

A STRATEGIC PLAN
FOR
CENTRAL BROWN
COUNTY
WATER AUTHORITY
(2018 – 2020+)

November 29, 2017

MAIN OBJECTIVE

The Central Brown County Water Authority supplies drinking water to the six member communities that comprise the Authority. These communities include:

- **City of De Pere**
- **Village of Allouez**
- **Village of Bellevue**
- **Village of Howard**
- **Town of Lawrence**
- **Town of Ledgeview**

These six communities share a similar need for quality drinking water and have joined together to create the Authority. Following the formation of the Authority, the group developed a partnership with the City of Manitowoc and Manitowoc Public Utilities to obtain fresh water from Lake Michigan.

The Authority Board is comprised of one member each of the six communities. The member is appointed by the community and each member has one vote.

The Authority also has a Technical Committee comprised of one member each of the six communities. The member is appointed by the community and each member has one vote.

ATTRIBUTES

- **RELIABLE: We consistently deliver safe, quality water.**
- **COST-EFFECTIVE: We provide water at reasonable costs.**
- **COLLABORATIVE: We proactively cooperate among members and regionally.**
- **INNOVATIVE: We are a best-practice model for other communities.**

STRATEGIC GOALS: 2018-2020+

- 1. EXPANSION – We will create processes to strategically sell to new communities to make greater use of water capacity.**
- 2. INFRASTRUCTURE & MAINTENANCE – We will have efficient asset evaluation plans and use innovative technology to continuously enhance our system.**
- 3. COLLABORATION & COOPERATION – We will seek methods to positively work together to reduce expenses and have a best-practice model for others.**
- 4. TRAINING & EDUCATION – We will create processes and tools for effective orientation, engagement and succession of all key stakeholders.**
- 5. VALUE – We will achieve the optimal balance of operations for the lowest total cost for all member communities.**

PLAN: 2018 – 2020+

ACTION PLAN: 2018 – 2020+

GOAL #1: EXPANSION **1. EXPANSION – We will create processes to strategically sell to new communities to make greater use of water capacity.**

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>1. Update and revise the MPU agreement – or submit paperwork to contest the agreement – by March 31, 2018,</p> <ul style="list-style-type: none"> • Initial draft completed and reviewed by Board by Feb. 28, 2018; or letter from Board to MPU requesting: (a) lower rates based on “lower than PSC rates” and (b) will not pay for expanded MPU plant capacity by Jan. 31, 2018 – removal of contributing to MPU capital costs • Completed and approved by Board by March 31, 2018 • NOTE: If this gets contested it is approximately a 1-year process so this Strategy would move to March 31, 2019. • NOTE: Once resolved, should incorporate Optimization Study which focuses on 30+ capital year plan to determine optimal balance of operations for all communities regarding interconnectedness, valves, water treatment, and all other long-term maintenance/infrastructure. 	<p>Board: March 31, 2018</p> <p>Jan. 31, 2018 or Feb. 28, 2018</p> <p>March 31, 2018</p> <p>March 31, 2019 or later</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Continue discussions with Green Bay Water Utility for all collaborative agreements, including mutual back-up/emergency service agreement and any/all other items which make sense for joint collaboration. RELATES TO GOAL #2/STRATEGY #2.</p> <ul style="list-style-type: none"> Continued discussions and need to address interconnectedness among communities. Does this make sense, and will it guide future capital expenditures? There needs to be mutual understanding of value by both parties. If this proceeds, implement in 2019-2021. If needed: Board members speak with Green Bay Mayor to discuss topic and benefits/advantages. Identify technical requirements and associated costs by Dec. 31, 2018. Initial draft of agreement presented to Board by April 30, 2019. PSC approval for compensation. Agreement finalized and approved by Board by Nov. 30, 2019. Interconnectedness could serve as CBCWA back-up and back-up for all communities, so all communities could shut down their back-up wells. CBCWA may be able to partially serve as GBWU back-up; although doesn't have full capacity to do so. NOTE: Other options are for CBCWA to take over community wells, and discuss joint use of Cityworks management software. 	<p>Technical Committee: Requirements</p> <p>Board: Finances</p> <p>Feb. 28, 2018</p> <p>March 31, 2018</p> <p>Dec. 31, 2018</p> <p>April 30, 2019</p> <p>July 31, 2019</p> <p>Nov. 30, 2019</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Create a simple, but formal process to evaluate and handle new community requests while respecting rural sprawl concerns – specifically the ability to evaluate opportunities on a case-by-case basis. Completed by March 31, 2018.</p> <ul style="list-style-type: none"> • Draft process completed by Jan. 31, 2018 and presented to Board for initial review/feedback. Also includes process to streamline approval process as it currently takes too long for approvals. • Develop list of communities to target (i.e. Denmark, Francis, Creek, Cooperstown, Suamico, Oneida Tribe, etc.) and incorporate process to contact each 2 times/year • NOTE: Consider partial service agreement with Suamico in Third Zone and emergency inter-connects with each community; although would need evaluation of what is inter-connect worth (i.e. can we charge a fee to make it worthwhile). • Annually evaluate Membership Agreement and modify as necessary if tiers, structure, etc. are not working. • Create plan to sell to large industries by June 30, 2020 (requires legislative approval). Which industries/organizations should be prioritized? Draft plan completed by Feb. 28, 2020, plan finalized and approved by Board by June 30, 2020; and plan implemented for 2020-2021+ with annual modifications/evaluation. 	<p>Board & Technical Committee March 31, 2018</p> <p>Jan. 31, 2018</p> <p>May and Nov annually (ONGOING)</p> <p>Nov. 30, 2018</p> <p>Annually Q4</p> <p>Feb. 28, 2020</p> <p>June 30,2020</p> <p>2020-2021+</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>4. Create Public Relations/Marketing Plan focused on trust and transparency to engage more people to use more water. Plan created by Nov. 30, 2018.</p> <ul style="list-style-type: none"> • Conduct interviews with external agencies and make recommendation to Board by May 31, 2018. • Plan created and approved by Board by Nov. 30, 2018; and should include agreement for CBCWA to be main communications vehicle for all communities. • Plan should include elements to keeping community Board/elected officials engaged and communicated to; as well as “marketing” materials such as general brochure, PowerPoint presentation, etc. when presenting/meeting with new communities. • Plan implemented in 2019 - 2020 and may include PR and marketing in all member communities; as well as joint annual reporting, joint newsletters, website financials, presentations to community Boards/Councils, etc. • Complete drafts of materials by March 31, 2019 and present to Board for initial review. • Finalize all materials with Board approval by May 31, 2019. • Annually update and review plan for implementation. 	<p>Manager and Board</p> <p>May 31, 2018</p> <p>Nov. 30, 2018</p> <p>March 31, 2019</p> <p>May 31, 2019</p> <p>Annually Q2</p>		

ACTION PLAN: 2018 – 2020+

GOAL #2: INFRASTRUC. & MAINT. 2. INFRASTRUCTURE & MAINTENANCE – We will have efficient asset evaluation plans and use innovative technology to continuously enhance our system.

STRATEGIES & TASKS: INFRASTRUCTURE & MAINTENANCE ENHANCEMENTS	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
1. Participate in GBWU's Master Plan and Strategic Plan processes as they occur. RELATES TO GOAL #1/STRATEGY #2. <ul style="list-style-type: none"> • Hoping to see Green Bay Master Plan by March 31, 2018. Important to work together to avoid duplicate infrastructure. • Collaboratively develop a Master Plan by Oct. 31, 2019 to incorporate a loop system and inter-connects with timeline for implementation (implementation for 20-30 years thereafter). 	Board & Technical Committee March 31, 2018 and Ongoing Oct. 31, 2019+		
2. Based on Master Plan and dependent upon Green Bay Utility discussions, create Asset Evaluation Management Plan by Nov. 30, 2019. RELATES TO GOAL #2/STRATEGY #1. <ul style="list-style-type: none"> • Draft plan completed and presented to Board by June 30, 2019. Collaborate with GBWA and gain input from MPU. • Plan finalized and approved by Board by Nov. 30, 2019. • Implement... 2020+ 	Board & Technical Committee Nov. 30, 2019 June 30, 2019 Nov. 30, 2019 2020+		

ACTION PLAN: 2018 – 2020+

GOAL #3:
COLLABORATION
& COOPERATION

3. COLLABORATION & COOPERATION – We will seek methods to positively work together to reduce expenses and have a best-practice model for others.

STRATEGIES & TASKS: COLLABORATION & COOPERATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>1. Create RFQ, interview and hire consultant to work with CBCWA members to evaluate and prioritize items for collaboration based on savings, need/want, and other factors. This may include consulting services – consulting with member communities and expanding outside of external communities – similar to MPU – for guidance and expertise.</p> <ul style="list-style-type: none"> • Create RFQ by Dec. 31, 2017, which includes inviting GBWU to participate; and approved by Board by Feb. 28, 2018 • RFQ sent by March 1, 2018 and responses back by April 1, 2018 • Evaluate consultants and interviews; as well as select consultant by April 30, 2018 • Develop contract, project scope and schedule/timeline for implementation and next steps by June 30, 2018. • Consultant provides recommendations by Dec. 31, 2018 with clear timelines, priorities, and accountability. Recommendations should include prioritization and ROI of items to collaborate with each other. Discussions within CBCWA member communities first; and then expand to GBWU assuming they are part of the process. Goal is to achieve efficiency and be cost-effective. 	<p style="text-align: center;">Board & Technical Committee</p> <p>Dec. 31, 2017; Feb. 28, 2018</p> <p>March 1, 2018; April 1, 2018</p> <p>April 30, 2018</p> <p>June 30, 2018</p> <p>Dec. 31, 2018</p>		

<p>2. Implement consultant priorities and best-practice elements into CBCWA members by Dec. 31, 2020 and possibly beyond.</p> <ul style="list-style-type: none"> Determine which elements to implement by April 30, 2019. Implement into CBCWA structure by Dec. 31, 2020 and ongoing. Items dependent upon Consultant review and recommendations. 	<p>Board & Technical Committee Dec. 31, 2020+</p> <p>April 30, 2019</p> <p>Dec. 31, 2020+</p>		
<p>3. Based on prioritization and implementation of CBCWA and GBWU collaboration efforts, begin discussions with other regional entities (i.e. MPU, etc.) on items to collaborate related to joint purchasing and shared services. This should be an evaluation of feasibility and ROI. Goal is to achieve efficiency and keep costs low.</p> <ul style="list-style-type: none"> Create a new consulting agreement/contract with revised project scope to identify top priorities by April 30, 2021; which is discussed and evaluated by Technical Committee. Determine prioritized list and timelines for items to collaborate by Dec. 31, 2021. This includes items such as: pipes, valves, contracting, tower painting, billing, operations and maintenance, mechanical/electrical engineering, meter testing, space for crews/trucks, equipment, etc. In parallel with collaboration discussions regarding shared services/joint purchasing with member communities and other regional entities; consider pros/cons and determine a conceptual plan by Dec. 31, 2021 of becoming a Regional Water Authority or other regional collaboration efforts such as: Cooperative agreements, co-permitting relationships, consolidation of functions, regional capacity contracts – which would be implemented long after 2021 and beyond. If decision is to proceed with broader regionalization, implement in 2022+. Could include municipal electrical utility as well as regional water authority. 	<p>Technical Committee</p> <p>April 30, 2021</p> <p>Dec. 31, 2021</p> <p>2021+</p> <p>Dec. 31, 2021 (Info may come from initial study)</p> <p>2022+</p>		

ACTION PLAN: 2018 – 2020+

GOAL #5: VALUE **5. VALUE – We will achieve the optimal balance of operations for the lowest total cost for all member communities.**

STRATEGIES & TASKS: VALUE	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>1. Refinance in 2024.</p> <ul style="list-style-type: none"> • Continue to use external advisory firm as independent sounding board and advisory “voice.” • Establish target for money in reserves by Nov. 30, 2018 vs. debt reduction; and re-evaluate financial targets related to money in reserves at least twice annually (June and Dec.) to ensure targets are being met and/or need to be adjusted. • Modify bond covenants when refinancing is done in 2024. 	<p>Board & Technical Committee</p> <p>Ongoing</p> <p>Nov. 30, 2018</p> <p>Annually: June and Dec.</p> <p>June 30, 2024</p>		
<p>2. Pay off existing debt by Dec. 31, 2034. RELATES TO GOAL #5/STRATEGY #1.</p> <ul style="list-style-type: none"> • This includes paying off initial project debt; however, CBCWA may have additional debt from new capital and infrastructure expenses. 	<p>Board & Technical Committee</p> <p>Dec. 31, 2034</p>		

STRATEGIES & TASKS: VALUE	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Evaluate/review grant opportunities and take advantage of grant dollars. Ongoing.</p> <ul style="list-style-type: none"> • Annual process. Does Manager do this or is an external grant writer/expert needed (i.e. McMahon, etc.)? • Review grants and apply for related grants as needed on an annual basis. 	<p>Technical Committee</p> <p>ONGOING</p>		
<p>4. Develop capital plan and financing for projects resulting from GBWU collaboration and/or other regionalization efforts by June 30, 2022. RELATES TO GOAL #3/STRATEGY #3.</p>	<p>Technical Committee</p> <p>June 30, 2022+</p>		