

MINUTES
PUBLIC WORK'S COMMITTEE MEETING
Thursday January 14, 2016
7:00 A.M., Allouez Village Hall

Present: Lynn Green, Randy Gast, Jim Rafter.

Also Present: Brad Lange, Craig Berndt, Chris Clark (at Item #5).

Excused: Rick King, Jim Genrich

1. **MODIFY/ADOPT AGENDA**
Motion to approve by Gast. Second by Rafter. Motion carried.
2. **APPROVE MINUTES** from the December 10th Meeting.
Motion to approve by Rafter. Second by Gast. Motion carried.

OLD BUSINESS:

3. **DISCUSSION/ACTION: STREET MAINTENANCE & RECONSTRUCTION PLAN UPDATE (DPW Berndt).**
Further development of the long-range plan was discussed. Work will continue on developing the plan and construction costs. Review of the proposed 2017 reconstruction project scope and cost was done. Consensus to proceed with Bryan, Longview, Jourdain and DuCharme based on their priority to reconstruct. Further discussion at the next meeting to include Detrie, St. Joseph, St. Mary's and other streets. A further look at street conditions by the committee members to be done. No action taken on this agenda item.

NEW BUSINESS:

4. **DISCUSSION/ACTION: SUMMARY OF COMMUNITY SENSITIVE SOLUTIONS FOR RIVERSIDE DRIVE (DPW Berndt).**
The attached list of design items was reviewed. This list is the board approved items from the recent board meetings. This list will be discussed with WisDOT. No action taken on this item. The project list is informational for use with WisDOT.
5. **DISCUSSION/ACTION: USED PLOW TRUCK TO PARKS DEPT (DPW Berndt/PARKS DIRECTOR Clark).**
Public Works included the sale of used plow truck #91 for \$15,000 as part of the 2016 budget. The Parks Department requests that this truck be transferred to Parks for use snowplowing and other uses. The attached memo's discuss this in more detail. Further information was requested by the Public Works committee regarding the financial aspects of this transfer from Clara Pickett, Finance Director.

Motion by Gast, second by Rafter to **Recommend to the Village Board to approve the transfer of the plow truck #91 to the Parks Department.** Motion carried.

DISCUSSION:

6. DISCUSSION: CBCWA STRATEGIC PLAN (DPW Berndt).
The Central Brown County Water Authority has prepared a strategic plan (copy attached). Several key points should be noted:
 - a. Developing a good working relationship with shared tasks with both the authority members and the Green Bay water utility.
 - b. Develop a plan and guidelines for providing service to other communities should service be requested.
 - c. Examine the long-term option of a regional water utility for members and others.

7. ADJOURNMENT

Motion to adjourn at 8:17 am by Gast. Second by Rafter. Motion carried.

Minutes by B. Lange and C. Berndt
January 25, 2016

VILLAGE OF ALLOUEZ

Allouez Village Hall • 1900 Libal Street • Green Bay, Wisconsin 54301-2453
Phone No.: (920) 448-2800 • Fax No.: (920) 448-2850

Department of Public Works

2000 Sterling Dump/Plow Truck #91

The Public Works Department Sterling Dump Truck #91 has been replaced with a new Peterbilt plow truck in 2015. The used #91 Sterling truck it replaces was to be placed on a municipal equipment auction website for sale.

The old truck value used for either trade-in or surplus sale was \$15,000. This is the value that was part of the proposed purchase cost approved in the 2015 budget.

The Parks Department has requested transfer of this truck for use for Parks purposes. A separate memo from the Parks Director addresses the use of the truck.

From the Public Works standpoint the transfer of the plow truck should be approved by the village board as it will not be sold and the \$15,000 contributed to the equipment fund for the surplus sale will not be completed.

C. Berndt
January 6, 2016

A STRATEGIC PLAN
FOR
CENTRAL BROWN
COUNTY
WATER AUTHORITY
(2016 – 2020+)

December 11, 2015

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: 2016-2020+

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: 2016 – 2020+

ACTION PLAN: 2016 - 2017

GOAL #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
1. Update and revise the MPU agreement by June 30, 2016. <ul style="list-style-type: none"> • Initial draft completed and reviewed by Board by April 30, 2016 • Completed and approved by Board by June 30, 2016 	Board: June 30, 2016 April 30, 2016 June 30, 2016		



Teach

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Begin discussions with Green Bay Water Utility for mutual back-up/emergency service agreement. They 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. RELATES TO GOAL #2/STRATEGY #2.</p> <ul style="list-style-type: none"> • Begin discussions by Feb. 28, 2016. Need to address interconnectivity among communities. • Identify technical requirements and associated costs by Dec. 31, 2016. • Initial draft of agreement presented to Board by April 30, 2017. • Agreement finalized and approved by Board by Sept. 30, 2017. • NOTE: Another option is for CBCWA to take over community wells. 	<p>Technical Committee: Board: Finances Feb. 28, 2016 Dec. 31, 2016 April 30, 2017 Sept. 30, 2017</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Develop criteria and create a process to evaluate and handle new community requests while respecting rural sprawl concerns. Completed by March 31, 2017.</p> <ul style="list-style-type: none"> • Create executive summary of current agreement to define what needs to change in current agreement by May 31, 2016. Provide to Board and Technical Committee for review. • Establish framework and concepts for agreement modifications by Sept. 30, 2016. May include having MPU review and provide recommendations, creating alternative/new membership "tiers" (i.e. lower or deferring buy-in costs, no seat/vote on Board, seat only on Technical Committee, etc.). • Review and revise current member agreement by Dec. 31, 2016. • Revisions and approved by Board by March 31, 2017. • Also includes process to streamline approval process as it currently takes too long for approvals. 	<p>Board & Technical Committee March 31, 2017 May 31, 2016 Sept. 30, 2016 Dec. 31, 2016 March 31, 2017</p>		

STRATEGIES & TASKS: EXPANSION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>4. Create draft plan by June 30, 2017 to determine which communities to consider for new membership structure. Which communities do we want to consider?</p> <ul style="list-style-type: none"> • Draft plan created and submitted to Board for review by June 30, 2017. • Plan finalized and approved by Board by Sept. 30, 2017. • Plan should also include evaluation of plan/strategy to serve as back-up to other communities rather than primary supplier. 	<p>Board June 30, 2017 June 30, 2017 Sept. 30, 2017</p>		
<p>5. Create "marketing" materials such as general brochure, PowerPoint presentation, etc. when presenting/meeting with new communities. RELATES TO GOAL #3/STRATEGY #3.</p> <ul style="list-style-type: none"> • Complete drafts by Dec. 31, 2017 and present to Board for initial review. • Finalize all materials with Board approval by Feb. 28, 2018. 	<p>Dec. 31, 2017 Feb. 28, 2018</p>		

ACTION PLAN: 2016 - 2017

GOAL #2: INFRASTRUCTURE & 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. Participate in GBWU's Master Plan and Strategic Plan processes as they occur. RELATES TO GOAL #1/STRATEGY #2.</p> <ul style="list-style-type: none"> Master Plan may begin as early as Jan. 2016 and Strategic Plan sometime in 2016. Important to work together to avoid duplicate infrastructure. 	<p>Board & Technical Committee Jan. 2016 and Ongoing</p>		
<p>2. Create and complete a proposal for an Optimization Study by March 31, 2016 with study completed by Dec. 15, 2016. This would focus 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. RELATES TO GOAL #1/STRATEGY #2.</p> <ul style="list-style-type: none"> Create proposal and present to Board by Feb. 28, 2016. Finalize proposal with Board approval; and release by March 31, 2016. Interview/Choose consultant by June 30, 2016. Study completed and presented to Board by Dec. 15, 2016 	<p>Board & Technical Committee March 31, 2016 Feb. 28, 2016 March 31, 2016 June 30, 2016 Dec. 15, 2016</p>		

Tech

Tech

Tech

STRATEGIES & TASKS: INFRASTRUCTURE & MAINTENANCE ENHANCEMENTS	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Based on Master Plan, create Asset Evaluation Management Plan by Nov. 30, 2017. RELATES TO GOAL #2/STRATEGY #2.</p> <ul style="list-style-type: none">• Draft plan completed and presented to Board by June 30, 2017. Collaborate with GBWA and gain input from MPU.• Plan finalized and approved by Board by Nov. 30, 2017.	<p>Board & Technical Committee Nov. 30, 2017 June 30, 2017 Nov. 30, 2017</p>		

ACTION PLAN: 2016 - 2017

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. Research and prioritize other models to establish/create a CBCWA best-practice model. 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"> • Conduct initial research by Sept. 30, 2016, which should include gaining input from MPU. • Create plan and review with Board by Feb. 28, 2017. • Reach consensus with Board by May 31, 2017. 	<p>Board & Technical Committee</p> <p>Sept. 30, 2016</p> <p>Feb. 28, 2017</p> <p>May 31, 2017</p>		
<p>2. Implement key best-practice elements into CBCWA by Dec. 31, 2017.</p> <ul style="list-style-type: none"> • Determine which elements to implement by Aug. 31, 2017. • Implement into CBCWA structure by Dec. 31, 2017. 	<p>Board & Technical Committee</p> <p>Dec. 31, 2017</p> <p>Aug. 31, 2017</p> <p>Dec. 31, 2017</p>		

*Mgt
Tech*

Tech

STRATEGIES & TASKS: COLLABORATION & COOPERATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Create Public Relations/Marketing Plan focused on trust and transparency to engage more people to use more water. Plan created by Nov. 30, 2016. RELATES TO GOAL #1/STRATEGY #3 and GOAL #1/STRATEGY #5.</p> <ul style="list-style-type: none"> • Conduct interviews with external agencies and make recommendation to Board by May 31, 2016. • Plan created and approved by Board by Nov. 30, 2016; and should include agreement for CBCWA to be main communications vehicle for all communities. • Plan should include creation of "cool" logo and other education/awareness materials to change perceptions of water to have a reasonable cost and benefits of water use. • Plan should include elements to keeping community Board/elected officials engaged and communicated to. • Plan implemented in 2017 - 2018 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. 	<p>Board Nov. 30, 2016</p> <p>May 31, 2016</p> <p>Nov. 30, 2016</p> <p>2017 - 2018</p>		

A6

STRATEGIES & TASKS: COLLABORATION & COOPERATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>4. Begin discussions regarding prioritization and ROI of items to collaborate with each other. Discussions within CBCWA member communities first; and then expand to MPU and GBWU. Goal is to achieve efficiency and be cost-effective. RELATES TO GOAL #3/STRATEGY #5, GOAL #3/STRATEGY #6 and GOAL #4/STRATEGY #1.</p> <ul style="list-style-type: none"> • Member communities identify top 5 prioritized items by Aug. 31, 2016; and this is discussed and evaluated by Technical Committee. • Consensus reached on prioritized list and timelines for items to collaborate by Dec. 31, 2016 (joint purchasing and/or shared services). This includes evaluation of feasibility and includes billing, smart meters, fire hydrant painting, and other items which may not be water-related – maintenance crews, sewers, etc.). • Implement plans and priorities in 2017 and beyond. 	<p>Technical Committee: Facilitates & encourages Board: Assists Aug. 31, 2016 Dec. 31, 2016 2017 - 2018</p>		
<p>5. Begin discussions with regional entities (i.e. MPU, GBWU, others) 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. RELATES TO GOAL #3/STRATEGY #4 and GOAL #3/STRATEGY #6.</p> <ul style="list-style-type: none"> • Member communities generate initial list to identify top 5 prioritized items by April 30, 2017; and this is discussed and evaluated by Technical Committee. • Determine prioritized list and timelines for items to collaborate by Dec. 31, 2017. 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. 	<p>Technical Committee April 30, 2017 Dec. 31, 2017 2018+</p>		

Tech

Tech

STRATEGIES & TASKS: COLLABORATION & COOPERATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>6. 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 of becoming a Regional Water Authority by Dec. 31, 2018. RELATES TO GOAL #3/STRATEGY #4 and GOAL #3/STRATEGY #5.</p> <ul style="list-style-type: none"> Board and member communities need to determine if they really want to become a Regional Water Authority. Make an initial Go/No Go decision by Feb. 28, 2017. Considerations include: Begin plan/timeline with CBCWA handling all (or a majority) of items for all communities – creating 1 utility vs. 6 separate entities. What role to MPU and/or GBWU play (collaboration on other items may determine this)? Do we want to be more than just water? Will include collaboration with external partners as this would be a regional effort, seeking other funding sources, and retaining an external facilitator to conduct feasibility study. Hire facilitator by April 30, 2017 and feasibility study completed by Dec. 31, 2017. If Go decision, consider a conceptual plan and present draft to Board by June 30, 2018. Is MPU and/or GBWU a better partner? Are they interested? Determine this by June 30, 2018. Conceptual plan approved by Board by Dec. 31, 2018. 	<p>Board & Technical Committee Dec. 31, 2018 Feb. 28, 2017 April 30, 2017 Dec. 31, 2017 June 30, 2018 Dec. 31, 2018</p>		

ACTION PLAN: 2016 - 2017

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. Create set of "non-negotiables" (operating principles) for Board and Technical Committee by Sept. 30, 2016 explaining how to act and collaborate. May also consider creation of mission and operating principles. RELATES TO GOAL #4/STRATEGY #2.</p> <ul style="list-style-type: none"> • Draft completed by May 31, 2016. • This is important to long-term sustainability and collaboration among member communities to control person vs. community agendas; as well as new communities in the future. • Presented and approved by Board by Sept. 30, 2016. 	<p>Board & Technical Committee Sept. 30, 2016 May 31, 2016</p>		

AB
Tech

STRATEGIES & TASKS: TRAINING & EDUCATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>2. Create orientation and onboarding processes and materials by June 30, 2017. RELATES TO GOAL #4/STRATEGY #1.</p> <ul style="list-style-type: none"> • Solicit materials from MPU as source of best practice and research other venues by June 30, 2016. • If there is a decision that external assistance is needed to create processes and tools, conduct interviews for external partner and make recommendations to Board by Sept. 30, 2016. • Focus should be: History of CBCWA, who we are and what we do, expectations for member organizations, how we act and collaborate, discussion of organizational structure (manager, Board, Technical Committee), how to onboard new communities, where to have CBCWA office, where to hold Board & Technical Committee meetings, etc. • Draft of all process/tools created by March 31, 2017. • Process/Tools approved by Board by June 30, 2017. 	<p>Board and Technical Committee June 30, 2017</p> <p>June 30, 2016</p> <p>Sept. 30, 2016</p> <p>March 31, 2017</p> <p>June 30, 2017</p>		

STRATEGIES & TASKS: TRAINING & EDUCATION	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>3. Create Succession Plans for Manager, Board and Technical Committee.</p> <ul style="list-style-type: none"> • Manager plan created and approved by Board by April 30, 2017. • Should include list of responsibilities, expectations and determination of how to address future staffing based on rest of CBCWA Strategic Plan (i.e. is 1 Manager enough, are other staff needed, does CBCWA want to outsource/contract administration/management – similar to MPU with Great Lakes Utilities, include office space evaluation/recommendations, etc.). • Board and Technical Committee succession plans by Dec. 31, 2018. Relates to orientation, onboarding and “non-negotiables” in prior Action Items. 	<p>Board & Technical Committee April 30, 2017</p> <p>Dec. 31, 2018</p>		

ACTION PLAN: 2016 - 2017

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

STRATEGIES & TASKS: VALUE	OWNER & DATE:	NEXT STEPS:	STATUS: Red=behind Yellow=@risk Green=on track
<p>1. Refinance in 2024. RELATES TO GOAL #2/STRATEGY #2 and GOAL #2/STRATEGY #3. Optimization Study/Plan to determine optimal balance of operations for lowest total cost.</p> <ul style="list-style-type: none"> Establish relationship with an advisory firm who does not have a financial interest in CBCWA by June 30, 2017. Use firm as independent sounding board and advisory "voice." Establish target for money in reserves by Nov. 30, 2017 vs. debt reduction. 	<p>Board & Technical Committee June 30, 2017 Nov. 30, 2017</p>		
<p>2. Become debt-free in 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 2034</p>		
<p>3. Evaluate/review grant opportunities and take advantage of grant dollars.</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.)? Determine this by Aug. 31, 2016. Review grants and apply for related grants as needed on an annual basis. 	<p>Technical Committee Aug. 31, 2016</p>		

**STRATEGIES/ACTION PLAN:
2018 AND BEYOND**

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

1. Set goals and measures regarding how many new communities to join CBCWA as part of new membership agreement; as well as communities for CBCWA to serve as back-up. (Q1 annually)
 - Annually evaluate Membership Agreement and modify as necessary if tiers, structure, etc. are not working (Q4 annually).
 - Use marketing materials, brochure, PowerPoint, etc. which were created for presentations (Ongoing).
2. Implement GBWU back-up plan and begin planning to address interconnectedness with new infrastructure (2018-2019).
3. Create plan to sell to large industries by June 30, 2018 (requires legislative approval). Which industries/organizations should be prioritized?
 - Draft plan created and submitted to Board by June 30, 2018.
 - Plan finalized and approved by Board by Sept. 30, 2018.
 - Implement plan for 2019 and annually evaluate/modify as needed (Q4 annually).

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

1. Identify and collaborate with MPU and/or GBWU for innovative user technology.
 - Are there best practices and/or joint purchasing opportunities to embrace innovative technology and incorporate into asset management plan?
2. Implement Asset Evaluation Management Plan (Ongoing).
 - Annually review Plan, prioritize and implement items as needed (Ongoing).

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

1. Annual review of best practice elements and if/how they are implemented into CBCWA (Q4 annually).
 - Ensure best practice items are re-prioritized, re-evaluated and continuously reviewed into planning and organization (Ongoing).
2. Marketing/Public Relations plan updated and implemented (Q4 annually).
3. Continue implementation and evaluation of any joint purchasing and shared services among member communities, and with MPU and/or GBWU (Ongoing).
 - Review this annually (Q4 annually), re-prioritize, re-evaluate and continuously review to ensure needs being met and lowest total cost being achieved.
4. If decision is to consider a Regional Water Authority, plan should be implemented.
 - CBCWA may do a majority of items for all 6 communities by Dec. 31, 2019.
 - 6 communities may become 1 utility by Dec. 31, 2025.
 - Is MPU and/or GBWU a better partner? Are they interested? Determine this by June 30, 2018.
 - Proceed in discussions with MPU and/or GBWU about forming a Regional Water Authority (2019 – 2022); and create plans for integration/formation/implementation.
5. Should Authority and community members become a municipal electrical utility? This may require collaboration with MPU and/or GBWU.
 - Part of Regional Authority discussions in 2019-2022.
 - Create plan and implement in 2023 – 2030.

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

1. Annual review of Onboarding/Orientation process/tools and update/revise as needed (Q1 annually).
2. Implementation of Manager Succession Plan (Q4 annually).
 - Once current Manager determines/communicates retirement date, a plan should be created to effectively recruit/hire a new Manager; allowing transition time to work with current Manager (at least 4 months).
3. As new Board and/or Technical Committee members (or Communities) are added; Manager and Board President should be reviewing all Onboarding/Orientation materials with entire Board and Technical Committee as a refresher (Ongoing/Q3 annually).
 - Regardless of any new members, conduct annual refresher of materials on annual basis.

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

1. Re-evaluate financial targets related to money in reserves at least twice annually (June and December annually) to ensure targets are being met and/or need to be adjusted.
2. Annually review grant opportunities and determine 1-2 grants to apply for (September annually).