



Hometown People. Hometown Power.<sup>SM</sup>

# STRATEGIC PLAN

## 2021-2025



In-Brief

# STRATEGIC FOUNDATION



Provide a safe, reliable and affordable utility experience through public ownership, climate consciousness and innovative strategies.



Commitment to being the “*Utility of the Future*” while supporting community growth. The BWL will provide carbon neutral utility products, services and programs that are financially accessible to all customers with exceptional customer service. This will be accomplished by utilizing evolving, cutting-edge technology, as well as partnering with the Greater Lansing region and a highly skilled, diverse workforce.

# VALUES

## Integrity

- We provide safe, reliable and affordable service in an ethical and conscientious manner. This responsibility includes our impact on the planet and people we serve.
- Key Attributes:  
Accountable, Well-Being, Transparent, Sustainable

## Innovation

- We evolve operations by mitigating business and environmental risks with foresight and agility.
- Key Attributes:  
Creativity, Visionary, Impactful, Insightful

## Inclusion

- We celebrate and value differences. As a corporate citizen that is publicly owned, contributions from our employees and customers are instrumental to our success.
- Key Attributes:  
Community, Collaborative, Respectful, Balanced

## Initiative

- We are goal oriented, and results driven.
- Key Attributes:  
Dependable, Proactive, Resilient, Leadership



# 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





# 2021-2025 Strategic Plan Development Team

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**Integrity**



**Innovation**



**Inclusion**



**Initiative**