

# STRATEGIC FRAMEWORK

## VISION

To be a leading water utility, recognized for excellence and dedicated to our people, community, region, and environment

## MISSION

Charlotte Water provides reliable, high-quality services to our community through valued employees, financial stability, and environmental stewardship

## VALUES

Charlotte Water is committed to meeting the needs of its community through:

### Integrity

Doing the right thing

### Expertise

Being the authority at what we do

### Collaboration

Working together towards common goals

### Innovation

Embracing creativity and continuous improvement



## PRIORITIES



### HIGH-PERFORMING WORKFORCE

Attract, develop, and retain a highly-skilled and collaborative workforce that is engaged, motivated, and dedicated



### RESPONSIVE CUSTOMER SERVICE

Provide accessible, timely, and consistent customer service



### COMMUNITY ENGAGEMENT

Understand and engage the customers and communities we serve



### RELIABLE INFRASTRUCTURE

Ensure reliable infrastructure to serve the community today and into the future



### FINANCIAL VIABILITY

Equitably manage financial resources, balancing affordability and growth



### ENVIRONMENTAL STEWARDSHIP

Protect and improve the environment

## STRATEGIES

1. Recruit a diverse workforce, reflective of the community we serve
2. Create an inclusive work environment that engages, inspires, and retains our high-performing team
3. Foster a culture of safety and continuous employee development

4. Refine, communicate, and achieve internal and external service level targets
5. Make the customer experience convenient and seamless
6. Provide tools for timely information sharing and customer feedback

7. Deploy a multi-faceted communication plan, focused on building stakeholder support
8. Promote the essential role Charlotte Water plays in our neighborhoods and community
9. Equip employees with resources and knowledge to be effective Charlotte Water ambassadors

10. Develop, prioritize, and implement infrastructure plans that balance growth and reinvestment
11. Leverage asset and related data to shift work processes from reactive to preventative and predictive
12. Embrace innovative solutions to enhance reliable service delivery

13. Maintain a strong financial plan and policies to execute the capital program, meet operational needs, and ensure affordable services
14. Explore additional and innovative funding solutions and revenue streams
15. Ensure optimal capital and operational spending

16. Lead and support the preservation and protection of the regional water environment
17. Develop and deliver impactful environmental sustainability projects
18. Integrate workforce and operational behaviors to enhance positive environmental impacts

## MEASURES

- Job offer acceptance rate
- Responses to targeted inclusion questions on employee satisfaction survey
- Percent of non-entry-level positions filled internally
- Overall department satisfaction rating

- Percent of customer service level targets met
- Percent of first call resolution
- Customer satisfaction rating
- Number of customer-initiated contacts across all platforms

- Sentiment tracking results
- Number of people reached by outreach efforts
- Percent of people who recall engagement with Charlotte Water in last year

- Percent of infrastructure service level targets met
- Ratio of preventative to reactive maintenance
- Infrastructure renewal and replacement rate

- Total revenues from new revenue streams and/or innovative funding
- Annual financial targets
- Annual affordability targets
- Impact to/on the regional economy

- Alignment with Charlotte Strategic Energy Action Plan
- Impact of partnerships on regional conservation and sustainability efforts