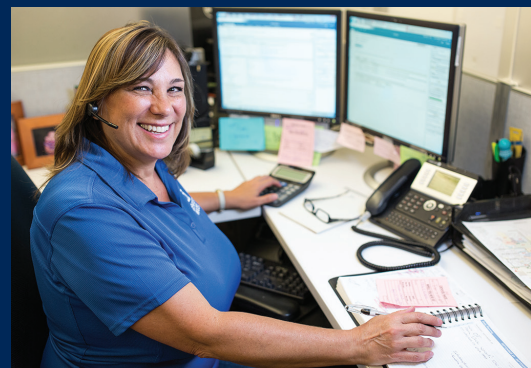


DENVER WATER STRATEGIC PLAN



Our Vision: Denver Water Aspires to be the Best Water Utility in the Nation

Denver Water is the nation's premier, forward-thinking water resource manager. We sustain a vibrant metropolitan area in a semi-arid climate at the base of the Rocky Mountains. We play an integral role in building communities and advancing economic and social health.

Our customers are our top priority. They rely on us to manage a scarce and valuable natural resource – essential to their health and wellbeing. We will continually earn our customers' trust by listening to them and acting in their best interest. We exist to serve them.

Our vast and complex system includes the natural environment that sustains our water supply. Along with maintaining our infrastructure, we protect the health of the environment. We collect, treat and deliver water with minimal interruption, meeting the highest standards of quality and taste, and we partner with our customers and community to achieve maximum efficiency of water use.

Challenges face us – known and unknown – such as population growth, warming climate, periodic drought, competition for water resources, security threats, and changing regulatory and political environments. To meet these challenges, we foster and build the trust and support of local, regional and national interests by doing the right thing. In an ever-changing world, we continuously improve, we step up, and we lead.

Financial strength is a cornerstone to our vision. We employ accountable governance and control mechanisms to maintain a financial plan that supports long-term capital investments and ensures effective and efficient operations. We prudently manage rates to avoid large fluctuations and ensure they are fair and affordable across customer classes. We are fiscally responsible; we will not sacrifice long-term interests for short-term expediency.

We live in and serve our community. Our families and friends are part of the social fabric that makes up the diverse cultures and neighborhoods throughout our water system. This sense of community, family and friendship drives our passion for service. Because we care about the community we serve, we are committed to its economic and social health. We collaborate, we engage and we partner. As a result, customers trust, value and support our commitment to delivering clean, safe, great-tasting water, without fail.

We use the following guiding principles to evaluate all our decisions and purposefully move us toward our vision to be the best water utility in the nation.

We are customer-centric. We strive to earn the support and trust of our customers – everyone who pays for our service or uses our water. They are our top priority, and we are motivated to serve them.

We are industry leaders. We understand, help develop, implement and share best industry practices. We are forward thinking – we anticipate future trends, and look for and responsibly implement progressive solutions. We are adaptable, resilient and experts in our work.

We take the long-term view. We weigh the consequences of our decisions and actions against multiple scenarios to preserve future options and the sustainability of our community. We provide the best possible outcome for our customers, as well as future generations.

Our Mission

To expertly manage and supply an essential natural resource to sustain our vibrant community — because water connects us all.

Excellent Operations

An organization that is effective, efficient and strategically driven

Goal	Objectives
We strategically align our projects and programs, to provide the best value to our customers	We consistently tie our decisions to our Strategic Plan to ensure we implement the right projects and programs, at the right time and at the optimum cost
	We have a visionary, adaptable long-range planning approach that considers the challenges of a warming climate and ensures diversity in supply and delivery, and efficiency in use
	We sustain healthy watersheds and an excellent collection, treatment and delivery system to provide high quality water at an affordable rate
We employ best business practices in our day-to-day operations to increase efficiency and delivery of service to our customer	We place the highest priority on safety
	We are passionate in providing outstanding customer service and making it easy for our customers to do business with us
	We are driven to continuously improve in everything we do. We use standard work, work plans, asset and risk management practices, metrics and operational reporting to effectively and efficiently manage the business
We lead the utility industry in environmental stewardship and sustainability	We execute a robust environmental sustainability plan and a healthy built environment across all our systems and operations

Strong Financials

An organization that is financially strong and stable

Goal	Objectives
We sustain a financial plan that supports our strategic objectives	We effectively manage our debt and cash reserves to ensure the successful execution of our capital and long-range financial plans
	We carefully manage rates and fees to optimize revenue stability from year to year, ensure equity and affordability across customer classes, and promote water use efficiency
We make financial decisions keeping in mind the best long-term interests of our customers	We develop and execute our operating budget to ensure alignment with our strategic priorities
	We maintain a strong control environment by effectively tracking, managing and transparently reporting our financial resources, transactions and performance

Inspired People

An organization that is passionate about our customers and our community

Goal	Objectives
We are inspired by our mission, vision and values and we know we are a part of something meaningful and larger than our own self-interest	We draw strength from our diversity and we utilize the unique gifts and contributions of our people
	We foster autonomy, creativity, initiative, innovation, calculated risk-taking and recognition of success
	We have a culture and organizational structure that removes barriers, advances strategic goals at all levels and is adaptable to changing business needs
	We value candid communication and debate as critical to our ability to make the best decisions for our customers
We have leadership that inspires, fosters meaningful work and develops our people	We have inspirational leaders at all levels who maintain a strategic focus, strengthen management practices and align initiatives and goals to the Strategic Plan
	We develop our people to realize their maximum potential, fulfill our mission and enhance Denver Water's reputation
	We communicate to our people in ways that are clear, concise, transparent and delivered within the context of our values
	We attract, grow and retain top talent

Trusted Reputation

An organization with satisfied and supportive customers and strategically effective relationships

Goal	Objectives
We play an integral role in building communities and advancing economic and social health	We have transparent and efficient business practices and inclusive and competitive procurement processes, resulting in the best value for our customers and communities
	We are a community partner through active outreach and engagement with business, governmental, education and non-governmental organizations
	We foster strong relationships with government officials at the local, regional, state and national levels, and we ensure close coordination with the City of Denver as a key partner and customer
We are the public's trusted source on water	We are a thought leader in local, regional, state and national issues that affect our mission, through research, forums and organizations and in legislative and regulatory matters
	We actively engage our community and customers through public education, media and targeted communication
We go beyond what is expected operating with the highest ethics and integrity	We resolve all issues ethically to achieve the best result for all sides
	We are trusted leaders and willing partners with our neighbors in Colorado and throughout the West
	We effectively engage our Board to enable it to lead our organization with vision