

City of Joliet

Alternative Water Source Program Implementation

Strategic Plan – Version 2.0

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Introduction

The City of Joliet's existing water source, the deep groundwater aquifer, will be depleted to the point of not being able to meet the City's maximum day water demands by the year 2030. This is a regional problem. Groundwater modeling conducted by the Illinois State Water Survey indicates that the deep groundwater wells in Joliet and neighboring communities will someday be depleted to the point of no longer being able to supply the region's future water needs. Knowing this, the City of Joliet embarked on an Alternative Water Source Study to determine alternative water sources which could be used by not only the City of Joliet, but possibly the region as a long-term, sustainable, reliable water source.

The Alternative Water Source Study began in July of 2018 and was completed in two phases. Fourteen alternatives were evaluated in the Phase I Study. These fourteen alternatives covered the full range of possible water sources including groundwater, rivers and Lake Michigan. The Phase I Study was completed in January 2019 and recommended five alternatives for further evaluation as feasible alternative water sources. The Phase II Study took a more in depth look at the five alternatives in order to determine the improvements that would be required to implement each alternative. The Phase II alternatives included Illinois River, Kankakee River, Lake Michigan Water – Chicago Department of Water Management, Lake Michigan Water – DuPage Water Commission and Lake Michigan Water – New Indiana Intake. Per a letter dated December 4, 2019 from the DuPage Water Commission, they do not want to be considered as an alternative water source supplier for the City of Joliet. Therefore, the evaluation for this option was removed from the Phase II Study. The Phase II Study evaluated the alternatives based on cost, raw water quality, sustainability/water quantity, implementation risk, operation & maintenance, and control (governance). The Phase I and Phase II Studies are available on the project website at <https://www.rethinkwaterjoliet.org/reports>.

On December 10, 2019 the City's Environmental Commission voted to recommend the City pursue Lake Michigan – New Indiana Intake as the primary alternative water source option and Lake Michigan – Chicago Department of Water Management as the secondary water source option. This recommendation was presented for approval by the City Council on January 7, 2020 and the City Council approved pursuing both Lake Michigan options simultaneously in 2020 with a final decision on supply to be made at the end of 2020. Implementation of the Lake Michigan – New Indiana Intake option will include the following activities: new raw water intake and pumping, raw water transmission, raw water treatment, finished water pumping and storage, finished water transmission, receiving station, distribution system modifications, storage in the Joliet water system, back-up water sources, and nonrevenue water reduction. Implementation of the Lake Michigan – Chicago Department of Water Management option will include the following activities: finished water pumping and storage, finished water transmission, receiving station, distribution system modifications, storage in the Joliet water system, back-up water sources, and nonrevenue water reduction.

The following strategic plan has been prepared for implementation of the City's new water source. Within this plan the vision, mission and core values for the program are stated. Then a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is completed. With this information the program's strategic direction and goals for the next ten years are identified.



Alternative Water Source Program

The program consists of the planning, design and construction of a new water source for the City of Joliet by 2030. Due to the complexities and unknowns associated with the water source alternatives, both the Lake Michigan – New Indiana Intake and Lake Michigan – Chicago Department of Water Management alternatives will be simultaneously investigated during the initial part of preliminary design with a final decision to be made by the end of 2020.

The Lake Michigan – New Indiana Intake alternative consists of the construction of a new raw water intake in Lake Michigan on the Indiana shoreline, pumping facilities and transmission mains to bring raw water to the City of Joliet for treatment and distribution throughout the existing system. The conceptual implementation costs for this alternative range from \$900 million to \$1.1 billion depending upon capacity. Major considerations for the program include:

- ◆ High Quality Raw Water Source from Lake Michigan
- ◆ Control over water rates and implementation
- ◆ Sustainable water quantity to serve Joliet and potentially the region now and in the future

The Lake Michigan – Chicago Department of Water Management alternative consists of purchasing water from the City of Chicago at the Southwest Pumping Station and construction of pumping facilities and transmission mains to bring finished water to the City of Joliet for distribution throughout the existing system. The conceptual implementation costs for this alternative range from \$500 - \$600 million depending upon capacity, not including purchased water costs. This alternative will consider two variations: Joliet owned transmission main or Chicago owned transmission main. Major considerations for the program include:

- ◆ High Quality Raw Water Source from Lake Michigan
- ◆ Existing water system
- ◆ Sustainable water quantity to serve Joliet and potentially the region now and in the future

Stakeholders

Identification and engagement of stakeholders was initiated during the Phase I study and it is critical that this engagement be continued throughout implementation. Stakeholders will play a major role in the success of the program and the implementation of this Strategic Plan. Stakeholders for Joliet's new water source are:

- ◆ Customers: Residents of the City of Joliet, Businesses and Industry, and Satellite Communities.



- ◆ Elected Officials: Joliet City Council and Mayor.
- ◆ City Committees: Public Service Committee, Finance Committee, Water Conservation Subcommittee.
- ◆ Department Heads: City Manager, Public Works, Legal, Finance, IT, Community Development, Human Resources.
- ◆ Employees: The employees working for the utility department who will need to operate and maintain the new infrastructure.
- ◆ Potential Regional Partners: Nearby communities and/or industries who rely on the same natural resources.
- ◆ Regulatory Agencies: The Illinois Environmental Protection Agency, the Indiana Department of Environmental Management, the Illinois Department of Natural Resources, the Indiana Department of Natural Resources, and the United States Army Corps of Engineers may need to issue permits for construction and operation of the new infrastructure depending upon final alternative selection.
- ◆ Permitting Entities: Entities such as the Illinois Department of Transportation, Indiana Department of Transportation, Will, Cook and Lake (Indiana) County Department of Transportations, Will County and Cook County Forest Preserves, Illinois Tollway Authority, ComEd, Natural Gas Companies, Railroads, Townships and Municipalities that may need to grant access for transmission main construction depending upon final transmission main route.
- ◆ Land Acquisition Partners: Property owners within vicinity of water facility improvements and along transmission routes.
- ◆ Environmental Action Groups: Local, Regional and National groups that are concerned with the program's impact on the environment.
- ◆ Community Groups: Neighborhood Councils, Homeowner Associations, Rotary, Lions Club, Chamber of Commerce, City Center Partnership, Spanish Cultural Center, Churches.
- ◆ Schools: Public and Private Schools including elementary, middle, high school and higher education.
- ◆ Media: Local radio, television and newspapers.
- ◆ Legislators: State and National representatives.
- ◆ Water Industry: Engineers, contractors, manufacturers, and academia.



Vision

The vision statement provides a future oriented declaration of the program's purpose. The statement provides inspiration to stakeholders. The vision statement for the City of Joliet Alternative Water Source Program is:

To be recognized by our customers, employees, elected officials, regulatory agencies, regional partners and the water industry as a leader in providing sustainable, reliable and high-quality water in an innovative and efficient manner for our community.

Mission

The mission statement identifies the program's objectives and incorporates overall goals. It will be used to guide the actions of the program. The mission statement for the City of Joliet Alternative Water Source Program is:

To provide a sustainable, reliable and high-quality water supply for Joliet and potentially the region by 2030 in order to support the public health, safety and economic interests of the community.

Core Values

The core operating values articulate ideals that the City intends to hold itself accountable to in order to carry out its mission. The core values for the City of Joliet Alternative Water Source Program are:

- ◆ Public Safety: Provide safe drinking water that meets and exceeds all regulatory requirements.
- ◆ Environmental Stewardship: Protect natural resources from harm.
- ◆ Transparency and Honesty: Operate openly and honestly to gain stakeholder trust.
- ◆ Innovative and Creative Solutions: Identify and utilize new ideas to provide more efficient and effective water service.
- ◆ Sustainability: Provide sufficient water quantity to support community growth and development.
- ◆ Reliability: Consistent and dependable water service.
- ◆ Cooperation & Collaboration: Emphasize the importance of teamwork amongst Stakeholders in order to accomplish positive outcomes.
- ◆ Leadership: Champion regional participation for the benefit of all.



- ◆ Commitment: United approach to achieve the program mission and vision.
- ◆ Open Mindedness: Receptive to input from Stakeholders.
- ◆ Flexibility: Ability to adapt to changing conditions that may impact program implementation.
- ◆ Fiscal Responsibility: Utilize public funds efficiently and in the best interest of our customers.
- ◆ Education: Guide the public in rethinking our water source, their water use, how we can conserve and the value of water.

SWOT Analysis

The SWOT analysis identifies the program's strengths, weaknesses, opportunities and threats. Strengths and weaknesses are internal while opportunities and threats assess external activities that may impact the program.

Strengths

- ◆ Experience: Over 100 years of experience as a water utility meeting all regulatory requirements.
- ◆ Management: Committed and motivated staff willing to undertake a program of this magnitude.
- ◆ Elected Official Support: Mayor and council who understand the need for a new water source and support the program.
- ◆ Alternative Water Source Study: Defensible evaluation of alternative water sources to support selection of new water source.
- ◆ Independence: Ability to implement the new water source without requiring the involvement of other communities.
- ◆ High credit rating: Credit rating will allow for borrowing at low interest rates.
- ◆ Comprehensive Land Use Plan: Land use planning is currently underway in the Community Development Department that can be utilized to inform future water demand projections.
- ◆ State Revolving Fund Loan Experience: The City has a history of utilizing SRF loans and has shown it is a reliable and responsible funding recipient.



Weaknesses

- ◆ Aging infrastructure: Water pipes are over 100 years old and are prone to failure.
- ◆ High levels of non-revenue water: Over 25% of water pumped annually is not billed.
- ◆ Staff: No experience or capacity to operate a surface water treatment plant and maintain infrastructure outside of Joliet.
- ◆ Unreliability of existing water source: The deep aquifer is unsustainable.
- ◆ Scope of Program: Program complexity with magnitude of improvements, permitting, and land acquisition.
- ◆ Value of Water: Currently low water rates have led to water being taken for granted and lack of conservation.

Opportunities

- ◆ WIFIA Loan Availability: The City has been invited to submit a low interest WIFIA loan application for up to 49% of the program costs.
- ◆ State Revolving Fund Loan Availability: IEPA willingness to work with City to maximize SRF loan funding.
- ◆ Technology: Improvements in technology that will allow for efficient and effective operations.
- ◆ Regional Cost Optimization: Partnering with other communities for a regional solution that will achieve lower water costs for the region.
- ◆ Updated Groundwater Modeling: Improved model by the Illinois State Water Survey available to guide short term water decision making needs.
- ◆ Water Conservation: Achieve lower water use per capita to minimize sizing of improvements.
- ◆ Water Demand Planning: Use of Comprehensive Plan to incorporate capacity for future growth in sizing of improvements.
- ◆ Heightened Water Awareness: Take advantage of increased interest in water to further understanding of the value of water.



Threats

- ◆ Regulations: New regulations from permitting agencies.
- ◆ Legal Challenges: Lawsuits from Environmental Action Groups or other impacted parties.
- ◆ Leadership Changes: Potential leadership changes at City Council, City staff, potential regional partners and program team.
- ◆ Existing Water Source: Continued aquifer depletion that could result in water restrictions until new water source is online.
- ◆ Water Supply & Access Uncertainty: Negotiations for water supply and access to occur during preliminary design.
- ◆ Regionalization: Inability to obtain concurrence on governance structure and community participation for potential regional solution.
- ◆ Schedule: Magnitude of work to be completed by known deadline of 2030 - failure of which would result in significant impact to City's ability to supply water to customers.
- ◆ Short Term Water Needs: Timeline to implement necessitates cost for maintenance and expansion of existing water source to meet water demands until 2030.
- ◆ Cost: Uncertainties inherent to conceptual planning could result in significant cost fluctuation upon project completion.
- ◆ Permitting: Changing requirements, timeframe and number of permits could impact implementation.
- ◆ Water Quality: Impacts to water quality due to changing water chemistry from water source switch.
- ◆ Contaminants of Emerging Concern: Currently unregulated source water constituent concentrations determined to be a health concern in the future.
- ◆ Land Acquisition: Challenges purchasing property for water facilities construction and obtaining permanent and temporary construction easements for transmission and distribution system improvements.



Strategic Direction

Based upon identification of the strengths, weaknesses, opportunities and threats the strategies to be taken in the next ten years to carry out the City of Joliet Alternative Water Source Program mission are:

- ◆ Continue to educate customers regarding the need and cost of implementing a new water source via an updated public relations strategy.
- ◆ Provide regular updates to the City Council, Public Service Committee and Finance Committee to allow for sound decision making.
- ◆ Take a leadership role in bringing together potential regional partners and agencies and be openminded to potential regional governance structures.
- ◆ Proactively engage environmental action groups and other impacted parties.
- ◆ Retain a team of experts who can implement all aspects of the program including engineering, legal, public relations, and planning.
- ◆ Develop a permitting plan and initiate discussions with permitting agencies in the early stages of program development to identify and mitigate any concerns early in the process.
- ◆ Maintain program transparency via regular stakeholder group meetings.
- ◆ Improve awareness of the importance of water conservation and provide incentive programs to encourage conservation.
- ◆ Implement Short Term Groundwater Strategies to maintain existing water supply.
- ◆ Elevate the value of water as a vital resource to the public health, safety and economic interest of the community.
- ◆ Prioritize demand management including non-revenue water reduction and water conservation efforts for optimization of improvement capacity.
- ◆ Develop a political strategy to garner support for the program from local, state and federal legislators.
- ◆ Establish a funding strategy that will most cost effectively implement the program.
- ◆ Maintain water quality throughout water source transition.
- ◆ Prepare a contracting plan for construction to meet scheduling needs and to optimize funding.
- ◆ Proactively identify and mitigate project implementation risks.



- ◆ If required, conduct pilot testing of different water treatment unit processes to confirm all existing water quality regulations will be met and evaluate treatment system's ability to meet, or can be economically modified to meet, potential contaminants of emerging concern.
- ◆ Initiate land acquisition processes in the early stages of the program to allow sufficient time to acquire targeted properties or easements, but also allow sufficient time to switch to alternative properties or routes if needed.
- ◆ Maintain and update this Strategic Plan as a living document to guide the program.

Goals & Objectives

In order to fulfill the strategic direction, the City of Joliet has identified goals and objectives that address three key aspects of the program. These goals and key decision points are identified in the Appendix 1 - Implementation Plan Timeline.

Program Oversight and Outreach

- ◆ Monthly newsletter distributed to City Council and Stakeholders.
- ◆ Monthly update presentations to Public Service Committee.
- ◆ Quarterly update presentations to full City Council.
- ◆ Quarterly update presentations to Finance Committee.
- ◆ Quarterly stakeholder group meetings.
- ◆ Monthly Water Conservation Subcommittee Meetings and implementation of subcommittee goals: Incentivize water conservation programs and policies; empower citizens and business owners to conserve water; educate the public on conservation opportunities; motivate people to take action to reduce water consumption.
- ◆ Prepare and implement a public relations plan that will reach all stakeholders.
- ◆ Maintain project specific website.

External Coordination

- ◆ Retain lobbyists to represent the City's interests at a federal and state (IL and IN) level.
- ◆ Retain government affairs professional to aid in regional water discussions, development of political strategy and land acquisition.



- ◆ Conduct negotiations with Indiana communities for Lake Michigan access and City of Chicago for water supply with legal review and approve access agreement or water supply agreement by January 2021.
- ◆ Obtain Lake Michigan allocation from the Illinois Department of Natural Resources.
- ◆ Meet with financial advisor to develop funding strategy. Investigate public-private partnership opportunities.
- ◆ Initiate regional partner outreach and develop regional governance structure with legal guidance and rates by June 2021 (if applicable) and have regional governmental agreements approved by the end of 2021.
- ◆ Identify, appraise and acquire property and easements required for construction of improvements.
- ◆ Coordinate with USEPA and IEPA for low interest loan programs. Submit WIFIA loan application in December 2021.
- ◆ Obtain construction and operating permit from the Illinois Environmental Protection Agency.
- ◆ Obtain all other permits necessary for construction.

Engineering

- ◆ Issue a request for qualifications and select the project team that has expertise in raw water lake intakes, water treatment plant design, transmission main and pumping design, and distribution system modifications by April 2020.
- ◆ Develop and maintain risk register.
- ◆ Perform location and partnering study for new Indiana Intake.
- ◆ Perform routing and siting studies in 2020:
 - Chicago Department of Water Management – From Southwest Pumping Station to Joliet
 - New Indiana Intake – From Lake Michigan to Joliet
 - With water treatment plant located in Illinois close to Illinois/Indiana border to maximize potential finished water partners/customers
 - With water treatment plant located in Joliet to enhance water quality and ease operations



- ◆ Work with Illinois EPA to develop and implement a water source transfer plan which will address potential water quality issues as a result of switching to a new water source.
- ◆ Develop a staffing plan to identify staff required for implementation of the program and operation of the improvements including timeframe for hiring. Evaluate options (public versus private) for operation of facilities outside Joliet. Hire engineering support staff for program assistance. For New Indiana Intake alternative, hire Water Treatment Superintendent at start of construction to guide staff development and training for operation of a surface water treatment plant ahead of plant start-up.
- ◆ Conduct annual non-revenue water audits. Implement the non-revenue water reduction plan which includes replacing 1.6% of the City's water mains annually beginning in 2022 in order to reduce non-revenue water to less than 10% within 20 years
- ◆ Continue to participate in the Southwest Water Planning Group to facilitate groundwater modeling updates and regional discussions.
- ◆ Implement short term groundwater management strategies including groundwater monitoring, well rehabilitation and development and make decision on new well to support growth.
- ◆ Select water supply alternative in December 2020 and:
 - In case of New Indiana Intake, Water Treatment Plant Location Approach
 - In case of Chicago Department of Water Management, transmission main ownership (construction, operation and maintenance)
- ◆ Identify and obtain concurrence for final sizing of the improvements inclusive of regional participation and City's Comprehensive Land Use Plan.
- ◆ Complete preliminary design (30% engineering) by December 2021 and final design (100% engineering) by December 2024 to allow for the commencement of construction in 2025.
- ◆ Conduct independent value engineering, constructability and cost reviews during final design.
- ◆ Construction, start-up and initiation of operation by 2030.
- ◆ Post-transition water quality monitoring to minimize the risk of negative water quality impacts and achieve compliance with regulatory requirements.



Implementation

In order for the goals identified in this strategic plan to be realized, proper implementation is necessary. The plan for implementation is as follows:

- ◆ Obtain resolution from City Council approving strategic plan.
- ◆ Present strategic plan to stakeholders and obtain input.
- ◆ Review and update strategic plan.
- ◆ Identify person(s) who are responsible for carrying out each task.
- ◆ Prepare a schedule for achieving tasks.
- ◆ Identify means by which implementation of tasks identified in plan can be measured.
- ◆ Review and revise strategic plan every six months

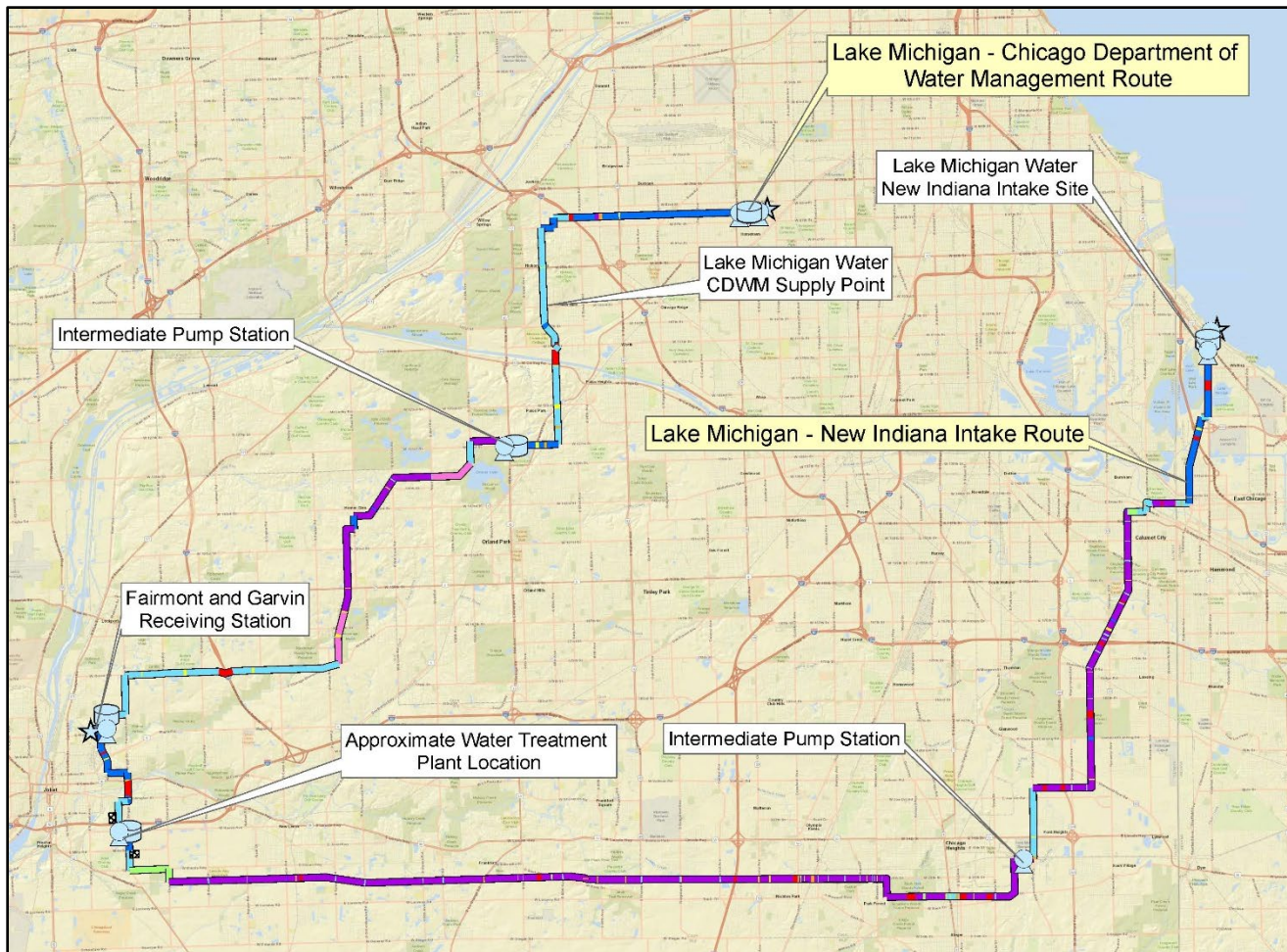
Evaluation

Evaluation is a key component of the success of this strategic plan and should be conducted every six months throughout the program implementation timeframe. Questions to ask during evaluation include:

- ◆ Are the tasks being implemented as planned? Why or why not? What is facilitating or impeding implementation?
- ◆ Do team members have the needed resources to achieve goals?
- ◆ Are there goal areas that are receiving less attention than others? Why?
- ◆ Are there any recommendations for improvement?
- ◆ Are stakeholders active and engaged?
- ◆ Is there a need to change the plan?



The implementation of an alternative water source will be the most significant and costly program that the City of Joliet will embark on this century. This Strategic Plan provides a framework that the City can utilize throughout the implementation to recognize strengths, weaknesses, opportunities and threats and identify ways to mitigate threats and take advantage of opportunities, resulting in a successful program for the City and its residents.

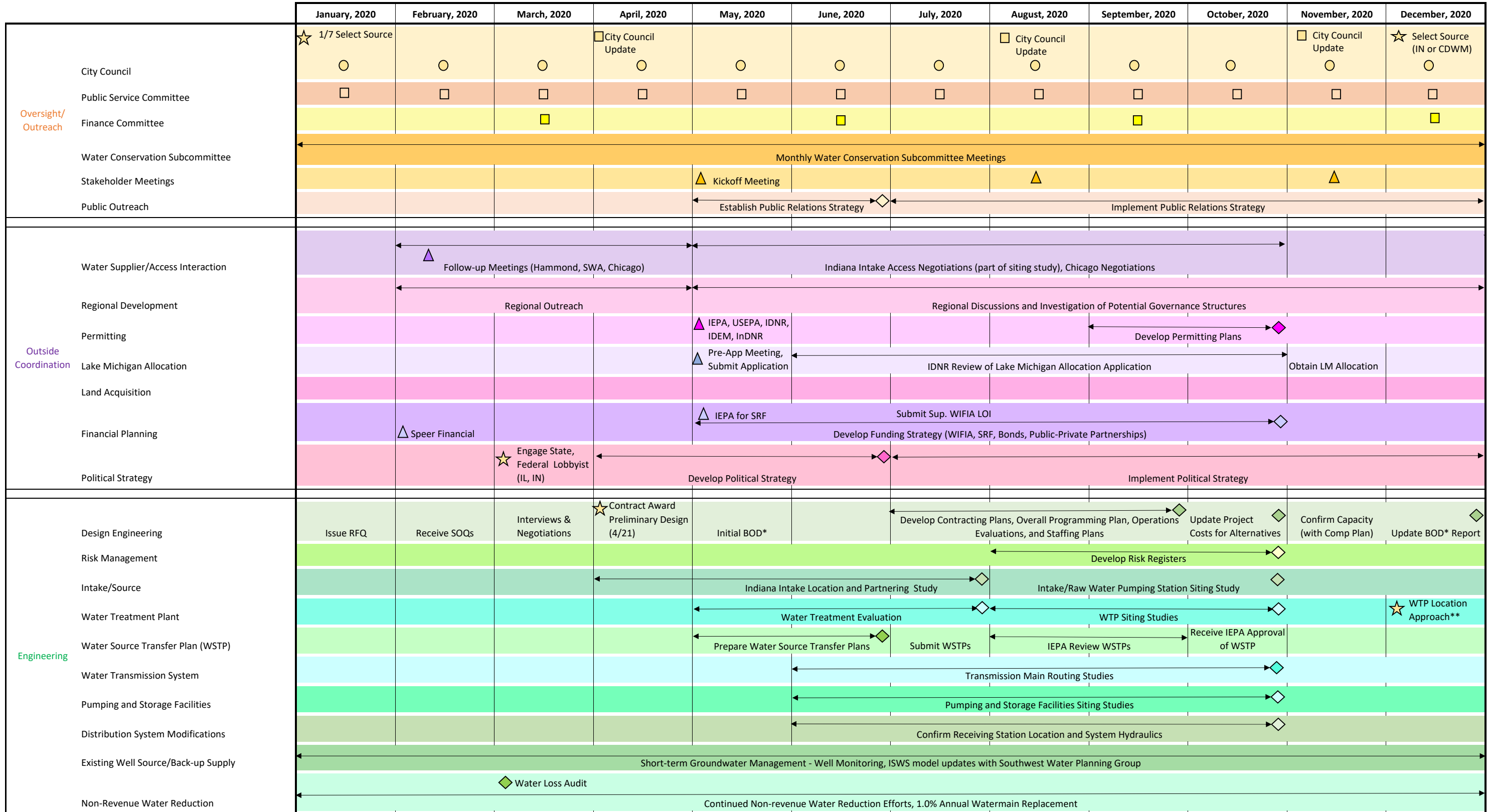


Disclaimer: The location of facilities associated with these alternatives are approximate for the purpose of conceptually estimating costs. Siting of proposed facilities will be evaluated during preliminary design following water source alternative selective.

Joliet Alternative Water Source
 Appendix 1 - Implementation Plan Timeline
 January, 2020

Symbol Key:

- ★ City Council Decision/Action
- Newsletter
- Update Presentation
- ▲ Meeting
- ◆ Deliverable



IEPA = Illinois Environmental Protection Agency
 IDNR = Illinois Department of Natural Resources
 ISWS = Illinois State Water Survey
 MOU = Memorandum of Understanding
 WIFIA = Water Infrastructure Finance & Innovation Act
 LM = Lake Michigan
 RFQ = Request for Qualifications
 WSTP = Water Source Transfer Plan

USEPA = United States Environmental Protection Agency
 IDEM = Indiana Department of Environmental Management
 InDNR = Indiana Department of Natural Resources
 PSC = Public Service Commission
 IGA = Intergovernmental Agreement
 SRF = State Revolving Fund
 SWA = Southland Water Agency
 SOQ = Statement of Qualifications
 NRW = Non-Revenue Water

*BOD - Basis of Design (treatment process, corrosion control, construction cost, contracting plan)
 **WTP Location Approach - Decision on general location where the WTP will be located - either closer to the source or closer to the City (balancing water quality and flexibility to sell finished water).

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	January, 2021	February, 2021	March, 2021	April, 2021	May, 2021	June, 2021	July, 2021	August, 2021	September, 2021	October, 2021	November, 2021	December, 2021	
Oversight/Outreach	City Council	○	□ City Council Update ○	○	○	○	○	○	○	○	○	○	
	Public Service Committee	□	□	□	□	□	□	□	□	□	□	□	
	Finance Committee			□			□		□			□	
	Water Conservation Subcommittee	← Monthly Water Conservation Subcommittee Meetings →											
	Stakeholder Meetings		▲			▲			▲			▲	
	Public Outreach	← Implement Public Relations Strategy (continued) →											
Outside Coordination	Water Supplier/Access Interaction	★ Approve Water Supply or Access Agreement											
	Regional Development	← Develop Regional Rates, Structure →				★ Approve Regional Structure, Rates	← Regional Negotiations →				★ Approve Regional IGAs		
	Permitting												
	Lake Michigan Allocation												
	Land Acquisition	← Land Acquisition Plats, Appraisals and Negotiations for Water Facility Sites and Transmission Main Easements →											
	Financial Planning												Submit WIFIA Application
Political Strategy	← Implement Political Strategy (continued) →												
Engineering	Design Engineering	← 30% Design Engineering, Surveying (Design & Legal) →											30% Submittal ◇
	Risk Management	← Maintain and Update Risk Register, Submit with 30% Design Submittal →											
	Intake/Source	(Start 30% Design Engineering)											◇
	Water Treatment Plant	(Start 30% Design Engineering)											◇
	Water Source Transfer Plan (WSTP)	← WSTP Setup & Implementation →											
	Water Transmission System	(Start 30% Design Engineering)											◇
	Pumping and Storage Facilities	(Start 30% Design Engineering)											◇
	Distribution System Modifications	(Start 30% Design Engineering)											◇
	Existing Well Source/Back-up Supply	← Short-term Groundwater Management - Well Monitoring, ISWS model updates with Southwest Water Planning Group (continued) →											
	Non-Revenue Water Reduction		◇ Water Loss Audit										
	← Continued Non-revenue Water Reduction Efforts, 1.0% Annual Watermain Replacement →												

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	2022	2023	2024	2025-2030
Oversight/ Outreach	City Council	○ □ Quarterly City Council Updates, Monthly Newsletter		○ □ Quarterly City Council Updates, Monthly Newsletter
	Public Service Committee	□ Monthly Updates to Public Service Committee		○ Monthly Newsletters to Public Service Committee
	Finance Committee	■ Quarterly Finance Committee Updates		■ Quarterly Finance Committee Updates
	Water Conservation Subcommittee	Monthly Water Conservation Subcommittee Meetings		Monthly Water Conservation Subcommittee Meetings
	Stakeholder Meetings	▲ Quarterly Stakeholder Meetings		▲ Quarterly Stakeholder Meetings
	Public Outreach	Continued Implementation of Public Relations Strategy		Continued Implementation of Public Relations Strategy
	Outside Coordination	Water Supplier/Access Interaction		
Regional Development		★ Final Sizing Decision (Jan) ***		
Permitting			Apply for Construction Permits	Obtain IEPA Operating Permits after Construction is complete
Lake Michigan Allocation				
Land Acquisition		Purchase land for water facility sites & easements		
Financial Planning		★ WIFIA Approval, Issue Bonds, Rate Study	Receive WIFIA Funding, Apply for SRF	Receive SRF & WIFIA Funding (Supplement with Bond Issue)
Political Strategy		Continued Implementation of Political Strategy		Continued Implementation of Political Strategy
Engineering	Design Engineering	★ Approve Final Design Contract and Hire City Support Staff; Final Design, Independent Reviews (Value, Constructability, Cost) ◆		★ Approve Construction Contracts, Construction, Start-up; Staff Development & Training
	Risk Management	Maintain and Update Risk Register, Submit at major milestones ◆		Maintain and Update Risk Register
	Intake/Source	(Final Design) ◆		(Construction & Start-up)
	Water Treatment Plant	(Final Design) ◆		(Construction & Start-up)
	Water Source Transfer Plan (WSTP)	WST/Corrosion Control Approval		Corrosion control monitoring after start-up
	Water Transmission System	(Final Design) ◆		(Construction & Start-up)
	Pumping and Storage Facilities	(Final Design) ◆		(Construction & Start-up)
	Distribution System Modifications	(Final Design) ◆		(Construction & Start-up)
	Existing Well Source/Back-up Supply	★ Decision on new well, Short-Term Groundwater Management		Continued Short-Term Groundwater Management, Establish back-up water supply
	Non-Revenue Water Reduction	Continued NRW Reduction Efforts, Annual Water Loss Audit, 1.6% Annual Watermain Replacement for NRW Reduction		Continued NRW Reduction Efforts, Annual Water Loss Audit, 1.6% Annual Watermain Replacement for NRW Reduction

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PSC = Public Service Commission
IGA = Intergovernmental Agreement
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***Final Sizing Decision - Decision on the capacity of the alternative improvements to be constructed as well as the future expansion capacity to be incorporated into the design.