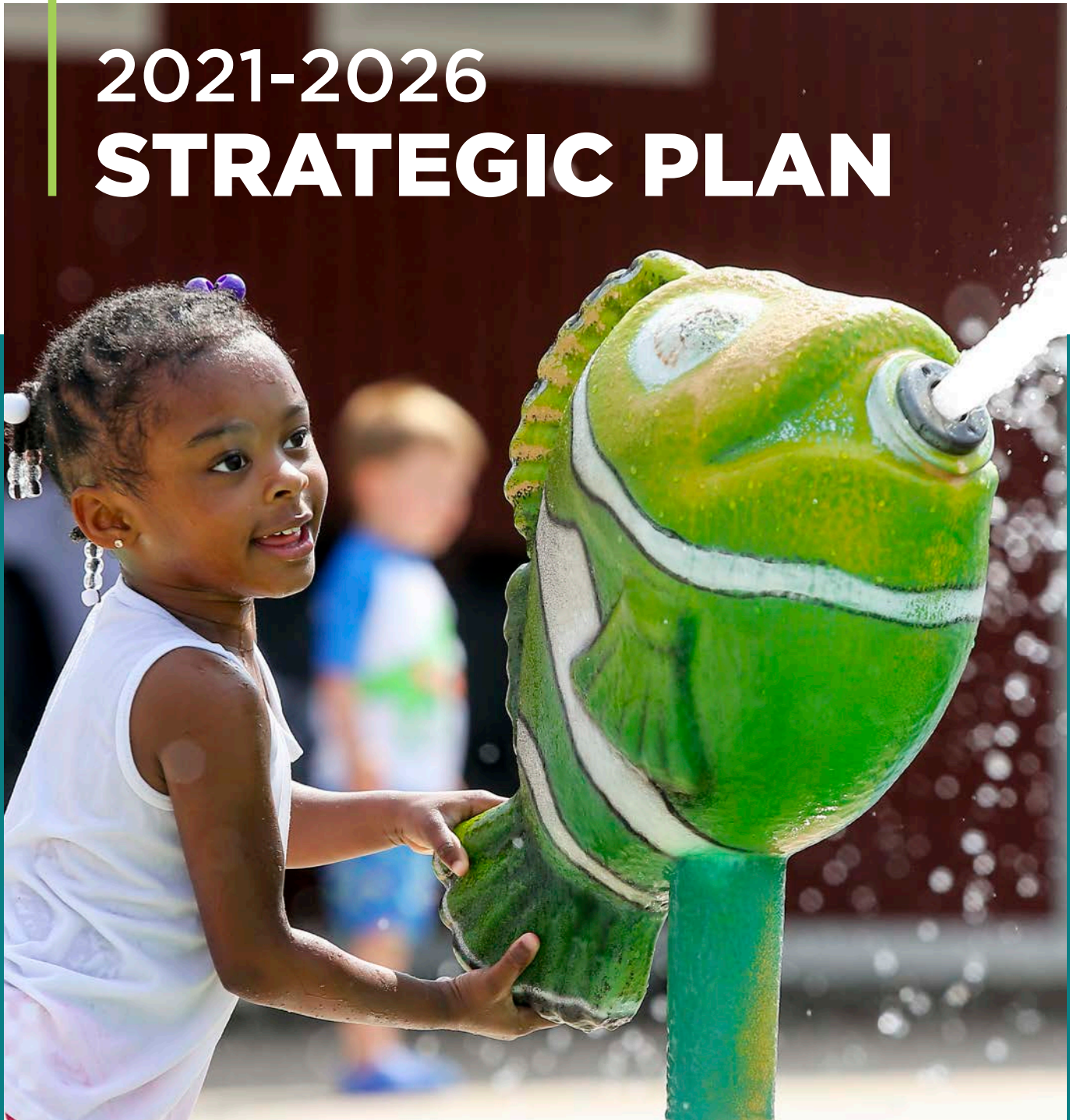


City of Greensboro
Water Resources Department

2021-2026 **STRATEGIC PLAN**



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MESSAGE FROM THE DIRECTOR



Michael Borchers
Director

At the heart of strategic planning is the desire to take an organization's purpose and its shared vision and develop a strategy that can be used to successfully navigate the future. When it comes to strategic planning, I'm reminded of the old adage that says, "people don't plan to fail, they fail to plan." This vital and very valuable undertaking, when performed correctly and implemented successfully, helps to raise an organization to an even higher level of achievement, success, and customer satisfaction.

For the City of Greensboro Water Resources Department, developing and implementing a plan that provides a way to efficiently utilize all of our resources keeps us true to our calling. The calling I am referring to is the perpetual connection of our services to our community and customers' safety and quality of life.

Another way of thinking about our calling is through our mission. The Water Resources Department mission is to provide high quality, sustainable, resilient, and affordable water, wastewater, and stormwater services to our community. To accomplish this we establish goals and performance measures that ensure we are meeting the expectations and requirements we ourselves and others place on us. This desire and need for goals brings me back to the strategic plan and the successful efforts of the strategic planning team.

Through the vision, creative thinking, and very talented efforts of staff on the core team and five goal teams, the department's strategic plan has taken shape. Woven throughout the strategic plan is a pledge to provide the highest level of customer service through a concerted focus on the following strategic goals:

- » Operational Efficiency
- » Employee Training and Organizational Development
- » Infrastructure and Resource Resiliency
- » Customer and Community Engagement
- » Product and Service Quality

In addition to the aforementioned goals, I commit the department over the next five years to uphold transparency as we implement our strategic plan. Our transparency coupled with proactive response and resource stewardship will serve us well in meeting and exceeding our community and stakeholders' needs.

In closing, I want to thank the public for the trust you place in Water Resources each day to carry out our mission. Just as importantly is my appreciation and thanks to City Council, the City Manager's Office, and the more than 370 managers, supervisors, and employees within the Water Resources Department who steadfastly dedicate their time, talent, and efforts to ensure Greensboro remains one of the most vibrant and attractive places to live, work, and play.

INTRODUCTION

In 2021, the City of Greensboro Water Resources Department (Water Resources), initiated a process to create an updated vision for the future and a plan to drive progress towards the organization's most important goals. The strategic framework presented in this document will help guide organizational decision-making and resource allocations for the next several years.



PROCESS

Water Resources' strategic planning process was designed to provide:

- A shared vision of Water Resources' goals and organizational priorities.
- A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.
- Acceptance of the direction and urgency of the strategic plan, which will be integrated into day-to-day operations.



Stakeholder Input

Input was obtained from Water Resources' leadership team, employees, and external stakeholders through a combination of interviews, focus groups, and an online employee survey.



Foundation Workshop

A core strategic planning team (Core Team), consisting of leadership and employees representing a cross-section of Water Resources, met to consider the stakeholder input and to draft the organization's vision, mission, values, and goals.



Goal Teams Input

Teams of employee subject matter experts were created, drawing from across the organization, to further define Water Resources' goals and provide input to the Core Team on measures and strategies.



To achieve success, Water Resources’ strategic planning process involved input from a broad group of internal and external stakeholders. Major elements of the process are shown below.



Strategy Workshop

The Core Team reviewed the input from the goal teams and the stakeholder engagement exercises and then made preliminary decisions on what content to include in the final plan.



Core Team Review

After documenting the strategy workshop results, the goal teams and the Core Team reviewed and revised the elements of Water Resources’ strategic plan.



ENVIRONMENTAL SCAN

Water Resources' current operating environment was documented through the following:

- A review of community demographics and other external influences (Community Profile).
- Considerations of stakeholder input, key industry trends, and their potential impact on the organization.
- The organization's strengths, opportunities, aspirations, and desired results, as defined by the Core Team.





Community Profile

Greensboro (City) is the third largest city in North Carolina and is located 76 miles from Raleigh and just over 90 miles from Charlotte. Incorporated in 1808, the City is home to 299,035 residents and spans 133 square miles in the Piedmont region of the state. Greensboro is the Guilford County seat and is the most populous city within the County. The total population of the City of Greensboro has grown rapidly in recent years; between 1990 and 2020, there has been a 64% increase in population growth. The annual household income in the City was \$49,748 as of the 2019 American Community Survey. This is slightly lower than the median for the State of North Carolina, which is \$54,602. According to the U.S. Census Bureau, in 2019, the racial and ethnic composition of Greensboro was 47.3% White, 41.4% Black or African American, 5.0% Asian, 0.5% American Indian or Alaska Native, 0.1% Native Hawaiian or Other Pacific Islander, 3.0% Two or More Races, and 7.9% of Hispanic or Latin American Descent. The demographics of Greensboro differ from overall Guilford County, which has a population composed of 56.0% White and 35.4% Black or African American.

Greensboro is home to two research universities, four colleges, and a law school, attracting nearly 50,000 undergraduate and post graduate students, as well as employing roughly 6,000 faculty and staff. These institutions play an important part in growing the future workforce and situate Greensboro as a community where opportunities begin, grow, and thrive. Approximately one quarter (25%) of Greensboro residents aged 25 and older have a bachelor's degree or higher and 13.6% have a graduate or professional degree.

In the 1800's, the City was known for textiles, tobacco, and furniture manufacturing. When Greensboro was designated as a stop on a new railroad line in the 1840's, the City grew substantially as a transportation hub for the Piedmont. Today, the manufacturing industry continues to be an important part of the local economy and new and innovative industries have emerged including Aviation, Life Sciences, and Supply Chain Logistics.



INCORPORATED IN
1808



3RD
LARGEST CITY
IN NORTH CAROLINA

HOST TO



ACC MEN'S AND WOMEN'S
BASKETBALL TOURNAMENTS



PGA WYNDHAM
CHAMPIONSHIP



\$49,748
MEDIAN
HOUSEHOLD
INCOME



OVER
299,000
RESIDE IN
GREENSBORO



U.S. FIGURE SKATING
CHAMPIONSHIPS



Greensboro has evolved into a major regional freight and logistics hub, home to the regional operations of FedEx, UPS, USPS, and Amazon. An aerospace boom is occurring in Greensboro that has made it the center for aircraft manufacturing, aircraft parts, and aviation repair and maintenance, with companies like HondaJet, Cessna, and Haeco. In addition, the City is a regional center for life sciences companies who are innovating in fields from diagnostic equipment and medical devices to animal health and crop science. The Gateway Research Park provides laboratories, highly advanced equipment, and a uniquely collaborative environment to businesses, universities, and the local community. Recently, the City has become known as the “Tournament Town” for the many athletic arenas, hosting events at courts, fields, stadiums, and pools. Greensboro has hosted the men’s and women’s ACC basketball tournaments, the PGA Wyndham Championship, and the U.S. Figure Skating Championships. These varied industries provide the City with a regional and national presence as well as a balanced local economy.



Greensboro is a rapidly growing, diverse community that is continuously creating its own unique identity in North Carolina. As more visitors and residents come to Greensboro, they will experience a Downtown area that offers a variety of attractions and events to enjoy from green spaces, collaborative work hubs, and a diverse brewery and restaurant scene for all to experience.

Water Resources

Water Resources is a department of the City of Greensboro government and provides water, wastewater, and stormwater services to City residents and businesses as well as some of the neighboring communities. The map on the following page highlights the service area boundary of the department. Water Resources provides 318,529 customers with clean drinking water and collects their wastewater for treatment and safe delivery back into the water environment. Water Resources is also focused on managing stormwater, improving water quality, and minimizing the impacts of flooding in Greensboro.

Water Resources has three sources for drinking water which include Lake Higgins, Lake Brandt, and Lake Townsend. These lakes are located in northern Guilford County in the upper Cape Fear River Basin within a protected watershed. Water from Lake Brandt is treated at the Mitchell Water Treatment Plant and water from Lake Townsend is treated at the Townsend Water Treatment Plant. The water provided by our lakes is a finite resource, and depending on our residents' water use and rainfall, the lakes alone may not always meet current or future needs. Greensboro has proactively secured a variety of water sources through partnerships with neighboring communities to ensure resiliency now and in the future. These important regional partners include Burlington, Reidsville, Piedmont Triad Regional Water Authority, and Winston-Salem.

Water Resources plays a vital role in ensuring the health and prosperity of the City by providing many important services. Supporting the needs of our growing City requires a dedicated workforce and strategic vision. Through this strategic plan, Water Resources is committing to focus on the future for the benefit of Greensboro's customers, community, and regional partnerships.

FACTS AND FIGURES

109,033

**TOTAL WATER
CUSTOMER
ACCOUNTS**

**PUBLIC WATER
MAINS MAINTAINED**

1,518
MILES

**STORM SEWER
MAINTAINED**

1,285
MILES

**PUBLIC SANITARY
SEWER MAINTAINED**

1,437
MILES

1,386,828

**METERS READ
ANNUALLY**

**AVERAGE WATER
TREATED DAILY**

22
MILLION GALLONS

**WATER MAIN
BREAKS FIXED**

319

**AVERAGE DAILY
CONSUMPTION**

32
MILLION GALLONS

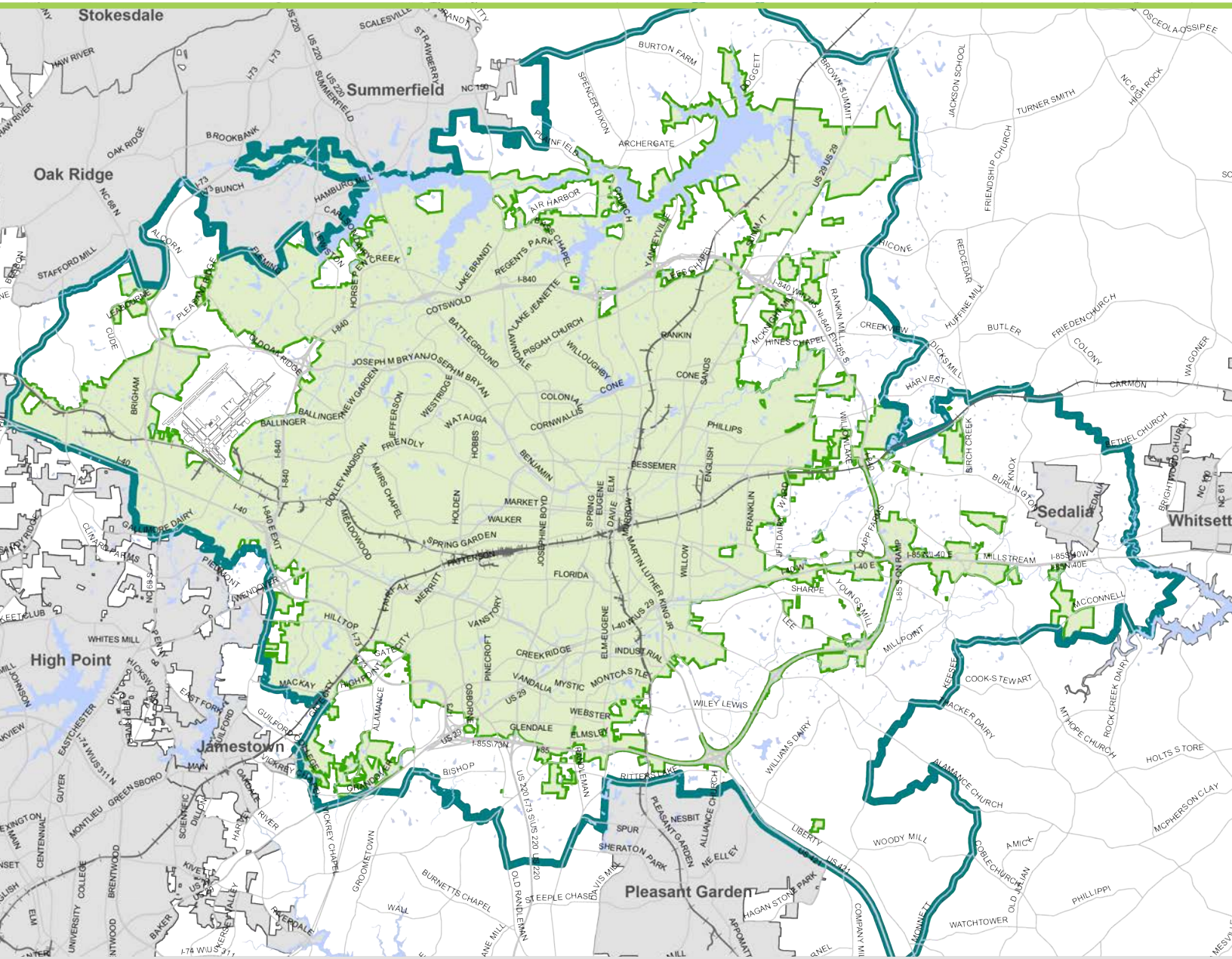
REGULATING

29

**SIGNIFICANT
INDUSTRIAL USERS**

**AVERAGE
WASTEWATER
TREATED DAILY**

36
MILLION GALLONS



LEGEND

—+— Railroad

City Limit

Water Sewer Service Area Boundary

Water Resources provides water, wastewater, and stormwater services to City of Greensboro residents and business as well as some of the neighboring communities.



Greensboro

KEY TRENDS ANALYSIS

The services provided by Water Resources are essential to the vitality of the community and the economy of its service area. Water Resources must be prepared to address national, state, and local trends as it works to update and implement its strategic plan. The Core Team reviewed industry-wide trends and considered how each may impact Water Resources and the region. Key trends, and potential Water Resources responses, many of which are incorporated in the strategic plan, are presented on the following pages.

Population Growth and Economic Development

THE CURRENT SITUATION:

The City of Greensboro's population has grown by 10% from 2010 to 2020 and is currently estimated to be 299,035, according to the US Census data. Annual population growth has averaged 1 to 2 percent per year and growth continues steadily. The area continues to experience strong economic growth and development, which can be seen through the decline in unemployment in Greensboro. Though there was an increase in unemployment because of the COVID-19 pandemic, the unemployment rate decreased from 10.4% in 2011 to 4.6% in 2019. New businesses are moving to Greensboro and current businesses and industries in Greensboro are growing, such as Federal Express, which nearly doubled its operations in Greensboro between 2019 and 2020 by adding 400 new jobs. New development is increasing and is expected to involve many infill development projects, which could mean an increase in population density in certain areas of the City, including the east side of Greensboro, where plans have included large-scale residential and commercial retail development and industrial development. As the population grows and as development expands, demands on the system will increase. One important and impactful example of this is the Greensboro-Randolph Megasite. This mega site remains a major Triad Region economic development target which will involve allocation of both water and wastewater resources from the Water Resources Department. The mega site has the potential to be Water Resources' largest customer.

POTENTIAL RESPONSES:

- » Consider broader regional partnerships
- » Continued coordination and collaboration with regulators
- » Periodically update capacity review study



Customer Expectations

THE CURRENT SITUATION:

Water Resources' customers expect our services to be fast, high-quality, straightforward, and inexpensive. These expectations continue to change as new technology is developed. As the area we serve grows, our customers expect our infrastructure to keep pace with that growth. This provides an important opportunity for us to improve customer and community understanding about our responsibilities and challenges. One example of such an opportunity is to help build better community understanding of emerging contaminants, how we're managing them, and their impact on the water system's ability to handle changing environmental conditions. Emerging contaminants are chemicals that are either not currently regulated or have only recently been regulated and pose potential impacts on human health and the environment. We must provide additional outreach and information about them to increase customer confidence in Water Resources' services and continue to meet the increasing expectations our customers have for service at an affordable price.

POTENTIAL RESPONSES:

- » Educate customers and elected officials about improvements, planning, and collaborative efforts to expand understanding of Water Resources' goals and focus areas
- » Consider innovative and best practice approaches to challenges such as asset management and natural flooding control solutions

Political Environment

THE CURRENT SITUATION:

Water Resources has established a strong reputation of trustworthiness with the Greensboro City Council and Council shows a high amount of interest in the services we provide. Impacts of the COVID-19 pandemic on the community generated further focus on these services and led to pressure to reduce rate increases and to pause shut offs. City Council is entering an election year which could lead to changes in Council members and the relationship with Water Resources. At the state-level, regulations are expected to renew emphasis on regulatory compliance. And at the federal government level, the administration changes are increasing focus on and funding for environmental issues.

POTENTIAL RESPONSES:

- » Monitor renewed national energy behind climate change to ensure Water Resources seizes related funding and grant opportunities
- » Increase state-level regulatory advocacy, continue to monitor regulation changes, and ensure staff are informed and up to date on changes
- » Educate the current and new City Council members and continue to build trust with local officials
- » Continue outreach and engagement with the community to develop continued confidence and support





Regulations

THE CURRENT SITUATION:

Two of the main drivers of Water Resources' continued evolution are the increasing number of regulations we're required to meet and the changing standards for current regulations. Emerging contaminants such as the so-called forever chemicals (PFAS), that have been reported about in the media, are one example of new regulations on the horizon, and the revisions to the Lead and Copper Rule are a good example of a major regulatory change that impacts our budget. We know that our customers and stakeholders downstream of Greensboro trust and rely on us to continue to protect their health by meeting these increasing regulations, and we will, with additional testing, inspections, compliance reviews, permitting, and reporting.

POTENTIAL RESPONSES:

- » Adapt to changing regulations and needs and be prepared to exceed regulatory standards
- » Ensure Water Resources is involved in the regulatory process
- » Educate the public about changing regulations and compliance
- » Generate effective partnerships that can help the organization adapt to changes
- » Consider updates to the review process for both current and emerging contaminants



We know that our customers and stakeholders downstream of Greensboro trust and rely on us to continue to protect their health by meeting these increasing regulations.



Workforce

THE CURRENT SITUATION:

Water Resources anticipates the need to increase organizational capabilities by expanding the workforce and their skills and competencies. Though the current workforce is well-trained and competent, the COVID-19 pandemic and the high number of retirement eligible employees has highlighted potential workforce vulnerabilities related to lean staffing. Additionally, as new technology and tools are utilized, the knowledge and skills needed within the workforce will evolve. The work environment itself is changing in response to social issues and different employee perspectives and expectations. The City organization, through its new Office of Equity and Inclusion, is implementing several equity initiatives and there are other opportunities to enhance efforts to improve employee morale and the work environment for all employees. Water Resources needs to be prepared to address current and future recruitment challenges.

POTENTIAL RESPONSES:

- » Expand job training and cross-training
- » Continue partnering with community colleges to develop recruitment programs, such as the apprenticeship program through GAP (Guilford Apprenticeship Partners)
- » Develop the Water Resources image to attract new employees
- » Continue succession planning efforts and consider new ways for employees to progress within the organization
- » Increase the use of collaborative projects to advance initiatives and increase workforce engagement



Technology

THE CURRENT SITUATION:

Technology governance for the entire City is overseen by the Information Technology Department. However, Water Resources is responsible for managing and supporting many unique technology systems. Technology is expected to continue to be managed in this hybrid framework, so we need to ensure we sustain operational capabilities to manage and support the systems unique to Water Resources. Reliance on technology is expected to rise, as are technology needs, such as data storage, and related operational expenses. Additionally, technology skills will be in greater demand within the workforce in all industries and Water Resources will need to stay competitive to attract the necessary expertise. We are currently implementing advanced metering infrastructure (AMI) upgrades to our water distribution system. These upgrades have increased connection with customers through online access to information and are also impacting the volume of data managed by Water Resources and the increased data sensitivity requirements. The technology environment is rapidly changing and data security risks are becoming increasingly important to manage for all utilities.

POTENTIAL RESPONSES:

- » Embrace technology and associated changes
- » Develop internal staff capabilities to support technology or retain third-party support
- » Increase the organizational capabilities to analyze data
- » Increase technology-related training for staff
- » Continue to monitor and manage cyber security



Financial Considerations

THE CURRENT SITUATION:

The COVID-19 pandemic has impacted revenues across all City operations. Water Resources is sensitive to current community needs, so the financial focus currently is on limiting the magnitude of future rate increases. One approach we are taking is by operating under a reprioritized capital improvement plan for a limited period of time. The capital improvement program is an annually updated financing and infrastructure improvement plan for City projects that require significant investment. This plan is submitted to and adopted by City Council and specifies and describes the capital project schedules and priorities for the 10 years following adoption. The temporary approach to reduce the capital improvement program means that certain Water Resources construction projects were shifted to future years of the program, reducing current expenditures. The department has maintained strong financial bond ratings and continues to focus on sustainable financial decisions. Water Resources has a collaborative and strong working relationship with the Finance Department which will be important to maintain as the City and community navigate the lingering effects of the pandemic.

POTENTIAL RESPONSES:

- » Division managers should continue to consider additional ways to practice good fiscal stewardship
- » Conduct a deeper review of financial data to make informed decisions and act proactively
- » Continue to build and strengthen relationships with new and current City leadership team members

Risk Profile

THE CURRENT SITUATION:

Identifying potential risks ahead of time allows an organization to plan for ways to mitigate risks, minimize impacts, and enhance resiliency. Current operational risks potentially impacting Water Resources include, but are not limited to, climate change, cyber security breaches, the COVID-19 pandemic, and aging and inadequate infrastructure. We expect flooding and wet weather events to increase and potentially become more severe; cyber security breaches at utilities are occurring more frequently; and the operational shifts in response to the pandemic emergency may have lasting impacts. When Water Resources adjusted operations in response to the COVID-19 pandemic, safety changes to facilities were implemented, some employees worked remotely, while others continued to be needed in person, and access to information online was improved. Common to all these risks, Water Resources needs to be positioned to continue to support services during these types of events and this will ultimately impact finances and employees.

POTENTIAL RESPONSES:

- » Refine and implement an external communications plan
- » Ensure ease and speed of communications with customers during an emergency or outage event
- » Optimize the successful management of assets
- » Focus on improving resiliency and sustainability of operations
- » Enhance facility safety for employees

Total Water Management

THE CURRENT SITUATION:

Water Resources is organized to allow for strong coordination between water, wastewater, and stormwater. This “one water” approach considers the total water environment during planning efforts. Aging infrastructure, water system leaks, sanitary sewer overflows, and emerging contaminants are all major issues that impact the total water environment now and are areas of focus for us. Another emerging potential issue is that as Greensboro grows, wastewater demand and system limitations will require the utility to find an alternative way to convey and treat wastewater. Water Resources has the opportunity to be involved in regional planning efforts that will shape future regulations; one such opportunity is through the integrated water management efforts focused on the Jordan Lake area.

POTENTIAL RESPONSES:

- » Expand long-range planning and modeling
- » Continue integrated water management efforts
- » Compare and benchmark performance to peer utilities and identify areas for improvement
- » Implement innovative approaches
- » Complete implementation of the water audit and water loss control program to manage non-revenue water
- » Identify onsite retention and green infrastructure initiatives
- » Ensure adequate staffing to support these integrated water management efforts



This “one water” approach considers the total water environment during planning efforts.



STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS

Water Resources used a strengths, opportunities, aspirations, and results (SOAR) analysis to form the basis for its strategic plan. As part of the strategic planning process, Water Resources gathered input from staff and external stakeholders on the organization’s aspirations, strengths, and opportunities. This input provided valuable context for the strategic plan by establishing the framework of where Water Resources is today and where it should be heading in the future.

Strengths are the areas within the organization that it builds upon to achieve success. When prioritized, these strengths include:

- Dedicated and talented employees
- Strong financial management
- Innovative service delivery
- Strong leadership organization
- Ensure the organization is prepared for future resource needs and to respond to upsets
- Engage more actively and regularly with customers
- Continue to deliver high-quality products and services

Opportunities help the organization identify significant issues that will impact operations over the next five years. Opportunities identified by leadership, staff, and stakeholders included:

- Enhance operational efficiency, use of technology, and innovation
- Strengthen organizational culture and employee development
- Improve infrastructure and resource resiliency through sustainable stewardship practices
- Increase proactive communication and mutual understanding with our customers and community
- Continue to provide excellent product and service quality organization
- Ensure the organization is prepared for future resource needs and to respond to upsets
- Engage more actively and regularly with customers
- Continue to deliver high-quality products and services

Aspirations focus on the expectations and hopes of stakeholders. Water Resources' most compelling aspirations are as follows:

- Providing high-quality products and services
- Being a desirable place to work based on culture, benefits, and relationships
- Being an innovative and leading utility
- Building relationships, understanding, and support through transparent communication

Results help the organization identify strategies and approaches to meet future needs, based on the desired outcomes the organization would like to see. For Water Resources, these include:

- Optimize service delivery while ensuring a safe working environment
- Increase the morale and inclusiveness of the organization
- Ensure the organization is prepared for future resource needs and to respond to upsets
- Engage more actively and regularly with customers
- Continue to deliver high-quality products and services



STRATEGIC FRAMEWORK

This strategic framework, based on an extensive strategic planning process considering both Water Resources' present circumstances and its future goals, will serve as a blueprint for decision-making moving forward. The strategic framework contains a vision and mission statement, values, and goals that address Water Resources' current challenges and help ensure continued success in operations and the management of resources and assets. The framework also contains measures to define accomplishments for each goal, and strategies to describe key resource allocations that should be made over the next several years.



Vision

Ultimately, implementation of this plan will enable the organization to achieve its desired future state as articulated in its vision:

To be a leading utility known for innovation and committed to our community, our employees, and the environment.



Mission

The following mission describes the organization's purpose and role within the service area:

With a team of knowledgeable and dedicated staff, the Water Resources Department serves the community by providing high-quality, reliable water, wastewater, and stormwater services and by demonstrating exceptional customer service and resource stewardship.



Values

Values represent Water Resources' most deeply held beliefs, which it would like every member of the organization to embrace. Those values have been organized into the following value statements:

Water Resources excels through our commitment to:

- » **Respect** – Being considerate and treating others with compassion and kindness
- » **Inclusiveness** – Collaborating and ensuring all perspectives have a say
- » **Trust** – Earning the trust of our customers every day
- » **Integrity** – Demonstrating honesty and strong ethical practices
- » **Accountability** – Taking responsibility for our actions and work
- » **Sustainability** – Being good stewards of our resources, protecting our environment

Goals represent the most important issues that must be addressed to achieve the desired future. For each goal area, a statement of success was developed by goal teams and refined by the Core Team. The organization will focus on achieving these goals through the strategies, shown in the strategic framework, which describe the key resource allocations over the next several years. Below presents the goal areas and both a statement of success and the broad focus areas of each goal.

GOALS



Operational Efficiency
Continuously optimize to safely provide innovative water services



Employee Training and Organizational Development
Use creative processes to retain, develop, and attract a skilled, collaborative, and high-performing workforce



Infrastructure and Resource Resiliency
Sustainably manage assets and natural resources from the standpoint that all water has value



Customer and Community Engagement
Proactively engage our diverse community by improving outreach, communication, mutual understanding, and transparency



Product and Service Quality
Provide superior water products and services that meet community needs and expectations in a reliable and sustainable way

FOCUS AREAS

- Analyzing key process and workflows
- Strengthening the culture of safety
- Integrating technology systems

- Enhancing the work environment
- Proactively recruiting internal and external talent
- Supporting diversity, equity, and inclusion
- Developing a high-performing workforce

- Using data driven decision-making to manage assets and resources
- Building strategic regional partnerships
- Balancing growth, reinvestment, and affordability
- Assessing vulnerabilities and planning for upsets

- Soliciting customer feedback
- Developing a strategic communication and outreach plan
- Engaging employees to be effective Water Resources advocates

- Tracking performance on product and service quality targets
- Implementing new and innovative technology
- Evaluating customer feedback to guide service enhancements



WATER RESOURCES STRATEGIC FRAMEWORK

VISION

To be a leading water utility known for innovation and commitment to our community, our employees, and the environment



MISSION

With a team of knowledgeable and dedicated staff, the Water Resources Department serves the community by providing high-quality, reliable water, wastewater, and stormwater services and by demonstrating exceptional customer service and resource stewardship



Water Resource's excels through our commitment to:

- **Respect** - Being considerate and treating others with compassion and kindness
- **Inclusiveness** - Collaborating and ensuring all perspectives have a say
- **Trust** - Earning the trust of our customers every day
- **Integrity** - Demonstrating honesty and strong ethical practices
- **Accountability** - Taking responsibility for our actions and work
- **Sustainability** - Being good stewards of our resources, protecting our environment

VALUES

GOALS



Operational Efficiency

Continuously optimize to safely provide innovative water services



Employee Training and Organizational Development

Use creative processes to retain, develop, and attract a skilled, collaborative, and high-performing workforce



Infrastructure and Resource Resiliency

Sustainably manage assets and natural resources from the standpoint that all water has value



Customer and Community Engagement

Proactively engage our diverse community by improving outreach, communication, mutual understanding, and transparency



Product and Service Quality

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

MEASURES

- Cost of water service (\$/MG)
- Cost of wastewater service (\$/MG)
- kWh per MG delivered (KWH/MG)
- Injury or illness rate

- Percent of employees evaluated as high performers
- Percent of staff with certifications & licenses
- Percent of promotional positions filled internally
- Voluntary turnover rate
- Training hours per employee

- Years of available water supply
- Per capita consumption
- Water main breaks/100 miles of pipe
- Sewer overflows/100 miles of pipe
- Percent of annual buried pipeline asset renewal
- Non-revenue water
- Average wastewater treated
- Number of drainage projects completed
- Number of drainage complaints responded to in 24 hours

- Number of in-person outreach participants
- Digital media analytics
- Customer satisfaction rating (survey and first call resolution)
- Media sentiment tracking

- Regulatory compliance rate
- Number of customer complaints and unplanned service interruptions
- Emergency work order responsiveness
- Water quality index (streams)
- Percent of capital improvement spending channeled towards:
 - » Infrastructure deterioration
 - » Economic development
 - » Regulatory compliance
 - » Resiliency

STRATEGIES

1. Document and analyze key processes and workflows to identify areas to improve efficiency
2. Strengthen our culture of safety and elevate the awareness and effectiveness of our overall safety program
3. Align and integrate technology systems with work processes to increase operational efficiency and improve data driven decision making

4. Maintain a work environment where current and future employees will want to work
5. Develop a proactive approach for attracting and recruiting internal and external talent
6. Foster and sustain an organizational culture that encourages representation and participation of diverse groups
7. Develop and manage performance of the workforce

8. Strengthen data driven decision making to enhance management of departmental assets and resources
9. Advance strategic partnerships for long-term regional planning and resource sharing
10. Establish a sustainable long-term funding plan to balance growth, reinvestment, and affordability
11. Continuously assess vulnerabilities and ensure the department has appropriate response plans to upsets and external elements

12. Actively and regularly solicit customer feedback
13. Develop and implement a strategic communication and outreach plan
14. Engage and equip employees to be effective advocates on behalf of the organization

15. Refine internal product and service quality standards to track and trend performance
16. Continuously evaluate and implement technology that best enhances product and service quality
17. Evaluate customer feedback for guidance on specific product and service quality enhancements

Strategic planning is a way of thinking that guides an analysis of the present and creates a road map to help successfully navigate the future. Greensboro Water Resources has developed a strategic plan that will take time to implement completely. However, it provides a guide to the organization's long-term strategic success.

