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# STRATEGIC PLAN

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## MESSAGE FROM THE CHAIRMAN/PRESIDENT

Having the responsibility of providing clean, dependable drinking water to hundreds of thousands of people in our area is one that we do not take lightly. Routinely, the Birmingham Water Works Board (BWWB) is faced with making critical decisions that will not only impact our current customers, but those very decisions will transcend for generations to come.

Our Board of Directors, with the assistance of staff, put in a significant amount of time researching and studying the system to ensure the best decisions are made every time. One thing's for sure, proper planning is the foundation to any successful operation.

We have worked hard with our executive management team to develop a firm strategic plan. As we aim to lead this utility under the Effective Utility Management model, we do it with our customers and employees in mind.

This Board looks forward to the implementation of this strategic plan, and we're excited to see the benefits for those we serve every day.

Sincerely,



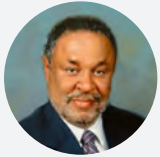
## BOARD MEMBERS



**Ronald A. Mims**  
Chairman/President



**Tom Henderson**  
Director



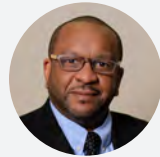
**George Munchus, Ph.D.**  
First Vice-Chair/First Vice President



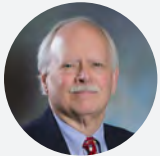
**Dalton NeSmith, Esq.**  
Director



**Lucien Blankenship, Esq.**  
Second Vice-Chair/Second Vice President



**Christopher Rice**  
Director



**William "Butch" Burbage, Jr., CPA**  
Secretary-Treasurer



**Larry Ward**  
Director



**Tereshia Huffman**  
Assistant Secretary-Treasurer





**Michael Johnson**  
General Manager



**Derrick Murphy**  
Assistant General Manager



**Jeffrey Thompson**  
Assistant General Manager



**Iris Fisher**  
Assistant General Manager

Through our efforts of creating and successfully implementing strategic planning, we can proudly stand on the promise of increasing our productivity and the ability to keep families healthy with fresh-tasting drinking water that is second to none.

## MESSAGE FROM THE GENERAL MANAGER

Each day, we carry the serious responsibility of making sure the communities we serve have a continuous flow of clean, dependable drinking water. Our five-county service area, which is home to the more than 655,000 people that we serve is uniquely positioned geographically, with all of our water sources located several miles away from residential and commercial districts. This means the complexity of our system to pull in and treat water to a capacity of this magnitude is to be commended, and that starts at the hands of our hardworking employees.

Birmingham Water Works operates within the framework of Effective Utility Management (EUM). Established by the American Water Works Association, the EUM system has 10 attributes that indicates a well-run system; those attributes are product quality, customer satisfaction, employee and leadership development, operational optimization, financial viability, infrastructure strategy and performance, enterprise resiliency, community sustainability, water resource sustainability, and stakeholder understanding and support. A significant part of this is having an operative strategic plan in place.

With the assistance of our Board of Directors and departmental leadership, we're able to take a deep dive at everything from how we can improve our current processes, to the improvement of our system's infrastructure and assets, to even evaluating ways to constantly keep water rates at or below national trends. We've taken a significant amount of time readjusting our company's overall brand to form a more consistent atmosphere among our workforce and an even more notable identity throughout the industry.

Through our efforts of creating and successfully implementing strategic planning, we can proudly stand on the promise of increasing our productivity and the ability to keep families healthy with fresh-tasting drinking water that is second to none.

Sincerely,

*Michael Johnson*

## CONTENTS

# Introduction

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.

## STRATEGIC PLANNING PROCESS

BWWB's strategic planning update process was designed to produce the following:

- > A shared vision of BWWB's goals and organizational priorities
- > A collective understanding of the available resources, the environment, and the principles upon which strategies will be based
- > A plan that can be integrated effectively into BWWB's daily operations

To achieve these conditions for success, BWWB'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:

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### Stakeholder Input

Input was obtained from BWWB's Board of Directors, executive leadership, management team, employees, and external stakeholders through a combination of interviews, focus groups, workshops, and an online employee survey.

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### EUM Assessment

Internal groups of subject matter experts met to assess BWWB's current performance against standards related to each of the 10 attributes of an effectively managed utility.

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### Management Team Workshops

BWWB's executive leadership and management team met to review stakeholder input and draft updates to the organization's mission and values for consideration at the Board retreat.

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### Board Retreat

The Board of Directors and executive leadership team met to review the input from the stakeholder engagement activities and consider the organization's aspirations, strengths, critical issues, and opportunities that will shape BWWB moving forward. The retreat resulted in an updated high-level strategic framework, inclusive of BWWB's vision, mission, values, and goals.

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### Strategy Workshop

The executive leadership and management team reconvened to review the results of the Board retreat and develop success statements, strategies, and measures for each of BWWB's goal areas.

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### Implementation Planning

After development of all aspects of the strategic framework, teams of subject matter experts met to identify the initial activities, timelines, and accountabilities necessary to implement the updated strategic plan.



# Environmental Scan

BWWB's current operating environment was documented through the following:



**A review of community demographics and other external influences (Community Profile)**



**Considerations of stakeholder input, key industry trends, and their potential impact on the organization**



**The organization's aspirations, strengths, opportunities, and desired results**

## COMMUNITY PROFILE

BWWB's service area is steeped in American history, born out of the iron and steel industry and featured prominently as the center of the Civil Rights Movement.

Coal, limestone, and iron ore, which are the three raw ingredients for steel, all naturally occur within a 10-mile radius of Birmingham. Adding its convenient location at the crossroads of two major railroad lines, it's no wonder that Birmingham became a center for iron and steel. After its founding in 1871, the town's growth was slowed by a cholera outbreak and a Wall Street crash, but the town rebounded in the 1880s, earning itself the nickname "The Magic City." The population of Jefferson County surged from a total of 11,000 people in 1860 to more than 140,000 by 1900. Economic opportunity drew a migration of residents to the city, however the reliance upon a single industrial sector threw the region

into hard times with the onset of the Great Depression in 1929. World War II demand for steel and a post-war building boom spurred the region's rapid return to prosperity.

In the 1950s and 1960s, Birmingham played a central role in America's Civil Rights Movement. The city's Civil Rights District, including historic Kelly Ingram Park, is now designated a National Monument. The city saw rapid population growth until the 1970s, when suburbanization in the area increased and city residents moved to the suburbs. According to the U.S. Census Bureau, Jefferson County has a total estimated population of 675,000, of which the City of Birmingham represents almost 201,000 residents. The metropolitan area consists of seven counties and has a total population of over one million people.





Though iron and steel production gave rise to the region, the area's largest employment sector is now the health care industry. The University of Alabama at Birmingham (UAB) has been an important part of the transformation of the economy and is the area's largest employer. The UAB Hospital is among the 20 largest and best equipped in the nation and is a major center for clinical research. The region has over 75 health care companies and employs more than 59,000 health care workers. Birmingham has also become a leading banking center, serving as home to Regions Financial Corporation and BBVA Compass. The Census Bureau reports median household income as \$53,901 in Jefferson County and \$37,375 in Birmingham.

The racial and ethnic demographics of Jefferson County are 53.1% white, 43.5% black or African American, 4.0% Hispanic or Latino, 1.8% Asian, 0.3% American Indian or Alaskan Native, 0.1% Native Hawaiian or other Pacific Islander, and 1.3% identify as two or more races. In Birmingham, the demographics are 25.8% white and 69.9% black or African American.

The metropolitan area has a diverse geography of mountains and valleys. Shades Mountain, at an elevation of 1,150 ft, is the highest point in Jefferson County. The numerous ridges and valleys have made water distribution more challenging than in other areas; mountains even separate suburbs from the City of Birmingham. Once iron ore mines, Ruffner Mountain and Red Mountain have been converted to nature preserves and parks, providing thousands of wooded acres for biking and hiking within minutes of downtown Birmingham. As a reminder of Birmingham's birth in the iron and steel industry, a cast iron statue of the mythical god of metalworking, Vulcan, sits atop Red Mountain.

Birmingham Water Works Board (BWVB) is the largest water system in Alabama and provides water service to more than 655,000 residents of Jefferson, Shelby, Blount, St. Clair, and Walker counties. This service area includes the City of Birmingham and 22 other communities. The communities in the BWVB service area include the cities of Adamsville, Center Point, Clay, Fairfield, Fultondale, Gardendale, Homewood, Hoover, Leeds, Irondale, Moody, Mountain Brook, Pinson, Pleasant Grove, Tarrant, Trafford, Trussville, Vestavia Hills, and Warrior; as well as the towns of County Line, Kimberly, and Morris.







As the population in the region grows and BWWB's customer base expands, the utility remains committed to providing high-quality water services at an affordable price.



## BIRMINGHAM WATER WORKS BOARD

BWWB's history dates to 1872 when the Elyton Land Company established a water system to serve the year-old community of Birmingham. The water system was reorganized as the Birmingham Water Works Company in 1885 and expanded rapidly to meet the needs of the City of Birmingham. This growth included the addition of another water source at the Cahaba River and the construction of a dam in 1909 to create Lake Purdy. In 1951, the City of Birmingham purchased the water system and established an independent water board.

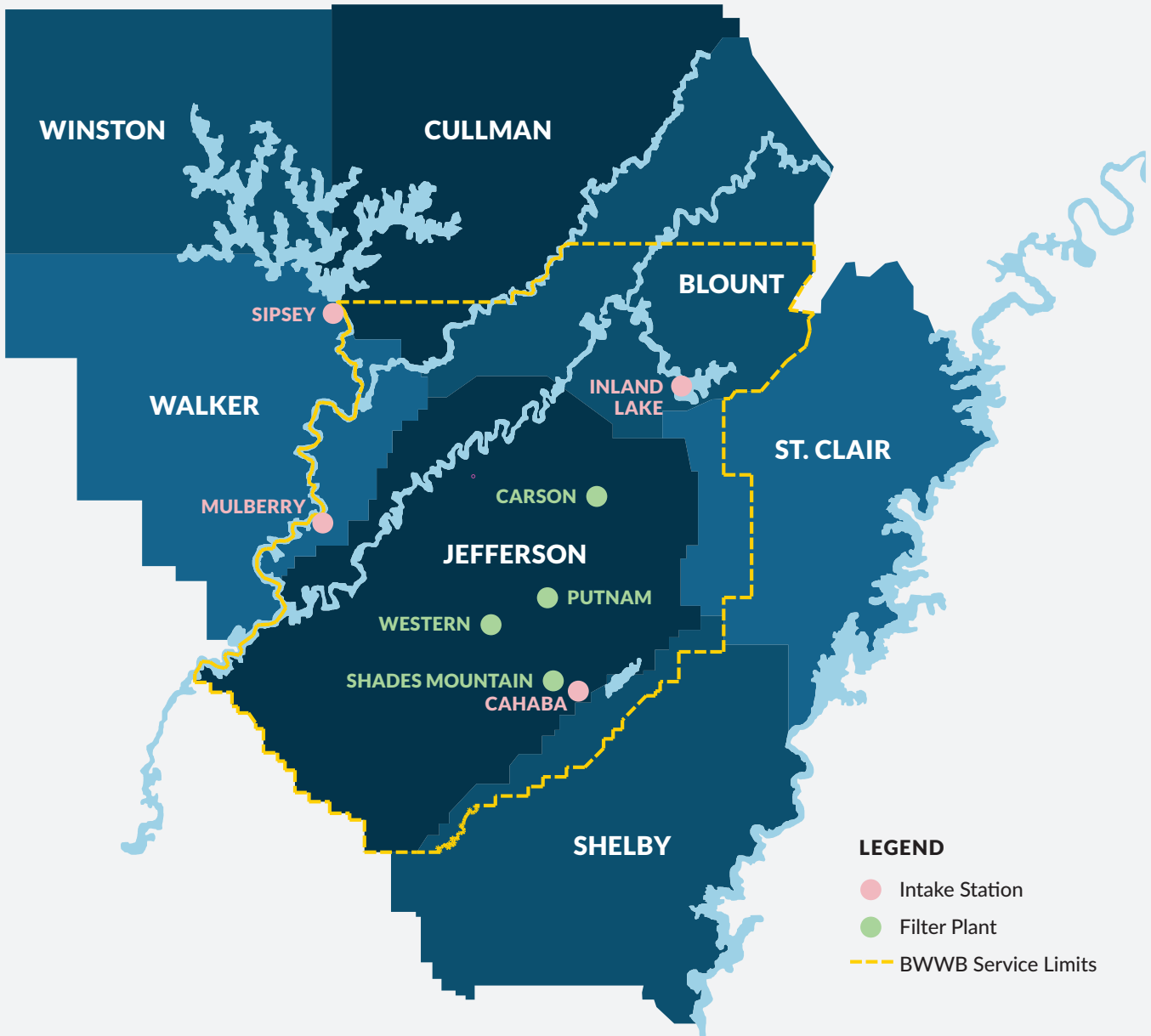
Today, BWWB serves over 655,000 people in a five-county service area as well as an additional population of 115,000 via wholesale customers in Jefferson, Shelby, Blount, Walker, and St. Clair counties. It is the largest water system in the State of Alabama and is the major water supplier of the Birmingham-Hoover Metropolitan Statistical Area. BWWB is governed by a nine-member Board of Directors. Two Board Members are appointed by the Mayor of Birmingham, four are appointed by the Birmingham City Council, one is appointed by the Jefferson County Mayors Association, one by the Shelby

County Commission, and one by the Blount County Commission. The Board is responsible for providing strategic direction, approving contracts, adopting budgets, and setting rates. Board Members also designate a General Manager to execute policy and manage the day-to-day operations of the organization.

There are four water intake stations with a total rated capacity of 285 million gallons per day (MGD) on the Cahaba River, Sipse Fork, Mulberry Fork, and Inland Lake. BWWB operates four filter plants with a treatment capacity of 189 MGD and, in 2020, it delivered 113.1 MGD of water to its customers across 759 square miles.

As the population in the region grows and BWWB's customer base expands, the utility remains committed to providing high-quality water services at an affordable price. BWWB must continuously evaluate its current and future capacity to ensure that it has the appropriate infrastructure, equipment, technology, and staffing in place to meet growing needs. This strategic plan will provide a roadmap to help guide BWWB into this future.





**LEGEND**

- Intake Station
- Filter Plant
- BWWB Service Limits

**Communities Served Directly:**

- > City of Adamsville
- > City of Birmingham
- > City of Center Point
- > City of Clay
- > City of Fairfield
- > City of Fultondale
- > City of Gardendale
- > City of Homewood
- > City of Hoover
- > City of Leeds
- > City of Irondale
- > City of Moody
- > City of Mountain Brook
- > City of Pinson
- > City of Pleasant Grove
- > City of Tarrant
- > City of Trafford
- > City of Trussville
- > City of Vestavia Hills
- > City of Warrior
- > Town of County Line
- > Town of Kimberly
- > Town of Morris

**Wholesale Water Distribution Customers Served:**

- > Town of Brookside
- > City of Graysville Water Works and Gas Board
- > Town of Mulga Water Works and Gas Board
- > Pine Bluff Water and Fire Protection Authority
- > Town of West Jefferson



# Industry Trends and Local Context

The services provided by BWWB are essential to the vitality of the community and the economy of its service area. BWWB must be prepared to address national and regional trends as it works to implement its strategic plan. These trends include Population, Operating Environment, Workforce, Customer Expectations, Regulations, Technology, Financial Constraints, and Increased Risk Profile. Key trends, and potential BWWB responses, many of which are embodied in the strategic plan, are presented on the following pages.



## Population

### THE CURRENT SITUATION

The population of Jefferson County, which represents most of BWWB's service area, is approximately 659,680 which is about equal to the 2010 Census population estimate. The Birmingham-Hoover metropolitan area population is over 1 million but has decreased by 3.5% since 2010 based on American Community Survey and US Census data. However, the suburban counties of Blount, Shelby, and St. Clair experienced some of the fastest population growth in the state. It is expected that further population growth in the area will continue to occur outside of the Birmingham city limits. Income for the BWWB service area is lower than the national average and the poverty rate is higher at approximately \$53,901 and 16.0%, respectively. Jefferson County is also more diverse than the State of Alabama or the nation, with 51.8% of residents identifying as white, 42.9% identifying as Black, and 5.3% identifying as another race.

### POTENTIAL RESPONSES

- > Continue evaluating regional growth opportunities and monitoring growth patterns in the BWWB service area
- > Consider strategies to get ahead of potential future development, such as proactively acquiring land
- > Continue to focus on service affordability initiatives

**Steady growth of its customer base, along with robust financial planning and a commitment to efficient operations, has helped BWWB maintain a strong financial position.**



## Economic Development

### THE CURRENT SITUATION

The five-county area served by BWWB has continued to experience strong economic growth and development, which can be seen through the increase in employment and the diversity of industries in the area. Specifically, the fields of healthcare, transportation, education, and government services have all seen recent growth. Since 2018, 7,517 jobs have been created and over \$2.4 billion in capital has been invested in the region. The local steel industry, which employs approximately 52,000 people in the region, has also rebounded with 360 jobs created and \$304 million in investments made. The steel industry is an important part of BWWB's customer base, accounting for approximately 1% of BWWB's operating revenue. Tourism is also expected to increase in the region with the new Protective Stadium and the World Games coming to Birmingham in 2022.

### POTENTIAL RESPONSES

- > Review and update, as necessary, the service connection and extension policies
- > Recognize that BWWB is a driver of economic development in the region and increase partnerships with businesses to share costs
- > Research alternative options for implementing capital projects and services to lower operating costs, increase consistency, etc.



# Operating Environment

## THE CURRENT SITUATION

Steady growth of its customer base, along with robust financial planning and a commitment to efficient operations, has helped BWWB maintain a strong financial position. Its assets totaled approximately \$1.235 billion as of December 31, 2019, exceeding liabilities by approximately \$109.6 million, which represents an increase in net position of \$38.6 million from 2018. BWWB's 2019 operating revenues totaled \$202 million, approximately 9.6% higher than the previous year due to increased water sales and a full year of wastewater fees for Jefferson County. Operating expenses totaled \$103.9 million, which is an increase of about 7.6% due to rising benefits costs. Overall water consumption has decreased over the last three years, with 2020 actual consumption 4% less than 2018 actual consumption or about 1.12 million centum cubic feet. BWWB currently meets or exceeds all federal, state, and local water regulations but anticipates challenges ahead, as regulations become more stringent.

## POTENTIAL RESPONSES

- > Continue to monitor legislation and new and potential regulations to prepare for coming changes
- > Leverage technology to better detect emerging contaminants in the water supply
- > Understand the cost implications of system upgrades required to meet regulatory demands
- > Continue to develop annual budgets and monitor expenditures throughout the year
- > Continue to take advantage of opportunities for funding and for financing projects at low interest rates



## Workforce

### THE CURRENT SITUATION

BWVB has approximately 648 skilled employees who embody a wealth of knowledge and experience. However, approximately 15.5% of these employees are eligible for retirement in the next five years. It is important that staff have access to training and other professional development opportunities, both to minimize the institutional knowledge loss caused by retirements and other turnover and to ensure that employees are prepared to assume higher-level responsibilities when their colleagues leave the utility. Nationally, the skills and competencies required to operate utility systems are changing; employees are required to have higher levels of certification and technical expertise, which can make recruiting and retention challenging.

### POTENTIAL RESPONSES

- > Develop strategies to broaden recruitment efforts beyond traditional channels
- > Expand professional development programs at the organization to ensure that BWVB maintains the appropriate licenses and that employees are prepared to advance within the organization

## Customer Expectations

### THE CURRENT SITUATION

BWVB has built a reputation for high-quality water services, and it prides itself on excellent customer service. The level of technical quality complaints and responsiveness to start/stop service requests are both at best practice levels. However, there is room for improvement with tracking and reporting customer service complaints and field call responsiveness. The organization currently conducts annual customer surveys and is continuing to build on proactive customer engagement. BWVB's social media accounts are active and have been used to not just push out information but also as education and engagement tools.

### POTENTIAL RESPONSES

- > Improve upon tracking and reporting processes related to customer service performance metrics
- > Ensure that BWVB has internal resources in place to maintain a high level of customer service
- > Identify opportunities for greater engagement with the community through the BWVB website, social media, community events, and other initiatives

**Nationally, the skills and competencies required to operate utility systems are changing; employees are required to have higher levels of certification and technical expertise, which can make recruiting and retention challenging.**









**BWWB's filter plants are consistently high performing, receiving awards from the Partnership for Safe Water, Center for Disease Control, and the Alabama Department of Environmental Management.**





# Regulations

## THE CURRENT SITUATION

Like utilities across the nation, BWWB faces increased regulation and enforcement. This is particularly true for treatment, which impacts rates, operations, and capital budgets. BWWB's filter plants are consistently high performing, receiving awards from the Partnership for Safe Water, Center for Disease Control, and the Alabama Department of Environmental Management. BWWB must track and prepare for potential changes to the regulatory environment. Additional regulations on emerging contaminants, like Per- and polyfluoroalkyl substances (PFAS and PFOS) are expected in the coming years, as are changes to the Lead and Copper Rule, which will impact water treatment standards.

## POTENTIAL RESPONSES

- > Engage regulatory agencies to stay ahead of potential regulations
- > Anticipate increased scrutiny from regulatory agencies



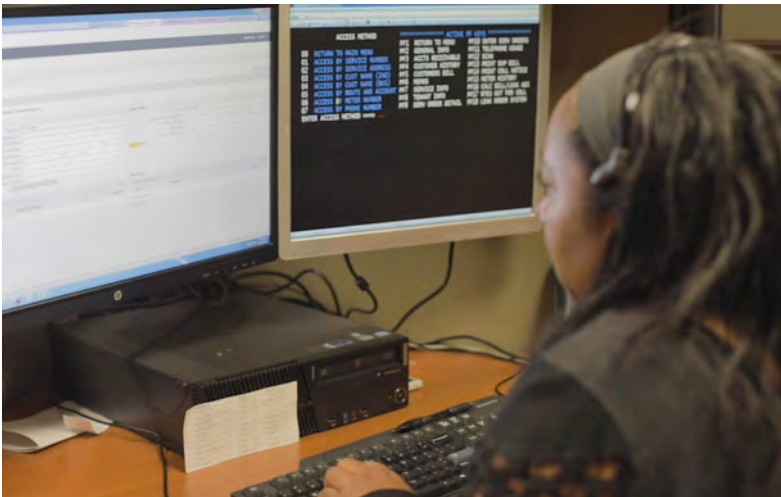
# Technology

## THE CURRENT SITUATION

Technology is an important tool for maximizing the efficiency of a utility's operations and for connecting with customers, but the use of technology can also carry risks, particularly related to cybersecurity. Organizations understandably have a cautious approach to the use of new technologies because of the importance of delivering quality water services, but BWWB should also ensure it has the right tools in place to operate effectively. Many of BWWB's current processes are manual and labor-intensive to monitor, which complicate the utility's ability to meet customer expectations and effectively monitor and track performance. Investments in technology will also require an assessment of information technology (IT) staff to ensure BWWB has the capacity to support technology enhancement implementation.

## POTENTIAL RESPONSES

- > Review existing technology and technology staffing and evaluate the need for enhancements
- > Pursue technology tools to assist with performance tracking and monitoring
- > Consider off-the-shelf solutions with minimal customization requirements to minimize ongoing support needs



## Financial Constraints

### THE CURRENT SITUATION

BWWB is fortunate to have a stable financial situation, attributed to sound, conservative financial decisions. However, it does face financial constraints, which requires BWWB to be deliberate and conduct transparent processes when determining future investments. BWWB takes its role as a steward of customer payments very seriously and prides itself on affordable rates compared to other major water utilities across the nation. BWWB does not receive any tax revenue and all of the cost of providing services, including day-to-day operations and unplanned work, are paid for solely by rates and fees.

### POTENTIAL RESPONSES

- > Regularly evaluate rates to ensure the cost of providing water services is being captured
- > Pursue alternative revenue sources to keep rates low and affordable
- > Continue building customer trust through financial transparency

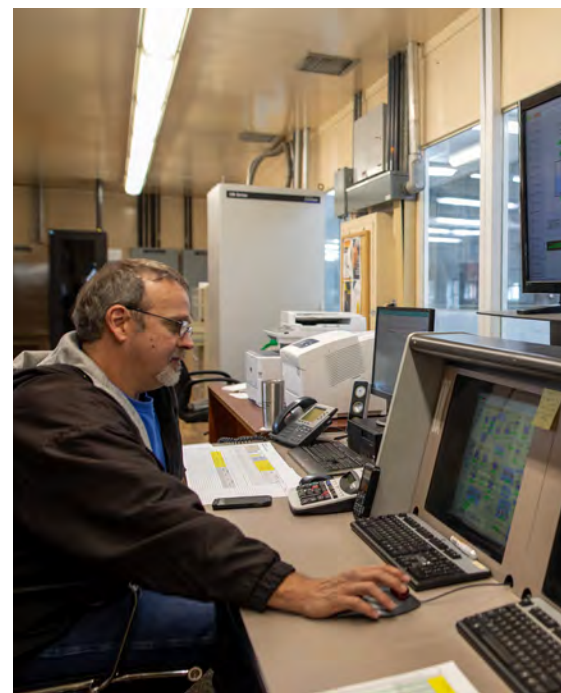
## Increased Risk Profile

### THE CURRENT SITUATION

BWWB faces many potential risks that could impact its ability to reliably provide safe, high-quality water and wastewater services to its customers. The Gulf Coast region, and Alabama in particular, has endured numerous natural disasters and extreme weather events in recent years, including hurricanes, tornadoes, ice storms, and flooding from heavy rainfall. These types of events will continue in the future, and their impact is likely to become more intense due to climate change. Other risks faced by BWWB include cybersecurity concerns, the potential for a malicious attack on the water supply, and the potential for unintentional water supply contamination. BWWB, like the rest of the world, is also weathering the impact of a global pandemic. Variants of COVID-19 will continue to cause issues and BWWB will need to do what it can to protect employees by encouraging vaccinations and safe work practices.

### POTENTIAL RESPONSES

- > Evaluate the resiliency of pump stations and other infrastructure and put in place measures to ensure reliability of service even in cases of natural disaster or other adverse events
- > Apply for grants to redevelop and secure infrastructure
- > Continue to regularly assess the organization's cybersecurity to ensure its adequacy







# BWWB FACTS



643 employees



~700-square-mile service area



4097 miles of water main



220,000+ meters/connections



Combined maximum treatment capacity of 189 MGD



41.4B gallons delivered to distribution system in 2020



\$108M operating budget in 2020

# Strengths, Opportunities, Aspirations, and Results

As part of the strategic planning process, BWWB gathered input from Board Members, staff, and external stakeholders on the organization's strengths, opportunities, aspirations, and desired results. This input provided valuable context for the strategic planning process by helping establish the framework of where BWWB is today and where it should be heading in the future.

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**STRENGTHS** are the areas within the organization that it builds upon to achieve success. When prioritized, they included these BWWB strengths:

- > Excellent water quality
- > Dedicated employees
- > Positive financial outlook
- > Strong leadership team

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**ASPIRATIONS** focus on the expectations and hopes of employees and stakeholders. BWWB's most compelling aspirations are as follows:

- > Long-term, strategic focus
- > Improved public perception and communication
- > Community and industry leadership
- > Effective Board/staff relationships

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**OPPORTUNITIES** help the organization identify significant issues that will impact operations and the organization's future needs over the next five years. Opportunities identified by leadership, staff, and stakeholders included:

- > Improved community engagement and public relations
- > Employee development and training/succession planning
- > Increase non-rate revenues and pursue opportunities to grow the customer base
- > Increased Board effectiveness/efficiency

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**RESULTS** help the organization identify strategies and approaches to meet future needs, based on the desired outcomes the organization would like to see. For BWWB, these include:

- > Continue to deliver high-quality, affordable water service
- > Provide more training and professional development opportunities for staff
- > Engage more extensively with customers and the community
- > Ensure effective organizational governance
- > Support reliable infrastructure through replacement and maintenance







# Strategic Framework

This strategic framework, based on an extensive strategic planning process considering both BWWB's present circumstances and its future goals, will serve as a blueprint for decision making moving forward. It contains a vision, mission statement, values, and priorities that address BWWB's current challenges and help ensure continued success in operations and the management of resources and assets.

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## Vision

Ultimately, implementation of this plan will enable BWWB to achieve its desired future state, as articulated in its vision, to be:

**Nationally recognized for local excellence in water quality and service delivery.**

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## Mission

The following mission statement describes the organization's purpose and role within the service area:

**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.**

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## Values

Values represent BWWB's most deeply held beliefs, which it would like every member of the organization to embrace. Those organizational values have been organized in the following value statement:

**BWWB excels through a shared commitment to:**

- Customer service
- Accountability
- Safety
- Teamwork

# Goals

Goals represent the most important issues that must be addressed to achieve BWWB's desired future. Comments relating to each are presented below.



## PRODUCT QUALITY

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

BWWB exceeds environmental and water quality regulations at the federal, state, and local level and works with regulators and partners to anticipate future regulatory changes and proactively works to remain in compliance.



## CUSTOMER SATISFACTION

**BWWB enhances customer trust and satisfaction by improving efficiency, responsiveness, and performance reporting.**

BWWB provides responsive and reliable customer service as the customer base continues to grow and as customers' needs and expectations change. The organization communicates proactively to meet customer needs and engage with stakeholders now and into the future.



## WORKFORCE DEVELOPMENT

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

BWWB's knowledgeable, dedicated workforce is crucial to its ability to provide high-quality services to customers while keeping rates low. The organization is committed to continuing to maintain a high-performing workforce by attracting a talented workforce and offering professional development opportunities for existing staff.



## INFRASTRUCTURE STABILITY

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

BWWB maintains high-quality infrastructure and equipment to maximize organizational efficiency and the reliability of the services it provides. It is committed to using up-to-date technology and other systems to manage asset lifecycles and to proactively prepare for future needs of its customer base.



## FINANCIAL VIABILITY

**BWWB exercises sound financial management strategies that support operational optimization and proactively ensures organizational sustainability**

Operating a utility is a resource-intensive endeavor, which depends on appropriate operating and capital funding. BWWB is dedicated to utilizing its financial resources in a strategic and efficient manner.



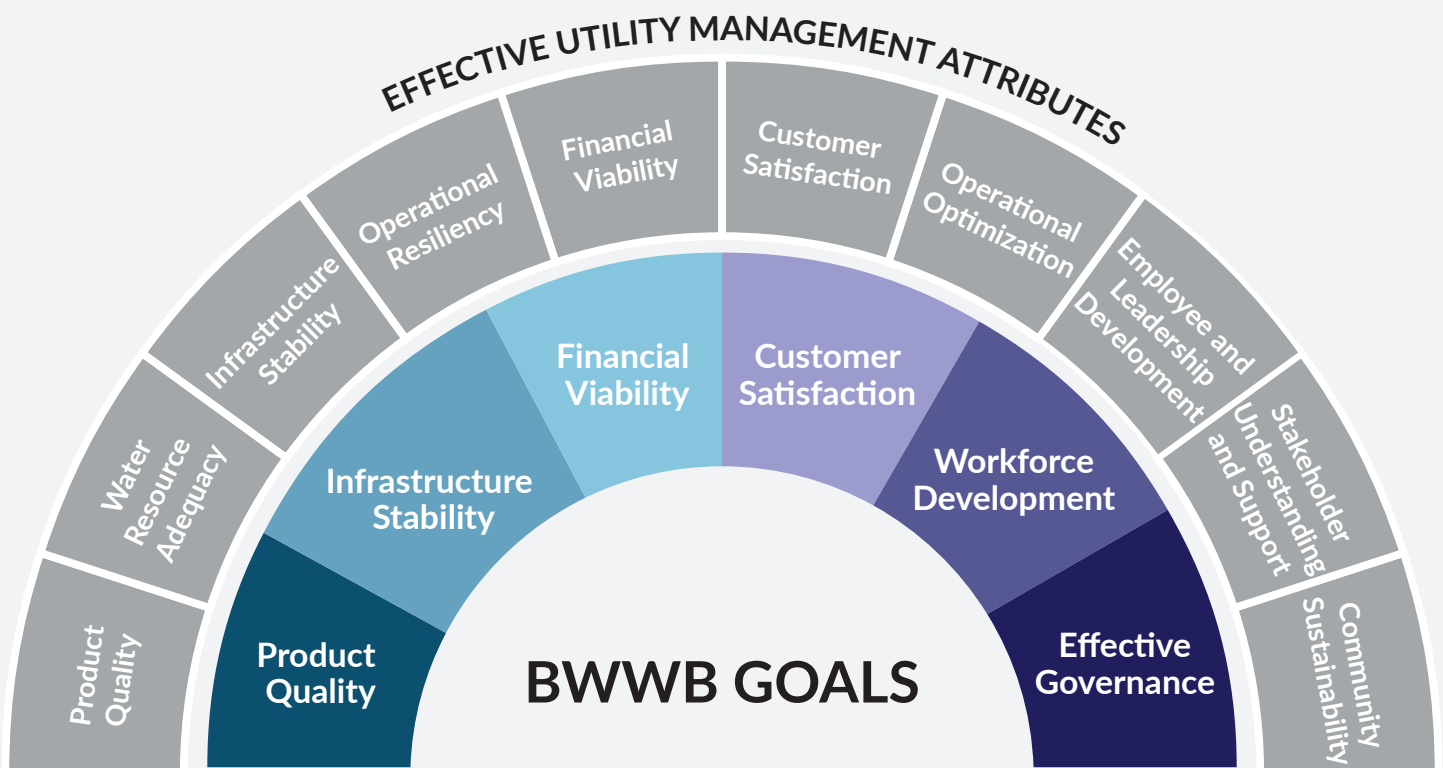
## EFFECTIVE GOVERNANCE

**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.**

BWWB's Board of Directors acts for the good of the utility and the people it serves, by working to enhance BWWB's brand, providing strategic guidance, and fulfilling its responsibilities with integrity, collegiality, and care.



The goals identified through this strategic business planning process will help BWWB cultivate these 10 attributes. Each BWWB goal is well aligned with one of the EUM attributes, and the primary impact of that goal will likely be on that attribute. The goals will also develop and impact many of the other attributes. The graphic below illustrates some of the relationships between the BWWB goals and the EUM attributes.





## STRATEGIC FRAMEWORK

### Vision

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

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### 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.



## Strategies

## Measures

- 1. Optimize product quality evaluation capability by developing a calibrated hydraulic model and automating data collection and response
- 2. Continue to accelerate BWWB's pipeline replacement program, including locating and removing all lead service lines
- 3. Implement water treatment enhancements in anticipation of future regulatory requirements
- 4. Develop, implement, and maintain comprehensive watershed protection and forestry management plans for all reservoir properties owned by the Board
- 5. Partner with industry associations to proactively monitor water needs

- 1. Regulatory compliance
- 2. Miles of pipe replaced per year
- 3. Lead service line replacement rate

- 1. Identify and implement tools and practices to track and improve customer satisfaction, with a focus on proactive outreach, increased responsiveness, customer affordability, and performance reporting
- 2. Review, update, and develop customer service and satisfaction targets
- 3. Evaluate implementation of Automated Metering Infrastructure (AMI) or Automated Meter Reading (AMR) technology
- 4. Extend hours for customer service operators to 24/7

- 1. Abandoned calls ratio
- 2. % of calls addressed with first call resolution
- 3. % change in customer complaints
- 4. Customer satisfaction

- 1. Ensure BWWB is positioned to meet future needs by conducting a workforce needs assessment, focusing on succession planning, implementing individual development plans, and formalizing career paths in each department
- 2. Conduct and implement a comprehensive compensation review to ensure competitive total compensation packages
- 3. Develop and implement an employee incentive program to align rewards with performance
- 4. Enhance BWWB's reputation in the community and promote the utility as an employer of choice
- 5. Continue to build a recruitment pipeline through educational and interactive programming, expansion of recruitment channels beyond current geographies, and regional collaborations
- 6. Foster a safety-first work environment and grow a culture of safety through education, incident tracking, performance monitoring, and enforcement activities
- 7. Develop a formal program and approach for organization-wide continuous improvement

- 1. Voluntary turnover rate
- 2. Average time to fill a position
- 3. Internal promotion rate
- 4. % of pay grade to market
- 5. Employee engagement, as measured by survey results

- 1. Conduct comprehensive asset inventory and condition assessments and develop a system-wide infrastructure master plan
- 2. Fund and implement BWWB's capital improvement program on schedule
- 3. Partner with local jurisdictions, vendors, contractors, customers, and community stakeholders to streamline capital program delivery
- 4. Assess future water supply and delivery needs and implement the recommendations associated with the most recent risk and resiliency assessment
- 5. Establish a more user-friendly Computerized Maintenance Management System (CMMS)
- 6. Identify opportunities to leverage infrastructure stability strategies to enhance economic development in BWWB's five-county service area

- 1. % of capital projects completed on time and on budget
- 2. % of non-revenue water
- 3. Main breaks per 100 miles
- 4. Planned vs. unplanned disruptions
- 5. Predictive vs. reactive maintenance costs

- 1. Maintain or improve BWWB's financial health and vitality by improving operational efficiency and optimizing the utility's debt financing strategy
- 2. Evaluate and pursue opportunities for non-rate revenue, alternative funding sources, and service area expansion
- 3. Identify and pursue strategies to enhance economic development
- 4. Develop a policy regarding the use of economic development funds

- 1. Bond rating
- 2. Debt-equity ratio
- 3. % change in annual operating expenses
- 4. Cost-of-service study completion
- 5. PAYGO ratio
- 6. Net debt to net plant assets ratio

- 1. Develop and deliver a comprehensive on-boarding and training program for Board members
- 2. Review and, as necessary, update bylaws every two years
- 3. Implement and report progress against the organization's strategic plan
- 4. Leverage governmental affairs consultants to help communicate and gain support for strategic initiatives and assist in monitoring local, state, and federal initiatives and legislation

- 1. % of Board members who participate in on-boarding/training program
- 2. Frequency of bylaw review/updates

 BIRMINGHAM  
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