceed $50,000;

3. Maintenance contracts, where the anticipated expenditure of Cascade is not to exceed $50,000 per year;
4. Public works projects, where the anticipated expenditure of Cascade is not to exceed $50,000;
5. Settlement agreements, where the anticipated expenditure of Cascade is not to exceed $50,000;
6. Other routine agreements, not to exceed $50,000;
7. Lease agreements for materials, supplies, and equipment, where the anticipated expenditure of Cascade is not to exceed $50,000 per year;
8. Sale of surplused property;
9. Contracts relating to the acquisition or use of real property including, but not limited to, purchase and sale agreements, deeds, leases, rental agreements, easements, access permits, rights of entry, licenses, other use agreements, notes, mortgages, pledges, transfers or other written instruments binding upon Cascade, where the anticipated expenditure of Cascade is not to exceed $50,000;
~~9.~~ 10. Contracts or other documents necessary to implement resolutions of the Board (e.g., official statements, ~~or~~ bond underwriting and sale documents, deeds, permissions granted to implement chapter 7.05 CWAC);
~~10.~~ 11. Emergency contracts, provided, that the Board is informed of the contract at the next regularly scheduled meeting; and
~~11.~~ 12. Execution of all instruments for the general business affairs and administration (including but not limited to office supplies and maintenance, utility services, insurance, furnishings and equipment).

Section 2. Amendment of CWAC 5.60.050.B. and Resolutions 2024-14 § 3; 2019-15 § 1; 2012-04 § 4; and 2010-17.

Portions of CWAC 5.60.050.B. are amended as follow:

B. Small Works Roster. As authorized by RCW ~~53.08.120(2)(c) and~~ 39.04.151 through 39.04.152, Cascade may use a small works roster process for awarding public works contracts below an estimated cost as set forth in RCW 39.04.152. Contracts awarded off of a small works roster need not be advertised.

Section 3. Effect. This Resolution shall be in full force and effect on the date of its adoption.

ADOPTED AND APPROVED by the Board of Directors of the Cascade Water Alliance at a special meeting thereof, held on the 16th day of November 2026.

CASCADE WATER ALLIANCE

_____
Angela Birney, Chair

_____
Attest – John Taylor, CEO

_____
Tom McLeod, Vice Chair

_____
Dave Hamilton, Secretary/Treasurer

Members
Yes _____
No _____

Demand Share
Yes _____%
No _____%

Include in CWAC?
_x_ Yes
__ No

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to authorize the Chief Executive Officer to execute the White River - Lake Tapps Reservoir Project Operations and Maintenance Agreement with Veolia Water North America - West, LLC with a five-year term and an amount not to exceed $2,853,635 for 2027.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

This action would authorize the Chief Executive Officer (CEO) to execute a new five-year agreement (Agreement) for operations and maintenance (O&M) services for the White River - Lake Tapps Reservoir Project (WRLTR Project), effective January 1, 2027. The Agreement provides an option to renew and extend the Agreement for up to five additional five-year renewal terms upon the mutual written agreement of Cascade and Veolia and the approval of the Cascade Board of Directors. The proposed contract maximum for 2027 is $2,853,635.

BACKGROUND

Cascade has contracted O&M services for the WRLTR Project since 2012. Veolia was selected in 2011 to provide these services through a competitive process. The 2012 contract with Veolia was a five-year term with options to extend for two additional five-year terms. Cascade exercised these options with new five-year terms in 2017 and 2022. The termination date for the current contract is December 31, 2026.

In March 2026, Cascade issued a request for proposals (RFP) to select a firm for a new Agreement to continue providing O&M services for the WRLTR Project. Veolia was determined to have the highest score and offered the best value, and negotiations on the terms of the Agreement began in July 2026.

The overall scope of services for the new Agreement is similar to the current scope, and the initial term remains five years. However, the 2027-2031 agreement includes several new features, including the following:

- Cascade has the option to extend the Agreement for five additional five-year terms. As before, each five-year extension must be approved by the Board, and Cascade can terminate the Agreement earlier for cause or convenience.
- Veolia is expected to meet key performance indicators (KPIs) in three categories:
    - Operations – Meet key water right permit obligations;
    - Maintenance – Perform maintenance tasks according to the schedule; and
    - Reporting – Provide performance and compliance reports in a timely manner and respond to alarms per the contract standards.
- Failure to meet KPIs can result in Cascade assessing deductions to Veolia’s payments.
- Superior performance in delivering the contracted services can result in incentive compensation for up to four percent of the Base O&M charge.

- The payment structure has been expanded beyond the prior two-part "fixed fee" and "variable fee," as follows:

	Item	Proposed 2027 Budget	Description of Item
A	Base O&M (Fixed)	$2,335,226	Base compensation for performance of the contract services.
B	Minor Maintenance (Variable, up to maximum)	$100,000	Maximum amount of $100,000 for maintenance items between $5,000 and $10,000 (excluding labor).
C	Excess Maintenance (Variable)	$150,000	Estimate for maintenance items costing more than $10,000 or Minor Maintenance (B) items in excess of the $100,000 maximum.
D	Extraordinary Items (Variable)	$100,000	Estimate for out-of-scope work associated with uncontrollable circumstances.
E	Progress Payment	$75,000	Not-to-exceed amount to significantly update the O&M Manual in 2027 only. In 2028-2031, the O&M Manual update costs will be included in the Base O&M (A).
F	Incentive Compensation	$93,409	Maximum amount eligible at year-end for demonstrated superior performance in service delivery.
	Total Contact Maximum	**$2,853,635**	

Cascade staff has provided several status updates to the Resource Management Committee on its contract negotiations with Veolia. The negotiations have been collaborative and positive, with a shared interest in developing an Agreement that continues to protect the WRLTR Project's facilities and assets and meet Cascade's obligations to regulators, Tribes, and the community.

Next Steps

If the Board approves this action, Cascade will finalize the terms of the Agreement (only a few minor items remain to be resolved) and execute the Agreement, to be effective January 1, 2027.

PRIOR BOARD ACTIONS

The following are Board actions taken on the prior and current WRLTR O&M agreements.

Board Action	Date	Resolution No. (if Applicable)
Motion to authorize the Chief Executive Officer (CEO) to execute a White River-Lake Tapps Reservoir Project Operations and Maintenance Agreement with Veolia Water North America-West, LLC.	11/16/2011	N/A

Motion to authorize the Chief Executive Officer to execute an Amendment to the Operations and Maintenance Agreement with Veolia Water North America – West, LLC, to extend the existing contract for two renewal terms (ten additional years) commencing on Jan. 2, 2017, and expiring on Jan. 1, 2028.*	11/18/2015	N/A
Motion to authorize the Chief Executive Officer to enter into negotiations with Veolia North America for a five-year contract extension.	10/28/2020	N/A

Note: The 11/18/2015 agenda memo stated the agreement termination date was Jan. 1, 2028; the correct termination date is December 31, 2026.

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

If the Board does not authorize the CEO to execute a new Agreement with Veolia, Cascade will need to negotiate an extension to the current agreement to avoid a discontinuity in O&M services at the WRLTR Project. Concurrently, Cascade staff will seek Board direction on other options to pursue to ensure the provision of ongoing O&M services at the WRLTR Project.

PROCUREMENT PROCESS

On September 2, 2025, Cascade issued a Request for Expressions of Interest (RFEI) to firms potentially interested in providing contracted O&M services for the WRLTR Project. The purposes of the RFEI were to: (1) elicit industry feedback to inform development of the upcoming RFP; (2) provide Cascade with an opportunity to engage in open dialogue with potentially interested firms; and (3) generate interest in the upcoming RFP. Cascade received four responses to the RFEI.

On March 2, 2026, Cascade issued an RFP and conducted an optional pre-submission meeting and tour of the WRLTR Project on March 25. Three of the four firms that submitted responses to the RFEI attended the meeting and tour and submitted proposals by the May 15 RFP deadline. Cascade's selection committee reviewed and scored the proposals and determined that Veolia's proposal had the highest score and offered the best value. Negotiations on the terms of the new agreement began in July 2026.

FISCAL IMPACT

The proposed 2027 contract maximum for the Veolia Agreement is $2,853,635. This is $261,024 (or 10%) higher than the 2026 budget of $2,592,611. However, as described earlier, the new payment structure includes a few new features, including a placeholder for Extraordinary Items (estimated at $100,000), a one-time Progress Payment to significantly update the O&M Manual (up to $75,000), and Incentive Compensation for demonstrated superior performance (up to $93,409).

Approved in Current Biennial Budget: ☒ Yes ☐ No ☐ N/A

Budget Line	2027 Budget	Spent and Committed to Date	Available 2027 Budget	This Action	2027 Remaining Balance
100 – Lake Tapps Operator	$3,000,000	$0	$3,000,000	$2,853,635	$146,365

RECOMMENDED ACTION

Authorize the Chief Executive Officer to execute the White River - Lake Tapps Reservoir Project Operations and Maintenance Agreement with Veolia Water North America - West, LLC with a five-year term and an amount not to exceed $2,853,635 for 2027.

ATTACHMENTS

None.

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to authorize the Chief Executive Officer to amend the current contract with Stantec Consulting Services, Inc. (Stantec) to provide program and engineering support (PES) services for the Cascade Supply Program, to increase maximum compensation by $9,237,000, from $4,563,000 to $13,800,000.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

This action authorizes the execution of an amendment to the consulting contract for planning and engineering support (PES) for the Cascade Supply Program (CSP). The PES contract is structured as a Master Services Agreement that is intended to span multiple years. It uses the issuance of individual work assignments with defined scopes, budgets, and deliverables to provide Cascade with both flexibility and control over PES services. The Board has previously authorized and approved (1) the contract that will govern the initial six-year term of the PES contract, and (2) an initial and subsequent authorization of up to $4,563,000 for the PES consultant. This amendment request would change the maximum compensation from $4,563,000 to $13,800,000 for continued program support and advancement of the planning activities.

BACKGROUND

In October 2025, the Board authorized execution of the PES consultant contract with Stantec. This initial authorization was for a six-year renewable timeframe and an initial $1.0 million in services for program oversight and initiating the program. In April 2026, the Board authorized an amendment to the PES consultant contract, increasing the contract amount by $3,563,000 for a not-to-exceed amount of $4,563,000 to further the route planning and selection process as well as other program initiation work.

Stantec will continue to support Cascade with consultant project management and program support activities, including coordination, scheduling, cost estimating, reporting, communications, and program controls. Concurrently, the consultant will advance planning activities to support selection of a preferred storage tank site and transmission pipeline route, while continuing early right-of-way, permitting, and communications efforts and initiating preliminary design.

Next Steps

During the implementation of the PES contract, Cascade will work with Stantec to deliver the program. Staff will seek input and provide regular updates to the committees and Board on the progress of the CSP.

PRIOR BOARD ACTIONS

Board Action	Date	Resolution No. (if Applicable)
Authorize the Chief Executive Officer to initiate a qualifications-based selection process for a consultant to provide Program and Engineering Support services for the Cascade Supply Program.	04/23/2025	N/A
Authorize the Chief Executive Officer to execute a contract with Stantec Consulting Services, Inc. (Stantec) to provide program and engineering support services for the Cascade Supply Program, with an initial contract maximum not to exceed $1,000,000.	10/22/2025	N/A
Motion to adopt Resolution No. 2026-08, amending the 2026 Budget and the 2025-2030 Capital Improvement Program.	04/22/2026	2026-08
Authorize the Chief Executive Officer to amend the contract with Stantec to provide additional program and engineering support services for the Cascade Supply Program, with a revised maximum not to exceed of $4,563,000.	04/22/2026	N/A

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

If the Board does not approve this action, Stantec will pause their work to support the Cascade Supply Program through the Program and Engineering Support contract. The PES contract provides Cascade with access to a large team of more than 100 consultant staff with the flexibility to mobilize different expertise at different times. Without this contract, the alternative is to increase Cascade staffing by an estimated 30-40 FTE (full-time equivalent) employees plus issuing multiple smaller consultant contracts (assumed 10-15) for specialized work such as geotechnical, seismic, and modeling support.

PROCUREMENT PROCESS

This contract was previously procured with an open Request for Qualifications/Request for Proposals/interview process in 2025.

FISCAL IMPACT

Requested Amount: $9,237,000.

Budget Line	2027 Budget	Spent and Committed to Date*	Available 2027 Budget	This Action	2027 Remaining Balance
325 – Cascade Supply Program Professional Services	$9,850,000	$613,000	$9,237,000	$9,237,000	$0

**$250,000 has been committed in 2027 for legal services with Van Ness Feldman; $363,000 is the unallocated balance of the previously Board authorized amount for the PES contract.*

There is sufficient budget authority to authorize the contract amendment considered in this motion.

RECOMMENDED ACTION

Motion to authorize the Chief Executive Officer to amend the current contract with Stantec Consulting Services, Inc. to provide program and engineering support services for the Cascade Supply Program, to increase maximum compensation by $9,237,000, from $4,563,000 to $13,800,000.

ATTACHMENTS

1. Presentation Slides on CSP 2027 Workplan.
2. List of Tasks for CSP 2027 Workplan.

Cascade Supply Program

Board Presentation: 2027 Workplan

November 16, 2026

CASCADE WATER ALLIANCE

2027 Approved CSP CIP

Program Area	2027
Cascade Supply Program	
CSP Staff	$1,564,193
CSP Property Acquisition	5,000,000
CSP Professional Services	9,850,000
CSP Management Reserve	3,030,000
Subtotal - CSP	**$19,444,193**

- Five current staff; one new hire budgeted for 2027
- No current land acquisition planned for 2027
- Professional services includes program management, design, legal fees, permitting, specialty software, etc. For 2027 includes funds for Stantec (MSA), Van Ness Feldman (legal support), and contingency.
- No identified Management Reserve expenditures at this time.

Budget Authorization

Budget Line	2027 Budget	Spent and Committed to Date*	Available 2027 Budget	This Action	2027 Remaining Balance
325 – Cascade Supply Program Professional Services	$9,850,000	$613,000	$9,237,000	$9,237,000	$0

**$250,000 has been committed in 2027 for legal services with Van Ness Feldman; $363,000 is the unallocated balance of the previously Board authorized amount for the PES contract.*

CASCADE WATER ALLIANCE

CSP PES: Task Breakout

Task	Title	Fee (rounded)
1	Consultant Project Management	$ 864,000
2	Program Support	$ 1,669,000
3	Planning	$ 2,830,000
4	Right of Way	$ 333,000
5	Permitting	$ 1,160,000
6	Communications and Outreach	$ 767,000
7	Design Support	$ 847,000
8	Construction Support	$ 0
9	Operations Support	$ 0
10	Non-CIP Program Support	$ 20,000
Total		$ 8,490,000

CASCADE WATER ALLIANCE

CSP PES: Task Breakout

Task	Title	Key Scope	Board Touch Points
1	Consultant Project Management	• Track progress, cost, schedule, risks, and changes • Provide consultant project management and oversight	• Information shared through monthly and quarterly reports
2	Program Support	• Program scheduling, costs, and SharePoint support • KPI, risk, and opportunity tracking and management	• Information shared through monthly and quarterly reports
3	Planning	• Route and tank site alternatives development; including field work, site visits, geotechnical, and reporting • Hydraulic modeling	• Information shared through monthly and quarterly reports • Alternatives Analysis Report Part 2 (alignment)
4	Right of Way	• Development of key real estate templates, forms, and continued LAP work • Rights-of-entry to support field reconnaissance work	• Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

CSP PES: Task Breakout

Task	Title	Key Scope	Board Touch Points
5	Permitting	• SEPA scoping and documentation; begin preparation of the draft EIS • Field investigations to assess permitting feasibility and environmental constraints of alternatives	• Information shared through monthly and quarterly reports • SEPA and draft EIS shared through SPOC
6	Communications and Outreach	• Develop the 2027-2028 communications plan and digital engagement plan • Prepare materials for field investigations and outreach; coordinate internal, jurisdictional, property-owner, and community engagement	• Information shared through monthly and quarterly reports
7	Design Support	• Advance program design criteria, standards, and specifications • Develop seismic criteria and evaluate candidate materials	• Information shared through monthly and quarterly reports
10	Non-CIP Program Support	• Consultant attendance at Board and committee meetings as requested	• Support available for Board and committee discussions

Questions?

CASCADE WATER ALLIANCE

Task 1: Consultant Project Management

2027 Scoped Fee: $864,000

Keeps work coordinated, financially controlled, and visible

Key Scope Items

- Coordinate work across active tasks
- Track progress, cost, schedule, risks, and changes
- Provide consultant project management and oversight

Cascade Deliverables

- Monthly invoices and progress reports
- Monthly projections

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

Task 2: Program Support

2027 Scoped Fee: $1,669,000

Provides support for program development and management

Key Scope Items

- Continued development of the Program Management Plan
- Program scheduling, costs, and SharePoint support
- KPI, risk, and opportunity tracking and management

Cascade Deliverables

- PgMP, Quality, risk, and opportunity logs
- Budget support materials

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

Task 3: Planning

2027 Scoped Fee: $2,830,000

Corridor and route development and field investigation

Key Scope Items

- Route and tank site alternatives development; including field work, site visits, and reporting
- GIS mapping and tracking
- Hydraulic modeling
- Geotechnical and trenchless feasibility review

Cascade Deliverables

- Alt Analysis Report Part 1 (Corridor), hydraulic TM, GIS mapping, web-based comparison model, geotechnical memorandum

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports
- Alternatives Analysis Report Part 2 (alignment)

CASCADE WATER ALLIANCE

Task 4: Right-of-Way

2027 Scoped Fee: $333,000

Land acquisition research and planning

Key Scope Items

- Development of key real estate templates and forms
- Rights-of-entry to support field reconnaissance work
- GIS and parcel data development and support
- Continued development of LAP

Cascade Deliverables

- Templates and forms
- ROE documentation

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

Task 5: Permitting

2027 Scoped Fee: $1,160,000

Field work and permitting preparation in support of SEPA

Key Scope Items

- SEPA scoping and documentation; begin preparation of the draft EIS
- Federal permitting nexus review
- Field investigations to assess permitting feasibility and environmental constraints of alternatives
- Permitting outreach support and meetings

Cascade Deliverables

- Permitting matrix, environmental studies tracker, wetland delineation reports, SEPA scoping, partial draft EIS

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports
- SEPA and draft EIS shared through SPOC

CASCADE WATER ALLIANCE

Task 6 – Communications and Outreach

2027 Scoped Fee: $767,000

Engagement and outreach during CASE, field investigations, and early design

Key Scope Items

- Develop the 2027-2028 communications plan and digital engagement plan
- Prepare materials for field investigations and community outreach
- Coordinate internal, jurisdictional, property-owner, and community engagement

Cascade Deliverables

- 2027-2028 communications and life-of-program digital engagement plans + community research summaries
- Fact sheets, notices, FAQs, newsletters, maps, and other digital and physical materials
- Roundtables, online and physical events, website updates

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

Task 7: Design Support

2027 Scoped Fee: $847,000

Establishes the technical basis to move from planning into design

Key Scope Items

- Advance program design criteria, standards, and specifications
- Develop seismic criteria and evaluate candidate materials
- Collect targeted survey and LiDAR data
- Begin conceptual design work

Cascade Deliverables

- Preliminary-level design standards and specifications
- Program design criteria, seismic criteria, draft basis of design
- Targeted topographic and terrain data summary

Board and Committee Touchpoints

- Information shared through monthly and quarterly reports

CASCADE WATER ALLIANCE

Task 10: Non-CIP Program Support

2027 Scoped Fee: $20,000

Provides support for program development and management

Key Scope Items

- Attend Board and committee meetings as requested

Cascade Deliverables

- Consultant attendance at requested meetings
- Technical responses or context as requested

Board and Committee Touchpoints

- Support available for Board and committee discussions

CASCADE WATER ALLIANCE

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to adopt Resolution No. 2026-19 adopting Cascade's 2027 Legislative and Public Policy Agenda.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

Each year, Cascade develops a legislative and public policy agenda to guide its activities at the federal, state, and municipal levels of government to further Cascade's and its members' interests. This agenda allows Cascade staff and its contracted lobbyist to advance key interests as well as track and respond quickly to issues as they arise during the year.

BACKGROUND

The 2027 Legislative and Public Policy Agenda (attached) is similar to 2026 and presented in both track changes and clean versions for ease of review.

The federal agenda adds specific support for federal funding programs for future Cascade Supply Program funding needs. Both the federal agenda and the state agenda continue support for permanent low-income utility rate assistance programs, and both retain the same language regarding PFAS (per- and polyfluoroalkyl substances) legislation and rulemaking.

At the state level, two new topics were added. One is monitoring proposals regarding data centers and water use. The other is to monitor any developments from the Governor's initiative to help the state prepare for growing water challenges, called Washington's Water Future. The municipal agenda recognizes Cascade's current work with the King County Wastewater Treatment Division on reclaimed water policies in the Regional Wastewater Services Plan.

The agenda also contains a list of issues that Cascade monitors generally, and action on new legislative initiatives not specifically addressed by the legislative agenda would be brought back to the Finance and Intergovernmental Committee and the Board for further direction.

The Finance and Intergovernmental Committee has reviewed the legislative agenda and recommended it be placed on the Board agenda at the November Board meeting.

Next Steps

Cascade staff work closely with the Finance and Intergovernmental Committee, Cascade's lobbyist, Cascade members, and organizations such as the Washington Water Utilities Council (WWUC) to track and respond to legislative issues.

PRIOR BOARD ACTIONS

Board Action	Date	Resolution No. (if Applicable)
Adoption of the 2026 Legislative and Public Policy Agenda	11/19/2025	2025-14

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

Without Board approval of a legislative and public policy agenda, staff would not be able to communicate Cascade's interests or respond quickly as legislative and rulemaking issues arise during the session.

PROCUREMENT PROCESS

N/A

FISCAL IMPACT

N/A

RECOMMENDED ACTION

Motion to adopt Resolution No. 2026-19 adopting Cascade's 2027 Legislative and Public Policy Agenda.

ATTACHMENTS

1. Resolution No. 2026-19.
2. 2027 Legislative and Public Policy Agenda (track changes version).
3. 2027 Legislative and Public Policy Agenda (clean version).

Attachment 1

CASCADE WATER ALLIANCE
RESOLUTION NO. 2026-19

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CASCADE WATER ALLIANCE, A WASHINGTON MUNICIPAL CORPORATION, ADOPTING THE 2027 LEGISLATIVE AND PUBLIC POLICY AGENDA

WHEREAS, the Cascade Water Alliance ("Cascade") is a Washington municipal corporation formed under authority of the Joint Municipal Utilities Services Act (Chapter 39.106 RCW) to provide water supply to its Members;

WHEREAS, the Cascade staff in consultation with the Finance and Intergovernmental Committee has drafted a 2027 Legislative and Public Policy Agenda to guide Cascade's activities and legislative efforts in the federal, state and municipal levels of government to advance Cascade's and its members' interests.

WHEREAS, the Cascade Board of Directors now desires to adopt the 2027 Legislative and Public Policy Agenda.

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF CASCADE WATER ALLIANCE as follows:

Section 1. Adoption of Cascade's 2027 Legislative and Public Policy Agenda. The Board hereby adopts the 2027 Legislative and Public Policy Agenda (Attached).

Section 2. Effect. This Resolution shall be in full force and effect on the date of its adoption.

ADOPTED AND APPROVED by the Board of Directors of the Cascade Water Alliance at a regular meeting thereof, held on the 16th day of November 2026.

CASCADE WATER ALLIANCE

_____
Angela Birney, Chair

_____
Attest – John Taylor, CEO

_____
Tom McLeod, Vice Chair

_____
Dave Hamilton, Secretary/Treasurer

Members
Yes _____
No _____

Demand Share
Yes _____%
No _____%

Include in CWAC?
__ Yes
_x_ No

20276 Legislative and Public Policy Agenda

Cascade supports measures at all levels of government that enhance Cascade's ability to provide safe, clean, reliable water in a cost-effective, environmentally sensitive manner. Cascade's strategy is to develop and implement an overall legislative and public policy plan that will continue already established positive relationships at all governmental levels to further Cascade and its members' interests.

FEDERAL

The plan includes outreach as appropriate to Cascade's Congressional delegation, as well as key committees, agencies such as the Departments of the Interior and Energy, the Environmental Protection Agency and the Corps of Engineers. Cascade will seek opportunities to have a presence at key industry and/or policy meetings and events by staff and/or members.

20276 Federal Agenda:

- Cascade Supply Program (CSP) Funding: Continue to seek opportunities to meet with Cascade's federal delegation to introduce the CSP and future funding needs. Support federal legislation to fully fund Water Infrastructure Financing and Innovation Act (WIFIA) and Clean Water and Drinking Water State Revolving Funds (SRF) programs. identify grant and loan funding opportunities for planning, design and construction of the pipeline and associated facilities. Focus on preparation for initial advocacy in 2027.
- Mud Mountain Dam Operations:
  - Fish Passage and Barrier Structure: Ensure necessary funding is available to keep this project on track to meet federal biological opinion requirements and monitor project testing progress.
  - Multi-Purpose Study: Study the possibility of expanding the flood control purpose of the Corps of Engineers' Mud Mountain Dam to include storage of water for later use supporting in-stream flows, recreation and water supply with other key stakeholders in the Lake Tapps community.
  - Gages/Ongoing Monitoring on the White River: Continue Cascade's commitment to accurate gages and monitoring on the White River.
- Infrastructure and Study Funding: Continue Cascade's commitment to resilience (seismic, water quality, climate, wildland fire protection) and monitor water utility funding opportunities for infrastructure, studies, analyses, and forecasting.

- Water Affordability Programs and Funding: Monitor and support water affordability programs and funding. Support reestablishing and making permanent a Low-Income Household Water Assistance Program under the Environmental Protection Agency.
- PFAS. Cascade will monitor PFAS (per- and polyfluoroalkyl substances) legislation and rulemaking that impact water utilities, including wastewater and reclaimed water proposals, and work with members on advocacy as needed. Cascade urges Congress and the Environmental Protection Agency to:
    - Support a Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) exemption for water utilities engaged in PFAS treatment and remediation.
    - Support source control and manufacturer liability to mitigate costs to water utilities.
    - Support funding for water utilities to comply with federal mandates regarding PFAS in drinking water supplies.
- Lead and Copper Rule: ~~Track the implementation of~~Share information regarding EPA's Lead and Copper Rule and compliance requirements ~~for~~with members.
- High Efficiency Water Standards: Support legislation and rulemaking that promote high efficiency water standards for fixtures, appliances or products.
- Federal Administration Activities~~Change~~: Monitor utility and environmental policy changes ~~due to the change in administration~~ that could impact water utilities and state policies.

STATE

Cascade will continue to grow its strong existing relationships at both the legislative, executive and staff levels as well as with key water industry associations.

2027~~6~~ State Agenda:

Legislative Priorities:

- Cascade Supply Program (CSP) Funding: Continue to identify grant and loan funding opportunities for planning, design and construction of the pipeline and associated facilities. ~~Focus on preparation for initial advocacy in 2027.~~
- Cost Responsibility for Utility Relocations: Oppose any Washington State Department of Transportation (WSDOT) proposal that would prohibit WSDOT from funding utility relocations, effectively shifting cost responsibility for state project utility relocations from taxpayers to ratepayers. Monitor legislation or other actions that might arise from the Public Works Board study of utility relocation costs. Support state funding for utility relocation costs due to state transportation projects. ~~Support legislation that requires state agencies to identify relocation costs as part of the project estimate.~~
- PFAS. Cascade will monitor PFAS (per- and polyfluoroalkyl substances) legislation and rulemaking that impact water utilities, including wastewater and reclaimed water proposals, and work with members on advocacy as needed. Cascade urges the state to:
    - Undertake a complete financial impact analysis of any proposed PFAS regulations that incorporates a cost analysis for any treatment construction and operation, remediation, and disposal costs that may burden ratepayers with significant rate increases.

        - Support source control and manufacturer liability to mitigate liability and costs to water utilities.
        - Support funding for water utilities to comply with state mandates regarding PFAS in drinking water supplies.
        - Require the Department of Ecology to identify sites and locations of known PFAS contamination potentially impacting a public water supply system to be classified as "listed sites" under the Model Toxics Control Act (MTCA) to ensure there is a public process, including SEPA, which will include engagement of stakeholders in any proposed remediation plans, while exempting the public water supply systems from MTCA.
- Data Centers and Water Use: Monitor proposals regarding data centers and water use. Review state report on energy and water usage, expected by the end of 2026.
- Washington's Water Future Initiative: Continue to participate and monitor potential next steps, including legislation and rulemaking.
- Fluoride: Monitor legislation and rulemaking on fluoride as the State Board of Health responds to petitions and federal actions. Share information and advocate as directed by the Board.
- Affordability Measures: Support continued funding of the Department of Commerce Connecting Housing to Infrastructure Program (CHIP) that reimburses utility connection charges. Support streamlining the program to reduce the administrative burden on utilities. Consider actions and/or legislation to allow utilities to address affordability issues, as directed by the Board. Support the development and state funding of a low-income household water assistance program. ~~Review and track next steps~~Monitor any developments from the Department of Health study of a potential state program for low-income assistance for water utility customers.
- ~~Municipal Water Law: Support the Washington Water Utilities Council (WWUC) efforts to educate legislators and respond to the Department of Ecology's revised draft policy 2030 that interprets the state municipal water law.~~
- Collection Flexibility: Protect existing authority and provide flexibility and new tools to allow utilities to work with impacted customers on payment plans to preserve the financial viability of the utility and avoid raising rates on other customers, including an extension of the ability to collect outstanding debt related to waiver of late fees and shut offs.
- Federal Administration Activities ~~Change~~: Monitor state utility and environmental policy changes that arise from ~~due to the change in the~~ federal administration ~~and~~ policies.

Legislation/Rulemaking Cascade is monitoring and/or supporting as appropriate:

- Promote Cascade and Members' Presence at Legislature as Industry Leader/Problem Solver:
    - Review, and, if appropriate, support members' 2027~~6~~ legislative agendas.
    - Work with other agencies of which Cascade is a member – support and promote approved issues on agendas of groups like the Water Supply Forum, Washington Water Utilities Council (WWUC), and Washington Association of Sewer and Water Districts (WASWD).
    - Support existing industry organizations – Continue to further common water-policy interests, legislative goals, technical fixes as needed, conservation, etc.
- Climate Change: Monitor climate change proposals that have implications for water supply planning and resiliency.

- Regional Resiliency: Support proposals that enhance regional resiliency and water supply reliability. Oppose proposals that hinder or discourage opportunities for regional resiliency. Continue to lead resiliency planning for members on issues as needed, including resiliency funding efforts by the Water Supply Forum.
- Milfoil Prevention: Support state action to follow the example of California and Oregon and restrict boater access to state waters without a boat inspection.
- Water Efficiency Measures: Review and support legislation that promotes high efficiency water standards for fixtures, appliances or products.
- State funding options for infrastructure and investments: Cascade will continue to monitor proposals regarding water infrastructure investments. Explore options to focus on water and infrastructure needs on the west side of the state.
- Initiate and Participate in Legislative Workshops and Committees: Cascade will promote responsible, environmental water use/regional governance at workshops/committee hearings.
- Monitor Other Key Industry Issues: Watch progress on pending or emerging issues.
- Tours: Offer legislators/staff tours of the Lake Tapps Reservoir to educate them on critical issues there.

MUNICIPAL

Cascade works with all cities and counties in our service area and the Lake Tapps/Piece County area and will continue to hold regular meetings with the Four Cities (Bonney Lake, Buckley, Sumner and Auburn), Lake Tapps communities, Pierce County and other related agencies. Cascade will continue to identify and address issues as they arise.

2027~~6~~ Municipal Agenda:

- Support Cascade members' legislative agendas as appropriate.
- On-going monitoring of King County legislation, regulations or permits that may have an impact on Cascade members, including the Regional Wastewater System Plan (RWSP). ~~elements that involve reclaimed water.~~ Work closely with the King County Wastewater Treatment Division on reclaimed policy development in the RWSP.
- Ongoing monitoring and engagement in (Pierce County, Bonney Lake, Buckley, Sumner) local land use (comprehensive plans, shoreline management plans), stormwater, water quality and other issues that may impact Cascade's operations in the White River and Lake Tapps area.
    - ~~Continue work on bulkhead study and engage with Bonney Lake on bulkhead regulations.~~

2027 Legislative and Public Policy Agenda

Cascade supports measures at all levels of government that enhance Cascade's ability to provide safe, clean, reliable water in a cost-effective, environmentally sensitive manner. Cascade's strategy is to develop and implement an overall legislative and public policy plan that will continue already established positive relationships at all governmental levels to further Cascade and its members' interests.

FEDERAL

The plan includes outreach as appropriate to Cascade's Congressional delegation, as well as key committees, agencies such as the Departments of the Interior and Energy, the Environmental Protection Agency, and the Corps of Engineers. Cascade will seek opportunities to have a presence at key industry and/or policy meetings and events by staff and/or members.

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  - Multi-Purpose Study: Study the possibility of expanding the flood control purpose of the Corps of Engineers' Mud Mountain Dam to include storage of water for later use supporting in-stream flows, recreation and water supply with other key stakeholders in the Lake Tapps community.
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    - Support source control and manufacturer liability to mitigate costs to water utilities.
    - Support funding for water utilities to comply with federal mandates regarding PFAS in drinking water supplies.
- Lead and Copper Rule: Share information regarding EPA's Lead and Copper Rule and compliance requirements with members.
- High Efficiency Water Standards: Support legislation and rulemaking that promote high efficiency water standards for fixtures, appliances or products.
- Federal Administration Activities: Monitor utility and environmental policy changes that could impact water utilities and state policies.

STATE

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Legislative Priorities:

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    - Support funding for water utilities to comply with state mandates regarding PFAS in drinking water supplies.
    - Require the Department of Ecology to identify sites and locations of known PFAS contamination potentially impacting a public water supply system to be classified as "listed sites" under the Model Toxics Control Act (MTCA) to ensure there is a public process, including SEPA, which will include engagement of stakeholders in any proposed remediation plans, while exempting the public water supply systems from MTCA.
- Data Centers and Water Use: Monitor proposals regarding data centers and water use. Review state report on energy and water usage, expected by the end of 2026.

- Washington's Water Future Initiative: Continue to participate and monitor potential next steps, including legislation and rulemaking.
- Fluoride: Monitor legislation and rulemaking on fluoride as the State Board of Health responds to petitions and federal actions. Share information and advocate as directed by the Board.
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- Promote Cascade and Members' Presence at Legislature as Industry Leader/Problem Solver:
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- Initiate and Participate in Legislative Workshops and Committees: Cascade will promote responsible, environmental water use/regional governance at workshops/committee hearings.
- Monitor Other Key Industry Issues: Watch progress on pending or emerging issues.

- Tours: Offer legislators/staff tours of the Lake Tapps Reservoir to educate them on critical issues there.

MUNICIPAL

Cascade works with all cities and counties in our service area and the Lake Tapps/Piece County area and will continue to hold regular meetings with the Four Cities (Bonney Lake, Buckley, Sumner and Auburn), Lake Tapps communities, Pierce County and other related agencies. Cascade will continue to identify and address issues as they arise.

2027 Municipal Agenda:

- Support Cascade members' legislative agendas as appropriate.
- On-going monitoring of King County legislation, regulations or permits that may have an impact on Cascade members, including the Regional Wastewater System Plan (RWSP). Work closely with the King County Wastewater Treatment Division on reclaimed policy development in the RWSP.
- Ongoing monitoring and engagement in (Pierce County, Bonney Lake, Buckley, Sumner) local land use (comprehensive plans, shoreline management plans), stormwater, water quality and other issues that may impact Cascade's operations in the White River and Lake Tapps area.

AGENDA MEMORANDUM

PROPOSED BOARD ACTION

Motion to authorize the Chief Executive Officer to enter into a contract with PRR to redesign Cascade's current website for a not-to-exceed amount of $100,000.

SUMMARY OF CURRENT PROPOSED BOARD ACTION

The proposed contract will update and modernize Cascade's website. The contract will allow Cascade to bring its website into full compliance with recently updated accessibility requirements of the Americans with Disabilities Act (ADA) ahead of schedule. It will also strengthen its security features, make it more accessible from mobile devices, and expand the types of content and features that Cascade can offer as web standards evolve and key initiatives such as the Cascade Supply Program (CSP) move forward.

BACKGROUND

The core structure of Cascade's website has not changed in more than a decade. While the current site has served Cascade and its members well, it is now in need of a comprehensive update, for two main reasons.

First, Cascade is now legally required to bring the website into compliance with the accessibility requirements of the Americans with Disabilities Act. The Act was recently updated to require that public entities such as Cascade fully meet the standards of the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA by no later than 2028.

Second, Cascade has identified opportunities to reach a larger, more diverse audience and communicate more effectively by making its website more accessible, mobile-friendly, and interactive. The proposed contract will enhance the site's security and stability, provide enhanced editing capabilities, improve program communications, and ensure that Cascade will be in full compliance with the ADA now and into the future.

PRIOR BOARD ACTIONS

Board Action	Date	Resolution No. (if Applicable)
NA		

OTHER OPTIONS AND ANTICIPATED RESULTS IF THE BOARD DOES NOT APPROVE THIS ACTION

If the Board does not approve this action and an alternative contracting approach could not be found, Cascade's website would remain largely as is and would become incompliant with ADA legal requirements in 2028.

While Cascade staff could endeavor to make the necessary updates themselves, doing so would require significant training and adjustments to job duties, and likely lead to an inferior result.

PROCUREMENT PROCESS

PRR was selected from three respondents, following a Request for Proposals issued on September 14, 2026.

FISCAL IMPACT

Budget Line	**2026 Budget**	**Spent and Committed to Date**	**Available 2026 Budget**	**This Action**	**2026 Remaining Balance**
71-Website/social media	$80,000	$16,806	$63,194	$20,000	$43,194
Budget Line	**2027 Budget**	**Spent and Committed to Date**	**Available 2027 Budget**	**This Action**	**2027 Remaining Balance**
71-Website/social media	$100,000	$0	$100,000	$80,000	$20,000

RECOMMENDED ACTION

Authorize the Chief Executive Officer to enter into a contract with PRR to redesign Cascade's current website for a not-to-exceed amount of $100,000.

ATTACHMENTS

1. Presentation Slides.

Cascade Web Redesign Contract

Board Presentation

November 16, 2026

CASCADE WATER ALLIANCE

Contract Purpose

1. Update and modernize Cascade's public-facing website
2. Ensure full compliance with the legal requirements of the Americans with Disabilities Act (ADA) well in advance of 2028
3. Significantly enhance Cascade's web-based communication and outreach capabilities

CASCADE WATER ALLIANCE

Key Contract Components

1. **Hosting platform**
    a. Wordpress → Webflow
2. **Content management system**
    a. Enhanced editing capabilities
    b. Better security
    c. Reduced maintenance needs
3. **Accessibility upgrades**
    a. Full, automated ADA compliance
4. **Interactive features**
    a. Interactive maps and public engagement tools

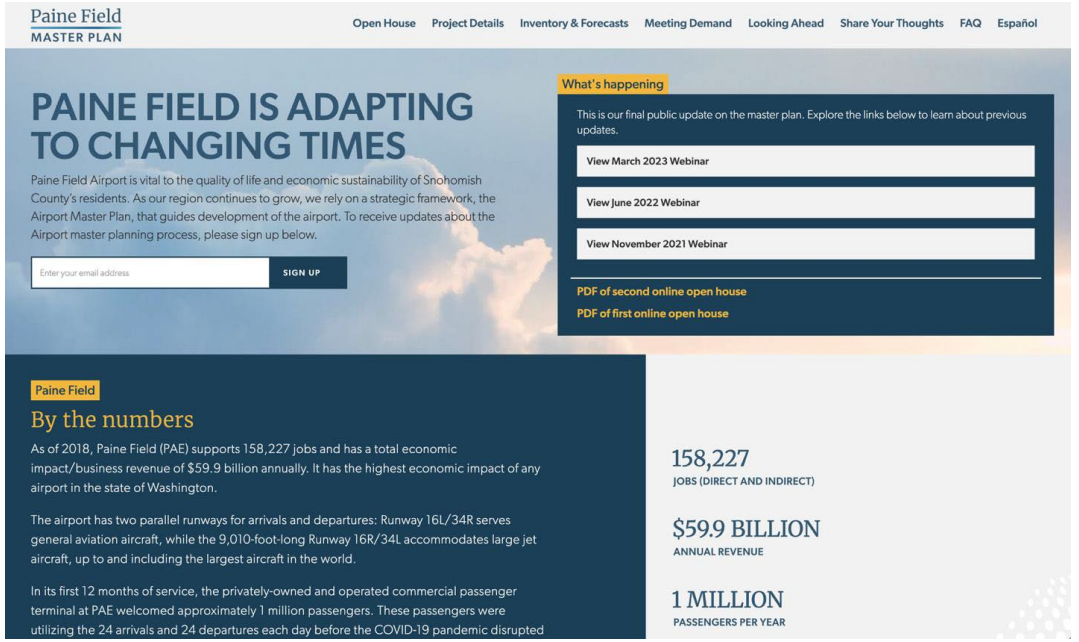


CASCADE WATER ALLIANCE

Recommended Vendor

PRR

- Best proposal by a wide margin
- Locally based
- Certified women and employee-owned
- Strong demonstrated public sector experience + results



CASCADE WATER ALLIANCE

Budget and schedule

Budget

- Not-to-exceed $100,000
  - Actual budget likely to land below $80,000 before taxes

Schedule

- ASAP start date
- ~24 weeks of work; completed by June 2027

CASCADE WATER ALLIANCE

Staff Recommendation

- Authorize the CEO to enter into a contract with PRR to redesign Cascade's current website for a not-to-exceed amount of $100,000

CASCADE WATER ALLIANCE

Cascade Supply Program

Board Presentation: Communications and Outreach Strategy

November 16, 2026

CASCADE WATER ALLIANCE

A Life-of-Program Roadmap

1. Purpose
2. Guiding Principles
3. Regulatory / Legal Considerations
4. Key Interest Holders
5. Engagement Toolbox
6. Oversight and Roles
7. Risk Management



CASCADE WATER ALLIANCE

Purpose

- Build understanding of interest holder views and priorities
- Mitigate delivery risks
- Inform and enhance delivery of the CSP







CASCADE WATER ALLIANCE

Guiding Principles

Lead with trust	Make complex topics easy to understand	Reflect responsible stewardship	Use one voice that reflects many	Meet people where they are
Share information proactively, be transparent about tradeoffs, and engage before decisions are final.	Plain language, defined terms, and visuals over dense text.	Explain costs and benefits, show progress, and highlight sustainability and resiliency.	Shared facts and aligned messages across Cascade, members, and partners.	Plan for language and accessibility needs and use multiple channels.

CASCADE WATER ALLIANCE

Regulatory and Legal Considerations

- SEPA/NEPA
- Uniform Act
- Tribal Consultation
- HEAL Act









CASCADE WATER ALLIANCE

Key Interest Holders

- Members and their communities
- Non-member governments/agencies and their communities
- Tribes
- State and Federal entities
- Businesses
- Community-Based Organizations
- Issue-focused Non-Governmental Organizations



CASCADE WATER ALLIANCE

Engagement Toolbox

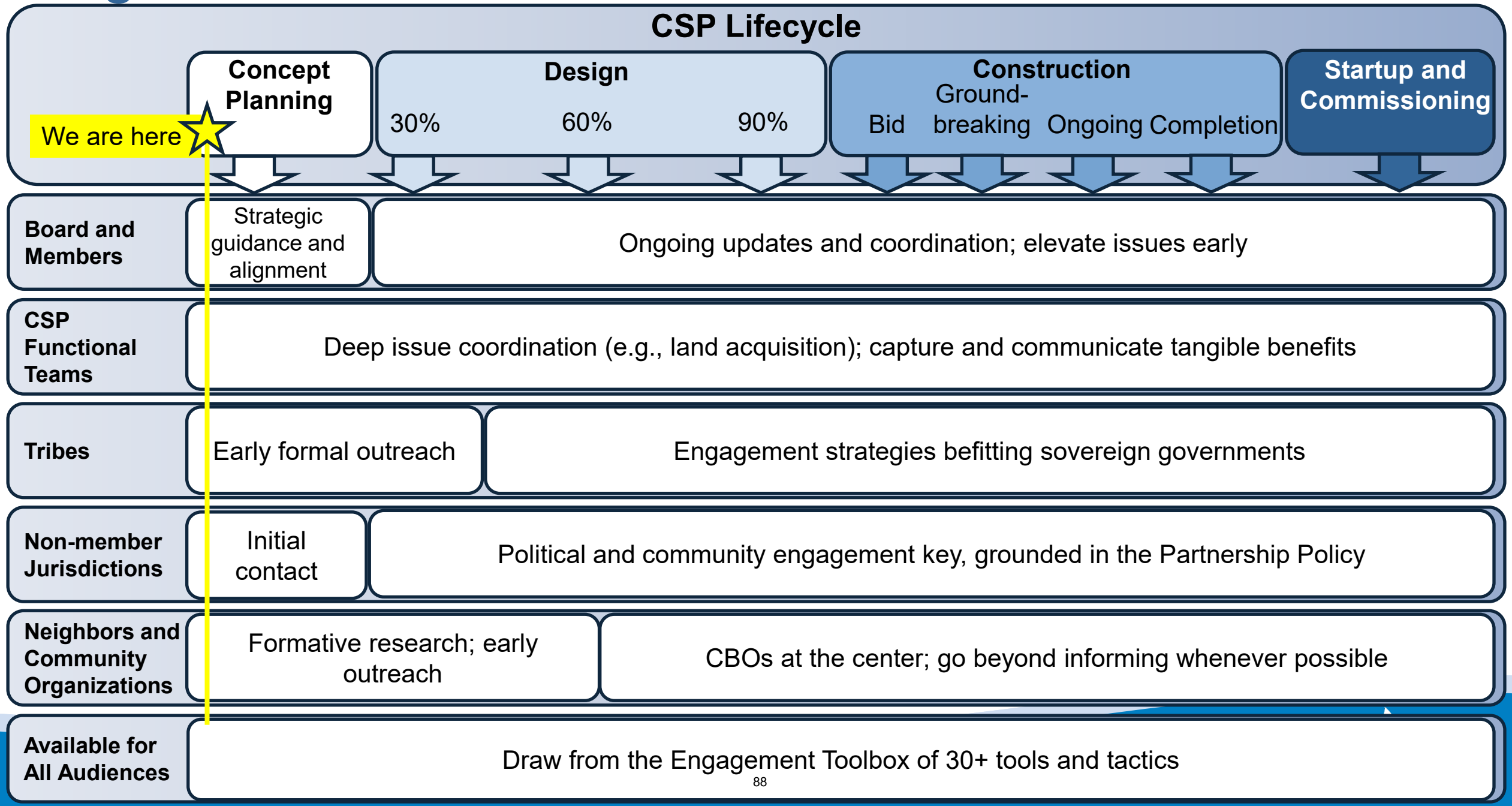
Tools and tactics listed in the Communications and Outreach Strategy, grouped by the deepest level of public participation each one supports.

Increasing level of public participation

INFORM *Provide balanced information*	CONSULT *Obtain feedback on options*	INVOLVE *Work directly with the public*	COLLABORATE *Partner in each decision*
• Educational Programs • E-Newsletter • Folios & Factsheets • Internal Newsletter • Local & Regional Media • Master Presentation • Media Events • Postcards/Mailers • Social Media • Toolkits • Videos & Visualizations • Website	• Briefings • Door-to-Door Outreach • Online Open Houses • Public Meetings/Open Houses • Site Tours • Surveys/Digital Surveys • Tabling at Events & Festivals • Translated & Transcreated Materials • Hotline (Project Phone & Email)	• Advisory Groups • Compensation Program • Third-Party Support/Champions • Non-Member Liaison Meetings	• Communications Roundtable • Key interest-holder individual meetings • Working collaboratively with community-based organizations on a particular project component

Supporting infrastructure: Interest Holder Database / CRM

Integrated Communications and Outreach Timeline Overview



Oversight + Roles and Responsibilities

Role	Key Responsibilities
Board	Overall oversight and guidance; approves new policies if needed
Cascade Committees	Support Board governance; stays abreast of key comms and outreach activities, provides guidance and feedback
Member Staff	Coordinate with the communication team for membership area priorities and activities; identifies priorities and information needs
Communications Team	Implement the Communications and Outreach Strategy; serve as a primary public face of the program; keep the CEO and the Board abreast of major activities and notable challenges
Permitting and Real Estate Teams	Coordinates with the communication team to support permitting and land acquisition activities

CASCADE WATER ALLIANCE

Risk Management

Focus Risks

- Community opposition arises during routing, tank siting, construction or other project phases
- Negative perspectives or misinformation about the program proliferate on-line
- Potentially affecting:
  - The political context
  - Program governance
  - Permitting and land acquisition
  - Scope, schedule, budget



Primary Risk Mitigation Strategies

- Keep members, committees and the Board well informed; elevate challenging issues early
- Engage early and often to build credibility and trust
- Maintain responsive, two-way communication
- Be clear and transparent about limitations
- Monitor, respond, evaluate

Succinctly put, prioritize communications and outreach, and do it well

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Strategy Review Timeline

- Earlier this month – briefings to Member Staff, SPOC and FIG
- Today – Board presentation
- Nov/Dec – Incorporate feedback
- Early 2027 – Report back, finalize, implement!



Next Steps: Final Months of 2026 and Early 2027

1	**Launch Communications Roundtable**	• Understand and meet member communication priorities
2	**Member Toolkit**	• Key messages, FAQs • Available here: CSP_Communications_Toolkit.October2026.pdf
3	**Intro to the CSP video**	• Origin story, purpose, benefits • Regional leaders on camera
4	**Website updates**	• General updates • Information and resources to support member communication needs
5	**Digital Engagement Plan**	• Life-of-program approach to digital communications • Coordinate approach and roll out with members
6	**Fieldwork outreach templates**	• Templates for fieldwork outreach • Shared with member PIOs for use in the field

CASCADE WATER ALLIANCE

Communications and Outreach Team



David Chalmers

Communications and Outreach Manager



David Marciniak

Communications and Outreach Lead



Lynsey Burgess

Communications and Outreach Support



Hayley Nolan

Communications and Outreach Support

CASCADE WATER ALLIANCE

Questions?

CASCADE WATER ALLIANCE



COMMUNICATIONS AND OUTREACH STRATEGY

Supply Cascade Program

DRAFT

23 October 2026

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Acronyms and Abbreviations

Board	Cascade Board of Directors
Cascade	Cascade Water Alliance
CASE	conceptual alignment selection evaluation
CBO	community-based organization
CEO	chief executive officer
communications team	communications and outreach team
COS	communications and outreach strategy
CRM	customer relations management
CSP	Cascade Supply Program
EHD	environmental health disparities
HEAL Act	Washington State Healthy Environment for All Act
IAP2	International Association for Public Participation
NEPA	National Environmental Policy Act
RCW	Revised Code of Washington
SCADA	supervisory control and data acquisition
SEPA	State Environmental Policy Act
Uniform Act	Uniform Relocation Assistance and Real Property Acquisition Policies Act

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Key Terms

Communications and outreach strategy (COS): A documented strategy that guides how an organization shares information with and gathers input from the public, internal audiences, and other agencies, typically outlining goals, target communities, key messages, tactics/tools, target timeline, and success metrics.

Conceptual alignment selection evaluation (CASE): An evaluation framework used to assess how well proposed concepts, options, or alternatives align with a project's goals, criteria, or community priorities before a final selection is made.

Community engagement: The ongoing process of involving community members, organizations, and interest holders in decision-making that affects them, ranging from simply informing the public to actively partnering with them on decisions.

Demographic analysis: A review of population data (age, race/ethnicity, income, language, disability status, etc.) within a project or planning area, used to identify who lives there, who may be affected by a decision, and which populations may need targeted or equitable outreach.

Washington State Healthy Environment for All Act (HEAL Act): Washington State's Healthy Environment for All Act, which advances equitable community participation in planning, resource allocation, programs, and enforcement, ensures Tribal sovereignty and rights as part of environmental justice, and requires agency community engagement planning and consultation with Tribes.

IAP2 Spectrum of Public Participation: A widely used framework from the International Association for Public Participation describing five increasing levels of public involvement in a decision: Inform, Consult, Involve, Collaborate, and Empower.

Non-Member jurisdictions: A government entity within or adjacent to a region that is not a formal member of Cascade. Non-Member jurisdictions typically do not have decision-making authority but may still be affected by or consulted on the work happening.

Online open house: A web-based version of a traditional in-person open house, allowing the public to view project information, maps, and materials, and submit comments or feedback asynchronously at their own convenience.

Tribal liaison: A designated staff person responsible for maintaining relationships with Tribal Nations, supporting informal consultation, and checking that Tribal input and interests are incorporated into decisions and processes.

Tactic: A specific, actionable activity used to implement a broader strategy (e.g., an advisory group or pop-up event). It is "what you do."

Tool: The medium, platform, or resource used to carry out a tactic (e.g., a mailer, website, or flyer). It is "what you use to do it."

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1. Executive Summary

The Cascade Supply Program (CSP) requires sustained communications and outreach as it advances the Phase I activities of planning and alternatives evaluation into design, permitting, property acquisition, construction, and operations. Early and coordinated engagement will help Cascade Water Alliance (Cascade) understand member, community, agency, and Tribal interests; inform program decisions; prepare communities for upcoming work; build trust; and manage communications-related program risks.

The Communications and Outreach Strategy (COS) establishes a program-wide framework for how communications and outreach will be planned and implemented. The COS complements existing communications initiatives and provides a common approach for coordination among Cascade, its member agencies, and the CSP team. Cascade is comprised of five member cities (Bellevue, Issaquah, Kirkland, Redmond, and Tukwila) and two water and sewer districts (Sammamish Plateau Water and Skyway Water & Sewer District). The COS will help CSP achieve its objectives by fostering constructive dialogue, strengthening relationships, and incorporating interest holder input to help CSP move forward responsibly and effectively.

Coordination with member agencies is a central element of the COS. CSP communications will complement members' existing communications and community relationships while supporting consistent information and coordinated timing. The communications team will serve as the central CSP communications advisor and will support escalation of complex or highly visible issues to Cascade leadership, members, and/or the Board of Directors (Board) as needed.

The COS outlines multiple channels that are timely, accurate, accessible, and tailored to the needs of member agencies, affected residents and businesses, non-member jurisdictions, Tribes, community-based organizations, government agencies, and other interested parties. The COS integrates engagement practices across all aspects of the program, including permitting, real estate, design, construction, and operations.

The communications and outreach practices outlined in the COS will be scaled for the relevant decision or activity. Specific workplans will apply the tools and methods of the COS to tailor activities, engage interest holders where they are, and communicate complex information in clear and understandable ways. Through these workplans, the team will identify engagement goals, assess opportunities for public involvement, conduct research, develop outreach approaches, create accessible materials, implement activities, and evaluate results. Outreach methods will vary based on audience, location, project phase, and potential impacts. A broad range of tools and tactics may be used.

Near-term implementation will focus on continuing to develop the Member Communications Toolkit, establishing protocols for early agency and Tribal outreach, developing the 2027–2028 Communications and Outreach Plan, developing and implementing a Digital Engagement Plan, and preparing f or communications and outreach activities in 2027.

2. Purpose and Overview

The Cascade Supply Program (CSP) provides a resilient water future by building vital new water connections within the Puget Sound region. Cascade Water Alliance (Cascade) supports communities by providing safe, reliable, cost-effective drinking water for generations to come. Phase I of the CSP will deliver water from Tacoma Water to Cascade members and be operational in 2041. Figure 1 shows the three phases of the CSP and each phase's related components.

This Communications and Outreach Strategy (COS) builds on the ongoing work and relationships formed by Cascade staff and is designed to complement ongoing activities. The COS defines approaches for internal and external communications, member and non-member agency involvement, and community outreach throughout the life of the CSP. It also serves as a guiding framework for individual communications and outreach plans. The COS will help the CSP achieve its objectives by fostering constructive dialogue, strengthening relationships, and incorporating interest holder input to help CSP move forward responsibly and effectively.

Strong communications and outreach are foundational to the CSP and Cascade's overall role as a regional water utility. The strategic approaches outlined in this COS will build public awareness and trust and align communication and outreach approaches to members' priorities and broader communication objectives.

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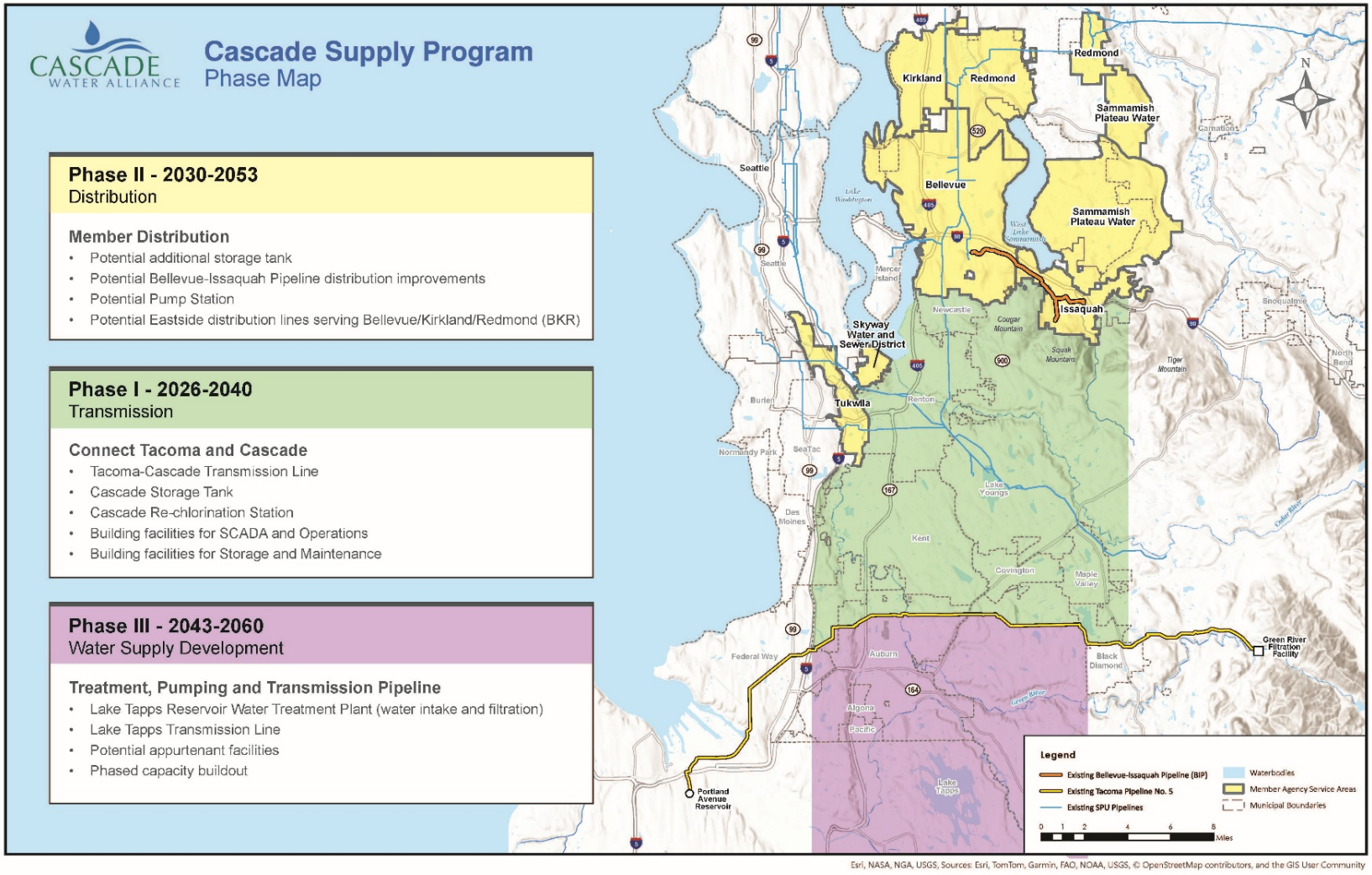


Figure 1. Phase Map

2.1 Program Overview and Context

This COS is based on the CSP's purpose and need, communication and outreach best practices for large-scale infrastructure programs, and the geographic and jurisdictional contexts for Phase I.

The Phase I infrastructure will be defined through the planning and design stages. For evaluation needs only, Phase I infrastructure is assumed to include the following:

- **Pipelines**: Approximately 19 to 22 miles of large-diameter (between 36 and 60 inches in diameter) water transmission pipeline connecting Tacoma Pipeline 5 to the Bellevue–Issaquah Pipeline.
- **Storage tank**: One above-grade or buried tank with approximately 15-million-gallon storage capacity.
- **Rechlorination station**: A standalone facility with a building containing chemical storage and chlorine injection, as well as water-analyzing equipment.
- **Supervisory control and data acquisition (SCADA) and operations facility**: System-wide SCADA controls system and cellular-based communication system, housed within a building and subsurface conduit.
- **Storage and maintenance facility**: A warehouse and open storage area for operating the system, as well as storing and staging equipment for maintaining the transmission pipeline and storage tank.

This infrastructure list is assumed from pre-planning considerations and will be revised during the Phase I planning and design stages.

Error! Reference source not found. shows the Phase I study area. The study area is located north of Tacoma Pipeline 5 and south of the Bellevue–Issaquah Pipeline.

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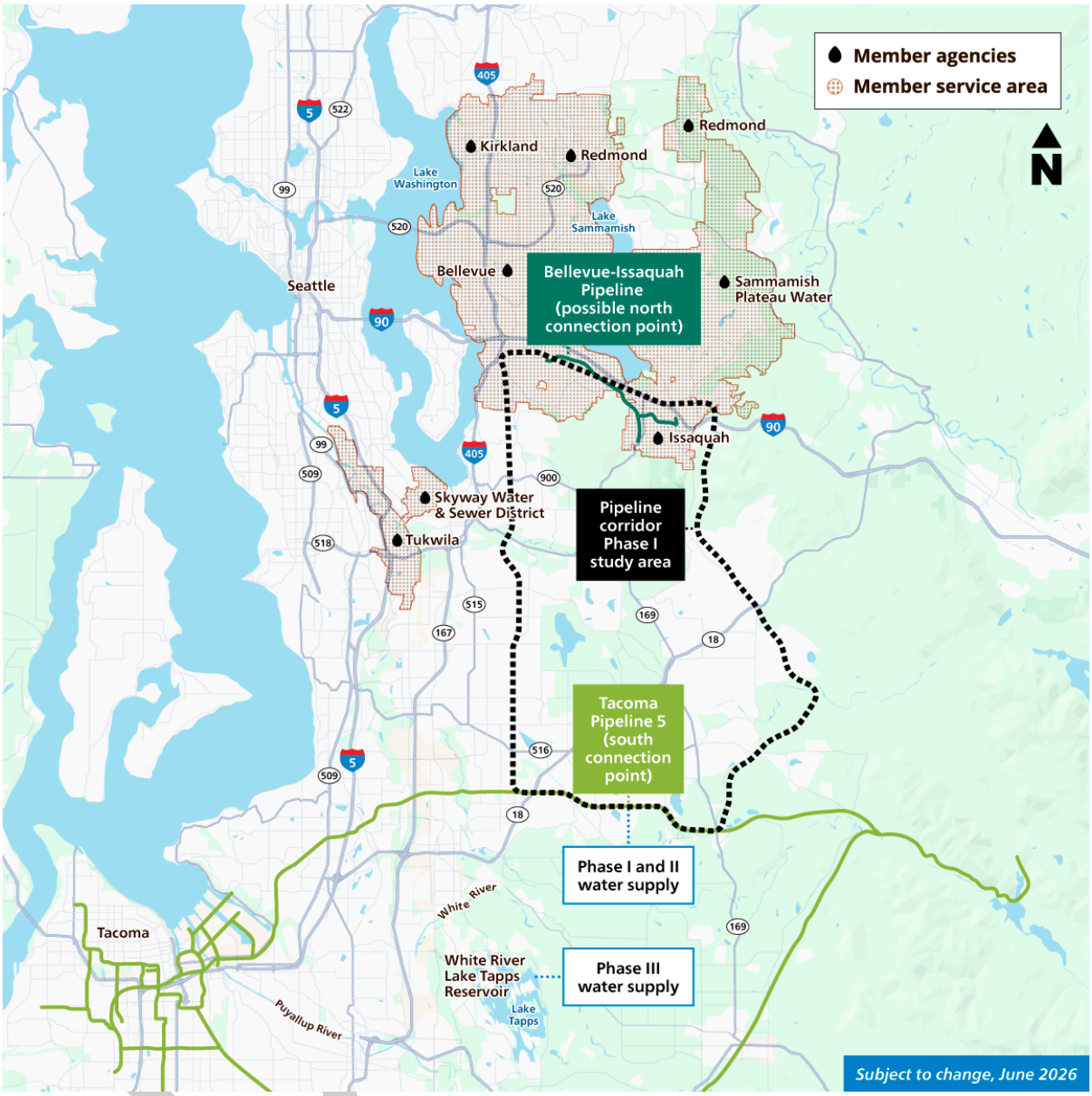


Figure 2. Phase I Study Area

2.2 Guiding Principles

The CSP's communications principles align with Cascade's mission and values, as stated in its Strategic Plan. Cascade communicates to inform, engage, and build trust during the development and implementation of the CSP. Cascade prioritizes transparency, responsiveness, and a commitment to a sustainable, resilient water future for both its members and the Puget Sound region.

The following principles will guide CSP communications and outreach:

- **Lead with trust.** Communicate openly, honestly, and consistently. Cascade shares information proactively whenever possible, explains decisions clearly, and acknowledges uncertainty when it exists.
- **Make complex topics easy to understand.** Use public-friendly, accessible language to explain the what and why of CSP actions. Cascade communicates to make technical, regulatory, financial, and engineering information easy to understand.
- **Reflect responsible stewardship of public resources.** Communicate how Cascade invests resources and makes decisions that support reliable, cost-effective, and environmentally responsible water supply solutions.
- **Use one voice that reflects many.** Align messages while recognizing that Cascade's interest holders have different concerns and viewpoints.
- **Meet people where they are.** Communicate in ways that are welcoming, understandable, and accessible to diverse audiences. Cascade provides multiple, variable opportunities for CSP feedback and participation.

2.3 Relationship With Other Program Documents

This COS is the first and foundational communications and outreach document for the CSP, defining the overarching vision and principles that will govern these activities. It builds on the ongoing work and relationships formed by Cascade staff over decades and is designed to complement ongoing activities.

The plans identified in Table A will be developed as the CSP matures. They will define the specific activities, events, and approaches needed to implement this COS and support an effective delivery program.

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Table A. Dependencies

	2027 and 2028 Communications and Outreach Plan	Local Business Outreach Plan	Digital Engagement Plan	Project- and Activity-Specific Plans and Workplans
Timing	Before the implementation of the conceptual alignment selection evaluation (CASE) and pre-design	After alignment selection	2026–2027	Ongoing—dependent on project needs and milestones
Audience	Cascade Board of Directors (Board), CSP leadership, and consultant staff; available to the general public upon request	Design team, CSP leadership, procurement administrator	CSP leadership, communications and outreach team (communications team)	Varies depending on need
Purpose	Advance project delivery and facilitate a participatory implementation approach by defining the specific public communication and outreach approaches the CSP will deploy in 2027/2028	Set metrics tracking showing the contribution to the economy, outline tactics to inform businesses about opportunities, and identify publicity for CSP opportunities and economic benefits	Define the CSP's digital outreach tools, procedures, and approaches to support its success; outline social media, website, and other digital tools to be used and how the CSP will strategically engage with a wide range of interest holders through digital means	Provide individual plans that will guide communications and outreach activities for the identified need; provide individual plan(s) for CSP segments and facilities, summer event outreach plan(s), and media event plans(s)
Content Level	Strategic, advisory, operational	Procedural, operational	Strategic, advisory, operational	–

2.4 Organization of the Strategy

The COS is organized into the following sections:

- **Section 1.0 – Executive Summary:** Summarizes the COS.
- **Section 2.0 – Purpose and Overview:** Introduces the CSP and the COS.
- **Section 3.0 – Framework:** Describes the regulatory and legal framework that defines the COS.
- **Section 4.0 – Technical Considerations:** Describes the studies, datasets, and analyses that will inform communications and outreach activities.
- **Section 5.0 – Communication Processes and Coordination:** Describes the overall strategy for communications and outreach under Phase I, including processes and workflows, intergovernmental coordination, and community engagement.
- **Section 6.0 – Oversight and Roles:** Describes the communications team composition and how it will execute the COS within the broader context of the CSP. This includes identifying roles and responsibilities, oversight, and decision-making related to communications and outreach and the communications team.
- **Section 7.0 – Implementation:** Describes considerations for implementing the COS, including schedule, milestones, and sequencing.
- **Section 8.0 – Risk Management:** Describes risks and risk management within the context of communications and outreach for Phase I.
- **Section 9.0 – Next Steps:** Describes what immediate next steps are anticipated.

3. Framework

This section describes the regulatory and legal framework under which the COS is defined.

3.1 Cascade Framework

Cascade is a joint municipal utility services authority authorized under Chapter 39.106 of the Revised Code of Washington (RCW). Cascade is comprised of seven members (five cities and two water and sewer districts) in the Puget Sound region. Cascade is comprised of five member cities (Bellevue, Issaquah, Kirkland, Redmond, and Tukwila) and two water and sewer districts (Sammamish Plateau Water and Skyway Water & Sewer District). Cascade's members are all located within King County and the broader King County Metro boundaries. Each member owns, operates, and maintains its own water distribution system and conducts its own communications and outreach activities.

3.2 Regulatory and Legal Framework

The communications team will conduct outreach and engagement in a manner that complies with legal requirements and permit conditions and is responsive to the needs of affected

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communities. The communications team will coordinate with the real estate and permitting teams on outreach, public comment, and other needs within both domains.

3.2.1 NEPA/SEPA

Throughout the National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) processes, the CSP permitting and communications teams will collaborate to implement an approach that complies with state and federal requirements while advancing CSP implementation.

Several notice requirements, comment tracking, and other needs will be coordinated among the teams to support consistency and transparency and to deliver a high level of customer service for interested parties.

3.2.2 Uniform Act

In accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act (Uniform Act), the real estate team follows several steps involving notices and communications with property owners. The real estate team will coordinate closely with the communications team to support consistent, transparent communications and deliver a high level of customer service for property owners. Close collaboration between the teams is vital to managing property owner relationships during planning, design, construction, and once the system enters operation.

3.2.3 Tribal Consultation Requirements

Cascade is a municipal corporation organized under Washington's Joint Municipal Utilities Services Act (RCW 39.106). As such, its direct communications with Tribes, while important, do not automatically constitute government-to-government consultation under Washington State or federal frameworks. The communications team will work closely with the permitting team to conduct outreach and notification to Tribes, request their input on the CSP, and identify ways to avoid adverse impacts to Tribal interests. For more information on the relationship between formal consultation and Cascade's outreach and notification approach, refer to the Regulatory Requirements and Permit Acquisition Strategy.

The CSP permitting and communications teams will collaborate to implement an approach that complies with state and federal requirements and respects Tribes as key interest holders and sovereign nations.

3.2.4 HEAL Act

The communications team will refer to Washington State's Healthy Environment for All Act (HEAL Act) for best practices for engagement. Although the HEAL Act currently applies only to seven state agencies (it does not bind cities, special-purpose districts, Cascade, or Cascade's member agencies), it is an important consideration for state funding and infrastructure programs. Aligning project planning and community engagement with HEAL Act principles can help the CSP get ahead of evolving regulatory and funding expectations and strengthen grant competitiveness.

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Table B summarizes the elements of the HEAL Act that apply to communications and outreach.

Table B. Communications and Outreach Elements of the HEAL Act

Requirement	What the HEAL Act Mandates	RCW
Applicability	Legally binds seven state agencies (Ecology, Commerce, Health, Agriculture, Department of Natural Resources, Transportation, and Puget Sound Partnership). Chapter 70A.02 RCW establishes legal requirements for agencies to integrate environmental justice.	70A.02
Community Engagement Plan	Requires each covered agency to create and adopt a community engagement plan describing how it will engage with overburdened communities and vulnerable populations and how it will facilitate equitable participation and meaningful, direct involvement.	70A.02.050
Environmental Justice Assessments	Required only for "significant agency actions"—significant legislative rules, new grant/loan programs, or capital projects/grants/loans of $12 million or more.	70A.02.060
Tribal Consultation	Requires covered agencies to develop a consultation framework with Tribal governments, including best practices and protocols for communication and collaboration with federally recognized Tribes (see the Permitting Strategy for additional details).	70A.02.100
Mapping Tool	The environmental health disparities (EHD) map is identified as a resource for agency decision-making; the Department of Health is required to maintain and expand it.	43.70.815

4. Technical Considerations

This section describes the tools and tactics, studies, datasets, and analyses that will be used to conduct communications and outreach activities. Background Conditions

The communications team will analyze the corridors, alignments, and sites identified in the Phase I project area (Figure 2) to better understand community characteristics and preferred ways to share information. The team will use this information to tailor communications and outreach for CSP activities.

The team will identify and engage key audiences, including Cascade staff, member agencies, CSP consultant staff, residents, businesses, and other interest holders. Because each audience has different needs, the team will use approaches and tools appropriate to each group.

The team will develop an interest-holder database to track organizations, individuals, and relevant contact information and will regularly update information and add new interest holders.

Interest holders may include:

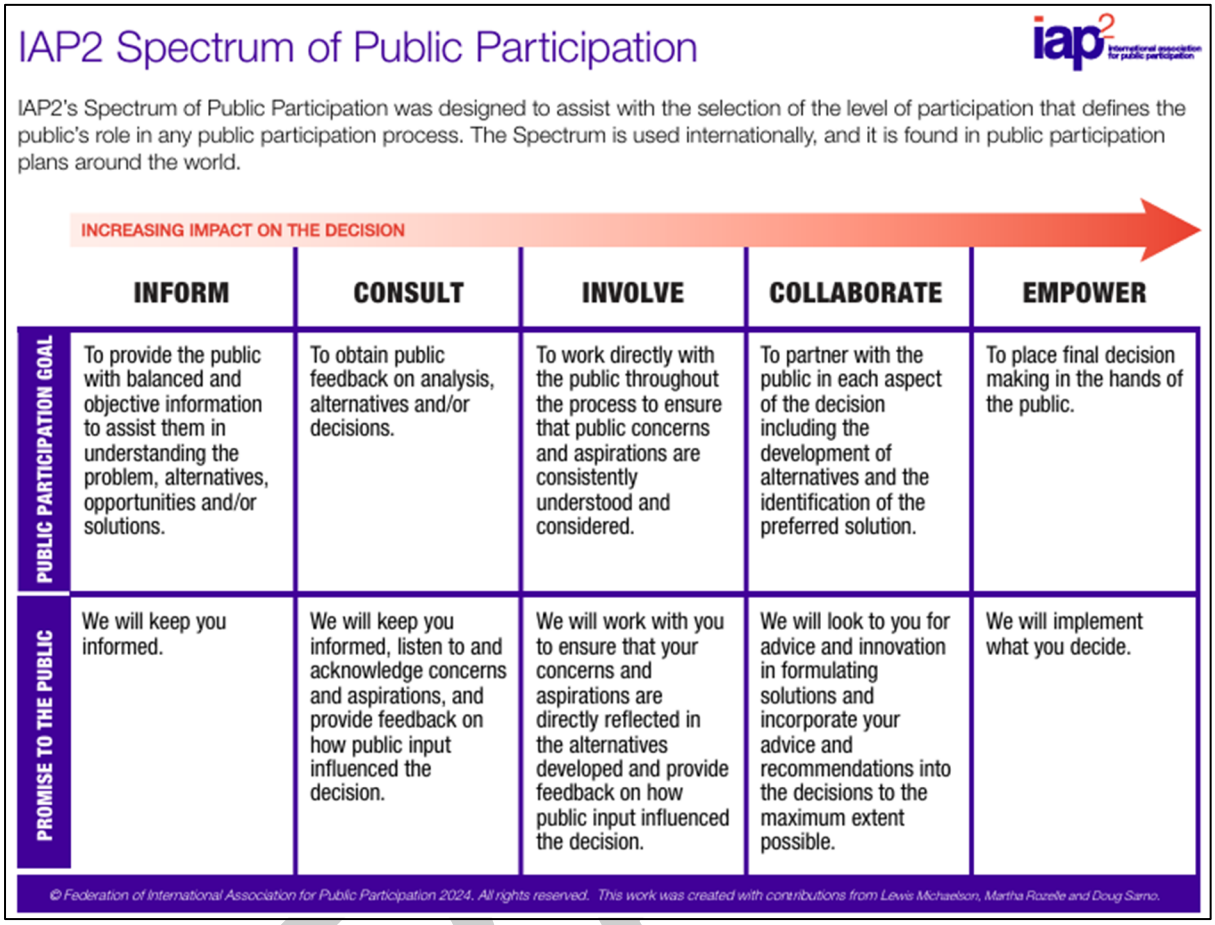
- Cascade staff and member agencies.
- Member agency water users, residents, and businesses.
- Residents and businesses in the project area.
- First responders.
- School districts.
- Non-member jurisdictions.
- General public.
- Other interested parties.

Tribal governments, Tribal members, and urban Native communities are important interest holders. A Tribal liaison will lead Tribal engagement activities, as described in Section 5, before project-level communications and outreach begin. The communications team will coordinate with the Tribal liaison and include Tribal members and urban Native communities in project-level plans.

4.1 Data, Tools, and Analytical Approaches

The communications team will draw on guidance from the International Association for Public Participation (IAP2) and its Spectrum of Public Participation, as shown in Figure 3. IAP2 defines public participation as any process that involves the public in problem-solving or decision-making and uses public input to inform decisions. Public participation includes all aspects of identifying problems and opportunities, developing alternatives, and making decisions. It uses tools and techniques common across many fields of dispute resolution and communications.

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IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 3. Spectrum of Public Participation

Cascade will inform interest holders and affected communities of relevant project activities and will go beyond simply sharing information to implement more robust consultation and collaboration with the public whenever feasible.

Table C describes a variety of communication tools and tactics available to the communications team, in coordination with member staff and Board oversight. See Appendix A – Tools and Tactics for an expanded table that includes purpose, description, audience, and IAP2 Spectrum level. The team will determine the specific tools or tactics best suited for each CSP component in close coordination with members and affected communities, using IAP2 guidelines, American Water Works Association guidance, and related resources. Cascade will conduct all communication and outreach activities in accordance with applicable local, state, and federal laws, policies, and guidelines. The communications team will use data from a variety of sources to inform activities, including King County American Community Survey Census Data, the Washington EHD Map, and the King County iMap.

Table C. Menu of Tools and Tactics for Communications and Outreach

Stakeholder Engagement	Public Outreach	Communications Materials	Media and Digital
Advisory Groups	Compensation Program	Folios and Factsheets	E-Newsletter
Briefings	Door-to-Door Outreach	Internal Newsletter	Hotline (Project Phone and Email)
Communications Roundtable	Educational Programs	Master Presentation	Local and Regional Media
Community-Based Organization (CBO) Coordination	Online Open Houses	Postcards/Mailers	Media Events
Interest Holder Database or Customer Relations Management (CRM) System	Public Meetings/Open Houses	Toolkits	Social Media
Non-Member Liaison Meetings	Site Tours	Videos and Visualizations	Website
Phone Calls/Individual Meetings	Tabling at Community Events, Fairs, and Festivals		
Surveys/Digital Surveys	Translated and Transcreated Materials		
Third-Party Support/Champions			

4.2 Sequencing

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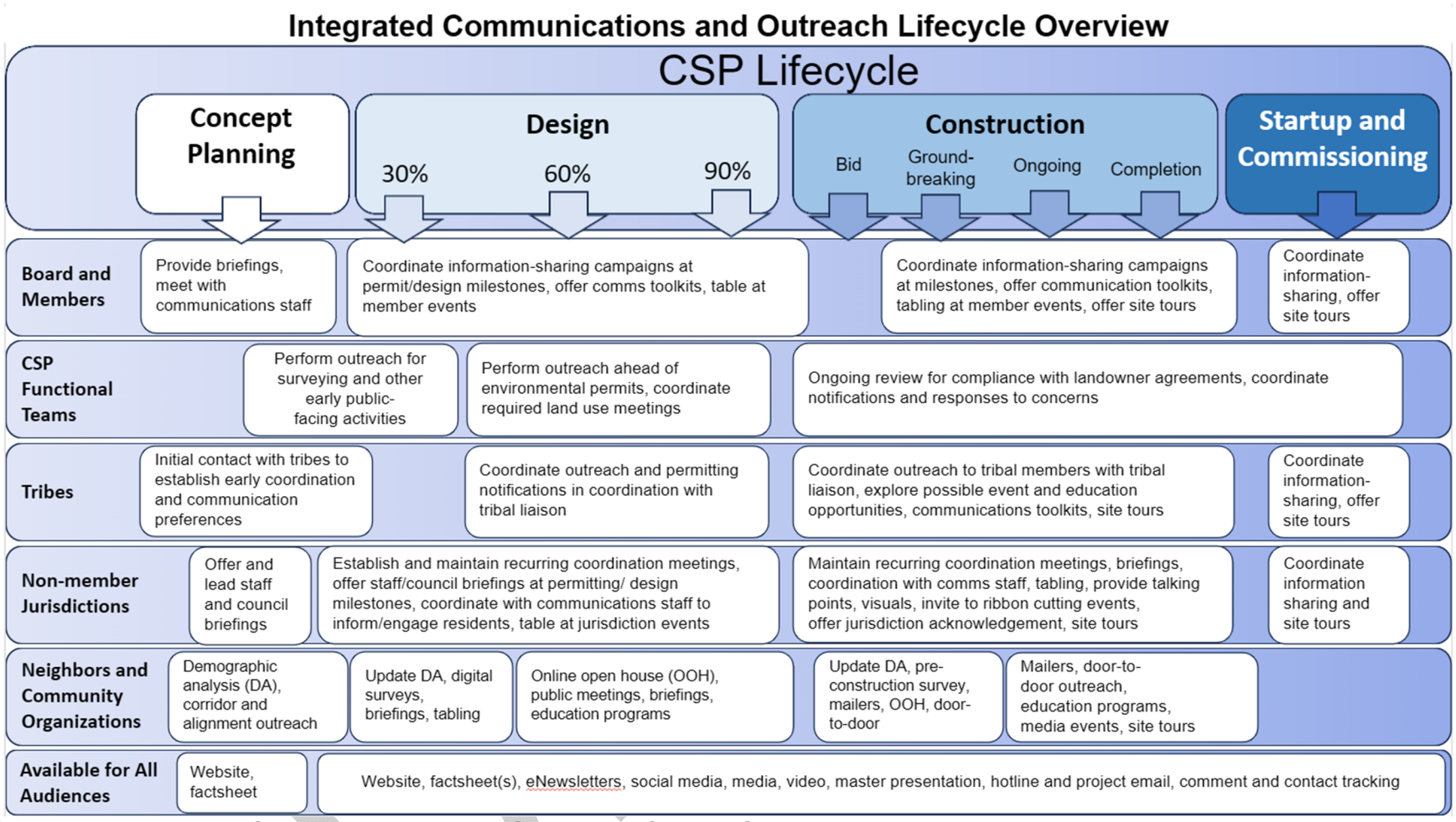


Figure 4. Integrated Communications and Outreach Lifecycle Overview

5. Communication Processes and Coordination

This section describes the overall strategy for communications and outreach in Phase I, including processes and workflows, intergovernmental coordination, and community engagement.

5.1 Overall Communications and Outreach Strategy

Cascade's overall communications and outreach strategy is to align with Cascade and its member agencies' best practices to understand community needs meet people where they are and demonstrate accountability to improve delivery of the CSP. The communications team will integrate guidance from the IAP2 Spectrum of Public Participation when implementing the COS.

5.2 Processes and Workflows

The communications team will coordinate communications across program functions throughout the CSP. By engaging with functional teams early and regularly, the team will help identify program needs and align activities and messaging with communications and outreach principles as well as with the specific goals and objectives described in individual communications plans. While communication is ongoing throughout the CSP, the process will vary for different CSP or project activities.

For any distinct CSP or project activity requiring specific communications and outreach efforts, the communications and outreach process will follow six steps:

1. Establish goals and understand opportunities for involvement.
2. Conduct discovery and research.
3. Plan outreach and engagement strategies.
4. Develop materials.
5. Implement outreach and engagement strategies.
6. Evaluate and report out.

The following section describes the steps in detail, followed by an example of how they would be applied in a hypothetical survey during the project's early design stage.

This hypothetical scenario assumes that the CSP will conduct surveying, potholing, and geotechnical borings over a three- to six-month period during early design to collect information about proposed construction areas. Survey crews typically take a variety of measurements to determine public right-of-way boundaries, private property lines, public easement boundaries, the presence of utility vaults and other landmarks, and other necessary measurements. The public experiences this work as survey crews standing on sidewalks and streets in front of properties, closing traffic lanes, and potentially creating temporary loud noise while potholing or conducting borings. The communications team will create activity-specific communications and outreach plans for survey efforts, outlining in greater detail the timeline, location(s), process, tools, and tactics to inform, engage, and document the team's efforts.

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1. **Establish goals and understand opportunities for involvement:** For each project stage or body of work, the communications team will begin by aligning on common goals and reaching a shared understanding of opportunities for involvement. Team agreement on whether, where, and how the community can influence the project is critical before any communications strategies are planned or implemented.

   Early survey work example: Goals will focus on introducing communities to Cascade, raising awareness of the CSP, and building trust that will carry forward into construction. Given the community's ability to influence the work during this activity (low), an "inform" level of participation would likely be set.

2. **Discovery and research**: Before drafting an activity-specific communication plan, the communications team will conduct research to understand the communities that will be affected. This research will identify communities with high levels of social vulnerability that face barriers to participating in public processes. As appropriate, the research will include auditing documents that communities have published about themselves to identify community priorities and concerns, and will, as needed, validate those priorities and concerns using tools such as interviews, focus groups, or surveys.

   Early survey work example: A demographic analysis, or a high-level analysis if one has not already been completed, will identify translation needs and determine whether the area has a large renter population. The results will inform the communications tools and methods used to notify community members about survey activities. This example assumes that 7 percent of the population speaks Spanish as a primary language and that several large multifamily housing facilities are located near the survey area.

3. **Plan outreach and engagement activities**: Based on identified audiences, priorities, and needs, the communications team will tailor outreach and engagement strategies to each program or project activity. The available tools are described in this document, while specific activities and communication channels will be identified through a communications and outreach plan for this survey effort. Although approaches will vary by location, priority audience, time of year, and other factors, outreach will focus on meeting people where they are through equitable and inclusive engagement methods.

   Early survey work example: For early survey work, a relatively robust outreach effort may be appropriate because it represents an initial point of contact with the affected communities. The outreach plan will identify the location, priority audiences, specific activities, and communication channels. Activities may include a mix of in-person and online opportunities, such as drop-in sessions, online open houses, website updates, door-to-door flyer distribution, and tabling at community events. The plan may identify local community-based organizations (CBOs) who support Spanish-speaking populations, such as churches, advocacy groups, or

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communications staff at local jurisdictions who are willing to share information on behalf of the CSP.

4. **Develop materials**: Accessible materials will be developed and translated into other languages as needed. Materials will use plain language to make information understandable to a broad range of audiences.

   Early survey work example: Before survey work, the communications team could create an online open house that introduces audiences to Cascade and the CSP and collects email addresses, relevant location information, and language preferences from people who want to receive future project updates. The team could include a link to this resource on print materials and in targeted social media ads. The communications team would also create a construction notice in a standard format, including a map of the survey area and photos illustrating expected activities. Materials would target approximately a seventh-grade reading level and be provided in both English and Spanish.

5. **Implement**: Information will be shared and input collected using the activities and materials identified in steps 3 and 4. Where appropriate, outreach will be conducted by staff who can communicate in community members' preferred languages.

   Early survey work example: The communications team would advertise the online open house and upcoming survey work through CBO contacts, social media, e-newsletters, and the website. The team may coordinate directly with property managers of multifamily housing facilities to arrange building access for notice distribution. Notices could be delivered door-to-door within the affected area and to nearby businesses.

6. **Evaluate and report out**: Input from outreach and engagement activities will be documented in engagement summaries available for review by the project team and in a communications database, or, if applicable, in a customer relations management (CRM) system. Results of the engagement process, including how input informed decisions (as applicable), will be communicated back to the community. This feedback process is a key component of the IAP2 Spectrum, as it helps build trust and maintain transparency throughout subsequent project activities.

   Early survey work example: For early survey work, documentation may include a brief memorandum summarizing the notice distribution area, concerns raised during outreach, and site access considerations relevant to survey crews. Notice distribution may also be tracked separately by address in a communications database or CRM system, depending on the type and complexity of the system adopted by Cascade.

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At minimum, each workplan and communication material developed through the process described above will follow the review and quality control measures established for the CSP (as described in the CSP Program Management Plan). Specialized materials may have additional quality control steps, such as:

- Research deliverables, such as demographic analyses or surveys, may be reviewed by a senior research specialist.
- Graphic materials intended to reflect design elements may be reviewed by a senior member of the design team.
- Translated materials may be reviewed by linguistic specialists for quality and appropriate cultural tailoring.
- Plans that involve inclusive outreach or that focus on overcoming barriers to participation may involve staff experienced in equitable engagement.

5.3 Intergovernmental Coordination

Successful implementation of the COS will rely on coordination between member and non-member agency staff. To provide strong coordination with both member agencies and non-member jurisdictions, the communications team anticipates attending regular meetings in addition to using other techniques, such as occasional surveys or presentations. The team may attend committee, member, or Board meetings to share information, gather feedback and direction, or address other needs as requested by Cascade.

5.3.1 Member Agency

Intergovernmental coordination among member agencies will continue to follow Cascade's established Board and committee structure. The communications team will continue to support the informational needs of those bodies.

The team proposes establishing or attending ongoing multi-jurisdiction meetings with member agency communications staff (see the communications roundtable tactic in Table C). These meetings would allow CSP and Cascade to confirm that member communications staff are aware of and can advise on or support communications before, during, and after communications and outreach activities within that jurisdiction, and to stay informed about activities in other jurisdictions. This approach will help establish consistent messaging, foster trust, and proactively manage communications and outreach.

5.3.2 Non-Member Agency

Where relationships with non-member jurisdictions already exist, the communications team will leverage them to establish dialogue and prepare for and support ongoing communications needs with those jurisdictions. In the absence of an existing relationship, the team will work with other CSP team members to establish relationships as needed.

Non-member jurisdictions will be involved through regularly occurring or ad-hoc meetings and other coordination approaches (see the non-member liaison meetings tactic in Table C).

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5.3.3 Tribal Communications and Outreach

The communications team will work with the CSP's Tribal liaison to develop a plan consistent with Cascade's expectations for communications and outreach needs for Tribes. The plan will be closely coordinated among the real estate, permitting, and communications teams and will include items identified in each functional team's strategy documents.

5.3.4 Community Engagement

The principles, framework, tools, and approaches for engaging communities are described in the preceding sections of this COS. Cascade has built a strong foundation of community engagement centered on promoting conservation, engaging Lake Tapps Reservoir area residents, and advancing Cascade initiatives across various communities. The COS is designed to complement these ongoing efforts while bringing additional tools and resources to address the complexity of the CSP. Community engagement is an ongoing component of CSP planning and implementation. It helps Cascade understand community interests, concerns, local considerations, and risks associated with public perception; communicate timely and relevant information; and identify opportunities to reduce or avoid negative community impacts.

Community engagement will occur throughout the CSP, with the level and type of engagement varying based on the nature of the activity, potential community effects, regulatory requirements, and decision-making needs. Engagement activities will be coordinated with CSP milestones to support awareness, transparency, and informed decision-making. Information received through engagement activities will be documented and, as appropriate, shared with the CSP team to inform planning, design, permitting, property acquisition, construction, and other CSP decisions, as described in Section 5.

Community engagement includes both CSP-driven engagement and community-initiated engagement. The approach to engaging communities affected by the CSP is described in the preceding sections and generally includes:

- Leveraging existing networks.
- Crafting consistent, coordinated, and timely messaging.
- Engaging the media.
- Leading with the web and social media.
- Providing regular, accurate, and timely information and managing expectations.

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Requests from the community may include one-on-one or small-group meetings, participation in community events, presentations at board meetings, site tours, and other outreach activities. Contact information will be included in all external-facing materials so community members know how to reach the CSP team. The communications team will evaluate requests based on:

- Alignment with goals and objectives.
- Alignment with the program schedule and milestones (for example, whether new or relevant information is available to share).
- Prior engagement with the audience, with consideration for audiences that have been more difficult to reach.
- Staff availability.

Requests and responses will be documented in a communications database or CRM system.

6. Oversight and Roles

This section describes the makeup of the communications team and how it will execute the COS within the broader context of the CSP. It covers identifying roles and responsibilities, oversight, and decision-making related to communications and outreach, as well as the communications team.

6.1 Roles and Responsibilities

The communications team comprises Cascade and consultant staff, and its function is to implement strategies tailored to the CSP's needs and consistent with Board and member expectations. Additionally, the communications team is the point of contact for communities affected by the CSP. The team is integrated with the entire CSP team to help achieve coordinated, consistent messaging and effective timing and is actively involved in all stages of the CSP.

Table D defines the roles and key responsibilities for all parties involved in CSP communications and outreach.

Table D. Roles and Responsibilities

Role	Key Responsibilities
CSP Roles With Communications and Outreach Responsibilities	
Board	Serves as the governing authority for Cascade; provides CSP decision approval/authorization; approves new policies, if needed, governing outreach activities.
Cascade Committees	Consists of three standing committees (Finance and Intergovernmental, Resource Management, and Supply Program Oversight) that support Board governance of the CSP.

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Chief Executive Officer (CEO)	Oversees Cascade employees and other applicable CSP policies, with approval authority as delegated by the Board.
Program Executive	Oversight and direction of CSP activities and staff, legal counsel interface, Member Staff/Board liaison, escalates real estate risks to CEO and Board as appropriate
Member Staff	Coordinates with the communications team for membership area needs and activities.
Design Team	Coordinates with the communications team to incorporate property owner, tenant, and interest holder considerations into project design.
Construction Team	Coordinates with the communications team to address interest holder needs during construction and coordinate public communications, issues management, and community engagement.
Permitting Team	Coordinates with the communications team to support permit acquisition, satisfy permit-related interest holder requirements, and coordinate agency and public engagement activities.
Real Estate Team	Coordinates with the communications team to manage property owner relations, property acquisition activities, restoration commitments, and construction-related property concerns.
Tribal Liaison	Leads all Tribal outreach on behalf of the CSP. Coordinates with the communications team once relationships are established to inform Tribal members about project benefits and impacts.
Communications Team	
Cascade Intergovernmental and Communications Director	Provides overall strategic direction and oversight for CSP communications and outreach activities.
Communications and Outreach Manager	Manages the CSP communications and outreach program and serves as the primary Cascade representative to designated public entities.
Communications and Outreach Task Lead	Leads day-to-day execution of communications and outreach activities as assigned by Cascade.
Communications and Outreach Support Staff	Delivers communications, outreach, and engagement support.

6.2 Decision-Making Structure

The communications team serves as the advisor and central coordinator for communications and outreach activities, overseeing the development of materials, confirming adherence to approved standards, and supporting alignment with Cascade policies and standards. The Communications and Outreach Manager and Task Lead will manage these activities in

accordance with this COS and associated plans. Table E defines the approval authority for key communications and outreach activities.

Table E. Feedback and Approval Authority

Decision/Action	Board	CEO	Program Executive	Member Staff	Intergovernmental and Communications Director	Communications and Outreach Manager
COS	F	F	F	F	F	A
Communications and Outreach Plan(s)	F	F	F	F	F	A
Communication and Outreach Plan Implementation	F	F	F	F	F	A
Project- and Activity-Specific Plans and Workplans	F	F	F	F	F	A
	Key: Feedback (F) Approve (A)					

7. Implementation

This section describes considerations for implementing the COS, including the schedule, milestones, and sequencing.

7.1 Schedule and Milestones

Phase I is underway and aims to provide Tacoma Water supply to at least one member service area by 2041. Construction of Phase I is expected to begin in the 2030s. Cascade members will begin receiving the Tacoma Water supply in 2041. Design and construction of other program components will be included in future phases. The schedule is depicted in Figure 5, and the anticipated communications and outreach activities are described in Table F.

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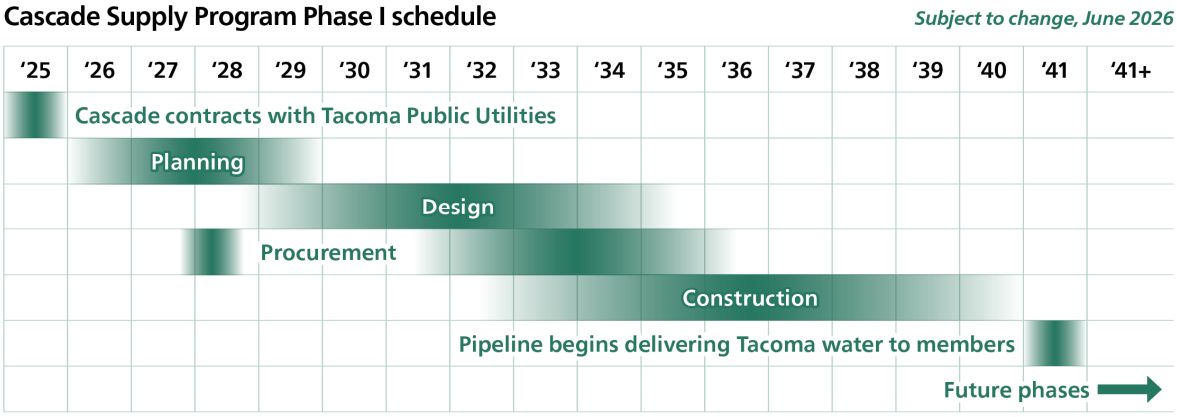


Figure 5. CSP Phase I Schedule

Table F. Communication and Outreach Activities Anticipated by CSP Step

Step	Description	Communications and Outreach Activities
Step 1 – Pre-Corridor (Current)	CSP initiation; no corridor identified. Strategy and policy framework development.	Initial communication needs, approval of COS.
Step 2 – Corridor Alternatives	The CSP develops and evaluates corridor alternatives for Board consideration.	Establish initial tools, begin drafting initial communications and outreach plans, and gather data and demographics information. Begin collaborating with the Tribal liaison, planning team, real estate team, and permitting team to support activities.
Step 3 – Alignment Alternatives	Develop and evaluate alignments within the selected corridor.	Finalize initial communications and outreach plans for the design stage, conduct public consultation, record and respond to public comments, establish social media procedures and tools, establish initial advisory group(s), finalize public consultation report to support preferred alignment, and begin issuing fieldwork notifications.
Step 4 – Preferred Alignment Selection/10% Design	Board selects and approves preferred alignment; design advances to 10%; CSP is divided into project segments.	Continue managing communications and outreach plans, begin collaborating with the design team to support community information sharing, begin collaborating with the controls team to promote contracting opportunities, and implement business utilization tracking.
Step 5 – Design 10%–100%	Design advances from 10% to final, triggering active communications and outreach needs on each segment.	Continue managing communications and outreach plans, recording and responding to public comments.

Step	Description	Communications and Outreach Activities
Step 6 – Construction	Beginning at bidding and leading through final completion, ongoing active communications and outreach needs on each segment.	Continue managing communications and outreach plans, record and respond to public comments, and begin collaborating with the construction team.
Step 7 – Startup and Commissioning	After construction, various outreach activities and events as the startup process unfolds.	Continue managing communications and outreach, focusing on celebrations, final documentation, warranty support, and training.

8. Risk Management

The CSP team has developed a risk register to capture risks and mitigation strategies, along with a separate Risk Management Plan describing the process for managing risks across the CSP. Communication and outreach risks for the CSP generally relate to maintaining public trust and understanding, sustaining long-term support, effectively reaching diverse audiences, coordinating messaging across partners and projects, demonstrating the effectiveness of engagement, and maintaining constructive relationships with agencies, Tribes, and affected communities. Complex communications and outreach challenges will be elevated to Cascade leadership and the Board for direction and awareness.

The primary risk mitigation strategies for communications and outreach risks are as follows:

- Provide timely, accurate, and accessible information on CSP activities, impacts, benefits, schedules, and key decisions.
- Engage affected communities early and throughout CSP implementation to identify concerns, gather input, and support informed decision-making.
- Tailor communications and engagement activities to the needs, interests, and accessibility requirements of specific audiences, including language access and other accommodations as needed.
- Use a variety of communication channels and engagement opportunities, both in-person and online, to reach diverse audiences.
- Build and maintain relationships with community organizations, businesses, Tribes, and other trusted partners to expand outreach and improve information sharing.
- Coordinate communications with member agencies, partner organizations, and related infrastructure projects to promote consistency and reduce public confusion.
- Maintain responsive, two-way communication by documenting, tracking, and addressing community questions, concerns, and feedback.
- Monitor and evaluate engagement activities, using community feedback and participation data to improve future outreach efforts.
- Document and communicate the basis for key CSP decisions, including how public input was considered.

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- Maintain ongoing coordination with Tribes regarding activities affecting Tribal interests, cultural resources, and Tribal lands or usual and accustomed fishing areas.

9. Next Steps

The next steps for CSP communications and outreach include the following:

- Develop and implement an outreach protocol with the permitting and design teams to support early contact with Tribes and select agencies.
- Develop the 2027 and 2028 Communications and Outreach Plan.
- Develop and begin implementing a Digital Engagement Plan.
- Identify and implement communications and outreach activities in 2027.

10. Appendix

Appendix A, Tools and Tactics

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
Advisory Groups	Gather input and better understand community perspectives.	Existing or new advisory groups can provide a key means of gaining community feedback and informing program decisions. Advisory groups can be useful for engaging and building rapport with specific external interest holders—especially in areas outside Cascade's boundaries.	Community representatives, agencies, selected interest holders	x	x	x	

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
Briefings	Provide information and updates, build relationships, and gather feedback.	Direct meetings with key groups to discuss program updates, challenges, community needs, and communication preferences. Briefings may be used to provide general CSP information or to disseminate key project information, safety messaging, or upcoming milestones. Briefings may also be used to address specific community members and/or topics of community interest and to identify the best ways to communicate with communities about CSP updates.	Member agencies, non-member jurisdictions, elected officials, funding agencies, businesses, interest holders	x	x		
Communications Roundtable	Establish an environment for member agency communications professionals to stay informed about CSP progress and share information about what is	As the CSP accelerates, so does the need for Cascade to collaborate with member agencies on communication and outreach priorities. Communications professionals from	Member agency communication staff	x	x	x	x

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
	going on in their agencies.	each member agency would gather at roundtable meetings to keep informed about CSP communications and outreach, provide feedback, brainstorm collaboration opportunities, and share information about ongoing communication and outreach efforts in their communities.					
Community-Based Organization (CBO) Coordination	Build relationships and reach communities that are typically more challenging to reach by leveraging existing relationships held by CBOs.	CBOs are usually nonprofit, non-government, or charitable organizations that are locally based, understand a community's needs, and work to meet those needs. Partnerships with CBOs improve engagement, information sharing, and equitable outcomes.	CBOs and the communities they serve	x	x	x	
Compensation Program	Reduce barriers to participation; recognize the value and	Cascade may choose to establish a policy for providing	CBOs and participating individuals	x	x	x	

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
	expertise community members may contribute to the CSP.	compensation (e.g., direct donations, gift cards, and prepaid transit cards) for CBOs or individuals contributing time and expertise to engagement activities.					
Door-to-Door Outreach	Share information and gather localized feedback.	One-on-one outreach in affected neighborhoods and business areas. Door-to-door outreach is used to reach individuals and businesses affected by specific project-level activities. Door-to-door outreach is conducted by individuals trained in community outreach best practices, equipped with relevant project information in accessible formats that reflect the needs of the targeted community. Due to the scale of the CSP, door-to-door	Nearby residents, businesses, directly affected communities	x	x		

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
		outreach will likely be limited to areas closest to active work areas.					
Educational Programs	Increase understanding of the importance and function of water infrastructure generally and the CSP specifically.	Outreach activities focused on schools, students, safety, sustainability, and water industry careers. Educational programs provide an opportunity to connect with younger generations and others who will see the CSP come to fruition.	Students, educators, schools, local communities	x			
E-Newsletter	Provide updates on program information, decision points, and milestones.	CSP-managed email distribution system integrated with the website to keep interested parties informed about CSP activities and events.	Interested parties, member agencies, non-members, general public	x			
Folios & Factsheets	Provide updates, increase awareness, and distribute consistent information.	Printed or digital materials covering key topics, updates, and frequently requested information.	General public, agencies, businesses, community organizations, interest holders	x			
Hotline (Project Phone and Email)	Receive questions, comments, and	Centralized point of contact for questions, comments, and	General public, residents, businesses, property	x	x	x	x

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
	information requests.	information requests. A hotline can be advertised in printed and online materials. Contacts through the hotline would be logged and used to support response efforts.	owners, interest holders				
Interest Holder Database or Customer Relations Management (CRM) System	Efficiently document and manage public inquiries, input, and CSP responses over the course of a multi-year project, so that relationships are held by Cascade rather than by staff who may change over time; provide transparency of public outreach efforts; support response and reporting efforts.	A database used to record interest holder information and relevant contact information. This may be a simple database or a CRM system if Cascade chooses to use one. The database will be used to manage public input and inquiries through all phases of the project. It will allow the communications team to track inquiries, comments, and responses. The database will also house public contact information and help with the creation and maintenance of	All audiences providing feedback or requesting information				

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
		mail and email lists used to disseminate project information.					
Internal Newsletter	Provide regular program updates for Cascade members, Cascade staff, CSP consultant staff, and others.	Email or similar format used to share information with member agencies and internal audiences.	Cascade staff and member agencies, CSP consultant team	x			
Local and Regional Media	Increase awareness and distribute trusted information.	Coordination with print, television, radio, and culturally relevant media outlets to share information.	General public, including communities with limited English proficiency	x			
Master Presentation	Maintain consistent messaging and visuals.	Repository of approved key messages, graphics, imagery, and program information for presentations. The master presentation will reflect the CSP style guide and include key messages about the CSP, such as timeline, phases, and key concepts. It will also contain key graphics and imagery used to	Board members, member agencies, non-member jurisdictions, community organizations, consultants	x			

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
		tell Cascade's story.					
Media Events	Highlight milestones and generate coverage.	Public events tied to major milestones that leverage traditional and non-traditional media outreach, including social media and other identified communications channels.	Media, elected officials, partners, general public	x			
Non-Member Liaison Meetings	Build relationships and coordinate with non-member jurisdictions.	Regular meetings to discuss project impacts, benefits, and future coordination opportunities.	Non-member jurisdiction leadership and staff	x	x	x	x
Online Open Houses	Provide information and solicit feedback online.	Interactive online engagement platform featuring text, maps, videos, or other visualizations that offers comment opportunities. Online open houses allow for more flexibility for people to attend than an in-person open house and can stay open for a longer period. They can be translated into priority languages to better serve people who speak	Residents, businesses, interested community members	x	x		

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
		a language other than English.					
Phone Calls/Individual Meetings	Maintain relationships and address specific issues.	Direct communications used for coordination, support-building, and issue resolution.	Agencies, elected officials, businesses, organizations, interest holders	x	x	x	x
Postcards/Mailers	Communicate project updates and upcoming activities.	Printed materials distributed to project-area audiences, including translated versions where appropriate. Printed mailers can reach people living in project areas that may not be reached by digital outreach tools. Mailers can be as simple as a postcard with project updates and contact information for people with questions, or they can be a larger spread with general project information, updates, and contact information for questions. A larger mailer could have graphics and images.	Residents, businesses, communities in project areas	x			

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
Public Meetings/Open Houses	Present information and gather public input.	In-person public engagement events held at key project milestones.	General public, residents, businesses, agencies, interest holders	x	x		
Site Tours	Increase understanding of the program and its benefits.	On-site visits that provide direct exposure to project activities and needs.	Agency staff, elected officials, member agencies, leadership audiences	x	x	x	x
Social Media	Increase awareness, share updates, and support engagement.	Existing or new Cascade channels that distribute timely information, monitor misinformation, and amplify outreach.	General public, online audiences, member agencies	x			
Surveys/Digital Surveys	Gather information and feedback.	Surveys collect data, input, assess outreach effectiveness, and inform decisions. Surveys can be translated into multiple languages and formats to increase feedback collection. Surveys are often paired with financial incentives (i.e., drawings for gift cards) to increase response rates.	Members, non-members, residents, businesses, project-area communities	x	x		
Tabling at Community Events, Fairs, and Festivals	Reach audiences in familiar or	Outreach booths at community-sponsored events, regional fairs, and	Community members, residents, businesses,	x	x		

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
	informal settings.	festivals share information and answer questions. Tabling engages people who may not seek project information elsewhere. Tabling requires coordinating closely with social service agencies, community groups, and others to learn about, plan for, and contribute to externally planned meetings and events.	hard-to-reach populations, general public				
Third-Party Support/Champions	Build credibility and amplify messaging.	Engagement of community leaders, organizations, elected officials, and respected individuals who support the program. Third-party support/champions can enhance credibility and reinforce the importance of the CSP.	Elected officials, community leaders, business owners, community organizations, general public	x	x	x	
Toolkits	Enable and encourage partners to share	Pre-written content and communication materials provided to member	Member agencies, non-member jurisdictions, CBOs, partners	x			

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
	consistent information.	agencies, non-member jurisdictions, and CBOs, such as social media posts, e-newsletters, and newsletter content, to share with their constituencies.					
Translated and Transcreated Materials	Improve accessibility and cultural relevance.	Materials adapted into priority languages and cultural contexts to improve understanding and participation. Transcreation mixes translation and creative copywriting. It changes a message so it fits a new culture. It keeps the same intent, style, tone, and feeling as the original text, rather than translating word for word.	Limited-English-proficient and multilingual communities	x	x		
Videos and Visualizations	Communicate project concepts and alternatives visually.	Video and graphic materials illustrating alternatives, designs, locations, and project benefits.	Public audiences, agencies, media, event attendees	x			
Website	Serve as the primary source of public information.	Central repository for program updates, milestones,	All audiences	x			

Tools and Tactics	Purpose	Description	Audience	IAP2 Spectrum Levels			
				Inform	Consult	Involve	Collaborate
		engagement opportunities, and email signups.					

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FINANCE & INTERGOVERNMENTAL COMMITTEE

Thomas McLeod, Chair, City of Tukwila
Dave Hamilton, City of Bellevue
Ryika Hooshangi, Sammamish Plateau Water
Russell Joe, City of Issaquah

Meeting Recap
Tuesday, November 10, 2026
1:30 PM – 3:00 PM
Held at Cascade's office and via Zoom

Attendance: Thomas McLeod, Dave Hamilton

1. **Call to Order.**

2. **Public Comment.** Members of the public may address the committee for a maximum of two minutes per person.

3. **Executive Session.**

4. **Items Recommended for Action at the November 16, 2026 Board Meeting**

   A. **2027 Legislative and Public Policy Agenda.** Motion to adopt Resolution No. 2026-XX adopting Cascade's 2027 Legislative and Public Policy Agenda.

   Recap: *Staff presented the proposed changes to the 2027 Legislative Agenda. Proposed changes include support for full funding of federal loan programs and continued monitoring of Washington's Water Future Initiative. The committee recommended bringing the item forward for Board consideration at the November 16 Board meeting.*

   B. **Website Redesign Contract.** Motion to authorize the Chief Executive Officer to enter into a contract with PRR to redesign Cascade's current website for a not-to-exceed amount of $100,000.

   Recap: *Staff presented the proposed contract to committee members, including its purpose, key components, budget, and timeline. Staff fielded valuable input and questions on key themes including American with Disabilities Act accessibility requirements and reaching new audiences. The committee recommended bringing the item forward for Board consideration at the November 16 Board meeting.*

C. **Code Amendments.** Motion to adopt Resolution No. 2026-XX amending Cascade Water Alliance Code 5.60.020.C and 5.60.050.B.

Recap: *Staff presented information to the committee regarding amending Cascade Water Alliance Code (CWAC) 5.60.020.C to authorize the CEO to execute certain real property agreements up to $50,000 and CWAC 5.60.050.B to correct a reference to the governing statutory authority regarding the small works roster process. The committee supported forwarding these amendments to the Board for action under consent.*

5. Discussion Items.

A. **Draft Communications and Outreach Strategy.** Staff will present the draft strategy and seek feedback on near-term priorities and guidance in advance of the Board presentation.

Recap: *Staff presented the draft Cascade Supply Program (CSP) Communications and Outreach Strategy. Staff noted the strategy provides a high-level framework and guiding principles for communications throughout the life of the program. Staff briefed the committee on its key components, including guiding principles, relevant regulatory and legal considerations, the engagement toolbox, oversight, and risk management. Staff received valuable feedback, including with respect to language-accessible communications and engaging with non-member communities. Staff will present the Strategy to the Board at the November Board meeting.*

B. **Permitting Strategy.** Staff will provide information on the permitting approach and seek questions and feedback.

Recap: *Staff presented information about permits and approvals anticipated for the CSP as well as an overview of the Regulatory Requirements and Permit Acquisition Strategy (Permitting Strategy) document. Work next year to gather information on sensitive environmental areas within the corridor will support the scoping and application process for state and federal level regulatory permits. Priority reviews include the State Environmental Policy Act (SEPA) and National Environmental Policy Act (NEPA); preparation and agency review of these documents are expected to take 30 and 13 months, respectively. CSP's permit acquisition strategy is to establish a coordinated program-level regulatory pathway through prioritization of relationship building with Tribes, agencies, and other interest holders, to proactively avoid environmental and cultural impacts, identify and mitigate risks early, and smoothly transition into project-specific permitting during the design stage.*

6. Other Issues.

7. Next Meeting Date and Location.

The next meeting will be held Tuesday, December 8, 2026, 1:30 p.m. – 3:00 p.m. at Cascade's office and via Zoom.

Item No. 10c
November 16, 2026

RESOURCE MANAGEMENT COMMITTEE
Lloyd Warren, Chair, Sammamish Plateau Water
Jon Ault, Skyway Water & Sewer District
Dennis Martinez, City of Tukwila
Angie Nuevacamina, City of Redmond

Meeting Agenda
Thursday, November 5, 2026
10:00 AM – 11:30 AM
Held at Cascade's office and via Zoom

Attendance: Jon Ault, Dennis Martinez, Angie Nuevacamina

1. **Call to Order.**

2. **Public Comment.** Members of the public may address the committee for a maximum of two minutes per person.

3. **Executive Session.**

4. **Discussion Items.**

   A. **Seattle Public Utilities (SPU) – Water Supply Status.** SPU staff will join the committee meeting to provide a water supply status update. Current SPU water supply information can be found here.

   Recap: *SPU provided an update on current water supply conditions. Combined reservoir storage is below where it was at this time last year, and they have mobilized the Chester Morse Pump Plant. Due to precipitation in the forecast, SPU does not plan on activating its Water Shortage Contingency Plan. SPU also shared the new guidelines that were developed to monitor water supply conditions, including seasonal indicators and how they will impact communication with customers.*

5. **Items Recommended for Action at the November 16, 2026 Special Board Meeting.**

   A. **White River - Lake Tapps Reservoir Project Operations and Maintenance Agreement.** This proposed action would authorize the Chief Executive Officer to execute a new five-year agreement for operations and maintenance services for the White River - Lake Tapps Reservoir Project, effective January 1, 2027. The agreement provides an option to extend it for up to five additional five-year renewal terms upon Board approval. The proposed contract maximum for 2027 is $2,853,635.

   Recap: *Staff presented a request for Board authorization for a new five-year agreement with Veolia Water, highlighting several new features of the agreement, including key*

performance indicators (KPIs), deductions for failure to meet KPIs, and incentive compensation for demonstrated superior performance. Staff also presented the proposed 2027 budget. The committee supported moving this item forward for Board approval under consent.

B. Construction Contract for the Lewis Creek Bellevue-Issaquah Pipeline Relocation Project. The proposed action would authorize the Chief Executive Officer to enter into a construction contract with the lowest responsible and responsive bidder for construction of the Bellevue-Issaquah Pipeline Relocation Project at Lewis Creek in an amount not to exceed $2,540,000.

Recap: *Staff presented a request for Board authorization to enter into a contract with the lowest responsible and responsive bidder once bids are opened. Staff also presented an update on the project status as design is being finalized and ready to go to advertisement and discussed project coordination with member staff, impacts to member agencies, and expected construction timeline and costs. The committee supported moving this item forward for Board approval under consent.*

6. Other Issues.

7. Next Meeting Date and Location.

The next meeting will be Thursday, December 3, 2026, 10:00 a.m. – 11:30 a.m. at Cascade's office and via Zoom.

Item No. 10d
November 16, 2026

SUPPLY PROGRAM OVERSIGHT COMMITTEE
Dave Hamilton, Chair, City of Bellevue
Jon Ault, Skyway Water & Sewer District
Vishal Bhargava, City of Bellevue
Kelli Curtis, City of Kirkland
Ryika Hooshangi, Sammamish Plateau Water
Mark Mullet, City of Issaquah
Jon Pascal, City of Kirkland

Special Meeting Recap
Wednesday, November 4, 2026
9:00 AM – 10:30 AM
Held at Cascade's Office and via Zoom

Attendance: Dave Hamilton, Jon Ault, Mark Mullet

1. **Call to Order.**

2. **Public Comment.** Members of the public may address the committee for a maximum of two minutes per person.

3. **Executive Session.**

4. **Member Staff and Member Staff Technical (MST) Recap**. Summary of the previous Member Staff and MST subgroup meetings.

   Recap: *Staff presented preliminary corridor alternatives that are complete alternatives from Tacoma Pipeline 5 to the Bellevue-Issaquah pipeline. The corridor alternatives will be summarized using feature sheets which will be used to convey the comparisons between alternatives. Alternative corridor comparisons will include quantitative characteristics of the corridors, qualitative feedback from subject matter experts, Board criteria, opportunities, challenges, tank site compatibilities, and implications for Phase II planning. Alternatives will also be compared to the assumptions used in the Pre-Planning Cost Projection using the information available today (such as length of pipe and proportion that could be trenchless installation). The CSP team is compiling the information that has been gathered, summarizing it in the feature sheets, and developing materials to present the results of the corridor analysis along with recommendations in preparation for the Board discussion on corridors in January.*

5. **Monthly Key Performance Indicators Review.**

   A. **Three-month SPOC lookahead.**

      Recap: *Staff presented the three-month lookahead for the SPOC meetings and asked the SPOC to consider skipping the planned Q4 2026 quarterly update (for the SPOC and*

Board) in January to spend more time reviewing corridor alternatives. The SPOC agreed with staff's assessment that January should be focused on the corridor and tank site alternatives discussion, and the quarterly update should be removed from the draft agenda. The SPOC also discussed cancellation of the December SPOC meeting.

B. Program & Engineering Services (PES) Cost Performance.

Recap: *Staff provided an update on the PES contract financial performance.*

6. Discussion Items and Presentations.

A. 2027 CSP Workplan. Staff will present the Program and Engineering Support (PES) workplan for 2027 including expected Board and committee touchpoints. Staff are seeking a recommendation from the committee to present this to the Board in November.

Recap: *Information on the planned expenditures for 2027 within the Board-approved 2027 CSP CIP budget was provided, including a detailed breakdown of anticipated work within the Professional Services (consulting) budget. Staff are requesting the full available 2027 budget for Professional Services be allocated to the Program and Engineering Support (PES) contract, in the amount of $9,237,000. Key scope items anticipated within the ten PES Tasks were detailed, including identification of expected deliverables to Cascade and Board and committee touchpoints. Staff noted that there will be fewer deliverables to committees and the Board in 2027 as the team begins limited fieldwork, outreach activities, and tank and alignment alternatives development.*

The committee provided feedback that the level of information provided was clear and appropriately detailed and agreed it reflected the transition into resource intensive activities supported by monthly updates on task progress rather than multiple committee and Board deliverables. The SPOC recommended staff present the 2027 CSP Workplan to the Board at the November Board meeting.

B. Draft Communications and Outreach Strategy. Staff will present the draft strategy and seek feedback on near-term priorities and guidance in advance of the Board presentation.

Recap: *Staff presented the draft Communications and Outreach Strategy for the CSP. Staff noted the strategy provides a high-level framework and guiding principles for communications throughout the life of the program. Staff briefed the committee on its key components, including guiding principles, relevant regulatory and legal considerations, the engagement toolbox, oversight, and risk management. Staff also shared the strategy with the Finance and Intergovernmental Committee and will present it to the Board.*

The SPOC provided feedback that the strategy seems thoughtful and comprehensive, and noted its importance to successful program delivery. Staff highlighted existing and future communication resources developed for the program and provided links by email following the meeting.

C. **Permitting Strategy.** Staff will provide information on the permitting approach and seek questions and feedback on the approach as well as a committee endorsement of the strategy.

Recap: *Staff presented information about permits and approvals anticipated for the CSP as well as an overview of the Regulatory Requirements and Permit Acquisition Strategy (Permitting Strategy) document. Work next year to gather information on sensitive environmental areas within the corridor will support the scoping and application process for state and federal level regulatory permits. Priority reviews include the State Environmental Policy Act (SEPA) and National Environmental Policy Act (NEPA); preparation and agency review of these documents are expected to take 30 and 13 months, respectively. CSP's permit acquisition strategy is to establish a coordinated program-level regulatory pathway through prioritization of relationship building with Tribes, agencies, and other interest holders, to proactively avoid environmental and cultural impacts, identify and mitigate risks early, and smoothly transition into project-specific permitting during the design stage.*

The SPOC endorsed the Permitting Strategy, which was presented to the FIG committee but is not anticipated to be presented to the Board.

7. Items Recommended for Action at the November 16, 2026 Board Meeting.

A. **Increased Value of the Program and Engineering Support (PES) Contract for 2027.** Motion to authorize the Chief Executive Officer to amend the current contract with Stantec Consulting Services, Inc. (Stantec), to provide program and engineering support services for the Cascade Supply Program, to increase maximum compensation by $9,237,000, from $4,563,000 to $13,800,000.

Recap: *The committee recommended the proposed motion to increase the PES contract with Stantec by $9,237,000 to the Board.*

8. Other Issues.

9. Next Meeting Date and Location.

The next meeting will be Wednesday, December 2, 2026, 9:00 a.m. – 10:30 a.m. at Cascade's office and via Zoom.