

NEW Water Strategic Plan

Implementation Update

December 2018

Strategic Investment	Implementation Action	Schedule and Measure	Status	Owner
Develop and implement a utility-wide plan to mitigate and reduce all risk	Utilize the Maximo software to include data on condition and criticality assessment for risk-based infrastructure asset management	January 2017: Develop and finalize project scope and cost to evaluate and score all NEW Water assets based upon condition and criticality	<p>Consultant proposals received and reviewed. Staff recommendation for consultant selection approved by the Commission January 2017. Professional services agreement with consultant has been signed. Project kick-off meeting scheduled for April 2017. Physical condition assessments planned for summer of 2017. No identified schedule concerns at this time.</p> <p>Project summary and projected costs have been defined. Gantt chart developed detailing tasks and timelines. RFP for consultant selection in progress. Consultant inquiries are in progress to determine capabilities. It is anticipated that this project would be completed at one time. No identified schedule or measurement concerns at this time.</p>	Wescott
		June 2018: 50% of the existing physical assets are entered and condition and criticality are updated to Maximo	<p>Desktop review and field assessment work has been completed for 100% of the existing assets at the Green Bay Facility. Data is being analyzed. Desktop assessments are currently being completed for interceptor system assets. Minor enhancements to Maximo are planned for 2018.</p> <p>Project is on schedule to achieve this milestone. Approximately 70% of all existing GBF assets have a desktop condition score completed. Field work and criticality assessments are scheduled for completion in the next six months.</p>	Wescott
		June 2019: 100% of the existing physical assets are entered and condition and criticality are updated to Maximo	<p>Field scoring of all GBF existing assets is completed. All data has been analyzed. Replacement value cost estimating and expected useful life estimating is 75% complete. Interceptor system desktop scoring is 100% complete. Desktop scoring for R2E2 assets has begun. Minor updates to Maximo have been identified. Team is in the process of developing a scope to update Maximo to address asset scoring upload.</p> <p>Project is on schedule to achieve this milestone.</p>	Wescott

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			On schedule.	
		June 2020: all new assets associated with the R2E2 Project will be assessed, scored, and entered into Maximo	Project is ahead of schedule. Project is on schedule to achieve this milestone. On schedule.	Wescott
	<p>Develop and implement utility-wide risk assessment including:</p> <ul style="list-style-type: none"> • Potential risks and impacts • Value of risk impact 	January 2017: 25% of critical non-asset risks have been identified and 50% of identified critical risks valued	<p>July 2018 – A “Probability of Failure” (PoF) and “Consequence of Failure” (CoF) scoring matrix was developed to measure identified non-asset risks. Brainstorming workshops were conducted with each department/division to identify non-asset risks. As a result, 263 non-asset risks were identified and scored based upon a scale of 1-5 for both PoF and CoF.</p> <p>A new Director of Business Services was hired on September 10, 2017. Work completed under the previous Director was limited in scope. NEW Water will need to reset this strategic action item in order to move it forward. As stated below, critical non-asset risks brainstorming sessions were conducted with some departments/divisions. The existing non-asset risk lists need to be revisited and updated while new lists need to be developed to encompass all departments and divisions. A complete listing of identified risks is expected by January 2018.</p> <p>A small work group comprised of key NEW Water staff will be formed to review all non-asset risks and conduct high level assessment of the probability of the risk occurring and its impact by May 2018.</p> <p>Critical non-asset risks expanded to include all divisions utilizing small work groups in order to assess, more broadly, the potential risks and impacts. A complete listing expected to be completed in May 2017.</p> <p>Remaining work to value risks and its corresponding impact will continue in 2017.</p>	Vander Loop

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			<p>Task/Project approach and summary have been defined. Initial assessment of critical non-asset risks identified in Accounting and IT departments. Identification and assessments for: risks, impact, value of risk impact, mitigation plan, and cost of mitigation initiatives have been identified.</p>	
	<p>Develop multi-year mitigation plan, which identifies costs and priorities and includes Key Performance Indicators (KPIs)</p>	<p>September 2018: 50% of non-asset risks included in multi-year risk mitigation plan</p>	<p>November 2018 – All non-asset risks receiving an overall score greater than or equal to 12 have been sorted highest (25) to lowest (12) score, by department, onto a summary sheet. Summary sheet contains 51 identified non-asset risks.</p> <p>In early 2019, a small work group will be formed to normalize the scores between departments and prioritize the non-asset risks.</p> <p>A consultant will be retained in 2019, to expand upon NEW Water’s non-asset list and assist in identifying mitigation options for staff implementation.</p> <p>July 2018 – This action is behind schedule. 50 of the 263 non-asset risks received scores equal to or greater than 15, meaning the risk’s PoF is Likely (3) to Certain (5) and the CoF is Moderate (3) to Catastrophic (5).</p> <p>Multi-year mitigation plan still needs to be developed.</p> <p>Identify consultants to assist with further refinement of non-asset risks, their probability and impact, and prioritize risks for multi-year mitigation strategies. Develop request for proposals and budgetary cost for 2019 budget by July 2018.</p> <p>Work with consultant for utilization of tools, being used in the condition assessments, for use in critical non-asset risks. Kick-off meeting in April 2017.</p> <p>Identification and assessment tool to be further advanced in 2017. Expansion for additional department/organization critical non-asset</p>	<p>Vander Loop</p>

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			risks: identification, assessment of risks, impact, value of risk impact, mitigation plan, and cost of mitigation initiatives.	
	Evaluate Capital Improvement Plan (CIP) and implement process improvements	June 2016: Identify and establish 5 KPIs for the CIP program	<p>Finalization of the detailed KPI definitions and data sources have been on hold. Timing of completion is anticipated to be in QTR1 2019.</p> <p>Work has continued to be delayed. Work is needed to coordinate the data sources for the KPIs. The detailed KPI definitions and data sources will be developed and adopted by the end of 2018.</p> <p>Work to consolidate engineering project information has been ongoing, but completing this action has been delayed. The detailed KPI definitions are expected to be completed and adopted by December 2017.</p> <p>Work has continued, but completing this action has been delayed. The remaining work expected to be completed April 2017.</p> <p>After input from other clean water agencies, five key performance indicators were established for the Capital Improvement Program: actual vs. planned capital expenditures, annual capital variability, CIP schedule performance, individual project budget performance, and change order percentage. Detailed KPI definitions are being developed and where available historical data will be gathered to set benchmark. The remaining work is expected to be completed by December 2016.</p>	Qualls
		December 2016: Formal CIP process documentation developed	<p>Work to complete the formal CIP process documentation has continued to be on hold.</p> <p>Little progress has been made on this item.</p> <p>Work on formal CIP process documentation has been delayed. Background CIP process documentation has been gathered and initial drafting of formal documentation has been started. The remaining work is expected to be completed by April 2018.</p> <p>Work has continued, but completing this action has been delayed. The remaining work expected to be completed April 2017.</p>	Qualls

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			CIP process documentation development is underway with a focus on documenting the critical inputs, processes, and deliverables of the CIP process. A draft of the CIP documentation is expected to be completed by December 2016.	
	Produce a reliable short and long-range CIP	June 2018: 90% of CIP KPIs meet desired level	<p>Planning for first reporting of CIP KPI metrics by mid-2019.</p> <p>Planning for first reporting of CIP KPI metrics by April 2019.</p> <p>Planning for first reporting of CIP KPI metrics by April 2018.</p>	Qualls
Enhance safety culture and staff expertise through focused training a development	Survey Management Team to determine training needs and identify staff for training and development	July 2016: 100% of Management Team is surveyed	Management Team training needs survey was completed in July. Results are being compiled to identify training needs.	Brown
	Develop multi-year training plan with training priorities for each staff category or classification	March 2017: Training plan is complete	<p>Two-year departmental training plans finalized in March 2017.</p> <p>Training needs information has been updated through December 2016. Two-year plan to be finalized March 2017.</p> <p>Using results of the July 2016 survey, a training plan will be developed.</p>	Brown
		December 2017: 100% of the highest priority training is completed by the end of each fiscal year	<p>95% of the highest priority training was completed for year ending December 31, 2017.</p> <p>Quarterly updates have been completed through March 2017.</p>	Brown
	Develop, formalize, adopt, and implement an organization wide safety strategy that supports staff, visitors, and business partners	April 2017: Develop and formalize an organization wide safety strategy	<p>This action is behind schedule. Draft organization wide safety strategy has been started. New Safety Coordinator brought on-board late May 2018. Will get the position up to speed on the project.</p> <p>Delayed completion. Draft organization wide safety strategy will be completed for internal review by the end of 2017. Presentation to the Commission for review and comment by January 2018.</p>	Wescott

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			<p>A draft organization-wide safety strategy is in development. The plan will be ready for staff review in February 2017. A draft plan will be available for Commission review March 2017. Final plan will be presented to the Commission April 2017. No identified schedule concerns at this time.</p> <p>Preliminary work underway. No identified schedule or measurement concerns at this time.</p>	
		<p>June 2018: Complete assessment of NEW Water safety policies and procedures, performance coaching, 100% employee engagement</p>	<p>Project is behind schedule. Will begin bringing the new Health, Safety, and Security Coordinator up to speed on this strategic initiative.</p> <p>Policies and procedures are under review. This action is behind schedule. Work to continue on this item.</p> <p>On schedule.</p>	Wescott
<p>Enhance employee culture and improve employee satisfaction</p>	<p>Define and implement enhanced employee culture</p>	<p>May 2017: Define attributes of desired NEW Water culture and roll-out to all employees</p>	<p>Culture attributes of Safety, Respect, Team, and Environment introduced to all employees at briefings held in June 2017.</p> <p>Executive Team met in late December 2016 to begin drafting attributes of desired NEW Water culture. Draft culture will be reviewed with the Management Team in March and presented to the Commission in April 2017. Roll-out to all employees in May 2017.</p>	Sigmund
		<p>September 2017: Develop and implement NEW Water culture module into new employee orientation process</p>	<p>New employees are introduced to the culture attributes and the defining statements during the orientation process. The culture attributes have been incorporated into the annual performance evaluation and employees will now be evaluated on the actions and behaviors associated with these attributes. The performance evaluation document is reviewed during the orientation process with all new employees.</p> <p>No progress.</p> <p>No progress.</p>	Brown

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	Improve employee satisfaction	February 2017: Convene employee satisfaction focus group to address improvements to: Leadership, Culture and Environment, and Communication	<p>Multi-department team meets on a regular basis. Focus has been on improved communications. Organization-wide monthly Priority Matrix developed and rolled-out to all employees in July 2017. Follow-up six question survey regarding communication was conducted in September 2017 with positive results.</p> <p>Survey focus group members selected. First meeting scheduled February.</p>	Brown
		May 2018: Conduct follow-up employee satisfaction survey	<p>Survey results were received and shared with staff in September. A response rate of 88% produced positive improvements in almost all areas with a large increase in overall employee satisfaction relative to the 2016 results.</p> <p>Survey deployed June 12, 2018. Close date for survey response is July 3, 2018.</p> <p>On schedule.</p>	Brown
	Complete R2E2 readiness training for Engineering, Maintenance, and Operations staff	March 2018 (prior to start-up): 90% of staff have completed R2E2 training	<p>All manufacturer/vendor trainings have been completed with the exception of the nutrient recovery process, which is planned to be started up in December 2018. This training will be completed in conjunction with the start-up. Many of the consultant training sessions have been delayed due to significant amount of manufacturer/vendor training that was compressed into the end of construction. These are anticipated to be completed by end of January 2019.</p> <p>As of June 2018, over 60 manufacturer/vendor training modules have been completed. As of June 2018, the consultant has delivered training for 9 of the 21 processes and plans to complete the balance of the sessions by the end of 2018. A significant number of additional training modules have been developed and delivered by NEW Water's internal Operations Training team.</p> <p>Significant progress has been made on project start-up readiness testing and associated manufacturer trainings have been provided. Consultant led process training sessions have been initiated. Data of attendance levels needs to be gathered to measure progress towards 90% goal.</p>	Qualls

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Evaluate cost-effectiveness, collaboration, and long-term viability of adaptive management and water quality trading	BMPs inventoried, prioritized, and implemented to prevent pollution to surface waters in Silver Creek watershed	December 2017: Measure BMP implementation by field and total for watershed	<p>In winter of 2017-2018, 90% of the land in Silver Creek was covered, protecting it from erosion and minimizing nutrient and sediment contributions to Silver Creek.</p> <p>In fall of 2017 four wetland restoration projects in Silver Creek received airport clearance and were constructed. These sites encompass over 150 total acres of wetland complex designed to improve water quality and provide enhanced wildlife habitat. This total effort restored over 7% of the total cropland in Silver Creek back to wetlands.</p> <p>\$363,038 total contracted in cost share agreements signed in 2016 from Natural Resources Conservation Service and NEW Water Great Lakes Restoration Initiative grants.</p> <p>14 BMPs were installed in 2016. 740 Acres of cropland installed in cover crops Sept 2016. Implementation of all conservation practices installed in Silver Creek being tracked by Geographic Information System.</p> <p>In 2015 9% of cropland had cover crops planted. In 2016 37% of crop land had cover crops planted. The amount of cropland now covered by cover crops, alfalfa, winter wheat, forage, and pasture lands resulted in 70% of the total cropland is covered in 2016.</p> <p>Implementation of conservation Best Management Practices (BMPs) began in 2016. Estimated \$500,000 in cost share practices signed up for by landowners in Silver Creek through several grant sources. Tracking implementation through Geographic Information Systems.</p>	Hafs
		December 2017: 95% of planned sampling and analysis is completed each year	<p>2018: 107 samples collected and analyzed in Silver Creek as of June 15, 2018.</p> <p>2018 TP average grabs: 0.141mg/L, May – current; median grabs: 0.133mg/L. (Event TP 0.351mg/L)</p> <p>2018 TSS average grabs: 5.856mg/L, May-current; median grabs: 5.4mg/L. (Event TSS 17.368mg/L)</p>	Hafs

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			<p>2017 year to date 428 water samples collected in Silver Creek. Florist Drive May – September sample average 0.188 mg/L Total Phosphorus; 6.45 mg/L TSS average.</p> <p>2017 Water quality data results: Seasonal averages for Florist Drive grab samples – TP 0.12 mg/L, TSS 3.8 mg/L.</p> <p>2016 Number of samples: 280 water samples collected and analyzed.</p> <p>2014, 2015 100% of planned sampling and analysis completed. 750 water quality samples have been taken through July 2016.</p>	
		<p>June 2017 and June 2020: Submit multi-year status and trends report</p>	<p>Status report including BMPs installed through 2017 has been submitted to EPA. Status tracking of BMPs installed ongoing.</p> <p>Tracking of BMPs for 2017 and 2020 status reports underway.</p>	<p>Hafs</p>
		<p>December 2017: Determine annual cost per pound of surface water pollution prevention</p>	<p>Cost of phosphorus and TSS per pound using Silver Creek and Preliminary Compliance Alternatives plan has provided an estimated cost per pound for phosphorus and TSS.</p> <p>Final Adaptive Management Decision Tool completed January 12, 2018. Decision Tool analyzed Silver Creek project and capital cost estimation to complete Preliminary Compliance Alternatives Plan.</p> <p>Current BMP costs have been provided to consultant. Full scale draft Adaptive Management cost estimation tool final review in process.</p> <p>Tracking BMP implementation costs for basis to calculate cost per pound of phosphorus by December 2017(8/2016).</p>	<p>Hafs</p>

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	Develop framework to conduct full scale Adaptive Management and gain DNR Acceptance of WPDES Permit path	September 2016: Framework implementation process developed	Framework implementation process has been developed. Framework is to use grants from several sources for cost share on a voluntary basis and to utilize deed recording, ordinances and state statutes as tools to get permanency with conservation practices that include buffers, waterways, and concentrated flow. Voluntary approach will be maximized by use of public/private partnerships as staffing to administer programs, make contacts, develop cost share agreements, install and verify conservation BMPs .	Hafs
		March 2018: Submit compliance alternative plan to DNR	<p>Final Compliance Alternatives Plan, Adaptive Management Plan, Adaptive Management Request Form, and WPDES Permit Renewal Application presently being developed and due 12/31/2018.</p> <p>Preliminary Compliance Alternatives Plan completed and submitted to DNR March 31, 2018.</p> <p>Memorandum of Understanding with DNR completed and signed by DNR and NEW Water 1/15/2018.</p> <p>Meeting conducted with EPA and DNR in March 2017. Memorandum of understanding in process of being developed with DNR regarding terms of full scale Adaptive Management project with assistance of NEW Water legal counsel.</p> <p>Meeting is scheduled with EPA and DNR in March 2017.</p> <p>Preliminary meetings in process with DNR and EPA to determine compliance alternative plan.</p>	Hafs
	Develop Adaptive Management tool to estimate full scale project costs to NEW Water	November 2017 full scale cost estimates completed. Two page memo summary	<p>Final Adaptive Management Decision Tool completed January 12, 2018. Decision Tool analyzed Silver Creek project and capital cost estimation to help with Preliminary Compliance Alternatives Plan.</p> <p>Full scale draft Adaptive Management cost estimation tool presented by consultant to NEW Water in September 2017. Final review in process.</p>	Hafs

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			NEW Water is under contract with the consultant to develop the tool.	
	Review and support permit and compliance decision tool	December 2017 summary of action items and major decisions	<p>Ashwaubenon and Dutchman Creek watersheds selected as action area for full scale Adaptive Management efforts January 2018 with use of multi attribute analysis.</p> <p>Meetings with consultant are in process, which includes treatment alternative variables.</p>	Hafs
Implement and evaluate the impact of optimization efforts	Identify baseline parameters of electricity cost and use, chemical costs, other operational costs, large equipment replacement costs, and resource management and disposal costs prior to start-up of R2E2 Project	September 2017: 100% of baseline measurements are completed prior to startup of R2E2	<p>Data is being reviewed and updated monthly. Plan to incorporate the critical information in the monthly Commission report for Operations starting January 2019. R2E2 Project delays have resulted in data not being available for key metric (i.e. electrical generation, heat recovery, nutrient harvesting).</p> <p>Data is being accumulated and tracked. This will be an on-going activity.</p> <p>Baseline parameters are being tracked on a monthly basis. Team assigned to track and remove disposed of equipment. No identified schedule concerns at this time.</p> <p>Data collection is underway. Key performance indicators have been identified. Additional data points will be integrated into the optimization effort as a result of R2E2. No identified schedule or measurement concerns at this time.</p>	Wescott
	Evaluate impacts of improvements made related to Optimization Evaluation Report (OER)	Annual 2% reduction of electricity, chemicals, and natural gas usage compared to baseline	<p>The digestion and incineration processes of R2E2 are now in regular, steady-state operation, so performance data can now be tracked. The generation of electricity is now being performed regularly as well. Process data visualizations/reporting development is in progress.</p> <p>Electricity and natural gas trends continued to be monitored regularly by Energy Team. 2018 energy usage has been impacted significantly by the start-up of R2E2 and the concurrent operation of two solids facilities. Reporting will commence post R2E2 startup.</p> <p>Incremental improvements continue to be made through specific projects and individual staff goals including continued work on</p>	Qualls

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			<p>lighting efficiency. Significant improvements will likely come through capital projects including R2E2 and others mentioned below. Trends of electricity, chemicals, and natural gas metrics will be developed and reported by end of 2017.</p> <p>The NEW Water team has continued to accomplish projects and tasks focusing on electrical energy usage reduction during late 2016 and early 2017. Notable projects include the purchasing of low-energy usage LED lighting for the Green Bay Facility tunnel areas and reduction in compressed air energy use by isolating service air piping.</p> <p>The Energy Team and individual staff continue to investigate opportunities to reduce electrical usage and improve the organization wide sustainability. Starting in 2018, upon completion and commissioning of the R2E2 Project, the electricity generation will greatly reduce energy purchase and the improved incineration process and heat recovery will substantially reduce the energy usage for the organization. The Capital Improvement Plan has identified several projects that will focus on energy efficiency including the GBF Metro and Mill Pumping and Plant Drain System Upgrades and GBF Blower System Efficiency Upgrade projects.</p>	
		<p>Achieve 100% compliance with the requirements set forth in the OER related to schedule, impact evaluation, and project implementation</p>	<p>All OER status reports have been submitted on schedule. This action item is complete; however, optimization efforts will be ongoing.</p> <p>Projects identified in the OER are either underway or complete. Work is also underway for submission of Status Report #3 and OER amendment to the WDNR by December 31, 2017. A future optimization related study has been budgeted for in 2018 to evaluate the use of hydrocyclone technology in secondary treatment processes. No identified schedule concerns at this time.</p> <p>Projects identified in the OER are being evaluated for performance effectiveness. All projects are on schedule for completion as presented in the OER. Upcoming projects are under review for implementation. Preparatory work for submission of Status Report</p>	<p>Qualls</p>

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			<p>#2 to the WDNR (due by June 2017) is scheduled to begin February 2017. No identified schedule concerns at this time.</p> <p>OER Status Report submitted to the WDNR per permit requirement. Action items on task and on schedule. No identified schedule or measurement concerns at this time.</p>	
Complete construction and begin successful operation of R2E2	Track budget and schedule for construction of R2E2 Project	Produce monthly and quarterly reports tracking schedule and budget; develop close out report	<p>Quarterly R2E2 Commission updates will continue through the life of the project. A close out report will be provided upon completion of project construction and debrief.</p> <p>Quarterly R2E2 Commission updates have been ongoing and will continue through the life of the project. The focus has been on schedule, budget, and important issues. A close out report will be provided upon completion of project construction and debrief.</p> <p>The first annual R2E2 Project report was presented to the Commission in December 2016, and that format will be utilized in future quarterly Commission reporting.</p> <p>The R2E2 Project status will continue to be reported to the Commission on a monthly basis. A format for an enhanced quarterly report will be developed for presentation to the Commission for the first time at the October 2016 meeting.</p>	Qualls
		Communicate with stakeholders about the status of budget and schedule on a regular basis	<p>The R2E2 Project has remained an agenda item at our Quarterly Customer Update meetings. The Project Coordinator internal emails to staff have been an ongoing; beneficial tool to communicate project status to our team.</p> <p>Communication efforts with NEW Water's customers are ongoing through the Quarterly Customer Updates that feature an R2E2 update. Staff have been updated through regular email updates from Treatment's Project Coordinator, as well as at employee briefings.</p> <p>The Quarterly Customer Updates have continued to be our primary vehicle for updating our customers. R2E2 project tours, led by staff, have been an effective way to keep staff updated on the project.</p>	Qualls

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			<p>The R2E2 Stakeholder Committee meetings were combined with the Quarterly Customer Updates starting in 2014 to make a more efficient use of our customer's time. The Quarterly Updates continue to be held and have included updates on the R2E2 Project including construction progress, schedule, and budget topics.</p>	
	<p>Develop high strength waste program for addition to anaerobic digesters</p>	<p>December 2017: Critical program elements identified with roles established</p>	<p>The internal team has continued to meet and revise the HSW program implementation to align with the R2E2 start-up and steady operation of the digestion process.</p> <p>The internal team has continued to meet regularly and have established roles and responsibilities for the programs. The role of an external consulting party has yet to be defined, so initiation of this work has been delayed. Informal discussions have been held with high strength waste sources.</p> <p>Internal kick-off meeting was held to establish next steps. HSW program elements have been drafted and include roles and responsibilities. No schedule concerns have been identified at this time.</p> <p>Next steps include utilizing network of utilities to evaluate best practices including operational approaches and contractual arrangements. Internal kick-off meeting planned for February 2017.</p> <p>Contracted services budget has been planned for 2017 to begin the HSW program development. During late 2016 and early 2017, we will evaluate potential partners (University, consultants, etc.) and the scope to further develop the program. Conversations have continued between the Pretreatment Coordinator and waste haulers and industries in our service area.</p>	<p>Qualls</p>
		<p>December 2017: Cost of service parameters established</p>	<p>The draft rate approach has been further refined and is expected to be finalized in early 2019 prior to accepting high strength wastes.</p> <p>One alternative rate approach has been developed which bases the costs on the solids processing costs. Further evaluation of the rate approach will be completed in 2018.</p>	<p>Qualls</p>

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			<p>Initial draft of the potential cost of service parameters has been developed.</p> <p>Discussions were held regarding cost of service parameters in the current budget model; updates planned for 2018 budget. Staff training sessions for the process model have been scheduled with a goal of enabling internal staff to evaluate impact of HSW loads and other process conditions.</p> <p>An updated process model will be delivered with the R2E2 Project. This model will be a critical piece in fully understanding the cost of service for the HSW program.</p>	
		December 2018: Viable program in place	<p>Ongoing delay of the full start-up of the anaerobic digestion process has moved acceptance of HSW well into 2019. There have been a number of ongoing conversations with HSW providers that have occurred over the course of 2018. Plans for promotional material have been made.</p> <p>Ongoing delay of the full start-up of the anaerobic digestion process will negatively impact the timing of HSW acceptance. The internal team will determine this timing based on coordination with the project and Operations teams.</p> <p>It is desired to have approximately six months of stable anaerobic digestion operation prior to receiving and feeding HSW. The R2E2 construction project delays may impact the timing of digestion startup and HSW feeding. Despite this, development of the HSW program will continue on the established timeline.</p>	Qualls
	Ensure that all new, R2E2-related, air permit requirements and deadlines are met, including notifications, emissions testing, monitoring, training, recordkeeping, and reporting.	October-2017-project completion	<p>Initial compliance emissions testing has been completed for new heating boiler, thermal oil heater, and sand silo. (Units are in compliance for all pollutants.)</p> <p>Notice of initial startup has been submitted to WDNR. Approval for alternative monitoring for WESP has been granted, review of site specific monitoring plan is underway.</p>	Hafs

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			<p>Petitions for Alternative Compliance have been submitted to US EPA for approval for GAC and Ammonia injection. Approval was granted for both units.</p> <p>R2E2 construction permit revision has been issued.</p> <p>Initial compliance emissions testing has been completed for fluid bed incinerator and co-gens. Results are pending.</p>	
	<p>Monitor and manage R2E2 electricity costs and use, chemical costs, other operational costs, large equipment replacement costs, and resource management and disposal costs</p>	<p>Transition project status reports into an annual report on operation of R2E2 to communicate cost-effectiveness and sustainability benefits of project</p>	<p>Ongoing delays of the project have delayed initiation of this reporting to mid-2019.</p> <p>Due to the construction project delays, the initiation of this work has been delayed until Q4 2018.</p> <p>This work will commence in 2018.</p>	<p>Qualls</p>
<p>Investigate resource recovery opportunities at treatment facilities, with customers and within the watershed</p>	<p>Identify at least three viable candidates for resource recovery based on adopted criteria, which includes Triple Bottom Line (TBL) benefits</p>	<p>June 2017: 100% of potential candidates vetted</p>	<p>Laboratory identified about \$2 million per year of gold in the incoming wastewater to NEW Water. No process yet to recover the gold. Will continue to look at other resources to recover.</p> <p>Little progress has been made on this action. Laboratory continues to quantify metals in ash.</p> <p>In a meeting with a consultant in July 2017 it was determined that metals removal from ash was not currently an economically viable option. Team will continue to evaluate thermal energy recovery and hydraulic (kinetic) energy recovery.</p> <p>Three candidates for further evaluation are: metals removal from ash, thermal energy recovery, and hydraulic (kinetic) energy recovery. Research project in use of ash is ongoing with Water Equipment Policy group.</p> <p>Staff have reviewed concentrations and amount of metals present in incinerator ash. Market prices for the metal have been identified.</p>	<p>Sigmund</p>

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			Staff will review technologies and cost for extracting the metals from the ash to determine if recovery is viable at this time.	
	Select at least one resource recovery candidate; develop implementation plan	June 2018: TBL value of selected candidate resource recovery	This action has not started. This action has not started.	Sigmund