LIVINGSTON COUNTY
WSA
WATER & SEWER AUTHORITY

Executive Director
Jason Molino

Deputy Director
Lauren Monaghan

Agenda
November 6, 2026 at 8:00 a.m.
Watershed Education Center (Vitale Park)
Lakeville, NY 14480
All attachments and reports may be found at
www.lcwsa.us

1. **Call to Order**
2. **Discussion – Water/Wastewater Maintenance Supervisor Position**
3. **Adjournment**

Next Regular Meeting: Wednesday, November 18, 2026 @ 8:00 am

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Executive Director
Jason Molino

Deputy Director
Lauren Monaghan

To: Livingston County Water and Sewer Authority Board

From: Jason Molino, Executive Director

Date: November 2, 2026

Subject: Additional Staffing Request

1. **Action Requested:** Board approval to fund a Water/Wastewater Maintenance Supervisor position to strengthen the Authority's field leadership and provide additional technical and operational support for its water distribution and sewer collection systems.

2. **Background:** The upcoming vacancy in the Director of Operations position, together with recent discussions about the Authority's long-term staffing needs, presents an opportunity to advance the staffing plan developed to support the Authority's expanding responsibilities, infrastructure, and customer base.

   Attached is the February 2025 memorandum outlining the Authority's short- and long-term staffing needs in light of existing and anticipated projects. That memorandum evaluated projected growth in infrastructure assets and the customer base over the following five years. Although some of the assumptions underlying the 2030 projections were preliminary at the time, many of the projects have since been confirmed, and several are now underway.

   Given the Authority's current staffing structure, operational responsibilities, and anticipated growth in customers and infrastructure, additional maintenance staffing will be important to maintaining reliable, sustainable service. A revised organizational structure that provides stronger day-to-day field supervision and oversight will also better position the Authority to manage its expanding assets, customer base, and operational demands.

   In February 2025, the proposed staffing plan called for creating two Water/Wastewater Maintenance Supervisor positions in anticipation of a shift in the Director of Operations role from a primarily field-focused position to one with greater administrative and managerial responsibilities. The intent was for the Director to focus on responsibilities such as coordinating work across the maintenance staff, developing and monitoring preventative maintenance plans, analyzing operational data, regulatory reporting, budget monitoring, and reviewing and processing payroll and invoices, while the Supervisors provided direct leadership and support in the field. Each Supervisor was expected to have working knowledge of both water and sewer systems, provide day-to-day supervision for approximately two to three employees, and lead specific projects as needed. Establishing two positions would also provide additional capacity to manage the Authority's existing systems, support anticipated growth, and work in coordination with the Director.

   In 2025 Board authorized the creation of two Supervisor positions. The Authority moved forward with filling one Water/Wastewater Maintenance Supervisor position so that the successful candidate could train with the then-current Director of Operations. That candidate then assumed the Director position in July

2026, and rather than fill the Supervisor position at that time, the Authority promoted an existing maintenance employee to Crew Leader to provide additional field leadership as needed.

The recent resignation of the Director of Operations provides an opportunity to recruit a successor whose experience and strengths are more closely aligned with the administrative and managerial focus envisioned for the position. Recruitment materials are currently being finalized, and the position is expected to be advertised shortly.

To continue implementing the long-term staffing plan, it is recommended the Authority hire a qualified candidate for the Water/Wastewater Maintenance Supervisor position. Approval of this request would provide the dedicated field leadership needed to support existing maintenance staff, technical support to maintain and operate the Authority's water and sewer systems and respond to the demands associated with planned infrastructure and customer growth.

3. **Financial Implications:** The estimated annual cost of the position, including a wage range of approximately $75,000 to $90,000 and fringe benefits, is $150,000. This expense is not included in the adopted 2027 budget. The Board may amend the 2027 budget to fund the position without increasing the adopted 2027 water and sewer rates. The position would be supported by the Authority's existing operating reserve during 2027, with the expectation that its ongoing cost will be incorporated into the 2028 budget.

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Executive Director
Jason Molino

Deputy Director
Lauren Monaghan

To: Livingston County Water and Sewer Authority Board

From: Jason Molino, Executive Director

Date: February 14, 2025

Subject: Succession, Short-term and Long-term staffing

1. **Action Requested:** Authority Board to consider an additional maintenance supervisory position to support succession transition with the retirement of the Director of Operations, upcoming capital project support and long-term growth in the water distribution and sewer collection systems.

2. **Background:**

The 2025 budget includes funding for an Assistant Director of Operations position. This position was funded in preparation for the upcoming retirement of the Director of Operations in mid-2026. The current Director has been involved in the maintenance, development and expansion of almost every water and sewer system currently operated and maintained by the Authority since their inception for over 35 years. Succession planning and the overlap of positions are viewed as essential to capture institutional knowledge as well as operational competence with the current water and sewer systems prior to the Director's retirement.

Following the budget adoption, the Authority advertised for the Assistant Director position. After reviewing approximately 40 applications, the leadership team conducted 10 phone interviews, then 3 personal interviews of prospective candidates.

After completing the interview process and having extensive discussions internally regarding the transition within the organization both past, present and future, upcoming retirements, customer growth and upcoming capital projects, consensus amongst the leadership team, was that the current supervisory structure with maintenance operations will not be sufficient to adapt to expected shifts in operational demands and expectations. Prior to making any hiring decisions, we wanted to present information regarding a short- and long-term prospectus of maintenance operations as it relates to future staffing.

The following is an analysis of how the Authority has grown in staffing, customer base and additional infrastructure in recent years. In addition, this analysis identifies current capital improvement projects, new growth that is under construction and potential growth that is currently being evaluated. Lastly, the analysis outlines operational changes and expectations as they relate to preventative maintenance and long-term viability of the water and sewer systems. In conclusion, the analysis identifies operational and staffing recommendations over the next several years, after considering succession planning and growth perspectives.

Current Staffing, Customers and Infrastructure

In 2020, maintenance operation staffing included one (1) Director and five (5) maintenance workers. At that time, the Authority had 3,539 water customers and 3,515 sewer customers. This included responsibility over 12 water tanks, 26 pressure reducing valves, 110 miles of transmission main, 4 water pump stations, 45 sewer pump stations and 50 miles of sewer main. Over the past five years, the Authority has assumed several additional municipal water and sewer systems.

In 2021, the Authority formally assumed responsibility over the Village of Livonia water system; in 2022, the Town of Lima water system; in 2023 the Town of Leicester water system and in January 2025 the Authority assumed responsibility over the Town of Springwater's water system (which includes a small water plant) and sewer system (which includes a wastewater treatment plant). In total, over the past five years, the Authority has seen a 17% increase in water customers and 7% increase in sewer customers when compared to 2020.

Water	**2020**	**2025**	**Over/Under**
Pre-2020	3539	3557	
LIMA	0	125	
LEICESTER	0	290	
SPRINGWTR	0	160	
Total Water	**3539**	**4132**	**593**
			17%
Sewer			
Avon	305	323	
Lakeville	3101	3122	
Leic-Mt.Morris	28	29	
Groveland Sta.	81	83	
SPRINGWTR	0	195	
Total Sewer	**3515**	**3752**	**237**
			7%

In total, over the past 5 years the Authority has assumed responsibility over the maintenance and operation of an additional 20 miles of water pipe, 6 miles of sewer pipe, two (2) water storage tanks, one (1) water plant and one (1) wastewater plant. This represents an 18% increase in water main and 11% sewer main since 2020.

In the past, the Authority Board has been proactive in hiring staff in preparation for upcoming retirements. In 2022, the Authority hired two (2) water/wastewater maintenance workers with the anticipation of one retirement in February 2024. Following the retirement, the Authority did not backfill the position.

Currently the staffing for maintenance operations (which does not include wastewater treatment operators) is six (6) water/wastewater maintenance workers and one (1) supervisor, the Director of Operations. The Director provides direct supervision and the allocation of resources for all maintenance operations.

In total, these seven (7) staff members are responsible for nearly all field work for maintenance operations which includes all water distribution systems, which now includes 13 water tanks, 26 pressure reducing valves, 130 miles of water main, 7 re-chlorination stations, 4 water pump stations, 1 water plant and 56 miles sewer main, 45 sewer lift stations and 160 grinder pump stations.

It should be noted that the Deputy Executive Director has greatly assisted in managing the growth in maintenance operations and provides significant support to the maintenance operations such as, but not limited to prioritization of work, resource allocation, asset management and maintenance, capital project management and water quality control. For example, the Deputy Director has been able to review system and inspection data which has generated proactive maintenance routines such as smoke testing and I&I investigation projects, manhole inspections and maintenance, sewer flow data analysis, regulatory and surveillance water quality sampling, and fine-tuning the new chlorination system. Also, water and sewer permitting now includes a more thorough inspection process of existing and new service lines including televising old sewer laterals before a new home is connected. With this additional oversight the Authority is implementing water and sewer utility best-practices, identifying issues before they become problems and generating a more proactive maintenance approach to managing the water and sewer systems. While this is a significant improvement over 2020, there is still much more work to be done.

Capital Improvements

Currently the Authority is committed to over $55 million in capital improvements over the next 5-7 years. The following is a brief description of current projects:

- County Wide Water System Improvement Projects ($8,500,000) – Started in 2021, this project involved multiple sub-projects such as: the installation of 2 miles of water transmission main, replacement of over 2,300 water meters, re-chlorination station upgrades, installation of THM removal system. A new 3-million-gallon water storage tank is in the final stages of design approval and is expected to be completed, along with SCADA upgrades to most water assets. This project is expected to be completed by 2027.
- Conesus Lake Pump Station Improvements ($8,750,000) – The project is currently under design and expected to be bid this Spring/Summer, includes the replacement/upgrade of all pumps and electrical systems at the 26 pump stations around Conesus Lake. In addition, all SCADA systems at the lake stations will be upgraded. The project is expected to be completed by 2027.
- Regional Water Supply Project ($36,000,000) – This project currently has several funding sources and is awaiting final contract approvals. This project includes the installation of 26 miles of water main, various water plant improvements and one (1) water storage tank replacement. Design is expected to start this year and project completion by 2028/2029.
- Town of Springwater Wastewater Plant Improvements ($2,300,000) – The project has funding committed and is awaiting final contract approvals. The project includes improvements to the

existing wastewater plant, SCADA upgrades and some collection system improvements. Design is expected to start this year and project completion by 2027.

There are several projects that have been identified as important to the future of the Authority. While funding has not yet been secured for each project, they have been identified as priority projects over the next 10 years. They include:

- Outbound Pump Stations Improvements – In 2023 and 2024 the Authority submitted a total of three grant applications for funding improvements to the 19 outbound (not around Conesus Lake) sewer pump stations but none were funded. These stations range in age and condition but will need to be upgraded within the next 5 – 7 years. Most critical are the Hemlock Pump Stations which have experienced consistent overflows due to station failures. Estimated project costs are $8 - $9 million.
- New Administration and Garage Facility – In 2024 the Authority completed a space needs assessment to consider current and future growth in staffing and responsibilities. Current facilities are a hodgepodge of spaces put together over the past 30 years. Administrative office space is at maximum capacity with little room to grow and garage and storage facilities are scattered at the Lakeville plant campus. Additional funding should be sought to build one comprehensive administrative garage space. Estimated project costs are $5 -$7 million.
- Conesus Lake Collection System Assessment – A critical component to the Lakeville collection system is Conesus Lake collection systems which in many sections exceeds 50 years old. The force main sections of the system are difficult to assess and may involve televising, excavation and/or other technologies, to assess current pipe conditions. Without knowing the conditions of the pipes, it is difficult to estimate improvement/upgrades, however a proactive assessment approach is imperative to making decisions regarding future capital investments in this part of the collection system.

Customer Growth

Currently the Authority is involved in several projects that will add new customers and additional assets to the Authority's responsibility. They include:

- Groveland Water District #1 has been bid and awarded and is expected to start construction this year. This new district in Groveland will include an additional ~135 water customers, 15 miles of water main, one water pump station and two pressure reducing valves. It is expected that this water district will be operational by 2026.
- Regional Water Supply Project has been awarded grant funding from several sources in addition to Akzo Settlement Funds from Livingston County. In total the project will likely include 100-200 new water customers, 26 miles of water transmission main, one new water tank and several pressure-reducing valves. It is expected that the project will be operational by 2028/2029.

There are several projects that are currently going through community review and, if implemented, will add additional customers and assets to the Authority's responsibility. They include:

- Central Livonia Water District has been created by resolution by the Town of Livonia Board. The Town is currently seeking funding for the project, and if the district moves forward it would include an additional +300 water customers, 23 miles of water main, 5-7 pressure reducing valves and one (1) water pump station.
- Lima Water District #5 is currently being considered by the Town of Lima Town Board. The Town has already been awarded some grant funding, and if the district moves forward it would include an additional +200 water customers, 15 miles of water main, one water pump station and one pressure reducing valves.
- Pine Taverns Water District is currently being considered by the Town of Leciester Town Board. No funding has been acquired to date, but if the district moves forward it may include an additional +120 water customers, 10 miles of water main, one water tank and one water pump station.
- Groveland Correctional Wastewater Treatment Plant – The Authority has started the process of assuming the Groveland Correctional WWTP, if implemented, the decommissioning of the Groveland Station WWTP, could result in an addition ~4-5 miles of sewer force and gravity main in addition to a 1 -2 new sewer pump stations. While this project would add a new WWTP and decommission an existing WWTP, additional collection system sewer mains and pump stations would be added to the maintenance operation.

Operational Changes and Expectations

Aside from assuming additional water and sewer systems, in the past several years the Authority has shifted its focus from being primarily a reactive workforce (per-2021) to a proactive operation. Specifically, a purposeful effort on preventative maintenance (PM) and efficiency in operations is currently being implemented.

A strong PM program is crucial to preserving the longevity of infrastructure while proactively identifying and avoiding system failures. Furthermore, the Authority's water and sewer systems are very maintenance dependent. Unlike many water and sewer systems, that are primary gravity-based systems over a small geographic area, the Authority's systems require extensive pumping to accommodate a challenging topography spread out over a large area of responsibility. This requires consistent monitoring and routine maintenance on more assets. Prior to this effort, minimal PM was being conducted on assets due to limited time, staffing and resources, and as a result the Authority has experienced regular failures and inefficiencies throughout the system, limiting asset life and responding to incidents after-the-fact rather than preventing them from happening.

Attached is a brief example of just a few PM activities that have been implemented over the last two years and/or are planned to be completed over a multi-year period. While some activities are weekly items, others such as, gravity sewer main inspections and wet well cleaning, are less frequent but require extensive pre-planning as multiple staff are involved to execute the activity.

The Authority has made significant progress in implementing PM routines and systems, especially with the implementation of the Ziptility GIS platform. Ziptility has modules with multiple functions that include a workorder system, an inventory system and a routine (PM) system. These modules directly interact with the GIS platform, tracking all work being performed on Authority infrastructure as well as automatically

scheduling and documenting when PM is required on specific assets. While positive headway has been made over the past year and more is planned in the future, we remain deficient in PM across both water and sewer systems.

Organizational Structure

The current organizational structure for the maintenance staff is one supervisor (Director of Operations) overseeing six employees (Water/Wastewater Maintenance Workers), all of whom are responsible for the water distribution and sewer collection systems. As referenced above, the current water and sewer systems are complex in nature, requiring more mechanical and labor dependence due to the topography of our customer base. This creates a narrower span of control to ensure all of the different aspects of the maintenance operation are functioning effectively and safely. When considering the full spectrum of workload, which includes PM responsibilities, upcoming succession of legacy employees (loss of over 100 years of experience in the next 5-years), new customer/asset growth and capital projects, the current organizational structure and staffing capacity has exceeded its limits.

In addition, we have found a growing need to increase the technical skill levels and training of the maintenance staff to better manage both systems in-house as opposed to contracting with outside vendors for services. For example, we have over 26 pressure reducing valves in our water system. With the recent pressure reducing valve failures along Lattimer Rd DOCCS water line, both incidents required a certified technician onsite to perform maintenance on the pressure reducing valves in question. It took almost two weeks to get a certified technician from the manufacturer onsite to service the pressure reducing valves. Fortunately, we were able to navigate a workaround until the manufacturer was available. However, based on this experience we are now coordinating with a local vendor to have two Authority staff, along with the local vendor, sent to training provided by the manufacturer to be certified in performing basic pressure reducing valve operations, troubleshooting, and preventative maintenance. This is one example where we believe more specialized training in specific aspects of our water and sewer systems is needed to more effectively operate and maintain our systems.

With more specialized training in-house, staff will naturally become more focused in specific water or sewer assets. While all maintenance workers have a minimal amount of proficiency with both systems, some staff have more specific backgrounds and technical skills in one area over the other. It is expected that this type of "specialization" will continue in a coordinated and strategic approach to make best use of staff time and resources. However, all staff will remain interchangeable for many tasks in both systems, such as responding to emergencies like water main breaks or sewer pump failures.

Future Staffing Structure

When considering the current staffing, customer base, infrastructure, operational responsibilities, upcoming employee retirements, new customer/asset growth and committed capital projects, growth in the maintenance staffing is eminent to maintain continuity and sustainability of services. In addition, changing the organizational structure, to provide better direct supervision and oversight of staff, will support the organizations' ability to manage the customer/asset growth and operational efficiency while managing the

transition of new and retiring staff. Below is a comparison of the current customer base and growth in water and sewer assets in the upcoming years.

	2020	2025	2030 *Committed*	+/-	2030 *Potential*	+/-
Customer Counts						
Water	3,539	4,132	4,417	25%	5,037	42%
Sewer	3,515	3,752	3,752	7%	3,752	7%
Miles of Pipe						
Water	110	130	171	55%	219	99%
Sewer	50	56	56	12%	56	12%
Water Pump Stations	4	5	5	25%	7	75%
Water Tanks	11	13	14	27%	15	36%
Pressure Reducing Valves	26	26	30	15%	36	38%

Committed *Includes Groveland WD#1 and Regional Water Supply Project*
Potential *Includes Central Livonia WD, Lima WD#5 and Pine Taverns WD*
+/- *Growth when comparing 2020 to 2030*

To manage the growth and retirement of staff, it is proposed that two Water/Wastewater Maintenance Manager positions be considered as opposed to one Assistant Director of Operations. The Manager position would have similar duties and responsibilities as intended with the Assistant Director as well as being a field operations manager.

The purpose for this shift in priority is that two field operational manager positions will provide greater individual focus and support to field operations of both water and sewer systems as opposed to one position. It is intended for both positions to have adequate knowledge of both systems, but each position will have some specialization in one system over the other. It is expected that each position will have supervision responsibility of two to three staff on a daily basis and will provide team leadership on specific projects as needed. Also, two positions will provide an optimal situation for learning the existing systems, managing the expected growth and capital improvement projects, all while anticipating the transition of the Directors retirement.

It is proposed that the Authority proceed with the hiring of one Water/Wastewater Maintenance Manager now, onboard the new hire and acclimate them to their new role. It is then proposed that six months later (September/October), the Authority move forward with the hiring of a second Water/Wastewater Maintenance Manager. The reason for hiring the positions six months apart is to provide each candidate with adequate time to adjust to their new position and provide the leadership team, specifically the Director, the ability to mentor the new team member while balancing daily duties and responsibilities. In addition, a six-month separation in hiring will allow the leadership team to assess current workload management and functionality of the maintenance staff with additional supervision to confirm that hiring an additional Manager position is best next step to appropriately staff maintenance operations.

Lastly, it is recommended that in early 2026 the Authority open a recruitment process to fill the Director position by mid-July. This approach will provide the Authority the ability to fully assess the new managerial structure as well as prospective internal and external candidates that may show interest in the Director positions.

It recommended that with the recent growth in both water and sewer customers and infrastructure, and the expected growth in the near future, the current staffing structure will need to change to effectively manage services for customers and maintain both systems efficiently. The proposed Water/Wastewater Maintenance positions will provide additional operations management as well as field support to manage the existing system needs, new growth and succession of current staff.

3. Financial Implications:

The current cost of an additional Water/Wastewater Maintenance Manager is ~$125,000 inclusive of wages and benefits. The 2025 budget includes these additional costs, allowing for the hiring of one (1) Manager now. In six months, if an additional Manager position were to be funded the 2025 budget would have to be amended and the appropriate budget allocation would need to be included in the 2026 budget.