

## 2023 Strategic Plan Update From 2021 Plan

**Red was update in 2022**

**Green is 2023 update**

Consider rate increases on each of the revenue streams.

- Rate inc has been approved. Will monitor based on conditions
- Rates are currently under evaluation. This evaluation will include all 4 utility rate designs, the PCA and the impact fees for Water/Sewer/Electric.

Review BPW and City conflict...should we consider changing approach or continue as is.

- Relationship has greatly improved. Coordination meetings occur, BPW is establishing two new committees, Finance and Mitigation, which will further the cooperation
- Monthly meeting(s) between the BPW and City are in place and has improved coordination/communication.
- The Mitigation team was formed and will be presenting its guidance to the Board. The Board needs to follow-up on its recommendations (Pres Lee to expand on)
- The Finance Committee was formed and is developing a model to better forecast spending and assets

(Richard N to expanded on)

Increase technology at the plant...monitoring. –

- Some improvements have been made, but need to address PS and other issues
- Plans to upgrade the Headworks and PS is underway.
- The long-term plan for the WWTF is underway and should be determined in 2023.

How to continue to improve our image. – Web Site and Billing systems have been greatly improved. Need continued additional outreach to “tell the BPW story”

- Social media presence has really taken a new shape as well as the need to continue to coordinate with key accounts and stakeholders. An example is the “no Wipes in the Pipes” campaign with Beebe Healthcare.

Should we consider moving our office from current location...task force.

– coordinating with City. Several options may be viable

- The City has been awarded the Army Reserve center; this is a long-term solution 3-5 years
- BPW /City have started the initial planning phase of identifying space needs for both the new offices and Schley Ave

Create a best practice session for us and the surrounding PWs...leverage everyone’s knowledge. – Visited Seaford to understand how their AMI works, increasing cooperation with the County.

- Encourage the Board to start attending SCAT and League of Local Government meetings

### Infrastructure

Electric- discussion of battery storage, smart meters, solar and the business model and customer best interest.

- AMI - DEMEC is assisting in evaluating the options. Issued Letter of Intent to DEMEC/AMP for implementation of AMI for the BPW in Feb '23
- Battery storage received second round of Bid and expect to be able to present the results at the May Board Meeting for discussion on hold due to changes in market and the need to reevaluate battery sizing based on use (peak saving vs redundant feed). DEMEC is also evaluating a battery storage option
- Solar - The BPW entertained the idea of a solar installation at the Wellfield.

Water/Sewer-technologies that can line or service to not replace all lines.

Infiltration and Inflow- review efforts to identify and address Infiltration and Inflow. -In process, lining/replacing pipes and manholes per the capital schedule

- As we look to upgrade pump stations, we should look to install flow meters and a robust SCADA system to help monitor this more closely since we can only view pump run time.

Engagement- plan a Spring/Fall or both appreciation/engagement event.

Tours of the WWTP, demonstrate customer portal, register to vote in BPW elections, get customer feedback. – Staff, GMB and Board member routinely do plant walk throughs and provide feedback to the operator

- Routine walk-downs continue and findings report to Inframark and tracked. (need to address the loss of GMB WWTF expert))

Ran a major “No wipes in the pipes” campaign to reduce clogging/roping issues in the sewer system

- Our efforts for public education have helped greatly including the coordination with Beebe. We have seen a reduction Pump Station clogging and ragging in the WWTF. I

Meet with large customers. -Has been on hold, but should be restarted post Covid

-Has been restarted. Need to develop a schedule who we to meet with. In the past it has been focused on SPI we might want to consider adding Beebe, Cape School District, DRBA, Harbor Healthcare.

Meet with HOA's. -Has been on hold, but should be restarted post Covid

-Need establish a schedule for this. Consider doing in coordination with the City.

Administrative-Implement RKI recommendations.

What to do with properties that are inside our Service Territory but not receiving services, that is New Road and any other properties that are similar Being evaluated on a case-by-case basis in coordination with the City since they control who we may serve outside of the City limits

-No change

New State RPS requirements

- a. How to meet
- b. Impact on new solar field on REP

Senator Hansen is still leading the effort in the State Legislature. The process has been long but should be coming to some recommendation in the next months. BPW, with DEMEC guidance will need to review and adjust, if required.

- New state rules on Solar have been implemented.
- Senator Hanson committee is now addressing potential changes to the renewable Energy Policies

Discussion on how to deal with Climate change on our infrastructure. For example, Sea Level Rise (SLR) and changes in Precipitation -The Board has developed a Mitigation Committee to provide guidance. Members need to be selected

- Committee was seated and submitted their findings to the Board.
- Consensus on critical infrastructure elevation was agreed to and is being used for new projects (including the long-term plans for the WWTF.
- The committee remain in place to follow-up on the guidance
- Pres to expand on

Developing action plan for cleaning up the abandoned telecommunication line, this problem is getting worse and, in some cases, creating tripping hazards on the sidewalks. -As stated last year, this is still getting worse. Board needs to come up with an action plan to work with the other utilities to resolve this

Develop a plan to clean up the non-electrical lines that have been abandoned. This has continued to degrade as more people “cut the cord” from cable/telecommunication) We really need a plan for this. It was mentioned several times in the customer survey and is continuing to get worse as customer cut the cord to tele/cable

We should have a discussion on the financial oversight, specifically once we hire a finance person, what will the Role and responsibilities be, verification of accounts, etc. – **Have hired a dedicated finance person. Based on her actions we much greater insight into the Operating and Capital budgets. In addition, a Finance committee has been formed with member selection in process.**

- **Richard N to comment here**

Several items from the WWTF Root Cause Report that we need to cover annually.

Generically, Discussion on transfer of Operation from WMES to Inframark and impact on the Corrective Actions

BPW staff to strengthen its oversight of Operators performance.

- Through the review of trending data in monthly and annual reports
- Schedule routine plant walk through with plant WMES management.
- Annual review of WMES Policies and Procedures
- Reporting to the BPW Board of condition of the plant
- Developing of an open Item tracking system

**Status:** Starting with April 2020 report

**Status January 2021-** Closed, ongoing and is part of routine operational rhythm. An Open Item tracking system has been developed using Microsoft Projects.”

**Status April 2022 – Have reinforced to the operator that the Board desires an open item tracking list with next action and schedule to be part of the monthly report.**

- **Open Items list is reviewed at each Board meeting. Will continue to ensure that open items are kept up-to-date by Operator**

BPW Board of Directors to review its oversight function of the operation of the BPW.

Continue to use outside subject matter experts such as Sargent and Lundy, Suez, GMB, etc. to provide the Board with guidance on the condition of the BPW systems.

Perform audit by a sub-group of the Board of the BPW operation and management systems.

**Status:** To be completed annually, Schedule to be determined and added to tracking list that will be developed in Corrective Action 10. e.

**Status January 2021-** The electrical SWM and WWTF have been reviewed by third party consultants. BPW is currently having a third-party review done on the condition of the water distribution system.

Items that have been identified for replacement/refurbishment have been added to the rolling 10-year Capital budget.”

**Status April 2022 –Continue the use of the three-principal engineering firm and added GHD to review and provide recommendations on the WWTF and PS**

**The Ten-Year Capital Budget has been greatly improved and now reflects the current expected needs for the BPW assets**

- Same as 2022.
- GHD has the lead for the evaluation of the WWTF. The Board has done two public Workshops and will hold one per month until a decision is made

BPW to look at other areas of its operation to determine if there are generic implications from the failure at the WWTF.

- a. Evaluate the operation of the Water Department, electrical department, and other areas of BPW operation to determine where improvements in Management practices are needed.

**Status:** In process – Sargent & Lundy is currently performing a review of the BPW electrical system and will provide input to BPW for future capital projects and areas of improvement. Review quarterly at monthly BPW meeting.

**Status January 2021-** Closed, see Corrective Action #11”

Post Covid operation. Not sure what this may involve, but maybe employee recognition (make up for missed Christmas celebration). Return to “normal” operation, any Lesson Learned from operating remotely that we may want to continue?

Has been on hold due to Covid. Based on condition the Board should relook at this.

-BPW/City held a holiday celebration for their staff in 2022

-Normal operation have returned to the BPW staff. Will continue to monitor health issues

- Increase the number of events with Board involvement to maintain/improve employee/Board relationship.

Improved/changes to communication between the BPW and the City IAW our discussion with the City.  
Update/improvement to both the look and use of the BPW Website.

Communication had greatly improved between the BPW and City. In March held the first workshop with both organizations. Staff coordinates regularly

The BPW website has been updated, it now contains the monthly Board Package and is much more user friendly.

- Monthly meeting between Mayor, President/ City Manger and GM continue, this continues to enhance the coordination of issues.

-Quarterly joining meeting with the BPW Board and MCC continue

The Website continues to be improved. Separate areas on the home page collect all the information related to ongoing critical projects such as Donovan Smith, WWTF Long Term Plan. It is now searchable through “Magnifying glass”