



STRATEGIC FOCUS 2025 - 2027

PURPOSE | To deliver exceptional utility services at a reasonable cost, with a focus on meeting the needs of our community now and for generations to come.

MISSION | Dedicated to delivering essential electricity and water services that prioritize safety, reliability, environmental responsibility, and meaningful impact for our community.

VALUES |



FOCUS AREAS | **PEOPLE, CULTURE AND ORGANIZATIONAL DEVELOPMENT GOALS:**

1. The utility expects up to four retirements during the planning period (two water staff and two office staff). Provide a succession plan in place by December 2026.
2. Equip utility staff with the education and training needed to adapt to technological advances, regulatory changes, and customer service expectations. Provide a level of training to all employees measured by the training tracker annually.
3. Recruiting and retaining staff will require additional effort and require the utility to stay competitive with wage and benefit options. Utility will solicit an employee benefit survey and provide an updated Wage & Benefits study in 2026 conducted by a third-party consultant.
4. Engage in activities that matter to the local community. Measured by our philanthropic report annually.
5. Maintain and promote a comprehensive employee wellness program with the objective of achieving at least 50% overall participation.

GENERAL UTILITY GOALS:

1. Expand and improve customer-facing technologies and communication channels including the outage management system (OMS), social media, and other technologies. Provide update by December 2025 on initial steps.
2. Digitalize operation reporting documents and billing records by December 2026.
3. Update and review personnel, IT and financial policies by 2027.
4. Explore AI to see how our utility may be able to leverage this technology by 2027.
5. Perform a cybersecurity review and Business Continuity Plan annually.
6. Explore potential new electric rate design offerings like time-of-day and demand-based rates with a goal to educate customers and implement by 2027.

RESILIENT AND RELIABLE INFRASTRUCTURE GOALS:

1. In 2025, the utility will submit a load interconnection request to the American Transmission Company (ATC) for a new substation.
2. Electric Utility SCADA (Supervisory Control and Data Acquisition) system modernization and upgrade by 2027.
3. Retire the NW substation via voltage conversions by 2027.
4. Well 4 remediation cost recovery efforts; L&W must diligently pursue cost reimbursements from responsible parties.
5. Starting in 2026, the Water Utility will begin replacing 16+ year old meters with a goal of completing 400 water meters a year.
6. The Water Utility will continue replacing lead service lines as required and plans to pursue available funding opportunities to support future private-side replacements.
7. Update Water System Master Plan and System Model by 2026-2027.

People you know. Service you trust.

