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.
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A World Class Water Utility - The Birmingham Water Works Board

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On behalf of my fellow Board members and Mac Underwood and his highly professional staff, I am pleased to present the Strategic Plan for the Birmingham Water Works Board.

The Birmingham Water Works Board (BWWB) has a long history of employing a strategic planning approach to set its direction and guide its work. Traditionally, the plan was for all intents and purposes developed by Executive Management (with support from Department Managers and Supervisors), approved by the Board of Directors, and implemented by Department Managers and Supervisors. Having experienced little success with the previous approach, in the fall of 2011, the Board of Directors and Executive Management decided to take a different approach.

Accordingly, the Board’s five appointed Directors participated fully in a series of interactive workshops with our senior leadership (General Manager and three Assistant General Managers). These workshops included an organizational self-assessment based on the framework and principles of Effective Utility Management (EUM), a unique “visioning” exercise entitled, “Visions of a Future Birmingham”, and a special “gap analysis” that helped identify strategic directions for moving from the “present state” of operations and management to a desired “future state.” Next, these priorities and visions were shared by senior staff with our Department Managers and Supervisors. Through another series of workshops, these staff members crafted the “core strategic plan,” addressing the Mission, Vision, and Values through seven strategic Goals with supporting Objectives.

The process was a total team effort. The result is a document that captures the unified vision and spirit of a Board and staff that are dedicated to providing the highest quality water to meet the needs and expectations of our customers and stakeholders, as well as providing services that enhance economic, social, and environmental well-being. This plan is intentionally brief and “high level.” It is more like a blueprint than a “how to” manual, and it frames and guides both the expectations and efforts of BWWB, now and into the future.

We encourage you to read this plan and recognize how it impacts your life and livelihood. We welcome your support and collaborative spirit in helping us implement this plan effectively and efficiently for the greater good of Birmingham and all the communities we serve.

Sincerely,

[Signatures]

Jaccie Robinson, Board Chair

Mac Underwood, General Manager
Vision

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.

Mission

The BWWB 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.

Values

- Accountability
- Commitment to Excellence
- Concern
- Customer Satisfaction
- Customer Service
- Employee Development
- Employee Satisfaction and Engagement
- Financial Viability and Sustainability
- Fiscal Responsibility and Stewardship
- Forward Thinking Leadership
- Innovation
- Integrity
- Leadership
- Quality
- Performance
- Professionalism
- Resourcefulness
- Responsibility
- Responsiveness
- Security
- Sustainable Growth
- Stable and Reliable Service
- Teamwork
Strategic Goals

• To provide the highest water quality.
• To be recognized as a financially viable and fiscally prudent water utility.
• To recruit, develop, reward, and retain a high performing and innovative work force committed to achieving BWWB’s vision and mission.
• To enhance our customers’ and stakeholders’ understanding and appreciation of the value of the water and services we provide.
• To configure and implement efficient business systems based on solid business practices and developed with end user input in order to provide on-line, real time reporting to support decision making by management.
• To optimize financial resources for the operational support of existing assets.
• To develop new and unique opportunities for additional sources of revenue as a means to maintaining affordable rates.
Goal 1: To provide the highest quality water.

Objectives:
- Maintain and improve treatment techniques and facilities in order to obtain Phase 4 of the Partnership for Safe Water (treatment) and the Area Wide Optimization Program (AWOP) by Alabama Department of Environmental Management (ADEM).
- Establish effective source water and watershed protection for all BWWB sources.
- Achieve recognition for Partnership for Safe Drinking Water Distribution System Optimization.
- Develop customer awareness programs regarding the quality and value of water BWWB provides.

Goal 2: To be recognized as a financially viable and fiscally prudent water utility.

Objectives:
- Improve bond rating from AA to AAA.
- Monitor the budget to ensure adherence to approved expense limits by cost justification.
- Tailor capital budget to adequately maintain system infrastructure.

Goal 3: To recruit, develop, reward, and retain a high performing and innovative work force committed to achieving BWWB’s vision and mission.

Objectives:
- Recruit qualified candidates to fill the needs of the organization.
- Implement knowledge transfer programs to ensure efficient operations.
- Strengthen performance system to objectively measure performance.
- Restructure the salary administration program to support “pay for performance” and encourage innovation.
- Train workforce to enhance innovative knowledge, skills, and abilities to improve system operations.

Goal 4: To enhance our customers’ and stakeholders’ understanding and appreciation of the value of the water and services we provide.

Objectives:
- Develop methods to measure our customers’ and stakeholders’ satisfaction.
- Develop a plan to help us be more innovative and effective in how we communicate what we do and how we operate.
- Seek more opportunities to become locally and nationally recognized to help us demonstrate our value to our customers and stakeholders.
Goal 5: To configure and implement efficient business systems based on solid business practices and developed with end user input in order to provide on-line, real time reporting to support decision making by management.

Objectives:
- Develop an internal stakeholder user group.
- Develop a steering committee to prioritize tasks.
- Implement a dashboard reporting system that is user friendly based on EUM and Key Performance Indicators.
- Implement a wireless communication system.
- Integrate SAP with other BWWB systems.

Goal 6: To optimize financial resources for the operational support of existing assets.

Objectives:
- Conduct survey to identify and inventory all existing assets.
- Categorize assets according to asset classifications.
- Prioritize assets for funding, planning, and activity.
- Schedule assets for appropriate activity (maintain, repair, replace).
- Develop process to ensure eventual transition from preventative to predictive maintenance.

Goal 7: To develop new and unique opportunities for additional sources of revenue as a means to maintaining affordable rates.

Objectives:
- Explore the financial viability of bottling water for sale at the retail level.
- Evaluate opportunities to expand our customer base.
- Identify viable incentives to promote alternative uses of water and encourage economic development.
- Inquire about lease possibilities for unimproved property.
- Evaluate opportunities that could result from the provision of utility support services (such as lab services, leak surveys, limited design, and repairs).
- Evaluate a customer service line repair/replacement insurance program.
The core purpose of this **BWWB Strategic Plan 2012-2015** is three-fold:

- Establish a guidance document to prioritize both present and future actions, as well as coordinate and integrate the business plans and activities of BWWB.
- Provide a means to effectively communicate strategic priorities to staff, customers, neighboring communities, regulatory agencies, and other key stakeholders.
- Provide the necessary foundation for continual performance improvement, both in the everyday operations of BWWB and further, in the performance of the individuals who comprise the BWWB staff.

Accordingly, this Strategic Plan is not intended to be a static, “written-one-time-and-on-the-shelf” document. Rather, it is intended to be both dynamic and sustainable. It will be used to build other plans, guide the budget process, and assist in making any number of key operational and personnel decisions. It will also serve to remind the Board and Senior Management of BWWB what is strategically important, both for the customers and communities served today and for future generations to come.

The progress that is being made to implement this plan – that is, achieving the stated strategic goals -- will be tracked, evaluated, and reported on a regular basis. Further, the document and its contents will also be regularly revisited, evaluated, and updated. Through the right combination of diligence, discipline, flexibility, responsiveness, and resilience, the Board and staff of BWWB will use this plan to guide, to communicate, and to help them fulfill the established mission and vision.
The primary focus at Birmingham Water Works is to provide our customers with the highest quality water possible at the most affordable rates. Since 1951, the company has met this goal successfully, and is a highly regarded leader in the water purification industry.

The people of Birmingham elected to establish an independent Water Board in 1950, rather than having a water system controlled by City Hall. Their reasoning has been proven, as the Board has efficiently operated the utility. Operating the water system as a profit-driven business increased productivity, reduced wasteful spending, and kept rates low for area customers.

Good source water is the result of the Birmingham Water Work’s aggressive environmental protection policy. While water systems nationwide are regulated by provisions of the Environmental Protection Agency, Birmingham Water Works has been a good steward of the environment since its creation. Our Watershed Protection Policy limits development in areas close to our water sources, which reduces pollutants. Purchasing land to increase our watershed decreases the amount of treatment required for raw water – and the associated costs – giving our customers a better tasting product at an affordable price.

The Birmingham Water Works Board is committed to providing the highest quality water and service to our customers and our entire service area.

As a concerned corporate citizen, we are responsive to the needs of the entire community and strive to maintain, preserve, and conserve our precious water resources in order to ensure an adequate and safe water and supply for future generations.
Meet Our Board of Directors

**A. Jackie Robinson, III – Chairman**

A. Jackie Robinson, III is a Consulting Client Executive with International Business Machines (IBM) Corporation. He has held numerous sales, staff, and management positions the past 20 plus years. He has been awarded numerous national customer satisfaction, leadership, and sales awards. He also has received his certification in Negotiations and Master Deal Making from the University of Pennsylvania's Wharton School of Business. In addition, he is an entrepreneur, has served on the board of directors for the United Negro College Fund (UNCF) and the National Urban League and has been affiliated with many professional and civic organizations.

**Sherry W. Lewis – First Vice-Chairman**

Ms. Lewis is a grassroots leader and volunteer with over 20 years experience working in the community. She presently services on various boards and organizations.

**Anthony Barnes – Second Vice-Chairman**

Mr. Barnes owns Barnes & Associates PC REALTORS® and is a Certified Real Estate Broker (CRB) and Certified Residential Specialist (CRS). He has served as the state’s real estate commissioner, as well as on the board of directors for the Birmingham and State of Alabama Association of REALTORS. The Birmingham Association of REALTORS previously names Barnes Manager of the Year.

**David Herring – Secretary / Treasurer**

Mr. Herring is a retired banking executive and a former Birmingham city councilman. He has expertise in the areas of finance and planning.

**Ann D. Florie – Assistant Secretary / Treasurer**

Mrs. Florie serves as Executive Director of Leadership Birmingham, co-chair of Mayor William Bell’s Advisory Committee and is on the Executive Committee of the Birmingham Business Alliance. She also serves on various local boards of directors.
Mac Underwood - General Manager

Mr. Underwood oversees all areas of Birmingham Water Works’ daily operations. Underwood is a certified public accountant, a certified government finance officer and certified government finance manager. He has a bachelor’s degree in accounting and possesses an extensive background in finance and computer information management. Underwood is a member of the Alabama Society of CPAs and the American Institute of CPAs. He is also a member of the American Water Works Association and previously served six years as director of finance for the city of Birmingham.

T.M. “Sonny” Jones
Assistant General Manager of Engineering and Maintenance

Mr. Jones oversees several aspects of company operations including engineering, systems development, maintenance, distribution and environmental services. Jones has held several positions with the city of Vestavia Hills including finance director, treasurer, engineer and city clerk. He holds a master’s degree in business administration, as well as P.E. certification in structural engineering.

Darryl R. Jones
Assistant General Manager of Operations and Technical Services

Mr. Jones oversees and directs the board’s raw water intakes, pumping stations, reservoirs, water and wastewater treatment plants, SCADA system, water-testing laboratory services and security. He is a registered and licensed engineer in the state of Alabama and received additional training and education in chemical engineering, hydraulic network modeling and numerous other areas. Jones has been with the Birmingham Water Works since 1988.

Michael Johnson
Assistant General Manager of Finance and Administration

Mr. Johnson is a Certified Public Accountant, with combined experience of more than 24 years in Public and Governmental Accounting. He manages several departments within the utility including accounting, finance, human resources, information technology, call center, risk management and customer support services. Before joining the Birmingham Water Works, Mr. Johnson served as deputy director of finance for the city of Birmingham, after serving 3 years as the director of finance under its previous mayor. Also, Mr. Johnson served over 26 years active duty and reserve in the United States Marine Corps in various logistics and finance related positions before retiring as a Colonel in 2009. He earned a Master of Science degree in taxation from National University and a Bachelor of Science degree from the University of Alabama at Tuscaloosa.
A World Class Water Utility - The Birmingham Water Works Board

Summary of the Birmingham Water Works Board
Strategic Plan for 2012-2015

Contact Information:
The Birmingham Water Works Board
3600 1st Avenue North
Birmingham, AL 35222
(205) 244-4000
www.birminghamwaterworks.com