



VISION 2026
OUR STRATEGIC
PLAN



FROM OUR LEADERSHIP

To the staff, customers, and stakeholders of Mobile Area Water and Sewer System,

Our team has worked diligently to develop a balanced, equitable plan to meet the needs and address the challenges of our organization and community going forward. It is our intent that this Vision 2026 strategic plan defines actions that result in maximum benefit to our customers and stakeholders. We desire to eliminate obstacles to internal efficiency affecting our team members and build a culture of continuous improvement, diversity, and inclusivity.

While this plan outlines overall strategic goals for the organization, we want to “connect the dots” so that each stakeholder recognizes the relationship and interaction of every component within the strategic plan – from the overarching mission, vision, and values all the way through to individual contributors. For MAWSS to achieve its strategic goals and meet any challenges ahead, it will be vital for all team members to understand where we are headed and how to contribute to the successful implementation of our strategic plan.

The plan contained herein is the basis for our continued work and the foundation for our coordinated improvement efforts leading to the achievement of our goals. At the conclusion of our Vision 2026 strategic plan, we believe that MAWSS will be a model utility to create and protect resources for future generations. We strive to be one of the most respected water suppliers in our country well into the 21st century.

I wish to thank everyone involved in the strategic planning initiative for their work, their support, their vision, and their constructive feedback which has resulted in a plan that we believe will transform our organization. Let’s continue to work together as a team today for a better tomorrow.



Bud McCrory
Water & Sewer Director

OUR MISSION

MAWSS will protect and enhance the health, safety and economic well being of our community through responsible management of water resources, while providing superior customer service.

OUR VISION

MAWSS will become a model utility to create and protect resources for future generations. We will lead our industry and provide services to accommodate regional economic development and growth.

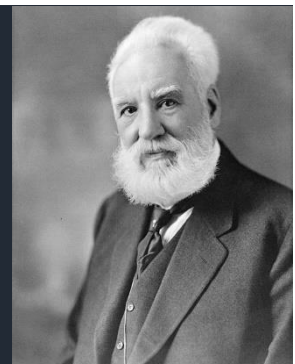
OUR VALUES

- **Environment:** We are guardians of the environment and honor this great responsibility by ensuring that our actions reflect our resolve to protect the health of the environment.
- **Communication:** Effective communication with the community and throughout our organization is the means by which we will maintain alignment toward our goals and the needs of our customers.
- **Customer Service:** We are servants of the community and make every effort to fulfill this privilege by placing our customers first in all we do.
- **Trust:** Trust is the foundation of relationships. We strive to understand and rely on each other as we build strong teams and partners.
- **Employees:** We acknowledge, respect, and promote the well-being professional development of our employees because they are the heart of our organization.
- **Integrity:** We weave virtue, honesty, sincerity, and acceptance of duty into our daily effort so that integrity is the banner of our commitment.
- **Continuous Improvement:** We always seek to improve our organization and ourselves because the community deserves the best we can offer.



*Before anything else,
preparation is the key to success.*

- Alexander Graham Bell -





OUR FACILITIES AND ASSETS

On average, MAWSS delivers 41 million gallons per day of clean water to our customers. Our two water treatment facilities have been recognized as “Optimized Plants” by the Alabama Department of Environmental Management.



Raw Water Systems

- ◆ Big Creek Lake (3,600 acres)
- ◆ Big Creek Lake Dam
- ◆ Big Creek Lake Spillway
- ◆ Gaillard Pump Station (Big Creek Lake)
- ◆ Buck’s Pump Station (Mobile River System)
- ◆ Saraland Reservoir and Pump Station (Mobile River System)
- ◆ 56 Miles of Pipeline (Both Big Creek Lake and Mobile River Systems)



Potable Water Systems

- ◆ 9 Elevated Water Storage Tanks
- ◆ 3 Reservoirs
- ◆ 32,821 Valves
- ◆ 12,383 Fire Hydrants

- ◆ Stickney and Myers Water Treatment Plants
- ◆ 1,605 Miles of Pipeline
- ◆ 13 Booster Stations
- ◆ 5 Ground Storage Tanks



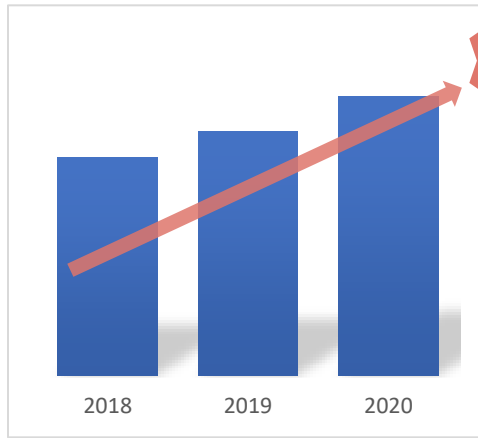
Wastewater Systems

- ◆ C.C. Williams WWTP
- ◆ Wright Smith WWTP
- ◆ 194 Lift Stations
- ◆ 237 Miles of Force Main
- ◆ 1,246 Miles of Gravity Sewer
- ◆ 28,906 Manholes
- ◆ 99,200 Service Laterals
- ◆ 4 Severe Weather Attenuation Tanks (SWATS)
- ◆ 1 Severe Weather Attenuation Basin (SWAB) Facility
- ◆ 2 Decentralized Treatment Systems



OUR NUMBERS

WHO WE SERVE



28% increase in customers served over the last 3 years



90.1%
residential customers



9.8%
commercial customers

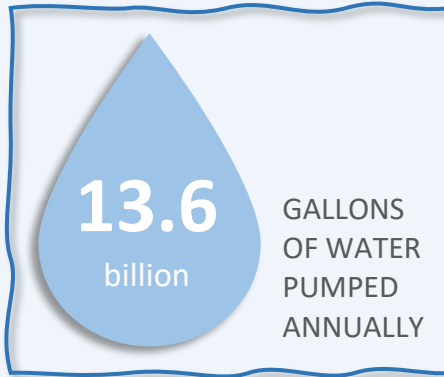


0.1%
industrial customers

MAWSS serves the City of Mobile, Mobile County, Semmes, Prichard, Chickasaw, and Spanish Fort.

WHAT WE DO

MAWSS is dedicated to providing exemplary drinking water to homes and businesses and collecting and treating wastewater so it can be safely and beneficially returned to the environment.



Reduced the time to complete Customer Work Requests by over



56%
over the last 3 years

1,605 MILES OF WATER MAIN • **1,483** MILES OF SEWER MAIN



WHO WE ARE

MAWSS strives to consistently engage and inspire all employees to develop a workforce that delivers reliable and efficient responses to our customers.



393

MAWSS TEAM MEMBERS



651,000+

HOURS WORKED ANNUALLY



AREAS OF FOCUS

OPERATIONAL EFFICIENCY,
EFFECTIVENESS, &
SUSTAINABILITY



Pursue operational excellence across all services while ensuring safety, promoting “green” practices, and growing a diverse and inclusive culture.

CUSTOMER
SATISFACTION

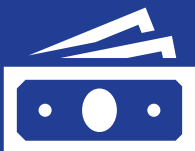


Deliver reliable, accurate, and efficient response to customer service and repair needs while listening and learning from customer feedback.

EMPLOYEE ENGAGEMENT
& DEVELOPMENT



Recruit, retain, engage, inspire, and develop all employees to build a culture of accountability and mutual respect.



FISCAL SUSTAINABILITY

Maintain the prudent use of funds to meet community water and sewer needs today and tomorrow.

Allocate Resources
Effectively

Maintain Adequate
Cash Reserves

Meet Governmental
Accounting Standards



FISCAL SUSTAINABILITY

Maintain the prudent use of funds to meet community water and sewer needs today and tomorrow.

STRATEGIC GOALS AND TACTICS

- 1.1. Grow the overall number of residential, commercial, and industrial customers**
 - A. Develop understanding of legal authority of service expansion into other areas
 - B. Review “in-fill” opportunities in existing service area and establish incentives for development
 - C. Identify wholesale customers within Mobile County
 - D. Review potential of converting septic tank users into sewer system customers
 - E. Continue to promote current water and wastewater services through local Chamber of Commerce relationship
- 1.2. Uphold fiscal and operational sustainability while maintaining low competitive rates**
 - A. Continue to balance rate increases and borrowing in order to fund future capital needs
 - B. Maintain reserves and positive performance of key financial measure benchmarks to ensure organization's high credit rating
 - C. Assist in the development and deployment of employee education in relationship to fiscal and operational responsibilities
 - D. Develop periodic leadership fiscal review process
- 1.3. Increase customer awareness of fiscal and operational service benefits and needs**
 - A. Summarize Comprehensive Annual Financial Report (CAFR) for appropriate audience to improve overall understanding
 - B. Incorporate fiscal and operational benefits and needs regularly into social media campaigns
 - C. Increase speaking engagement opportunities focused on fiscal and operational benefits and needs
 - D. Weave cost of service into all engagement activities as appropriate to audience (e.g., Citizen's Water Academy, community meetings, etc.)
- 1.4. Continue to pursue and build supplier diversity objectives and relationships**
 - A. Increase participation in and utilization of the Supplier Diversification Program
 - i. Increase communication and training regarding the Supplier Diversity program
 - a. Employees
 - b. Suppliers
 - c. Contract Service Providers
 - ii. Promote past accomplishments and future program goals to all stakeholders

KEY PERFORMANCE INDICATORS

- Credit rating
- Total O&M expenditures as percent of revenue
- Total number of customers (wholesale, residential, commercial, industrial, raw water)
- Total percent of eligible dollars spent with participants of the Supplier Diversification Program
- Days of cash on hand
- Debt service coverage ratio compared to both trust indenture requirement as well as internal target
- O&M cost as percent of total revenue compared to identified peer utility group range (low and high percent)
- Percent of total asset value spent on asset renewal annually
- Privilege cost percent
- Total annual debt



OPERATIONAL EFFICIENCY, EFFECTIVENESS, AND SUSTAINABILITY

Pursue operational excellence across all services while ensuring safety, promoting “green” practices, and growing a diverse and inclusive culture.

STRATEGIC GOALS AND TACTICS

- 2.1. Sustain and improve existing service levels across Operations, Administration, and Technology while maintaining environmental and regulatory compliance**
 - A. Continue to implement Infrastructure Master Plan and periodically evaluate for needed changes going forward
 - B. Develop and implement an effective Technology Master Plan that is adaptable to change as required
 - C. Define the characteristics of “Model Utility” as intended in the Board’s Vision and implement efforts to meet or exceed
 - D. Define actionable KPIs for each department
 - i. Benchmark high performing peers to determine what is measured and how it is measured
 - ii. Use benchmarks in conjunction with MAWSS strategy, processes, and culture
 - E. Develop formal approach to review KPIs and drive improvement actions
 - F. Define organization-wide document management strategy
- 2.2. Maintain and improve safety and security awareness and practices across all activities**
 - A. Review and update policies and procedures related to safety and security
 - B. Integrate safety and security requirements and certifications into Master Training Plan
 - C. Incorporate safety and security requirements and behaviors in all employee evaluation processes
 - D. Improve and further implement both cyber and physical security measures
 - E. Develop and implement a property management program
- 2.3. Continue building MAWSS ‘green’ consciousness and practices**
 - A. Explore use of hybrid and alternative fueled vehicles
 - B. Increase recycling and expand our continued focus on waste reduction and energy efficiency
 - i. Conduct inventory of current programs and projects underway and explore opportunities to expand as viable
- 2.4. Grow a diverse and inclusive culture**
 - A. Encourage, promote, and require inclusive leadership practices across all levels of supervision
 - B. Ensure diversity and inclusion in hiring/promotion practices
 - C. Incorporate diversity and inclusiveness training within the Master Training Plan across all positions
 - D. Incorporate culture and climate checks in annual employee engagement survey process
 - E. Establish periodic third-party internal culture and climate assessments

KEY PERFORMANCE INDICATORS

- Percent of rate and fee structure that reflects cost of service (including funding capital investments, O&M, and contribution to fund reserves) - actual compared to budget year over year
- Operating cost coverage (total operational revenues/total operating costs) for water and wastewater
- Total annual water pumped (billions of gallons)
- Percent of complete infrastructure master plan by phase
- Miles of water main
- Miles of sewer main
- Percent of complete technology master plan
- Recordable lost time rate
- Percent of new employees hired from monitored groups (compared with company, labor market, or industry benchmarks)
- Water loss (water pumped/sold)
- Overtime hours to regular hours
- Water main breaks per mile of pipe per year
- Sewer main breaks per mile of pipe per year
- Total percent of eligible expenditures with diverse suppliers



CUSTOMER SATISFACTION

Deliver reliable, accurate, and efficient response to customer service and repair needs while listening and learning from customer feedback.

STRATEGIC GOALS AND TACTICS

- 3.1. Deliver reliable, accurate, and efficient response to customer service and repair needs**
 - A. Automate work order administration
 - B. Provide customer real-time usage data
 - C. Improve work order scheduling through Infor/GIS connectivity to optimize routing response
 - D. Improve interdepartmental resource allocations, sharing, and communication
 - E. Study work processes to further understand opportunities to improve efficiency (i.e., cost effectiveness and productivity)
 - F. Development of Master Technology Plan
 - i. Software to support customer service improvements
 - ii. Increase employee understanding and use of software to improve customer service levels
- 3.2. Drive Customer Service improvements based on feedback from current and prospective customers**
 - A. Establish channels for follow-up customer service feedback at all customer contact points
 - i. Provide customer service survey
 - ii. Automate phone surveys for customer calls
 - iii. Develop service ticket email survey for service call follow-up
 - iv. Provide 'Chat Now' service for immediate website customer contact
 - v. Continue social media feedback
 - B. Set up standardized periodic customer feedback/ opportunity review process
 - i. Develop Board and public reporting of feedback-based improvement actions
- 3.3. Engage and educate all community stakeholders and customers**
 - A. Develop and deploy "MAWSS Listens" initiative
 - B. Continue "Citizen's Water Academy"
 - C. Expand local school outreach
 - D. Develop community outreach and engagement program
 - E. Expand website as an educational tool
- 3.4. Provide clear and consistent communication to our customers from within all areas of our organization**
 - A. Identify examples of conflicting communication; design and deploy employee training as needed to eliminate conflicting information
- 3.5. Expand Customer Assistance Programs**
 - A. Explore, improve, and enhance MAWSS Customer Financial Assistance Programs and expand public awareness of and participation in programs

KEY PERFORMANCE INDICATORS

- Average residential water and wastewater bill as a percent of median income in Mobile County
- Percent of customers surveyed that rate MAWSS as "good" or better
- Number of households positively impacted by customer assistance programs (CAPs)
- Monthly abandoned call rate
- Average call wait time
- Number of work orders created by customer requests (not including new service requests)
- Elapsed time to completing customer work orders from time requested (not including new service requests)
- Annual sanitary sewer overflows (SSO)
- Rates compared to peer group utilities
- Percent of water and wastewater bill of median income in Mobile County



EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Recruit, retain, engage, inspire, and develop all employees to build a culture of accountability and mutual respect.

STRATEGIC GOALS AND TACTICS

4.1. Consistently engage, inspire, and develop all employees

- A. Expand employee participation in Citizen's Academy
- B. Develop Master Training Plan
 - i. Complete department training needs assessment
 - a. Engage both leadership and staff in determining training needs
 - ii. Based on needs, develop appropriate employee training plans by department and position
 - iii. Incorporate diversity, inclusion, sensitivity, and bias training across the organization
- C. Improve employee onboarding/orientation process to incorporate use of new technology and leadership check-ins
- D. Periodic all hands meetings
- E. Conduct annual all employee engagement survey and identify improvement actions based on results
- F. Update employee policies for simplicity and clarity

4.2. Recruit and retain appropriately skilled, motivated, and responsive employees

- A. Update job descriptions to better fit employee duties
- B. Improve consistency of workforce planning
- C. Expand applicant pool
- D. Improve interview and selection process
- E. Improve early employee evaluation effectiveness during probationary period
- F. Improve hiring practices, evaluation, and promotion to ensure equity and fairness
- G. Leverage insights from employee exit interviews to address solutions to maximize employee retention

4.3. Develop a culture of accountability and mutual respect through consistent, constant, objective evaluation, feedback, and inter-company cooperation

- A. Develop and deploy inter-department customer service surveys to improve inter-company cooperation
- B. Develop and deploy an annual employee engagement process that incorporates an annual survey, focus groups, and action plans

4.4. Engage each employees' understanding of fiscal and operational responsibilities

- A. Develop and deploy an Employee Water Academy
- B. Include fiscal and operational feedback at periodic all hands meetings
- C. Incorporate fiscal responsibility into core curriculum as part of the Master Training Plan
- D. Complete and implement MAWSS Incentive Program

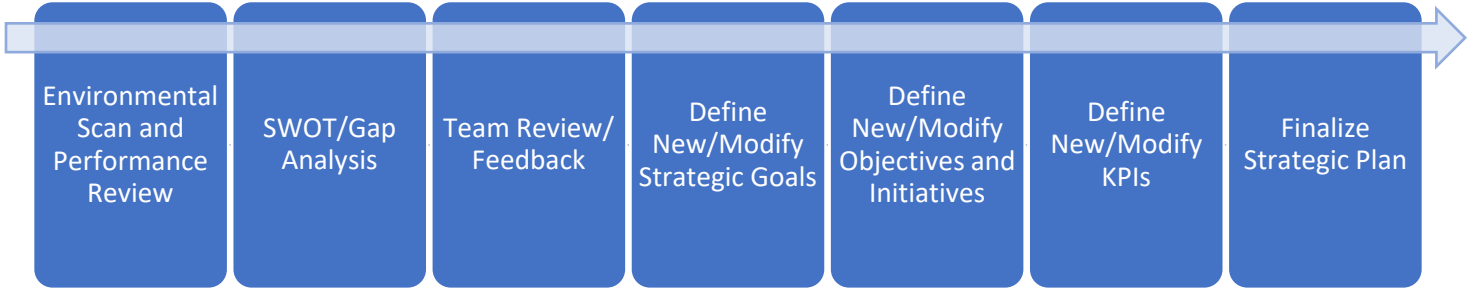
4.5. Continuously inform and engage the organization's Board of Directors

- A. Establish multiple retreats throughout the year to review strategic plan performance/gather feedback
- B. Continue use of Board Committees to allow for in-depth review, discussion, and guidance

KEY PERFORMANCE INDICATORS

- Number of employees
- Employee retention percent rate
- Employee engagement survey participation level (percent of total employees)
- Employee engagement index rating (from survey)
- Average training hours per employee
- Number of employees with pertinent advanced education/certifications
- Total hours worked
- Total overtime hours

OUR STRATEGIC PLANNING PROCESS



Developing the strategic plan was a true collaborative process and a purposeful collection of stakeholder input focused on developing the direction of MAWSS. The strategic planning team, working with a third-party facilitator, began the process of gathering information to conduct an environmental scan and performance review. This information was used to determine the impact of the environment on the future of MAWSS, to review the current strategic plan and goals, and to evaluate performance data related to organizational development, business operations, and customer service. These findings served as the basis to conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis, which was then reviewed by the team in relation to the current strategic plan. This information became the springboard from which a new strategic plan could be built.

Subsequent strategic planning team meetings were held to review SWOT analysis and provide feedback. Using this information as well as previous findings, the team defined new/updated strategic goals, which will guide the organization in coming years.

To support the strategic goals, the team set its strategic objectives and critical initiatives, which will be the focus of action for the remaining five years. Key performance indicators were also developed to measure progress toward achieving these goals. Once all components were developed, the plan was submitted to the Board of Directors, who reviewed and approved the **Strategic Plan**.

This Strategic Plan will drive our work and will be continuously monitored using our identified key performance indicators.

Strategic Planning Team Members	
Bud McCrory, Water & Sewer Director	Sharon King, Human Resources Officer
Doug Cote, Water & Sewer Asst. Director-Operations	Fatima Washington, Human Resources Director
Daryl Russell, Water & Sewer Engineering Manager	Dedra Cassidey, Comptroller
Calressia Clark, Water & Sewer Engineering Manager	Mahir Butt, Information Technology Director
Russell Lomax, Water & Sewer Operations Manager	Mitch Jackson, Customer Operations Manager
Monica Allen, Public Relations Manager	Bradley E. Dean, Legal Counsel

OUR STRATEGIC RELATIONSHIPS

MAWSS has several initiatives and uses multiple planning tools, ranging from annual finance plans to the multi-year facilities master plan. The diagram below illustrates relationships within the strategic plan and how those relationships tie MAWSS' overarching mission, vision, and values to its established initiatives and ultimately to support provided by MAWSS leadership and team members.

The strategic plan begins with the mission, vision, and values, under which all other strategic components tie together. The strategic plan is defined by the surroundings in which it is fostered and the performance of those committed to its success. The strategic goals established by the organization then utilize multiple planning tools and initiatives that are intended to set clear parameters and define action plans for reaching those strategic goals.

The strategic goals, with their supporting plans and initiatives, are reflected in organizational budgets and projects, which are shared and modified as appropriate within the organization.

MAWSS leadership takes on the responsibility of overseeing the execution of the strategic plan, supporting its goals and initiatives, and guiding team members to work collaboratively. All MAWSS team members serve as individual contributors to ensure the plan's ongoing progress and continuous improvement.



*For MAWSS to achieve its strategic goals and meet any challenges ahead, it will be vital for all team members to understand **where we are headed** and **how to contribute** to the successful implementation of our strategic plan.*

OUR BOARD

MAWSS is operated by the Board of Water and Sewer Commissioners under a deed of trust from the City of Mobile issued in 1951. Our seven commissioners are appointed to staggered six-year terms by members of the Mobile City Council.

MAWSS Board Members

WALTER A. BELL, CHAIR, retired Chair of Swiss Re American Holding Corporation, brings global management skills in the finance and insurance industries in both the public and private sector. He served as Alabama Insurance Regulator under Governor Bob Riley. Before accepting that position, he was National Director for Emerging Markets for the MONY Group. A graduate and former trustee of Spring Hill College, he serves on a variety of civic and charitable boards.

SHERI N. WEBER, VICE-CHAIR, is a community activist who received her B.S. in Nursing from the Medical College of Virginia. Before retiring, she worked as Site Coordinator for Providence Hospital's Outreach Services. She currently serves on the Board of the Mobile Museum of Art and is a Junior League of Mobile Sustainer. Community involvement included service on the Board and Executive Board of the Child Advocacy Center, Mobile County Library Board, Keep Mobile Beautiful Board and Helping Hands for Children Board. A graduate of the Leadership Mobile Class of 1988, she was appointed on December 21, 2010 to a term ending October 1, 2016 and was reappointed until October 1, 2022.

RAYMOND L. BELL, JR., COMMISSIONER, is a shareholder with the law firm of Maynard, Cooper & Gale with a practice focused on governmental relations. He has practiced law since 2000. Prior to practicing law, he served as Assistant to the Alabama Senate President Pro Tem, Assistant to the Lieutenant Governor and Appointment Secretary for the Governor. He is Special District Court Judge for the 13th Judicial Circuit of Alabama. A former member of the Alabama Ethics Commission, he has served on governing boards for many other civic and community entities. Currently an Alabama State Bar Commissioner, he actively participates in many functions of the State Bar. He is a proud graduate of the University of Montevallo (B.S. – Political Science) and Faulkner – Jones School of Law (J.D.).

MARIA GONZALEZ, COMMISSIONER, has worked for the past 15 years as an initial inspector, teamleader, trainer, mentor and Quality Control inspector and trainer with FEMA, incorporating her public relations and basic construction knowledge to help individuals following natural disasters. Prior to her FEMA work, she retired from the airline industry (Delta Air Lines and Orange Air LLC) where she had extensive public relations experience working the front lines as an In-Flight On-Board-Leader and Air Transport Supervisor.

THOMAS ZOGHBY, SECRETARY-TREASURER, is retired from Volkert ,Inc. where, as CFO, he was an integral part of the senior leadership for more than 30 years of company growth. He was instrumental in the establishment of the Employee Stock Ownership Plan which provides sustainability for employee owners and their retirement. He has a Bachelor's in Accounting and an MBA from the University of South Alabama. He was also a licensed CPA. A graduate of Leadership Mobile and Leadership Alabama, he has been involved in many businesses and civic and charitable organizations. He currently serves on the Executive Advisory Council for the Mitchell College of Business at the University of South Alabama.

BARBARA DRUMMOND, COMMISSIONER, Representative for House District 103, is the owner of B-Inspired Marketing and Consulting, Inc. She is the former Executive Director of Administrative Services and Community Affairs for the City of Mobile, as well as former Public Affairs and Community Services Director for the Mobile County Commission. Prior to government service, she was a reporter and columnist for the Mobile Press Register. She holds a B.A. in Communications from the University of South Alabama. A graduate of Leadership Mobile and Leadership Alabama, she has served on numerous civic boards, receiving several national awards for her leadership. She was appointed to the Board on February 4, 2014 to a term ending July 2026.

KENNETH W. NICHOLS, COMMISSIONER, is a commercial sales and leasing agent for Vallas Realty, Inc. and the owner of Gulf Coast Traffic and Development Services, LLC, an engineering and development consulting firm. A licensed professional engineer in five states, he holds a B.S. in Civil Engineering from The University of Alabama and a Master's in Business Administration from The University of South Alabama. He previously worked as a Project Manager at Volkert, Inc., where he was named the Mobile Area Council of Engineers' Young Engineer of the Year in 2014. A graduate of the Leadership Mobile Class of 2012, he will fill the unexpired term vacated by Mr. Charles E. Chapman running through February 1, 2022.



MAWSS
 MOBILE AREA WATER & SEWER SYSTEM

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