



FY2024

OPERATION & MAINTENANCE AND CAPITAL BUDGETS



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THE WATER WORKS BOARD OF THE CITY OF BIRMINGHAM IS COMMITTED TO PROVIDING RELIABLE, EQUITABLE, COST-EFFECTIVE DELIVERY OF HIGH-QUALITY WATER AND SERVICES, WHILE PROTECTING PUBLIC HEALTH AND ENVIRONMENTAL RESOURCES FOR CURRENT AND FUTURE GENERATIONS.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Birmingham Water Works Board
Alabama**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director

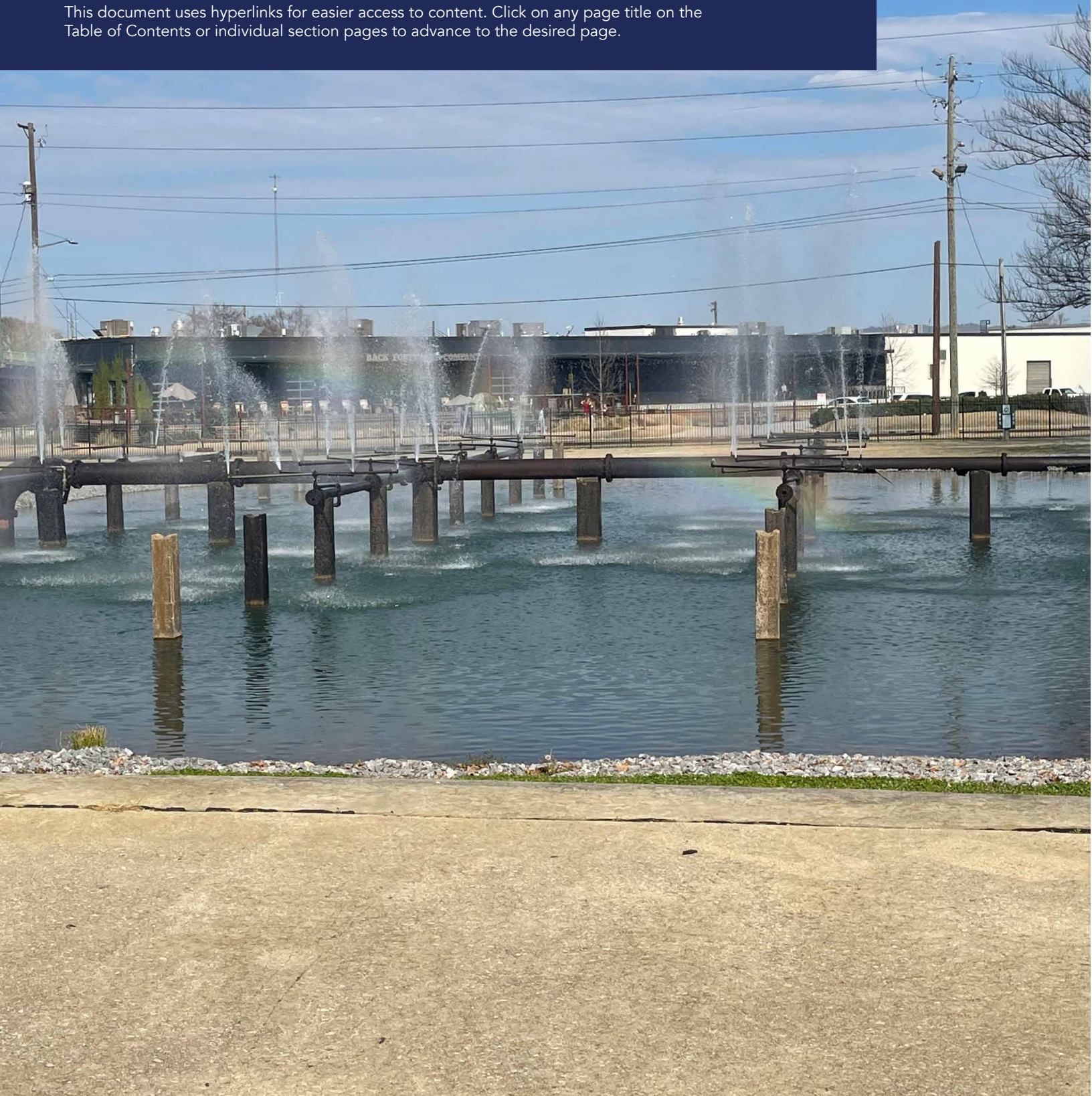
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Birmingham Water Works Board, Alabama, for its Annual Budget for the fiscal year beginning January 1, 2023.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe that our current budget document continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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INTRODUCTION

The Birmingham Water Works (BWW) Annual Budget Document (The Budget) has been developed to communicate to customers, directors, and staff how BWW intends to fulfill its mission and vision, which are inserted below.

MISSION

BWW is committed to providing reliable, equitable, cost-effective delivery of high-quality water and services, while protecting public health and environmental resources for current and future generations.

VISION

BWWB consistently produces and delivers high-quality water that exceeds regulatory standards and customer expectations. Nationally recognized for local excellence in water quality and service delivery.

The BWW has adopted “Effective Utility Management” (EUM) as the framework within which it manages the utility to ensure that it implements strategies that support EUM and ultimately result in the BWW accomplishing its mission and fulfilling its vision. In addition, the adoption of EUM has been essential in communicating a clear direction to all who are responsible for ensuring the success of the BWW. The Approved Fiscal Year (FY) 2024 Operation & Maintenance and Capital Budgets have been prepared using the EUM framework.



GENERAL MANAGER'S BUDGET MESSAGE



Directors/Officers

Tereshia Q. Huffman
Chairwoman

William "Butch" Burbage, Jr., CPA
Vice Chairman

Thomas E. Henderson
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Secretary-Treasurer

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Assistant Secretary-Treasurer

Lucien B. Blankenship, Esq.
George Munchus, Ph.D.
Mashonda S. Taylor

Michael Johnson, MBA, CPA
General Manager

**Assistant
General Managers**

Iris Fisher, MAc, CPA
Finance and Administration

Derrick Murphy, MEng
Engineering and Maintenance

Philip King, PE, MBA, MEng
Operations and Technical Services

Dear Stakeholders,

As the General Manager of Birmingham Water Works, I am immensely proud to present our Fiscal Year 2024 (FY24) budget book. This crucial step marks our unwavering commitment to delivering superior water services across our five-county service area. Our dedication goes beyond mere supply; we understand that every drop of water we provide is not just a resource, but a lifeline.

This year's budget is a direct reflection of our core values – customer service, accountability, safety, and teamwork, which enhances reliability and uninterrupted access to clean water. "We're not just investing in pipes; we're investing in people's lives," is the philosophy driving our financial decisions. The FY24 budgets are sculpted with a keen focus on enhancing the quality and reliability of our water services.

Significantly, the feedback from our community has been instrumental in shaping these budgets. The discussions and inputs received during our two public town hall meetings and our public hearing were invaluable. These interactions have ensured that our budgets align seamlessly with our customers' needs and our strategic objectives.

Highlights of the FY24 budgets are the allocation of \$25 million towards main replacement projects and \$3 million towards metering technologies as we begin the first phase of our project to implement Automatic Metering Infrastructure. This strategic investment is aimed at minimizing service disruptions, preventing main breaks, and bolstering the reliability of our water distribution system. These initiatives are vital to our mission of ensuring the sustainability and efficiency of our infrastructure. They underline our promise to provide reliable, high-quality water services to our community.

As we move forward with our initiatives, we do so with a sense of excitement and responsibility. The budgets for FY24 are not just financial statements; they are a testament to our dedication and a roadmap for our continued pursuit of excellence in water service provision.

We are grateful for the trust and support of our community and remain dedicated to serving you with the utmost care and excellence.

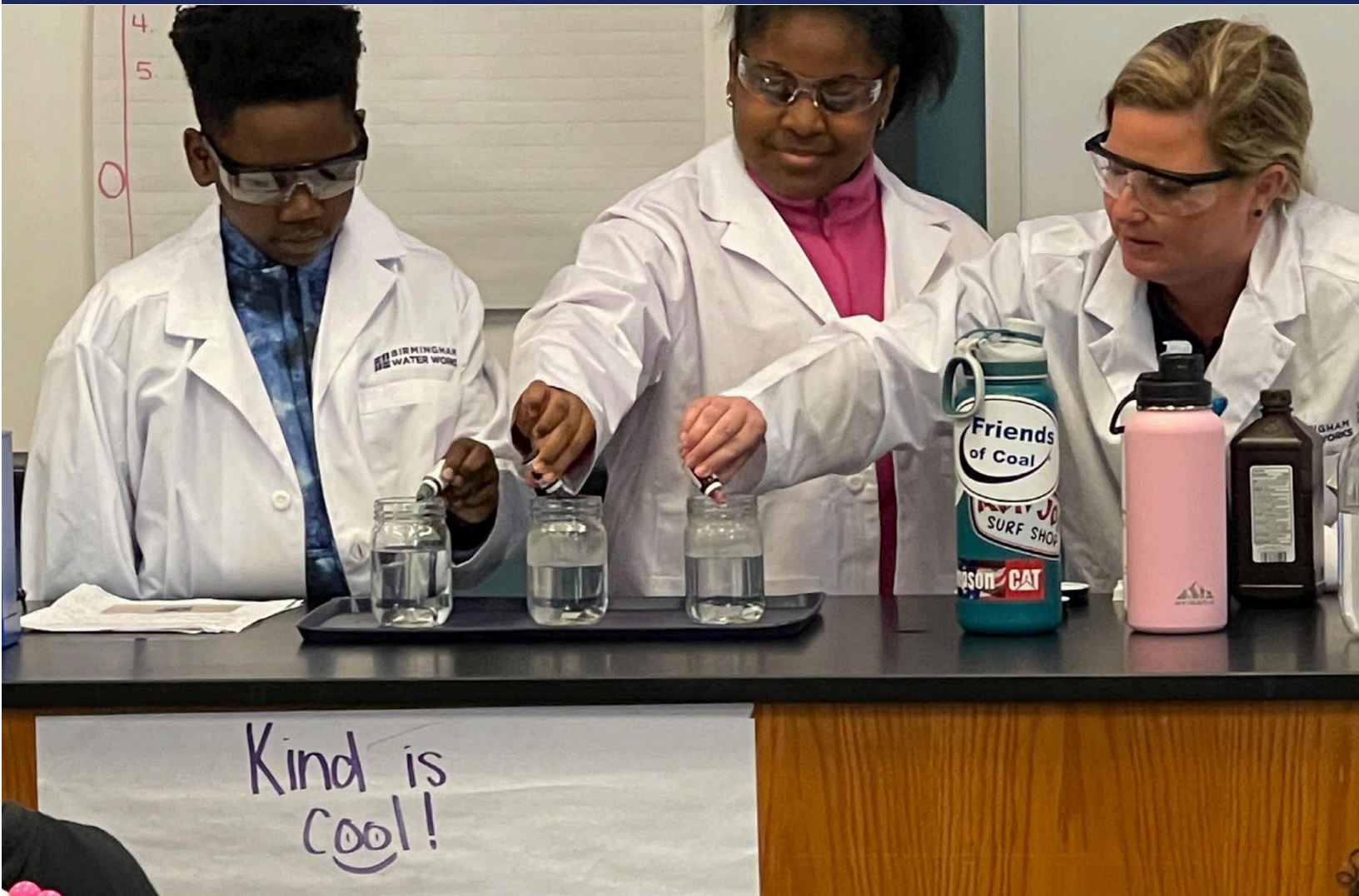
Sincerely,

Michael Johnson
General Manager, Birmingham Water Works



BIRMINGHAM
WATER WORKS

GOOD SOURCE WATER IS THE RESULT OF THE
BIRMINGHAM WATER WORKS' AGGRESSIVE
ENVIRONMENTAL PROTECTION POLICY.





KEY CONSIDERATIONS AFFECTING BUDGET DEVELOPMENT

As we operate in an ever-changing environment, we are continually faced with situations that increase the cost of service we deliver to our customers. Some of the challenges that we face include employee recruitment & retention, tracking field call responsiveness, cybersecurity threats and increased changes to regulatory enforcement.

The following are key areas that were considered in preparing the FY2024 Approved Budgets:

- Continue to prepare budgets in accordance with GFOA Certificate Program
- Increase rates to fund O&M and Capital Budgets, and comply with financial policies
- Continue to focus on increasing Pay-As-You-Go (PAYGO) as a percentage of the Capital Budget
- Includes resources to implement BWB's Strategic Plan
- Includes employees receiving a General Wage Increase (GWI)
- Includes employees receiving a merit increase
- Includes eligible employees receiving longevity pay
- Implement strategies to consistently produce and deliver high-quality water that exceeds regulatory standards and customer expectations
- Conduct high-definition stream surveys
- Implement recommendations from the Business Process Review Project
- Initiate an Automatic Meter Reading/Advanced Metering Infrastructure (AMR/AMI) study (capital)
- Implement dashboard reporting
- Implement recommendations from the Organizational Assessment Project
- Build a recruitment pipeline
- Enhance efforts towards Historically Underutilized Business (HUB) participation
- Attend conferences, workshops, and training seminars to maintain awareness of industry changes
- Increase in property & casualty insurance rates
- Increase chemical budget based on increase in vendors' prices and projected demand
- Increase power based on increase in rates and projected demand
- Increase in water sampling and testing for regulatory compliance
- Additional security at water treatment facilities
- Includes JD Power Survey
- Increase in Direct Mailings
- Increase of the Board's contribution to the H2O Foundation



COMPLIANCE WITH FINANCIAL POLICIES

The BWW is rated Aa2 by Moody’s Investors Service and rated AA by S&P Global due in large part to its sound fiscal management evidenced by its adoption and adherence to its financial policies. The chart below shows BWW’s current policies and related trends.

RESERVE

Fund Fund	Target
Capital Reserve	25% of Capital Plan
Revenue	15% of O&M + Debt
Demand Shortfall	5% of O&M + Debt
Rate Stabilization	5% of O&M + Debt
Economic Development	4.3% of O&M + Debt
Reserves of approximately 240 days of operating expenses on hand	399 days – projected days operating expenses on hand on December 31, 2023 150 - 250 days; Moody's criteria for Aa utilities
Strong Bond Ratings	2002: S&P A / Moody's A 2013: S&P AA / Moody's Aa2 Current: S&P AA / Moody's Aa2



FINANCIAL GOALS AND POLICIES

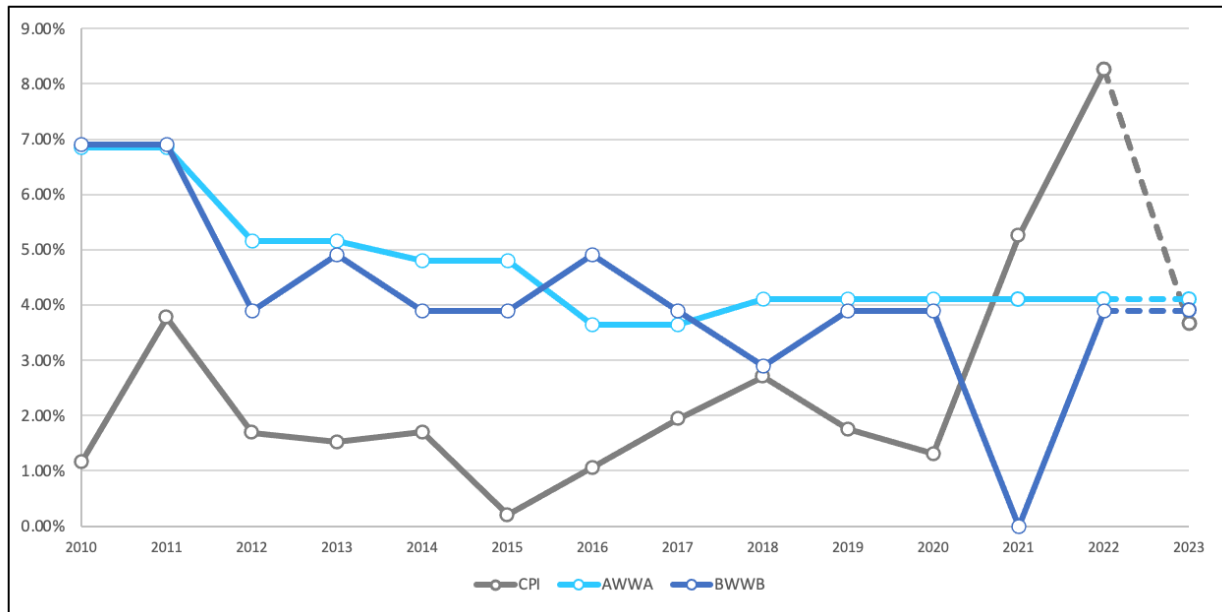
Policy	Trend
Rate increases below industry average (4.91%, 1998 - 2022)	3.9% - 2015, 2017, 2019, 2020
	2.9% - 2018, 4.9% - 2016
	0.0% - 2021
	3.9% - 2022, 2023
	4.8% - 2024
O&M increases	0.99% annual growth rate, 2015-2020
	3.31% for 2021
	6.97% increase in 2022
	8.12% increase in 2023
Goal of 45% of Capital Budget funded from PAYGO by 2028-2029	5.35% increase in 2024
	43.4% estimated in 2023
	36.6% estimated in 2024
	48.9% estimated by 2028
	Projected to reach 45% by 2027

RSE TARGETS

Senior Debt Service Coverage	Current
Target	1.50
Max	1.65
Min	1.35
Total Debt Service Coverage	Current
Target	1.20
Max	1.30
Min	1.10



RATE TRENDS: 2010 – 2023



*CPI as of August 2023


- CPI: Consumer Price Index
- AWWA: American Water Works Association
- BWB: Birmingham Water Works Board

STRATEGIC GOALS

The BWW adheres to a set of strategic goals that focus on the framework of the Effective Utility Management (EUM) program. These goals are grouped into 5 strategic target categories along with 10 attributes of an EUM as can be seen in the diagram below.

The EUM focuses on 10 attributes that includes stakeholder understanding and support, product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure strategy and performance, enterprise resiliency, community sustainability, and water resource sustainability. Each of these has a subset of objectives and strategies that are laid out to guide the organization towards achieving its goals.





2022-2026 STRATEGIC PLAN

Birmingham Water Works Board (BWWB) initiated a strategic planning process in August 2020 to develop an updated framework for guiding the organization into the future. This strategic framework will help inform operational decisions and resource allocation to ensure that BWWB continues to offer efficient, reliable services to the community and that its long-term goals and objectives are achieved.

VISION

BWWB consistently produces and delivers high-quality water that exceeds regulatory standards and customer expectations. Nationally recognized for local excellence in water quality and service delivery.

MISSION


BWWB is committed to providing reliable, equitable, cost-effective delivery of high-quality water and services, while protecting public health and environmental resources for current and future generations.


VALUES


BWWB excels through a shared commitment to:


- > Customer Service
- > Accountability
- > Safety
- > Teamwork


GOALS


- 

PRODUCT QUALITY
BWWB consistently produces and delivers high-quality water that exceeds regulatory standards and customer expectations.
- 

CUSTOMER SATISFACTION
BWWB enhances customer trust and satisfaction by improving efficiency, responsiveness, and performance reporting.
- 

WORKFORCE DEVELOPMENT
BWWB fulfills its mission by recruiting, developing, rewarding, and retaining a committed and high performing workforce.
- 

INFRASTRUCTURE STABILITY
BWWB invests in and proactively manages the reliable, resilient, and sustainable infrastructure necessary to support regional water resource needs.
- 

FINANCIAL VIABILITY
BWWB exercises sound financial management strategies that support operational optimization and proactively ensures organizational sustainability.
- 

EFFECTIVE GOVERNANCE
The BWWB Board of Directors provides strategic policy direction and organizational oversight through the General Manager that instills customer and stakeholder confidence and is supported by data-informed and transparent reporting.



STRATEGIC PLANNING

to develop an updated framework for guiding the organization into the future. This strategic framework will help inform operational decisions and resource allocation to ensure that BWVB continues to offer efficient, reliable services to the community and that its long-term goals and objectives are achieved.

To achieve these conditions for success, BWVB's strategic planning process involved input from a broad group of leadership and staff and consistent communication of the organization's vision, mission, and overall strategic plan. The process included these major elements:



Note: See copy of our Strategic Plan: www.bwvb.org/sites/default/files/Documents/YourWater/BWVB-Strategic-Plan-v6-high-res_op.pdf



O&M BUDGET HIGHLIGHTS GROUPED BY EUM ATTRIBUTE

O&M BUDGET HIGHLIGHTS

EUM ATTRIBUTE

CONTINUE TO PREPARE BUDGETS IN ACCORDANCE WITH GFOA CERTIFICATE PROGRAM

- Financial Viability
- Stakeholder Understanding & Support

INCREASE RATES TO FUND O&M AND CAPITAL BUDGETS, AND MEET BUDGET REQUIREMENTS

- Financial Viability

CONTINUE TO FOCUS ON INCREASING PAY AS YOU GO (PAYGO) AS A PERCENTAGE OF THE CAPITAL BUDGET

- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Community Sustainability

INCLUDES RESOURCES TO IMPLEMENT BWW'S STRATEGIC PLAN

- Customer Satisfaction
- Operational Optimization
- Financial Viability
- Enterprise Resiliency
- Stakeholder Understanding & Support

INCLUDES EMPLOYEES RECEIVING A GENERAL WAGE INCREASE (GWI)

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency

INCLUDES EMPLOYEES RECEIVING A MERIT INCREASE

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency

INCLUDES LONGEVITY PAY

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency

IMPLEMENT STRATEGIES TO CONSISTENTLY PRODUCE AND DELIVER HIGH-QUALITY WATER THAT EXCEEDS REGULATORY STANDARDS AND CUSTOMER EXPECTATIONS

- Product Quality
- Customer Satisfaction
- Operational Optimization

NEED TO ENHANCE CUSTOMER CENTERED QUALITY SERVICE

- Customer Satisfaction
- Stakeholder Understanding & Support



O&M BUDGET HIGHLIGHTS

EUM ATTRIBUTE

INITIATE AN AUTOMATIC METER READING / ADVANCED METERING INFRASTRUCTURE (AMR/AMI) STUDY

- Customer Satisfaction
- Operational Optimization
- Financial Viability

CONTINUE TO DEVELOP PERFORMANCE MEASURES AND DASHBOARD REPORTING

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Stakeholder Understanding & Support

REVIEW AND IMPROVE PROCESSES, WORKFLOWS, QUALITY OF WORK, AND CUSTOMER SERVICE LEVELS TO MEET THE OPERATIONAL AND STRATEGIC GOALS OF THE ORGANIZATION

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Stakeholder Understanding & Support

ENSURE PROPER ALIGNMENT OF FUNCTIONS AND ACTIVITIES WITHIN THE COMPANY TO ENSURE MAXIMUM EFFICIENCY AND EFFECTIVENESS

- Customer Satisfaction
- Operational Optimization
- Financial Viability
- Enterprise Resiliency
- Stakeholder Understanding & Support

MAINTAIN MARKET COMPETITIVENESS TO ENHANCE EMPLOYEE RETENTION AND RECRUITING

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency

ESTABLISH A FRAMEWORK TO BUILD A RECRUITMENT PIPELINE BY INTRODUCING THE WATER INDUSTRY TO STUDENTS THROUGH EDUCATIONAL AND INTERACTIVE PROGRAMS

- Operational Optimization
- Enterprise Resiliency
- Stakeholder Understanding & Support

NEED TO SOURCE AND RECRUIT TALENT IN A VERY COMPETITIVE LABOR MARKET

- Customer Satisfaction
- Employee & Leadership Development
- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Stakeholder Understanding & Support



O&M BUDGET HIGHLIGHTS

EUM ATTRIBUTE

INCREASE USAGE OF HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PROGRAM

- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Stakeholder Understanding & Support

CONTINUE TO MAINTAIN AND REPLACE AGING INFRASTRUCTURE

- Product Quality
- Customer Satisfaction
- Financial Viability
- Enterprise Resiliency
- Operational Optimization
- Infrastructure Strategy & Performance
- Stakeholder Understanding & Support
- Community Sustainability
- Water Resource Sustainability

NEED TO STRENGTHEN ACCOUNTING PROCEDURES, PROCESSES, AND POLICIES

- Financial Viability
- Operational Optimization
- Customer Satisfaction

UTILIZE GOVERNMENTAL AFFAIRS TO AUGMENT PURSUIT OF NON- UTILITY FUNDING SOURCES

- Financial Viability
- Enterprise Resiliency

ATTEND CONFERENCES, WORKSHOPS, AND TRAINING SEMINARS TO MAINTAIN AWARENESS OF INDUSTRY CHANGES

- Stakeholder Understanding & Support

ADDITIONAL SECURITY AT WATER TREATMENT FACILITIES

- Enterprise Resiliency
- Operational Optimization



BUDGET DEVELOPMENT

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BUDGET DEVELOPMENT

This budget document attempts to match a staff-prepared needs assessment with projected revenues. It has been developed and prepared in accordance with applicable state and federal statutes and applicable Board policies and procedures.

The budget development process is guided by the following financial planning strategies:

- **BWW Strategic Plan** – Where the policies and goals established in the Capital Improvements Program (CIP) will serve as the framework for the future direction and objectives of the BWW.
- **Multi-year Budget Management Plan** – Where it is a principal objective of the BWW to achieve multi-year stability in the system's rates and charges.
- **Departmental Goals and Objectives** – Where budgeting decisions are based upon the establishment of realistic departmental goals and objectives and criteria for the measurement of performance.
- **Operational Budget Policies** – Where the BWW will attempt to maintain a high quality of performance, while recognizing the demands related to major ongoing utility system improvements and challenges, and the need to maintain personnel levels to ensure maximum efficiency and utilization.

For the FY2024 Approved Operation & Maintenance and Capital Budgets, and as with most years, total revenues are projected to exceed total expenses. As such, the BWW's definition of a balanced budget is when projected annual revenues and existing fund balances are sufficient to meet budgeted expenses.





BUDGET PROCESS

Annually, the BWW prepares and adopts a financial plan for the next fiscal year (January 1 through December 31). The plan includes determining the appropriate rates, fees, and charges necessary to provide sufficient revenues to meet anticipated expenses for operating and maintenance, asset repair or replacement, asset acquisition or construction to meet the service needs of the customer base, and debt service requirements for existing and projected debt. The financial plan is developed within the framework of the BWW's Rate Stabilization and Equalization Policy (RSE), which ensures that we charge reasonable rates sufficient to pay debt service, provide for payment towards operating and maintaining the system in good repair and replacement under work orders, and perform and comply with the covenants under the BWW's Bond Indenture.

The development of the Operation & Maintenance Budget begins in June following the completion of the first five months of the current fiscal year. Each department is requested to project their staffing (including overtime needs), supplies and materials such as travel, education, contractual services and other operating and maintenance needs, chemicals, and power for the next fiscal year. These projections are based on historical trends, new projects and/or requirements, changes in existing projects and/or requirements, cost adjustments and changes in regulatory requirements.

The Budget Office holds budget hearings with each department's management team and Executive Management to review and discuss the preliminary budget requests. During the budget hearings, department managers justify the need for budget changes, if applicable. The Budget Office or Executive Management may recommend adjusting budget line items based on current year spending, historical spending, or anticipated spending.

After the budget hearing, the department's management team enters the data that was approved in their respective budget hearings into the budget module.

The Budget Office confirms the data entered by each department, enters any additional data, and reviews the results with the Executive Management Team. Executive Management may recommend additional adjustments prior to presenting the preliminary budget to the Board of Directors.

Executive Management and the Budget Office hold a budget workshop with the Board of Directors to present the Preliminary Operation & Maintenance Budget and the Capital Budget. Management provides several schedules to support the Preliminary Budgets, including:

- **Top 10** – a list of 14 major expenses in the budget with comparisons to the prior year and the variance
- **By Department** – a list of each department's expenses with comparisons to the prior year and the variance
- **Department Details** – for each department, a schedule to outline notable department expense variances and the number of employee positions included in the department and the department's expense as a percentage of the total Preliminary Budget

The Preliminary Budgets are updated upon request from the Board of Directors. If needed, additional budget workshops are held with the Board of Directors and updates are made to the Preliminary Budgets as requested. Town Hall meetings are conducted to engage the public on the upcoming budget.

The Board of Directors holds a public hearing for public feedback on the budgets. The Board of Directors may request additional updates to the Preliminary Budgets prior to approval. Once the Board of Directors approve the budgets, the public is notified of the rate increase, if applicable, no later than 30 days prior to the beginning of the fiscal year, January 1.

After the Operation & Maintenance and Capital Budgets have been approved by the Board of Directors, any amendments to the budgets would have to be authorized through the following procedures:

- The Board of Directors approves items added to the Operation & Maintenance Budget that exceed the General Manager's \$50,000 expenditure authority for regular purchases and \$25,000 for consulting
- Amendments to the Capital Improvement Budget require discussion and approval by the Board





BUDGET CALENDAR

DATE	DESCRIPTION OF ACTION
June 21, 2023	Distribute FY2024 Budget Packet Information to Departments
June 30, 2023 - July 7, 2023	Budget Office Schedules Meetings and Prepare for Budget Hearings
June 30, 2023	Budget Packet Due to the Budget Office
July 10, 2023 - August 4, 2023	Departmental Budget Hearings
August 7, 2023 - August 11, 2023	Budget Input Meetings
August 14, 2023 - August 25, 2023	Budget Office Review Budget Input and Prepare Schedules for AGM-Finance & Administration
August 31, 2023	Present Preliminary FY2024 Budget to Executive Management
September 27, 2023	Finance Committee Meeting – Submittal of Draft Budget
October 11, 2023	Budget Workshop
October 17, 2023	Town Hall Meeting
October 19, 2023	Town Hall Meeting
October 25, 2023	Budget Workshop
November 6, 2023	Public Hearing
November 29, 2023	Board Adoption of the FY2024 Budgets



FUND BALANCES

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BASIS OF BUDGETING

The Birmingham Water Works (BWW) operates as an enterprise fund with a fiscal year that begins January 1 and ends on December 31. The BWW operates with one major fund on the accrual basis of accounting. Generally accepted accounting principles (GAAP) require local governments to use a proprietary-type fund, such as an enterprise fund, to account for operations that are financed and operated in a similar manner to a private business enterprise.

BWW operating expenditures are supported by operating revenues derived from the charges for services related to retail water, wholesale water, raw water, and fire protection. Other operating revenues include miscellaneous fees, system development charges (impact fees), and billing and collection services.

BWW's management is responsible for the establishment and maintenance of the internal control structure that ensures the assets of BWW are protected from loss, theft, or misuse. The internal control structure ensures that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP). BWW's internal control structure is designed to provide reasonable assurance that these objectives are met.

BWW's Board annually adopts a budget prior to the new fiscal year. The budget authorizes and provides the basis for reporting and control of financial operations, accountability for BWW's enterprise operations, and capital projects. The budget is presented on the accrual basis of accounting. The BWW defines a balanced budget as when projected annual revenues and existing fund balances are sufficient to meet budgeted expenses.





FUND STRUCTURE & BALANCES

The BWW uses funds to report on its financial position and the results of its operations determined in conformity with accounting principles generally accepted in the United States.

A fund is a separate accounting entity with a self-balancing set of accounts. The two funds used by the BWW are the enterprise fund, which reports information about the general operations of the utility, and fiduciary funds, which report information about the Pension Trust Fund and the Other Post- Employment Benefits (OPEB) Trust Fund. All department expenses are accounted for in the enterprise fund.

FUND	DIVISION	DEPARTMENT
ENTERPRISE	Executive	Executive Board Company Wide Business System & Operations Internal Audit Public Relations
	Finance & Administration	Customer Support Services Call Center Human Resources Wellness and Health Management Water Watchers Brigade Information Technology Accounting Purchasing
	Operations & Technical Services	EnviroLab & Water Quality Water Treatment Security Water Resources SCADA Industrial & Commercial Accounts
	Engineering & Maintenance	Electrical & Mechanical Shop System Development Distribution Engineering Mapping & Records Water Accountability
FIDUCIARY	Pension Trust Fund	N/A
	OPEB Trust Fund	N/A



ENTERPRISE FUND – PROPRIETARY FUND

The fund is used to account for operations that are financed and operated in a manner similar to private business enterprises. A fund of this type is entitled Enterprise Fund in accordance with terminology set forth in accounting principles generally accepted in the United States.

The BWW's Enterprise Fund maintains five reserve funds for unexpected capital and operating needs for the purpose of providing adequate cash flow and reserves.

RESERVES

Reserve Fund	2022	2023	2024	\$ Variance	%Variance
Capital Reserve	\$ 19,272,300	\$ 18,076,882	\$ 20,927,885	\$ 2,851,004	16%
Revenue	\$ 26,254,714	\$ 28,377,296	\$ 29,339,942	\$ 962,646	3%
Demand Shortfall	\$ 8,751,571	\$ 9,459,099	\$ 9,779,981	\$ 320,882	3%
Rate Stabilization	\$ 8,751,571	\$ 9,459,099	\$ 9,779,981	\$ 320,882	3%
Economic Development	\$ 7,526,351	\$ 8,134,825	\$ 8,410,783	\$ 275,958	3%
Total Reserve Funds	\$ 70,556,507	\$ 73,507,201	\$ 78,238,572	\$ 4,731,371	6%

*Note: **Capital Reserve** at 25% of total capital expense, **Revenue** at 15% of total budgeted O&M plus debt service expense, **Demand Shortfall** at 5% of total budgeted O&M plus debt service expense, **RSE (Rate Stabilization)** at 5% of total O&M plus debt service expense, **Economic Development** at 4.3% of total budgeted O&M plus debt service expense.

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Reserve Fund increased by \$ 4,731,371 or 6% from the FY2023 Reserve Fund.

The major reasons for the variance are:

- Capital expenses increased to cover risk related Dam Rehabilitation and Water Distribution improvement projects
- The O&M (Operations and Maintenance) expenses increased by \$6.9 million for fiscal year FY 2024



SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies and procedures that are integral to the budget development process of BWW.

BASIS OF PRESENTATION AND BASIS OF ACCOUNTING

The accounting policies of the BWW conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The accounting systems and classification of accounts conform to standards of the Governmental Accounting Standards Board (GASB) or, where applicable, the Financial Accounting Standards Board (FASB). The BWW has adopted GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund (Enterprise) Accounting.

FUND ACCOUNTING

The BWW uses funds to report on its financial position and the results of its operations determined in conformity with accounting principles generally accepted in the United States. A fund is a separate accounting entity with a self-balancing set of accounts. The fund presented in this report is as follows:

Proprietary Fund Type (Enterprise Fund) – The fund is used to account for operations that are financed and operated in a manner similar to private business enterprises. A fund of this type is entitled Enterprise Fund in accordance with terminology set forth in accounting principles generally accepted in the United States.

REVENUES AND EXPENSES

Operating revenues and expenses consist of those revenues and expenses that result from the ongoing principal operations of the BWW. Operating revenues consist primarily of charges for services. Nonoperating revenues and expenses consist of those revenues and expenses that are related to financing and investing activities and result from nonexchange transactions or ancillary activities. When an expense is incurred for purposes for which there are both restricted and unrestricted net assets available, it is the BWW's policy to apply those expenses to restricted net assets to the extent such are available and then to unrestricted net assets.

CUSTOMER ADVANCES FOR CONSTRUCTION

Fees charged to tap into the System are recorded as liabilities until construction is complete, at which time the amounts are recognized as capital contributions in the enterprise fund statements of revenues, expenses, and changes in net position.

MATERIALS AND SUPPLIES

Materials and supplies inventory is valued at the lower of cost (first-in, first-out basis) or market.

UNBILLED WATER REVENUE

Revenue for water delivered, but not billed is estimated and accrued monthly.

LONG-TERM DEBT

Long-term debts are reported as liabilities on the statements of net position. Bond premiums and discounts, and losses on refunding are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are expensed during the current period.

CAPITAL CONTRIBUTIONS

Capital contributions are recorded for the receipt of capital grants, contributions of funds, property, lines and improvements by developers, customers, or other governments. Availability fees in excess of related costs are also recorded as capital contributions.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

AGENCY AGREEMENTS

The BWW, in an agreement with Jefferson County, Alabama (the County) and as provided by State of Alabama law, collects service charges for use of the County sewer disposal system from the BWW's water customers as a separate item on the BWW's water bills. The BWW remits weekly to the County all sewer service charges billed, less applicable fees. Sewer service charges have been collected for the County by the BWW since 1962. The BWW has similar agreements with the City of Hoover (Hoover), South West Water, Phoenix (Irondale) and Alabama Utilities (Moody). The liability for unremitted collections under these agency agreements is included in the statements of net position - enterprise fund.

The BWW also bills its customers a State of Alabama utility tax based on a percentage of revenues. The funds collected are remitted to the State monthly. The liability for unremitted collections to the State is included in the statements of net position - enterprise fund.





SOURCES OF REVENUE

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SOURCES OF REVENUE

Revenue sources available to meet anticipated operation and capital expenses are:

- **Rates and Charges** – comprised of monthly charges for residential and non-residential raw water services based on usage, basic facility charges, connection and maintenance fees, miscellaneous charges for ancillary services, and penalty charges related to service interruption
- **Sewer Collection Fees** – BWW bills and collects sewer fees for several entities for which it is paid a fee
- **Impact Fees** – charges assessed against new developments to recover major capital costs associated with expanding water service facilities
- **Development Impact Fees** – charges established to recoup the cost of installing or extending water lines to service a certain defined group of properties, some of which may not currently be developed
- **Debt** – monies borrowed through the issuance of revenue bonds or loans through the State Revolving Fund

REVENUE GOALS

As part of the rates, charges, and impact fee analysis, the BWW's revenue requirements are as follows:

- Provide sufficient revenue to fund the operating budget and the programs provided by the Board
- Provide sufficient revenue to fund the recurring capital needs
- Provide sufficient revenue to meet the debt service payments and coverage requirements
- Provide sufficient revenue to fund the reserve funds as established by the RSE Policy
- Provide sufficient revenue to meet PAYGO requirements

Adherence to revenue goals is essential to long-term financial viability.

RATES & CHARGES

Each year rates are established based on ensuring that sufficient revenues will be received to fully recover all costs of operating and maintaining the water system. These costs include daily system operating expenses, planned repair, renewal and/or replacement of aging capital assets and payment of principal and interest on existing debt. In addition, the budget and any rate adjustments must ensure that the legal obligations contained in the bond indenture are also met.





REVENUE PROJECTIONS & DEVELOPMENT

Approved revenue estimates are developed using projected changes in consumer consumption patterns. For FY2024, it is projected that water demand will decrease by approximately 0.79% over the FY2023 estimated actuals. Revenues are reviewed monthly during the budget development process until the budget is adopted by the Board of Directors.

INITIAL CONSUMPTION PROJECTION

		2023 Budget	2023 Est. Actual	2024 Projected	2024 Budget to 2023 Est. Actual Difference (Ccf)
Residential					
	Block 1 (0-3 Ccf)	5,100,000	5,263,164	5,225,000	(38,164)
	Percent Change		3.20%	-0.73%	
	Block 2 (3-15 Ccf)	6,100,000	5,908,229	5,850,000	(58,229)
	Percent Change		-3.14%	-0.99%	
	Block 3 (15+ Ccf)	2,000,000	1,909,034	1,900,000	(9,034)
	Percent Change		-4.55%	-0.47%	
Subtotal: Residential		13,200,000	13,080,426	12,975,000	(105,426)
	Percent Change		-0.91%	-0.81%	
Non-Residential					
	Commercial	11,500,000	11,756,063	11,700,000	(56,063)
	Percent Change*		2.23%	-0.48%	
	Industrial	360,000	354,077	360,000	5,923
	Percent Change		-1.65%	1.67%	
	Municipal	970,000	1,127,090	1,100,000	(27,090)
	Percent Change		16.19%	-2.40%	
	Private Fire	60,000	65,284	60,000	(5,284)
	Percent Change		8.81%	-8.09%	
Subtotal: Non-Residential		12,890,000	13,302,513	13,220,000	(82,513)
	Percent Change		3.20%	-0.62%	
Wholesale		800,000	842,570	800,000	(42,570)
	Percent Change		5.32%	-5.05%	
Raw Water		3,500,000	3,815,025	3,800,000	(15,025)
	Percent Change		9.00%	-0.39%	
Total Consumption		30,390,000	31,040,535	30,795,000	(314,702)
	Percent Change		2.14%	-0.79%	



2024 TOTAL REVENUE PROJECTIONS

Revenue is projected to increase by \$5,733,048 or 2.59% over the estimated actual amount for FY2023. The schedule below provides a summary of revenue projections for FY2024.

2024 TOTAL REVENUE PROJECTIONS

	2022 Actual	2023 Budget	2023 Est. Actual	2024 Projected
Volumetric Revenue				
<u>Residential</u>				
Block 1 (0-3 Ccf)	\$ 13,811,739	\$ 13,923,000	\$ 14,368,437	\$ 14,943,500
Block 2 (3-15 Ccf)	24,231,876	27,572,000	26,705,196	27,729,000
Block 3 (15+ Ccf)	15,725,895	15,820,000	15,100,455	15,751,000
<i>Subtotal: Residential</i>	\$ 53,769,509	\$ 57,315,000	\$ 56,174,088	\$ 58,423,500
Difference*		\$ 3,545,491	\$ (1,140,912)	\$ 2,249,412
<u>Non-Residential</u>				
Commercial	\$ 48,846,450	\$ 49,680,000	\$ 50,786,191	\$ 53,001,000
Industrial	1,452,226	1,555,200	1,529,611	1,630,800
Municipal	4,599,586	4,190,400	4,869,028	4,983,000
Private Fire	344,031	259,200	282,027	271,800
<i>Subtotal: Non-Residential</i>	\$ 55,242,293	\$ 55,684,800	\$ 57,466,857	\$ 59,886,600
Difference		\$ 442,507	\$ 1,782,057	\$ 2,419,743
<u>Wholesale</u>	\$ 2,709,056	\$ 2,840,000	\$ 2,991,123	\$ 2,976,000
Difference		\$ 130,944	\$ 151,123	\$ (15,123)
<u>Raw Water</u>	\$ 3,822,609	\$ 4,711,000	\$ 5,135,024	\$ 5,361,800
Difference		\$ 888,391	\$ 424,024	\$ 226,776
Total Volumetric Revenue	\$ 115,543,467	\$ 120,550,800	\$ 121,767,093	\$ 126,647,900
Total Fixed Charge Revenue	\$ 73,862,954	\$ 73,254,498	\$ 73,213,864	\$ 77,081,941
Other Revenue				
Fire Protection Revenue				
Other Operating Revenues	6,123,081	7,371,803	7,653,281	7,726,899
Jefferson County Sewer Billing Revenue	15,838,328	14,416,723	15,209,849	12,918,152
Total Operating Revenues	\$ 211,367,830	\$ 215,593,824	\$ 217,844,086	\$ 224,374,892
Non-Operating Revenues	\$ 3,428,998	\$ 2,133,000	\$ 3,748,107	\$ 2,950,349
Total Revenues	\$ 214,796,828	\$ 217,726,824	\$ 221,592,193	\$ 227,325,241



DEBT FUNDING

DEBT REDUCTION PLANNING

In 2021, the Birmingham Water Works (the BWW) issued the Series 2021 Senior Taxable Water Revenue Refunding Bonds in the amount of \$480,995,000. The Series 2021 Bonds were issued in order to advance refund various outstanding Senior and Subordinate Securities of the BWW achieving present value savings of \$23.3 million (5.71% of the par refunded), or \$35.5 million in gross cash flow savings. The 2021 refunding also eliminated all of the BWW's subordinate debt with the exception of approximately \$6.3 million in State Revolving Fund loans. In 2023, the BWW issued the Senior Water Revenue Refunding Bonds, Series 2023 (the Series 2023 Bonds) in the amount of \$56,570,000. The Series 2023 Bonds replaced \$75,660,000 in par amount of various outstanding Senior Lien Securities that were tendered to and accepted for purchase by the BWW.

Dating back to 1998, the BWW had settled into a two-year cadence of issuing new revenue bonds to fund capital projects and take the opportunity to refund prior issues at the same time, whenever financial market conditions have been favorable for refunding prior bond issues. However, the BWW has not required any issuance of new revenue bonds since 2018. Re-fundings conducted in 2019 and 2021 have not only reduced annual debt obligations but have also resulted in the release of previously required reserves. The released reserves were used to fund the BWW's capital program, further delaying the need for any new revenue bond issuance. While new bond issues increase the BWW's overall outstanding debt, refunding saves money by taking advantage of favorable interest rates.

In 2021, the BWW was invited to apply for a federal loan ("WIFIA") to help pay for capital improvement projects. Aside from offering lower interest rate costs, WIFIA allows recipients to take draws to avoid any carrying cost. The BWW will also be able to extend the repayment period and structure the associated debt around its existing debt portfolio to avoid spikes in annual debt obligations. The completion of the WIFIA loan should further delay the BWW's need to issue new revenue bonds.

Even though the BWW regularly issues new revenue bond debt to fund its capital program, it also pays for a portion of its annual capital program with revenues generated from rates, referred to as "pay as you go capital," or PAYGO. Paying for capital expenses with cash decreases the amount of debt required to be issued by the BWW. Prior to 2018, the BWW developed an internal financial policy to fund 25% of its annual capital program with PAYGO. In 2018, when the BWW entered a new billing contract with Jefferson County for providing sewer billing services, the new contract provided the BWW with additional revenues of approximately \$9 million in 2018 and more than \$13 million in 2019 and beyond.

With this additional revenue and a desire to continue to reduce outstanding debt, the BWW chose to apply this revenue to PAYGO, and revise its internal financial policy to increase the amount of its Capital Budget paid for with PAYGO to 48% by 2028. In April 2023, BWWB and Jefferson County entered into a new Joint Billing and Collection Agreement to provide for the billing and collection of County sewer charges.



The BWW has demonstrated a willingness to engage in practices that will reduce total outstanding debt over the long run. Standard and Poor's and Moody's Investor Service each maintain their respective bond ratings for the BWW of AA and Aa2, both with a stable outlook. While the ratings agencies commended the BWW's strong leadership and commitment to financial management, one of the main downsides to the BWW's financial outlook from the ratings agencies' perspectives is the amount of principal outstanding.

Inspired by this opportunity for improvement, the Board resolved to explore strategies for significantly reducing outstanding principal by 2030. To evaluate the various debt reduction strategies and their impacts to outstanding debt, overall financial management, and water rates, the BWW in 2019 worked with a team that includes its financial advisor and rate consultant to develop recommendations. The results of those efforts projected an estimated decrease in principle of \$209 million by 2030, compared to previous projections.

Total current outstanding debt is \$924,395,000.

CURRENT OUTSTANDING DEBT SUMMARY SENIOR LIEN SUMMARY

SERIES	AMOUNT OUTSTANDING	FINAL MATURITY
2015-A	14,270,000	1/1/2029
2015-B	13,540,000	1/1/2040
2016-A	101,880,000	1/1/2041
2018	41,925,000	1/1/2031
2019	254,785,000	1/1/2045
2021	436,055,000	1/1/2043
2023	56,570,000	1/1/2039
Total Senior	\$ 919,025,000	

SUBORDINATE LIEN SUMMARY

SERIES	AMOUNT OUTSTANDING	FINAL MATURITY
DWSRF Loans	5,370,000	2031-2035
Total Subordinate	\$ 5,370,000	
Aggregate Total	\$ 924,395,000	



DEBT SERVICE SCHEDULE

Type of Debt/Purpose	Amount Outstanding 12/31/2023	Requirement FY Ending 12/31/2024
Capital Improvement Projects :		
Series		
2015 A-Bonds		
Principal	14,270,000	3,840
Interest	1,226,138	575,225
	15,496,138	579,065
2015 B-Bonds		
Principal	13,540,000	955,000
Interest	4,079,825	489,400
	17,619,825	1,444,400
2016 A-Bonds		
Principal	101,880,000	3,350,000
Interest	44,578,950	4,382,550
	146,458,950	7,732,550
2018 Bonds		
Principal	41,925,000	2,095,000
Interest	9,212,875	2,043,875
	51,137,875	4,138,875
2019 Bonds		
Principal	254,785,000	5,190,000
Interest	103,468,450	8,116,411
	358,253,450	13,306,411
2021 Bonds		
Principal	436,055,000	13,700,000
Interest	127,725,139	9,842,859
	563,780,139	23,542,859
2023 Bonds		
Principal	56,570,000	95,000
Interest	21,739,813	1,765,438
	78,309,813	1,860,438



CURRENT OUTSTANDING DEBT
ANNUAL DEBT SERVICE

AGGREGATE DEBT SERVICE			
PERIOD ENDING	SENIOR LIEN DS	SUBORDINATE LIEN DS	AGGREGATE DEBT SERVICE
12/31/2024	56,440,758	644,213	57,084,971
12/31/2025	62,809,553	639,926	63,449,478
12/31/2026	62,974,277	640,281	63,614,558
12/31/2027	63,469,166	640,204	64,109,369
12/31/2028	63,724,919	644,624	64,369,543
12/31/2029	63,447,047	638,688	64,085,734
12/31/2030	64,064,302	642,273	64,706,574
12/31/2031	64,069,079	640,355	64,709,434
12/31/2032	64,195,525	505,105	64,700,630
12/31/2033	64,306,366	412,905	64,719,271
12/31/2034	64,636,732	41,960	64,678,692
12/31/2035	64,754,311	40,980	64,795,291
12/31/2036	64,973,269	–	64,973,269
12/31/2037	65,152,710	–	65,152,710
12/31/2038	64,969,683	–	64,969,683
12/31/2039	61,225,165	–	61,225,165
12/31/2040	53,809,751	–	53,809,751
12/31/2041	53,808,096	–	53,808,096
12/31/2042	46,883,711	–	46,883,711
12/31/2043	47,505,218	–	47,505,218
12/31/2044	6,915,069	–	6,915,069
12/31/2045	6,921,482	–	6,921,482
Total	\$ 1,231,056,188	\$ 6,131,513	\$ 1,237,187,701



DEBT SERVICE

Debt Service for FY2024 is \$63,595,658, which is a decrease of \$281,743 from FY2023.

DEBT SERVICE COVERAGE

	Est. Actual 2023	Recommended 4.8% 2024
Total Revenue	\$ 221,592,193	\$ 227,325,241
Less: Impact/System Development Fees	\$ (1,337,600)	\$ (1,337,600)
Less: Interest on Construction Funds	-	-
Plus: Loss on the Sale/Disposition of Assets	338,860	338,860
Total Revenues per Official Statement Definition	\$ 220,593,453	\$ 226,326,501
Revenue Requirements		
O&M Expenses	\$ (125,304,575)	\$ (132,003,956)
Total Revenues Available for Debt Service and PAYGO	\$ 95,288,878	\$ 94,322,546
Debt Service		
Senior Debt Service (1)	\$ (63,234,254)	\$ (62,951,445)
Subordinate Debt Service	\$ (643,148)	\$ (644,213)
Total Debt Service	\$ (63,877,401)	\$ (63,595,658)
Base Charge Revenue as a Percent of Annual Debt Service	114.6%	121.2%
PAYGO Spending	\$ (31,350,000)	\$ (30,670,000)
PAYGO as Percent of Capital Budget	43.4%	36.6%
Total Revenue Requirements	\$ (220,531,976)	\$ (226,269,613)
Surplus/(Deficit)	\$ 61,477	\$ 56,888
Debt Service Coverage Ratios		
Senior Debt Service Coverage (Minimum = 1.35)	1.51	1.50
Total Debt Service Coverage (Minimum = 1.10)	1.49	1.48
Total Debt - Par Outstanding/Principal Remaining	\$ 1,046,405,000	\$ 1,010,880,000
Net Debt to Total Assets	79.49%	74.32%

Note: (1) For FY2024, this number includes \$6,510,687 of debt service paid from funds released as part of the FY2023 Tender

APPROVED OPERATION & MAINTENANCE BUDGET

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OVERVIEW

The Approved FY2024 Operation & Maintenance Budget is \$132,003,956 which is 5.35% or \$6,699,381 higher than the FY2023 Approved Budget. The following pages will provide details by Division and Department as it relates to the Approved FY2024 O&M budget.



THE DISTRIBUTION SYSTEM CONSISTS OF 4,125 MILES OF PIPING, 1,000 MILES OF SERVICE LINES, 48 DISTRIBUTION PUMP STATIONS, 51 DISTRIBUTION STORAGE TANKS, 41 PRESSURE-REDUCING VALVE STATIONS, 52,000 VALVES, 14,404 HYDRANTS, AND 20 PRESSURE GRADIENTS.



O&M SUMMARY OF REVENUES AND EXPENDITURES

SUMMARY OF REVENUES AND EXPENDITURES BY FUNCTION

DEPARTMENT	FY2022 NET ACTUAL	FY2023 APPROVED NET BUDGET	FY 2024 APPROVED NET BUDGET
OPERATING REVENUES			
Water Revenue			
Residential	\$ 111,898,804	\$ 116,601,719	\$ 120,714,840
Commercial	\$ 62,885,913	\$ 62,460,749	\$ 66,518,596
Industrial	\$ 1,567,580	\$ 1,651,084	\$ 1,741,405
Municipal	\$ 5,503,980	\$ 4,961,638	\$ 5,786,278
Raw Water	\$ 4,079,169	\$ 4,803,189	\$ 5,472,899
Metered Water Sales	\$ 2,896,128	\$ 2,898,940	\$ 3,048,627
Fire Protection	\$ 2,306,202	\$ 426,562	\$ 2,376,568
Total Water Revenue	\$ 191,137,776	\$ 193,803,880	\$ 205,659,213
Other Operating Revenues	\$ 22,820,859	\$ 22,653,089	\$ 18,795,013
TOTAL OPERATING REVENUES	\$ 213,958,635	\$ 216,456,969	\$ 224,454,226
OPERATING EXPENSES			
Source of Supply	\$ 1,103,584	\$ 1,087,627	\$ 1,081,940
Power & Pumping	\$ 13,672,200	\$ 13,092,767	\$ 14,588,675
Purification	\$ 15,681,170	\$ 17,653,094	\$ 18,383,611
Transmission & Distribution	\$ 9,840,658	\$ 9,212,659	\$ 9,566,137
Customer Accounting	\$ 17,188,415	\$ 15,628,358	\$ 16,367,606
General & Administrative	\$ 35,879,832	\$ 37,812,932	\$ 40,042,500
FICA	\$ 3,060,511	\$ 2,582,923	\$ 2,669,718
License Fees - Other	\$ 2,304,518	\$ 2,570,000	\$ 2,709,104
License Fees - Birmingham	\$ 2,067,325	\$ 2,265,000	\$ 2,284,619
TOTAL OPERATING EXPENSES	\$ 100,798,213	\$ 101,905,360	\$ 107,693,912
MAINTENANCE EXPENSES			
Source of Supply	\$ 512,468	\$ 616,151	\$ 607,313
Power & Pumping	\$ 3,163,598	\$ 3,085,734	\$ 3,424,537
Purification	\$ 1,236,092	\$ 1,258,646	\$ 1,258,707
Transmission & Distribution	\$ 15,287,944	\$ 13,647,286	\$ 14,285,686
General & Administrative	\$ 4,531,897	\$ 4,791,398	\$ 4,733,801
TOTAL MAINTENANCE EXPENSES	\$ 24,731,999	\$ 23,399,215	\$ 24,310,044
TOTAL OPERATING & MAINT. EXP.	\$ 125,530,211	\$ 125,304,575	\$ 132,003,956



O&M SUMMARY BY EXPENSE CATEGORY

O&M SUMMARY BY EXPENSE CATEGORY

CATEGORY	FY2024 APPROVED NET BUDGET	FY2023 APPROVED NET BUDGET	INCREASE (DECREASE)	PERCENT CHANGE
Labor	\$46,962,255	\$43,579,983	\$3,382,272	7.76%
Employee Related Expenses	17,530,588	17,480,853	49,735	0.28%
Power	12,407,564	11,185,000	1,222,564	10.93%
Trans & Distrib Maintenance Materials	9,594,448	9,437,257	157,191	1.67%
License Fees	4,993,727	4,835,000	158,727	3.28%
Chemicals	9,381,540	9,115,232	266,308	2.92%
Legal	1,159,704	1,159,704	-	-
Lab Support, Purification Maintenance	2,198,702	2,089,128	109,574	5.24%
Outsourced Security	1,904,997	1,769,375	135,622	7.66%
Insurance	3,739,730	3,091,599	648,131	20.96%
Electrical / Pump Maintenance	495,700	516,800	(21,100)	(4.08%)
Billing Expense	1,200,000	1,115,000	85,000	7.62%
Other Operation & Maintenance Expenses	15,642,718	15,376,110	266,608	1.73%
Consultants	4,792,282	4,553,535	238,748	5.24%
Total Operation & Maintenance	\$132,003,956	\$125,304,575	\$6,699,381	5.35%



O&M SUMMARY BY DEPARTMENT

SUMMARY OF CHANGES FY2024 APPROVED BUDGET VS FY2023 APPROVED BUDGET

DEPARTMENT	FY2024 APPROVED NET BUDGET	FY2023 APPROVED NET BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
Executive	\$ 1,316,162	\$1,414,064	(97,901)	(6.92%)
Board	196,861	191,360	5,501	2.87%
Company Wide	34,798,564	33,504,840	1,293,724	3.86%
Business System & Operations	1,679,631	1,611,737	67,895	4.21%
Internal Auditor	313,888	292,166	21,722	7.43%
Public Relations	1,452,835	919,344	533,491	58.03%
Customer Support Services	7,584,173	6,998,397	585,776	8.37%
Call Center	2,115,696	1,991,935	123,761	6.21%
Human Resources	3,471,465	3,085,837	385,627	12.50%
Wellness and Health Mgt	378,928	385,084	(6,156)	(1.60%)
Water Watchers Brigade	245,880	336,128	(90,247)	(26.85%)
Information Technology	5,827,699	5,663,832	163,867	2.89%
Accounting	2,087,051	2,004,722	82,329	4.11%
Purchasing	2,667,954	2,805,375	(137,420)	(4.90%)
EnviroLab & Water Quality	3,880,861	3,354,391	526,470	15.69%
Water Treatment	21,301,988	20,108,377	1,193,611	5.94%
Security	3,064,818	2,804,569	260,250	9.28%
Water Resources	9,586,672	8,976,601	610,070	6.80%
SCADA	1,059,988	994,986	65,001	6.53%
Industrial & Commercial	266,352	462,444	(196,092)	(42.40%)
E&M Shop	6,154,576	5,599,252	555,324	9.92%
System Development	1,052,278	985,441	66,837	6.78%
Distribution	17,358,498	16,713,406	645,092	3.86%
Engineering	1,221,991	1,292,904	(70,913)	(5.48%)
Mapping & Records	290,185	269,327	20,858	7.74%
Water Accountability	2,628,961	2,538,058	90,903	3.58%
All Departments	\$132,003,956	\$125,304,575	\$6,699,381	5.35%



O&M SUMMARY BY DEPARTMENT

SUMMARY OF CHANGES FY 2024 APPROVED BUDGET VS FY 2024 PRELIMINARY BUDGET

DEPARTMENT	FY2024 APPROVED NET BUDGET	FY2024 PRELIMINARY NET BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
Executive	\$ 1,316,162	\$ 1,413,183	(97,021)	-6.87%
Board	196,861	196,861	-	0.00%
Company Wide	34,798,564	34,298,699	499,865	1.46%
Business System & Operations	1,679,631	1,699,037	(19,405)	-1.14%
Internal Auditor	313,888	310,469	3,418	1.10%
Public Relations	1,452,835	1,263,330	189,505	15.00%
Customer Support Services	7,584,173	7,714,463	(130,290)	-1.69%
Call Center	2,115,696	2,179,747	(64,051)	-2.94%
Human Resources	3,471,465	3,488,403	(16,938)	-0.49%
Wellness and Health Mgt	378,928	378,928	-	0.00%
Water Watchers Brigade	245,880	245,880	-	0.00%
Information Technology	5,827,699	5,980,722	(153,022)	-2.56%
Accounting	2,087,051	2,112,310	(25,259)	-1.20%
Purchasing	2,667,954	2,731,566	(63,612)	-2.33%
EnviroLab & Water Quality	3,880,861	3,931,739	(50,879)	-1.29%
Water Treatment	21,301,988	21,642,880	(340,892)	-1.58%
Security	3,064,818	3,097,651	(32,833)	-1.06%
Water Resources	9,586,672	9,576,773	9,899	0.10%
SCADA	1,059,988	1,067,077	(7,089)	-0.66%
Industrial & Commercial	266,352	349,111	(82,760)	-23.71%
E&M Shop	6,154,576	6,202,956	(48,379)	-0.78%
System Development	1,052,278	1,066,540	(14,262)	-1.34%
Distribution	17,358,498	17,746,828	(388,330)	-2.19%
Engineering	1,221,991	1,447,692	(225,701)	-15.59%
Mapping & Records	290,185	316,515	(26,330)	-8.32%
Water Accountability	2,628,961	2,664,864	(35,903)	-1.35%
All Departments	\$132,003,956	\$133,124,224	\$ (1,120,269)	-0.84%



O&M SUMMARY BY DIVISION AND DEPARTMENT

FIVE YEAR SUMMARY BY DIVISION & DEPARTMENT

DIVISION	FUNDS CENTER	2020 NET ACTUAL	2021 NET ACTUAL	2022 NET ACTUAL	2023 APPROVED NET BUDGET	2024 APPROVED NET BUDGET
Executive	Executive	\$ 1,246,489	\$ 1,031,300	\$ 1,085,712	\$ 1,414,064	\$ 1,316,162
	Board	139,625	191,804	141,737	191,360	196,861
	Company Wide	27,557,603	28,021,823	35,725,011	33,504,840	34,798,564
	Business System & Operations	663,935	809,538	1,017,261	1,611,737	1,679,631
	Internal Auditor	261,794	254,649	279,778	292,166	313,888
	Public Relations	586,192	754,287	860,450	919,344	1,452,835
Finance & Administration	Customer Support Services	6,432,924	6,654,578	6,812,151	6,998,397	7,584,173
	Call Center	1,671,015	1,810,577	1,748,890	1,991,935	2,115,696
	Human Resources	1,665,018	2,752,203	3,013,246	3,085,837	3,471,465
	Wellness and Health Mgt	399,703	294,530	325,392	385,084	378,928
	Water Watchers Brigade	-	368,649	25,826	336,128	245,880
	Information Technology	5,065,708	5,411,790	5,254,914	5,663,832	5,827,699
	Accounting	1,677,844	1,855,977	1,664,461	2,004,722	2,087,051
	Purchasing	2,578,198	2,402,008	2,896,292	2,805,375	2,667,954
Operations & Technical Services	EnviroLab & Water Quality	3,145,347	3,051,716	3,360,880	3,354,391	3,880,861
	Water Treatment	15,281,311	15,593,448	18,332,554	20,108,377	21,301,988
	Security	2,095,378	2,388,311	2,589,384	2,804,569	3,064,818
	Water Resources	6,957,558	7,655,038	9,485,195	8,976,601	9,586,672
	SCADA	791,189	921,362	959,349	994,986	1,059,988
Industrial & Commercial	284,843	379,226	415,433	462,444	266,352	
Engineering & Maintenance	E&M Shop	5,034,594	4,917,508	5,578,809	5,599,252	6,154,576
	System Development	932,303	851,909	1,011,759	985,441	1,052,278
	Distribution	16,022,058	15,836,928	18,182,626	16,713,406	17,358,498
	Engineering	1,624,514	1,451,960	1,323,691	1,292,904	1,221,991
	Mapping & Records	291,943	276,307	278,026	269,327	290,185
	Water Accountability	3,273,993	2,397,950	3,161,383	2,538,058	2,628,961
All Departments		\$105,681,077	\$108,335,378	\$125,530,211	\$125,304,575	\$132,003,956



COMPENSATION & BENEFITS

THE COMPENSATION AND BENEFITS BUDGET FOR FY2024 IS \$58,050,391, WHICH IS AN INCREASE OF \$4,191,113 OR 7.78% MORE THAN THE FY2023 APPROVED BUDGET.

The FY2024 Approved Budget indicates a net decrease in FTEs The FY2024 budgeted merit adjustment is \$1,582,781, an increase of \$605,396 or 61.94% from FY2023. The FY2024 budgeted longevity is \$1,718,018, which is an increase of 2.72% from FY2023.

The General Wage Increase (GWI) is budgeted at \$1,431,658 which is a decrease of 46.78 % from the FY2023 Approved Budget. The FY2024 Approved Budget includes funding for 808.92 full-time equivalent positions.

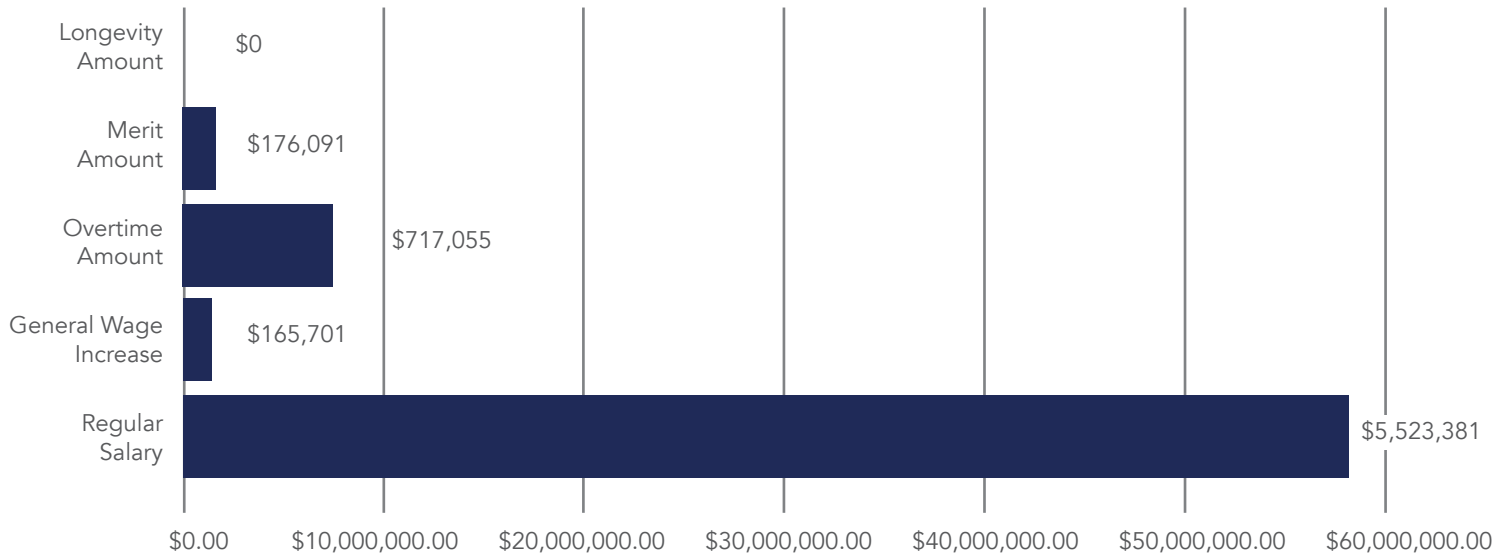
Overtime increased by \$1,398,815 or 47.20% from prior year, the overtime hours increased by 6,830 hours. The trend has shown that these hours are needed to support leak repairs, plant operations and repairs, infrastructure inspection and installation related to an increase in new development.

COMPENSATION & BENEFITS

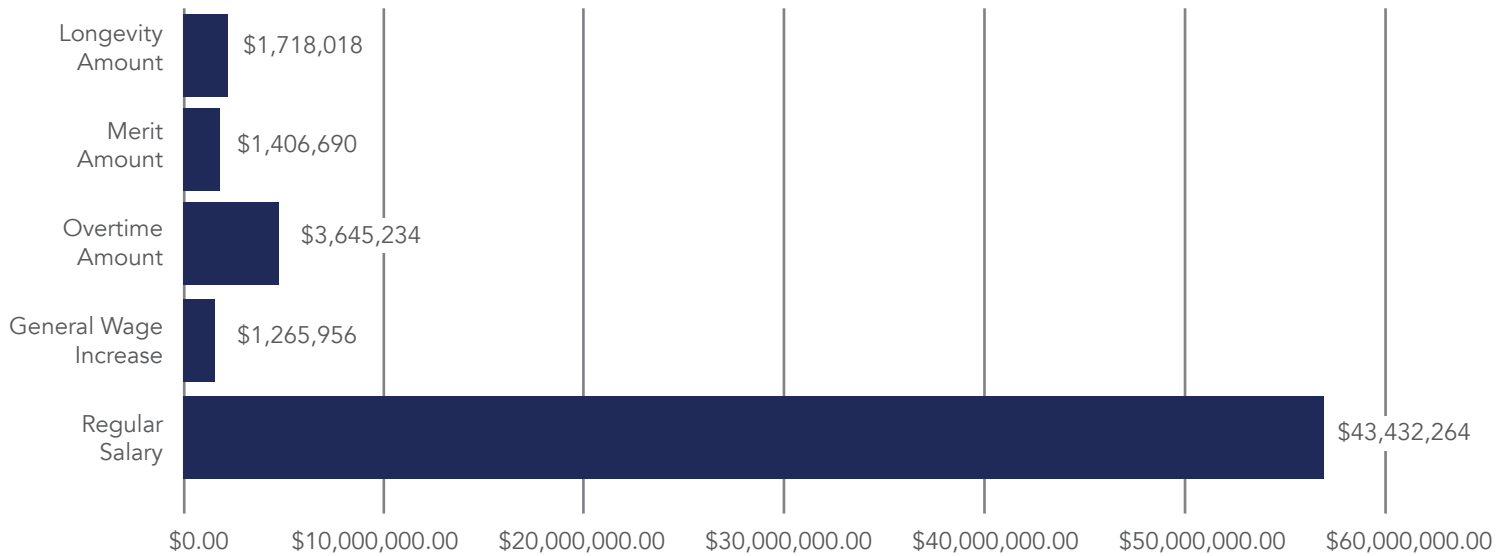
CATEGORY	FY 2024	FY 2023	INCREASE (DECREASE)	PERCENT CHANGE
Regular Salary	\$48,955,646	\$45,555,932	\$3,399,713	7.46%
General Wage Increase (GWI)	\$1,431,658	\$2,689,939	(\$1,258,281)	(46.78%)
Overtime Amount	\$4,362,289	\$2,963,473	\$1,398,815	47.20%
Merit Amount	\$1,582,781	\$977,385	\$605,396	61.94%
Longevity Amount	\$1,718,018	\$1,672,549	\$45,469	2.72%
Total Budget	\$58,050,391	\$53,859,278	\$4,191,113	7.78%
Total FTE	808.92	838.74	(29.82)	(3.56%)
Overtime Hours	76,141.88	69,311.63	6,830.25	9.85%



CAPITAL LABOR



O&M LABOR





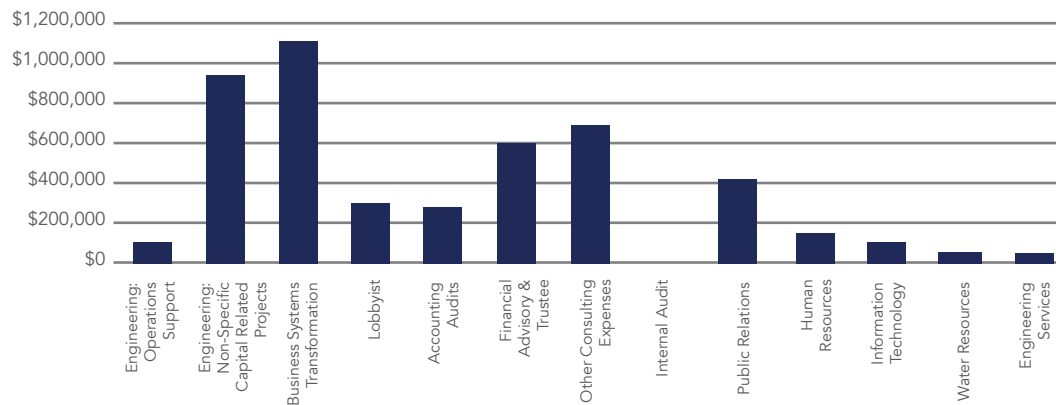
CONSULTANT SERVICES

The Approved Consultant Services Budget for FY2024 is \$4,792,282 which is an increase of \$238,747 or 5.24% from the FY2023 Approved Budget.

CONSULTANT SERVICES

EXPENSE CATEGORY	2024 NET CONSULTING DOLLARS
Engineering - Operations Support	\$100,000
Engineering - Non-Specific Capital Related Projects	959,175
Business Systems Transformation	1,136,706
Lobbyist	299,625
Accounting Audits	263,559
Financial Advisory & Trustee	603,648
Other Consulting Expenses	698,839
Internal Audit	1,005
Public Relations	436,492
Human Resources	156,300
Information Technology	70,884
Water Resources	48,430
Engineering Services	17,619
Total	\$4,792,282
2023 Consultant Services	4,553,535
Increase from 2023	238,747
2024 Percentage increase from 2023	5.24%

2024 APPROVED NET CONSULTING DOLLARS





THE AVERAGE TOTAL HOME WATER USE PER PERSON IN THE UNITED STATES IS ABOUT 50 GALLONS/DAY.

Based on the BWW's RSE Model, customer water rates should increase by 4.8% for FY2024. Beginning in FY2025 through FY2026, 5.8%, in FY2027 5% and 4.3% in FY2028. The goal is to keep rate increases as low as possible, while continuing to meet all the revenue requirements and BWW financial policies. A 4.8% rate increase equates to \$2.29 per month for the average customer using 6CCF of water.

- 2024 residential consumption is projected to decrease at a rate of 0.81% from the 2023 estimated actuals, and non-residential consumption is projected to decline at a rate of 0.62% from the 2023 estimated actuals. The 4.8% rate increase should result in increased revenue in 2024.
- Operation & Maintenance (O&M) expenses are projected to increase by 5.35% in 2024 from the 2023 budget, and 4% in FY 2025.
- The total debt service will increase at an average rate of 4.36% over the next five years.
- The PAYGO is projected to reach 49% by FY2028
- The BWW is projected to exceed the Total Debt Service Coverage Targets over the next five years.



DEBT SERVICE COVERAGE - 5 YEAR PROJECTION

	Est. Actual 2023	4.8% 2024	5.8% 2025	5.8% 2026	5.0% 2027	4.3% 2028	4.0% 2029
Total Revenues	\$ 221,592,193	\$ 227,325,241	\$ 238,363,717	\$ 250,103,992	\$ 261,635,547	\$ 271,291,115	\$ 281,246,890
Less: Impact/System Development Fees	\$ (1,337,600)	\$ (1,337,600)	\$ (1,337,600)	\$ (1,337,600)	\$ (1,337,600)	\$ (1,337,600)	\$ (1,337,600)
Less: Interest on Construction Funds	-	-	-	-	-	-	-
Plus: Loss on the Sale/Disposition of Assets	338,860	338,860	338,860	338,860	338,860	338,860	338,860
Total Revenues per Official Statement Definition	\$ 220,593,453	\$ 226,326,501	\$ 237,364,977	\$ 249,105,252	\$ 260,636,807	\$ 270,292,376	\$ 280,248,150
Revenue Requirements							
O&M Expenses	\$ (125,304,575)	\$ (132,003,956)	\$ (137,284,114)	\$ (141,402,637)	\$ (145,644,716)	\$ (150,014,058)	\$ (154,514,480)
Total Revenues Available for Debt Service and PAYGO	\$ 95,288,878	\$ 94,322,546	\$ 100,080,863	\$ 107,702,615	\$ 114,992,091	\$ 120,278,318	\$ 125,733,670
Debt Service							
Senior Debt Service	\$ (63,234,254)	\$ (62,951,445)	\$ (66,924,056)	\$ (71,203,283)	\$ (71,698,172)	\$ (73,529,797)	\$ (77,979,537)
Subordinate Debt Service	\$ (643,148)	\$ (644,213)	\$ (639,925)	\$ (640,281)	\$ (640,204)	\$ (644,624)	\$ (638,688)
Total Debt Service	\$ (63,877,401)	\$ (63,595,658)	\$ (67,563,981)	\$ (71,843,565)	\$ (72,338,376)	\$ (74,174,421)	\$ (78,618,225)
Base Charge Revenue as a Percent of Annual Debt Service	114.6%	121.2%	121.3%	121.3%	127.1%	129.8%	128.0%
PAYGO Spending	\$ (31,350,000)	\$ (30,670,000)	\$ (32,460,000)	\$ (35,805,000)	\$ (42,600,000)	\$ (46,045,000)	\$ (47,060,000)
PAYGO as Percent of Capital Budget	43.4%	36.6%	37.6%	40.3%	46.6%	48.9%	48.5%
Total Revenue Requirements	\$ (220,531,976)	\$ (226,269,613)	\$ (237,308,095)	\$ (249,051,202)	\$ (260,583,092)	\$ (270,233,479)	\$ (280,192,705)
Surplus/(Deficit)	\$ 61,477	\$ 56,888	\$ 56,882	\$ 54,050	\$ 53,715	\$ 58,897	\$ 55,445
Debt Service Coverage Ratios							
Senior Debt Service Coverage (Minimum = 1.50)	1.51	1.50	1.50	1.51	1.60	1.64	1.61
Total Debt Service Coverage (Minimum = 1.10)	1.49	1.48	1.48	1.50	1.59	1.62	1.60
Total Debt - Par Outstanding/Principal Remaining	\$ 1,046,405,000	\$ 1,010,880,000	\$ 1,090,479,893	\$ 1,052,600,686	\$ 1,098,525,755	\$ 1,055,963,145	\$ 1,101,209,759
Net Debt to Total Assets	79.49%	74.32%	79.27%	74.02%	73.68%	66.63%	66.50%

Note: (1) Senior Debt Service For FY2024, this number includes \$6,510,687 of debt service paid from funds released as part of the FY2023 Tender

OVERVIEW OF DEPARTMENTS

IN THIS SECTION

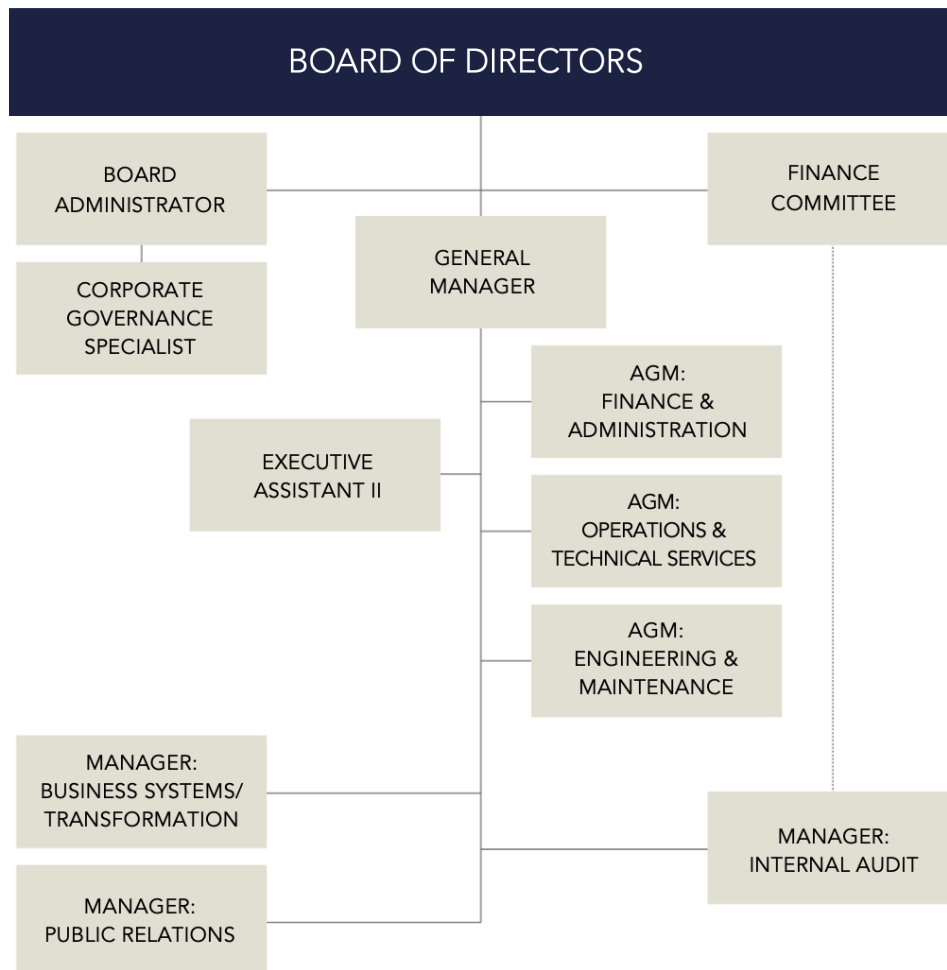
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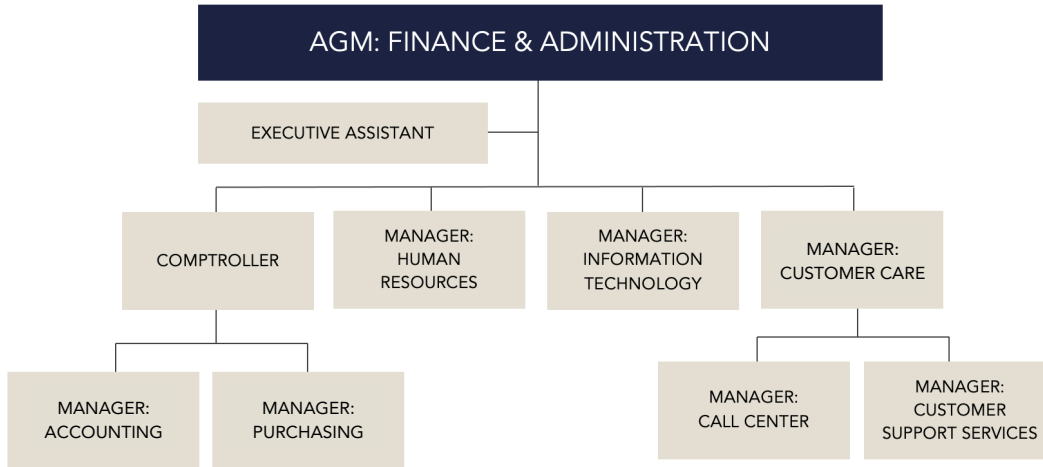
DEPARTMENT SUMMARY

The BWW is organized into 22 functional departments, with each department having its own budget for fiscal control. The departments are organized within divisions as follows: Executive, Finance & Administration, Operations & Technical Services and Engineering & Maintenance. The Accounting Manager and the Purchasing Manager report to the Comptroller. The Call Center Manager and the Customer Support Services Manager report to the Customer Care Manager. The Comptroller, Customer Care Manager and all other managers report to one of the three Assistant General Managers (AGMs), who report to the General Manager.

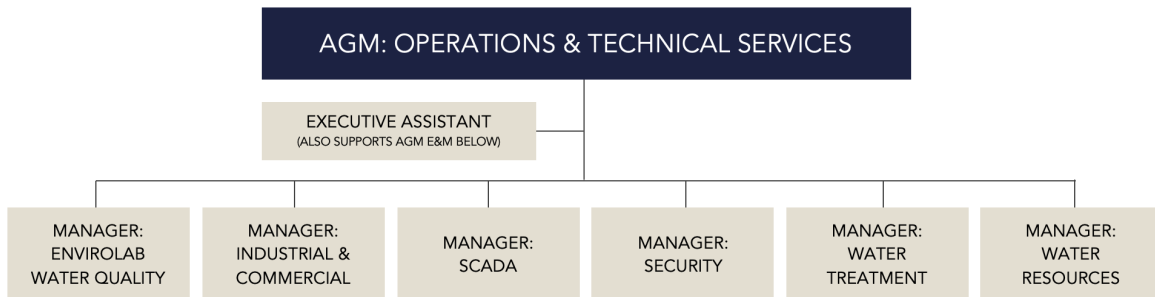
EXECUTIVE MANAGEMENT



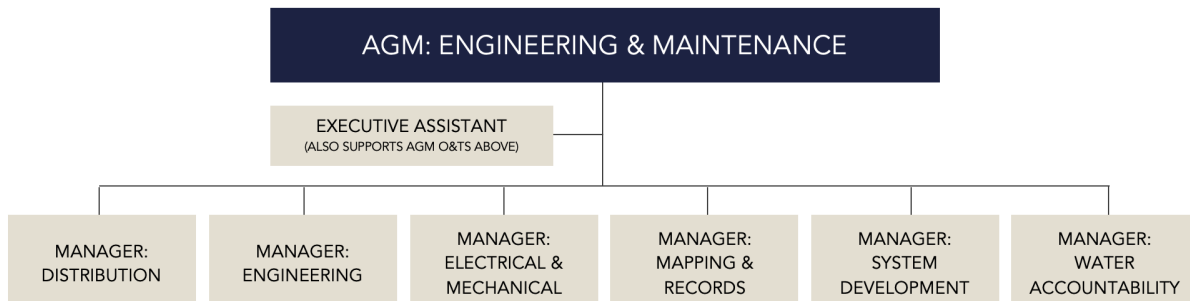
FINANCE & ADMINISTRATION DIVISION



OPERATIONS & TECHNICAL SERVICES DIVISION



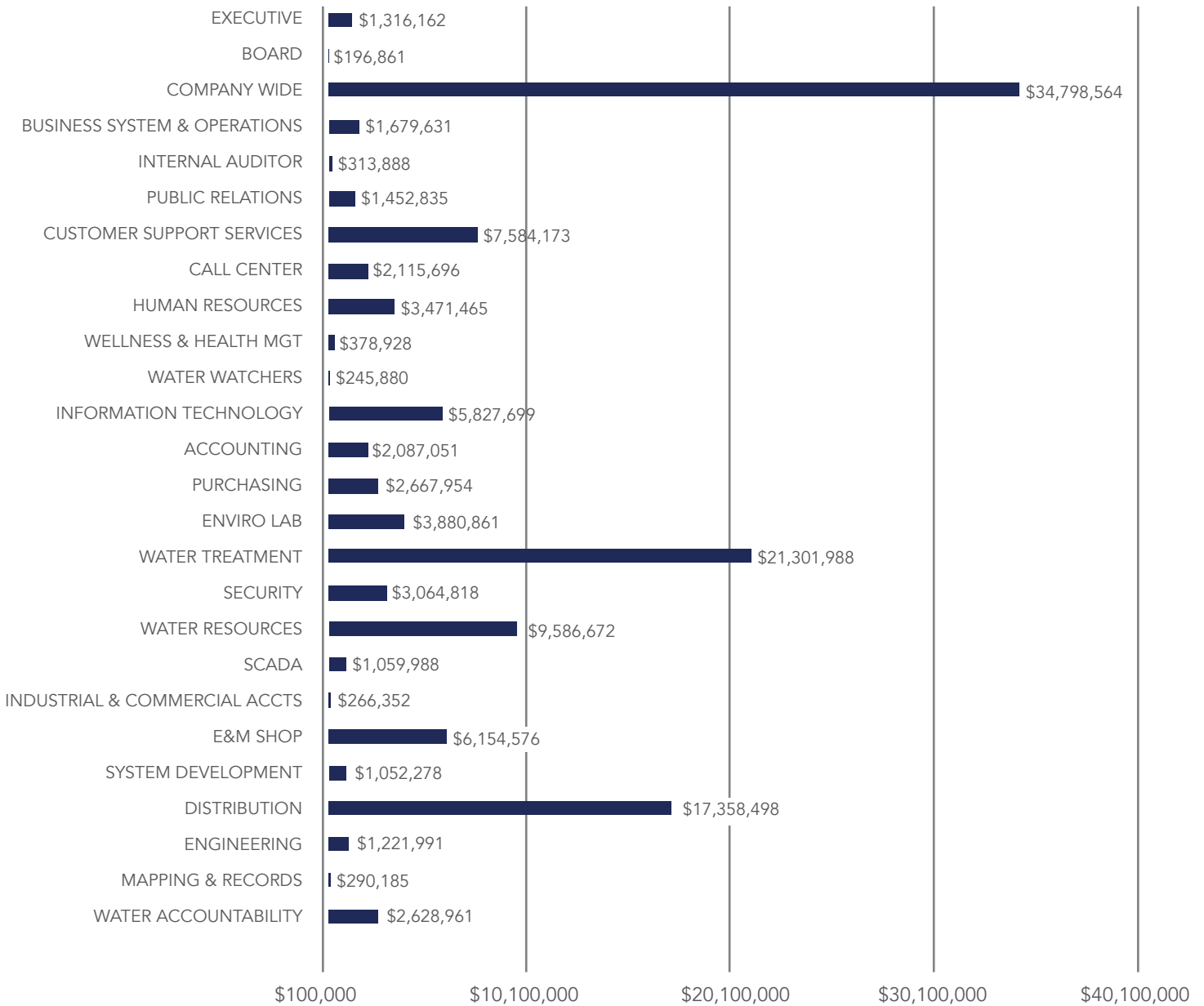
ENGINEERING & MAINTENANCE DIVISION





OPERATION & MAINTENANCE BUDGET – DEPARTMENT ALLOCATIONS

The total Approved Operation & Maintenance Budget is \$132,003,956 and allocated as shown below.





PERSONNEL SUMMARY BY DEPARTMENT

The schedule below is a summary of total budgeted personnel for fiscal years 2020 through 2024. The 2024 O&M Budget includes funding for 725.44 FTE, a decrease of 3.54 FTE.

Division	Department	2020	2021	2022	2023	2024
EXECUTIVE	Executive	10.00	10.00	10.00	13.00	11.00
	Business Systems & Transformation	6.00	6.00	5.00	5.00	5.00
	Internal Audit	3.00	3.00	3.00	3.00	3.00
	Public Relations	3.00	3.00	3.00	5.00	5.00
	Total	22.00	22.00	21.00	26.00	24.00
FINANCE & ADMINISTRATION	Call Center	36.23	36.23	36.53	38.53	37.53
	Customer Support Services	95.00	98.00	98.00	101.00	102.00
	Human Resources	14.00	14.00	15.00	15.00	15.00
	Information Technology	18.00	19.00	20.00	20.00	20.00
	Accounting	27.45	26.73	27.80	26.80	25.00
	Purchasing	18.75	18.75	22.00	21.00	19.00
	Total	209.43	212.71	219.33	222.33	218.53
OPERATIONS & TECHNICAL SERVICES	Envirolab & Water Quality	25.00	25.00	28.00	26.00	28.00
	Water Treatment	72.90	72.90	76.92	80.92	83.18
	Water Resources	33.00	33.00	33.00	33.00	33.00
	SCADA	9.00	9.00	10.00	10.00	10.00
	Security	10.73	10.73	10.73	12.73	12.73
	Industrial & Commercial Accts	2.00	3.00	3.00	3.00	3.00
	Total	152.63	153.63	161.65	165.65	169.91
ENGINEERING & MAINTENANCE	Electrical & Mechanical	40.00	40.00	44.00	46.00	46.00
	System Development	23.00	23.00	26.73	27.00	27.00
	Distribution	145.80	145.80	154.38	150.00	148.00
	Engineering	31.00	31.00	30.00	30.00	30.00
	Water Accountability	50.00	50.00	50.00	50.00	50.00
	Mapping & Records	12.00	13.00	12.00	12.00	12.00
	Total	301.80	302.80	317.11	315.00	313.00
Grand Total		685.86	691.14	719.09	728.98	725.44

Numbers above reflect regular Full-Time and Part-Time Employees. Does not include co-ops, summer employees, temp employees, etc.

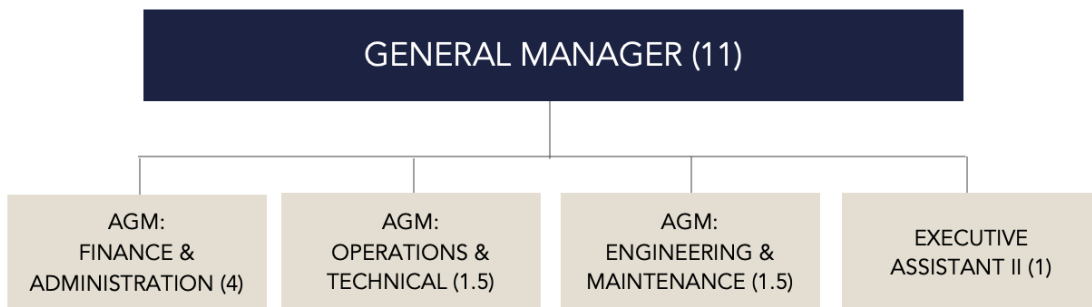
GOALS & OBJECTIVES METHODOLOGY

Below are established goals and objectives for each department developed based on the Effective Utility Management Framework.



EXECUTIVE DEPARTMENT

The Executive Department includes the General Manager, Assistant General Managers, the Customer Care Manager, the Comptroller, the Board Administrator, Corporate Governance Specialist, and three Administrative Assistants. The Board of Directors is responsible for setting the Mission and Vision for the Birmingham Water Works Board (BWW) and providing direction and leadership to meet the goals. The Board Administrator and Corporate Governance Specialist report functionally to the Board and administratively to the General Manager. The General Manager (GM) is responsible for the administration and the implementation of the Board policies and federal and state laws. The GM organizes the staff, assigns responsibilities, and is responsible for carrying out the policies and directives of the Board of Directors.



EXECUTIVE DEPARTMENT MISSION

The mission of the Executive Department is to manage all aspects of the BWW's business plans efficiently and effectively, ensure organization goals are met, and provide the leadership that will enable BWW to accomplish its Mission and fulfill its Vision.



SUMMARY OF ACTIVITIES

- Provide the Board of Directors with timely information and support
- Ensure that all water facilities and programs are operating in compliance with all applicable standards
- Develop, implement, and maintain effective long-term financial, operational, and environmental protection plans
- Implement sound fiscal policies, budgets, and controls
- Maintain and improve effective coordination, cooperation, and communication with local, state, and federal governmental entities
- Continue innovation and creativity in providing services in a more effective, cost-efficient, and sustainable manner
- Support training and development of all employees to improve BW&B's services
- Motivate employees and encourage teamwork throughout the organization
- Promote BW&B to the community

EXECUTIVE DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$1,230,207	\$1,353,221	(\$123,014)	(9.09%)
Travel Misc Other	53,308	31,386	21,922	69.84%
Supplies & Expenses	17,655	17,655	-	-
Misc Gen Exp Membership Dues	8,005	5,253	2,752	52.38%
Exp Gen Office Employee	5,890	4,712	1,178	25.00%
Employee Recognition	440	520	(80)	100.00%
Uniforms - Non-Stock	400	800	(400)	(50.00%)
Mileage Reimbursement	258	517	(258)	(50.00%)
Total Operation & Maintenance	\$1,316,162	\$1,414,064	(\$97,901)	-6.92%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$97,901 or -6.92% from the 2023 Approved Budget.

The major reason for the variance is:

- 2 positions transferred from Executive to the EnviroLab Department



EXECUTIVE DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - General	1.00	1.00	1.00	1.00	1.00
Manager - Assistant General	3.00	3.00	3.00	3.00	3.00
Board Administrator	1.00	1.00	1.00	1.00	1.00
Corporate Governance Specialist	1.00	1.00	1.00	1.00	1.00
Executive Assistant II	1.00	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	2.00	2.00
Cash & Debt Mgmt Analyst	1.00	1.00	1.00	1.00	0.00
Customer Care Group Manager	0.00	0.00	0.00	0.00	1.00
Comptroller	0.00	0.00	0.00	1.00	1.00
*Regulatory Compliance Specialist	0.00	0.00	0.00	2.00	0.00
TOTAL DEPARTMENT PERSONNEL	10.00	10.00	10.00	13.00	11.00

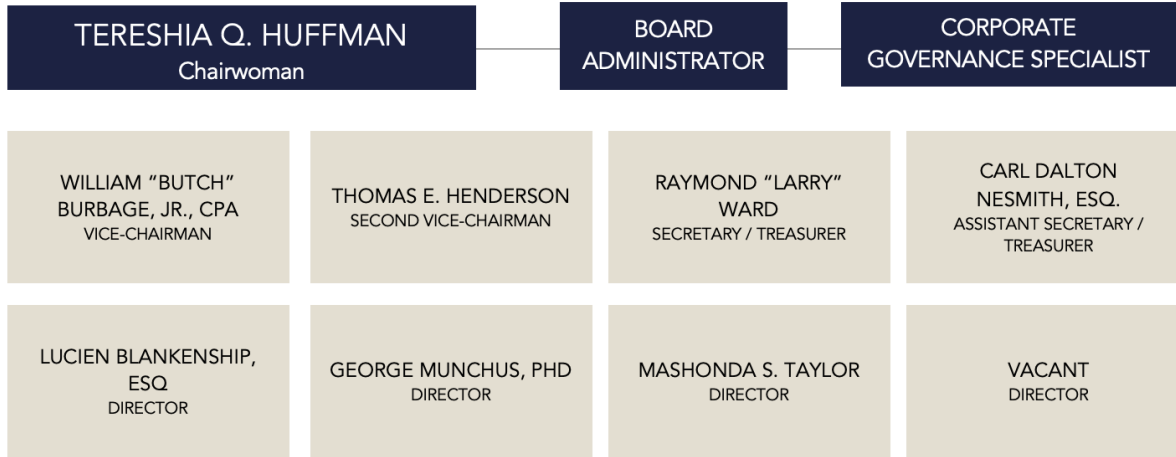
**Two (2) positions transferred from Executive to EnviroLab based on the realignment of job responsibilities.*

KEY OBJECTIVES

1. Continue to deliver quality customer service as measured by canvassing the environment for positive or negative customer and stakeholder feedback
2. Continue to emphasize performance of the Historically Underutilized Business (HUB) program by reaching a spending target of 30% or higher
3. Identify and prioritize projects that should be implemented to achieve goals listed in the Strategic Plan
4. Develop a report and provide updates on the status of the strategic plan
5. Leverage governmental affairs consultants to monitor and advise BWB on federal, state, and local legislation and initiatives
6. Take advantage of opportunities to engage with customers and stakeholders through various communication platforms
7. Ensure operations of the department are conducted in accordance with all applicable rules and regulations



BOARD OF DIRECTORS



BOARD DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$99,389	\$99,404	(\$15)	(0.02%)
Travel Misc Other	54,256	51,672	2,584	5.00%
Board Meeting Expense	27,612	27,612	-	-
Supplies & Expenses	13,451	10,088	3,363	33.33%
Membership Dues	2,153	2,153	-	-
Mileage Reimbursement	-	431	(431)	(100.00%)
Total Operation & Maintenance	\$196,861	\$191,360	\$5,501	2.87%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$5,501 or 2.87% from the 2023 Approved Budget.

The major reasons for the variance are:

- Supplies & Expenses increased based on trend
- Board Administrator travel expense transferred from Executive

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Effective Governance	Board Meetings	24	24	24
Effective Governance	Committee Meetings	32	39	35



COMPANY WIDE DEPARTMENT

The Company Wide Department is used to account for employee benefits and other administrative costs not directly related to a specific department. Expenditures budgeted in this department are listed below.

COMPANY WIDE EXPENSES O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Employer Pension	\$5,736,539	\$5,515,903	\$220,636	4.00%
Healthcare Claims Employees	5,672,007	5,930,367	(258,360)	(4.36%)
License Fees	4,993,727	4,835,000	158,727	3.28%
Bad Debt Expense	4,900,000	4,900,000	-	-
Insurance - Contract	3,339,730	2,741,599	598,131	21.82%
Federal Insurance Contribution Act Tax	2,669,720	2,582,922	86,798	3.36%
Consultants	2,924,847	2,816,022	108,825	3.86%
Other Post Employment Benefits	1,193,452	1,193,452	-	-
Legal	1,159,704	1,159,704	-	-
Community Education Program	500,000	500,000	-	-
Salary Survey/New Positions	776,273	475,211	301,062	63.35%
Group Insurance Life and Disability	208,410	208,410	-	-
Employee Awards/Incentive Program	165,000	100,000	65,000	65.00%
Contributions	150,000	100,000	50,000	50.00%
Membership Dues	123,152	124,874	(1,722)	(1.38%)
Employee Expenses Competition Program	100,000	100,000	-	-
Supplies & Expenses	76,504	54,646	21,858	40.00%
Employee Recognition	40,000	90,000	(50,000)	(55.56%)
St Unemployment Insurance	30,000	40,000	(10,000)	(25.00%)
Competition Teams Supplies	29,500	26,730	2,770	10.36%
Service Line	10,000	10,000	-	-
Total Operation & Maintenance	\$34,798,564	\$33,504,840	\$1,293,725	3.86%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$1,293,725 or 3.86% from the 2023 Approved Budget.

The major reasons for the variance are:

- Pension expense increased based on actuarial projections
- Insurance increased due to an increase in rates and carriers exiting the utility market
- Consulting expense increased to include the bi-annual SOC Audit and a full year of lobbyist expense
- Salary Survey expense increased to include implementation of recommendations from the organizational assessment and business process review
- License Fees increased based on projected revenue



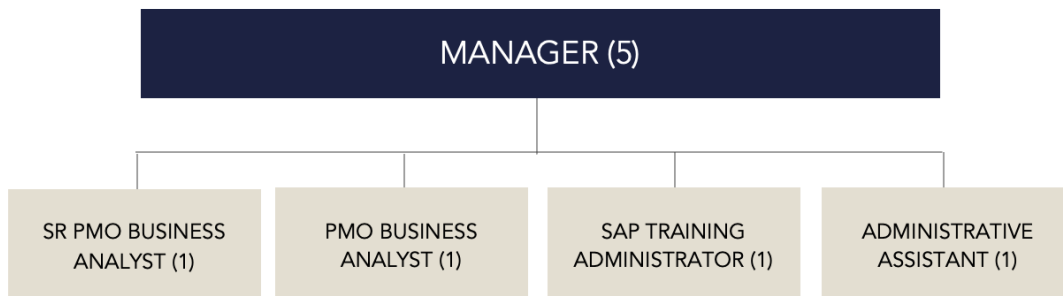
BUSINESS SYSTEMS & OPERATIONS

The Project Management Office (PMO) Business Systems department is responsible for championing the implementation and maintenance of the Systems, Applications and Products (SAP) system for the organization. This effort aids in improved workflow processes, real time reporting, financial reporting, and customer updates. In addition, this tool provides reduction in loss of productivity due to research of issues and building of reporting to support business requests needed internally and in response to the Executive team and the Board of Directors.

The PMO team is responsible for tracking trends of the end-users and reporting items that differ from the prescribed purpose for the intention of the program. As trends are identified, they are responsible to train, coach and provide help desk support to the end users with the goal to increase the user's productivity and their ability to navigate the systems.

The PMO Business Analysts work with SAP consultants as they continue to support current system development and future implementations. This support includes the building and documentation of functional changes and the writing of processes for accurate data in customer and financial reporting.

This group is expected to be leaders in change management as they facilitate the leaders in the organization on new features and benefits of the system. They are responsible for leading periodic meetings meant to create a learning and sharing environment for feedback and best practices in the use of the system.





BUSINESS SYSTEMS & OPERATIONS

As a market leader in enterprise application software, SAP helps companies of all types and sizes run better. From the back office to the boardroom, warehouse to storefront, desktop to mobile device – SAP empowers people and organizations to work together more efficiently and use business insight more effectively to stay ahead of the competition. SAP people, applications, and services enable approximately 300,000 customers to operate profitably, adapt continuously, and grow sustainably.

BUSINESS SYSTEMS & OPERATIONS MISSION

Helping our internal and external customers perform at their best by delivering excellent technical support and training.

SUMMARY OF ACTIVITIES

- Serves as project manager for implementation of all SAP Enterprise Resource Planning (ERP) Systems
- Manages project team with a focus on developing, establishing, and improving procedures, processes, and computer operations to ensure efficient operations within departments and across multiple departments as well as companywide
- Ensures integrity of information systems, internal controls, and data, including recommendations as required
- Recommends modifications to program policies and procedures to minimize risk to the company
- Mentors, coaches, and manages the total competencies of multiple organizational units, including working with multiple managers, supervisors, and supervisory level employees to improve operational efficiencies
- Leads a transition from old to new programs at the department and division levels and participates in the development and implementation of goals and objectives, recommendations and status to Executive Management and the Board of Directors
- Analyzes moderately complex situations to establish/recommend solutions and alternatives and alerts leadership to the impact on the company
- Leads periodic informational and planning meetings with internal departmental units as well as Executive Management
- Coordinates periodic meetings with external agencies to strategically update project implementation impacts



BUSINESS SYSTEMS & OPERATIONS DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$517,517	\$485,363	\$32,154	6.62%
Consultants	1,136,706	1,100,966	35,741	3.25%
Travel Misc Other	15,889	15,889	-	-
Supplies & Expenses	6,305	6,305	-	-
Membership Dues	3,014	3,014	-	-
Employee Recognition	200	200	-	-
Total Operation & Maintenance	\$1,679,631	\$1,611,737	\$67,895	4.21%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$67,895 or 4.21% from the 2023 Approved Budget.

The major reasons for the variance are:

- Consulting expense increased due to additional SAP support services
- General Wage and Merit increases

BUSINESS SYSTEMS & OPERATIONS DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Business Systems Manager	1.00	1.00	1.00	1.00	1.00
Sap Business Analyst	1.00	0.00	1.00	1.00	1.00
Sap Business Analyst Sr.	2.00	3.00	1.00	1.00	1.00
Sap / Business Sys Training Admin.	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	6.00	6.00	5.00	5.00	5.00



THE BIRMINGHAM WATER WORKS EMPLOYS MORE THAN 600 PEOPLE IN THE BIRMINGHAM AREA.

KEY OBJECTIVES

1. Complete approved projects on time (based on agreed upon schedule) and within budget
2. Conduct at least 3 SAP navigation classes for new hires and promoted employees during the year
3. Conduct at least 4 SAP content courses for approximately 60 employees during the year
4. Distribute exit surveys to stakeholders at the end of each project
5. Coordinate and monitor the Dashboard Reporting initiative to ensure its completion no later than end of third quarter

KEY PERFORMANCE MEASURES

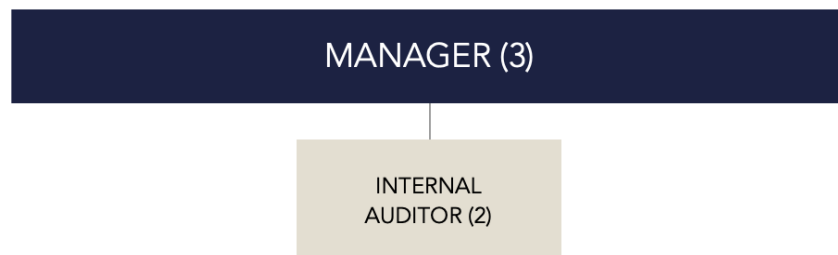
STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Number of SAP Help Desk Tickets Created	645	544	590
Customer Satisfaction	Number of SAP Help Desk Tickets resolved	622	495	558

INTERNAL AUDIT

The internal audit function was established by the Finance Committee (the Committee) of the Board of Directors in the Internal Audit Charter in September 2004. The Committee defines the internal audit responsibilities as part of their oversight role. The Internal Auditing Department reports functionally to the Committee and administratively to the General Manager.

The Internal Auditing Department is the BWB's independent internal function that performs financial, compliance, operational, information and technology, as well as internal controls audits and special investigations that are designed to:

- Provide assurance of BWB's strategic financial and operational controls
- Identify and manage BWB's risks and achieve BWB's strategic objectives in an efficient, effective, and ethical manner
- Add value to BWB's operations
- Help BWB achieve its strategic objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes



INTERNAL AUDIT MISSION

To enhance and protect organizational value by providing risk-based and objective assurance, recommendations, and insight so that management can make the best possible future-focused decisions, identify areas of concern, present them to management in a balanced manner and provide the information they will need to make informed decisions on how to correct deficiencies moving forward.

SUMMARY OF ACTIVITIES

- Evaluate controls and advise management at all levels on the improvement of controls
- Evaluate risk management assuring that adequate controls are in place to mitigate risks
- Analyze operations, confirm information, verify the existence of assets, and recommend proper safeguards
- Assess compliance with policies and procedures and sound business practices
- Ensure compliance with state and local laws and regulations
- Review operations to ascertain whether results are consistent with established objectives and are being carried out as planned
- Inspect reported occurrences of anomaly, embezzlement, theft, waste, etc.
- Publish and issue written reports, making recommendations for correcting problems, following the conclusion of each internal audit engagement
- Perform follow-up reviews of audit recommendations
- Publish an internal audit plan at least annually that includes risk assessment criteria and audits for the next 3 calendar years for the Committee review and approval



INTERNAL AUDITING DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	VARIANCE
Labor	\$305,093	\$286,299	\$18,794	6.56%
Travel Misc Other	3,789	1,550	2,239	144.44%
Membership Dues	3,307	2,618	689	26.32%
Consultants	1,005	1,005	-	-
Supplies & Expenses	452	452	-	-
Mileage Reimbursement	121	121	-	-
Employee Recognition	120	120	-	-
Total Operation & Maintenance	\$313,888	\$292,166	\$21,722	7.43%

HIGHLIGHTS OF INTERNAL AUDITING BUDGET CHANGES

The FY2024 Approved Budget increased by \$21,722 or 7.43% from the 2023 Approved Budget.

The major reason for the variance is:

- General Wage and Merit increases

INTERNAL AUDITING DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Internal Audit	1.00	1.00	1.00	1.00	1.00
Internal Audit Trainee	1.00	1.00	1.00	1.00	1.00
Associate Auditor III	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	3.00	3.00	3.00	3.00	3.00



KEY OBJECTIVES

1. Complete greater than 90% of the total annual audits from Audit Plan
2. Complete special request audits at 100%. Audit recommendations are accepted and implemented at 100%
3. Track the number of significant audit findings, audit issues and repeat findings at 100%
4. Utilize ALESSA continuous monitoring software monthly to minimize financial loss
5. Evaluate percentage of employees who receive ethics compliance training and number of calls to fraud/ethics hotline with resolution, semi-annually
6. Require 32 hours of training and professional development for employees, including 8 hours of accounting and auditing, 10 hours of fraud and 2 hours of ethics
7. Publish an internal audit plan annually, including audits for the next 3 calendar years for the Finance Committee review and approval
8. Meet annually with the Finance Committee of the Board of Directors

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Effective Governance	Number of Audits Completed	3	3	5
Effective Governance Financial Viability	Utilize ALESSA automated analytics to analyze payroll and trends	26 pay periods	26 pay periods	4 Quarterly
Effective Governance Financial Viability Customer Satisfaction	Number of ALESSA automated analytics scripts running daily to minimize financial loss	1	1	3

PUBLIC RELATIONS

The BWW Public Relations (PR) Department is responsible for setting a message calendar to detail primary monthly topics for customer-facing news and information, educational efforts, and PR initiatives throughout the year. Along with being the point of contact for the media, the Public Relations Department also works closely with the BWW’s public relations agency.



PUBLIC RELATIONS MISSION

The mission of the Public Relations Department is to consistently enhance and illustrate the image, mission, and values of BWW by educating the public and media about the utility’s ongoing initiatives and commitment to providing customers the best water at the lowest possible price



SUMMARY OF ACTIVITIES

- Develops and implements communication strategies for the organization
- Represents BWW to the media and public by acting as corporate spokesperson
- Fields and directs responses to all media- related inquiries and events
- Plans and implements the organization's public relations strategies, policies, and procedures
- Provides feedback and oversight on media, creative and strategic plans developed by the public communications consultant
- Develops contacts and relationships with media representatives to create opportunities for BWW products and services to maintain a positive image in the public's view
- Maintains public relations database and contacts
- Applies journalistic writing, grammar, editing, proofreading, and interviewing principles
- Advises on the preparation and presentation of product or service information at displays and exhibits
- Develops ideas and opportunities for feature articles, interviews, presentations, and other public relations activities that promote awareness of the organization and the services BWW provides
- Prepares and gives speeches on various subjects relating to water supply and conservation, as needed
- Assists and coaches BWW staff with public speaking engagements, presentations, and preparation of articles for publication
- Advises management on community relations projects and activities
- Works closely with the Communications Committee and the Board's public relations consultant on various tasks and projects
- Meets with staff to review issues to maintain awareness of developments and the status of capital improvement programs
- Develops, implements, and manages social media systems such as Twitter, Facebook, and other similar platforms; understands the social media ecosystem and uses this knowledge to leverage each channel's capabilities to achieve and reach engagement objectives
- Plans and executes campaigns to grow the reach of the BWW social media channels; curates external, third -party content sources
- Develops and writes public service announcements for media outlets and ensure Public Service Announcements (PSAs) are broadcast or published

PUBLIC RELATIONS DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$455,743	\$312,484	\$143,260	45.85%
Public Relations	503,000	314,000	189,000	60.19%
Consultants	436,491	252,210	184,281	73.07%
Supplies & Expenses	30,000	25,000	5,000	20.00%
Travel Misc Other	22,300	11,200	11,100	99.11%
Membership Dues	3,600	2,750	850	30.91%
Fuel	1,000	1,000	-	-
Mileage Reimbursement	500	-	500	100.00%
Employee Recognition	200	200	-	-
Transportation Expense	-	500	(500)	(100.00%)
Total Operation & Maintenance	\$1,452,835	\$919,344	\$533,491	58.03%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$533,491 or 58.03% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Public engagement and education initiatives
- Launching of employment branding project





PUBLIC RELATIONS DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Public Relations Manager	1.00	1.00	1.00	1.00	1.00
Public Relations Specialist	1.00	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00	1.00
Public Information Officer	0.00	0.00	0.00	2.00	2.00
TOTAL DEPARTMENT PERSONNEL	3.00	3.00	3.00	5.00	5.00

KEY OBJECTIVES

1. Monitor and manage all public relations and communication initiatives for the utility daily
2. Maintain updated social media platforms daily to ensure a clear two-way communication channel for customers while building our audience reach
3. Review local, state, and national media outlets daily for stories that pertain to or may impact the image of BWW
4. Sustain and build on internal working relationships with all departments and the executive team to effectively communicate to the public on a weekly basis
5. Meet with local elected and appointed officials and neighborhood groups monthly to discuss issues that impact them as it relates to BWW

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Number of community events (FY22 Partnered with The World Games)	55	65	75
Customer Satisfaction	Amount of Positive News Coverage	10	20	30
Customer Satisfaction	Overall Social Media Engagement (Avg. Facebook/Instagram visits per month)	FB 758 INSTA 550	FB 900 INSTA 780	FB 1000 INSTA 900

*Follow link to visit our social media page: Facebook: <https://www.facebook.com/BhamWaterWorks>



CUSTOMER SUPPORT SERVICES

The Customer Support Services Department is responsible for maintaining and ensuring operational standards of excellence and directing supervisors and team leaders to ensure professional quality service is provided to customers in the areas of Meter Reading, Field Services and Customer Relations.



CUSTOMER SUPPORT MISSION

Customer Support Services is committed to providing accurate meter reading, quality professional field services and making timely billing adjustments to resolve customers' concerns in the 5 leading municipalities. Our goal is to improve the public perception of BWB as a leader in the water industry.

SUMMARY OF ACTIVITIES

- Read residential, commercial, and small industrial water meters on handheld devices
- Ensure the loading and unloading of handheld devices are performed daily
- Maintain the Geo Code Route Smart system for routing collections on accounts
- Create sequencing and travel paths for efficiency in meter reading for geocoded locations
- Review, edit and release implausible meter readings
- Identify and investigate account issues such as high bills and provide explanations regarding customers' bills/service
- Disconnect water service for delinquent accounts
- Install new meters at customers' premises when necessary
- Shut water off for plumbing defects or irregularities as requested
- Inspect water services for correct installation or any other irregularities
- Make repairs, advise customer of needed repairs, or discontinue service if unauthorized connection is discovered
- Utilize the BPEM cases to process, investigate and make corrections for billing errors, misread meters, and leak adjustments
- Provide customer account information to third party collection agency to support collection efforts on charged off accounts
- Inspect private meters and measure pools for sewer billing adjustments





CUSTOMER SUPPORT SERVICES DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$6,536,960	\$6,014,361	\$522,599	8.69%
Transportation Expense	275,000	240,000	35,000	14.58%
Fuel	265,000	265,000	-	-
Utilities - Electric	145,000	130,000	15,000	11.54%
Bad Debt Collection Expense	110,000	120,000	(10,000)	(8.33%)
Utilities - Gas & Water	75,000	60,000	15,000	25.00%
General Inventory Consumption	36,000	30,500	5,500	18.03%
Supplies & Expenses	28,141	22,377	5,764	25.76%
Cafeteria Expense	27,000	27,000	-	-
Uniforms - Non-Stock	22,250	28,250	(6,000)	(21.24%)
Meters	16,000	16,000	-	-
Materials Meter Reading	14,000	13,000	1,000	7.69%
Materials Collecting	7,000	7,000	-	-
Uniforms	7,000	6,000	1,000	16.67%
Travel Misc Other	5,509	4,994	515	10.31%
Employee Recognition	4,080	3,920	160	4.08%
Utilities-Telephone	4,000	4,000	-	-
Other O&M Expenses	6,233	5,995	238	3.97%
Total Operation & Maintenance	\$7,584,173	\$6,998,397	\$585,776	8.37%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$585,776 or 8.37% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- One customer resolution position transferred from the Call Center
- Repairs and maintenance for aging fleet



CUSTOMER SUPPORT SERVICES DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Customer Support Services	1.00	1.00	1.00	1.00	1.00
Superintendent - Service Representatives	1.00	1.00	1.00	1.00	1.00
Superintendent - Customer Relations	1.00	1.00	1.00	1.00	1.00
Superintendent - Meter Readers	1.00	1.00	1.00	1.00	1.00
Business Systems Analyst	2.00	2.00	2.00	2.00	2.00
Customer Relations - Team Leader	1.00	1.00	1.00	1.00	1.00
Collections Specialist II	8.00	8.00	8.00	8.00	8.00
Customer Support Specialist - Team Leader	2.00	2.00	2.00	2.00	2.00
Customer Support Specialist III	10.00	10.00	7.00	7.00	9.00
Customer Support Specialist II	0.00	0.00	4.00	7.00	3.00
*Customer Resolution Team Lead	0.00	0.00	0.00	0.00	1.00
Customer Resolution Specialist II	0.00	0.00	0.00	0.00	3.00
Field Service Technician - Team Lead	5.00	5.00	5.00	5.00	5.00
Field Service Technician	29.00	29.00	29.00	29.00	28.00
Meter Reader - Team Leader	4.00	4.00	4.00	4.00	4.00
Meter Reader - Senior	6.00	6.00	6.00	6.00	3.00
Meter Reader II	7.00	7.00	5.00	5.00	8.00
Meter Reader Trainee	16.00	19.00	21.00	21.00	21.00
GIS Technician	1.00	1.00	0.00	0.00	0.00
TOTAL DEPARTMENT PERSONNEL	95.00	98.00	98.00	101.00	102.00

*Position transferred from the Call Center to Customer Support Services

KEY OBJECTIVES

1. Maintain meter reading performance of 95% to ensure accurate customer billing and consumption information
2. Collect on delinquent accounts in-house within 45 days of shutoff and prior to the accounts being written off and turned over to a collection agency
3. Manage all debt collection to ensure 95% compliance with BWW rules and standards
4. Investigate and respond to 100% of customer and employees' issues/concerns as they relate to meter reading, billing issues, meter service and repairs within 72 hours of receipt
5. Perform preventive and predictive maintenance on essential equipment to maintain equipment readiness of 100%

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Percentage of Actual Monthly Reads Average	98.14%	93.86%	95% or above
Customer Satisfaction	Service Tech Completing Monthly Disconnection	N/A	85% or above	95% or above





CALL CENTER

The Call Center is responsible for ensuring that operational standards of excellence for the Call Center Department are met for all water and sewer customers in the service territory, while following through on customer inquiries related to new connections, disconnections, transfer service requests, refunds, account adjustments and invoice-related issues.



CALL CENTER MISSION

The Customer Service-Call Center Team is committed to upholding the highest standards of customer service outlined in the vision and goals of the BWW. We are determined to provide the highest quality of service to our customers and stakeholders while understanding the critical need to make our customers' experience as unique and satisfactory as possible.

**SUMMARY OF ACTIVITIES**

- Answer incoming calls concerning customer service records and services
- Assist walk-in customers in the Payment Center Lobby and promptly provide customers with information and explanations regarding their bills as needed in English, Spanish and/or Sign Language for the hearing impaired
- Take applications for new services, discontinue service and update customer's records
- Provide detailed information and/or instructions to requesting parties concerning BWW services and billing information, i.e., deposit requirements, rates, meter reading, disconnect dates, inquiries related to refunds, account adjustments and invoicing issues
- Initiate work orders for service or repairs
- Initiate calls to delinquent account holders regarding the Collections Department's operating procedures after review of customer's account history
- Maintain and improve customer satisfaction by resolving customer issues
- Review, investigate and respond to the State Attorney General's office regarding customer complaints
- Research, investigate and resolve Better Business Bureau (BBB) complaints from residential and commercial customers

CALL CENTER DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$2,095,168	\$1,970,909	\$124,259	6.30%
Travel Misc Other	10,937	5,598	5,339	95.38%
Supplies & Expenses	3,783	7,146	(3,363)	(47.06%)
Materials Customer Accounting	2,200	4,500	(2,300)	(51.11%)
Employee Recognition	1,520	1,480	40	2.70%
Membership Dues	947	861	86	10.00%
Uniforms - Non-Stock	600	600	-	-
Utilities-Telephone	420	841	(420)	(50.00%)
Uniforms	120	-	120	100.00%
Total Operation & Maintenance	\$2,115,696	\$1,991,935	\$123,761	6.21%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$123,761 or 6.21% from the 2023 Approved Budget.

The major reasonS for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- One Position (call Center Team Leader) transferred to the Customer Support Services Department



CALL CENTER DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Call Center	1.00	1.00	1.00	1.00	1.00
Call Center Superintendent	1.00	1.00	1.00	1.00	1.00
*Call Center Team Leader	2.00	2.00	2.00	4.00	3.00
Call Center Rep III	8.00	8.00	7.00	7.00	7.00
Call Center Rep II	7.00	7.00	5.00	5.00	9.00
Call Center Rep I	15.00	15.00	18.00	18.00	14.00
Operator - Telephone	2.23	2.23	2.53	2.53	2.53
TOTAL DEPARTMENT PERSONNEL	36.23	36.23	36.53	38.53	37.53

KEY OBJECTIVES

1. Sustain an average talk time of within 3 minutes annually
2. Maintain an average wait time of under 3 minutes annually
3. Maintain an average abandonment call rate of less than 10% annually
4. Answer and handle (investigate and resolve) over 95% of customer calls annually
5. Maintain a monthly quality score of 85% on 6 random customer calls
6. Initiate 100% of field service work orders from customers

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Average Wait Time in Minutes	1:43 (min)	4:32 (min)	3:00 (min)
Customer Satisfaction	Percentage of Average Call Handle Rate (Annually)	93%	83%	95%
Customer Satisfaction	Percentage of Abandoned Calls (Annually)	6.75%	17.17%	10% or less

HUMAN RESOURCES

The Human Resources Department oversees the development and implementation of human resources policies, programs and services including talent acquisition, onboarding, retention, employee benefits and compensation administration, employee relations, career development and succession planning, employment practices and procedures, performance management, legal compliance, employee engagement, and safety and risk management areas and programs.



HUMAN RESOURCES MISSION

Recruit, develop, reward, and retain a committed and high performing workforce.

SUMMARY OF ACTIVITIES

- Plan, develop, organize, implement, direct, and evaluate the organization's human capital management function and performance
- Act as a strategic business partner and advisor to the Executive Staff, Management, and all levels of employees throughout the organization
- Provide leadership in the critical area of talent acquisition by developing the most creative and cost-effective ways of generating high-quality candidates in the marketplace for BWB
- Responsible for advising management to ensure complete compliance with all federal, state, and local laws related to employment, benefits, compensation, and training
- Oversee employee benefit programs including medical, dental, life, and disability insurance, pension plan, 457 plan, paid time off plans, worker's compensation, etc.
- Ensure Organizational Learning & Development programs are aligned with business strategy and support career development and succession planning goals

- Develop a highly effective new hire orientation program that emphasizes the critical importance and value of welcoming and integrating new employees into the corporate culture
- Administer an effective wage and salary administration program to support business goals
- Oversee and administer personnel record keeping, employee performance reviews, promotions, transfers, separations and exit interviews
- Oversee job analyses process to establish the specific requirements of individual jobs within each department for the creation and oversight of job descriptions
- Oversee safety and risk management programs in compliance with regulatory standards & business needs

AWARDS

BWW's Human Resource Training and Organizational Development received the Training Magazine's Apex Awards in each of the last ten years. This award is given by a worldwide leader in the learning industry to organizations that have demonstrated success in conducting organizational development program.

THE BWW PLACED:

YEAR	RANKING
2023	<i>Inducted into the Training Hall of Fame</i>
2022	7
2021	8
2020	6
2019	7
2018	19
2017	21
2016	10
2015	24
2014	75
2013	95



TRAINING MAGAZINE'S TRAINING APEX AWARDS PROGRAM

BWW was inducted into the Training Hall of Fame, joining the ranks of 17 other organizations named to the hall since its inception in 2008. These 18 companies earned top 10 spots on the Training Apex Awards list for four consecutive years. It reflects our journey to attain peak performance, and employee training and development and organizational success.

BWW was formally inducted into the Training Hall of Fame during the black tie gala held February 13, 2023, during the training 2023 conference and expo.



BWW WAS INDUCTED INTO THE 2023 TRAINING MAGAZINE'S HALL OF FAME FOR EXCELLENCE IN ORGANIZATIONAL TRAINING AND DEVELOPMENT. BWW EARNED INDUCTION BY FINISHING IN THE TOP 10 OF TRAINING MAGAZINE'S APEX AWARDS FOR THE PAST FOUR CONSECUTIVE YEARS.

HUMAN RESOURCES DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$1,418,588	\$1,324,880	\$93,707	7.07%
Workers Comp Expense	516,720	516,720	-	-
Insurance Small Claim Self	400,000	350,000	50,000	14.29%
Training - HR	330,000	203,750	126,250	61.96%
Employee Recruiting Expense	235,108	94,732	140,376	148.18%
Consultants	156,300	119,000	37,300	31.34%
Health Club	60,284	73,202	(12,918)	(17.65%)
Flexible Benefit	60,000	76,908	(16,908)	(21.98%)
Tuition Reimbursement	55,978	68,896	(12,918)	(18.75%)
Employee Retirement/Anniversary Expense	55,000	40,000	15,000	37.50%
Travel Misc Other	46,848	45,644	1,204	2.64%
Employee Assistance Program	40,000	40,000	-	-
Supplies & Expenses	31,106	47,035	(15,929)	(33.87%)
Membership Dues	13,556	8,395	5,161	61.48%
Health Screening	12,918	10,334	2,584	25.00%
Facilities Other	12,610	12,610	-	-
Special Screening	9,473	9,473	-	-
Utilities - Electric	6,726	8,407	(1,681)	(20.00%)
Structural Expenses	5,885	31,106	(25,221)	100.00%
Other O&M Expenses	4,366	4,745	(379)	(7.99%)
Total Operation & Maintenance	\$3,471,465	\$3,085,837	\$385,627	12.50%



HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$385,627 or 12.50% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Employee Recruiting expense transferred to Human Resources
- HR training expense increased due to workforce development initiatives

HUMAN RESOURCES DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Human Resources	1.00	1.00	1.00	1.00	1.00
Assistant HR Manager	1.00	1.00	1.00	1.00	1.00
Talent Management Officer	1.00	1.00	1.00	1.00	1.00
Training / Od & Safety Officer	1.00	1.00	1.00	1.00	1.00
Human Resources Business Partner II	1.00	1.00	1.00	1.00	1.00
Human Resources Business Partner	1.00	1.00	1.00	1.00	1.00
Comp / Benefits / HRIS Administrator	1.00	1.00	1.00	1.00	1.00
Talent Management Coordinator	0.00	0.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	0.00	0.00	0.00
Human Resources Coordinator	0.00	0.00	1.00	1.00	1.00
Training & Od Specialist	1.00	1.00	2.00	2.00	2.00
Training Specialist	1.00	1.00	0.00	0.00	0.00
Training Coordinator	1.00	1.00	1.00	1.00	1.00
Safety / Risk Management Supervisor	1.00	1.00	0.00	0.00	0.00
Risk Management Supervisor	0.00	0.00	1.00	1.00	1.00
Safety / Risk Management Specialist	1.00	1.00	0.00	0.00	0.00
Safety Representative	0.00	0.00	1.00	1.00	1.00
Safety / Risk Management Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	14.00	14.00	15.00	15.00	15.00

KEY OBJECTIVES

1. Monitor and evaluate the employee benefit program’s compliance, structure, and cost annually against industry trends to determine appropriate resolutions for reducing cost while maintaining quality and value
2. Update HR policies and procedures annually to certify 100% compliance with all federal, state, and local employment laws and requirements
3. Investigate and resolve 100% of HR complaints in accordance with BWB employee relations goals
4. Maintain an average time-to-fill metric in line with Gartner’s benchmark time-to-fill average
5. Lead and support an organization-wide employee engagement strategy that reinforces an engagement score consistent or above the global benchmark of like-sized organizations
6. Manage and distribute quarterly reports on HR metrics approved by senior management
7. Report annual worker’s compensation, personal injury and property claim costs and manage the budget
8. Develop and administer annual organizational programs and training solutions which impact behavioral change (Kirkpatrick Model Level 3) and business results (Kirkpatrick Model Level 4)
9. Implement annual preventive safety plans aimed at reducing vehicle accidents and personal injury costs



KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Workforce Development Customer Satisfaction	External Hires	102	110	100
Workforce Development Customer Satisfaction	Promotions	84	85	85
Workforce Development	Training Hours	9,169	9,000	9,000
Workforce Development	Safety Observations / Inspections	111	100	100





WELLNESS & HEALTH MANAGEMENT

The Wellness & Health Management programs are provided to employees and spouses covered under the BWW health insurance plan to increase employee productivity and wellbeing.

WELLNESS & HEALTH MANAGEMENT MISSION

To help control and decrease future health insurance costs by preventing or better managing certain medical conditions.

SUMMARY OF ACTIVITIES

HUMANA GO365 REWARDS PROGRAM:

- Encourage participants to be healthier and more productive, reduce health claims cost, reduce unscheduled absences, reduce lifestyle risk factors for chronic conditions and fewer emergency room visits

ABACUS DIABETES REWARDS PROGRAM:

- Assist participants with pre-diabetes or diabetes with improved adherence to care standards, provide lifestyle and behavioral support and increase medication adherence

FRESHBENIES PROGRAM:

- Provides advocacy, telehealth, and potential medical savings services. With telehealth services: 24/7 access to a doctor by phone or video to get a diagnosis, treatment options and a prescription. Employees save time and money by avoiding crowded waiting rooms in the doctor's office, urgent care clinic or the ER. The program provides unlimited visits with no per-visit fee.

WELLNESS & HEALTH MANAGEMENT DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
BWWB Wellness Ctr Ex	\$378,928	\$385,084	(\$6,156)	(1.60%)
Total Operation & Maintenance	\$378,928	\$385,084	(\$6,156)	(1.60%)

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$6,156 or 1.60% from the 2023 Approved Budget.

PERSONNEL SUMMARY

There are no personnel in this cost center.

WATER WATCHERS

In a continuing effort to educate our community, the BWW extends the Young Water Ambassador Program to high school students within our water service area with the primary objective of effectively assisting students to successfully enter the workforce while increasing their awareness of water quality, conservation, and pollution

WATER WATCHERS MISSION

To promote understanding, appreciation, enjoyment, and stewardship of our water resources while providing the Young Water Ambassadors with basic life skills, knowledge, and awareness of potential careers in the water industry.



SUMMARY OF ACTIVITIES

Young Water Ambassadors are exposed to the following:

- Visit the EnviroLab and learn the functions and responsibilities of the teams
- Visit the Call Center and listen to customer calls
- Visit Water Treatment Plants and learn about the water treatment process
- Observe Distribution Training which includes the simulation of a water main break
- Learn the dynamics of Public Speaking
- Learn skills such as making water taps, operating fire hydrants, and assembling and installing water meters
- Visit Birmingham Southern College's Southern Environmental Center and learn the importance of protecting our environment
- Visit Turkey Creek Nature Preserve to learn about various endangered species of fish within our water sources
- Visit the Cahaba River on a guided tour to learn about water resource protection, conservation, and restoration
- Participate in team building activities facilitated by the staff of Red Mountain Park to impart students with knowledge regarding various personality types and how best to work together to accomplish common goals
- Attend programs facilitated by Junior Achievement relative to the importance of saving and maintaining finances
- Attend a day program by the Safe Kids Coordinator at Children's of Alabama, to take place at Trussville Play Station to learn the importance of not driving while distracted or under the influence
- Tour Junior Colleges (Jefferson State, Lawson State and Shelton State) to gain information about various trades (i.e., welding, plumbing, brick mason, HVAC, etc.)
- Tour 4-year college campuses at UAB, Birmingham Southern and Samford University
- Participate in numerous community service projects, such as participating in functions spearheaded by the Public Relations department, such as Hydrate the City (sharing information with our citizens about the importance of staying hydrated), community clean ups and other
- Assist with our Clean, Paint, and Repair Program (CPR) whereby they perform tasks such as painting, etc.
- Ensure the cleanliness of the grounds as well as inside the MLK Recreation Center, which was our reporting location



WATER WATCHERS DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$188,880	\$225,475	(\$36,595)	(16.23%)
Transportation Expense	40,000	91,603	(51,603)	(56.33%)
Supplies & Expenses	10,000	10,000	-	-
Fuel	4,000	4,000	-	-
Uniforms - Non-Stock	1,500	3,000	(1,500)	(50.00%)
Rent / Storage Facilities	1,000	1,500	(500)	(33.33%)
General Inventory Consumption	500	550	(50)	(9.09%)
Total Operation & Maintenance	\$245,880	\$336,128	(\$90,248)	-26.85%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$90,248 or -26.85% from the 2023 Approved Budget.

The major reasons for the variance are:

- Reduction of the number of participants
- Transportation Expense decreased based on historical trend and reducing the number of participants

PERSONNEL SUMMARY

The BWW hires 70 Water Watchers, 9 Teachers and 5 Ambassadors in Training (AITs), 5 Birmingham Promise Students annually during the summer.

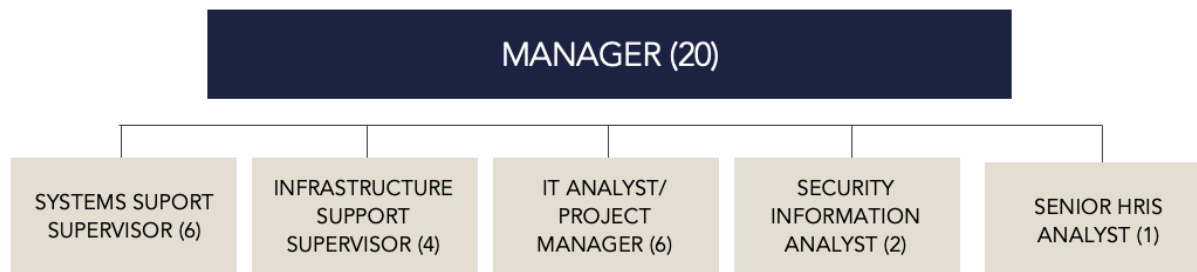
KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Workforce Development	Students Enrolled	43	87	80
Workforce Development	Student Completions	43	87	80

**The FY24 Goal reflects the realignment of the Water Watchers program.*

INFORMATION TECHNOLOGY

The Information Technology (IT) Department focuses on the overall computing needs of BWW. The IT Team is responsible for the fulfilment of data processing performed within BWW, including equipment selection, systems analysis, programming, operations, and control. This includes hardware, software, telecommunications and generally anything involved in the transmittal of information or the systems that facilitate communication. The scope of responsibility includes several types of physical equipment, virtual systems, management of automation tools, operating systems and application software used to perform essential business functions. Key responsibilities also include technology architectures, methodologies and regulations governing the use and storage of data. The IT Team focuses on understanding technology issues, patterns, and trends to aid BWW in strategic decision-making and overall service delivery.



INFORMATION TECHNOLOGY MISSION

To provide technology solutions and service delivery excellence in alignment with BWW strategic goals and objectives. Seek to anticipate and respond effectively with useful, reliable, and secure technological services and solutions for BWW.

SUMMARY OF ACTIVITIES

- Support company-wide use of digital telephone systems which includes testing, installation, configuration, monitoring and maintenance
- Support application software utilized by various BWW departments which includes cloud-based applications, custom programming, business analytics testing, installation, configuration, monitoring and maintenance
- Manage configuration management process which involves identifying, controlling, maintaining, and verifying the versions of all configuration items in the BWW technical environment
- Provide Help Desk support to the entire BWW employee base regarding requests for service, including problems, technical modifications, and request for IT services
- Provide support to BWW end users for laptops, desktops, mobile devices, applications, software, and maintenance which includes change control, break-fix diagnosis, patch management, anti-virus management and end user acclimation
- Responsible for BWW's server systems, data storage platforms and network connectivity components which includes design, installation, configuration, monitoring and maintenance
- Responsible for the availability, integrity, and confidentiality of BWW IT systems to ensure their maintenance is compliant with defined organizational service levels
- Maintain specific utility-wide services related to electronic mail, internet connectivity, web platforms and network connectivity (data, voice)



SECTION 6: OVERVIEW OF DEPARTMENTS

- Install, configure, and support the local area network (LAN), wide area network (WAN), wireless and related network segments to ensure operability and availability
- Maintain company data backup/restoral systems, processes, and data replication
- Handle risk management within information technology and identify risks and deficiencies within the organization's computing infrastructure (software, hardware, networks) and determines steps for remediation
- Provide internal technical leadership for preventing and responding to computer security breaches/viruses by planning, and implementing
- Perform vulnerability testing, risk analyses and cyber security-related assessments
- Maintain the current Cyber security, IT security, and other security related systems to provide continuous protection of organization technology infrastructure/data and train employees on cyber security awareness and operational procedures
- Evaluate end-user business needs to recommend, develop, implement, and support solutions to meet those needs
- Lead, plan and manage projects and assess operational implications to achieve business strategy and vision and improve existing systems/applications, and design and develop new solutions
- Responsible for the BWW's intranet and internet websites which includes content management and administration
- Focus on streamlining the life cycle of information with electronic document management and automated workflows (capture, manage, store, preserve, deliver)
- Develop, publish, and enforce policies and processes governing corporate data, including but not limited to data collection, warehousing, data validation, integrity, timeliness, protection, relationships, and ownership
- Champion and oversee the key business process for change control, incident (outages) management and problem (post-incident review) management
- Partner with the HR Team, Accounting /Payroll, IT, PMO, internal clients and external vendors to analyze system process design and flow, improve processes, and leverage the return on HR technology capabilities



INFORMATION TECHNOLOGY DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$1,468,612	\$1,418,796	\$49,816	3.51%
Software Maintenance & Support	1,260,351	1,280,500	(20,149)	(1.57%)
Permits	1,200,000	1,115,000	85,000	7.62%
Non-Capital Software Replacement	784,951	827,001	(42,050)	(5.08%)
Equipment Maintenance/Support	562,910	477,001	85,909	18.01%
Utilities-Telephone	376,914	349,999	26,916	7.69%
Consultants	70,884	91,242	(20,358)	(22.31%)
Non-Capital Equipment Replacement	51,700	58,000	(6,300)	(10.86%)
Travel Misc Other	39,744	34,879	4,866	13.95%
Membership Dues	5,972	5,542	431	7.77%
Supplies & Expenses	4,186	4,186	-	-
Employee Recognition	760	800	(40)	(5.00%)
Uniforms - Non-Stock	500	500	-	-
Mileage Reimbursement	215	388	(172)	(44.44%)
Total Operation & Maintenance	\$5,827,699	\$5,663,832	\$163,868	2.89%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$163,868 or 2.89% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Permits increased due to the increase of the cost of postage
- Equipment Maintenance increased due to additional firewall support and maintenance on equipment



INFORMATION TECHNOLOGY DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Information Technology	1.00	1.00	1.00	1.00	1.00
Business Analyst / Project Manager	4.00	4.00	3.00	3.00	3.00
Business Analyst / Project Mgr I	0.00	0.00	1.00	1.00	1.00
Sr Technical Analyst - Infrastructure Supv	1.00	1.00	1.00	1.00	1.00
IT Systems Support Supervisor	1.00	1.00	1.00	1.00	1.00
Business Systems Analyst	2.00	2.00	2.00	2.00	2.00
IT Web Information Security Analyst	1.00	1.00	2.00	2.00	2.00
Cyber Security Analyst	0.00	1.00	0.00	0.00	0.00
Technical Analyst III	2.00	2.00	2.00	2.00	2.00
Technical Support Analyst II	1.00	1.00	1.00	1.00	1.00
Technical Support Analyst I	3.00	3.00	3.00	3.00	3.00
Help Desk Coordinator / Tech	2.00	2.00	2.00	2.00	2.00
HRIS & Analytics Officer	0.00	0.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	18.00	19.00	20.00	20.00	20.00

KEY OBJECTIVES

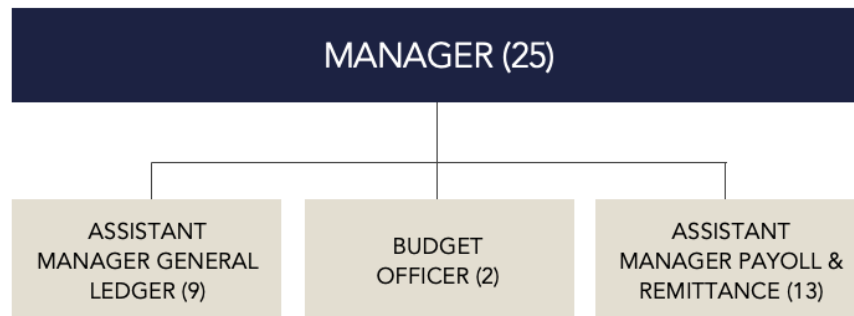
1. Implement and manage Information Technology infrastructure changes with little to no impact on business processing while maintaining no less than a 99% quarterly change success rate
2. Maintain no less than 99% business applications availability for all critical production systems
3. Resolve Help Desk tickets with an average first response time of the assigned priority level
4. Maintain a monthly average Help Desk ticket work time of one hour
5. Resolve direct and indirect customer service disruptions within 60 minutes and determine the root cause within three business days
6. Maintain a monthly average of maintenance performed on BWVB transportation fleet
7. Ensure continuous operations of BWV data, voice, servers, and IT-managed software & applications
8. Maintain a 90% average ticket closure rate of all service requests open monthly
9. Continuation of hardening BWV IT Security platform and providing cyber security awareness training

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Infrastructure Stability	Average Uptime of Systems	95%	98%	100% uptime
Customer Satisfaction	Average Requests Closed Monthly	94%	90%	90% closure
Customer Satisfaction	Requests Closed in Priority Timeframe	58%	65%	75%

ACCOUNTING

The Accounting Department administers the organization's accounting principles, procedures, initiatives and internal controls through financial reporting and analysis, budgeting, payment processing, payroll, capital assets and depreciation, long-term debt, investments, accounts payable, accounts receivable, inventory, unclaimed property processing and reporting. The department provides accounting support for cost-of-service studies, actuarial reviews, audits, and system implementations.



ACCOUNTING MISSION

To provide accurate and timely financial information for decision making and to provide outstanding customer service and support to internal and external customers.

SUMMARY OF ACTIVITIES

- Provide the Board of Directors, Executive Management, Department Managers and Supervisors with accurate and timely financial information and support
- Establish and maintain a strong system of internal controls
- Analyze Operation & Maintenance budget variances
- Process accurate and timely biweekly, monthly and supplemental payrolls
- Process customer payments remitted electronically and via mail
- Provide outstanding customer service while processing walk-in and drive-through customer payments
- Process all vendor invoices on a timely basis while taking advantage of eligible discounts
- Maintain the general ledger and related subsidiary ledgers
- Analyze capital purchases and developer contributions for proper recording and depreciation
- Reconcile all balance sheet accounts monthly
- Conduct annual physical inventory counts
- Process and report unclaimed property
- Provide management of the annual audits
- Provide support for system implementations
- Provide pension benefit estimates
- Provide data and support for cost-of-service studies, actuarial analysis, benchmarking surveys and other initiatives
- Analyze costs for system development projects



ACCOUNTING DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$1,907,990	\$1,793,739	\$114,252	6.37%
Miscellaneous Non-Operating Expenses	65,216	76,000	(10,784)	(14.19%)
Supplies & Expenses	56,920	68,181	(11,260)	(16.52%)
Travel Misc Other	29,350	29,823	(473)	(1.59%)
Materials Collecting	13,000	13,600	(600)	(4.41%)
Consultants	-	8,615	(8,615)	(100.00%)
Membership Dues	7,320	6,199	1,121	18.09%
Structural Expenses	3,445	4,306	(861)	(20.00%)
Cafeteria Expense	1,292	1,722	(431)	(25.00%)
Employee Recognition	1,080	1,080	-	-
Other O&M Expenses	1,438	1,458	(21)	(1.42%)
Total Operation & Maintenance	\$2,087,051	\$2,004,722	\$82,329	4.11%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$82,329 or 4.11% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Reduced FTE by 1.8



ACCOUNTING DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Comptroller	0.00	0.00	1.00	0.00	0.00
Manager - Accounting	1.00	1.00	1.00	1.00	1.00
Assistant Accounting Manager	2.00	2.00	3.00	2.00	2.00
General Ledger Supervisor	1.00	1.00	0.00	1.00	1.00
Accountant III	2.00	2.00	2.00	2.00	2.00
Accountant II	3.00	3.00	3.00	3.00	3.00
Accountant I	2.00	2.00	2.00	2.00	2.00
Accounts Payable Clerk II	1.00	1.00	1.00	1.00	1.00
Officer - Budget	1.00	1.00	1.00	1.00	1.00
Budget Accountant II	1.00	1.00	1.00	1.00	1.00
Superintendent - Payment Center	1.00	1.00	1.00	1.00	1.00
Supervisor-Cashiers	1.00	1.00	1.00	1.00	1.00
Cashier Team Leader	2.00	2.00	2.00	2.00	2.00
Cashier III	0.00	0.00	0.00	0.00	1.00
Cashier II	2.00	2.00	2.00	2.00	1.00
Cashier I	5.45	4.73	4.73	4.80	3.00
Remittance Processing Specialist II	2.00	2.00	2.00	2.00	2.00
TOTAL DEPARTMENT PERSONNEL	27.45	26.73	27.73	26.80	25.00

KEY OBJECTIVES

1. Administer the accounting principles, procedures, and programs to certify 100% compliance with the utility industry and generally accepted accounting principles reporting requirements
2. Manage the annual budgeting process for the organization by analyzing statistical data to increase financial productivity
3. Process payroll production biweekly to maintain 100% organizational and statutory compliance. Review payroll production processes and procedures annually to ensure corporate governance and financial security
4. Review and pay all requisitions to ensure 100% compliance with BW&B accounting policies and procedures
5. Monitor all trustee accounts activity to maintain 100% compliance with bond agreements
6. Reconcile all general ledger balance sheet accounts monthly. Perform daily reconciliation of checks and currency received before processing deposits to the bank
7. Review and pay all sewer authorities through Automated Clearing House (ACH) according to each schedule and contractual agreements
8. Process customer payments daily from the post office, night deposit, electronic payments, and collection agencies with 100% accuracy and balance the totals to SAP. Collect and process walk-in, drive-up and online payments from internal and external customers, with a goal of 100% accuracy and efficiency. Conduct daily, weekly, and monthly cash audits within Payment Center to ensure proper cash handling and efficiency
9. Continue to prepare budgets in accordance with the Government Finance Officers Association (GFOA) certificate program criteria



KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Number of Drive Thru Transactions	26,942	25,538	26,240
Customer Satisfaction	Number of Lobby Transactions	87,770	93,926	90,848
Effective Governance Customer Satisfaction Financial Viability	Number of Customer Refunds Processed	8,665	8,009	7,800
Financial Viability Effective Governance	Obtain the GFOA Award for Distinguished Budget Presentation Award Program	Yes	Yes	In Process

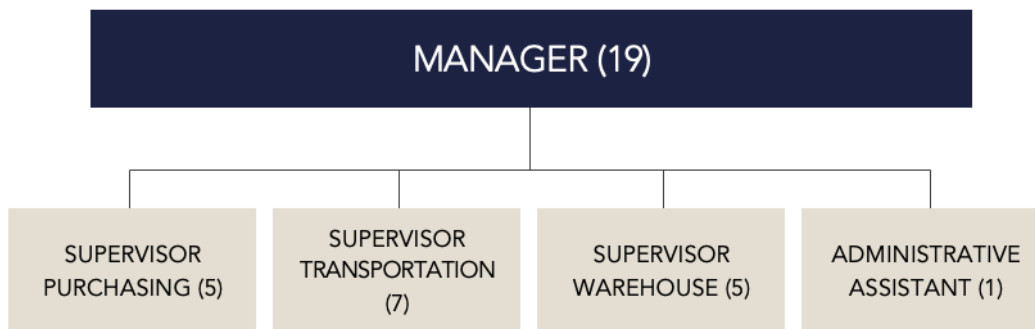
PURCHASING

The Purchasing Department is responsible for purchasing all materials utilized by the BWW. Purchasing has several groups that perform duties such as the oversight of building cleaning and maintenance, inventory control (warehouse), fleet maintenance (transportation) and management of main campus utilities.

The Warehouse group is responsible for ordering, storing, and issuing materials, tools, safety supplies, uniformed t-shirts, hats and various miscellaneous items needed to install and repair water mains and services and to equip the personnel performing those services. The Warehouse staff also receives, directs, and delivers shipments for all areas of the organization, as needed.

The Transportation group maintains the BWW's current fleet of vehicles (approximately 347 vehicles). The BWW spends approximately \$2 million annually for vehicle purchases and maintenance. Transportation staff runs diagnostics on large vehicles and diesel engines to perform repairs. Major repairs which include large equipment are outsourced.

The department has other responsibilities that include the BWW's Historically Underutilized Businesses (HUB) program, which is designed to encourage the participation of historically underutilized businesses. Its goal is to exercise positive financial control over purchases and to meet the needs of internal customers and all BWW departments by acquiring the most appropriate products and services at the lowest possible prices.



PURCHASING MISSION

To provide excellent service and meet the needs of internal customers by acquiring the most appropriate products and services at the lowest possible prices, operate an efficient warehouse and provide reliable and well-maintained vehicles.

It is the intent of the BWW to foster competition among contractors, suppliers and vendors that will result in better quality and more economical services through the BWW's Historically Underutilized Business (HUB) program.



SUMMARY OF ACTIVITIES

- Responsible for the purchase of supplies, materials, equipment, and services necessary for the operation of BWB's system in compliance with the Alabama State bid laws and other regulations
- Develop the organization's procurement policies and procedures, teach procurement classes and Alabama State Bid Law to help potential suppliers to qualify for future consideration
- Direct the development of formal and informal bids, including requests for bids, requests for quotes/ qualifications, requests for information and requests for proposal. Bid goods and services to meet Alabama State Bid Law and ensure all applicable legal and contractual provisions are met
- Work with the Board of Directors to establish and execute a strategy that will increase minority and HUB participation, which involves attending conferences and seminars, meeting with vendors, preparing reports and monitoring the budget
- Review purchase orders and contracts for compliance with company policy
- Order, store, and issue materials needed to install and repair water mains and services
- Review and investigate material count discrepancies related to receipts and issues in the warehouse
- Responsible for the purchase of all company vehicles and equipment
- Responsible for the proper maintenance of the entire fleet of vehicles
- Inspect and perform minor repairs and maintenance on material handling equipment
- Review, evaluate and approve specifications for issuing and awarding supplier bids through the bid process
- Responsible for the building maintenance & repair of all BWB-owned facilities



PURCHASING DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$1,318,051	\$1,421,225	(\$103,174)	(7.26%)
Utilities - Electric	323,545	319,000	4,545	1.42%
Janitorial Services	250,350	333,800	(83,450)	(25.00%)
Structural Expenses	215,927	187,763	28,164	15.00%
Transportation Expense	166,100	155,800	10,300	6.61%
Utilities - Gas & Water	91,000	92,500	(1,500)	(1.62%)
Materials Collecting	80,000	75,000	5,000	6.67%
HVAC	62,588	62,588	-	-
Fuel	43,600	33,550	10,050	29.96%
Facilities Other	25,000	25,000	-	-
Supplies & Expenses	23,594	23,364	230	0.98%
Cafeteria Expense	22,650	22,994	(344)	(1.50%)
Miscellaneous Property	16,690	17,107	(417)	(2.44%)
Travel Misc Other	15,760	9,645	6,115	63.39%
Uniforms - Non-Stock	3,300	3,900	(600)	(15.39%)
General Inventory Consumption	3,100	4,300	(1,200)	(27.91%)
Membership Dues	2,403	5,684	(3,281)	(57.73%)
Transmissions Mains	0	5,000	(5,000)	(100.00%)
Other O&M	4,298	7,155	(2,857)	(39.93%)
Total Operation & Maintenance	\$2,667,954	\$2,805,374	(\$137,420)	-4.90%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$137,420 or -4.90% from the 2023 Approved Budget.

The major reasons for the variance are:

- Reduced FTE by 2.0
- Janitorial services decreased based on new vendor contract



PURCHASING DEPARTMENT
PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Purchasing	1.00	1.00	1.00	1.00	1.00
Supervisor - Purchasing	1.00	1.00	1.00	1.00	1.00
Coordinator - Purchasing	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Facilities Supervisor	0.00	0.00	1.00	0.00	0.00
Attendant - Building / Messenger II	1.00	1.00	1.00	1.00	1.00
Attendant - Building / Maintenance	0.75	0.75	2.00	2.00	1.00
Supervisor - Warehouse	1.00	1.00	1.00	1.00	1.00
Senior Materials Handler - Team Leader	1.00	1.00	1.00	1.00	1.00
Materials Handler	3.00	3.00	3.00	3.00	3.00
Supervisor - Transportation	1.00	1.00	1.00	1.00	1.00
Sr Automotive Technician	1.00	1.00	1.00	1.00	1.00
Jr Automotive Technician	1.00	1.00	1.00	1.00	1.00
Diesel Mechanic	0.00	0.00	1.00	1.00	0.00
Automotive Technician	3.00	3.00	3.00	3.00	3.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	18.75	18.75	22.00	21.00	19.00

KEY OBJECTIVES

1. Monitor and evaluate price and cost control for the organization by reducing cost for all supplies, materials, and contracts
2. Regulate all BWW bids to ensure 100% compliance with Alabama Competitive Bid Laws and BWW Purchasing Requirements and Guidelines
3. Review and approve all purchase orders and requisitions to ensure 100% compliance with BWW company policies and procedures
4. Manage performance and preventive maintenance on vehicles and equipment to ensure 100% compliance with BWW and manufacturer’s specifications
5. Maintain the BWW’s fleet to improve asset life and reduce unplanned maintenance activities or breakdowns by 5%
6. Track and manage fleet to sustain downtime by 10% and availability by at least 90% annually
7. Track and manage warehouse inventory to maintain no more than 10% lost or damaged materials and supplies annually

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Product Quality Customer Satisfaction	Vehicle Safety Inspections (Annual)	N/A	262	200
Product Quality Customer Satisfaction	Number of New Vehicles (Annual)	15	9	71
Product Quality Customer Satisfaction	Number of Vehicles Retired (Annual)	N/A	28	35

ENVIROLAB

The EnviroLab is one of the largest utility-owned certified laboratories in the state of Alabama among drinking water systems. In 1993, the EnviroLab had six employees. Due to the growth of the system, regulatory demands, customer complaints and inquiries as well as source water monitoring and plant optimization, the department has grown to include the Water Quality Operations and the Regulatory Compliance groups. The BWW EnviroLab is a state-of-the-art, on-site, testing laboratory that provides immediate access to analytical data and quality control information to help optimize the filter plants' daily operations and ensure the safety of the drinking water supply. EnviroLab tests over 100,000 different parameters and more than 60,000 samples each year while also performing as a testing lab for six consecutive water systems and as a secondary lab for two contract labs.

The Laboratory is currently certified to analyze the following drinking water parameters:

- Primary Metals and Minerals
- Secondary Inorganics
- Volatile Organic Compounds (VOCs)
- Pesticides and Herbicides
- Synthetic Organic Compounds
- Trihalomethanes (THMs)
- Haloacetic Acids (HAAs)
- Total Organic Carbon, Nutrients – Chlorite, Bromide
- Total Coliform & E. coli – Bacteriological

The Water Quality Operations group is the first line of defense and is committed to maintaining quality control in the distribution system; from the outer gates of the water treatment (filter) plants to the customer's tap. This part of our operations monitors and performs corrosion control, particulate removal, sediment removal, taste-and-odor control, and discolored water control. Water Quality also makes residual improvements for low chlorine, controls bacteriological growths, responds to customer complaints and system emergencies, collects customer-requested samples, makes water mains rehabilitation recommendations, and installs water quality control devices.

To facilitate these operations along with conventional and unidirectional flushing, we utilize the following:

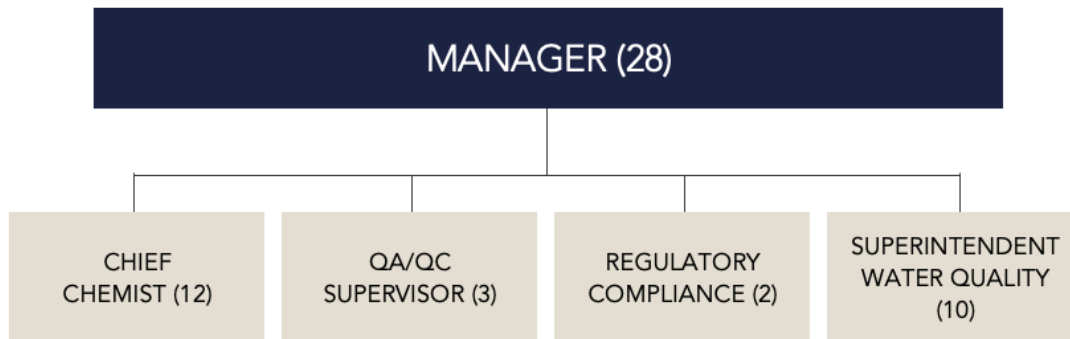
- 38 5/8-inch Meter Box Sample Stations
- 60 – 5 1/4-inch Fire Hydrants Flush points, utilized because of its strategic location
- 113 Mueller HG2 Hydro-Guard Automatic Programmable Flushing Devices
- 4 – 2-inch Safety Guard Sample Stations at the request of the Shades Mountain Treatment Plant
- 112 – 2-inch Safety Guard Sample Stations around the Distribution System
- 8 Maxi-Me Flush Hydrants, 6-inch pipe and above with dual (2) 2 1/2 NST thread connections
- 98 Mini-Me Flush Hydrants (1) 2-inch NST connection
- 16 Mueller Pressure Monitoring Systems
- 20 – 2-inch Air Release Valves
- 2 Mueller's S.M.A.R.T. Intelligent Automatic Programmable Flushing Systems Devices
- Kupferle's Intelligent Turbine Controlled Automatic Programmable Flushing Systems Device



SECTION 6: OVERVIEW OF DEPARTMENTS



MAINTENANCE AND IMPROVEMENTS TO OUR EXCEPTIONAL TREATMENT FACILITIES ENSURES WE ARE ABLE TO PRODUCE QUALITY WATER THAT EXCEEDS DRINKING WATER STANDARDS.



ENVIROLAB MISSION

To maintain the highest quality of water for the BWW distribution system through routine monitoring, legally defensible data, flushing (both conventional and unidirectional) while keeping our customers educated about water concerns and maintaining quality service, integrity, productivity, reliability, and safety.

SUMMARY OF ACTIVITIES

- Approve testing data and submit to ADEM
- Maintain the Laboratory Information Management System (LIMS)
- Perform internal audits of the EnviroLab
- Perform routine flushing to rid the system of unpleasant water quality issues
- Collect samples that are analyzed for microbiology parameters and wet chemistry parameters
- Maintain all water quality control equipment throughout the distribution system
- Perform compliance testing for consecutive systems
- Schedule inside residence plumbing verifications to support the lead and copper project
- Perform lead and copper testing
- Prepare the annual Consumer Confidence Report (CCR) also known as the Annual Water Quality Report
- Install quality control flushing devices, sample stations, flush hydrants, and intelligent automatic programmable flushing system devices
- Maintain flushing operations throughout all pumping gradients in the BWW distribution system while responding 24/7 as needed during system emergencies
- Collect customer requested samples, investigate complaints and address customer concerns after a main break or a customer technical service complaint



www.bwwb.org/water/AWOR

AS PART OF EPA'S RULES, WE PRODUCE AN ANNUAL WATER QUALITY REPORT, WHICH IS ALSO KNOWN AS A CONSUMER CONFIDENCE REPORT. OUR REPORT DETAILS AND OUTLINES THE TESTING WE DO FOR DRINKING WATER CONTAMINANTS AND THEIR LEVELS IN BIRMINGHAM WATER WORKS' DRINKING WATER.



ENVIROLAB DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$2,341,771	\$2,037,720	\$304,052	14.92%
Supplies Purification	400,000	400,000	-	-
Material Equipment Purification	250,000	175,000	75,000	42.86%
Utilities - Electric	162,000	125,888	36,112	28.69%
Sampling	150,000	80,000	70,000	87.50%
CCR/Lead Copper Expenses	139,514	142,098	(2,584)	(1.82%)
Facilities Other	110,000	103,370	6,630	6.41%
Utilities - Gas & Water	82,700	60,000	22,700	37.83%
Fuel	64,500	54,500	10,000	18.35%
Travel Misc Other	56,413	36,601	19,812	54.13%
Contractor Charges	45,000	50,000	(5,000)	(10.00%)
Transportation Expense	40,750	38,500	2,250	5.84%
Misc Gen Exp Membership Dues	9,211	8,784	426	4.85%
Miscellaneous Property	9,000	8,073	927	11.48%
Cafeteria Expense	7,017	7,861	(844)	(10.74%)
Uniforms - Non-Stock	5,000	4,500	500	11.11%
Consultants	-	10,513	(10,513)	(100.00%)
Other O&M Expenses	7,985	10,983	(2,998)	(27.30%)
Total Operation & Maintenance	\$3,880,861	\$3,354,391	\$526,470	15.69%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$526,470 or 15.69% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- 2 positions transferred from Executive
- Material Equipment Purification increased due to cost of service contracts
- Increased sampling for regulatory compliance

ENVIROLAB DEPARTMENT
PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - EnviroLab	1.00	1.00	1.00	1.00	1.00
Assistant Manager - Chief Chemist	1.00	1.00	1.00	1.00	1.00
Quality Control Assurance Officer	1.00	1.00	1.00	1.00	1.00
Quality Control Specialist	2.00	2.00	2.00	2.00	2.00
Lab Data Coordinator	1.00	1.00	1.00	1.00	1.00
Chemist II	1.00	1.00	1.00	1.00	1.00
Chemist I	3.00	3.00	4.00	4.00	4.00
Lab Technician III	1.00	1.00	1.00	1.00	2.00
Lab Technician II	2.00	2.00	2.00	2.00	0.00
Lab Technician I	1.00	1.00	2.00	2.00	3.00
*Regulatory Compliance Specialist	1.00	1.00	2.00	0.00	2.00
Superintendent - Water Quality Operations	1.00	1.00	1.00	1.00	1.00
Technical Service Coordinator I	1.00	1.00	1.00	1.00	1.00
Water Quality Tech - Team Leader	1.00	1.00	1.00	1.00	1.00
Water Quality Technician II	7.00	7.00	7.00	7.00	7.00
TOTAL DEPARTMENT PERSONNEL	25.00	25.00	28.00	26.00	28.00

*Two (2) Positions transferred from Executive to Envirolab



KEY OBJECTIVES

1. Collect and perform bacteriological testing on 210 – 240 samples monthly for the water treatment plants, raw water sources and distribution to maintain 100% compliance with Alabama Department of Environmental Management (ADEM)
2. Collect and perform disinfection byproducts testing on 26 samples monthly and quarterly at distribution, consecutive systems master meters and water treatment plants (entry point) to maintain 100% compliance with ADEM regulations
3. Collect and perform Distribution System Evaluation (DSE) testing on 12 samples bi-monthly (every 60 days) to maintain 100% compliance with ADEM regulations
4. Collect and perform inorganic/organic chemicals (primary, synthetic, and volatile) testing monthly and quarterly at all water treatment plants to maintain 100% compliance with ADEM regulations
5. Collect and perform secondary inorganic drinking water contaminants testing every first and third quarter at all water treatment plants to maintain 100% compliance with ADEM regulations
6. Collect and perform unregulated volatile and synthetic organic chemicals testing every first and third quarter at all water treatment plants to maintain 100% compliance with ADEM regulations
7. Perform and analyze lead and copper testing on 50 samples at predetermined customer tap locations every three years to maintain 100% compliance with ADEM
8. Perform and analyze lead and copper corrosivity testing semi-annually from a representative entry point to the water distribution system per water treatment plant to maintain 100% compliance with ADEM regulations
9. Perform and analyze radiological contaminants testing annually at all water treatment plants to maintain 100% compliance with ADEM regulations
10. Collect and perform Long-Term 2 (LT2) testing for Giardia, Cryptosporidium, E. coli and Turbidity bi-monthly at all water treatment plants to maintain 100% compliance with ADEM regulations
11. Collect and monitor additional raw water and source water testing as needed to maintain 100% compliance with ADEM regulations
12. Perform and document monthly facility, property, and equipment maintenance to certify 100% compliance with the Clean, Paint, and Repair (CPR) program
13. Analyze and record testing samples for consecutive systems to maintain 100% compliance with ADEM regulations
14. Maintain lab certification by passing the annual audit for organic, bacteriological, and inorganic analysis according to the Environmental Protection Agency (EPA) certification regulations and guidelines
15. Retain 100% of the required 14-day testing turnaround time (TAT) for all samples

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction Product Quality	Collect and test water samples monthly from multiple locations within the BWW Distribution System and submit data to regulatory agencies by the 8 th day of the month (number of samples tested/days of the month)	N/A 8th day	8730 8th day	9167 6th day
Customer Satisfaction Product Quality	Maintain/Improve the Turn Around Testing Time (TAT) for water samples (Target: 14 days)	8	7	6
Customer Satisfaction Product Quality	Complete the annual Consumer Confidence Report (CCR Report) and mail it out to customers and consecutive water systems. The report lists the water quality data, contaminants tested and confirms the regulatory compliance	Completed	Completed	In Progress



WATER TREATMENT

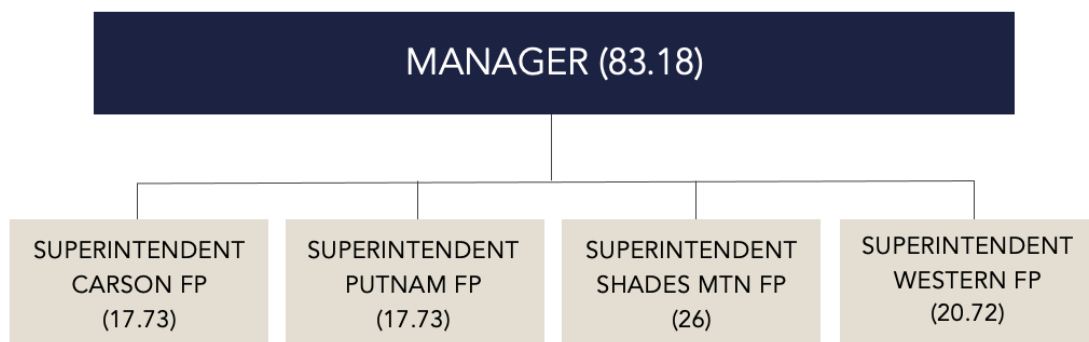
The BWW Water Treatment Department produces potable water to serve approximately 655,000 people via direct retail service in Jefferson County and four surrounding counties. Additionally, approximately 115,000 people are served via wholesale sales to consecutive systems. Four water filtration plants process and treat the raw water as follows:

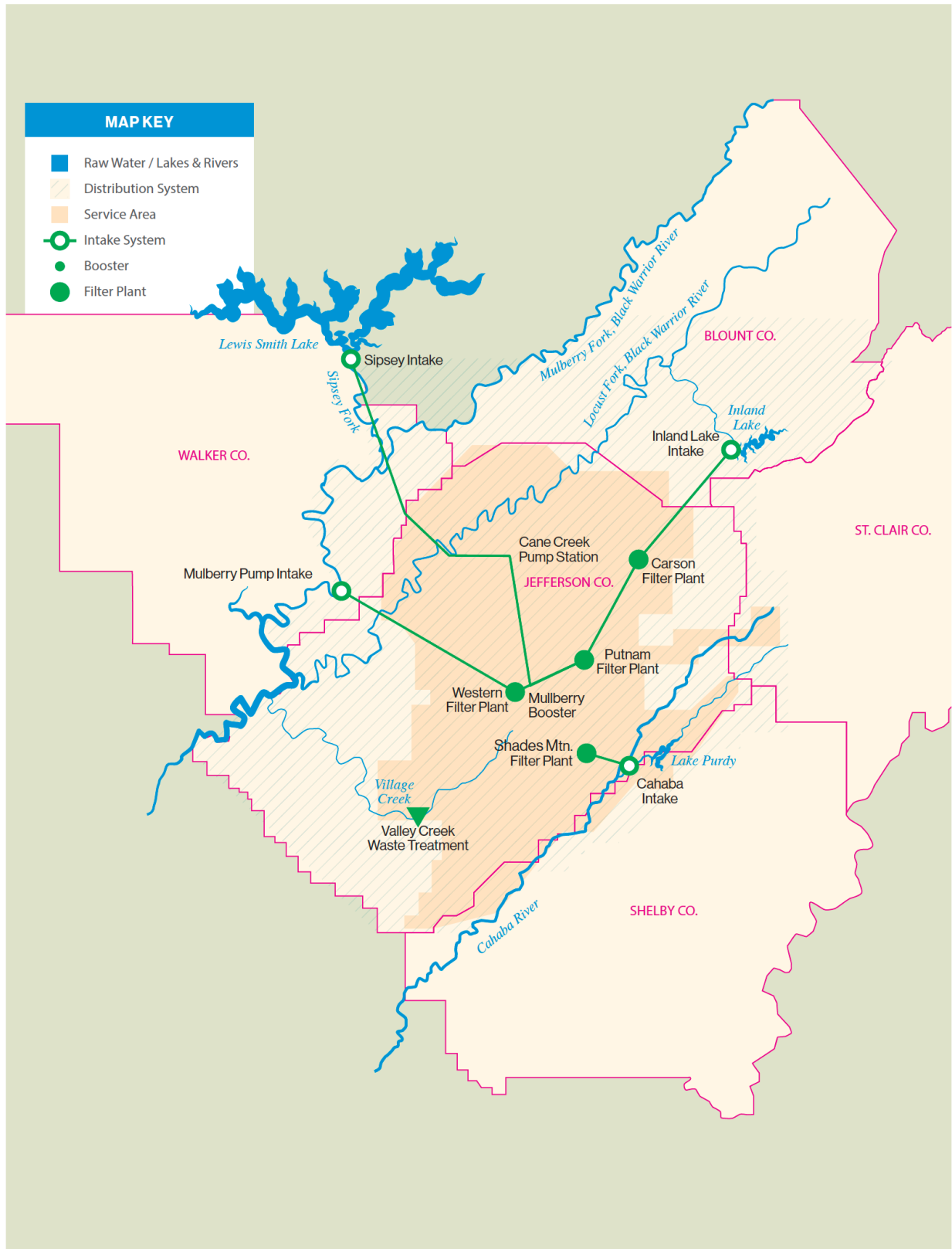
JEFFERSON COUNTY FILTRATION PLANT SOURCES AND CAPACITY

FILTRATION PLANT	RATED CAPACITY	SOURCE OF SUPPLY
Shades Mountain	80 MGD	Cahaba River - Lake Purdy
Putnam	24 MGD	Mulberry Fork, Smith Lake or Inland Lake
Western	60 MGD	Mulberry Fork or Smith Lake
Carson	25 MGD	Inland Lake, Smith Lake or Mulberry Fork

Alabama Department of Environmental Management (ADEM) requires Grade IV Certified Operators at each filtration plant to ensure water quality and quantity meets or exceeds state and federal regulations. Each filtration plant is recognized annually for meeting and/or exceeding standards.

The department’s goal is to ensure that local and federal drinking water regulations are implemented and enforced and to be recognized at the national level for safe and clean water.







SHADES MOUNTAIN FILTER PLANT



PUTNAM FILTER PLANT



WESTERN FILTER PLANT



CARSON FILTER PLANT

WATER TREATMENT MISSION

To provide our customers with the highest quality water possible at the most affordable rate. To provide efficient, effective, and reliable water services in a manner that preserves and conserves our precious water resources and the natural environment to ensure adequate water quality and supply for future generations.

SUMMARY OF ACTIVITIES

- Produce a high quality and quantity of water to the Birmingham area and systems that purchase water
- Perform water quality tests to ensure water quality
- Dose and maintain chemical feed points
- Fill and maintain storage tanks for drinking water and fire protection
- Backwash filters
- Adjust basins and clear well levels
- Coordinate with E&M staff to schedule maintenance of equipment
- Run lab tests to monitor required water characteristics and maintain highest quality of water
- Test and maintain all backflow devices



AS PART OF OUR OVERALL FILTER REHABILITATION PROGRAM, BWW HAS CHOSEN TO UPGRADE THE FILTERS AT EACH PLANT TO PROVIDE THE FLEXIBILITY FOR INSTALLATION OF GRANULAR ACTIVATED CARBON (GAC) IN THE FILTERS.

AWARDS

CARSON

- AWPCA Best Operated Plant Award 20.1 – 30.0 MGD 2023
- EPA and AWWA Partnership for Safe Drinking Water President’s Award (6 Years)
- Water Quality Fluoridation Award from the CDC
- EPA and AWWA Partnership for Safe Drinking Water Director’s Award (16 Years)
- AWWA Alabama Water Treatment Plant of the Year 2022

PUTNAM

- AWPCA Award of Excellence for Surface Water Plant Category 20.1 to 30 MGD 2023
- Water Quality Fluoridation Award from the CDC
- ADEM AWOP 12 Year Optimized Plant Award
- EPA and AWWA Partnership for Safe Drinking Water President’s Award (7 Years)
- EPA and AWWA Partnership for Safe Drinking Water Director’s Award (18 Years)

WESTERN

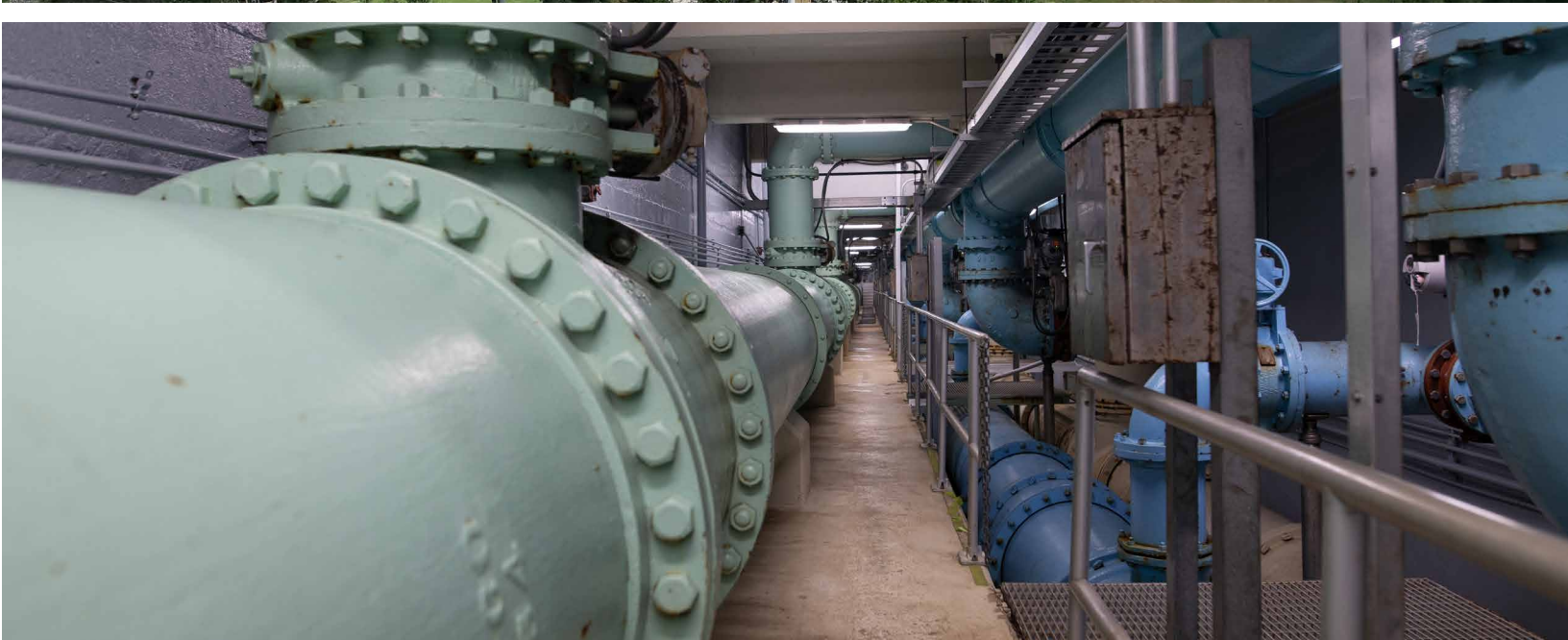
- Water Quality Fluoridation Award from the CDC
- EPA and AWWA Partnership Award of Excellence (10 Years)
- EPA and AWWA Partnership Director’s Award (16 Years)
- ADEM AWOP Optimized Plant Award
- AWPCA Best Operated Plant Award for Surface Water 50 to 60 MGD
- Operator of The Year Award (Christopher Scott Gormley)

SHADES MOUNTAIN

- ADEM AWOP 11-year Optimized Plant Award
- AWPCA Best Operated Plant Award for Surface Water Greater than 60 MGD
- Water Quality Fluoridation Award from the CDC
- EPA and AWWA Partnership for Safe Drinking Water Directors Award (7 Years)
- EPA & AWWA Partnership for Safe Drinking Water Directors Award (6 Years)



OUR VISION IS TO BE RECOGNIZED LOCALLY AND NATIONALLY FOR PROVIDING THE HIGHEST QUALITY WATER TO OUR CUSTOMERS BY FOCUSING ON CUSTOMER SERVICE, INNOVATION, FISCAL RESPONSIBILITY, AND SUSTAINABLE GROWTH.





WATER TREATMENT DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$5,816,288	\$5,576,589	\$239,699	4.30%
Chemicals	9,381,540	9,115,232	266,308	2.92%
Power	4,265,940	3,551,000	714,940	20.13%
Material Equipment Purchase	404,750	404,750	-	-
Supplies Expense Purification	403,250	411,750	(8,500)	(2.06%)
Material Structural Purchase	270,988	291,750	(20,762)	(7.12%)
Fuel	155,890	133,000	22,890	17.21%
Miscellaneous Property	122,563	110,989	11,575	10.43%
Utilities - Gas & Water	100,400	97,400	3,000	3.08%
Materials Other P&P Maintenance	65,500	77,000	(11,500)	(14.94%)
Travel Misc Other	50,880	40,375	10,505	26.02%
Purchased Water	50,000	50,000	-	-
Transportation Expense	47,000	46,460	540	1.16%
Pump Expense Electrical- P&P Operations	42,000	44,000	(2,000)	(4.55%)
Material Electrical Structural Maintenance	33,000	38,500	(5,500)	(14.29%)
Uniforms - Non-Stock	23,960	38,250	(14,290)	(37.36%)
Sludge Handling Purification	18,000	21,000	(3,000)	(14.29%)
Rent / Storage Facilities	13,500	12,500	1,000	8.00%
General Inventory Consumption	7,590	9,450	(1,860)	(19.68%)
Utilities-Telephone	7,250	7,100	150	2.11%
Cafeteria Expense	6,169	7,492	(1,324)	(17.67%)
Membership Dues	4,627	9,732	(5,104)	(52.45%)
Employee Recognition	3,440	3,240	200	6.17%
Other O&M Expenses	7,464	10,819	(3,355)	(31.01%)
Total Operation & Maintenance	\$21,301,988	\$20,108,377	\$1,193,611	5.94%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$1,193,611 or 5.94% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- 4 new positions were added and 2 vacant positions (1.725 FTE) were removed
- Chemical vendors price increases
- Power rate increases



WATER TREATMENT DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Water Treatment	1.00	1.00	1.00	1.00	1.00
Superintendent - Filter Plant - Senior	1.00	1.00	1.00	1.00	1.00
Superintendent - Filter Plant	3.00	3.00	3.00	3.00	3.00
Operator - Filter - Chief	1.00	1.00	1.00	1.00	1.00
Operator - Filter - Senior	3.00	3.00	3.00	3.00	3.00
Operator IV	4.00	4.00	4.00	4.00	8.00
Operator III	12.00	12.00	12.00	12.00	8.00
Operator II	10.00	10.00	11.00	14.00	15.00
Operator Trainee	4.00	4.00	7.00	7.00	8.00
Operator Intern	2.90	2.90	2.92	2.92	2.18
Worker - Maintenance - Purification II	0.00	0.00	0.00	0.00	1.00
Worker - Maintenance - Purification	10.00	10.00	14.00	15.00	15.00
Pmw Trainee	5.00	5.00	0.00	0.00	0.00
Supervisor - Filter Plant - Maintenance	3.00	3.00	4.00	4.00	4.00
Maintenance Crew Leader	4.00	4.00	4.00	4.00	4.00
Purification Special Projects Coordinator	1.00	1.00	1.00	1.00	0.00
Residual Plant Operator II	4.00	4.00	4.00	4.00	5.00
Residual Plant Operator I	4.00	4.00	4.00	4.00	4.00
TOTAL DEPARTMENT PERSONNEL	72.90	72.90	76.92	80.92	83.18

APPROVED NEW POSITIONS

OPERATOR I TRAINEE

- Maintain plant maintenance records and laboratory equipment maintenance records
- Perform routine maintenance of plant process control and monitoring equipment
- Receive and maintain chemical inventory, change chlorine cylinders, and pump regulator filters
- Inspect and maintain plant pumping and chemical feed equipment
- Provide additional staffing reliability and resilience while also mitigating overtime and facilitating enhanced maintenance levels at our critical facilities

RESIDUAL PLANT OPERATOR III

- Lead solids handling operations at the Shades Mountain Filter Plant
- Maintain chemical inventory worksheets and complete monthly inventory counts
- Schedule and assign residual operations tasks to maintain centrifuge operations
- Provide additional staffing reliability and resilience while also mitigating overtime and facilitating enhanced maintenance levels at our critical facilities
- Assist with maintaining the settling basin

KEY OBJECTIVES

1. Maintain 100% compliance with all BWW, state and federal regulations for water treatment
2. Perform plant and facility maintenance to certify 100% compliance with the Clean, Paint, and Repair (CPR) program
3. Collect daily water samples and perform required ADEM process testing and treatment for microbial contaminants and bacteria on site
4. Adhere to all monthly ADEM requirements for water treatment control, monitoring and operations reporting
5. Perform preventative and predictive equipment maintenance to maintain equipment readiness of 95%
6. Develop, maintain, and record maintenance schedules for all equipment located at the water treatment plants on a daily, weekly, and monthly timetable
7. Process 10–15 million pounds of sludge (dry solids) annually through dewatering operations, deliver to BWW landfills

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Product Quality	Gallons of Water Processed and Distributed Annually	40,605,038	42,191,450	43,839,842
Product Quality	Volume of Sludge (Pounds) Processed Pnnually	9,843,280	10,367,812	10,829,067
Workforce Development	Required Continuing Education Hours Completed	416	512	595



SECURITY

The Security Department is responsible for all matters related to the security of BWW's critical facilities and personnel. The team develops and enforces security policies to ensure a safe environment for employees and visitors, along with ensuring the safety and security of all water operations. Console Operators monitor an integrated security system 24/7 from a central command center, an integrated security system that protects our 11 manned sites (4 treatment plants, 4 intake pumping stations, 2 dams, and our main campus) and over 50 unmanned pump stations and tanks.



SECURITY MISSION

To strive for excellence by continuing its standing as one of the top security departments in the country by protecting BWW's employees, customers, assets and reputation through leadership, exceptional staff, technology, and innovation while maintaining an environment that fosters teamwork and enables our employees to grow.

SUMMARY OF ACTIVITIES

- Manage the development and implementation of global security policies, standards, guidelines, and procedures to ensure ongoing maintenance of security
- Work with the Executive Management team to prioritize security initiatives and spending based on appropriate risk management and/or financial methodology
- Oversee the development, implementation, and maintenance of the company's policies, standards, guidelines, processes, procedures and plans that will serve to govern and manage physical security for BWW
- Establish a security policy to remain compliant with critical infrastructure standards and other relevant security standards
- Lead operational security-related activities to enhance the value of the organization's brand
- Review the organization's vulnerability assessment and update the emergency response plan
- Develop relationships with the Department of Homeland Security (DHS) and the local police
- Develop security outreach programs for all employees
- Develop and conduct workplace violence prevention/situational awareness training
- Oversee maintenance of all security equipment
- Work with consultants to design security improvements
- Develop a loss prevention program
- Develop and conduct ongoing training for security personnel
- Develop relationship with the local Emergency Management Agency (EMA)
- Conduct tabletop exercises with local and federal agencies
- Conduct threat assessments for assets not deemed "critical" per the vulnerability assessment



SECURITY DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$920,359	\$781,952	\$138,407	17.70%
Security Guards Expense	1,904,997	1,769,375	135,622	7.66%
Non-Capital Equipment Replacement	65,000	80,000	(15,000)	(18.75%)
Miscellaneous Property	30,000	28,980	1,020	3.52%
Structural Expenses	30,000	31,050	(1,050)	(3.38%)
Software Maintenance & Support	25,000	9,700	15,300	157.73%
Supplies & Expenses	23,000	19,322	3,678	19.04%
Equipment Maintenance & Support	19,822	18,354	1,468	8.00%
Travel Misc Other	11,503	11,050	453	4.10%
Uniforms - Non-Stock	9,306	8,617	689	8.00%
Membership Dues	8,625	12,175	(3,550)	(29.16%)
Fuel	7,204	6,670	534	8.00%
Transportation Expense	4,521	4,306	215	5.00%
Cafeteria Expense	3,135	2,850	285	10.00%
Consultants	-	14,535	(14,535)	(100.00%)
Other O&M Expenses	2,345	5,633	(3,288)	(58.37%)
Total Operation & Maintenance	\$3,064,818	\$2,804,569	\$260,250	9.28%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$260,250 or 9.28% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Outsourced security increased due to slight rate increase. Security hours increased at two plants; along with increased security personnel at two additional locations



SECURITY DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Security Manager	1.00	1.00	1.00	1.00	1.00
Security Superintendent	1.00	1.00	1.00	1.00	1.00
Security Coordinator	1.00	1.00	1.00	1.00	1.00
Sr Security Console Operator	1.00	1.00	1.00	1.00	1.00
Security Console Operator	4.00	4.00	4.00	4.00	4.00
Security Officer	1.00	1.00	1.00	1.00	1.00
PT Security Officer	0.73	0.73	0.73	0.73	0.73
Security Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Utility Worker I	0.00	0.00	0.00	1.00	1.00
Security Systems Technician	0.00	0.00	0.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	10.73	10.73	10.73	12.73	12.73

KEY OBJECTIVES

1. Maintain National Incident Management System (NIMS) compliance through the annual tabletop training exercise and demonstrate lessons learned to enhance the BWW's emergency readiness
2. Perform and record quarterly security and facility testing to certify the Physical Integrated Security System is performing accurately
3. Monitor and notify Security Management team of 100% of security emergencies, threats, and issues in a timely manner
4. Conduct annual security audits and risk assessments for all BWW facilities and assets
5. Perform quarterly system tests to maintain equipment readiness

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Workforce Development Infrastructure Stability	Maintain National Incident Management Systems Compliance Through Training (Target: 4 Training Sessions/Exercises Annually)	N/A	4	6
Customer Satisfaction Infrastructure Stability	Perform Quarterly Testing of Fire Protection and Safety Systems (Target: 8 Annually)	N/A	4	8
Infrastructure Stability	Number of Facility Inspections and Security Audits Completed	N/A	3	6

WATER RESOURCES

The Water Resources Department is responsible for ensuring the reliable and efficient operation of 4 intake stations, 4 industrial water pumping stations and 6 groundwater well sites. This is accomplished by supervising and maintaining operations of stations, tank sites, a 115kv substation, reservoirs, dams, and other related sites.

MANAGER (33)

SUPERINTENDENT
WATER RESOURCES
(32)

WATER RESOURCES MISSION

To provide an adequate supply of high-quality raw water to BWW filter plants and commercial/industrial customers and to efficiently operate and maintain all facilities. Develop and implement the best management practices for watershed protection policy.





SUMMARY OF ACTIVITIES

- Repair malfunctioning equipment and arrange maintenance schedules for motors, cone valves, pumps, and other associated appurtenances
- Record and monitor all pump stations and reservoir data (multilins, vibration levels, river/lake levels, packing, cooling water, chemical feeds)
- Maintain reservoir levels (tanks and basins) within the desired ranges with the least amount of starts and stops on motors and pumps
- Perform and record preventative and predictive equipment maintenance to maintain equipment readiness
- Perform and document monthly structural and ground maintenance in accordance with the Clean, Paint, and Repair (CPR) program
- Collect 150 water samples monthly from intakes and source water throughout the service area for required ADEM testing and treatment of microbial contaminants and bacteria
- Pre-treat raw water as directed by Water Treatment to maintain compliance with all regulatory requirements
- Consult with SCADA, Security, Filter Plants and Emergency Response Units as it relates to emergency, security and raw water supply concerns, issues, and incidents
- Host training seminars, social events and conduct guided tours at the Historic Cahaba Museum



WATER RESOURCES DEPARTMENT
O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$2,762,271	\$2,471,106	\$291,165	11.78%
Power	6,238,624	5,904,000	334,624	5.67%
Supplies Exp SoS Operations	126,000	126,000	-	-
Material Electrical Structure Maintenance	66,200	52,200	14,000	26.82%
Utilities - Electric	62,482	59,282	3,200	5.40%
Consultants	48,430	48,000	430	0.90%
Reservoir Materials-SoS Maintenance	40,000	51,500	(11,500)	(22.33%)
Miscellaneous Property	32,542	52,021	(19,479)	(37.44%)
Intake Materials SoS Maintenance	27,000	32,000	(5,000)	(15.63%)
Travel Misc Other	26,686	12,400	14,286	115.22%
Fuel	25,400	29,600	(4,200)	(14.19%)
Supplies Exp Purification	20,500	23,600	(3,100)	(13.14%)
Structural Expenses	20,000	20,000	-	-
Other Structural Material	18,000	18,000	-	-
Transportation Expense	11,050	13,450	(2,400)	(17.84%)
Mileage Reimbursement	10,076	13,413	(3,337)	(24.88%)
Other O&M Expenses	10,995	10,670	325	3.05%
Uniforms - Non-Stock	9,500	12,300	(2,800)	(22.76%)
Utilities-Telephone	8,560	8,060	500	6.20%
Cafeteria Expense	7,237	6,677	560	8.38%
Membership Dues	6,020	4,323	1,697	39.24%
General Inventory Consumption	4,800	5,600	(800)	(14.29%)
Utilities - Gas & Water	4,300	2,400	1,900	100.00%
Total Operation & Maintenance	\$9,586,672	\$8,976,601	\$610,070	6.80%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$610,070 or 6.80% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Power rate increases



WATER RESOURCES DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager Water Resources	1.00	1.00	1.00	1.00	1.00
Superintendent - Water Resources	1.00	1.00	1.00	1.00	1.00
Supervisor / Inland Dam & Reservoir	1.00	1.00	1.00	1.00	1.00
Supervisor - Cahaba Pump Station	1.00	1.00	1.00	1.00	1.00
Supervisor - Pump Station	3.00	3.00	3.00	3.00	3.00
Supervisor - Inland Pump Station	1.00	1.00	1.00	1.00	1.00
Caretaker - Lake Purdy	1.00	1.00	1.00	1.00	1.00
Pump Station Operator	12.00	12.00	13.00	13.00	13.00
Museum Coordinator	1.00	1.00	1.00	1.00	1.00
Station Operator Trainee	5.00	5.00	4.00	4.00	4.00
Worker - Maintenance - Purification	6.00	6.00	6.00	6.00	6.00
TOTAL DEPARTMENT PERSONNEL	33.00	33.00	33.00	33.00	33.00

KEY OBJECTIVES

1. Record and monitor all pump stations and reservoir data (multilins, vibration levels, river/lake levels, packing, cooling water, chemical feeds) with a 95% accuracy rate
2. Maintain reservoir levels (tanks and basins) daily within the desired ranges with the least amount of starts and stops on motors and pumps
3. Perform and record preventative and predictive equipment maintenance to maintain equipment readiness of at least 90%
4. Perform and document monthly structural and ground maintenance to certify 100% compliance with the Clean, Paint, and Repair (CPR) program
5. Collect 150 water samples monthly from intakes and source water throughout our service area for required ADEM testing and treatment of microbial contaminants and bacteria
6. Pre-treat raw water as directed by Water Treatment for Shades Mountain Filter Plant to maintain 100% compliance with all regulatory requirements

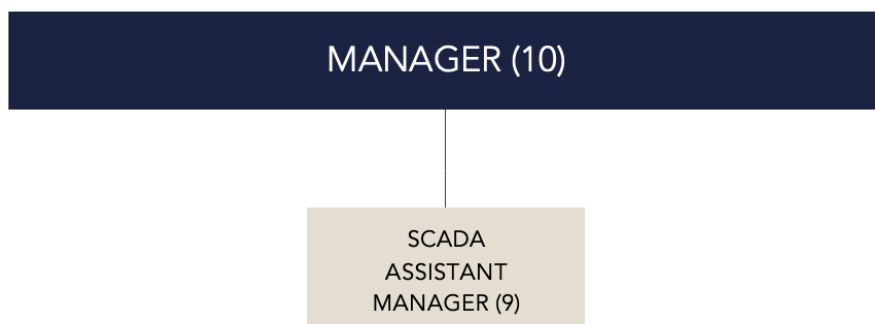
KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction Product Quality	Number of Water Samples Collected Annually	4,120	5,536	5,656
Customer Satisfaction Product Quality	Gallons of Raw Water (Thousands) Pumped Annually	47,795,371	49,401,877	51,062,381

SUPERVISORY CONTROL & DATA ACQUISITION (SCADA)

Supervisory Control & Data Acquisition (SCADA) is the use of technology to monitor and control processes locally and remotely. SCADA systems usually have “analog” information (e.g., numbers indicating the water level in a tank) and digital or status information. They can send a status value (e.g., start a pump) and receive it (e.g., the pump has started). The computer can be used to summarize and display the data it is processing. Trends (graphs) of analog values over time are very common. Collecting the data and summarizing it into reports for operators and management are normal features of a SCADA system.

The BWW's SCADA system consists of Distributive Control System (DCS) equipment at all treatment plants and raw water pump stations and remote telemetry systems that connect the respective plant to tank sites, pump stations and pressure reducing stations that are miles away. The Central Operations Room and Emergency (CORE) recovery command center is connected to all major operational facilities of the BWW. The CORE maintains programs and data that are necessary to support the entire SCADA system. During adverse weather conditions and operational challenges, the CORE becomes the heartbeat of the water system, and the most critical operational decisions are made based on the data provided.



SCADA MISSION

To maximize the functions of the SCADA System to assure that BWW provides the highest quality water to its customers. To accomplish this with sincere effort, intelligent direction, and skillful execution by providing superior controls, accurate data, and great service.

SUMMARY OF ACTIVITIES

- Program and configure the control system at all major BWW water treatment plants and raw water pump stations to allow these facilities to operate with automatic controls
- Provide graphical user interface at each plant for operators' use
- Acquire data on plant and distribution system operations
- Perform the duties of the Emergency Switchboard Operator after normal work hours, weekends, and holidays
- Assist and coordinate BWW personnel in after-hours emergencies to help limit the impact on customers
- Monitor and maintain operations for all communication equipment
- Provide data to management for analysis and decision making



SCADA DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$369,009	\$311,621	\$57,388	18.42%
Communication Equipment Maintenance	350,490	350,490	-	-
Equipment Maintenance/Support	230,000	210,000	20,000	9.52%
SCADA Operations	73,600	75,100	(1,500)	(2.00%)
Travel Misc Other	12,918	12,918	-	-
Software Maintenance & Support	10,000	20,000	(10,000)	(50.00%)
Facilities Other	6,000	5,000	1,000	20.00%
Other O&M Expenses	3,971	5,857	(1,887)	(32.21%)
Fuel	2,000	2,000	-	-
Material Equipment Purchase	1,000	1,000	-	-
Transportation Expense	1,000	1,000	-	-
Total Operation & Maintenance	\$1,059,988	\$994,986	\$65,001	6.53%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$65,001 or 6.53% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Equipment maintenance and support expense increase in vendor prices



SCADA DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - SCADA System	1.00	1.00	1.00	1.00	1.00
Assistant Manager - SCADA	0.00	0.00	1.00	1.00	1.00
SCADA System Analyst Technician II	2.00	2.00	2.00	2.00	1.00
SCADA System Analyst Trainee	1.00	1.00	0.00	0.00	0.00
SCADA System Analyst Technician I	0.00	0.00	0.00	0.00	2.00
SCADA System Operator II	0.00	0.00	1.00	1.00	1.00
SCADA System Operator	4.00	4.00	4.00	4.00	3.00
Wireless Communication Technician	1.00	1.00	1.00	1.00	1.00
Total Department Personnel	9.00	9.00	10.00	10.00	10.00

KEY OBJECTIVES

1. Conduct and record monthly maintenance of the SCADA system to confirm the system and servers will be operational 100% of the time
2. Investigate and respond within four hours of notification and resolve problems within 24 hours
3. Monitor SCADA operations of raw and finished water systems 24/7 to maintain 100% compliance with all BWW, state and federal regulations
4. Operate Raw Water Pump Stations to maintain a supply of water through operation of pumps and valves 100% of the time
5. Perform preventative and predictive radio communication hardware equipment maintenance to sustain equipment readiness of at least 98%
6. Implement an annual strategy to reduce electricity usage cost
7. Perform and verify the SCADA control system backup quarterly to confirm authenticity

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Product Quality	Percentage of Reports Completed for Reporting Compliance	100%	100%	100%
Product Quality	Maintain Daily Finished Water Report and Determine Daily Average Water Demand (Thousand Gallons) from Water treatment Plants	112,766	117,967	123,207



INDUSTRIAL & COMMERCIAL ACCOUNTS

The growth of our customer base translates to greater water usage. This growth assists BWW in having dependable sources of revenue to maintain and expand our quality services. We currently sell potable water to residential, commercial (non-residential), and wholesale customers. In addition, we sell non-potable raw water to industrial clients.

The healthcare facilities are integral to the health and well-being of the communities we serve. The resilience of a community depends on the ability of its critical infrastructure sectors to reliably respond to its needs, particularly during emergency events. Healthcare facilities make up an essential component of this critical infrastructure and must consistently maintain their water capabilities to meet the needs of their community members. Water supply interruption can be caused by several types of events such as a natural disaster, construction damage or even an act of terrorism. Because water supplies can and do fail, it is imperative to understand and address how patient safety, quality of care, and the operations of our facilities will be impacted.

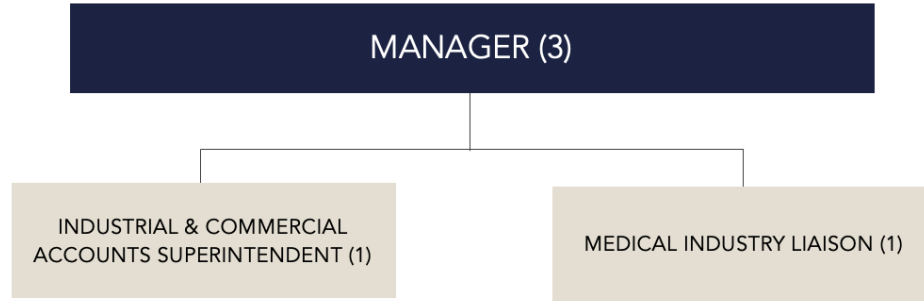
The beverage industry in our service area is growing rapidly due to the high quality of water that we provide. When the water supply to a facility is interrupted, we should assess the problem quickly. The response to the interruption will depend greatly on the type of interruption; complete loss of water, reduced pressure, or water discoloration and the estimated length of time necessary to return water service to normal. As water is the main ingredient to produce their product it is essential to correct any issue as soon as possible.

Alabama Department of Environmental Management (ADEM) defines a consecutive system as "A public water system that receives some or all of its finished water from one or more wholesale systems. Delivery may be through a direct connection or through the distribution system of one or more consecutive systems." (ADEM Admin. Code r. 335-7-1-.01). BWW has:

- Four sole source consecutive systems (Graysville Water Works, Mulga Water Department, West Jefferson Water System and Brookside Water System)
- One "take or pay" consecutive systems which are required to take a minimum consumption (Pine Bluff Water Authority).
- Two compliance systems (Alabama Power and University of Alabama – Birmingham)
- Five emergency connections (Shelby County Water, Irondale Water, Trussville Water, Blount County Water and Bessemer Water).

The consecutive systems' distribution systems have been optimized to reduce disinfection byproducts. They have also been designed and/or upgraded to mimic BWW's system (compliance, standard operating procedures, etc.). Each consecutive system can maintain water services for at least 24 hours (non-emergency) as needed for BWW system repair. BWW conducts water quality testing for its consecutive systems and has assisted with leak surveys in the past. Approximately 115,000 residents are served via BWW consecutive systems.

One of the largest non-potable water customers is US Steel. In the 1980s, their water consumption averaged 35-40 MGD; however, consumption reduced significantly due to unfavorable market conditions that led to the closure of the Fairfield blast furnace. US Steel recently constructed an electric arc furnace and an ASU (Air Separation Unit) with a projected water consumption of 8-10 MGD.



INDUSTRIAL AND COMMERCIAL MISSION

The Industrial and Commercial Accounts Department is committed to providing the highest quality of water to meet the needs and expectations of our customers and stakeholders. Our services enhance the economic, social, and environmental well-being of the communities we serve.

SUMMARY OF ACTIVITIES

- Manage company initiatives to ensure resolution of compliance issues, annual rate notification, technical/regulatory notifications, and service calls
- Coordinate with internal departments to ensure all filings are complete and ready for the annual consumer confidence report for public consumption
- Act as a proactive liaison between BWW and industrial/commercial/wholesale/medical customers, helping with water issues by communicating with individuals and groups face-to-face and hosting one-on-one meetings by telephone or in person
- Address compliance issues per ADEM with our consecutive partners. Provide reporting to the Office of Water Resources
- Manage secured customer website containing real-time SCADA data to ensure integrity for customer reporting dashboards
- Coordinate the planning requirements and execution for the annual raw water conference with internal departments, customers, and industry agencies
- Proactively monitor customer reporting data to design strategies that will support compliance and consistency according to the ADEM requirements
- Work with customers to develop action plans based on findings from ADEM system audits
- Create and maintain emergency contracts for customers and consecutive systems to support any deviation in normal production of raw water
- Meet and communicate orally and in writing with customers, other city departments, and service providers to discuss water operation issues
- Provide resolution to service calls, Mayor concerns, and raw water updates to our customers
- Provide onsite training and water system presentations
- Provide oversight in the administration of contracts relating to industrial, wholesale, and commercial water customers
- Conduct annual rate review and test calculation on rate schedule and billing. Send notification of rate change to our customers and respond to any billing questions
- Demonstrate ongoing efforts to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality, seamless customer service
- Review reports and research discrepancies relating to unaccounted for water and account contracts
- Provide executive reports/briefing on the activity of customers and impact on revenue
- Track and report on non-revenue water and volume and status of collections



INDUSTRIAL & COMMERCIAL DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$209,598	\$397,317	(\$187,720)	(47.25%)
Travel Misc Other	20,152	24,458	(4,306)	(17.61%)
Supplies & Expenses	15,973	15,973	-	-
Fuel	6,500	8,250	(1,750)	(21.21%)
Membership Dues	5,308	7,475	(2,167)	(28.99%)
Facilities Other	3,500	3,500	-	-
Uniforms - Non-Stock	2,000	1,500	500	33.33%
Transportation Expense	1,500	1,500	-	-
Cafeteria Expense	1,100	1,100	-	-
General Inventory Consumption	500	1,000	(500)	(50.00%)
Employee Recognition	120	120	-	-
Uniforms	100	250	(150)	(59.99%)
Total Operation & Maintenance	\$266,352	\$462,444	(\$196,092)	-42.40%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$196,092 or -42.40% from the 2023 Approved Budget.

The major reason for the variance is:

- 2 vacant positions were partially funded



INDUSTRIAL & COMMERCIAL DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Industrial & Commercial Accts	1.00	1.00	1.00	1.00	1.00
Superintendent - Industrial & Commercial Accts	1.00	1.00	1.00	1.00	1.00
Medical Industry Liaison	0.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	2.00	3.00	3.00	3.00	3.00

KEY OBJECTIVES

1. Manage all industrial and commercial accounts to ensure 100% compliance with all local, state, and BWW regulations and requirements
2. Review monthly SAP reporting to make sure that 100% of accounts are read and billed per their contract requirements
3. Review Consumer Confidence Report (CCR) information with ADEM at all consecutive locations to ensure 100% reliability
4. Complete SCADA and meter upgrades at all entry points and provide updated web pages to our consecutive system partners at 100%
5. Investigate and respond to 100% of consecutive, raw water, medical and beverage issues/concerns as it relates to meter reading, billing issues, meter service and repair within 72 hours of receipt

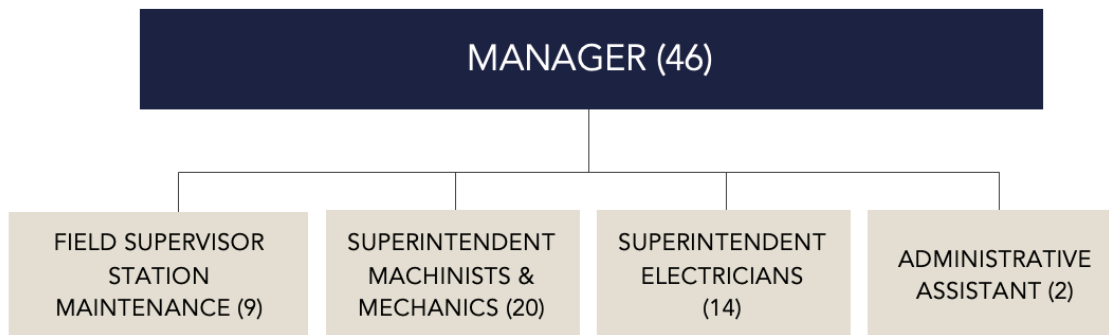
KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction	Number of Consecutive System Partnership Meetings Attended	64	80	90
Customer Satisfaction Financial Viability	Number of Reports Analyzed with Industrial & Commercial Customers to Ensure Contract Requirements are Met	96	121	133
Customer Satisfaction Workforce Development	Number of Continuing Education Hours provided to Industrial & Commercial Customers	200	256	300

ELECTRICAL & MECHANICAL

The Electrical & Mechanical Maintenance Department (E&M Shop) supports the maintenance of electrical and mechanical equipment throughout the entire BWW system. The E&M Shop is on call 24/7 to repair and maintain the system's assets for the operation of machines, pumps, and mechanical equipment, including fabrication.

The E&M Shop is responsible for the preventive and predictive program that increases the longevity of BWW's assets.



ELECTRICAL AND MECHANICAL MISSION

To provide high-quality electrical and mechanical support to ensure BWW's infrastructure is operable at full capacity with limited interruptions in service.

SUMMARY OF ACTIVITIES

- Maintain plants and all assets on a continuous improvement path for quality and efficiency
- Coordinate maintenance activities for facilities and production equipment
- Develop and implement a predictive and preventive maintenance program
- Track and control maintenance inventory
- Maintain close coordination with production departments to resolve equipment breakdowns and other production related opportunities
- Perform root cause analysis for any abnormal conditions and failures which may result in corrective actions to prevent recurrences



CASEY ROGERS ELECTRICAL AND MECHANICAL DEPARTMENT

Received the Award of Excellence for the BWW Distribution System for > 100,000 Meters



ELECTRICAL & MECHANICAL DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$3,222,269	\$2,817,433	\$404,836	14.37%
Power	1,903,000	1,730,000	173,000	10.00%
Material Electrical Structure Maintenance	377,000	393,100	(16,100)	(4.10%)
Fuel	165,250	165,253	(3)	-
Transportation Expense	112,500	119,000	(6,500)	(5.46%)
Rent / Storage Facilities	63,000	53,500	9,500	17.76%
Travel Misc Other	62,490	66,057	(3,567)	(5.40%)
Facilities Other	60,000	63,000	(3,000)	(4.76%)
Uniforms - Non-Stock	52,500	53,000	(500)	(0.94%)
Supplies Exp SoS Operations	38,000	44,250	(6,250)	(14.12%)
Utilities - Gas & Water	27,000	27,000	-	-
General Inventory Consumption	13,100	11,600	1,500	12.93%
Miscellaneous Property	12,518	9,597	2,921	30.43%
Other O&M Expenses	11,263	15,495	(4,232)	(27.31%)
Utilities-Telephone	10,550	8,000	2,550	31.88%
Supplies & Expenses	6,305	7,146	(841)	(11.77%)
Cafeteria Expense	6,205	4,483	1,722	38.42%
Material Structures/Tanks	6,000	6,000	-	-
Membership Dues	5,627	5,340	288	5.39%
Total Operation & Maintenance	\$6,154,576	\$5,599,252	\$555,324	9.92%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$555,324 or 9.92% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Power rate increases



ELECTRICAL & MECHANICAL DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Electrical & Machine Maintenance	1.00	1.00	1.00	1.00	1.00
Superintendent - Electrical	1.00	1.00	1.00	1.00	1.00
Superintendent - Mechanical	1.00	1.00	1.00	1.00	1.00
Industrial Control Master Electrician	7.00	7.00	9.00	9.00	9.00
Industrial Control Electrician - Journey	1.00	1.00	2.00	2.00	2.00
Building Maintenance Electrician Journeyman	1.00	1.00	1.00	1.00	1.00
Instrumentation Technician	1.00	1.00	0.00	0.00	0.00
Field Supervisor	1.00	1.00	1.00	1.00	1.00
Mechanic - Senior	1.00	1.00	1.00	1.00	1.00
Maintenance Mechanic II	9.00	9.00	10.00	10.00	10.00
Maintenance Mechanic I	6.00	6.00	7.00	7.00	7.00
Machinists	1.00	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00	1.00
Station Maintenance Worker III	1.00	1.00	1.00	1.00	1.00
Station Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Station Maintenance Worker I	3.00	3.00	3.00	3.00	3.00
Team Lead	0.00	0.00	0.00	1.00	1.00
HVAC Tech II	0.00	0.00	0.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT PERSONNEL	40.00	40.00	44.00	46.00	46.00

KEY OBJECTIVES

1. Perform preventive and predictive maintenance on essential equipment to maintain equipment readiness of at least 80% at all remote pump stations
2. Inspect, evaluate and repair 50 pressure reducing valves quarterly to confirm consistent operation
3. Collect water samples monthly from all remote portable water tank sites throughout our service area in coordination with the EnviroLab
4. Assess, coordinate, and complete grounds maintenance monthly for all remote pump stations and tank sites
5. Assign and distribute all SAP plant maintenance requests within 24 – 48 hours of receipt
6. Resolve at least 80% of work orders received annually

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction Product Quality	Number of Water Samples Collected from Portable Tank Sites Monthly	34	34	34
Infrastructure Stability	Number of Remote Stations Inspected Each Quarter (Target: 80%)	80%	80%	80%
Customer Satisfaction	Percentage of Maintenance Work Orders Resolved Each Year (Target: 80%)	80%	80%	80%



BIRMINGHAM WATER WORKS CUSTOMERS CAN BE CONFIDENT THAT THEIR DRINKING WATER IS HIGH QUALITY AND MEETS OR SURPASSES THE STRICT STANDARDS SET BY THE ENVIRONMENTAL PROTECTION AGENCY (EPA) AND THE ALABAMA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (ADEM).

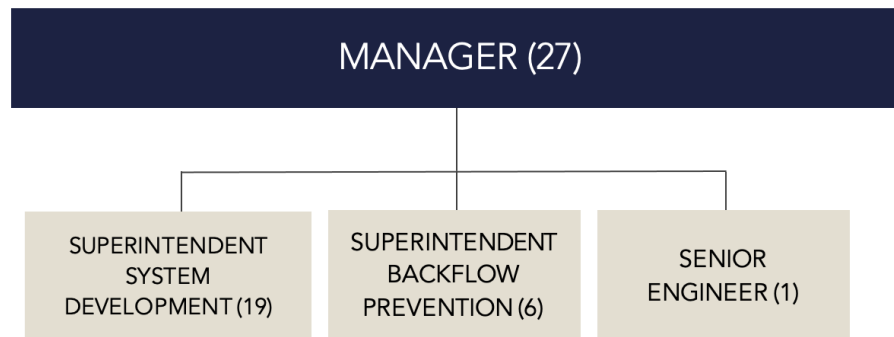
Follow the link to view the most recent water quality standards: <https://adem.alabama.gov/programs/water/waterquality.cnt>

SYSTEM DEVELOPMENT

System Development determines the Distribution System's capacity to provide water service for individual customers and residential/commercial developments throughout the BWW's service area.

The department prioritizes, designs, and manages main replacements, relocation and reinforcement projects for the Buried Infrastructure Program funded by the BWW's Capital Budget. The department prepares and implements contractual agreements relative to plans and specifications in conjunction with developers, governing bodies and the BWW's Capital Improvement Program for the installation, replacement, reinforcement and relocation of water mains and related appurtenances in the Distribution System.

The department administers the BWW's Backflow Prevention and Cross Connection Control Policy through field inspections, customer correspondence and compliance recordkeeping.



SYSTEM DEVELOPMENT MISSION

To administer the development of the BWW's Distribution System to ensure that superior water quality is delivered to customers at a minimal cost.

SUMMARY OF ACTIVITIES

- Review and prepare water availability correspondence for individual customers and commercial/residential developers
- Determine the Distribution Systems' capacity to provide water to individual customers and residential/ commercial developers
- Review, approve and issue all new water service connections (domestic, fire and irrigation) to the BWW's distribution mains
- Prepare contractual agreements for the installation of water mains and related appurtenances, 4-inch and larger domestic and fire service connections and fire hydrants
- Prioritize water main replacement projects based upon criteria consisting of excessive maintenance, water quality and/or fire protection due to aging infrastructure
- Design water main relocation projects based upon conflicts with state and local governing bodies performing roadway improvements
- Develop construction drawings and specifications for water main replacement and reinforcement projects
- Review and approve construction drawings and develop specifications for new main installations (residential and commercial developments), reinforcement and relocation projects
- Prepare bid packages, hold pre-bid conferences, evaluate bids, and recommend bid award to the lowest responsive and responsible bidder
- Approve and coordinate the installation of all new fire hydrants
- Maintain records on all public fire hydrants and fire service connections
- Complete estimates of cost for installations and adjust contractual agreements upon completion of installations
- Coordinate all water main installations with other departments and obtain approval from governing bodies
- Administer the Backflow Prevention and Cross Connection Control Policy requirements by performing field inspections on commercial and residential connections and maintaining compliance records and reports
- Inspect the installation of new water mains, valves and fire hydrants on bid reinforcement projects and new development installation projects



SYSTEM DEVELOPMENT DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$921,383	\$861,579	\$59,804	6.94%
Fuel	41,920	45,000	(3,080)	(6.84%)
Transportation Expense	30,970	26,500	4,470	16.87%
Supplies & Expenses	21,071	16,406	4,665	28.43%
Travel Misc Other	17,233	13,374	3,858	28.85%
General Inventory Consumption	5,850	4,680	1,170	25.00%
Membership Dues	5,305	2,674	2,631	98.39%
Consultants	-	5,871	(5,871)	(100.00%)
Uniforms - Non-Stock	4,700	4,900	(200)	(4.08%)
Other O&M Expenses	3,847	4,456	(609)	(13.67%)
Total Operation & Maintenance	\$1,052,278	\$985,441	\$66,837	6.78%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$66,837 or 6.78% from the 2023 Approved Budget.

The major reason for the variance is:

- General Wage and Merit increases

SYSTEM DEVELOPMENT DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - System Development	1.00	1.00	1.00	1.00	1.00
Superintendent - Backflow Enforcement	1.00	1.00	1.00	1.00	1.00
Superintendent - Project Coordinators	1.00	1.00	1.00	1.00	1.00
Engineer II	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Senior Project Coordinator	1.00	1.00	1.00	1.00	1.00
Project Coordinator	3.00	3.00	5.73	5.00	5.00
Field Investigator	2.00	2.00	1.00	1.00	1.00
Backflow Inspector	2.00	2.00	3.00	4.00	4.00
Backflow Specialist	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00	0.00
System Development Specialist IV	0.00	0.00	0.00	0.00	1.00
System Development Specialist III	1.00	1.00	1.00	1.00	0.00
System Development Specialist II	1.00	1.00	1.00	1.00	2.00
Construction Inspectors	6.00	6.00	7.00	7.00	7.00
TOTAL DEPARTMENT PERSONNEL	23.00	23.00	26.73	27.00	27.00



KEY OBJECTIVES

1. Collaborate with the Distribution Department to successfully complete at least 70% of the yearly water main, service line and valve replacements capital projects on budget and within the designated project timeline
2. Prepare and distribute 100% of the Backflow Program Notification letters annually to BW&B customers to maintain certified backflow testing documentation for 100% compliance with state laws and regulations
3. Distribute information to formalize acceptance of the assessment / project / service order and perform project closure within 60 business days of actual completion of the work
4. Receive and respond to customer complaints within three business days with no more than 10% of complaints escalated to management
5. Implement at least 80% of System Development's projects in accordance with the Capital Budget requested and authorized by the Board of Directors
6. Complete at least 90% of the construction worksheets for any updates or changes to the distribution system and submit to the Mapping and Records Department within 30 business days

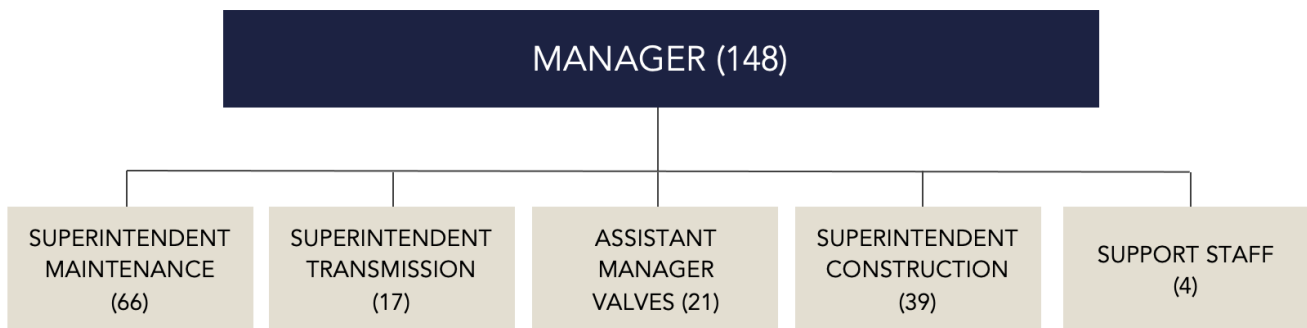
KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Enterprise Resilience Financial Viability	% of In-House and Bid Replacement / Reinforcement Projects Implemented in Accordance with the Approved Capital Budget Authorized by Board of Directors (Target: 70%)	85%	80%	80%
Enterprise Resilience Financial Viability	% of Customer Requested Capital Projects and Installations Completed Annually Within Budget and Within the Designated Project Timeline (Target: 85%)	90%	85%	90%
Enterprise Resilience Financial Viability	% of Backflow Maintenance Notifications and Compliance Letters Sent to Customers Annually per State Regulation (Target: 100%)	100%	100%	100%

DISTRIBUTION

The Distribution Department is responsible for overseeing the maintenance and construction of BWW's infrastructure to include scheduling the repair and replacement of pipelines, fire hydrants, valves, and other BWW distribution assets. The department ensures that regulatory requirements and standards are consistent with operational improvements.

The Distribution Department assists with and oversees the construction for implementation of the Capital Improvement Plan (CIP).



DISTRIBUTION MISSION

To ensure our customers receive the highest quality water possible by effectively and efficiently replacing, installing, and repairing the system's pipes, valves and hydrants while minimizing downtime.

SUMMARY OF ACTIVITIES

- Install new water lines and replace older infrastructure
- Make large taps (4 to 36 inches)
- Install fire, domestic, and irrigation vaults with meter settings
- Install water mains, service lines, meter settings, fire hydrants and valves for reinforcement projects
- Collect water samples for EnviroLab testing as a prerequisite for turning on new water mains
- Complete drawings for the new installation of reinforcement jobs
- Repair and replace fire hydrants
- Install loops in the water mains when there is a conflict with other utility lines
- Maintain transmission lines
- Maintain the right-of-way easements
- Build and maintain roads and access points
- Repair water main leaks



DISTRIBUTION DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$8,641,393	\$8,108,210	\$533,183	6.58%
Contractor Charges Services	2,450,000	2,450,000	-	-
Contractor Charges Distribution Mains	1,300,000	1,300,000	-	-
Transportation Expense	1,120,000	1,047,000	73,000	6.97%
Paving Distribution Mains	1,000,000	900,000	100,000	11.11%
General Inventory Consumption	629,000	649,500	(20,500)	(3.16%)
Fuel	528,000	526,000	2,000	0.38%
Service Line	400,500	403,000	(2,500)	(0.62%)
Paving Services	350,000	275,000	75,000	27.27%
Materials Distribution Mains TD	295,000	330,000	(35,000)	(10.61%)
Facilities Other	163,500	146,500	17,000	11.60%
Meters	125,000	150,000	(25,000)	(16.67%)
Utilities - Electric	78,000	75,000	3,000	4.00%
Miscellaneous Property	45,898	71,517	(25,619)	(35.82%)
Uniforms - Non-Stock	43,500	55,500	(12,000)	(21.62%)
Utilities - Gas & Water	36,000	43,000	(7,000)	(16.28%)
Material Transmission Mains	30,200	30,500	(300)	(0.98%)
Contractor Charges Meter	24,000	24,000	-	-
Uniforms	17,300	17,700	(400)	(2.26%)
Distributions Mains	15,100	16,500	(1,400)	(8.48%)
Cafeteria Expense	14,179	14,179	-	-
Valves	10,500	11,500	(1,000)	(8.70%)
Structural Expenses	9,180	5,842	3,338	57.14%
Other O&M Expenses	8,910	37,139	(28,229)	(76.01%)
Travel Misc Other	6,459	8,440	(1,981)	(23.47%)
Supplies Exp Purification	6,200	6,700	(500)	(7.46%)
Employee Recognition	5,680	5,680	-	-
Paving Meter Installation	5,000	5,000	-	-
Total Operation & Maintenance	\$17,358,498	\$16,713,406	\$645,092	3.86%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$645,092 or 3.86% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Fully funding FY2023 open positions in FY2024
- Increase in Paving expense to comply with municipal ordinances
- Increase in Transportation expense to maintain and repair aging fleet

WATER IS TRANSPORTED TO HOUSES AND BUSINESSES. THE BIRMINGHAM WATER WORKS DELIVERS, ON AVERAGE, 100 MILLION GALLONS OF WATER PER DAY.





DISTRIBUTION DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager - Distribution	1.00	1.00	1.00	1.00	1.00
Assistant Manager-Distribution	1.00	1.00	1.00	1.00	1.00
Superintendent of Construction	1.00	1.00	1.00	1.00	1.00
Superintendent of Maintenance	1.00	1.00	1.00	1.00	1.00
Superintendent of Transmission	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent Maintenance	1.00	1.00	1.00	1.00	1.00
District Supervisor	13.00	13.00	13.00	13.00	13.00
Field Supervisor	6.00	6.00	6.00	6.00	6.00
Leak Utility Worker I	22.00	22.00	22.00	22.00	22.00
Leak Utility Worker II	17.00	17.00	17.00	17.00	16.00
Raw Water Mechanic/Welder	1.00	1.00	1.00	1.00	1.00
Raw Water Technician	4.00	4.00	4.00	4.00	4.00
Senior Utility Worker II	1.00	1.00	1.00	1.00	0.00
Utility Worker I	21.00	21.00	25.00	25.00	23.00
Utility Worker II	10.00	10.00	13.65	10.00	12.00
Dump Truck Utility Worker I	6.00	6.00	6.00	6.00	6.00
Distribution Maintenance Worker II	10.00	10.00	10.00	10.00	10.00
Distribution Maintenance Worker	18.00	18.00	25.00	25.00	24.00
Distribution Maintenance Worker Trainee	5.00	5.00	0.00	0.00	0.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Distribution Specialist Team Leader	1.00	1.00	0.73	0.00	1.00
Distribution Specialist I	0.80	0.80	0.00	0.00	0.00
Distribution Specialist II	3.00	3.00	3.00	3.00	3.00
TOTAL DEPARTMENT PERSONNEL	145.80	145.80	154.38	150.00	148.00



KEY OBJECTIVES

1. Inspect 15% of fire hydrants annually through maintenance, repair, and replacement
2. Restore service to 100% of reported fire hydrants for maintenance within three days after notification
3. Evaluate and exercise 100 valves monthly to confirm consistent operations
4. Repair at least 95% of the reported water main breaks within 30 days
5. Assign and dispatch personnel within 48 hours to at least 90% of leak notifications and reported main breaks to evaluate and schedule repairs
6. Resolve 100% of Level 1 (main break or no water) leak orders within five business days
7. Resolve at least 80% of Level 2 (water leak, no property damage) leak orders within 14 business days and 100% within 30 business days from the initial complaint/report
8. Collaborate with System Development Project Coordinators to successfully complete at least 64% of the yearly capital projects within budget and within the designated project timeline
9. Complete at least 90% of the construction worksheets for any updates or changes to the distribution system and submit to the Mapping and Records Department within 30 business days
10. Maintain raw water transmission lines, pipelines, right of ways and underground facilities within 30 business days from initial complaint/report of leaks, irregularities, or encroachments
11. Confirm the construction materials used for capital projects within 90 business days

KEY PERFORMANCE MEASURES

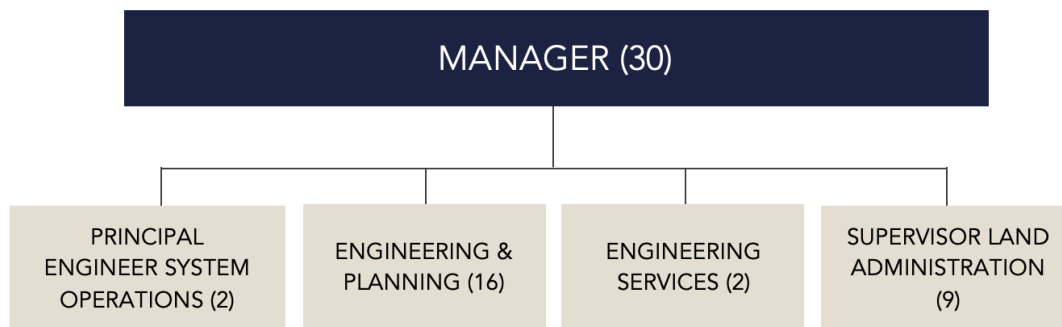
STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Infrastructure Stability Financial Viability	Number of Mains (Ft) Replaced (Capital Expense)	51,956	120,000	120,000 plus
Infrastructure Stability Operational Optimization	Number of Fire Hydrants Replaced/Repaired/Retired Annually	19 new, 9 retired/repared	200 new, 180 retired/repared	225 new, 200 retired/repared
Infrastructure Stability Operational Optimization	Number of Valves Inspected/Repaired Annually (Target: 1,200)	3,590	5,217	5,500

ENGINEERING

The Engineering Department designs and oversees new Capital Improvement Plan (CIP) infrastructure projects, manages, and approves designs from external consultants and oversees the design and construction of our Capital Maintenance Repair and Replacement projects. The Engineering Department is responsible for addressing drinking water regulatory issues in the system to attain reliable, high quality and great tasting water.

The department is responsible for land administration and land surveying services which include monitoring all activities on BWW property, developing, coordinating, and surveying property maintenance projects, and acting as a liaison to the Board on all property issues.

The department is responsible for environmental services and watershed protection through source water monitoring, watershed construction activities, plant residuals disposal and excavated spoil management.



ENGINEERING MISSION

To provide professional engineering and management services in the planning, design, construction, and maintenance of the BWW infrastructure, water quality initiatives, environmental services, and land administration necessary to provide safe, reliable, high quality and great tasting water to our customers.

SUMMARY OF ACTIVITIES

- Design, bid, and manage construction for maintenance, repair, and replacement projects
- Manage the Capital Improvement Plan (CIP)
- Investigate and resolve water pressure complaints
- Research alternative water quality treatment options
- Oversee asset management and reliability planning
- Manage the BWW Watershed Protection Policy
- Provide land administration surveying and management services for BWW property
- Manage environmental services necessary for residuals and spoil handling
- Operate a Mobile Pilot Plant that tests water process treatment alternatives



ENGINEERING DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$930,384	\$880,928	\$49,456	5.61%
Material Equipment Purchase	60,000	65,000	(5,000)	(7.69%)
Supplies Exp SoS Operations	60,000	65,000	(5,000)	(7.69%)
Travel Misc Other	33,756	46,173	(12,417)	(26.89%)
Material Structures/Tanks	30,000	40,000	(10,000)	(25.00%)
Supplies Exp Purification	20,000	10,000	10,000	100.00%
Consultants	17,619	55,890	(38,271)	(68.48%)
Transportation Expense	17,500	23,000	(5,500)	(23.91%)
Fuel	15,500	22,500	(7,000)	(31.11%)
Membership Dues	8,232	8,142	90	1.11%
Utilities - Electric	6,000	6,000	-	-
Other O&M Expenses	4,886	5,094	(208)	(4.08%)
Other Office Materials -TD Operations	3,114	6,002	(2,888)	(48.11%)
Landfill - Midfield	3,000	10,000	(7,000)	(70.00%)
Landfill - Sicard HR	3,000	10,000	(7,000)	(70.00%)
Spoil Stockpile - Putnam	3,000	20,000	(17,000)	(85.00%)
Spoil Stockpile - Sicard Hollow	3,000	15,000	(12,000)	(80.00%)
Uniforms - Non-Stock	3,000	4,175	(1,175)	(28.14%)
Total Operation & Maintenance	\$1,221,991	\$1,292,904	(\$70,913)	(5.48%)

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget decreased by \$70,913 or 5.48% from the 2023 Approved Budget.

The major reasons for the variance are:

- Transferred recruiter fees to Human Resources
- Stockpile adjustments based on departmental needs and historical trends



ENGINEERING DEPARTMENT
PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Chief Engineer	1.00	1.00	1.00	1.00	1.00
Engineer - Principal	5.00	5.00	5.00	5.00	5.00
Engineer - Senior	4.00	4.00	4.00	4.00	4.00
Engineer II	1.00	1.00	1.00	1.00	3.00
Engineer I	4.00	4.00	4.00	4.00	2.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Senior Land Surveyor	0.00	0.00	0.00	0.00	1.00
Land Surveyor	1.00	1.00	1.00	1.00	1.00
Land Surveyor Technician	2.00	2.00	2.00	2.00	2.00
Maintenance Planner	2.00	2.00	0.00	0.00	0.00
NACE Paint & Coating Inspector	1.00	1.00	1.00	1.00	0.00
Coordinator - Project - Senior	1.00	1.00	1.00	1.00	1.00
Project Coordinator	2.00	2.00	2.00	2.00	2.00
Property Maintenance Worker I	1.00	1.00	1.00	1.00	0.00
Property Maintenance Worker II	1.00	1.00	1.00	1.00	2.00
Supervisor - Land Administration	1.00	1.00	1.00	1.00	1.00
Watershed Protection Specialist	1.00	1.00	1.00	1.00	1.00
Watershed - QCI	0.00	0.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
Total Department Personnel	31.00	31.00	30.00	30.00	30.00



BWW'S MOBILE PILOT PLANT TESTS WATER PROCESS TREATMENT ALTERNATIVES.

KEY OBJECTIVES

1. Collaborate with other departments to successfully complete at least 64% of the yearly capital projects within budget and within the designated project timeline
2. Finalize all the engineering planning and design for assigned projects within 60 to 90 business days, according to applicable industry specifications and standards
3. Contract, certify and manage 100% of all Engineering Department projects that are overseen by consulting engineers
4. Conduct yearly water quality research and development throughout the utility system to ensure compliance with all national and state requirements
5. Identify and analyze all water pressure issues and complaints within 2 business days
6. Resolve at least 80% of water pressure issues and complaints within 5 to 7 business days
7. Survey and manage 100% of BWW facilities, properties, and contractual assets yearly to ensure 100% compliance with all local, state, and federal requirements
8. Complete at least 90% of the construction worksheets for any updates or changes to the distribution system and submit to the Mapping and Records Department within 30 business days



KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Infrastructure Stability Product Quality	Schedule and Replace Distribution Pipeline	Scheduled 100,000 Ft, Installed 146,784 Ft	Scheduled 100,000 Ft, Installed 60,720 Ft	Scheduled 100,000 Ft, In progress
Infrastructure Stability Product Quality	Miles of Pipe Retired	82,525 Ft	46,728 Ft	100,000 Ft

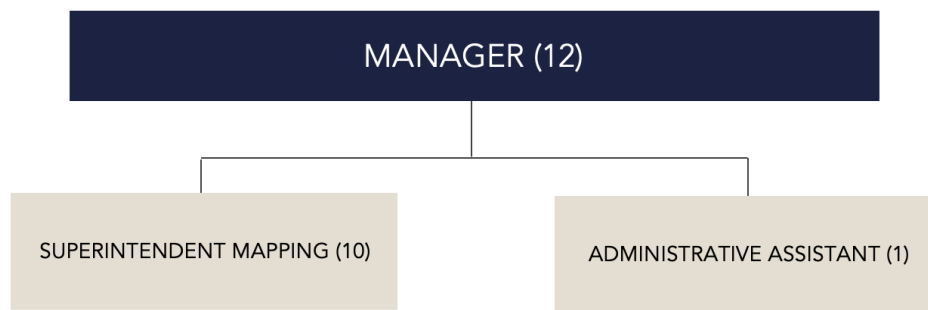
MAPPING & RECORDS

The Mapping & Records Department is responsible for providing accurate geographic visuals and databases that depict the components of the BWW's system and meeting internal and external customer needs as well as promoting excellent record-keeping standards. The department is comprised of the Drafting Team, the Geographic Information System (GIS) Team and the Records Retention Team.

The Drafting Team maintains and updates all BWW's construction drawings, design drawings, graphic renderings, "as-built" drawings and other special projects.

The GIS Team updates and maintains the company's GIS databases, detail pages, valve cards and produces various types of special project maps. The team is in the process of coordinating a companywide GPS collection project to capture all valves and fire hydrants.

The Records Retention Team assists each department with requests to purge files for record disposal in compliance with the State of Alabama Department of Archives and History (ADAH) rules and regulations.



MAPPING & RECORDS MISSION

To provide accurate geographic visuals and maintain databases that depict the components of the BWW system and meet internal and external customer needs.

SUMMARY OF ACTIVITIES

- Maintain and update worksheets, construction drawings, electrical and contract drawings
- Update and maintain GIS database
- Track water leak notifications and work orders
- Produce special project maps
- Assist departments with retention questions and provide recommendations for purging records
- Fulfill printing needs for the company
- Update map corrections
- Maintain leak data
- Create and maintain permanent records storage
- Program, troubleshoot and download the GPS units
- Deploy an SAP/GIS web interface for the purpose of tracking water leak notifications and work orders



MAPPING & RECORDS DEPARTMENT O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$253,437	\$244,626	\$8,811	3.60%
Supplies & Expenses	18,495	10,088	8,407	83.33%
Maps and Records Materials	9,066	9,066	-	-
Travel Misc Other	5,942	-	5,942	100.00%
Consultants	-	3,316	(3,316)	(100.00%)
Membership Dues	1,102	861	241	28.00%
Cafeteria Expense	689	689	-	-
Uniforms - Non-Stock	500	100	400	400.00%
Employee Recognition	480	480	-	-
Uniforms	300	100	200	200.00%
Mileage Reimbursement	172	-	172	100.00%
Total Operation & Maintenance	\$290,185	\$269,327	\$20,858	7.74%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$20,858 or 7.74% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Increased printing projects for Board and committee meetings, manuals, and budget book(s)



MAPPING & RECORDS DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Manager- Mapping Records	1.00	1.00	1.00	1.00	1.00
Mapping And Records - Superintendent	1.00	1.00	1.00	1.00	1.00
Drafter - Senior	3.00	3.00	2.00	2.00	3.00
Drafter	3.00	3.00	3.00	3.00	0.00
GIS Tech II	1.00	1.00	1.00	1.00	0.00
GIS Senior Analyst	0.00	0.00	0.00	0.00	2.00
GIS Analyst	0.00	1.00	1.00	1.00	0.00
GIS Tech I	2.00	2.00	2.00	2.00	4.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
Total Department Personnel	12.00	13.00	12.00	12.00	12.00

KEY OBJECTIVES

1. Process 85% of certified construction worksheets and other work requests to draft, design and modify maps for internal and external customer needs within 90 business days of receipt
2. Collect, organize, and maintain 100% of all permanent records received in accordance with the State of Alabama Department of Archives and History rules and regulations
3. Process 95% of all customer map requests within 3 business days
4. Process construction drawings and state/county permits for water main installation projects
5. Process certified construction worksheets and update/revise map and valve card images

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Customer Satisfaction Infrastructure Stability	Number of Certified Construction Worksheets Processed Within 3 Business Days	234	240	250
Infrastructure Stability Financial Viability	Number of Construction Drawings Processed Within 3 Business Days	76%	80%	85%



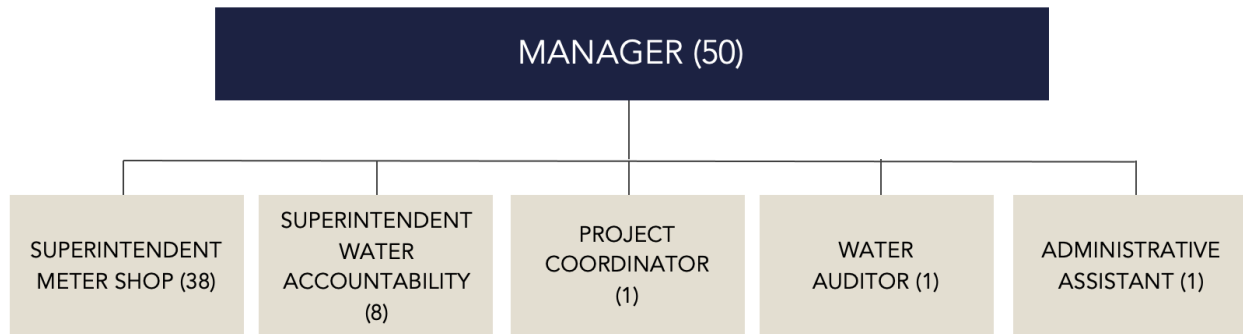
WATER ACCOUNTABILITY

The Water Accountability Department is comprised of the Meter Shop, the Leak Survey and the Water Accountability Administration teams.

The Meter Shop Team makes all new taps 2 inches and smaller, constructs all meter vaults 4 inches and larger, tests meters, maintains meter sets and meter boxes and replaces meters as part of the annual meter changeout program.

The Leak Survey Team surveys and detects leaks in water mains and service lines and assists the Distribution Department, as needed.

The Water Accountability Administration Team sets strategy and tactics to be used by the Meter Shop and the Leak Survey teams to help manage non-revenue water.



WATER ACCOUNTABILITY MISSION

To provide water service to our customers by responding in a timely manner to their needs, addressing potential problems in the system before they fail, and improving areas of operation that will benefit customers and help prepare BWW for future growth.

SUMMARY OF ACTIVITIES

- Maintain, test and repair residential and commercial metering equipment and enclosures
- Perform annual leak survey of BWW distribution system that includes handheld leak detection equipment, leak noise correlators and leak noise logging systems
- Define areas of concern for potential upgrades and replacement
- Create new service taps and connections
- Maintain meter box/vault enclosures for protection of BWW assets and customer safety
- Bench and field test new and used customer meters for accuracy
- Repair/replace meter loops, meters, meter valves and other meter related piping as needed
- Assist the Distribution Department's Leak Repair Crew by locating leaks that are difficult to pinpoint
- Provide monthly reports of leaks detected, leak volumes and leak locations
- Provide overall guidance and strategy for the monitoring and reporting of non-revenue water
- Gather data and perform testing in compliance with the AWWA approved methodology for the annual water audit
- Provide reports and data on non-revenue water



WATER ACCOUNTABILITY DEPARTMENT
O&M EXPENDITURES BUDGET SUMMARY

COMMITMENT ITEM	2024 NET BUDGET	2023 NET BUDGET	\$ VARIANCE	% VARIANCE
Labor	\$2,090,622	\$1,984,746	\$105,875	5.33%
Fuel	188,000	188,000	-	-
Transportation Expense	117,000	92,000	25,000	27.17%
Facilities Other	94,100	95,000	(900)	(0.95%)
General Inventory Consumption	71,000	91,400	(20,400)	(22.32%)
Travel Misc Other	22,750	34,000	(11,250)	(33.09%)
Utilities - Electric	13,950	14,400	(450)	(3.13%)
Uniforms - Non-Stock	12,500	18,500	(6,000)	(32.43%)
Other Office Materials-TD Operations	4,849	6,472	(1,623)	(25.07%)
Uniforms	4,500	4,500	-	-
Supplies & Expenses	3,500	3,500	-	-
Structural Expenses	2,400	2,000	400	20.00%
Employee Recognition	2,040	2,040	-	-
Membership Dues	1,750	1,500	250	16.67%
Total Operation & Maintenance	\$2,628,961	\$2,538,058	\$90,903	3.58%

HIGHLIGHTS OF BUDGET CHANGES

The FY2024 Approved Budget increased by \$90,903 or 3.58% from the 2023 Approved Budget.

The major reasons for the variance are:

- General Wage and Merit increases
- Increased maintenance and repairs to aging fleet



WATER ACCOUNTABILITY DEPARTMENT PERSONNEL SUMMARY

Job Title	2020	2021	2022	2023	2024
Revenue Water Manager	1.00	1.00	1.00	1.00	1.00
Superintendent - Meter Shop	1.00	1.00	1.00	1.00	1.00
Superintendent, Water Accountability	1.00	1.00	1.00	1.00	1.00
Supervisor - Meter Shop	1.00	1.00	1.00	1.00	1.00
Water Auditor	1.00	1.00	1.00	0.00	0.00
Commercial Meter Maintenance Tech	2.00	2.00	2.00	2.00	1.00
Meter Repair Technician	2.00	2.00	2.00	2.00	2.00
Meter Setter - Helper	12.00	12.00	12.00	12.00	12.00
Meter Setter I	5.00	5.00	5.00	5.00	5.00
Meter Setter II	10.00	10.00	10.00	10.00	11.00
Project Coordinator	1.00	1.00	1.00	2.00	2.00
Representative III - Customer Account	3.00	3.00	3.00	3.00	3.00
Revenue Meter Inspector	2.00	2.00	2.00	2.00	2.00
Water Accountability Technician I	1.00	1.00	1.00	1.00	1.00
Water Accountability Technician II	6.00	6.00	6.00	6.00	6.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Total Department Personnel	50.00	50.00	50.00	50.00	50.00

KEY OBJECTIVES

1. Collaborate with other departments to successfully complete at least 64% of the yearly capital projects within budget and within the designated project timelines
2. Evaluate and resolve all service orders within 3 business days
3. Test new meters for accuracy of 98.5% or greater and replacement meters 90% or greater accuracy annually as established by the AWWA M6 Manual standards
4. Finalize all leak surveys for the distribution system every 30 months
5. Provide necessary or requested data to the Engineering Department to enable an AWWA methodology standard water audit on all water usage within BWB's service area yearly by September 30
6. Complete at least 90% of the construction worksheets for any updates or changes to the distribution system and submit to the Mapping & Records Department within 30 business days

KEY PERFORMANCE MEASURES

STRATEGIC GOAL	PERFORMANCE MEASURE	FY 2022 ACTUAL	FY 2023 ESTIMATED	FY 2024 TARGET
Infrastructure Stability Product Quality	Survey Pipes Within the BWB Distribution System to Detect Leaks (Miles Surveyed/# of Leaks Detected)	1,222 Mi 483 Leaks	1,797 Mi 690 Leaks	1,978 Mi 828 Leaks
Customer Satisfaction Infrastructure Stability	Number of New Taps for 1" Meter Taps (Target: 1,500 per year)	2,000	2,400	3,000



CAPITAL IMPROVEMENT PLAN

IN THIS SECTION

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- Capital Project Descriptions 167
- Approved 2024 Capital Budget 169
- Current System Assets 173
- Raw Water Distribution 174
- Distribution 178
- Water Treatment 179



INTRODUCTION

On July 9, 1951, The Water Works Board of the City of Birmingham (BWW) acquired all properties and ownership from The Birmingham Water Works Company. The BWW supplies raw and potable water to approximately 770,000 customers in a five-county region (Jefferson, St. Clair, Blount, Shelby, Walker).

The BWW operates 4 intake stations with a total rated pumpage capacity of 285 million gallons per day (MGD). The intakes draw water from the Cahaba River, Mulberry Fork, Sipsy Fork, and Inland Lake. The BWW owns and operates 4 surface water-fed filtration plants with a total treatment capacity of 190 MGD. The distribution system includes approximately 4,125 miles of cast iron, ductile iron, polyvinyl chloride, and galvanized line pipe. The system also includes 6 impoundment dams, 73 potable and raw water storage facilities, 48 pumping stations, 41 pressure reducing valve stations, 56,000 valves, 14,404 hydrants and over 220,000-meter settings. The BWW maintains a system with over 220,000 major pieces of equipment.

In support of these assets, the BWW has a 2024 Capital Improvement Plan (CIP) of \$83,711,540 and a 10-Year Capital Improvement Plan of \$876,106,618. CIP funds are designated to address regulatory compliance, risk management, capacity/growth, performance/cost efficiency and maintenance/replacement needs throughout the system, as well as capitalized operations and maintenance. The CIP serves as a planning instrument to identify needed capital expenditures and to coordinate the financing and timing of improvements in a way that maximizes the return to the customers. In addition, the planning process is a valuable means of coordinating and taking advantage of joint planning and development of projects where possible. Planning for capital facilities over time can promote better use of BWW's financial resources and maintain an effective level of service for customers.

While the CIP serves as a long-range plan, it is reviewed annually and revised based on current prioritized circumstances and opportunities. Also, the project priorities may be changed due to funding opportunities and/or circumstances that cause a more rapid deterioration of an asset.

The adoption of the Capital Improvement Plan is neither a commitment to a particular project nor a limitation to a particular cost. When adopted, the CIP provides the framework for management and for the Directors with respect to rates, financing, investment planning and project planning.

GOALS OF THE CIP

The Capital Improvement Plan evaluates the operating condition of the organization's assets and identifies where upgrade improvements can be made and where opportunities for new projects may exist. For this reason, the BWW has the following goals from its CIP process:

- Maintain existing assets in order to produce the nation's highest quality water
- Ensure that BWW's 10-Year Capital Improvement Plan is affordable and finances only necessary capital expenditures
- Qualify capital investment decisions according to a fair, transparent, and objective process
- Emphasize the requirement for long-term planning
- Link the relation between the Capital and the Operation and Maintenance Budgets
- Avoid the need to impose emergency repairs
- Serve as an educational tool for the community and the BWW

FUNDING OF THE CIP

THE BWW FUNDS CAPITAL PROJECTS FROM:

- **Impact Fees** – charges assessed against new developments to recover major capital costs associated with expanding water service facilities
- **Development Impact Fees** – charges established to recoup the cost of installing or extending water lines to service a certain defined group of properties, some of which may not currently be developed
- **Debt** – monies borrowed through the issuance of revenue bonds or loans through the State Revolving Fund
- **PAYGO (Pay As You Go)** – revenues generated from rates

DESCRIPTION OF PROJECT DRIVERS

The following categories, listed by priority, were developed to indicate the driver for each element of the BWW's CIP. Each project has been placed into one of these categories. It is possible that a project exists which could fall into multiple categories. Where this occurred, an effort was made to identify the most significant driver for the project.

REGULATORY COMPLIANCE

Projects associated with compliance with existing, pending, and future regulations. One regulation has a direct impact on the BWW's CIP. An example summary of this regulation and the associated projects is provided below.

Example of projects:

- Disinfectants/Disinfection Byproducts Rule Stage 2 – Requires utilities to meet disinfection by-product maximum contaminant levels at locations in the system known to produce high levels. The final rule was issued on January 4, 2006.
- Impact on BWW: Optimization of current treatment process and distribution system management practices. This includes the rehabilitation of existing facilities to position for potential use of alternative treatment strategies.

RISK MANAGEMENT

Projects associated with increasing service reliability, system redundancy, and safety of BWW facilities for workers, the surrounding community, and the environment. These activities include security program implementation, electrical system improvements, disinfection upgrades/conversion, distribution reinforcements, and dam safety improvements.

CAPACITY

Projects associated with supporting the continued growth of the BWW service area and demand within the existing service areas. These efforts include plant expansions, system expansion/redundancy, and new source development.

PERFORMANCE/COST EFFICIENCY

Projects associated with maintaining/improving current practices of utility operation. These efforts include information technology initiatives, treatment process rehabilitation, and system maintenance/replacement.

MAINTENANCE AND REPLACEMENT

Projects associated with extending the useful life of existing infrastructure through replacement of system elements or rehabilitation.

CAPITALIZED OPERATION AND MAINTENANCE

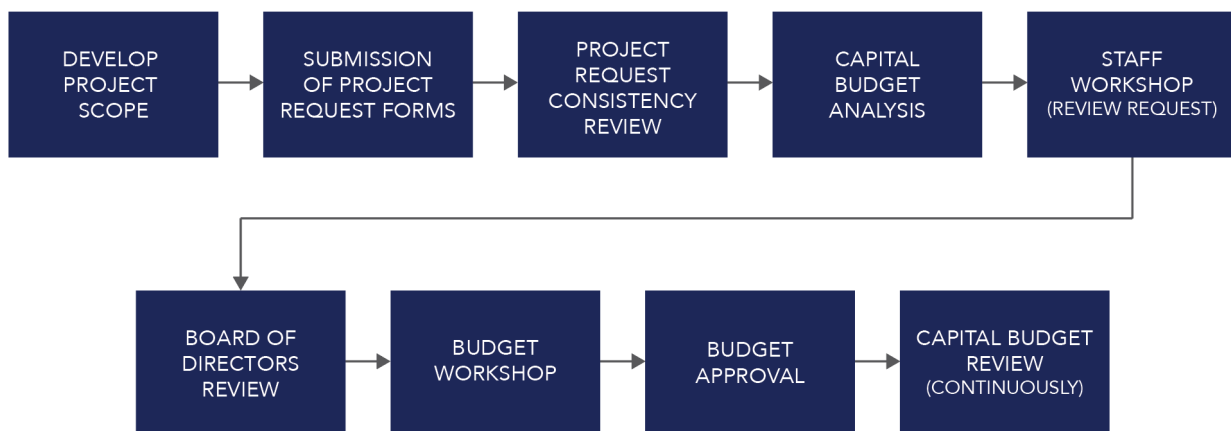
These are indirect project costs clearly related to the construction, development, or improvement of capital assets as a group, but not to the construction, development, or improvement of a specific capital asset.



CAPITAL PLANNING PROCESS

The Capital Planning Process is created to be a vehicle to meet specific BWW goals and/or drivers and to be consistent with BWW's Strategic and Master Plans. The purpose of the Capital Planning Process is to encourage the flow of ideas and allow for proactive planning. During this process, departments are reviewing facilities condition assessments, preventive maintenance records, current performance of the Capital Improvement Plan, and providing justification of any other necessary project request. From these activities, the departments should become familiar with the overall condition of their assets and needs.

If these needs require the expenditure of capital dollars, each department will be responsible for completing the appropriate Capital Request and Business Case Justification Form. These request forms provide information such as: project name and location, the estimated cost, project timing, a brief description and justification of the project and the resulting benefit. The procedures for the development of the Capital Improvement Plan budget will generally follow the schedule below:





CAPITAL PLANNING STRATEGY



1. CAPITAL PROGRAM (INTERNAL/EXTERNAL WORKFORCE DEVELOPMENT, SUPPLY CHAIN, AND PARTNERING)



2. RISK REDUCTION AND RESILIENCE IMPROVEMENTS (SODIUM HYPOCHLORITE)



3. FILTER REHABILITATION AT WATER TREATMENT PLANTS



4. WATER SYSTEM SUPPLY RELIABILITY



5. DAM REHABILITATIONS



6. DISTRIBUTION SYSTEM – PIPELINE REPLACEMENT PROGRAM



5-YEAR BUDGET TIMELINE





CAPITAL PROJECT DESCRIPTIONS

BUDGET ITEMS

1A. NEW DISTRIBUTION MAINS & HYDRANTS

This item covers the installation of distribution mains and fire hydrants generally associated with new developments that result in extensions of water services. These costs are generally reimbursed to the BWW by the customer or developer

99 DISTRIBUTION MAINS, HYDRANTS & NEW CUSTOMER TAP FEES

This item includes the contributions and deposits received for main extensions in Budget Item 1A and new customers tap fees, in accordance with the Rules and Regulations Governing Service to Customers

1B. NEW CUSTOMER SERVICE CONNECTIONS –SYSTEM DEVELOPMENT ONLY

This item covers the BWW's cost for new service connections. It includes all labor and materials furnished by the BWW. Tap fees are charged to the customer to offset this cost

1C. METERS & METERING TECHNOLOGY

This item covers the purchase of additional and replacement meters. The additional meters are for new service connections. The replacement meters are for the continuation of the replacement program of worn-out inaccurate meters. This replacement program enhances revenue and reduces lost water

1D. REPLACE DISTRIBUTION MAINS – SYSTEM DEVELOPMENT ONLY

Many of the system's older distribution mains, particularly galvanized steel, have deteriorated beyond economical repair. These mains are a continuing source of excessive maintenance and lost revenue (water loss). This item is intended to continue replacement of water mains due to excessive repairs, water quality, low fire flow, etc.

1E. REPLACE DISTRIBUTION SERVICES – SYSTEM DEVELOPMENT ONLY

Many of the system's older services, particularly galvanized steel, have deteriorated beyond economical repair. These services are a continuing source of excessive maintenance and lost revenue (water loss). This item is intended to continue the program for replacement of these older services

1F. WATER PLANT FILTERS

In order to maintain the effectiveness and efficiency of the filter plants, it is necessary to rebuild the filters and replace the filter media on a regular basis. This item provides for a regular program of filter media replacement

1G. PURCHASE WATERSHED PROPERTY

In order to protect valuable water resources, it is advantageous to purchase watershed property when it becomes available. This item provides funding for purchasing watershed property as it becomes available

1H. TANK MAINTENANCE & REPAIR

In order to maintain the integrity of the BWW's storage tanks, it is necessary to have a comprehensive tank maintenance program. This item will provide for regular maintenance and rehabilitation as required. This includes updating to current standards and recoating the storage tanks on a scheduled basis

1I. REPAIR/REPLACE PUMPS, MOTORS, GENERATORS

In order to maintain acceptable operational efficiency of pumps, motors, and other appurtenances, it is necessary to have a repair/replacement program. This item will provide for repair or replacement of equipment, as necessary to maintain optimum operating efficiency

1J. REIMBURSABLE PIPELINE PROJECTS OUT

This item covers installation of new distribution mains at the cost of the BWW



1K. SERVICE LINE REPLACEMENT – DISTRIBUTION DEPARTMENT ONLY

This item covers installation of main and service line replacements at the cost of the BWW

1L. REPAIR/REPLACE DISTRIBUTION HYDRANTS AND VALVES

Repair/Replace Distribution Hydrants and Valves

1M. CUT AND CAP PROGRAM

This item includes the pilot program for the cut and cap of 2-inch service lines

1N. DEVELOPER INSTALLED

This item includes new development associated installation cost

OFFICE FURNITURE & EQUIPMENT

This item includes replacement of office furniture and equipment

TRANSPORTATION EQUIPMENT

This item includes the replacement of vehicles due to excessive mileage and/or repair cost and the purchase of additional vehicles

GENERAL EQUIPMENT

This budget item sets aside monies to purchase general equipment. Departments will be required to submit justification for review and approval to purchase under this capital item

MAINTENANCE & REPAIRS TO EXISTING FACILITIES

This item includes upgrades, replacements and repairs needed to improve safety, operations, and efficiency of existing facilities. These are typically small capital construction projects \$300,000 or less for total installed cost.

INFORMATION TECHNOLOGY/GIS

This item includes replacement of computer software and equipment to maintain existing network and other technology enhancements

ECONOMIC DEVELOPMENT

This item includes the development of programs and processes to increase economic development for the BWW



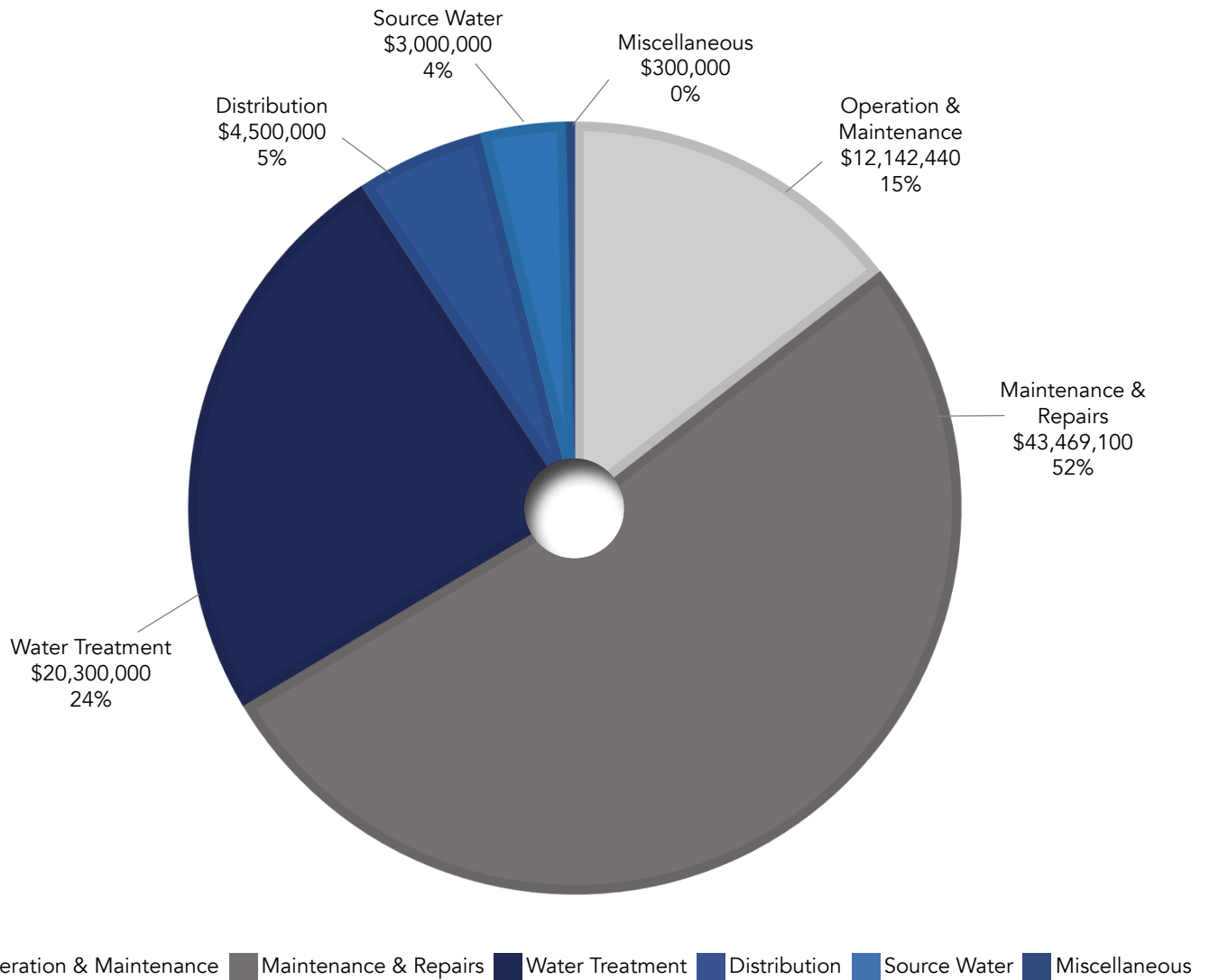
APPROVED 2024 CAPITAL BUDGET

Description	Drivers	2024
Filter Plants		
PFP Sodium Hypochlorite	Risk	\$ 500,000
PFP Liquid Lime	Perform	\$ -
WFP Sodium Hypochlorite	Risk	\$ 4,000,000
WFP Liquid Lime	Perform	\$ -
Raw Water & Distribution		
Lake Purdy Dam Stability Rehabilitation	Risk	\$ 3,500,000
Inland Lake PS and Transmission Line Improvements	Risk	\$ -
Highway 79/Kiowa Road Distribution Update	Perform	\$ 4,500,000
Carson Loop Phase 6D	Risk	\$ 12,300,000
Main Campus IT/Security		
Envirolab Building	Reg	\$ 3,000,000
SAP Implementation (Phase 3 - HR)	Perform	\$ 300,000
Maintenance and Repairs		
1A -New Distribution Mains and Hydrants (Associated w/ New Developments)	M & R	\$ 2,000,000
1B -Replace Existing Services - Revenue Water Only	M & R	-
1C -Meters and Metering Technologies	M & R	\$ 3,000,000
1D -Replace Distribution Mains - System Development Only	M & R	\$ 19,875,000
1E -Replace Distribution Services - System Development Only	M & R	\$ 5,125,000
1F -Water Plant Filters	M & R	-
1H -Tank Maintenance and Repairs	M & R	\$ 2,750,000
1I - Repair/Replace Pumps, Motors, Generators	M & R	\$ 2,500,000
1K -Service Line Replacement - Distribution Department Only	M & R	\$ 2,000,000
1L- Repair/Replace Distribution Hydrants and Valves	M & R	\$ 2,000,000
1N -Developer Installed	M & R	-
2 - Office Furniture & Equipment	M & R	\$ 40,000
3 - Transportation Equipment	M & R	\$ 2,000,000
4 - General Equipment	M & R	\$ 800,000
5 - Maintenance & Repairs to Existing Facilities	M & R	\$ 3,500,000
6 - Information Technology/GIS	M & R	\$ 2,000,000
7 - Economic Development	Perform	\$ -
99- Distribution Mains, Hydrants & New Customer Tap Fees	M & R	\$ (4,120,900)
Capitalized Operation & Maintenance		\$ 12,142,440
Total		\$ 83,711,540



The chart below is an allocation of the FY2024 Approved Capital Budget.

APPROVED 2024 CAPITAL BUDGET





CAPITAL IMPROVEMENT PLAN (CIP) HIGHLIGHTS

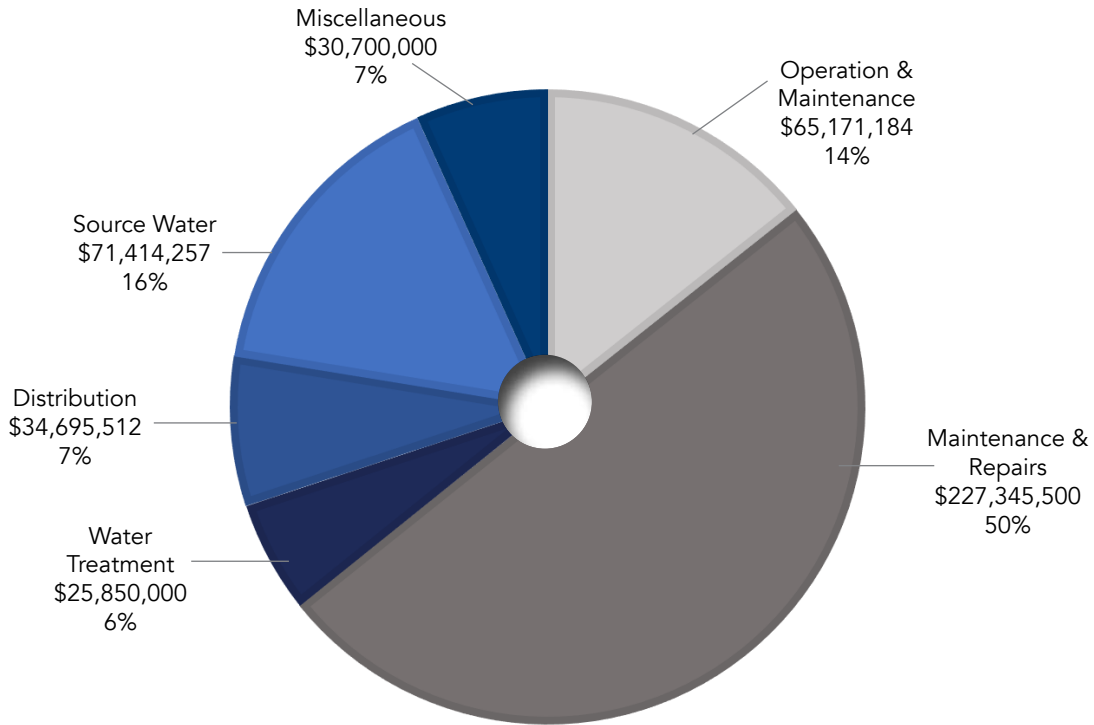
TOP FIVE BUDGETED PROJECTS FY2024

\$3.0M	New EnviroLab Building (Total Estimated Cost = \$21 million)
\$16.8M	Carson Loop Phase 6D & Kiowa Road Distribution Improvement
\$3.5M	Lake Purdy Dam Rehabilitation
\$4.5M	PFP & WFP Sodium Hypochlorite and Liquid Lime
\$25M	Pipeline Replacement Program

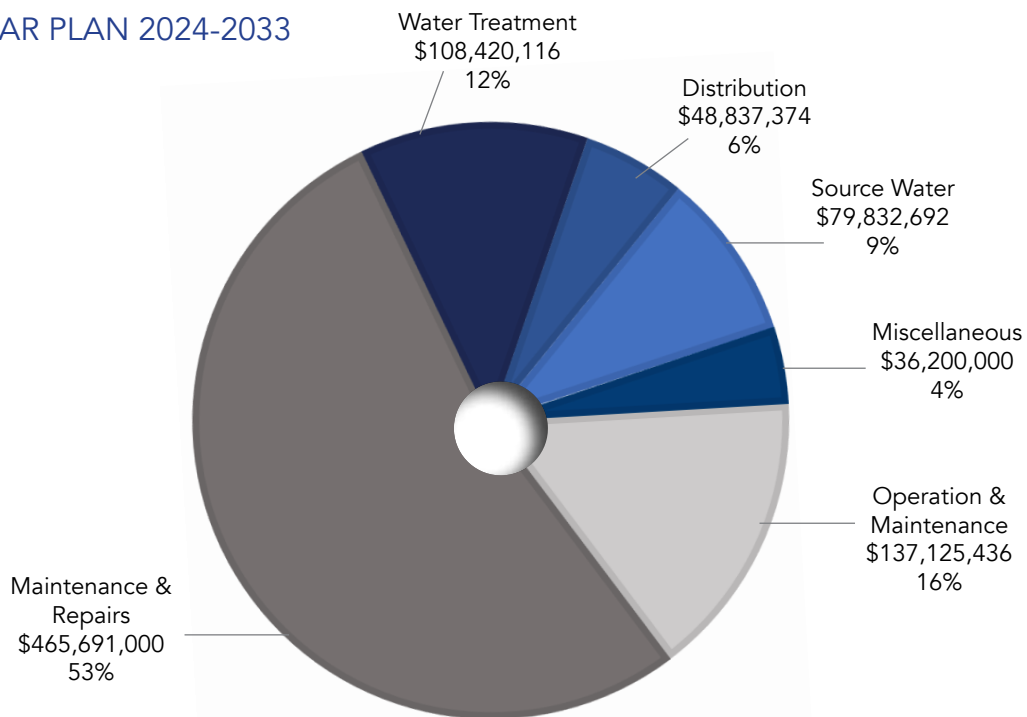
Top-Five projects = \$52.8M or 63.07% of the Capital Improvement Plan (CIP)



5-YEAR PLAN 2024-2028



10-YEAR PLAN 2024-2033




■ Operation & Maintenance ■ Maintenance & Repairs ■ Water Treatment ■ Distribution ■ Source Water ■ Miscellaneous




CURRENT SYSTEM ASSETS

Our goal is to maintain existing assets in order to produce the nation's highest quality water.


8
TREATMENT &
RAW WATER PLANTS




73
WATER
TANKS




48
DISTRIBUTION
PUMP STATIONS




220,000
METERS/
CONNECTIONS



2
SLUDGE
FACILITIES



20
PRESSURE
GRADIENTS



154
BUILDINGS



4,125 MI
WATER
MAINS




1,000 MI
SERVICE
LINES



6
IMPOUNDMENTS




14,404
HYDRANTS



56,000
VALVES



41
PRESSURE
REDUCING VALVES



RAW WATER DISTRIBUTION

The Birmingham Water Works (BWW) ensures the availability of water to every home, school, business, and park within its service area. BWW system provides retail service to an area of approximately 700 square miles and approximately 196,000 customer accounts in Jefferson, Blount, St. Clair, Walker and Shelby Counties. The system consists of 4 raw water intake systems, 3 raw water boosters, 6 dams, and 53 raw water storage tanks. Water must be pumped long distances from the source of supply to storage/use.

OBJECTIVE: WHAT WE ARE TRYING TO ACCOMPLISH

The objective of these asset classes is to ensure the system provides adequate storage of treatable water and equalizes demand to meet the current and future service demands of BWW. It also ensures that adequate water storage capacity meets water regulations and provides maximum operational efficiency for industrial purchase, wholesale customers, and meets fire protection needs.

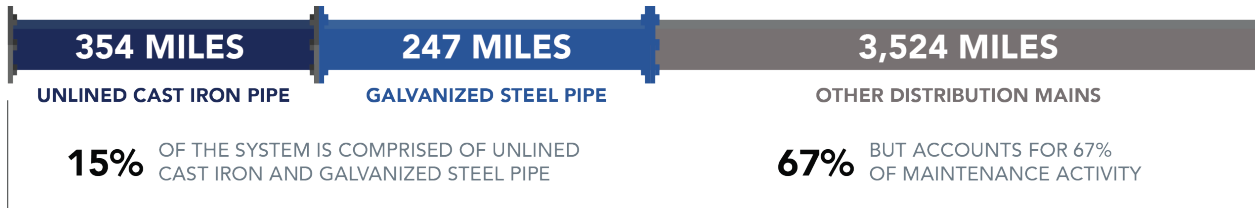
HOW WE WILL ACHIEVE OUR OBJECTIVE

The Capital Improvement Plan includes renewal and replacement projects needed to maintain adequate water supplies and storage to meet current water demands.

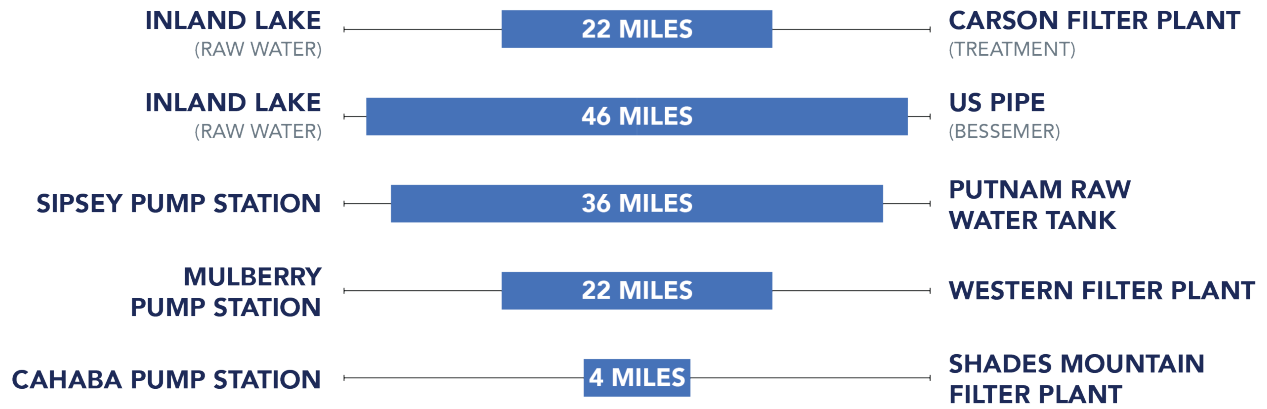


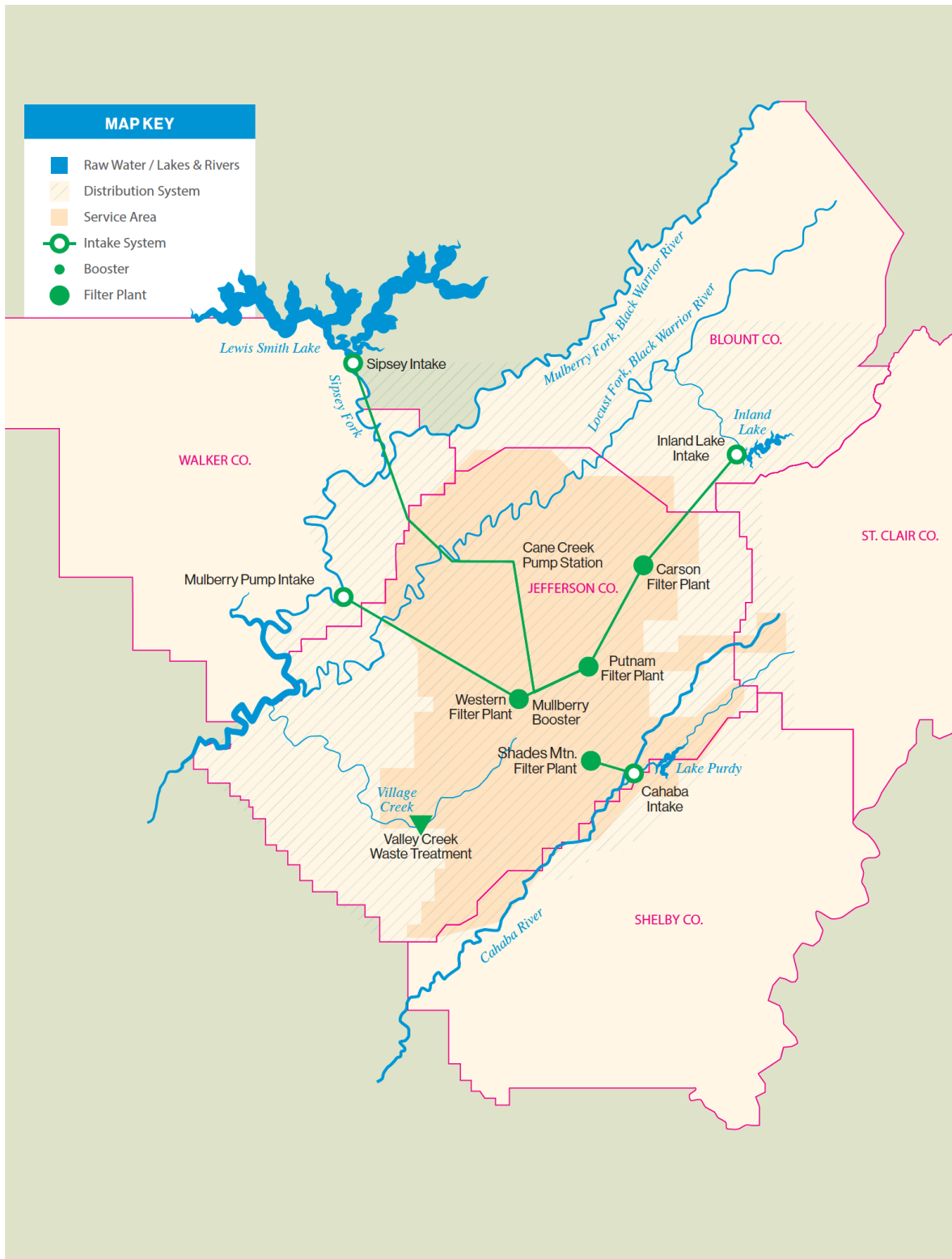


SECTION 7: CAPITAL IMPROVEMENT PLAN



4,125 MILES
TOTAL PIPE IN SYSTEM







WORK COMPLETED OR SCHEDULED IN FY2020 – 2026

LAKE PURDY DAM STABILIZATION PROJECT GOALS

- Improve the stability of the existing dam
- Mitigate seepage
- Increase the spillway capacity

SIPSEY PUMP STATION PUMP REPAIR GOALS

- Maintain the operational efficiency of the Sipsy Pump Station
- Repair and refurbish existing vertical turbine pumps
- Provide treatable water to our water treatment plants

MULBERRY PUMP STATION REPAIR GOALS

- Maintain the operational efficiency of the Sipsy Pump Station
- Repair and refurbish existing vertical turbine pumps
- Provide treatable water to our water treatment plants

MULBERRY RAW WATER SURGE TANKS GOALS

- Maintain and repair existing 750,000-unit raw water tank
- Increase structural integrity by preventing rust and deterioration
- Increase life span by 20 – 25 years



DISTRIBUTION

The Distribution System consists of 4,125 miles of piping, 1,000 miles of service lines, 48 distribution pump stations, 51 distribution storage tanks, 41 pressure-reducing valve stations, 56,000 valves, 14,404 hydrants, and 20 pressure gradients.

OBJECTIVE: WHAT WE ARE TRYING TO ACCOMPLISH

The objective of this asset class is to support the ongoing rehabilitation of existing water lines; improvements related to optimizing system performance and reliability, e.g., looping, paralleling, and replacing lines approaching capacity; and adding new transmission and distribution mains to support growth and service deficiencies in specific areas.

HOW WE WILL ACHIEVE OUR OBJECTIVE

The Capital Improvement Plan includes renewal and replacement projects needed to maintain adequate water supplies and storage to meet current water demands.

WORK COMPLETED OR SCHEDULED IN FY2020 – 2025

INLAND LAKE PUMP STATION AND TRANSMISSION LINE IMPROVEMENTS CONSTRUCTION PROJECT

This project includes removing and replacing failing main line valves, check valves and blow-off. This will involve the installation of new 60-inch main line valves, 60-inch check valves and a 60-inch magnetic flow meter.

CARSON LOOP PHASE 6D

The project consists of 3,700 feet of 36-inch buried ductile iron pipe and fittings along from Grand River West to Floyd Bradford Road and Amber Hills Road. This project also includes a 600-foot-long pipe bridge over the Cahaba River.

WATER LINE REPLACEMENT PROJECT

Replacement of the system's older distribution mains, particularly galvanized steel due to excessive repairs, water quality, low fire flow, etc.

METER REPLACEMENT PROJECT

The replacement meters are for the continuation of the replacement program of worn-out inaccurate meters. This replacement program enhances revenue and reduces lost water.

WATER TREATMENT

The Birmingham Water Works (BWW) consists of 4 water treatment plants and is the State of Alabama’s largest water utility.

SHADES MOUNTAIN 80 MGD



WESTERN 60 MGD



PUTNAM 24 MGD



CARSON 25 MGD



OBJECTIVE: WHAT WE ARE TRYING TO ACCOMPLISH

The objective of this asset class is to ensure exceptional treatment facilities are being maintained to produce water quality that exceeds drinking water standards.

HOW WE WILL ACHIEVE OUR OBJECTIVE

The Capital Improvement Plan includes renewal and replacement of equipment, membranes, disinfection units and electrical/control components to ensure the water quality provided to our customers exceeds federal and state drinking water standards.

WORK COMPLETED OR SCHEDULED IN FY2020 – 2026

SHADES MOUNTAIN FILTER PLANT (SMFP) FILTER IMPROVEMENTS

As part of the BWW's overall filter rehabilitation program, BWW has chosen to upgrade the filters at each plant in such a way as to provide the flexibility for installation of GAC in the filters. Consistent with that approach, this project will establish the infrastructure to allow the existing filters to be converted into GAC Filter Absorbers. GAC treatment will allow the BWW to continue to use free chlorine for secondary disinfection while achieving compliance with Stage 2.

SMFP RESIDUALS

SMFP has purchased two 26-inch solids dewatering centrifuges. These units will replace the 37-year-old failing plate and frame system currently in place. The centrifuges still require installation as well as demolition of the existing plate and frame. Electrical and piping upgrades and modifications will be required. Additionally, a new dredge will be acquired to guarantee consistent removal of solids from the sedimentation basin to the dewatering equipment. Solids dewatering is critical to regulator operations at SMFP.

PFP & WFP SODIUM HYPOCHLORITE

The project includes the construction of a sodium hypochlorite facility at the Putnam & Western Filter Plant and when completed will replace the existing hazardous chlorine gas process.

PFP & WFP LIQUID LIME

Design and construct liquid lime facility to eliminate existing dry lime system. The goal of the project is to address the following objectives:

- Reduce clogging which limits operation downtime.
- Reduce operation and maintenance time to mix powder.



APPENDIX

IN THIS SECTION

- Description of the System 182
- Comparison of Water Rates with Other Systems 187
- Results of Operations 188
- Major Industrial/Governmental Customers 188
- Glossary 189
- Acronyms 191

DESCRIPTION OF THE SYSTEM

Birmingham Water Works serves an area of approximately 700 square miles within the Birmingham-Hoover Metropolitan Area including portions of Jefferson, Shelby, Blount, St. Clair, and Walker Counties. Potable water service is provided to a population of approximately 655,000 with an additional population of approximately 115,000 served by consecutive systems that are fed with BWW-produced water.

The System presently has four separate sources of raw water as described below:

LAKE PURDY-CAHABA RIVER SYSTEM

Part of the BWW's original purchase from The Birmingham Water Works Company in July 1951, included the Lake Purdy- Cahaba River System which dates to the 1880s. The Cahaba River watershed in Jefferson, St. Clair and Shelby counties is east of Birmingham and drained by the Cahaba and Little Cahaba Rivers. With a drainage area of approximately 196 square miles, this watershed includes an impoundment in Lake Purdy, formed by a dam across the Little Cahaba River. The storage capacity of Lake Purdy is 5.6 billion gallons. The safe yield from the Lake Purdy-Cahaba River System is approximately 52 million gallons per day. The Lake Purdy-Cahaba River System is the primary source of supply to the Shades Mountain Filtration Plant.

SIPSEY SYSTEM

Operated under a permit from the U.S. Army Corps of Engineers, the Sipsey System consists of an intake pumping station immediately below the Alabama Power Company's L. M. Smith Dam on the Sipsey Fork of the Black Warrior River in Cullman County, 35 miles northwest of Birmingham, as well as a booster pumping station, a transmission pipeline, and terminal control reservoirs. The pipeline consists of approximately 44 miles of 60-inch, 48-inch and 42- inch steel and cast-iron supply lines. The Sipsey System has a firm yield of about 74 million gallons per day. At present, the intake pumping station can deliver the maximum quantity of water to the system's booster pumping station. The booster pumping station has a capacity of 90 million gallons per day. Water can be pumped from this station to the Western, Putnam and Carson Filtration Plants.

INLAND LAKE SYSTEM

This system consists of an impounding reservoir, a booster pumping station, chemical treatment facilities, a balancing reservoir, and a transmission pipeline. The impounding dam of earth and rock fill construction is 200 feet high and 1,060 feet long and creates a reservoir with a capacity of 20.5 billion gallons. The watershed above the dam is about 72 square miles in area. The dam is located approximately 27 miles northeast of Birmingham on the Blackburn Fork of the Black Warrior River in Blount County. The pipeline consists of approximately 44 miles of steel and cast-iron supply lines ranging in size from 16 to 60 inches in diameter. The Inland Lake reservoir has a safe yield of about 49 million gallons per day. The booster pumping station has a capacity of 88 million gallons per day. Water from Inland Lake is delivered to both Carson and Putnam Filtration Plants.

MULBERRY SYSTEM

With its source the Mulberry Fork of the Black Warrior River in Walker County, the intake pumping station is operated under a permit from the U.S. Army Corps of Engineers. Water is withdrawn at a maximum rate not to exceed 85 million gallons per day for a two-hour duration, with a maximum of 65 million gallons per day during a 24-hour period. Work was completed in 1995 to increase the pump station capacity to the fully permitted withdrawal rate. This work included the installation of pumps, motors, and other general improvements. Water from this supply is delivered through approximately 20 miles of welded steel pipe 72 inches in diameter. Surge tanks are installed at various points along the pipeline and four 5-million-gallon control reservoirs are located at the terminus at the Western Filtration Plant. The Mulberry System includes a booster pumping station with a 25-million-gallons per-day capacity located in the vicinity of the control reservoirs. Water can be pumped via this station to the Western and Putnam Filtration Plants.

WATER FROM THE ABOVE SOURCES IS DELIVERED THROUGH LONG TRANSMISSION LINES TO THE FOUR FILTRATION PLANTS, WHICH ARE A PART OF THE SYSTEM. THE DIVERSE LOCATIONS OF THE SOURCES OF SUPPLY AID IN MAINTAINING WATER SERVICE IN THE EVENT OF A PARTIAL FAILURE AT ANY PLANT.



ADDITIONAL SOURCES

The BWW currently has a sufficient water supply and is projected to be able to meet its needs through at least the year 2032 barring any unforeseen circumstances. In 2007, the BWW prepared a Water Supply Needs Assessment, which examined future needs for water supply through the year 2075. In 2009, the BWW prepared a "Report on Plans for Improving Water Supply Reliability and Evaluation of Alternatives to Meet Future Water Demands," which examined alternatives for additional water supply and improving connectivity among its sources and filtration plants.

By adding additional supply from existing water resources in the Warrior River Basin at Holt Lake and making other improvements to its raw water delivery system, the BWW can meet the expected demands of the Birmingham-Hoover Metropolitan Area through the year 2075. While obtaining additional water supply from existing water resources will require additional capital improvements to transport water from Holt Lake to the filtration plants, this cost is lower than developing a new source of supply.

Between now and 2032, the BWW will work toward acquiring necessary property, permitting a new intake at Holt Lake, and other project development activities. The BWW believes that it will have sufficient supply to meet its needs through the year 2075 upon completion of the Holt Lake improvements.

ANNUAL RAINFALL

Established by records of the United States Weather Bureau, the average annual rainfall since 1900 has been approximately 55 inches. The lowest annual rainfall on record was 28.86 inches recorded in 2007. The absence of any major seasonal variations in rainfall in the Birmingham-Hoover Metropolitan Area usually ensures a dependable supply of surface water.

FILTRATION PLANTS

Four water filtration plants process and treat the raw water from the aforementioned sources of supply. The rated capacity and sources of supply of the filtration plants are as follows:

FILTRATION PLANT SOURCES AND CAPACITY

FILTRATION PLANT	RATED CAPACITY	SOURCE OF SUPPLY
Shades Mountain	80 MGD	Cahaba River - Lake Purdy
Putnam	24 MGD	Mulberry Fork, Smith Lake or Inland Lake
Western	60 MGD	Mulberry Fork or Smith Lake
Carson	25 MGD	Inland Lake, Smith Lake or Mulberry Fork

The present maximum capacity of the four filtration plants is 189 MGD. The four filtration plants feed into an integrated distribution system increasing the overall reliability of the system.

(See "DESCRIPTION OF THE SYSTEM – Sources of Supply.")

PUMPING FACILITIES

Pumping facilities at each of the four filtration plants deliver water into the 13 major and 7 minor service areas of the distribution system. In addition to these pumping facilities, the system has 16 major pumping stations, pumping from 1 million to 28 million gallons per day. These major pumping stations deliver water from lower service areas to higher service areas. In addition to the above, there are several smaller booster pumping stations delivering water to isolated areas at higher elevations. These smaller stations range in pumping capacity from 20 to 400 gallons per minute.

TANKS AND STANDPIPES

Storage is provided in the distribution system by 51 elevated tanks or standpipes having a total capacity of 75.7 million gallons. The tanks, ranging in size from 100,000 gallons to 6.3 million gallons capacity, improve the flow and pressure throughout the distribution system. All but two of the tanks have been built or acquired by the BWW since it purchased the System from the Birmingham Water Works Company in 1951. In addition to the above distribution storage, the BWW has a total of 27 million gallons of filtered water storage capacity in clear wells at its various filtration plants. The BWW also has raw water storage of approximately 36 million gallons at its Shades Mountain Filtration Plant.

TRANSMISSION AND DISTRIBUTION LINES

The general topography of the Birmingham-Hoover Metropolitan Area, ranging in elevation from 300 to 1,200 feet above sea level, requires that the distribution system be separated into 13 major and 7 minor zones, and this requires long transmission and supply mains. These mains are interconnected with loops to form a completed arterial system, which supplies a grid system of smaller secondary mains particularly in congested areas. This distribution system is supplied with water pumped from the four filtration plants in such a way that maximum reliability of the System is afforded for all zones.

In the past several years, BWW's distribution system has been extended into outlying rural areas, particularly in the north and northeast in Blount and Walker counties, the south in Shelby County, and the east in St. Clair County. As a result, the service area has more than quadrupled in size since the BWW purchased the System in 1951.

ENVIRONMENTAL MATTERS

The BWW is subject to numerous governmental laws and regulations relating to water resources, water treatment, pollution control and other environmental matters. The BWW cannot predict whether additional legislation or regulations may be adopted and what the impact, if any, of any such future legislation or regulations might be. The BWW has residual removal systems in service at its Shades Mountain, Western and Putnam Filtration Plants. Dewatered residuals from these plants are transported to either of two BWW-operated landfills, with remaining useful lives ranging from 15 to 60 years.



WATER RATES

Water rates are fixed by resolution of the Board in compliance with the rate covenants in the Senior Indenture and the Subordinate Indenture. From the time the BWW acquired the System in 1951 until the System was acquired by the City in 1998, the BWW imposed rate increases from time to time. The annual rate increases since 2005 are as follows:

2005 (JUNE)	6.5%
2006	8.75%
2007	7.75%
2008	7.70%
2009	13.20%
2010	6.90%
2011	6.90%
2012	3.90%
2013	4.90%
2014	3.90%
2015	3.90%
2016	4.90%
2017	3.90%
2018	2.90%
2019	3.90%
2020	3.90%
2021	0.00%
2022	3.90%
2023	3.90%
2024	4.8%

The Board adopted the use of a Rate Stabilization and Equalization Model ("RSE") to determine necessary rate adjustments beginning in 2006. The RSE will calculate and automatically adjust the rates which, when implemented, will provide the appropriate levels of debt service coverage for the BWW's obligations.

**CURRENT WATER RATES ARE AS FOLLOWS (EFFECTIVE JANUARY 1, 2024):**

Typical Rates for Each 100 Cubic Feet of Water Delivered*

CURRENT WATER RATES

RESIDENTIAL AND IRRIGATION RATES

For the first 300 cubic feet per month	\$2.86
For 400 to 1,500 cubic feet per month	\$4.74
Over 1,500 cubic feet per month	\$8.29

COMMERCIAL AND ALL OTHER WATER USERS RATES

Per cubic feet per month	\$4.53
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WHOLESALE RATES

Per cubic feet per month	\$3.72
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BASE CHARGE RATES

Monthly base charge - per month for 5/8" meter (in addition to the above)	\$27.16
Varied monthly base charges for other meter sizes	\$36.02 - \$2,108.70

FIRE SERVICE RATES

Fire Service Rental Rates (per year) (based on size)	\$363.48 - \$9,100.44
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MUNICIPAL FIRE HYDRANTS RATES

Fire Hydrants (Effective October 1, 2023)	\$246.60
Fire Hydrant Installation	\$3,269.00

These rates apply for approximately 90% of all revenues generated from water supply service.



COMPARISON OF WATER RATES WITH OTHER SYSTEMS

A comparison of the BWB's residential water charges based on average customer usage of 6 CCF (4,488 gallons) of water per month, 5/8-inch meter, with that of other regional surface water systems as of January 1, 2024, follows:

Charlottesville, Virginia	\$58.62
Chapel Hill, North Carolina	\$50.97
Birmingham, Alabama	\$49.96
New Orleans, LA	\$40.78
Richmond, Virginia	\$40.26
Asheville, North Carolina	\$37.74
Norfolk, Virginia	\$36.48
Knoxville, Tennessee	\$34.90
Austin, Texas	\$31.67
Atlanta, Georgia	\$30.32
Louisville, Kentucky	\$30.28
San Antonio, Texas	\$29.33
Mobile Alabama	\$29.21
*Montgomery, Alabama	\$25.26
Marietta, Georgia	\$25.26
Chattanooga, Tennessee	\$23.45
Charlotte, North Carolina	\$19.34
Nashville, Tennessee	\$17.73

*Montgomery has a single charge for water and sewer service, so charge was divided in half for table inclusion



RESULTS OF OPERATIONS

The following table sets forth certain operational statistics for the System:

OPERATIONS STATISTICS YEAR ENDED DECEMBER 31

	2019	2020	2021	2022	2023
Number of customers	193,530	195,212	199,569	202,893	200,569
Miles of mains in service	4,060	4,095	4,114	4,117	4,125
Number of fire hydrants	13,894	13,032	12,268	13,878	14,404
Capacity of storage (in thousand gallons)	75,172	75,172	75,172	75,172	75,172
Water delivered to the distribution system (in billion gallons)	40.5	41.4	42	40.6	42.2
Single day, peak day demand (in million gallons)	138.5	131.1	134.9	148.6	138.3

MAJOR INDUSTRIAL/GOVERNMENTAL CUSTOMERS

The following table contains the 10 largest customers of the system during the periods indicated and the gross revenues derived from each of such customers. Total operating revenues for the year ending December 31, 2023, were \$221,705,682.

JEFFERSON COUNTY

CUSTOMER	REVENUE	% OF TOTAL OPERATING REVENUE
University of Alabama - Birmingham	\$ 4,827,176.00	2.18%
US Steel	3,252,132.00	1.47%
ACIPCO	1,602,310.00	0.72%
Birmingham Housing Authority	1,494,939.00	0.67%
Tenet Healthcare	1,115,471.00	0.50%
St. Vincent's Hospital	931,582.00	0.42%
Graysville Water Co	867,420.00	0.39%
Buffalo Rock Co	804,766.00	0.36%
City of Hoover	723,943.00	0.33%
Town of Mulga	681,638.00	0.31%
Grand Total	\$ 16,301,377	7.35%



GLOSSARY

Accrual Basis of Accounting – A basis of accounting under which increases and decreases in economic resources are recognized as soon as the underlying event or transaction occurs. Revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of related cash flows.

Amortization – The gradual elimination of a liability in regular payments over a specified time period.

Annual Budget – A plan covering a single fiscal year (January 1 - December 31) that details how BWW will generate income and prioritize spending based on priorities, goals and needs.

Backflow Prevention and Cross Connection Control Policy – Program mandated by the Alabama Department of Environmental Management (ADEM), the U.S. Environmental Protection Agency (EPA) Office of Water and the Federal Safe Drinking Water Act. The purpose of the policy is to protect BWW's potable water system against actual or potential cross connections, back pressure, and back siphonage.

Balanced Budget – The projected annual revenues and existing fund balances are sufficient to meet budgeted expenses.

Bond – A debt instrument/security used to fund capital projects or asset purchase with a written promise to pay a specific amount of money with interest within a specific period, usually long term.

Budget Process – The process by which the BWW prepares and adopts a financial plan for the next fiscal year (January 1 through December 31). The plan includes determining the appropriate rates, fees, and charges necessary to provide sufficient revenues to meet anticipated expenses for operating and maintenance, asset repair or replacement, asset acquisition or construction to meet the service needs of the customer base and debt service requirements for existing and projected debt.

Buried Infrastructure Program – The program is funded by the BWW's Capital Budget. It is focused on the replacement of 2- inch galvanized steel pipe and 2-inch unlined cast iron pipe that have exceeded their useful life in older communities in the BWW's service area. This improves water quality, service, and reliability to customers in the older communities and has been instrumental in the utility's water loss initiative to reduce leakage in the distribution system.

Business Sustainability and Capacity Building (BSCB) Program – Program created to increase the number of contractors and vendors required to meet the needs of the Operation & Maintenance and Capital Improvement Plan budgets by providing guidance on how to access capital and capacity to the many small local businesses including Historically Underutilized Businesses.

Capital Expenditure – Expenditures that result in the acquisition of or the addition of fixed assets.

Consumer Confidence Report (CCR Report) – The CCR is an annual report on the quality of water. The report details and outlines contaminants and their levels in drinking water. BWW is federally mandated to provide this report to customers and wholesalers.

Capital Improvement Plan (CIP) – Process by which BWW evaluates the operating condition of the organization's assets to identify the need for upgrades and improvements.

Capital Project – Planned process to construct, purchase, or install a new asset or improve an existing asset.

Capital Reserve Fund – Established for unexpected capital needs when shortfalls in anticipated capital funding occur.

Consecutive Water Systems – Other public water systems that receive some or all their finished water from BWW through direct connection to the BWW distribution system.



Debt Service Coverage – Generally expressed as a percentage of current-year debt service, generally in the range of 115 to 150 percent, and is a requirement included in the bond indentures associated with revenue bonds.

Debt Service Coverage Ratio – The margin of safety ratio associated with bond indebtedness reflecting the ratio of the actual or projected net revenue available for debt service to annual debt service payments.

Demand Shortfall Fund – Established for unexpected capital and operating needs when demand is significantly below projections due to climatic events.

Development Impact Fees – Charges established to recoup the cost of installing or extending water lines to service a certain defined group of properties, some of which may not currently be developed.

Economic Development Fund – Established to provide funding for capital projects that would enable the growth of the utility system.

Enterprise Fund – Fund used to account for operations that are financed and operated in a manner similar to private business enterprises.

EUM Framework – The framework which BWW manages the utility to ensure that implemented strategies support effective utility management and ultimately result in mission accomplishment and vision fulfillment. The adoption of EUM has been essential in communicating a clear direction to all who are responsible for ensuring the success of the BWW.

Historically Underutilized Business Program (HUB) – This is a program designed to encourage the participation of underserved firms. The program fosters competition and ensures non-discrimination in contract awards with a goal of at least 30% of goods and services sourced by BWW from these marginalized vendors.

Mobile Pilot Plant – This is a mobile test lab that navigates between filter plants. The pilot plant is designed to evaluate differing raw water sources and distribution systems at each plant and functions as an alternative test process treatment.

Potable Water – Water that is free of contaminants and ready for consumption.

PAYGO (Pay As You Go) – It is the practice of financing expenditures with funds that are currently available rather than borrowed.

Project Drivers (Capital Budget) – Capital projects are classified/listed by priority. Each project is placed into one of the six categories; however, it is possible that a project could fall into multiple categories. When this occurs, effort is made to identify the most significant reason for the project.

Rate Stabilization Fund – Funds reserved for unexpected capital and operating needs if the BWW faced events that severely challenge its financial position during the year.

Revenue Fund – Funds reserved to maintain 45 days of operating revenues.

Watershed Protection Policy – This policy establishes requirements for development in the Cahaba River/Lake Purdy Watershed to manage/control pollution and to protect the public water supply.



ACRONYMS

ADAH Alabama Dept. of Archives and History	HR Human Resources
ADEM Alabama Dept. of Environmental Management	HUB Historically Underutilized Business
ACH Automated Clearing House	HVAC Heating, Ventilation and Air Conditioning
A/R Accounts Receivable	IT Information Technology
AWPCA Alabama Water Pollution Control Association	KV Kilo Volts
BBB Better Business Bureau	LAN Local Area Network
BCIA Birmingham Construction Industry Authority	LT2 Long Term Testing (Lab)
BPEM Business Process Exception Management	LIMS Laboratory Information Management System
BSBC Business Sustainability and Capacity Building	MDL Minimum Detection Limits
BWW Birmingham Water Works Board	MGD Million Gallons per Day
CADD Computer Aided Design and Drafting	M&R Maintenance & Repair
CCF Centum Cubic Feet	NIMS National Incident Management System
CCR Consumer Confidence Report	NRW Non-Revenue Water
CCTV Closed Circuit Television	NST National Standard Thread
CDC Centers for Disease Control	O&M Operation & Maintenance
CI Pipe Cast Iron Pipe	OPEB Other Post-Employment Benefits
COLA Cost-of-Living Adjustment	PAYGO Pay As You Go
CORE Control Operations Room & Emergency Recovery	PFP Putnam Filter Plant
CPI Consumer Price Index	PMO Project Management Office
CPR Clean Paint and Repair	PS Pump Station
CRM Customer Relationship Management (SAP)	PSA Public Service Announcement
DHS Department of Homeland Security	QA Quality Assurance
DSE Distribution System Evaluation	QC Quality Control
E&M Electrical & Mechanical Department	RL Reporting Limits
EMA Emergency Management Agency	R&R Renewal and Replacement
EPA Environmental Protection Agency	RSE Rate Stabilization and Equalization Model
ERP Enterprise Resource Planning	SAP Systems, Applications and Products
EUM Effective Utility Management	SCADA Supervisory Control and Data Acquisition
FI Financial Information System (SAP)	SMFP Shades Mountain Filter Plant
FTE Full Time Equivalent	TAT Testing Turnaround Time
GAC Granular Activated Carbon	UAB University of Alabama at Birmingham
GFOA Government Financial Officers Association	VOC Volatile Organic Compounds
GIS Geographic Information System	WAN Wide Area Network
GPS Global Positioning System	WFP Western Filter Plant
GWI General Wage Increase	WIFIA Water Infrastructure Finance and Innovation Act
H2O Help To Others Foundation	WQO Water Quality Operations



 BIRMINGHAM
WATER WORKS