



AGENDA OF THE WATER COMMISSION

**MONDAY, OCTOBER 11, 2021, 8:30 AM
GREEN BAY WATER UTILITY
631 S Adams St**

A. Zoom Information

1. This item contains a document which provides call in information and instructions for the Zoom Virtual Meeting.

B. Roll Call.

C. Approval of the Agenda.

D. Approval of Minutes.

1. Approval of Water Commission Meeting minutes from September 13, 2021

E. Regular Business.

1. Approve Employee Handbook, Chapter 35, Temporary Remote Work Policy
2. Financials - August 2021

F. Informational.

1. Building Remodel Update
2. Strategic Goals Report - Quarter 3
3. General Manager Update

G. Adjournment.

1. Motion to Adjourn

- 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.

Virtual Meeting Instructions



Water Commission

Zoom Meeting Information

Join Zoom Meeting

<https://zoom.us/j/98284055918?pwd=eHBxaWkvN1J2a3NORERUWkRsNjVkuT09>

Meeting ID: 982 8405 5918

Passcode: 385002

One tap mobile

+13126266799,,98284055918#,,,,*385002# US (Chicago)

+19292056099,,98284055918#,,,,*385002# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 982 8405 5918

Passcode: 385002

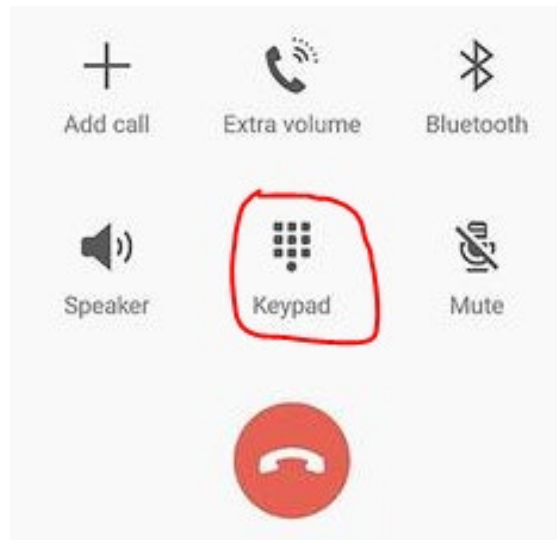
Find your local number: <https://zoom.us/u/afEVof5c6>

Additional Information

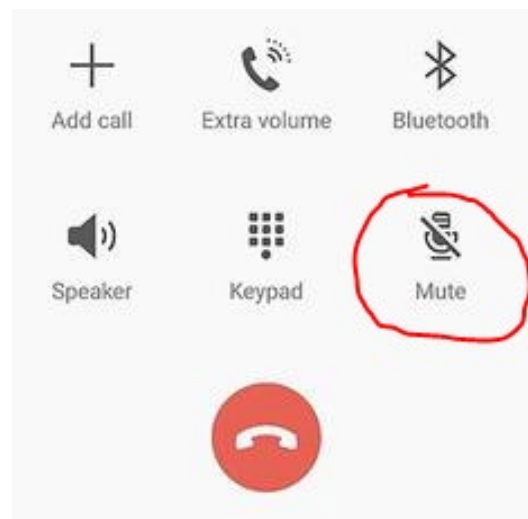
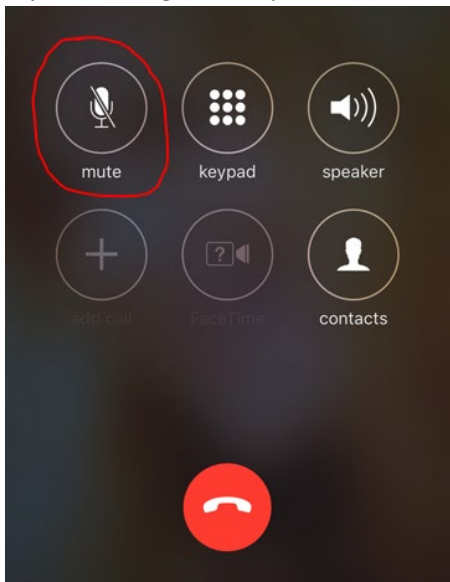
1. Wisconsin Open Meetings Law still applies
 - a. Persons interested in speaking to an item must give their name and address
 - b. Committee/Commission/Board members will still follow *Roberts Rules of Order*
2. All zoom meetings will have a password in the instructions. Please enter when prompted.
3. Please log into the Zoom meeting 10 minutes before the meeting starts to ensure proper technology is working.
4. Once you are in the meeting please mute yourselves.
 - a. You may unmute yourself when you are called upon to speak.
5. Using Zoom with a tablet or computer
 - a. Tablet—you will be asked to sign in. Download the app either with the Apple Store or the Play Store
 - b. Computer—you will be asked to sign in. You may download the app or click on the link to open Zoom in your browser.
6. What devices should I use?
 - a. Smart phone (please see more detailed instructions on page 3)
 - b. Land line
 - c. Tablet—well in advance of the meeting, please download the Zoom Meeting app before you join a meeting by using either the Apple Store or the Play Store. You will be asked to input your name, thus identifying you for the meeting. You'll also be asked to verify your email.
 - d. Computer—well in advance of the meeting, please download the Zoom Meeting app, but you can also click on a link to open the Zoom Meeting in your browser. You will be asked to input your name, thus identifying you for the meeting.
 - e. For tablet and computer users—if you download the app you will be asked to verify your email.
7. Zoom etiquette
 - a. Muting yourselves when you're not talking will prevent your background noise from interfering with others' ability to listen to and participate in the meeting.
 - b. If you're using a telephone, please identify yourself with your phone number and name before you speak. Zoom meeting hosts can see only your telephone number and will ask you to identify yourselves.
8. Closed session
 - a. Persons in the Zoom meeting will be put into a waiting room while the committee meets in Closed Session. Participants will be admitted back into the Zoom meeting once the committee reconvenes in Open Session.
9. Persons interested in attending anonymously or listening to the meeting may call in by dialing *67 followed by the phone number above.

Calling into the Zoom meeting using a smartphone

1. Dial the phone number listed at the beginning of this document.
2. When prompted, enter the Meeting ID number followed by #
 - a. If you're using a smartphone, you can access the keypad by clicking "Keypad" on your screen



3. Once you are in the meeting, notify the meeting host that you are in and state your name.
4. If you do not need to talk, please make sure your phone is on **Mute**
 - a. If you're using a smartphone, look at your screen and click the Mute button



- b. If you're using a computer, you should see a Mute button in the Zoom application





MINUTES OF THE WATER COMMISSION

**MONDAY, SEPTEMBER 13, 2021, 8:30 AM
GREEN BAY WATER UTILITY**

A. ROLL CALL.

Called to Order by President Heugel at 8:30 a.m.

Commissioners: John Heugel, Jamie Wall, Kathryn Hasselblad-Pascale, Tom Karman, Elizabeth Wheat, Jacque Boyle, Kathy Lefebvre

Excused: Doug Martin

Other: Attorney William Vande Castle

Utility Staff: Nancy Quirk, P.E., Jessica Cortes, Russ Hardwick, Andrea Hay, Jason Maes, Stephanie Rogers, Jeff Possi, Brian Powell, P.E., Kristin Romanowicz, P.E.

B. APPROVAL OF THE AGENDA.

Motion by Hasselblad-Pascale, second by Wall to approve the agenda as presented. Motion passed unanimously.

C. APPROVAL OF MINUTES.

I. Approval of Commission Meeting Minutes from July 12, 2021, August 16, 2021 and September 1, 2021

Motion by Wall, second by Hasselblad-Pascale to approve July 12, 2021 meeting minutes as presented. Motion passed unanimously.

Motion by Karman, second by Wall to approve August 16, 2021 meeting minutes as presented. Motion passed unanimously.

Motion by Wall, second by Hasselblad-Pascale to approve September 1, 2021 meeting minutes as presented. Motion passed unanimously.

D. REGULAR BUSINESS.

I. Approval of New Position: Education and Outreach Coordinator

Approval of a new Education and Outreach Coordinator position was presented. Hasselblad-Pascale requested position success measures be required as part of position annual review. Following review, discussion, and request to review the position description, a motion was made by Hasselblad-Pascale, second by Karman to establish the position of Education and Outreach Coordinator as recommended. Motion passed unanimously.

2. Approval of Utility Wage Structure to Recruit and Retain Utility Workforce

Approval of Utility Wage Structure to Recruit and Retain Utility Workforce was presented. Following review and discussion to increase a wage structure to follow the market to retain valuable, talented, existing workforce, a motion was made by Boyle, seconded by Karman to update the Utility Wage Structure as recommended. Motion passed unanimously.

E. INFORMATIONAL.

1. PSC Annual Report Compliance - Meter Count Discrepancy

The Commission reviewed a memo regarding an email sent to President Heugel regarding Annual Report Compliance - Meter Count Discrepancy. Business Manager Rogers determined where the discrepancy occurred and requested the PSC allow the utility to amend the 2020 PSC annual report. The report was amended on 9/2/2021. No further action is required.

2. Building Remodel Update

Engineering Services Manager Romanowicz gave a building remodel update stating that the power switch over will occur on Friday, September 17 and Saturday, September 18 with generators and servers remaining operational during the switch over. Phase 2 of the remodel will start on Monday, September 27th with the front office moving into newly remodeled space and remote staff moving back on Monday, October 13.

3. General Manager Update

- A. Mason Street and 12th Water Main Break Claim Update - Attorney Vande Castle reached out to a private lawyer to handle litigation on the utility's behalf.
- B. Improvement and Services Committee Report on Infrastructure Replacements - Committee requested the City to increase street replacements and the Utility is coordinating with DPW to ensure that we replace mains in conjunction with those projects.
- C. ARPA Funds for the City of Green Bay - Utility sent a letter to the Mayor requesting funds be allocated to the Utility for updates.
- D. Budget Schedule - The CIP and operating budgets were submitted by managers. Reviewing requests and will bring the budget forward in November or December. An Ad Hoc Budget Committee will be created in October to review prior to a full Commission review.
- E. Wisconsin Section American Water Works Association Annual Conference 2021 - Annual In-Person conference is being held September 22-24 in Madison. Andrea and Nancy will be presenting and Brian will be part of a panel discussion.
- F. Distribution Section Vacancies - With approval of the new wage structure, the three vacancies will be posted.
- G. COVID Update - Utility has had four cases of COVID reported in the last couple weeks. Two

staff were vaccinated and two staff were not vaccinated.

F. ADJOURNMENT.

Motion to adjourn by Karman, seconded by Boyle. Motion passed unanimously.

President Heugel adjourned meeting at 9:24 a.m.

G. ZOOM INFORMATION

I. Join Zoom Meeting

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+1 253 215 8782 US (Tacoma)

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



Green Bay Water Utility

MEMORANDUM

DATE: October 5, 2021

TO: Green Bay Water Commissioners

FROM: Jessica Cortes

RE: Approve Temporary Remote Work Policy, Employee Handbook: Chapter 35

Utility management initiated the creation of the Temporary Remote Work Policy. With the building construction coming to an end and employees returning to the office, we saw the necessity to create a policy to be consistent with working remote on a temporary basis, if needed. This will help aid in the retention of our current workforce and in recruiting new employees.

The recommended policy includes:

- When an employee can work remotely, if approved by their supervisor
- Expectations if an employee works remotely

Managers, supervisors, and our labor attorney, Kyle Gulya, worked collaboratively to create the document you have before you.

The City of Green Bay recently passed a Remote Work Policy for City Employees. We modified their policy to match our utility workforce needs.

We ask that you approve this policy.

CHAPTER 35

Temporary Remote Work Policy

Each job in the Utility requires regular presence at the actual workplace, as prompt, predictable, and reliable presence and performance are essential duties for each position. However, this policy gives temporary provisions to those who have an important reason (e.g., bad weather, serious sickness) work from home temporarily, with the approval of the employee's supervising Manager or General Manager. In addition, the Utility reserves the right to require employees to work from home when the Utility cannot have employees come into the office. Virtual work is the exception rather than the rule. It is not permanent.

Managers must analyze their employees' roles before an emergency arises to see if temporary work from home is a viable option. Factors to consider:

- **Job Duties** – decide whether job-appropriate remote work is possible and in the interests of the Utility. The Utility retains the right to allow remote work for certain positions while requiring physical presence for others, regardless of role similarity
- **Job Performance** assess whether the employee has proven themselves as organized, self-starting and sufficient, communicative and capable of performing and prioritizing tasks effectively without heavy supervision
- **Equipment**: the employee, supervisor and IT director must consider necessary equipment availability
- **Suitable workspace**: the employee must be able to work in a safe and distraction-free atmosphere with internet connection and ability to take video/phone calls

The Utility policies are still in place. Remote employees must adhere to the Utility's policies, including the anti-harassment, timekeeping, property usage, confidentiality, dress code and security rules. Failure to meet these requirements may result in termination. All remote workers, whether exempt or not, must keep time records.

Performance Expectations and Work Schedules. An employee who works remotely must meet the Utility's standards of professionalism in terms of communication, job responsibilities, work output, and performance in the Utility's interest. Engaging in remote work does not lower or change the amount of time an employee is expected to work, and performance, production, and quality expectations will not change due to remote working. Employees who work remotely must reach an understanding with their supervisor as to their schedule, safe and productive work location, and any other performance standards. Once the Utility has approved a remote working arrangement, the remote working employee is responsible for maintaining regular contact with his or her supervisor to keep the supervisor apprised of all necessary events or information. Your supervisor will determine how often and on what schedule such contact will need to occur. Utility employees who are remote working are expected to be working and available during scheduled work hours. Remote working is not a replacement for appropriate childcare or an opportunity to do activities other than Utility work during regular working hours. Unless authorized by the

General Manager, employees may not perform remote work on a continuous flex schedule. An employee who is remote working must remain focused on job performance and meeting the needs of the Utility.

Workspaces. The Utility will not be responsible for costs associated with the setup of the employee's home office, such as remodeling, furniture, or lighting, or for repairs or modifications to the home office space. An employee's remote workstation must be capable to support the Utility's equipment and information technology needs. The remote work location shall be the location that the Utility has on file as the employee's home address and location within the home. If an employee wishes to work at a safe and productive alternate location other than his or her home location, the employee must make an advance request to do so to the employee's supervisor and secure the supervisor's permission before using the safe and productive alternate location. Employees are required to maintain their personal workspace, or any alternate, workspace free from safety hazards. Utility safety policies must be followed while remote working. Remote working employees are responsible for immediately notifying Human Resources of any injury incurred in the course of employment in accordance with Utility worker's compensation procedures. In such an instance, the employee must provide full cooperation, including home workplace access, to the Utility in its investigation of any such incident. The Utility bears no responsibility or liability for any injuries or damages sustained by visitors to the remote worksite.

Equipment: Utility equipment is only to be used for Utility business purposes. The Utility does not pay damage or make repairs to employee-owned equipment. The Utility is not responsible for any operating fees, housekeeping, or other expenditures incurred by employees who use their personal areas as remote work locations, which includes internet.

Information Security: To protect sensitive information, remote employees must follow security procedures by locking workstations and cabinets, frequently changing passwords, utilizing secured networks, and other reasonable security measures. Remote employees may only use Utility equipment and/or electronic communication networks if granted access. Employees must not allow anyone else to use or access work equipment, networks, or property. This includes hardware, software, phones, and utilities. Employees should expect that the Utility may monitor their access to, use of, and connection to the Utility's equipment, networks, and information. Employees should have no expectation of privacy when using Utility equipment or accessing Utility networks or information.

Return to Worksite: Remote work is temporary, limited, episodic, and done primarily for the needs of the Utility. The Utility may require workers to return to normal in-office employment at any time.

GREEN BAY WATER UTILITY

CASH POSITION

August 31, 2021

	12/31/2020	8/31/2021
UNRESTRICTED CURRENT ASSETS		
Cash & Investments - Operation & Maintenance		
Local Govt. Investment Pool	\$ 103,838	\$ 103,878
Associated Bank Checking	6,238,754	6,317,788
Working Cash Funds - Petty Cash	1,700	1,700
Total Cash & Investments - Operation & Maintenance	6,344,292	6,423,366
RESTRICTED CURRENT ASSETS		
Cash & Investments - restricted		
Certificates of Deposit - Bond Redemption	860,000	3,990,000
Associated Bank Money Market Account - Bond Redemption	5,000	5,276
Associated Bank Checking - Private Service Replacement	1,022	22,532
Local Govt. Investment Pool - Construction Fund	-	6,461,872
Total Cash & Investments - Restricted	866,022	10,479,680
RESTRICTED LONG-TERM ASSETS		
Cash & Investments - Debt Reserve		
Associated Trust Money Market	20,409	210,855
Associated Trust Certificates of Deposit	537,618	522,199
Associated Trust Municipal Bonds	5,870,670	5,393,557
Total Cash & Investments - Debt Reserve	6,428,697	6,126,611
 TOTAL CASH POSITION	 \$ 13,639,012	 \$ 23,029,657

GREEN BAY WATER UTILITY

BALANCE SHEET

August 31, 2021

	AS OF 12/31/2020	AS OF 8/31/2021
<u>ASSETS</u>		
Current Assets		
O & M Cash & Investments	\$ 6,344,292	\$ 6,423,366
Interest Receivable	86	1,312
Accounts Receivable	10,599,998	9,235,346
Inventories	528,064	489,931
Prepayments	63,710	41,493
Total Current Assets	<u>17,536,150</u>	<u>16,191,448</u>
Property, Plant & Equipment		
Original Cost	238,968,228	239,786,424
Less: Accumulated Depreciation	<u>(94,170,168)</u>	<u>(97,518,144)</u>
Net Plant	144,798,060	142,268,279
Construction in Progress	292,513	3,707,951
Total Plant & Equipment	<u>145,090,573</u>	<u>145,976,230</u>
Restricted Assets		
Debt Reserve Fund	6,428,697	6,126,611
Bond Redemption Fund	865,000	3,995,276
Construction Fund	-	6,461,872
Private Service Replacement Fund	1,022	22,532
DNR Grant for Service Replacement Receivable	67,620	75,265
Accrued Interest	38,709	37,467
Total Restricted Assets	<u>7,401,048</u>	<u>16,719,023</u>
Other Assets		
Unamortized Ashwaubenon Booster	1,380,259	1,292,624
Unamortized Wrightstown Loan/Grant	474,750	453,650
Unamortized Loss on Advanced Refunding	687,996	560,206
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>5,147,296</u>
TOTAL ASSETS	<u>\$ 175,411,592</u>	<u>\$ 184,033,998</u>

GREEN BAY WATER UTILITY**BALANCE SHEET**

August 31, 2021

Page 2

	AS OF <u>12/31/2020</u>	AS OF <u>8/31/2021</u>
<u>LIABILITIES & FUND EQUITY</u>		
Current Liabilities		
Accounts Payable	\$ 547,940	66,865
Sewer Billings Payable	5,309,074	4,495,604
Storm Water Billings Payable	2,748,211	1,702,504
Accrued Payroll Taxes	52,913	40,684
Accrued Payroll, Vacation & Sick Leave Pay	701,137	531,819
Accrued Taxes	2,545,829	1,697,224
Total Current Liabilities	<u>11,905,104</u>	<u>8,534,701</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>550,518</u>
Total Restricted Payables	<u>4,011,698</u>	<u>4,730,518</u>
Long-Term Debt - Net of Premiums & Discounts	<u>40,546,827</u>	<u>47,268,308</u>
TOTAL LIABILITIES	<u>59,042,205</u>	<u>63,112,102</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	95,088,129
Restricted	8,022,856	17,028,238
Unrestricted	<u>6,152,882</u>	<u>8,068,622</u>
Total Earned Surplus	<u>115,632,480</u>	<u>120,184,988</u>
TOTAL FUND EQUITY	<u>116,369,387</u>	<u>120,921,895</u>
TOTAL LIABILITIES & FUND EQUITY	<u>\$ 175,411,592</u>	<u>\$ 184,033,998</u>

GREEN BAY WATER UTILITY
INCOME SUMMARY
August 31, 2021

	<u>2021 BUDGET</u>	<u>BUDGET THRU AUGUST</u>	<u>ACTUAL AS OF 8/31/2021</u>	<u>TOTAL BUDGET REMAINING VARIANCE</u>
TOTAL OPERATING REVENUES	\$ 23,895,000	\$ 16,105,517	\$ 16,866,370	\$ (7,028,630)
OPERATING EXPENSES				
Pumping	3,046,712	963,197	1,108,772	1,937,940
Water Treatment	1,412,655	904,312	1,318,259	94,396
Transmission & Distribution	3,549,210	1,982,721	1,965,258	1,583,952
Customer Accounts	985,016	644,682	590,979	394,037
Administrative & General	11,521,014	7,155,251	6,678,508	4,842,506
Total Operating Expenses	<u>20,514,607</u>	<u>11,650,164</u>	<u>11,661,775</u>	<u>8,852,832</u>
Operating Profit (Loss)	3,380,393	4,455,353	5,204,595	1,824,202
Interest & Miscellaneous Income	1,099,563	408,071	314,889	(784,674)
Interest Expense	<u>1,193,254</u>	<u>795,503</u>	<u>966,976</u>	<u>226,278</u>
NET INCOME (LOSS)	<u>\$ 3,286,702</u>	<u>\$ 4,067,921</u>	<u>\$ 4,552,508</u>	<u>\$ 1,265,806</u>

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

	BUDGET THRU AUGUST	ACTUAL AS OF 8/31/2021	DOLLAR VARIANCE	PERCENT VARIANCE
OPERATING REVENUES				
Residential & Apartment	\$ 6,085,200	\$ 5,770,312	\$ (314,888)	-5.2%
Commercial & Restaurant	1,689,950	1,803,132	113,182	6.7%
Industrial	3,710,000	4,547,834	837,834	22.6% (1)
Municipal	306,900	244,126	(62,774)	-20.5% (2)
Sales to General Customers	11,792,050	12,365,404	573,354	4.9%
Sales for Resale - Ashwaubenon	2,029,500	2,238,373	208,873	10.3% (3)
Sales for Resale - Scott	66,000	67,990	1,990	3.0%
Sales For Resale - Hobart	247,500	245,830	(1,670)	-0.7%
Sales for Resale - Wrightstown	127,500	133,727	6,227	4.9%
Public Fire Protection	910,800	896,017	(14,783)	-1.6%
Private Fire Protection	77,500	78,962	1,462	1.9%
Sewer & Stormwater Portion of Expenses	796,667	796,664	(3)	0.0%
Penalties	58,000	43,403	(14,597)	-25.2%
TOTAL OPERATING REVENUES	16,105,517	16,866,370	760,853	4.7%
OPERATING EXPENSES				
<u>PUMPING EXPENSE</u>				
Purchased Water (602)	4,667	3,892	774	16.6%
Maint of Intakes (613)	-	-	0	XXX
Maint of Supply Mains (616)	158,909	233,592	(74,683)	-47.0%
Pumping Operation Supervision (620)	32,873	46,037	(13,164)	-40.0%
Power Purchased for Pumping (623)	478,500	492,515	(14,015)	-2.9%
Pumping Labor & Expense (624)	45,287	50,495	(5,209)	-11.5%
Miscellaneous Pumping Expense (626)	51,566	42,373	9,193	17.8%
Pumping Maintenance Supervision (630)	41,553	21,519	20,033	48.2%
Maintenance of Pumping Structures (631)	76,479	71,758	4,721	6.2%
Maintenance of Power Prod Equip (632)	5,333	77,237	(71,904)	-1348.2%
Maintenance of Pumping Equipment (633)	68,031	69,353	(1,323)	-1.9%
TOTAL PUMPING EXPENSE	963,197	1,108,772	(145,575)	-15.1% (4)
<u>WATER TREATMENT EXPENSE</u>				
Treatment Operations Supervision (640)	49,300	43,152	6,148	12.5%
Chemicals (641)	203,333	216,894	(13,561)	-6.7%
Treatment Operations (642)	408,360	443,170	(34,811)	-8.5%
Miscellaneous Water Treatment (643)	92,287	92,678	(392)	-0.4%
Treatment Maintenance Supervision (650)	21,129	17,622	3,507	16.6%
Maint of Treatment Structures (651)	21,359	24,212	(2,852)	-13.4%
Maint of Treatment Equipment (652)	108,544	480,529	(371,985)	-342.7%
TOTAL WATER TREATMENT EXPENSE	904,312	1,318,259	(413,947)	-45.8% (5)
<u>TRANSMISSION & DISTRIBUTION EXPENSE</u>				
Stores Expense (163)	-	43,123	(43,123)	XXX
Unallocated Vehicle & Equip Expense (184)	-	(55,814)	55,814	XXX
Distribution Operation Supervision (660)	148,415	140,737	7,678	5.2%
Transmission & Distribution Line Expense (662)	263,747	261,980	1,767	0.7%
Meter Expense (663)	125,404	149,374	(23,970)	-19.1%
Customer Installation Expense (664)	56,952	50,811	6,141	10.8%
Miscellaneous Distribution Expense (665)	153,700	146,960	6,740	4.4%
Maintenance of Reservoirs & Standpipes (672)	18,411	8,383	10,029	54.5%
Maintenance of Mains (673)	705,774	727,405	(21,631)	-3.1%
Private Services (674)	11,316	20,594	(9,278)	0.0%
Maintenance of Services (675)	290,242	259,604	30,639	10.6%
Maintenance of Meters (676)	94,656	98,623	(3,967)	-4.2%
Maintenance of Hydrants (677)	114,104	113,476	628	0.5%
TOTAL TRANSMISSION & DISTRIBUTION EXPENSE	1,982,721	1,965,258	17,464	0.9%
<u>CUSTOMER ACCOUNTS EXPENSE</u>				
Meter Reading Expense (902)	17,338	11,422	5,916	34.1%
Customer Records & Collection Expense (903)	615,344	577,147	38,197	6.2%
Uncollectible Accounts (904)	2,667	1,107	1,560	58.5%
Conservation/Educational Expense (906)	9,333	1,302	8,031	86.1%
TOTAL CUSTOMER ACCOUNTS EXPENSE	644,682	590,979	53,704	8.3%

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

	BUDGET THRU AUGUST	ACTUAL AS OF 8/31/2021	DOLLAR VARIANCE	PERCENT VARIANCE
<u>ADMINISTRATIVE & GENERAL EXPENSE</u>				
Depreciation Expense (403 & 426)	\$ 3,328,075	\$ 3,076,488	\$251,587	7.6%
Amortization of Non-Utility Plant (405)	87,635	87,636	(0)	0.0%
Taxes (408)	1,929,377	1,890,734	38,642	2.0%
Administrative & General Salaries (920)	472,223	418,755	53,469	11.3%
Office Supplies & Expense (921)	62,667	43,737	18,929	30.2%
Outside Services Employed (923)	127,400	118,056	9,344	7.3%
Property Insurance (924)	79,500	71,855	7,645	9.6%
Injuries & Damages (925)	32,850	31,066	1,784	5.4%
Employee Pension & Benefits (926)	866,688	795,754	70,934	8.2%
Regulatory Commission Expense (928)	3,333	635	2,698	80.9%
Miscellaneous General Expense (930)	67,980	50,088	17,892	26.3%
Maintenance of General Plant (932)	97,523	93,703	3,820	3.9%
TOTAL ADMINISTRATIVE & GENERAL EXPENSE	7,155,251	6,678,508	476,743	6.7%
TOTAL OPERATING EXPENSES	11,650,164	11,661,775	(11,611)	-0.1%
OPERATING PROFIT	4,455,353	5,204,595	749,242	16.8%
<u>MISCELLANEOUS INCOME & (EXPENSE)</u>				
Interest Income (419)	153,333	45,017	(108,317)	-70.6%
Misc Income/Contributed Capital (421)	33,000	37,209	4,209	12.8%
Other Income (415, 416, 471, 472, 474)	221,738	244,634	22,896	10.3%
Covid - 19 Labor expenses (880's)	-	(11,971)	(11,971)	XXX
TOTAL MISC INCOME & (EXPENSE)	408,071	314,889	(93,183)	-22.8% (6)
INTEREST EXPENSE (427, 428, 429)	795,503	966,976	(171,473)	-21.6% (7)
NET INCOME (LOSS)	\$ 4,067,921	\$ 4,552,508	\$ 484,586	11.9%

- (1) Increase in usage from GB Packaging and P & G
(2) School's and Government buildings closed earlier in the year
(3) Increased usage
(4) Increased staff labor for pipe diver and generator repair for lake station
(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	Andrea and Kim collaborated with Invoice Cloud to bring our e-billing sweepstakes to a successful conclusion. We have maintained a social media presence on four platforms, promoting the advantages of electronic billing. This year, XX number of individuals have registered. Andrea produced the Fix-a-Leak Week campaign, "Calling All Leak Detectives," which featured a checklist of common hiding spots for leaks.
Show Customers how GBWU operates in order to gain their trust and strengthen the Utility's brand.	Andrea + managers and supervisors in each department	Ongoing	In Process	The virtual tour of the water utility's filtration facility is ready and will be published in January in conjunction with the introduction of the utility's new brand. The tour was shot over the winter.
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	Andrea worked with Nancy to author a paper titled Utility 101 for the City of Green Bay's onboarding program that details the critical function of our water utility commission. Andrea collaborated with Kristin to produce a video detailing the construction of our utility, including how it was authorized and financed, as well as why it was necessary.

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. <i>(These resources might include a video library, flow charts, contact lists, and more.)</i>	Andrea + managers and supervisors in each department	Ongoing	In Process	Andrea, intern Meghan and Raftelis have been collaborating on a master document that covers tone, how we speak about our job at the utility, sound, conveying our narrative, how we behave, the value of the customer experience and etiquette. Tracy's expertise with Microsoft Sharepoint enabled her to take Andrea's wish list and create an intranet for the utility, which is heavily utilized and critical for us to remain connected while working remotely during construction.



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	In Process	In process in Supply Maintenance
Implement work order and asset management program	Jean Pucel	December 2021	In Process	In process in Supply Maintenance

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 2022. Starting In 2023 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. Will finish Pipediver in 2022.
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 100% 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 2021, then continuously	In Process	Working on additions to existing filter pilot plant. Looking at biological corrosion in copper pipe.
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	In Process	



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	Complete	Draft budget completed Oct. presented to Commission 4th qrt
Establish and meet capital, operating, and maintenance budgets.	Karen Smits	Fourth Quarter Annually	Complete	Draft budget and CIP completed Oct. presented to Commission 4th qrt
Maintain an ongoing five-year Capital Improvement Plan	Karen Smits	Fourth Quarter Annually	Complete	Draft CIP completed Oct. Presented to Commission 4th qrt.

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	Chart of account design completed, waiting on schedule for implementation Est. Oct - Dec
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 fourth 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	In Process	Hold quarterly Technical Committee meetings with Wholesale customers. Working with a handful of consultants on various projects. Senior Trustee on WIAWWA Board.



Green Bay Water Utility

MEMORANDUM

TO: Green Bay Water Commission
FROM: Nancy Quirk, P.E.
DATE: October 11, 2021
RE: General Manager's Update

1. Budget Progress
2. Distribution Section Vacancies
3. COVID Update
4. Construction of Water Main replacement is complete
5. UDF done Tuesday
6. Wholesale customer talks
7. Galvanized Service Replacement Program