

STRATEGIC FRAMEWORK

Vision

Improving the quality of life in our community by being a dedicated team of neighbors setting the standard for utility excellence

Mission

Broad River Water Authority provides valuable drinking water services that are essential to our community's health, environment, and economy through the stewardship of infrastructure and natural resources. Utility system viability is achieved through effective infrastructure management, continued financial stability and intentional pursuit of organizational excellence

Strategic Themes

Work Human

Build relationships and deliver results while ensuring the safety, health, and well-being of employees, customers, and community

Act Responsibly

Take ownership for our actions and work. Do the right thing with competence and kindness

Deliver Exceptional Service

Provide superior drinking water and services that meet community needs and expectations in a reliable and sustainable way



Priorities

Organizational Development

Achieve organizational excellence and leadership. Attract, develop, and retain a highly skilled and collaborative workforce that is engaged, motivated, and dedicated

Quality of Life

Ensure safety, health, and well-being of employees, customers, and community

Community Connection

Promote the value of water and contribute to the success of the local community

Culture of Trust

Operate with consistency, compassion, effective communication, and competency

Financial Responsibility

Manage financial resources equitably, balancing affordability and growth; Encourage a cost-conscious culture

Operational Efficiency

Continuously optimize to safely provide valued water services. Taking ownership through initiative to bring out positive results

Quality Drinking Water

Provide safe, reliable, high-quality water supply; regulatory compliance and beyond

Customer Experience

Provide accessible, timely and consistent customer service

Infrastructure Reliability

Sustainably manage assets to serve the community today and into the future

Strategies

Measures

1. Foster a culture of inclusion and continuous employee development
2. Provide support for high-performing teams through employee development and performance management



- Voluntary turnover rate
- Percent of staff with certifications and licenses
- Training hours per employee
- Overall department survey rating
- Target employee satisfaction and inclusion
- % Completion of bi-annual reviews/ Trakstar

4. Become an employer of choice
5. Promote a competitive pay plan and benefits (wellness/EAP)
6. Strengthen culture of safety
7. Focus interactions with customers and community with the best of intentions and attitude
8. Develop an approach to the disadvantaged/underserved



- Intentional monthly safety trainings (# or hours)
- Responses to targeted safety and well-being questions on employee satisfaction survey
- % of employees making living wage
- Training hours on safety culture

9. Proactively engage our community by improving outreach, communication, education and transparency
10. Actively and regularly solicit customer feedback
11. Engage as an anchor institution in small town friendly events
13. Develop, expand and leverage the Authority's positive relationships with external organizations, utilities and governments



- Digital media analytics / Media sentiment tracking
- Customer satisfaction rating
- Event participation (hours/ # contacts)

14. Approach communications and resolutions internally with the best of intentions and attitude
15. Improve effectiveness of internal and external communications
16. Increase transparency of long-term planning efforts and Board activities



- Metric of consumer confidence - WQR
- Employee Survey Rating

17. Maintain a strong financial plan and policies to execute the capital program, meet operational needs, meet debt requirements while balancing affordability.
19. Ensure optimal capital and operational spending.



- Annual financial targets (days operating cash on hand, debt service coverage, fund balance)
- Annual affordability targets
- Account delinquency
- Collection rate
- Budget adherence or % completion of CIP

20. Document and analyze key processes and workflows to identify areas to improve efficiency.
21. Align and integrate technology systems to improve data driven decision making.
22. Improve internal communications.
24. Lead and support the preservation and protection of the regional water environment.



- Cost of water service (\$/MG)
- Injury or illness rate
- Energy/ chemical usage
- % capacity of river and plant

26. Continuously evaluate and implement processes and technology that best enhances product quality.
27. Evaluate expansions with consistent cost vs benefit analysis



- Regulatory compliance rate
- Number of customer complaints and unplanned service interruptions
- New connections; New tap installation w/in 30 days
- Turbidity removal; AWOP Award

28. Make the customer experience convenient and seamless.
29. Continuously evaluate and implement technology and internal processes that best enhance accuracy and responsiveness.
30. Equip employees with resources and knowledge to be effective BRWA advocates.



- Emergency work order responsiveness
- Customer Satisfaction responses
- Billing accuracy rate
- First contact resolution rate
- Lab result reporting
- AMR meter failures
- Large meter testing

31. Strategic approach to make the right investments on the right projects at the right time.
32. Implement asset management tools to strengthen data driven decision making in management of departmental assets and resources.
33. Establish a sustainable long-term funding plan to balance growth, reinvestment, and affordability.
34. Advance strategic partnerships for long-term regional planning and resource sharing.



- Per capita consumption
- Water main breaks/100 miles of pipe
- Percent of annual waterline rehab replacement
- Non-revenue water
- Average water production
- Demand/ supply capacity ratio