

**Board of Public Utilities
Strategic Planning Workshop
August 20, 2025 | 5:30 p.m.**

AGENDA

- | | |
|--|-----------------------------|
| 1. Welcome and Strategic Plan Overview | Philo Shelton |
| 2. Meeting Guidelines | Kathy Darwin |
| 3. Workshop Outcomes | |
| a. Visioning | Philo Shelton |
| • Mission, Vision, and Values - Management Recommendations | |
| • Alignment with Code of Ethics and Safety Culture Vision | |
| b. Review of Focus Areas, Goals and Objectives | Kathy Darwin / Board |
| • Focus Area - Operations and Performance | |
| • Focus Area - Financial Performance | |
| • Focus Area - Customer and Community | |
| • Focus Area - Workforce | |
| • Focus Area - Environmental Sustainability | |
| • Focus Area - Partnerships | |
| 4. Public Comment | Public |
| 5. Workshop Evaluation | Kathy Darwin / Board |
| 6. Closing Comments | Philo Shelton |

VISION

Los Alamos is a world-renowned community where discovery and innovation are inspired by its dramatic history. Extraordinary educational, recreational, and cultural opportunities abound in a vibrant and welcoming small-town atmosphere situated in a magnificent mountain setting.



VISION

To earn the highest level
of community confidence through
uninterrupted utility services

MISSION

To provide safe, reliable and
environmentally responsible
utility services

VALUES

We value Community, Employees, Partners and the Environment through:

Trust



Professionalism



Customer
Service



Fiscal
Responsibility



Organizational
Responsibility



Communication



Collaboration



Innovation



Fairness



Safety



STRATEGIC FOCUS AREAS

Operations
& Performance

Financial
Performance

Customers
& Community

Workforce

Environmental
Sustainability

Partnerships

code of ethics

Goal: Promote and maintain the highest standards of personal and professional conduct among all involved in providing exceptional quality services to all DPU Customers.

Preamble: The DPU is owned by Los Alamos County and accountable to its Customers. Our Customers have invested trust in the Department to properly operate, maintain and upgrade the physical systems necessary to provide reliable utilities services at a fair price. We hold this trust responsibility in the highest regard, and will do our utmost to justify the confidence our Customers have placed in us.

WE WILL BE: TRUSTWORTHY

- ✦ Make sure information given to Customers is correct and up to date
- ✦ Never enter a residence without the owner/occupant present
- ✦ Be respectful of a Customer's property
- ✦ Never do anything to give the appearance of violation of trust
- ✦ Follow all laws, rules and regulations

PROFESSIONAL

- ✦ Only give Customers information within our areas of expertise
- ✦ Never allow personal feelings to interfere with the job
- ✦ Always do our best at our craft
- ✦ Seek ways to improve and keep skills current

SERVICE-ORIENTED

- ✦ Customers are the reason we are here
- ✦ Be engaged, responsive and willing to go the extra mile for our Customers
- ✦ Always be friendly, receptive and courteous
- ✦ A customer may be unhappy with the answer, but should never be unhappy with our service
- ✦ Keep appointments and be on time

FISCALLY RESPONSIBLE

- ✦ Make financial decisions that will preserve or improve our level of service
- ✦ Consider the impact on rates for all decisions involving expenditure of funds
- ✦ Be prudent in considering the financial impact of decisions
- ✦ Be completely transparent and follow all laws involving financial transactions

ORGANIZED

- ✦ Respect and follow Department processes, policies, rules and regulations
- ✦ Act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long term Department goals.
- ✦ Present requested information concisely, factually and at an appropriate level of detail

COMMUNICATIVE

- ✦ Listen to the Customer
- ✦ Be approachable, open-minded and willing to participate in dialog
- ✦ Allow the Customer to add input and value
- ✦ Keep Customers informed

COLLABORATIVE

- ✦ Cooperate with other groups or individuals
- ✦ Build consensus and gain value from diverse opinions
- ✦ Be a team member

PROGRESSIVE

- ✦ Promote intelligent and thoughtful solutions in order to forward the Department's policies and image
- ✦ Maintain consistent standards while improving existing paradigms when necessary
- ✦ Consider worker and Customer safety of paramount importance in the conduct of Department business

INNOVATIVE

- ✦ Promote proactive, new approaches to setting goals and conducting Department business
- ✦ Keep abreast of technological developments in our industry
- ✦ Always look to incorporate safety and other improvements to practices and processes based on experience

FAIR

- ✦ Treat all Customers, and each other, with equal courtesy and respect
- ✦ Realize that financial decisions impact all ratepayers
- ✦ Apply Department Rules and Regulations equally to all Customers
- ✦ Do not disadvantage local businesses by offering to do work for Customers that private businesses also perform

mission

Provide **SAFE** and
RELIABLE utility services
in an economically
and environmentally
SUSTAINABLE fashion

vision

Be a **HIGH-PERFORMING,**
COMMUNITY-CENTRIC
utility, contributing to a
sustainable future with
INNOVATIVE and
DIVERSIFIED utility solutions

values

We value our:

CUSTOMERS by being service-oriented and fiscally responsible;

COMMUNITY by being communicative, organized, and transparent;

EMPLOYEES AND PARTNERSHIPS by being a safe, ethical, and professional organization that encourages continuous learning;

and

ENVIRONMENT AND NATURAL RESOURCES
through innovative solutions.

These are the attitudes, beliefs, perceptions and values that we share when it comes to safety

safety culture vision

GOAL: Promote how safety is managed in the workplace by creating a work environment which reflects the attitudes, beliefs, perceptions and values that employees share when it comes to safety

PREAMBLE: DPU seeks to create a safety culture where employees practice safety every hour on the job, while no one is watching, because employees want to and not because employees have to.

SAFETY IS FIRST

All employees:

- ✦ Recognize that **Safety is First** no matter the circumstance
- ✦ Have an obligation to **report** all unsafe conditions and **follow up**
- ✦ Are aware of **what could go wrong** and maintain a sense of vulnerability
- ✦ Are empowered to call **time-out**, reassess or reevaluate

WE LEAD BY EXAMPLE

Management is committed to:

- ✦ Employee safety including active participation in a **Safety Committee**
- ✦ Developing and fostering **mutual trust** with its employees
- ✦ Following all **safety rules**
- ✦ **Monitoring and reviewing** all near misses, reportable safety accidents or injuries
- ✦ Taking whatever actions are necessary to **avoid the same incident**

ESTABLISH & ENFORCE HIGH STANDARDS

- ✦ Establish a system for **performance measurement** and rewards
- ✦ Ensure crews have the **appropriate training** in their respective fields
- ✦ Ensure crews have appropriate tools and **Personal Protective Equipment (PPE)** to work safely
- ✦ Empower employees to notify supervisors of training needs to **meet or exceed** job safety requirements

BRIEF OR TAILGATE BEFORE EVERY JOB

- ✦ Field supervisors shall complete **job briefing forms** daily or for every project
- ✦ All employees shall **acknowledge and affirm** the job briefing forms
- ✦ All employees are empowered to extend the job brief until **full understanding**
- ✦ All employees are **empowered** to call out anyone not following safety rules
- ✦ While at the jobsite, all employees shall wear **appropriate PPE** including hard hats

EMPOWER EMPLOYEES TO MAKE WORK & SAFETY SUGGESTIONS

- ✦ Actively seek **employee input** and suggestions on work procedures and safety functions
- ✦ **Evaluate** all employee suggestions and **respond** in a timely manner
- ✦ **Continuously monitor** safety performance measures
- ✦ Encourage **innovative solutions** to safety problems

Los Alamos Department of Public Utilities
FY2026 Strategic Focus Areas, Goals & Objectives
Board of Public Utilities
Updated September 4, 2024

Mission

- Provide safe and reliable utility services in an economically and environmentally sustainable fashion.

Vision

- Be a high-performing community-centric utility, contributing to a sustainable future with innovative and diversified utility solutions.

Values

- We value our:
 - **Customers** by being service oriented and fiscally responsible
 - **Community** by being communicative, organized, and transparent
 - **Employees and Partnerships** by being a safe, ethical, and professional organization that encourages continuous learning
 - **Environment And Natural Resources** through innovative solutions

FOCUS AREA - Operations & Performance

GOAL - 1.0 Provide utility services safely, reliably, and efficiently.

1.1 Objective - Efficiently implement and maintain secure and reliable business systems.
1.2 Objective - Ensure utility control and mapping systems and processes are accurate, safe, and secure.
1.3 Objective – Establish a plan to upgrade electric supply and distribution systems to meet needs of all-electric buildings and electric vehicles and maximize benefit of distributed energy resources.
1.4 Objective - Develop a culture of continuous improvement.
1.5 Objective - Be flexible and adaptable in delivering all utility operations.

FOCUS AREA - Financial Performance

GOAL - 2.0 Achieve and maintain excellence in financial performance.

2.1 Objective - Utilize revenues to provide a high level of service while keeping rates competitive with similar utilities.
2.2 Objective – Take advantage of favorable loan/grant opportunities.
2.3 Objective - Meet financial reserve targets within our 10-year financial policy, with a debt coverage ratio of 1.3 or greater every fiscal year.
2.4 Objective - Conduct cost of service studies for each utility at least every 5 years.

FOCUS AREA – Customers and Community

GOAL - 3.0 Be a customer service-oriented organization that is approachable, communicative, efficient, and transparent.

3.1 Objective - Customer service processes and systems are efficient, secure, and user-friendly.
3.2 Objective – Inform customers about Utilities operations and plans affecting the community and create opportunities for constituents to engage.
3.3 Objective - Utilize Voice of the Customer survey results to improve utility operations.
3.4 Objective - Educate Board Members on markets, contracts, and production options for all aspects of the utility systems.

FOCUS AREA - Workforce

GOAL - 4.0 Sustain a capable, satisfied, engaged, ethical and safe workforce focused on customer service.

4.1 Objective - Sustain an environment where employees are empowered, engaged, satisfied, and fairly compensated.

4.2 Objective - Promote a culture of safe, ethical, and customer-focused behavior.

4.3 Objective - Invest in employee training and professional development.

FOCUS AREA - Environmental Sustainability

GOAL - 5.0 Continuously, conscientiously, work toward environmental sustainability.

5.1 Objective - Promote utility efficiency through targeted conservation programs.

5.2 Objective - ELECTRIC Be a net carbon neutral electric provider by 2040.

5.3 Objective – GAS - Support phase out of natural gas service by 2070 with at least a 10% reduction in usage by 2030 as measured by annual therms per heating degree day compared to a 2016 – 2020 average.

5.4 Objective - WATER – Reduce potable water use by 12% from 143 gallons per capita per day (2020 calendar baseline) to 126 gallons per capita per day by 2030.

5.5 Objective - SEWER – Expand use of Class 1A effluent water.

5.6 Objective - Support customer electrification and other sustainability efforts with education and technical support.

FOCUS AREA - Partnerships

GOAL - 6.0 Develop and strengthen partnerships.

6.1 Objective - Strengthen existing partnerships, (e.g., Community Members, LANL, DOE, Pueblos, NM and Federal Government, Neighboring Municipalities, LAC Schools, County Council) and identify new potential partnering opportunities.

6.2 Objective - Collaborate with other Los Alamos County departments on implementation of County Sustainability Goals.

6.3 Objective - Continue to coordinate infrastructure construction projects as early as possible between DOE, San Ildefonso Pueblo, DPU and Public Works, especially for communications infrastructure.