



AGENDA OF THE WATER COMMISSION

MONDAY, JULY 12, 2021, 8:30 AM

GREEN BAY WATER UTILITY

In Person at City Hall, Room 207 (Limited Seating)

Virtual Attendance also available via Zoom

A. Roll Call.

B. Approval of the Agenda.

C. Approval of Minutes.

1. Approval of Commission Meeting Minutes of June 14, 2021

D. Regular Business.

1. Approval of Employee Handbook Chapter 9, Section I - Hours of Work
2. Financial Report - May 2021

E. Informational.

1. Strategic Plan Update - Quarter 2
2. Building Remodel Update
3. Consideration of adjournment to CLOSED SESSION pursuant to Section 19.85(1)(d) Wis. Stats., for Consideration of Strategies for Crime Detection or Prevention; to wit: Utility Cyber Security Review
4. Return to Open Session
5. General Manager Update

F. Adjournment.

1. Motion to Adjourn

G. Zoom Information

I. Join Zoom Meeting

<https://zoom.us/j/98284055918?pwd=eHBxaWkvNlJ2a3N0RERUWkRsNjVkcU09>

Meeting ID: 982 8405 5918

Passcode: 385002

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Find your local number: <https://zoom.us/u/afEVof5c6>

- 1) **ACCESSIBILITY:** Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
- 2) **QUORUM:** Please take notice that a majority or quorum of the Common Council may attend this Water Commission meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
- 3) **REPRESENTATION:** The party requesting the communication, or their representative, should be present at this meeting.



MINUTES OF THE WATER COMMISSION

MONDAY, JUNE 14, 2021, 8:30 AM

GREEN BAY WATER UTILITY

In Person at City Hall, Room 207 (Limited Seating)

Virtual Attendance also available via Zoom

A. ROLL CALL

Called to Order by President Heugel at 8:36 a.m.

Commissioners: John Heugel, Jamie Wall, Tom Karman, Jacque Boyle

Excused: Kathryn Hasselblad-Pascale, Doug Martin, Kathy Lefebvre, Elizabeth Wheat

Other: William Vande Castle

Utility Staff: Nancy Quirk, Stephanie Rogers, Karen Smits, Brian Powell, Russ Hardwick, Andrea Hay, Meghan Finger, Jessica Cortes, Kristin Romanowicz

Guests: Ryan O'Donnell & Jodi Dobson of BakerTilly

B. APPROVAL OF THE AGENDA

Motion by Wall, second by Karman to approve agenda s presented. Passed unanimously.

C. APPROVAL OF MINUTES

I. Approval of Commission Meeting Minutes of May 10, 2021

Motion by Wall, second by Boyle to approve minutes as presented. Passed unanimously.

D. REGULAR BUSINESS

I. Introduction of Communications Summer Intern

Communications Director Hay introduced Communication Summer Intern, Meghan Finger. Meghan introduced herself to the Commission Board Members. Commissioners welcomed Meghan and introduced themselves.

2. 2020 Comprehensive Annual Financial Report

Presentation by Ryan O'Donnell and Jodi Dobson of Baker Tilly on the 2020 Comprehensive Annual Financial Report. Motion by Wall, second by Karman to approve comprehensive annual financial report as presented. Passed unanimously.

3. New Utility Logo

Communications Director Hay presented information on the new unique and progressive logo that has been designed with the help of Raftelis. Motion by Karman, second by Boyle to adopt the new utility logo. Passed unanimously.

4. Second Amendment to Green Bay Water Utility Tower/Land Lease Agreement

Operations Manager Powell presented information on the Second Amendment to Green Bay Water Utility Tower/Land Lease Agreement. Cellular companies advancing their services to 5G are upgrading their antennas on utility water towers. The Utility renegotiated the lease agreement with these cellular providers. As other cellular companies upgrade antennas on utility water towers, the Utility will renegotiate those agreements also. Motion by Wall, second by Karman to approve the second amendment to Green Bay Water Utility Tower/Land Lease agreement as presented. Passed unanimously.

5. Financials - April 2021

Business Manager Rogers reviewed financial reports from April 2021. Financials are within expectations. No substantive issue of concern was identified. Motion by Wall, second by Karman to receive financials and place on file. Passed unanimously.

E. INFORMATIONAL

1. Building Remodel Update

Engineering Services Manager Romanowicz gave a building remodel update. Walls are going up inside and underground work outside is moving along. General Manager Quirk will provide a change order report to the Commission as they occur.

2. General Manager Update

1. Pipe Diver pipe condition assessment starts on Monday, June 14. Operations Manager Powell informed Commission that the pipe diver would be launched into the 36" pipe and travel throughout 25 miles of piping.
2. Private Galvanized Inventory Progress and Program is underway with 679 homes on the list. Currently 134 homes have agreements in place and 53 services have been completed.
3. AWWA Annual Conference is being held virtually this week. General Manager Quirk, Operations Manager Powell and Communications Director Hay will be attending several virtual sessions of the annual conference. The WI AWWA annual conference will be held in September and will be an in-person event.
4. Policies and Procedures Project - General Manager Quirk and Executive Assistant Van Erem have been working on getting templates in place for Supervisors and Managers to start writing policies and procedures for the Utility. The Commission should start to see draft policies in the next couple of months.

5. Human Resources Update - General Manager Quirk and Human Resources Coordinator Cortes have been meeting with personnel to find out the issues they are having with regard to employee retention. Carlson Dettmann has been requested to do a salary study this summer.
6. CBCWA - Emergency Backup Agreement. General Manager Quirk has been working with Central Brown County Water Authority to develop an agreement to have as an emergency backup option.
7. COVID Policy Update - Human Resources Coordinator Cortes has updated and distributed to the Utility the COVID Sick Leave policy and Mask policy per CDC guidelines. Temperature checks are no longer required at Utility offices. Travel restrictions has also been removed.
8. Communications Director Hay has been working with the Green Bay Metro Fire Department regarding the City's ISO (Insurance Services Organization) rating. Green Bay Water has been rated very high.
9. Kids Day is taking place on Friday, June 25th and the Utility will be handing out bottles of water.

OTHER:

IT Security: The Utility has a good system of protection, but we need to be diligent regarding that security. Commission requested a "Closed Session" be held in a future meeting to discuss cyber security in more detail.

F. ADJOURNMENT

I. Motion to Adjourn

Motion to adjourn by Wall, second by Karman. Motion passed unanimously.

President Heugel adjourned meeting at 10:19 a.m.

G. ZOOM INFORMATION

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Green Bay Water Utility

MEMORANDUM

DATE: July 1, 2021

TO: Green Bay Water Commissioners

FROM: Jessica Cortes

RE: Approve updates to the Employee Handbook: Chapter 9, Section 1, Hours of Work

Utility management initiated an update to Chapter 9, Section 1 of our Employee handbook to be consistent for all our employees.

The recommended updates include:

- Clarifying when an employee would receive a meal reimbursement on Friday during summer hours.
- Adding if an employee is provided lunch by the Utility they will not receive a meal reimbursement.

Managers and supervisors worked collaboratively to create the revised document you have before you.

We ask that you approve these updates.

Chapter 9 of the employee handbook under section 1 item #4 currently states:

With authorization, when an employee is called in and works more than seven hours outside of normal work hours or if the employee works past 5:30 PM outside of regular weekday hours, then the employee may be eligible for meal reimbursement of \$10.00. Filter Plant employees are exempt from meal reimbursement.

Revised:

With authorization, when an employee is called in and works more than seven hours outside of normal work hours or if the employee works past 5:30 PM outside of regular weekday hours, then the employee may be eligible for meal reimbursement of \$10.00. Filter Plant employees are exempt from meal reimbursement. During summer hours when an employee works past 1:00pm on Friday the employee may be eligible for meal reimbursement of \$10.00. If food is provided by the Utility, the meal reimbursement is not applicable. Filter Plant employees are exempt from meal reimbursement.

GREEN BAY WATER UTILITY

CASH POSITION

May 31, 2021

	12/31/2020	5/31/2021
UNRESTRICTED CURRENT ASSETS		
Cash & Investments - Operation & Maintenance		
Local Govt. Investment Pool	\$ 103,838	\$ 103,866
Associated Bank Checking	6,238,754	5,935,180
Working Cash Funds - Petty Cash	1,700	1,700
Total Cash & Investments - Operation & Maintenance	<u>6,344,292</u>	<u>6,040,745</u>
RESTRICTED CURRENT ASSETS		
Cash & Investments - restricted		
Certificates of Deposit - Bond Redemption	860,000	2,460,000
Associated Bank Money Market Account - Bond Redemption	5,000	5,275
Associated Bank Checking - Private Service Replacement	1,022	18,187
Local Govt. Investment Pool - Construction Fund	-	7,311,889
Total Cash & Investments - Restricted	<u>866,022</u>	<u>9,795,352</u>
RESTRICTED LONG-TERM ASSETS		
Cash & Investments - Debt Reserve		
Associated Trust Money Market	20,409	263,479
Associated Trust Certificates of Deposit	537,618	532,165
Associated Trust Municipal Bonds	5,870,670	5,657,898
Total Cash & Investments - Debt Reserve	<u>6,428,697</u>	<u>6,453,542</u>
 TOTAL CASH POSITION	 <u>\$ 13,639,012</u>	 <u>\$ 22,289,639</u>

GREEN BAY WATER UTILITY**BALANCE SHEET**

May 31, 2021

	AS OF <u>12/31/2020</u>	AS OF <u>5/31/2021</u>
<u>ASSETS</u>		
Current Assets		
O & M Cash & Investments	\$ 6,344,292	\$ 6,040,745
Interest Receivable	86	480
Accounts Receivable	10,599,998	7,046,402
Inventories	528,064	529,450
Prepayments	63,710	50,476
Total Current Assets	<u>17,536,150</u>	<u>13,667,553</u>
Property, Plant & Equipment		
Original Cost	238,968,228	239,707,032
Less: Accumulated Depreciation	<u>(94,170,168)</u>	<u>(96,271,861)</u>
Net Plant	144,798,060	143,435,171
Construction in Progress	292,513	683,547
Total Plant & Equipment	<u>145,090,573</u>	<u>144,118,718</u>
Restricted Assets		
Debt Reserve Fund	6,428,697	6,453,542
Bond Redemption Fund	865,000	2,465,275
Construction Fund	-	7,311,889
Private Service Replacement Fund	1,022	18,187
DNR Grant for Service Replacement Receivable	67,620	62,865
Accrued Interest	38,709	44,407
Total Restricted Assets	<u>7,401,048</u>	<u>16,356,166</u>
Other Assets		
Unamortized Ashwaubenon Booster	1,380,259	1,325,487
Unamortized Wrightstown Loan/Grant	474,750	461,563
Unamortized Loss on Advanced Refunding	687,996	595,513
Net Pension Asset	858,420	858,420
Deferred Outflows-Pension	1,982,396	1,982,396
Total Other Assets	<u>5,383,821</u>	<u>5,223,379</u>
TOTAL ASSETS	<u>\$ 175,411,592</u>	<u>\$ 179,365,816</u>

GREEN BAY WATER UTILITY**BALANCE SHEET**

May 31, 2021

Page 2

	AS OF <u>12/31/2020</u>	AS OF <u>5/31/2021</u>
<u>LIABILITIES & FUND EQUITY</u>		
Current Liabilities		
Accounts Payable	\$ 547,940	128,745
Sewer Billings Payable	5,309,074	3,217,021
Storm Water Billings Payable	2,748,211	1,645,522
Accrued Payroll Taxes	52,913	40,684
Accrued Payroll, Vacation & Sick Leave Pay	701,137	531,819
Accrued Taxes	2,545,829	1,060,765
Total Current Liabilities	<u>11,905,104</u>	<u>6,624,556</u>
Other Liabilities		
Net Pension Liability	-	-
Deferred Inflows-Pension	<u>2,578,576</u>	<u>2,578,576</u>
Total Other Liabilities	<u>2,578,576</u>	<u>2,578,576</u>
Payable from Restricted Assets		
Current Portion of Long-Term Debt	3,775,000	4,180,000
Accrued Interest	<u>236,698</u>	<u>149,198</u>
Total Restricted Payables	<u>4,011,698</u>	<u>4,329,198</u>
Long-Term Debt - Net of Premiums & Discounts	<u>40,546,827</u>	<u>47,435,278</u>
TOTAL LIABILITIES	<u>59,042,205</u>	<u>60,967,608</u>
<u>FUND EQUITY</u>		
Contributed Capital		
City of Green Bay	<u>736,907</u>	<u>736,907</u>
Earned Surplus		
Net Investment in Capital Assets	101,456,742	93,098,953
Restricted	8,022,856	17,065,868
Unrestricted	<u>6,152,882</u>	<u>7,496,480</u>
Total Earned Surplus	<u>115,632,480</u>	<u>117,661,302</u>
TOTAL FUND EQUITY	<u>116,369,387</u>	<u>118,398,209</u>
TOTAL LIABILITIES & FUND EQUITY	<u>\$ 175,411,592</u>	<u>\$ 179,365,816</u>

GREEN BAY WATER UTILITY
INCOME SUMMARY
May 31, 2021

	2021 BUDGET	BUDGET THRU MAY	ACTUAL AS OF 5/31/2021	TOTAL BUDGET REMAINING VARIANCE
TOTAL OPERATING REVENUES	\$ 23,895,000	\$ 9,304,367	\$ 9,878,437	\$ (14,016,563)
OPERATING EXPENSES				
Pumping	3,046,712	544,448	548,392	2,498,320
Water Treatment	1,412,655	569,835	974,108	438,547
Transmission & Distribution	3,549,210	1,350,588	1,182,726	2,366,484
Customer Accounts	985,016	438,149	436,375	548,641
Administrative & General	11,521,014	4,659,052	4,168,573	7,352,441
Total Operating Expenses	<u>20,514,607</u>	<u>7,562,072</u>	<u>7,310,174</u>	<u>13,204,433</u>
Operating Profit (Loss)	3,380,393	1,742,295	2,568,263	(812,130)
Interest & Miscellaneous Income	1,099,563	224,637	157,878	(941,685)
Interest Expense	<u>1,193,254</u>	<u>497,189</u>	<u>697,319</u>	<u>495,935</u>
NET INCOME (LOSS)	<u>\$ 3,286,702</u>	<u>\$ 1,469,743</u>	<u>\$ 2,028,822</u>	<u>\$ (1,257,880)</u>

GREEN BAY WATER UTILITY
INCOME & EXPENSE COMPARISON
BUDGET TO ACTUAL
May 31, 2021

	BUDGET THRU MAY	ACTUAL AS OF 5/31/2021	DOLLAR VARIANCE	PERCENT VARIANCE
OPERATING REVENUES				
Residential & Apartment	\$ 2,907,000	\$ 2,855,792	\$ (51,208)	-1.8%
Commercial & Restaurant	1,554,000	1,441,626	(112,374)	-7.2% (1)
Industrial	2,120,000	2,759,856	639,856	30.2% (2)
Municipal	172,050	145,205	(26,845)	-15.6% (3)
Sales to General Customers	6,753,050	7,202,480	449,430	6.7%
Sales for Resale - Ashwaubenon	1,168,500	1,316,720	148,220	12.7% (4)
Sales for Resale - Scott	38,000	36,088	(1,912)	-5.0%
Sales For Resale - Hobart	131,250	128,381	(2,869)	-2.2%
Sales for Resale - Wrightstown	85,000	81,773	(3,227)	-3.8%
Public Fire Protection	565,800	552,466	(13,334)	-2.4%
Private Fire Protection	38,750	39,282	532	1.4%
Sewer & Stormwater Portion of Expenses	497,917	497,915	(2)	0.0%
Penalties	26,100	23,334	(2,766)	-10.6%
TOTAL OPERATING REVENUES	9,304,367	9,878,437	574,071	6.2%
OPERATING EXPENSES				
<u>PUMPING EXPENSE</u>				
Purchased Water (602)	2,917	2,034	883	30.3%
Maint of Intakes (613)	-	-	0	XXX
Maint of Supply Mains (616)	34,688	77,154	(42,466)	-122.4%
Pumping Operation Supervision (620)	20,545	30,211	(9,665)	-47.0%
Power Purchased for Pumping (623)	304,500	275,497	29,003	9.5%
Pumping Labor & Expense (624)	28,304	32,845	(4,541)	-16.0%
Miscellaneous Pumping Expense (626)	32,229	29,135	3,094	9.6%
Pumping Maintenance Supervision (630)	25,970	11,326	14,644	56.4%
Maintenance of Pumping Structures (631)	48,668	48,403	266	0.5%
Maintenance of Power Prod Equip (632)	3,333	5,096	(1,763)	-52.9%
Maintenance of Pumping Equipment (633)	43,292	36,692	6,600	15.2%
TOTAL PUMPING EXPENSE	544,448	548,392	(3,945)	-0.7%
<u>WATER TREATMENT EXPENSE</u>				
Treatment Operations Supervision (640)	30,813	31,432	(619)	-2.0%
Chemicals (641)	127,083	104,372	22,711	17.9%
Treatment Operations (642)	259,865	312,827	(52,962)	-20.4%
Miscellaneous Water Treatment (643)	57,679	58,947	(1,268)	-2.2%
Treatment Maintenance Supervision (650)	13,205	11,355	1,850	14.0%
Maint of Treatment Structures (651)	13,350	12,722	628	4.7%
Maint of Treatment Equipment (652)	67,840	442,453	(374,613)	-552.2%
TOTAL WATER TREATMENT EXPENSE	569,835	974,108	(404,272)	-70.9% (5)
<u>TRANSMISSION & DISTRIBUTION EXPENSE</u>				
Stores Expense (163)	-	28,473	(28,473)	XXX
Unallocated Vehicle & Equip Expense (184)	-	(56,581)	56,581	XXX
Distribution Operation Supervision (660)	92,759	88,394	4,366	4.7%
Transmission & Distribution Line Expense (662)	167,839	150,324	17,515	10.4%
Meter Expense (663)	78,378	91,266	(12,889)	-16.4%
Customer Installation Expense (664)	35,595	30,667	4,928	13.8%
Miscellaneous Distribution Expense (665)	96,063	88,807	7,255	7.6%
Maintenance of Reservoirs & Standpipes (672)	11,507	8,136	3,371	29.3%
Maintenance of Mains (673)	470,516	359,023	111,492	23.7%
Private Services (674)	9,902	30,489	(20,587)	0.0%
Maintenance of Services (675)	184,700	195,788	(11,088)	-6.0%
Maintenance of Meters (676)	86,374	70,621	15,753	18.2%
Maintenance of Hydrants (677)	116,957	97,320	19,637	16.8%
TOTAL TRANSMISSION & DISTRIBUTION EXPENSE	1,350,588	1,182,726	167,861	12.4%
<u>CUSTOMER ACCOUNTS EXPENSE</u>				
Meter Reading Expense (902)	11,096	9,945	1,152	10.4%
Customer Records & Collection Expense (903)	419,553	425,533	(5,980)	-1.4%
Uncollectible Accounts (904)	1,667	243	1,424	85.4%
Conservation/Educational Expense (906)	5,833	654	5,179	88.8%
TOTAL CUSTOMER ACCOUNTS EXPENSE	438,149	436,375	1,775	0.4%

GREEN BAY WATER UTILITY
INCOME & EXPENSE COMPARISON
BUDGET TO ACTUAL
May 31, 2021

	BUDGET THRU MAY	ACTUAL AS OF 5/31/2021	DOLLAR VARIANCE	PERCENT VARIANCE
<u>ADMINISTRATIVE & GENERAL EXPENSE</u>				
Depreciation Expense (403 & 426)	\$ 2,275,598	\$ 1,922,805	\$352,793	15.5%
Amortization of Non-Utility Plant (405)	54,772	54,772	(0)	0.0%
Taxes (408)	1,205,860	1,181,422	24,438	2.0%
Administrative & General Salaries (920)	295,140	251,478	43,661	14.8%
Office Supplies & Expense (921)	39,167	28,065	11,102	28.3%
Outside Services Employed (923)	63,100	57,805	5,295	8.4%
Property Insurance (924)	79,500	71,855	7,645	9.6%
Injuries & Damages (925)	-	-	0	0.0%
Employee Pension & Benefits (926)	541,680	507,295	34,385	6.3%
Regulatory Commission Expense (928)	2,083	635	1,448	69.5%
Miscellaneous General Expense (930)	41,200	31,322	9,878	24.0%
Maintenance of General Plant (932)	60,952	61,118	(166)	-0.3%
TOTAL ADMINISTRATIVE & GENERAL EXPENSE	4,659,052	4,168,573	490,478	10.5%
 TOTAL OPERATING EXPENSES	 7,562,072	 7,310,174	 251,897	 3.3%
 OPERATING PROFIT	 1,742,295	 2,568,263	 825,968	 47.4%
 <u>MISCELLANEOUS INCOME & (EXPENSE)</u>				
Interest Income (419)	95,833	48,146	(47,687)	-49.8%
Misc Income/Contributed Capital (421)	30,000	24,043	(5,957)	-19.9%
Other Income (415, 416, 471, 472, 474)	98,803	97,547	(1,256)	-1.3%
Covid - 19 Labor expenses (880's)	-	(11,859)	(11,859)	XXX
TOTAL MISC INCOME & (EXPENSE)	224,637	157,878	(66,759)	-29.7% (6)
 INTEREST EXPENSE (427, 428, 429)	 497,189	 697,319	 (200,130)	 -40.3% (7)
 NET INCOME (LOSS)	 \$ 1,469,743	 \$ 2,028,822	 \$ 559,080	 38.0%

- (1) Billing error in April, adjusted in May
(2) Increase in usage from GB Packaging
(3) School's and Government buildings closed earlier in the year
(4) Increased usage
(5) Lagoon dredging /ozone generator carried over from 2020
(6) Decreased interest revenue/labor for Covid time off
(7) Debt issue costs for 2021 debt issue



Strategic Goals 2020

Strategic Pillar: Provide Excellent Customer Service

Andrea Hay / Kim Couillard / Steve Koss

Educate customers on the utility's services and maintain open lines of communication.

Goal Champion: Andrea Hay

Objective	Owner	Timeframe	Status	Comments
Promote online services such as bill paying, leak detection and high low usage.	Andrea/ Kim	ongoing	In Process	Bill information and rate education is a continuous process throughout all Utilites as rates change. We will continue to provide information via websites, emails and phone regarding the information provided on our bills. We will work to update our "how to read a bill" as the template changes.
Show Customers how GBWU operates in order to gain their trust and strengthen the Utility's brand.	Andrea + managers and supvisors in each department	Ongoing	In Process	
Develop lessons in different areas to educate customers: - Front office (how to read water bill) - Rates - Metering - Distribution - Engineering/Construction - Testing and how to view results of the web - How we are managed by the commission - Hiring process - How a water tower works/how we get our water from far away	- Kim - Stephanie - Steve - Jason - Kristin - Russ - Nancy - Jessica - Tom	Ongoing	In Process	Bill information and rate education is a continuous process throughout all Utilites as rates change. We will continue to provide information via websites, emails and phone regarding the information provided on our bills. We will work to update our "how to read a bill" as the template changes.

Prioritize time for employees to learn about other departments so they can best represent GBWU to customers and work cohesively as a utility.

Goal Champion: Andrea Hay

Objective	Owner	Timeframe	Status	Comments
Develop internal resources that explain important aspects of GBWU so that employees are well versed when customer questions and/or problems arise. (These resources might include a video library, flow charts, contact lists, and more.)	Andrea + managers and supvisors in each department	Ongoing	In Process	



Strategic Goals 2020

Strategic Pillar: Invest in Human Capital

Jessica Cortes / Russ Hardwick

Develop and Implement a Succession Plan

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Identify positions where a succession plan is needed and future leaders for those positions.	Jessica Cortes	3/31/2021	Complete	Positions have been identified.
Initiate dialogue with future leaders and create a plan for advancement.	Jessica Cortes	12/31/2021	In Process	First meeting scheduled in July

Attract and Retain a Diverse Workforce

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Build partnerships with local schools to attract future workforce.	Russ Hardwick	9/30/2021		
Continue to educate staff about diversity.	Jessica Cortes	Quarterly	In Evaluation	On hold due to the pandemic
Attend job fairs and community events to provide awareness of the GBWU.	Jessica Cortes	6/30/2021		
Continue to strengthen GBWU's new hire onboarding process.	Jessica Cortes	Continuous	In Process	Updating it after every new hire if needed

Provide a Safe Work Environment

Goal Champion: Jessica Cortes

Objective	Owner	Timeframe	Status	Comments
Ensure that all employees have required safety training and access to health and safety resources.	Jessica Cortes	As Required / Continuous	In Process	Have completed some safety training and looking to complete more in 2021
Continue to build and promote a safety culture at GBWU.	Jessica Cortes / Safety Team	Continuous / Safety Team to Meet Monthly		



Strategic Goals 2020

Strategic Pillar: Invest in Human Capital

Jessica Cortes / Russ Hardwick

Engage Our Workforce

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Provide employees with training opportunities.	All Leaders	Continuous		
Implement employee engagement activities to show appreciation for staff dedication and hard work.	Tracy Van Erem	Continuous	In Process	Subs for employees 3/4 Pizza for employees 4/23
Maintain competitive compensation and benefits and educate our workforce about their total rewards package.	Nancy Quirk - comp plan review Jessica Cortes - education All Leaders - annual performance evaluations	First - 12/31/2020 -NOTE: Total rewards statements might be able to start in December 2020 if finance is able to gather information	In Process	Total Rewards Statements we issued to all employees. Working with Carlson Detmann on a wage survey. Planned a webinar to discuss our concerns within the water industry



Strategic Goals 2020

Strategic Pillar: Optimize Technology

Kevin Brunner / Kristin Romanowicz / Brenda Bornfleth

Optimize Technology to Improve Utility Processes and Efficiencies

Goal Champion: Kevin Brunner

Objective	Owner	Timeframe	Status	Comments
Ensure each department is utilizing technology to the best of its ability to efficiently and effectively perform their daily work.	Kevin Brunner	Continuous	In Process	Upgraded RTL (Check processing server). Upgraded Cognos (Report Writing server). New cameras at the filter plant
Evaluate and implement opportunities to make improvements, such as energy efficiency and reduced water loss.	Kevin Brunner	Continuous		
Evaluate and implement cost effective initiatives.	Kevin Brunner	Continuous		

Leverage Information and Technology for Proactive Decision-Making and Prioritized Asset Management

Goal Champion: Kevin Brunner or Jean Pucel

Objective	Owner	Timeframe	Status	Comments
Maintain current water system master plan.	Kevin Brunner	December 2022		
Develop and maintain a schedule of planned maintenance.	Jean Pucel	December 2021		
Implement work order and asset management program	Jean Pucel	December 2021		

Continue to Explore and Implement Cutting Edge Technology

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Continue to support employee attendance at events/training and be open to exploring potential implementation of new technologies they learn about.	Jessica Cortes	Continuous		
Identify a subject matter expert for each department to improve processes through the implementation of new technologies.	Kevin Brunner	March 2021	Complete	Meet with the head of each department at budget time and throughout the year to discuss their technology needs.



Strategic Goals 2020

Strategic Pillar: Manage Risk & System Reliability

Tom Landwehr / Brian Powell / Jason Maes

Rehabilitate and Replace Aging Infrastructure

Goal Champion: Brian Powell

Objective	Owner	Timeframe	Status	Comments
Work with Department of Public Works to help determine street resurfacing and reconstruction programs.	Brian Powell	Third Quarter Annually	Complete	DPW's Street Resurfacing and Reconstruction Programs have been determined through 2025 along with the associated water main replacements.
Follow the Master Plan recommendations and update the Master Plan in 2022.	Brian Powell	Third Quarter Annually	In Process	AECOM to update our Master Plan in 2022
Develop a water main replacement program outside of Public Works projects.	Brian Powell	First Quarter 2021, then annually	Complete	Water main on Hazelwood Lane from Wood Lane to Ann Lane and Bader Street from the 36" Transmission Main to the Bader PRV Station will be replaced by our crews in 2021. Starting In 2022 our crews will start replacing water mains that are 4" & smaller in diameter with 6" and larger. We will also start eliminating duo water mains on streets.

Proactively Perform Preventative Maintenance of Existing Infrastructure

Goal Champion: Brian Powell

Objective	Owner	Timeframe	Status	Comments
Broadly implement and utilize Cityworks to develop a mature Asset Management Program.	Brian Powell	Fourth Quarter 2021		
Utilize technology such as Satellite Leak Detection and Pipediver to determine conditions of assets.	Brian Powell	Continuous	In Process	Leak detection team is currently visiting the Points of Interest identified in the image captured by the satellite. Performed Smartball on our 36" Transmission Mains and partial Pipediver.
Manage maintenance of equipment by tracking performance measures such as efficiencies and hours used.	Tom Landwehr	Second Quarter 2022		



Strategic Goals 2020

Strategic Pillar: Manage Risk & System Reliability

Tom Landwehr / Brian Powell / Jason Maes

Promote Risk Management and Emergency Preparedness

Goal Champion: Brian Powell

Objective	Owner	Timeframe	Status	Comments
Identify and prioritize an Action Plan as a result of the Vulnerability Assessment.	Kristin Romanowicz	Fourth Quarter 2021	In Process	2020 AWIA Risk & Resiliency Final Report distributed via email on 2/26/21.
Update the GBWU Emergency Response Plan	Kristin Romanowicz	First Quarter Annually	In Evaluation	Justin H distributed via email on 1/15/2021. Recipients to respond with any comments and missing information.
Take a participative approach to risk management and emergency preparedness by involving all employees in training experiences such as table top exercises and real-life mock field scenarios.	Jason Maes	Fourth Quarter Annually	Complete	Distribution staff was able to complete 90% of mock field leak scenarios on both transmission mains from the Filter Plant to John Street

Supply Water that Meets or Exceeds All Regulated Standards

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Optimize the treatment processes	Russ Hardwick	Fourth Quarter	In Process	Working on additions to existing filter pilot plant.
Actively participate in communication with local, state, and national partners on regulatory issues.	Russ Hardwick	Continuous	In Process	Part of AMWA L&C Workgroup
Continuously evaluate water quality utilizing technologies, monitoring, and keeping in mind emerging concerns.	Russ Hardwick	Continuous		



Strategic Goals 2020

Strategic Pillar: Maintain Utility Viability

Stephanie Rogers / Karen Smits / Nancy Quirk

Maintain Competitive and Stable Rates

Goal Champion: Stephanie Rogers

Objective	Owner	Timeframe	Status	Comments
Use rate models and forecasting to determine revenue requirements.	Karen Smits	Fourth Quarter Annually		
Establish and meet capital, operating, and maintenance budgets.	Karen Smits	Fourth Quarter Annually		
Maintain an ongoing five-year Capital Improvement Plan	Karen Smits	Fourth Quarter Annually		

Enhance the Financial and Regulatory Reporting Process

Goal Champion: Stephanie Rogers

Objective	Owner	Timeframe	Status	Comments
Implement integrated Enterprise Resource Planning software.	Stephanie Rogers	Second half of Strategic Plan	In Process	Working on chart of account design
Provide timely financial reports, forecasts, and budgets.	Karen Smits	First Quarter Monthly & Annually	Complete	monthly financial reports, budget to actual statements and engineering project reports.
Create financial policies.	Karen Smits	Second Quarter 2020	In Process	working on a couple of policies to bring to Commission in Third Quarter

Ensure Financial Sustainability

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Diversify and grow GBWU's revenue streams by analyzing the cost/benefit of expanding business services and wholesale customers.	Stephanie Rogers	Second Half of Strategic Plan		
Manage costs through budget control.	Stephanie Rogers	Monthly	Complete	Monthly budget to actual reports to Commission and dept. heads.
Develop partnership with Planning & Development at City of Green Bay to assist in attracting new customers.	Nancy Quirk	Second Quarter 2021	In Process	
Partner with other utilities/community groups to expand services.	Nancy Quirk	Continuous	In Process	



Strategic Goals 2020

Strategic Pillar: Maintain Utility Viability

Stephanie Rogers / Karen Smits / Nancy Quirk

Build & Strengthen Regional Partnerships

Goal Champion: Nancy Quirk

Objective	Owner	Timeframe	Status	Comments
Set plan and timelines for SPLASH projects.	Justin Hewitt	Second Quarter 2021		
Develop policies and procedures for Emergency Interconnect.	Nancy Quirk	Second Quarter 2021	In Process	Made contact with Attorneys and CBCWA and made some starting points for an agreement
Participate with Source Water Protection Advocacy.	Russ Hardwick	Continuous	In Process	
Continue and develop professional relationships with consulting engineers and neighboring utilities.	Brian Powell	Continuous		



Green Bay Water Utility

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MEMORANDUM

DATE: July 12, 2021
TO: Green Bay Water Commissioners
FROM: Nancy Quirk, P.E., General Manager
RE: General Manager Update

1. Human Resources Update
 - a. Distribution Crew Update
 - b. Webinar for WIAWWA on Workforce Issues
 - c. Midterm Goal Reviews
2. Andrea Presenting at AWWA Management Conference in August
3. Pipe Diver Update
4. Building Project Change Orders
5. Main Break on Dousman July 4, 2021
6. PFAS Testing Statement on Website