



**COMMITTEE OF THE WHOLE MEETING via WEBEX  
LANSING BOARD OF WATER AND LIGHT BOARD OF COMMISSIONERS  
AGENDA**

**January 12, 2021**

**5:30 P.M. – 1201 S. Washington Ave., Lansing, MI 48910**

The BWL full meeting packet and public notice/agenda is located on the official web site at <https://www.lbwl.com/about-bwl/governance>.

Due to public safety concerns resulting from the COVID-19 Pandemic, this meeting will be conducted via WebEx Conferencing and all Board Members will participate virtually. Instructional options to be in attendance are as follows:

**1. Event address:**

<https://lbwlevents.webex.com/lbwlevents/onstage/g.php?MTID=ec2515cbd377187c68417cca1db6b6365>

**Event number:** 132 470 7852 **Event Password:** Wb3epfSZC85


**2. Audio conference:** United States Toll +1-408-418-9388 **Access code:** 132 470 7852

Call to Order

Roll Call

Public Comment

Public Comment (PC) can be made by choice of:

- Raising your hand by clicking on the hand icon button  in the **Participants** panel
- Submitting written comments to [mdenise.griffin@lbwl.com](mailto:mdenise.griffin@lbwl.com) (By the End of Public Comment)
- Submitting written comments to 1201 S. Washington Ave., Lansing, MI 48910

1. Committee of the Whole Meeting Minutes of November 10, 2020..... **TAB 1**

2. Strategic Plan 2021 - Resolution..... **TAB 2**

3. Capital Portfolio Process Update..... **INFO ONLY**

Other

Adjourn

In compliance with the order from the Director of the Michigan Department of Health and Human Services and the order from the Ingham County Health Department, in an effort to protect the health and safety of the public, to mitigate the spread of COVID-19 and to provide essential protections to vulnerable Michiganders and this State’s health care system and other critical infrastructure, it is crucial that all Michiganders take steps to limit in person contact, particularly in the context of large groups. Therefore, the above meeting will be conducted via audio/video conference in accordance with the Open Meetings Act, as amended by Public Act 228 of 2020 effective on October 16, 2020. Members of the public wishing to participate in the meeting may do so by logging into or calling into the meeting using the website or phone number and the meeting ID provided above.

Persons with disabilities who need an accommodation to fully participate in this meeting should contact the Office of the BWL Corporate Secretary at (517) 702-6033 or [mdenise.griffin@lbwl.com](mailto:mdenise.griffin@lbwl.com), or utilize TTY by dialing 7-1-1. A 24-hour notice may be needed for certain accommodations. An attempt will be made to grant all reasonable accommodation requests.

## COMMITTEE OF THE WHOLE

### Meeting Minutes

November 10, 2020

Due to public safety concerns resulting from the COVID-19 Pandemic, the Committee of the Whole (COW) meeting for the Lansing Board of Water and Light (BWL) was conducted via WebEx Conferencing in Lansing, MI, on Tuesday, November 10, 2020.

Event Address for Attendees:

<https://lbwlevents.webex.com/lbwlevents/onstage/g.php?MTID=ecf5a05123f095d6c15f9035f7910c130>

Event Number for Attendees: 132 548 8521 Event password: B22NmgmSkd3

Audio conference: United States Toll +1-408-418-9388 Access code: 132 548 8521

Committee of the Whole Chair Tracy Thomas called the meeting to order at 5:42 p.m. and asked the Corporate Secretary to call the roll.

The following Commissioners were present via audio/video:

(COW Chairperson) Tracy Thomas remotely, Lansing, MI

Stuart Goodrich remotely, Holt, MI

Beth Graham remotely, Lansing, MI

Douglas Jester remotely, East Lansing, MI

Deshon Leek remotely, Lansing, MI

David Lenz remotely, Lansing, MI (arrived @5:41)

Larry Merrill remotely, Delta Township, MI

Tony Mullen remotely, Lansing, MI

David Price remotely, Lansing, MI

Ken Ross remotely, Florida

Sandra Zerkle remotely, Lansing, MI

Absent: None.

The Corporate Secretary declared a quorum.

#### **Public Comments**

None.

#### **Approval of Minutes**

**Motion** by Commissioner Price, **Seconded** by Commissioner Graham, to approve the Committee of the Whole meeting minutes of October 29, 2020.

A roll call vote was taken:

Yeas: Commissioners Thomas, Graham, Leek, Lenz, Mullen, Price, Ross, Zerkle

Nays: None

**Action:** Motion Carried.

#### **Regular Board Meeting Schedule 2021 Resolution**

**Motion** by Commissioner Price, **Seconded** by Commissioner Graham, to approve the Regular Board Meeting Schedule 2021.

A roll call vote was taken:

Yeas: Commissioners Thomas, Graham, Leek, Lenz, Mullen, Price, Ross, Zerkle

Nays: None

**Action:** Motion Carried.

### **Strategic Planning: Strategic Response**

COW Chair Thomas introduced Executive Director of Strategic Planning and Development, Ms. Brandie Ekren, who presented updated mission, vision and value statements to consider, an updated framework and strategies for the 2021-2025 Strategic Plan, and an outline of the 2021 Strategic Plan.

#### **Updated Mission Statement Considerations:**

- *Leverage public ownership to provide safe, reliable, affordable and innovative utility products, services, and programs that sustain our community and planet.*
- *Municipally sustain the planet and community with safe, affordable, reliable, and innovative utility solutions.*
- *Provide a safe, reliable, affordable and innovative utility experience through public ownership and climate-conscious strategies.*

Commissioner Price and Commissioner Graham expressed appreciation for the succinctness of the first statement.

Commissioner Merrill asked about the use of the word leverage and requested wording that indicated BWL accountability to the community. Ms. Ekren responded that the use of the word leverage was to indicate strength and commented that public ownership had value as a strength that can be maximized.

Commissioner Jester commented that the focus on the second statement was not in alignment with the BWL's role as a utility.

Commissioner Lenz commented that the third statement was the most applicable to customers and the community by having the key attributes of safety, reliability, affordability, and innovation was essential.

Commissioner Price commented that the utility experience sounded like a tour of a facility and appeared too broad.

Commissioner Lenz expressed a desire to utilize our public ownership as a unique characteristic of service for the BWL.

Commissioner Jester highlighted the first and third options being most in line with recent discussions.

Upon conclusion of the discussion, it was agreed that the more succinct statement that included what services the utility provides and a public ownership differentiation was the most applicable to customers and community.

#### **Updated Vision Statement Considerations:**

*Be the "Utility of the Future"; by promoting a climate-responsible culture through carbon neutrality and environmental stewardship while being financially and operationally viable. This is accomplished by continuing to partner with the community, as well as an adaptive, motivated, diverse and well-trained workforce.*

*Provide carbon neutral utility services that are financially accessible to all with exceptional customer service. The BWL is committed to becoming the “utility of the Future” while also supporting community growth. This is accomplished by utilizing cutting-edge technology and a highly skilled, diverse workforce, and partnering with the Greater Lansing Region.*

The second consideration appeared most attractive.

Commissioner Price commented that partnering with the community should be included in the vision statement. Commissioner Graham commented that the BWL being committed to being the utility of the future should be included in the vision statement.

After continued discussion, emphasis was added to capturing the BWL’s community partnership and commitment to being in the vision statement.

**Updated Value Statement Considerations:**

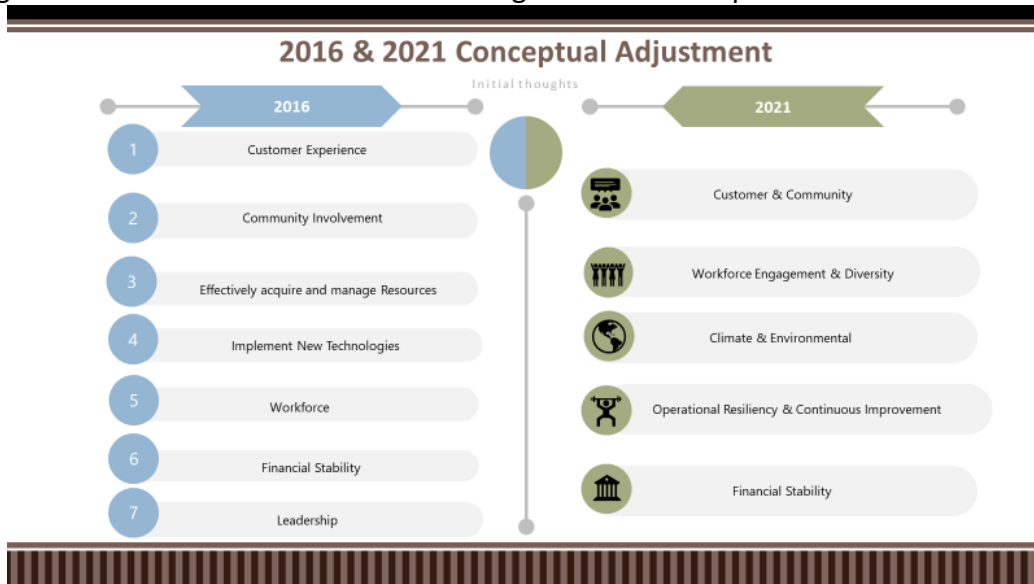
The current value statements are Exceptional Service, Competitive Rates, Safety, Community Commitment, Integrity, Inclusion and Equity, Environmental Stewardship. The updated value statement considerations include Culture, How BWL treats people, How BWL conducts business, Integrity, Innovation, Inclusion, and Initiative.

Commissioner Lenz asked if the three statements are for internal use only or for the BWL website and correspondence. Ms. Ekren responded that the three statements are for both. Commissioner Price commented that the strategic plan is on the BWL website and the statements are included in the strategic plan.

**Strategic Response**

Ms. Ekren highlighted fundamental updates for the 2021 Strategic Plan.

The strategies were narrowed down from 7 strategies in 2016 to 5 priorities:



The proposed goals for each priority are as follows:

- Enhance the customer utility experience and enrich the community we serve
- Sustain an agile, diverse, and engaged workforce that embraces safety and preparation to support organizational success
- Sustain leadership role in providing energy solutions that support a sustainable planet
- Apply principles of operational resilience and continuous improvement to all organizational assets such as equipment, people, and knowledge.
- Sustain a financially resilient organization

Each goal outlines a series of strategies that are designed to result in success for the corresponding goal.

Commissioner Leek emphasized the value of utilizing the word “educate” which gives the public a sense of being part of the BWL. Educating also distinguishes the BWL as a leader.

Ms. Ekren requested continuing feedback through November 30, 2020. Ms. Ekren will follow up with email updates.

### **Strategic Plan**

The 2021-2025 Strategic Plan will include a corporate overview, strategic foundation statements, progress since the 2016 Strategic Plan, strategic framework, strategic landscape, 2021 Strategic Response, strategic management & accountability, and reference materials.

Commissioner Zerkle asked whether there is a plan in place for going over the goals and visions with employees in order that the goals are reached. Ms. Ekren responded that the execution strategy is being worked on with the executive management and will be communicated to the Commissioners.

Commissioner Price commended Ms. Ekren and her staff for creating a process for the strategic planning to be done online.

Commissioner Leek wished a happy veteran’s day to BWL veterans.

### **Other**

There was no other business.

### **Adjourn**

Commissioner Thomas adjourned the meeting at 6:49 p.m.

Respectfully Submitted  
Tracy Thomas, Chairperson  
Committee of the Whole

**Proposed Resolution**

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**2021-2025 Strategic Plan**

WHEREAS, the Lansing Board of Water and Light (“BWL”) updates its corporate strategic plan periodically to provide guidance and priority focus to the organization and staff;

WHEREAS, the BWL approved an updated strategic plan in 2016 that was intended to capture changes within the utility industry that impacts how customers receive utility products and services;

WHEREAS, the 2016 Strategic Plan (“2016 Plan”) targeted seven (7) broad strategic goals with 22 objectives;

WHEREAS, in 2019 staff began the process for updating the BWL’s Strategic Plan, which involved both an operational and thematic review of the 2016 Plan;

WHEREAS, to date staff has been engaged in completing 4 stages of planning:

- A. Strategic Foundation (Mission, Vision & Values)
- B. Strategic Landscape (SWOT/PEST Analysis)
- C. Strategic Response (Strategic Goals & Strategies)
- D. Strategic Execution (Strategy Details & Implementation)

WHEREAS, staff recommends an updated strategic plan that leverages the progress from the 2016 Plan and responds to changes within the industry landscape;

WHEREAS, staff recommends updates to the strategic foundational statements (Mission, Vision and Values) and strategic response (priorities and strategies) for the 2021-2025 Strategic Plan (2021 Strategic Plan);

WHEREAS, staff recommends the 2021 Strategic Plan last through June 30, 2025 in order to shift the strategic planning cycle to the BWL’s fiscal year cycle.

RESOLVED, the BWL’s strategic foundational statements (Mission, Vision and Values) are updated as follows:


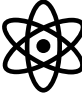


**Mission**

The mission of the BWL is to provide a safe, reliable and affordable utility experience through public ownership, climate-conscious and innovative strategies.

**Vision**

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

## Values

Value	Meaning	Key Attributes
Integrity 	We provide safe, reliable, affordable service in an ethical and conscientious manner. This responsibility includes our impact on the planet and people we serve.	<ul style="list-style-type: none"> <li>• Accountable</li> <li>• Well-being</li> <li>• Transparent</li> <li>• Sustainable</li> </ul>
Innovation 	We evolve operations by mitigating business and planet risks with foresight and agility.	<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Visionary</li> <li>• Impactful</li> <li>• Insightful</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Community</li> <li>• Collaborative</li> <li>• Respectful</li> <li>• Balanced</li> </ul>
Initiative 	We are goal oriented and results driven.	<ul style="list-style-type: none"> <li>• Dependable</li> <li>• Proactive</li> <li>• Resilient</li> <li>• Leadership</li> </ul>

FURTHER RESOLVED, the BWL's priorities and strategies for the 2021 Strategic Plan are updated as follows:



**Priority 1: Customer and 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



**Priority 2: Workforce Engagement and Diversity**

Goal: Sustain 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

**Priority 3: Climate and Environment**

Goal: Sustain 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 eco-system

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

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

Goal: Apply principals 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

**Priority 5: Financial Stability**

Goal: Sustain 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