

A STRATEGIC PLAN
FOR
CENTRAL BROWN
COUNTY
WATER AUTHORITY
(2021 – 2023+)

November 20, 2020
Updated May 27 & October 27, 2021

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: 2021 - 2023+

- 1. EXPANSION – We will proactively engage other entities 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: 2021 – 2023+

ACTION PLAN: 2021 – 2023+

GOAL #1:
EXPANSION

1. EXPANSION – We will proactively engage other entities 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. Continued MPU dialogue on unresolved issues and eventual update of MPU agreement by December 31, 2023. Long-term: Rebuild trust, have open transparency and seek to achieve win-win solutions for mutual growth of both entities.</p> <ul style="list-style-type: none"> • Continue overall dialogue and solidifying relationship with MPU and MPU General Manager, as well as have MPU General Manager meet with CBCWA Board and CBCWA Manager with MPU Board (ONGOING). • Address/resolve capital repairs at MPU water treatment plant by Dec. 31, 2022 by allowing discussions to progress and evaluate next steps accordingly. • Address/resolve concerns related to Operations & Maintenance agreement (i.e. main pipeline inspections, etc.) by Dec. 31, 2022. • Once resolved, update overall MPU agreement by Dec. 31, 2023. • Once agreement is updated, 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>Manager/Board</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Continue discussions and relationship-building with Green Bay Water Utility for all collaborative agreements, inter-connects, and any/all other items which make sense for joint collaboration. RELATES TO GOAL #2/STRATEGY #2.</p> <ul style="list-style-type: none"> • Continue discussions among communities regarding optimizing local-level interconnections and back-up wells. Does this make sense, and will it guide future capital expenditures? Completed by September 30, 2021. • Pending member interconnection discussion, compare costs and benefits of the local approach with the alternative of a large-scale interconnection with GBWU. Do we need multiple sources for back-up and what is the plan to achieve this? Completed by March 31, 2022. • Create plan with Members and GBWU, as applicable, by Dec. 31, 2023 and begin implementation in 2024. • Identify technical requirements and associated costs by June 30, 2024. • Initial draft of agreement presented to Board by Dec. 31, 2024. • PSC approval for compensation. • Agreement finalized and approved by Board by June 30, 2025. 	<p>Manager/Board</p> <p>Technical Committee</p> <p>Board/ Technical Committee</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Proactively continue discussions with other communities to add members and evaluate opportunities on a case-by-case basis using the adopted process and review criteria (ONGOING). Involve/engage MPU General Manager/MPU as needed based on his interest to be involved/engage to achieve win-win growth opportunities for both entities.</p> <ul style="list-style-type: none"> Maintain the list of target communities (i.e. Denmark, Pulaski, Francis, Creek, Cooperstown, Suamico, Oneida Tribe, etc.) and incorporate process to contact each 2 times/year. Annually evaluate Membership Agreement and modify as necessary. Create plan to sell to large industries outside of our boundaries by June 30, 2023 (requires legislative approval). Which industries/organizations should be prioritized? Draft plan completed by Feb. 28, 2023, plan finalized and approved by Board by June 30, 2023; and plan implemented for 2024+ with annual modifications/evaluationCBCWA remains willing to sell water retail to large industries located outside existing member service areas (requires legislative approval) if required to support the attraction or expansion of an employer or industry of regional or statewide significance and priority. Explore the potential for cooperative service area planning with GBWU by Dec. 31, 2023 (water service area planning requirements likely to be in place by 2025). 	<p>Board & Technical Committee</p> <p>ONGOING</p> <p>Annually Q4</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 better serve customers and help expand water service. Plan created by June 30, 2022.</p> <ul style="list-style-type: none"> • Conduct rates analysis of our rates vs. local/regional/national rates by March 31, 2021. • Plan created and approved by Board by June 30, 2022. To what extent should CBCWA be main communications vehicle for all communities? • Plan should include elements for communicating and keeping community Board/elected officials engaged, as well as “marketing” materials such as general brochure, PowerPoint presentation, etc. when presenting/meeting with new communities. • Key Messages: (a) use water more wisely (water conservation), (b) who/what is the CBCWA?, and (c) clarify the value and cost of CBCWA water. • Plan implemented in 2023 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. • Annually update and review plan for implementation. 	<p>Manager and Board</p> <p>Annually Q4</p>		

ACTION PLAN: 2021 – 2023+

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
<p>1. Create an Asset Management Plan by Dec. 31, 2022.</p> <ul style="list-style-type: none"> • Create a Plan for overall planning by Dec. 31, 2021. Includes scope, personnel, resources, etc., as well as condition assessment. May include GBWU's CityWorks. • Draft plan completed and presented to Board by Nov. 30, 2021. Collaborate with GBWU and gain input/best practices from MPU. • Plan finalized and approved by Board by Dec. 31, 2021. • Create Asset Management Plan by Dec. 31, 2022. • Draft plan completed and presented to Board by Nov. 30, 2022. Collaborate with GBWU and gain input from MPU. • Plan finalized and approved by Board by Dec. 31, 2022. • Implement... 2023+ 	<p>Manager & Technical Committee</p>		

STRATEGIES & TASKS: INFRASTRUCTURE & MAINTENANCE ENHANCEMENTS	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Create plan to address water main failures and back-up water supply by March 31, 2022. RELATES TO GOAL #1/STRATEGY #2.</p> <ul style="list-style-type: none"> • Two Options: (a) large scale inter-connect with GBWU, (b) Optimize what we have now (i.e. wells and local inter-connects). • Draft plan completed for Option B (above) and presented to Board by September 30, 2021. • Board to compare alternatives and select preferred path by March 31, 2022. 	Manager & Technical Committee		
<p>3. Create an Emergency Response Plan process to prepare for the unexpected (i.e. Lake Michigan shoreline erosion) by June 30, 2021.</p> <ul style="list-style-type: none"> • In cooperation with MPU and Members, draft by March 31, 2021. • Presented to Board and Technical Committee by May 31, 2021. • Finalized and approved by Board by June 30, 2021. 	Manager & Technical Committee		
<p>4. Create a Master Plan by Dec. 31, 2025.</p> <ul style="list-style-type: none"> • Draft plan completed by June 30, 2025. Collaborate with GBWA and gain input from MPU. • Presented to Board by September 30, 2025. • Finalized and approved by Board by Dec. 31, 2025. 	Manager & Board		

ACTION PLAN: 2021 – 2023+

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. Continue implementation of SPLASH Study (ONGOING).</p> <ul style="list-style-type: none"> • Develop and adopt bylaws for the SPLASH Implementation group by March 31, 2021. • Continue collaboration and staff involvement (more than just Technical Committee) to broaden Public Works collaborative opportunities. Continue with bi-monthly/quarterly meetings. • Continue to build the SPLASH Clearinghouse platform with the goal of hosting a minimum of 2 joint bidding/purchasing opportunities by Dec. 31, 2021. • Includes joint training activities such as: Safety, leak detection, asset management (software/training), confined space, compliance, and IT training; as well as conference attendance and SOP manual updates. • In cooperation with GBWU, invite additional regional communities to join the SPLASH Implementation group. • Other Joint Training opportunities with GBWU relate to cross-connections and standardizing processes; and governance/soft skills with MPU. 	<p>Manager & Technical Committee</p>		

<p>2. Continue long-term strategic discussions with other regional entities (i.e. GBWU, MPU, etc.) on items to collaborate related to joint purchasing and shared services for Regionalization. This should be an evaluation of feasibility and ROI. Goal is to achieve efficiency and keep costs low. (ONGOING). RELATES TO GOAL #2/STRATEGY #2.</p> <ul style="list-style-type: none"> • Use SPLASH Study “template” for future Regionalization discussions. • Re-evaluate and update the SPLASH Action Plan by Dec. 31, 2022. This may need an external facilitator to have a planning session with member communities to help prioritize and may include items such as: pipes, valves, contracting, tower painting, billing, operations and maintenance, mechanical/electrical engineering, meter testing, space for crews/trucks, equipment, etc. • Consider CityWorks shared license with GBWU, as well as other personnel sharing with GBWU and MPU based on aging workforces and succession planning (i.e. safety, GIS, etc. personnel). • 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, 2025 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 2025 and beyond. • If decision is to proceed with broader regionalization, implement in 2027+. Could include municipal electrical utility as well as regional water authority (very long term... 20 – 30+ years). 	<p>Board & Technical Committee</p>		
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ACTION PLAN: 2021 – 2023+

GOAL #4:
TRAINING &
EDUCATION

4. TRAINING & EDUCATION – We will create processes and tools for effective orientation, engagement and succession of all key stakeholders.

STRATEGIES & TASKS: TRAINING & EDUCATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>1. Utilize Orientation and Onboarding Manual with new Board members as appointed and review annually with current Board members (each October).</p> <ul style="list-style-type: none"> Incorporate MPU tour into Manual and do tour every other year with entire Board and/or Technical Committee. 	<p>Board and Technical Committee October Annually (ONGOING)</p> <p>June every other year (ONGOING)</p>		

STRATEGIES & TASKS: TRAINING & EDUCATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Create Succession/Continuity Plans for External Resources (by Dec. 31, 2021), Board Chair/Board (by June 30, 2022), Manager (by Dec. 31, 2022) and Record Retention Policy (by June 30, 2022), as well as Strategic Plan (every 2 – 3 years).</p> <ul style="list-style-type: none"> • Key external Resources defined as Gary and Lawrie. Request Gary creates plan and also provides 2 other engineering firm options to consider as back-up/succession. Plan created and approved by Board by Dec. 31, 2021. • Board Chair relates to determining if Chair should be compensated for additional time and if others Board members or Technical Committee members can assist as back-ups if need be if something happens to Chair or Manager. Plan created and approved by Board by June 30, 2022. • Implement Records Retention Policy and Standards by June 30, 2022 to have documentation where all files are located/accessed. • Manager succession planning relates to determining how Board, Technical Committee or External Resources can assist if something happens to Manager. Plan created and approved by Board by Dec. 31, 2022. • Includes revising and/or creating a new Strategic Plan at a minimum every 2 – 3 years or as needed more frequently. 	<p>Manager & Board with Technical Committee</p> <p>Oct. 2022-2023</p>		

ACTION PLAN: 2021 – 2023+

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. Create detailed analysis to determine how to best utilize dollars freed up from bond refinancing by Sept. 30, 2023. RELATES TO GOAL #3/STRATEGY #2.</p> <ul style="list-style-type: none"> • Analysis to review re-investing in infrastructure (i.e. Potential inter-connects), rate reductions, contributing to reserves, or other options. • Plan presented to Technical Committee by April 30, 2023 and Board by Sept. 30, 2023. • Decision may result in developing a capital plan and financing for projects resulting from GBWU collaboration and/or other regionalization efforts by 2024. 	Board & Manager		
<p>2. Pay off existing debt by Dec. 31, 2034.</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. 	Board & Manager Dec. 31, 2034		
<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. 	Technical Committee ONGOING		

STRATEGIES & TASKS: VALUE	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
4. Create a plan to determine how CBCWA can play a role in helping in other areas (i.e. Kewaunee) and/or sharing success story via consulting opportunities by Dec. 31, 2024.	Manager & Board		