



**LANSING BOARD OF WATER & LIGHT BOARD OF COMMISSIONERS  
COMMITTEE OF THE WHOLE MEETING  
March 19, 2024 – 5:30 P.M.  
REO Town Depot - Board of Water & Light Headquarters  
1201 S. Washington Ave., Lansing, MI 48910**

BWL full meeting packets and public notices/agendas are located on the official web site at <https://www.lbwl.com/about-bwl/governance>.

**AGENDA**

Call to Order

Roll Call

Public Comments on Agenda Items

- 1. Approval of Minutes..... **TAB 1**
  - a. Committee of the Whole Meeting Minutes of January 16, 2024
  - b. Special Committee of the Whole Meeting Minutes of February 20, 2024
- 2. Strategic Plan Update and Timeline..... **TAB 2**
- 3. Board Self-Evaluation Survey Results..... **INFORMATION ONLY**
- 4. Review of Board of Commissioners’ Roles & Responsibilities Handbook ..... **INFORMATION ONLY**

Other

Adjourn

## COMMITTEE OF THE WHOLE

### Meeting Minutes

January 16, 2024

The Committee of the Whole of the Lansing Board of Water and Light (BWL) met at the BWL Headquarters-REO Town Depot located at 1201 S. Washington Ave., Lansing, MI, on Tuesday, January 16, 2024.

Committee of the Whole Chairperson David Price called the meeting to order at 5:30 p.m. and asked the Corporate Secretary to call the roll.

Present: Commissioners Semone James, DeShon Leek, Tony Mullen, David Price, Dale Schrader, Tracy Thomas, and Sandra Zerkle; and Non-Voting Members J. R. Beauboeuf (East Lansing), Brian Pillar (Meridian Township), and Robert Worthy (Delta Township)

Absent: Commissioner Beth Graham

The Corporate Secretary declared a quorum.

#### **Public Comments**

There were no public comments.

#### **Approval of Minutes**

**Motion** by Commissioner Semone James, **Seconded** by Commissioner Tracy Thomas, to approve the Committee of the Whole Meeting minutes of November 7, 2023.

**Action:** Motion carried. The minutes were approved.

#### **Board Self-Evaluation Survey**

Commissioner Semone James led the discussion on the governing Board self-evaluation survey that was brought forward from the November 16, 2023 Executive Committee Meeting. Chairperson Price commented that Human Resources Executive Director Michael Flowers would collect the data for the survey and provide it to the Commissioners. Commissioners will be sent the survey electronically within the next week and will have ten days to respond.

**Motion** by Commissioner Semone James, **Seconded** by Commissioner Tracy Thomas, to complete the Board self-evaluation survey sent electronically by Mr. Flowers and return it to Mr. Flowers within ten days of receipt upon which the data will be compiled and provided at the March 2024 Committee of the Whole Meeting for discussion.

**Action:** Motion Carried.

#### **Board of Commissioners' Roles & Responsibilities Handbook**

Commissioner James led the discussion on the Board of Commissioners' Roles & Responsibilities Handbook. The BOC Handbook was well received with the suggestion of adding source reference hyperlinks. Commissioner James thanked BWL staff, Associate Attorney II Marie Mireles, Associate Attorney II Yolanda Bennet, Corporate Secretary LaVella Todd, and Administrative Assistant Maria

Koutsoukos, who participated in preparing the handbook. Commissioners were asked to review the Roles & Responsibilities Handbook for further discussion at the March 2024 COW meeting.

**Other**

**Motion** by Commissioner Semone James, **Seconded** by Commissioner Sandra Zerkle for an excused absence for Commissioner Beth Graham.

**Action:** Motion Carried.

**Adjourn**

Chairperson Price adjourned the meeting at 5:47 p.m.

Respectfully Submitted  
David Price, Chairperson  
Committee of the Whole

## SPECIAL COMMITTEE OF THE WHOLE

### Meeting Minutes

February 20, 2024

The Committee of the Whole of the Lansing Board of Water and Light (BWL) met at the BWL Headquarters-REO Town Depot located at 1201 S. Washington Ave., Lansing, MI, on Tuesday, February 20, 2024.

Committee of the Whole Chairperson David Price called the meeting to order at 5:30 p.m. and asked the Corporate Secretary to call the roll.

Present: Commissioners Beth Graham, Semone James, DeShon Leek, Tony Mullen, David Price, Tracy Thomas, and Sandra Zerkle; and Non-Voting Members Brian Pillar (Meridian Township), and Robert Worthy (Delta Township)

Absent: Commissioners Dale Schrader and J. R. Beauboeuf (East Lansing)

The Corporate Secretary declared a quorum.

#### **Public Comments**

There were no public comments.

#### **Meeting Purpose: Conduct Board of Commissioners Interview Regarding the FY2026-FY2030 Strategic Plan**

General Manager Dick Peffley introduced General Counsel Mark Matus who provided information on the All Source RFP which set the road map for the strategic plan. Mr. Matus reported that the RFP was for a variety of technologies, including a 112 MW reciprocating internal combustion engine (RICE) that can burn natural gas, or hydrogen in the future, at the Delta Energy Plant, 6 MW of solar on the north Lansing landfill site, a 115 MW solar electric generation facility outside of the BWL territory, and an on-demand response residential thermostat program to lessen loads. Four more solar projects totaling 40 MW are being considered, a battery storage facility that will provide 43 MW is part of the project at Delta Energy Park, and also a 150 MW wind project outside of the BWL territory is being considered. GM Peffley added that \$.014 per kw will be saved on transmission charges by building the service territory.

Commissioner Zerkle asked how the battery storage would operate. GM Peffley responded that battery storage would be charged when there was surplus renewables or during idling times, and at peak load times the batteries would be discharged. The battery time on a charge is 4 hours but there is degradation when the battery is charged and discharged, and the life of the battery is unknown at this time.

Commissioner Thomas asked about the locations of the wind farm. GM Peffley confirmed that there was a wind farm in Ithaca.

Leah Bucio, Planning Business Analyst, presented the FY 2026 Strategic Plan which included a roadmap that outlined the organization's goals, objectives and strategies to achieve long-term

success; analyzing the current landscape and anticipation of future challenges, threats and opportunities; and guidance for decision-making and ensuring that the organization is moving in the direction toward achieving its desired outcomes. BWL is working with strategic consultant Aether Advisors, LLC. The new strategic plan is currently in the Strategic Plan Development phase, plan approval is scheduled for fall of 2024, and the plan will take effect July 1, 2025. Individual participation for BWL employees will be conducted in a electronic survey with a March 1 closing date. Individual participation for public stakeholders will be conducted with a form through a link on the BWL Strategic Plan website that will be available Monday, February 26, 2024 through Friday, March 8, 2024.

Commissioner Zerkle asked if the questions for the public were the same as for the Commissioners and Ms. Bucio affirmed that they would be similar.

Commissioner James asked who were the community partners that were interviewed. Ms. Bucio responded that the Lansing Mayor, Deputy Mayor, the Director of Public Works, LEDC and LEAP were interviewed.

Commissioner Mullen suggested that Lansing City Council Members Ryan Kost and Brian Jackson be interviewed for their input as they often ask questions about renewable resources. GM Peffley responded input could be requested of all City Council members. Commissioner Mullen also asked what kind of advertising would be provided for the public to be made aware of the Strategic Plan questions on the BWL website. Ms. Bucio responded that notice of the questions will be on the BWL website and on LinkedIn. Commissioner Mullen asked if other advertising methods could be used. GM Peffley responded that the Communications Department would advertise the Strategic Plan with additional methods.

Commissioner Pillar asked if the area townships would be provided information about Strategic Plan questions.

Commissioner James asked if input would be requested from state of Michigan agencies (i.e., EGLE, MEDC, LARA) and GM Peffley responded that BWL is focusing on its customers and input hasn't been solicited as of yet, but if information is requested it will be provided. Commissioner James asked if BWL collaborated with other utility providers in the area and GM responded that BWL staff networks with their peers and they share ideas. Carbon Neutrality Manager, Anna Munie, responded that the process for other utility providing businesses is different from the BWL as they are regulated by the Michigan Public Service Commission and are required to submit filings.

Ms. Bucio, Strategy Supervisor Tony Heriford, and Director of Strategic Planning and Development Kellee Christensen asked the Commissioners the interview questions.

The following responses were given to the strategic plan interview questions:

**1. What do you see as BWL's recent achievements in the last three years?**

Commissioner Mullen responded that the two greatest achievements were the Delta Energy Park, and that the BWL system was so resilient during the August storm.

Commissioner Graham responded the greatest achievement was the fast recovery for the train track incident.

Chairperson Price responded that BWL's part in attracting the Ultium Battery Plant to the local community and being seen as an economic engine in the community were the greatest achievements.

Commissioner James responded that the decommissioning of Erickson was considered a great achievement as well as the solar array installations and the Resource Fairs which help our community.

Commissioner Thomas responded that in addition to the other achievements mentioned, the payment kiosks, the Energy Assistance Guide, the co-op and internship programs, and the tree-trimming program are BWL's recent achievements.

Commissioner Zerkle responded that the GM's Roundtable program which is very helpful in keeping customers informed is a recent achievement.

Commissioner Leek responded that response time to the major events of weather and the train, and community engagement in which BWL goes above and beyond to help are recent achievements.

Commissioner Pillar responded that the tremendous focus on employee safety which also trickles down to public safety is a recent achievement.

Chairperson Price responded that Diversity, Equity and Inclusion has been a superb effort.

Commissioner Thomas responded that the mutual aid responses were a recent achievement.

Commissioner Worthy – comments were inaudible

Commissioner Schrader write-in comment:

- 1 Response for a major power loss event was excellent.
- 2 Bring in the GM/Ultium battery plant to the BWL grid area
- 3 Completion of the natural gas power plant at Erickson
- 4 Continuing to build toward the goal of renewable energy

## **2. How is BWL viewed in the Greater Lansing community?**

Commissioner Mullen responded that BWL is only recognized when something bad happens and would like BWL to be kept out of the newspaper.

Commissioner Zerkle responded that BWL is recognized with a large sign at the ballpark as a cosponsor, recognized at Silver Bells, and most customers are satisfied with BWL service and how they are treated.

Commissioner Graham responded that in Facebook communications there is disapproval regarding shut offs and suggested more information be provided on payment assistance.

Chairperson Price responded that negativity does appear in Facebook communications but the surveys conducted express incredible approval from a majority of the customers.

Commissioner Zerkle responded that in polling, customers that believe errors have been are the ones that are expressing that in their communications.

Commissioner James responded that when there is an unhappy segment of ratepayers due to reconnection fees and the shut offs of seniors, a system that identifies customers that are approaching delinquency in payments would be helpful, along with the resource fair and proactively working with folks. GM Peffley responded that rates are based on income rather than age and uncollectable debt standards have been set, but in the spring the assistance received from opting into PA95 will be shown to be beneficial. GM Peffley added that 3 to 5 notifications are sent with options that are available before there is a shutoff.

Commissioner Pillar responded that people that don't understand the opportunities in the available programs are the ones from whom the most feedback is received and more opportunities to get the communication out is the best program.

Commissioner Worthy responded that PA95 is a beneficial opportunity and negative feedback on the security deposits seems to be the content of most comments even though the security deposits are returned after a year of on time payments. He added the recent rate changes are affecting the people that are making the negative comments and additional communication would be helpful. GM Peffley responded that information is being provided and that has reduced the negative comments.

Commissioner Thomas responded that most customers are happy and want to be a part of the Board.

Commissioner Schrader write-in comment: With all the good going on I don't think it BWL viewed all that well. There is a common viewpoint that BWL is not transparent enough.

### **3a. What are BWL's gaps or challenges?**

Commissioner James asked how AI was going to be utilized? GM Peffley responded there hasn't been any discussion yet. Commissioner Graham responded that the SmartMeters are a form of AI. GM responded that the SmartMeters determine the best energy use for the customers.

Commissioner James commented that solar and wind are a huge challenge for renewable energy. GM Peffley responded that intermittence in power supply due to weather changes and trying to keep

the grid balanced without brownouts is a challenge, although batteries will provide part of the backup power, RICE engines another part and combined cycles another part. Commissioner James commented on the use of hydrogen as a source of energy being clean but expensive. GM Peffley responded that China has made advances in hydrogen in the auto industry and BWL has a small hydrogen fuel cell and future energy technology may be different than it is now.

Chairperson Price responded that the issue is how to reduce the carbon footprint as quickly as possible as climate change is becoming more extreme.

Commissioner Zerkle responded that battery storage has been discussed to backup solar and wind and it would take a battery the size of 3 or 4 blocks to service Lansing. GM Peffley responded that solar technology is advancing with panels that were originally 130 MW and are now 700 MW. He added that reliability, affordability, and clean energy is for what BWL is striving.

Commissioner Worthy responded battery storage and additional emerging technology and research is being conducted with energy capacity increasing and costs being reduced. Technology must be selected that will not become obsolete.

Commissioner Schrader write-in comment: Dealing with the above-mentioned viewpoint. Bringing in new business to the Greater Lansing area while pursuing the challenge of renewable energy goals.

### **3b. What emerging opportunities do you see for BWL?**

Commissioner Leek responded an emerging opportunity would be obtaining more commercial customers.

Commissioner Worthy responded that space based solar technology is a future opportunity. Chairperson Price responded that making electric vehicles and charging available, reliable and affordable for customers is an emerging opportunity. He added distributive energy generation education to help people create their own energy.

Commissioner Leek inquired whether BWL could be part of the technology where Detroit created an electric road that could charge cars while being driven on it. GM Peffley responded that it was from a Department of Energy state grant with the city of Detroit, was very expensive and is being used for their bus line. He added BWL would participate but it would need to be led by a larger entity.

Commissioner James inquired about renewable with electrolysis. GM Peffley responded that it is hydrogen from electricity and water. Commissioner James asked if a natural gas with hydrogen technology was being considered. GM Peffley responded that the new generators can burn hydrogen instead of natural gas to be cleaner. Commissioner James asked if any businesses have asked BWL to produce hydrogen. Ms. Christiansen responded that production of hydrogen hasn't been requested but discussions have been held regarding alternative fuels and hydrogen technology. Commissioner James commented that there are hydrogen cars that are unable to obtain fuel in California as Shell has closed the majority of their retail hydrogen fillings stations due to the expense of hydrogen. GM Peffley responded that hybrid vehicles have zero emissions but a person wants to be able to return if



they go out of town and currently the costs of electric battery replacement is more than the cost of the car.

Commissioner Worthy inquired whether there are steam and hot water alternatives to geothermal heating and cooling. GM Peffley responded that geothermal needs to be backed up with electric due to Lansing's geographic location and is more expensive to replace.

Commissioner Dale Schrader write-in comment: Using the BWL to bring in large company investment to the area by offering guaranteed rates and uninterrupted power.

#### **4. In BWL's current Strategic Plan, the core Strategic Priorities are:**

##### Priority 1: Customer and Community

*Goal: Enhance the customer utility experience and enrich the community we serve*

Commissioner Worthy – increase customer interest

##### Priority 2: Workforce Engagement and Diversity

*Goal: Maintain a workforce that embraces safety, is agile, diverse, engaged and prepared to support BWL's success*

##### Priority 3: Climate and Environment

*Goal: Maintain a leadership role in providing energy solutions that support a sustainable planet*

##### Priority 4: Operational Resiliency and Continuous Improvement

*Goal: Apply principles of operational resilience and continuous improvement to all organizational assets, such as equipment, people, and knowledge*

##### Priority 5: Financial Stability

*Goal: Maintain a financially viable organization*

Discussion about rewording of priorities

#### **4a. For the next Strategic Plan, do you think these are still appropriate areas of focus?**

Commissioner Worthy suggested keeping what is said in the priorities but changing how it is said. He also suggested adding water solutions to Climate and Environment.

Commissioner Zerkle responded to use Commissioner Worthy's wording provided for the priorities.

Chairperson Price responded to wait to edit any wording of the priorities until all feedback and input was received on the strategic plan.

Commissioner James responded to have the BWL staff select the wording of the priorities.

Commissioner Mullen responded that the content of the priorities is more important than how it is said. Commissioner Zerkle responded that the different wording sounded better. Ms. Christensen responded that the wording was received and did make the priorities more dynamic.

Commissioners responded that the priorities selected were appropriate.

Commissioner Dale Schrader write-in comment: Yes. These are worthy goals and in the right prioritization order. BWL is owned by the City of Lansing so it is important to be responsive to the City and the customers.

**4b. As you review Strategic Priorities, are there any new areas of focus you think should be included?**

Commissioners responded that the priorities selected were appropriate.

Commissioner Dale Schrader write-in comment: Transparency. More promotion of BWL. I'm not talking about advertising. Explain that the BWL customer charges are less than customers would pay than with investor-owned utilities like DTE, and that BWL response is better than investor-owned utilities. Explain things in the bill such as the City of Lansing charges the sewer bill and BWL does not get this money. Most customers do not understand this and do not understand many parts of the bill.

**5. Are there any services BWL should expand to better meet customers' expectations?**

Commissioner Mullen responded that he supported distributive generation and questioned whether it could be financed to make it easier for customers to put solar on their roofs, such as adding an amount monthly to bills. GM Peffley asked whether financing another solar garden would be of interest to the Board. Chairperson Price commented that adding on-bill financing for solar energy improvements had been discussed a couple years ago. Ms. Christensen responded that the system is set up to do on-bill financing but there are some legal issues with doing on-bill financing. She added that currently there are rebates for distributive generation and are actively looking at what else can be done.

Commissioner Zerkle inquired whether the solar financing could be similar to how rate structure was changed for certain hours of the day.

Commissioner Thomas inquired whether solar panels could be shared between two adjacent houses. Ms. Christensen responded that code compliance doesn't allow a single solar service for two different houses.

Commissioner Graham inquired whether an event to educate customers on the benefits of different types of energy available could be conducted. GM Peffley responded that different technologies are covered by BWL departments going into the community.

Commissioner Pillar responded inquired whether data internet services would be an opportunity for BWL to provide to customers. Mr. Matus responded that it will be taken under consideration. Ms. Christensen responded that the area is saturated with cable services but the topic is reviewed every few years.

Commissioner Leek responded that he would like BWL to invest in smart thermostats or smart panels to control lights. Ms. Christensen responded there are rebates for smart thermostats and BWL is continually watch the market for rebates for customers to control their energy consumption.

Commissioner Mullen – comment was inaudible. Ms. Christensen responded that they are keeping it on their list to move forward on.

Commissioner James inquired whether the home energy rebate program in the inflation reduction act guidebook was being capitalized on. Ms. Christensen responded that available grant searches were being made. Mr. Matus responded that BWL just received an Energy Star Award from the Department of Energy for its marketing efforts.

Commissioner Worthy commented that induction cooking is more energy efficient than an electric range and BWL should be commended.

Commissioner James inquired what BWL was doing to take advantage of the Infrastructure Investment and Jobs Act. Inaudible response.

Commissioner Dale Schrader write-in comment: Explaining the customer bills. Transparency. This will be discussed in a future COW meeting, I am told.

## **6. Who do you think BWL's major external stakeholders are? What might they look for BWL to consider in its strategic plan?**

Chairperson Price responded with city government.

Commissioner James responded with the ratepayers and large businesses that have energy as a component of their business processes.

Inaudible discussion.

Commissioner Worthy responded that external stakeholders would be suppliers, vendors, creditors, local communities and, with carbon neutrality expected by 2050, every person on the planet.

Commissioner Dale Schrader write-in comment: City of Lansing. Customers.

## **7. Are there any other thoughts you'd like to share or questions you'd like to pose?**

Commissioner Graham inquired whether there is advertising for cleaner utilities, a cleaner environment, a cleaner city, cleaner energy, cleaner waters and recycling. GM Peffley responded that it has become a top priority for the Mayor and has requested to improve the aesthetics of the city and to cleanup signs and postings.

Commissioner Mullen inquired about hydroelectric power and the dam. (Inaudible on recording) Mark Matus responded that it is expensive and a 50 to 60 year return on investment and it won't run that long.

Chairperson Price thanked Commissioner James for the suggestion of a collective board-style interview meeting to collect input from the Commissioners, and also thanked the strategic planning team for putting the process together. GM Peffley commented that the process was very valuable.

Commissioner James thanked GM Peffley for the update on the All Source RFP and requested a brief email summary on the information.

**Other**

**Motion** by Commissioner Tony Mullen, **Seconded** by Commissioner Beth Graham for an excused absence for Commissioners Dale Schrader and J. R. Beauboeuf.

**Action:** Motion Carried.

**Adjourn**

Chairperson Price adjourned the meeting at 7:17 p.m.

Respectfully Submitted  
David Price, Chairperson  
Committee of the Whole



# 2021 Strategic Plan Progress Update

Report period: 2021-2023

Presentation: March 2024



HOMETOWN PEOPLE. HOMETOWN POWER.

# Agenda

1. 2021 Strategic Plan Overview
2. Priorities, Goals, & Strategies
3. Understanding the Strategic Accomplishments Report
4. Accomplishments
5. Awards
6. Look Forward

# 2021 Strategic Plan Overview

- Effective July 1, 2021-June 30, 2025
- The current plan can be found here: <https://www.lbwl.com/strategicplan>
- BWL Directors reported **106** strategic accomplishments!
- Presentation has highlights, list was provided in advance, included in minutes

**2021-2025 Strategic Priorities**

**Customer & Community**

**Goal:** Enhance the customer utility experience and enrich the community we serve

**Strategy 1**  
Measure, monitor and respond to customer feedback and expectations

**Strategy 2**  
Provide innovative and cost-effective utility products, services and programs that leverages technology

**Strategy 3**  
Support community engagement that includes education, volunteerism and sponsorships

**Strategy 4**  
Promote economic development and regional partnerships that create growth and synergy

**Workforce Engagement & Diversity**

**Goal:** Maintain a workforce that embraces safety, is agile, diverse, engaged and prepared to support the BWL's success

**Strategy 1**  
Cultivate a generative safety culture

**Strategy 2**  
Attract, develop and retain a highly skilled, diverse and culturally intelligent workforce

**Strategy 3**  
Cultivate employee engagement that promotes a positive work environment, professional development and career growth with emphasis on succession planning

**Climate & Environment**

**Goal:** Maintain a leadership role in providing energy solutions that support a sustainable planet

**Strategy 1**  
Enhance and promote policies, practices and standards that support carbon reduction and a healthy ecosystem

**Strategy 2**  
Increase renewable energy portfolio and energy waste reduction

**Strategy 3**  
Support emerging beneficial electrification opportunities

**Strategy 4**  
Enhance sustainable water operations

**Strategy 5**  
Educate customers on BWL's sustainable practices

**Operational Resiliency & Continuous Improvement**

**Goal:** Apply principles of operational resilience and continuous improvement to all organizational assets, such as equipment, people and knowledge

**Strategy 1**  
Identify and respond to opportunities for continuous improvement that balance performance, cost and risk

**Strategy 2**  
Apply industry benchmarks and standards reflecting best practices

**Strategy 3**  
Identify, mitigate and monitor barriers to providing utility services

**Financial Stability**

**Goal:** Maintain a financially viable organization

**Strategy 1**  
Continue to refine our rate structure for existing and new customers

**Strategy 2**  
Sustain fiscal and fiduciary responsibility through planning, analysis, policies, practices and internal controls

**Strategy 3**  
Pursue opportunities and adopt practices that enhance BWL's competitiveness

**Strategy 4**  
Identify, evaluate and implement revenue diversification opportunities



# 2021 Strategic Priorities, Goals, & Strategies

(Not listed in order of importance)

1

## 2021-2025 Strategic Priorities

### Customer & Community

**Goal:** Enhance the customer utility experience and enrich the community we serve

#### Strategy 1

Measure, monitor and respond to customer feedback and expectations

#### Strategy 2

Provide innovative and cost-effective utility products, services and programs that leverages technology

#### Strategy 3

Support community engagement that includes education, volunteerism and sponsorships

#### Strategy 4

Promote economic development and regional partnerships that create growth and synergy

2

### Workforce Engagement & Diversity

**Goal:** Maintain a workforce that embraces safety, is agile, diverse, engaged and prepared to support the BWL's success

#### Strategy 1

Cultivate a generative safety culture

#### Strategy 2

Attract, develop and retain a highly skilled, diverse and culturally intelligent workforce

#### Strategy 3

Cultivate employee engagement that promotes a positive work environment, professional development and career growth with emphasis on succession planning

3

### Climate & Environment

**Goal:** Maintain a leadership role in providing energy solutions that support a sustainable planet

#### Strategy 1

Enhance and promote policies, practices and standards that support carbon reduction and a healthy ecosystem

#### Strategy 2

Increase renewable energy portfolio and energy waste reduction

#### Strategy 3

Support emerging beneficial electrification opportunities

#### Strategy 4

Enhance sustainable water operations

#### Strategy 5

Educate customers on BWL's sustainable practices

4

### Operational Resiliency & Continuous Improvement

**Goal:** Apply principles of operational resilience and continuous improvement to all organizational assets, such as equipment, people and knowledge

#### Strategy 1

Identify and respond to opportunities for continuous improvement that balance performance, cost and risk

#### Strategy 2

Apply industry benchmarks and standards reflecting best practices

#### Strategy 3

Identify, mitigate and monitor barriers to providing utility services

5

### Financial Stability

**Goal:** Maintain a financially viable organization

#### Strategy 1

Continue to refine our rate structure for existing and new customers

#### Strategy 2

Sustain fiscal and fiduciary responsibility through planning, analysis, policies, practices and internal controls

#### Strategy 3

Pursue opportunities and adopt practices that enhance BWL's competitiveness

#### Strategy 4

Identify, evaluate and implement revenue diversification opportunities



# Understanding the Report

Example: Commercial operation of Delta Energy Park (P1:S2, P2:S2, P3:S1, P3:S2, P4:S1, P5:S3)



# Complete Accomplishment List

- The full report was provided separately.
- Numbers are for reference purposes only. They do not denote timing or importance.
- Screenshot for reference:

## BWL 2021-2025 Strategic Plan Accomplishments (2021-Fall 2023)

Accomplishments are not listed in order of importance or date of completion

#	Applicable Strategies	2021 Strategic Plan Accomplishment
1	P1:S1	Residential Customer Service Rating increased 4% from 2020 to 2023.
2	P1:S1	Customer Service Department averaged 4.8/5 stars on after-call surveys.
3	P1:S1, P1:S2	Implemented Customer Callback feature to reduce hold times
4	P1:S1, P1:S2, P4:S1, P4:S2, P5:S3	Fully transitioned to a new customer service billing system that allowed for enrollment in eServices, autopay and paperless billing
5	P1:S3, P1:S4	Had 384 attendances at 85 events including, Greater Lansing Food Bank, Children and Family Charities, High Caliber Employee Engagement Event, Gallup Employee Luncheon, Cereal Drive, Toys for Tots
6	P1:S3, P1:S4	Participation in Junior Achievement, Wilson Talent Center, and with Intermediate School Districts for reverse job fairs, career days, and resume reviews
7	P1:S1, P1:S3	Community Resource Fairs
8	P1:S1, P1:S3	Received Central Michigan Public Relations Society of America (PRSA) Pinnacle Award for Pandemic Resource Fairs
9	P1:S3, P1:S4, P5:S1	Received four Central Michigan Public Relations Society of America (PRSA) Pinnacle Awards for Communicating Rate Strategy, Crisis Communications on Preparing for Rolling Black Outs, Special Publication for their Sustainability Report, and Special Event for Delta Energy Park's Going Commercial



# FY2023

- Residential Customer Service Rating increased by 4% from 2020 to 2023 **(P1:S1)**
- Announced a 650mw Clean Energy Program **(P1:S4, P3:S1, P3:S2, P4:S2, P5:S3)**
- Completed one year of Generative Safety Culture Training **(P2:S1, P2:S2, P4:S2)**
- Implemented Time-of-Use rate strategy for customers **(P5:S1, P5:S3)**



# FY2022

- ISO 55000 certification for REO Cogeneration Plant (**P4:S1, P4:S2**)
- Business Case/Return on Investment Analysis Tool (**P4:S1, P5:S2**)
- Retired Erickson Coal-Fired Power Station (**P1:S1, P3:S1, P4:S1, P4:S2**)
- Published the first BWL Sustainability Report (**P2:S3, P3:S5, P5:S2**)
- Commercial operation of Delta Energy Park (**P1:S2, P2:S2, P3:S1, P3:S2, P4:S1, P5:S3**)
- Closed Bsmart program, 99% of water & electric meters installed (**P1:S2, P3:S1, P4:S1**)
- Hired first DEI Specialist. Added DEI topics to interviews & training (**P1:S3, P2:S4, P2:S2, P2:S3**)

# FY2021

- Customer portal with eServices, autopay & paperless billing **(P1:S1, P1:S2, P4:S1, P4:S2, P5:S3)**
- Implemented Customer Call back feature to reduce hold times **(P1:S1, P1:S2)**
- Retired Eckert Coal-Fired Power Station **(P1:S1, P3:S1, P4:S1, P4:S2)**



# Awards

## FY2023

Four PRSA awards for Crisis Communications, Sustainability Report, Community & Public Relations

P1:S3, P1:S4, P5:S1

APPA awards for Smart Energy Provider, Platinum Public Power Provider & Communications for Sustainability Report

P1:S1,P1:S2,P2:S3,  
P3:S1,P3:S3,P3:S5,  
P3:S4,P3:S5,P5:S2

Gold (Simple Thing) & Bronze (Delta Energy Park Tour) Telly Awards

P1:S3

REO Plant Combined Cycle Journal Facilities Best Practices Award for “Ladder Last” program

P2:S1, P4:S2

Race to Talent Registered Apprenticeship Champion

P1:S3, P1:S4, P2:S2, P2:S3

Heather Shawa: Crain’s Notable Leaders in Energy

P2:S3, P2:S3, P3:S1

Breina Pugh: Capital Area United Way Marion Marshall Award

P1:S3, P2:S2

Deanna Sparks: Expanding Excellence Rising Star for Customer Service Week

P2:S2, P2:S3





# FY2022

PRSA Award for Pandemic Resource Fairs	P1:S1, P1:S3, P1:S4
United Way Corporate Partner of the Year	P1:S3, P1:S4
Delta Energy Park: Zero Safety Incident Award from NMAPC	P2:S1, P2:S4, P4:S2
Delta Energy Park: ENR Midwest Regional Best Project for Energy/Industrial	P3:S1, P3:S2, P4:S1, P4:S2
APPA Diamond Public Power Provider	P1:S2, P2:S1, P2:S3, P4:S2
Customer Experience Team: 2022 CIS Week Project Implementation Recognition Award	P2:S2, P2:S3
Kellee Christensen: 2022 CIS Week Distinguished Leader Award	P2:S2, P2:S3

# FY2021

APPA Platinum Reliable Public Power Provider	P1:S2, P2:S1, P2:S3, P4:S2
AWWA Richard Husby Public Awareness Award	P3:S4, P3:S5
Amy Adamy: Recognized December 2021 train incident video	P2:S2
MI Veteran Affairs Agency Bronze-Level Certified Veteran-Friendly Employer	P2:S2, P2:S3



# Look Forward

## FY2026 Strategic Plan Development

May 2024: Development Update



## 2021 Strategic Plan

Fall 2024: Plan Accomplishments Update



# Questions?