NPU Strategic Plan F19-23

“Helping make Norwich the best possible place to live, work and do business”
STRATEGIC PLAN PROCESS RECAP

- September, 2018
- Board driven
- Staff Input
- Prioritization
- Adoption
Updated NPU Vision

Norwich Public Utilities delivers essential utility services in the most affordable, accessible and reliable way to help make Norwich the best place possible to live, work and do business.
NPU’S UPDATED MISSION

NPU will deliver **affordable**, **accessible** and **reliable** utility services to the city of Norwich through:

- Excellent **reliability**
- Strong **fiscal responsibility**
- *Increase revenues not tied to current ratepayers*
- Strong **personalized customer service**
- *Respect* for and between employees and a strong **cooperative work ethic**
- Respect for taxpayers and ratepayers
- *Care for the overall good of the community*

All property and assets, including franchises of the department, shall be vested in the city of Norwich and administered for the benefit of the taxpayers.
GOAL 1: PROMOTE ECONOMIC DEVELOPMENT AND EXPAND REVENUE (BOTH TRADITIONAL AND ENTREPRENEURIAL)

Initial Priorities:

- Pursue new customer growth
- Expand water/sewer electric gas to other towns as appropriate
GOAL 2: DELIVER COMPETITIVE RATES

Initial Priorities:

❖ Perform comprehensive evaluation of our rate designs
❖ Evaluate policies as they relate to working cash reserves and other financial considerations
GOAL 3: DELIVER EXCEPTIONAL RELIABILITY, COMPLIANCE, SAFETY, EMERGENCY RESPONSE

Initial Priorities:

- Replace gas mains and services in accordance with our DIMP plan
- Complete deployment of SMART Grid (AMI)
GOAL 4: MAINTAIN A HIGH PERFORMING, FLEXIBLE, COMMITTED WORKFORCE

Initial Priorities:

- Complete General Manager Succession plan
- Continue to provide training and developmental opportunities for all employees
GOAL 5: INCREASE LEVELS OF CUSTOMER SATISFACTION & KNOWLEDGE OF NPU

Initial Priorities:

❖ Create communication plan to restore trust in both Board and utility

❖ Enhance Board and NPU transparency
GOAL 6: PROVIDE ADDED VALUE TO THE NORWICH COMMUNITY BEYOND THE 10%

Initial Priorities:

- Continue to provide/expand NPU expertise and services available to the City
- Actively explore grants that add community value
GOAL 7: PURSUE FISCALLY RESPONSIBLE SUSTAINABILITY PRACTICES TO ENHANCE COMMUNITY'S GREEN FOOTPRINT AND REDUCE CARBON USE

Initial Priorities:

- Promote electric cars for load growth and reduction of carbon footprint
- Evaluate battery storage for implementation
GOAL 8: IMPROVE BOARD OPERATIONS & GOVERNANCE

Initial Priorities:

- Improve input on Board agenda and meeting protocols
- Review and update bylaws
- Adopt and implement travel and ethics policies
NEXT STEP: COMMUNITY OUTREACH

Presentations to/Meetings With:

✓ City Officials/Boards

✓ Business Community

✓ Key community and civic leaders

✓ Public officials
QUESTIONS?
COMMENTS?
DISCUSSION?