



## **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**



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## **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?**