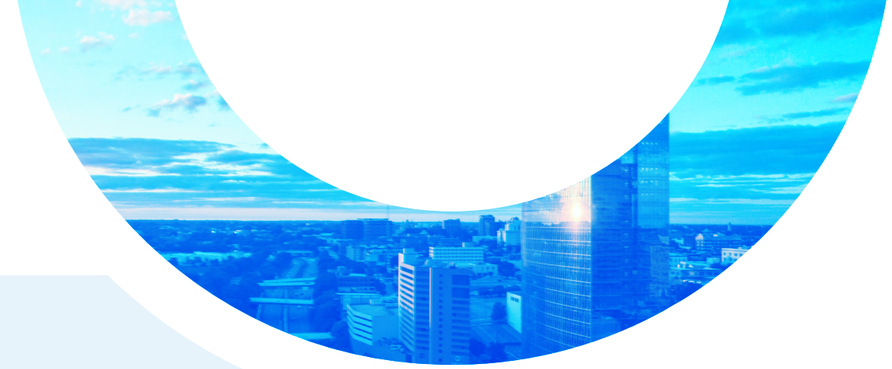


Guiding Principles **Three Cs**

Communication

1 - Consistency

- Promoting and supporting approved messaging for required outcomes
- Consistently demonstrating ability to deliver high-quality work, meeting or exceeding expectations
- Regularly following standard processes

2 - Courage

- Being unafraid to think outside the box
- Addressing challenging conversations with transparency and integrity
- Speaking with honesty and clarity

3 - Collaboration

- Demonstrating teamwork
- Actively listening and showing a willingness to embrace other viewpoints
- Leveraging talent and sharing knowledge across the organization

Commitment

1 - Adaptability

- Exhibiting flexibility
- Showing willingness to accept change

2 - Accountability

- Accepting ownership of your performance
- Taking individual and collective responsibility for organizational success
- Being proactive versus reactive

3 - Willingness to Learn

- Being ambitious about improving your value
- Displaying readiness to consider new information even when it conflicts with preexisting beliefs

Critical Thinking

1 - Analysis

- Reviewing relevant information before making decisions
- Identifying the root of issues, not just symptoms
- Using facts and data to support conclusions

2 - Competency

- Using job knowledge, policies and procedures correctly
- Knowing when to ask questions or seek guidance

3 - Thinking Ahead

- Anticipating potential issues or impacts
- Planning next steps with future needs in mind

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DEPARTMENT OF
PUBLIC
UTILITIES

Strategic Plan Summary

2026–2030



DEPARTMENT OF
PUBLIC UTILITIES

Strategic Framework

Vision

To Our Customers: DPU proactively serves the utility needs of the greater Richmond area through environmental stewardship and resource conservation, while providing cost-effective, safe service.

To Our Employees: To be an employer of choice that nurtures employees through growth and development within a safety-first work environment.

Mission

To provide safe and reliable utility service while creating exceptional value.

Guiding Principles Three Cs

Communication

Commitment

Critical Thinking

Strategic Focus Areas	Strategies	Key Results (Metrics)
Safe and Reliable Services DPU ensures quality, responsive gas and water services 24 hours a day, seven days a week, 365 days a year.	• Complete reservoir roof improvements • Develop and implement a CIP prioritization process • Implement Combined Sewer Overflow (CSO) program • Replace remaining legacy utility pipe • Improve DPU's assets through preventative maintenance • Enhance DPU performance management and optimization • Reduce flooding incidents through stormwater management	1. Gas compliance violations 2. Regulatory compliance (WTP) 3. Regulatory compliance (WWTP) 4. Investment in stormwater infrastructure 5. Leaks and breaks per 100 miles of pipe (water) 6. Monthly hydrant inspections (#)
Customer Experience DPU delivers a modern and efficient customer experience through process and technology enhancements.	• Review and update key policies, processes, and procedures • Enhance QA/QC programs • Enhance Automated Meter Reading (AMR) program • Implement robust Self-Service platforms • Reduce estimated reads	1. Abandoned call rate 2. Calls answered within 60s (%) 3. Contact center walk-ins (#) 4. Average time to process OFF requests 5. Field investigations completed within 5 days 6. Bills sent out in a timely manner (%) 7. Adjustments processed within 30 days (%)
Financial Health and Stability DPU balances infrastructure investments, affordability, and financial resiliency to provide essential services.	• Maintain a strong financial plan to ensure affordable services • Strengthen and expand customer affordability programs • Improve billing accuracy	1. Active equal monthly payment plans (EMPPs) 2. CIP execution rate 3. Capital reserve fund 4. Debt service ratio- total debt 5. Past due accounts receivable 6. Operating reserve fund
Workforce Development and Engagement DPU invests in its workforce to create a culture of learning, growth, and adaptation.	• Attract and retain a highly skilled and committed workforce • Develop a framework to ensure business continuity • Foster a safety culture and continuous employee development and engagement	1. Vacancy rate 2. Voluntary turnover rate 3. Mandatory HR training completion (%) 4. Training investment 5. Safety accidents 6. Safety inspections
Community Outreach and Partnerships DPU fosters community confidence within the City and in the larger region through transparent communication, outreach, collaboration, and education.	• Support community awareness and education initiatives • Engage community partners to inform the City's Lead Free Water program • Complete a stakeholder inventory and develop an engagement plan • Educate stakeholders about the value of DPU services • Develop a customer guide	1. CivicReady opt-in rate 2. Participation at DPU presentation events 3. Participation at DPU informational events 4. Public Information Requests (FOIA) 5. Social media engagement 6. Lead Free Water outreach attempts (#)