



# STRATEGIC PLAN

APPROVED 2021



# CONNECTING OUR COMMUNITY

*A vision for the future drives the success of any organization. For over 75 years, City Utilities has been searching for ways to better serve the Springfield community. With intention and vision, City Utilities' strategic plan will put in motion the steps needed to serve our neighbors responsibly and reliably for generations to come.*

**Gary Gibson**  
President-CEO  
City Utilities of Springfield

City Utilities has been connecting our community to the services they need for everyday life since March 26, 1945.

City Utilities of Springfield, Missouri is responsible for the generation, transmission, and distribution of electric power; the acquisition, transportation, and distribution of natural gas; the acquisition, treatment, and distribution of water; the operation of SpringNet broadband assets and services; and the operation of the community's bus transportation system.

City Utilities' service territory covers 320 square miles, which includes the entire city of Springfield, portions of Greene County, and a part of northern Christian County. City Utilities is a publicly-owned utility, governed by an eleven-member Board of Public Utilities.





## CONTENTS

Vision and Mission Statements	2
Foundational Strategies	4
Core Values	6
Transformational Strategies	8



**City Utilities' Strategic Planning Task Force:** Kelly Laurie (co-chair), Jeff Parkison (co-chair), Warren Brooks, Clay Dodson, Jamie Dopp, Dwayne Fulk (Executive Sponsor), Ben Jones, Chad Marsh, Maurice Moss, Sherri Murdaugh, Cindy Shipley, Steve Squibb, and Kelly Turner

At the beginning of City Utilities' strategic planning process, the Strategic Planning Task Force was encouraged to evaluate the utility's vision and mission statements. New statements were created that better reflect the current organization and its continuing commitment to serving Springfield.



## VISION STATEMENT

Deliver world-class services  
and exceptional  
value to our customers.

## MISSION STATEMENT

Advance the quality of life in our  
community through innovation,  
engagement, and stewardship.

# TRANSFORMATIONAL STRATEGIES

How we plan to evolve

GROW

INNOVATE

DIVERSIFY

## CORE VALUES

Guiding Principles

SAFETY

INTEGRITY

CUSTOMER SERVICE

INCLUSION

LEADERSHIP

RESPECT

## FOUNDATIONAL STRATEGIES

Who we are and what we do

RESPONSIBILITY

DEPENDABILITY

EXCELLENCE





OUR  
FOUNDATIONAL  
STRATEGIES

**A strong foundation is vital for any organization's success. A clear strategy, built on solid ground, ensures a reliable utility for our community.**



## **RESPONSIBILITY**

1. Lead with integrity by ensuring that City Utilities fulfills its professional, ethical, regulatory, environmental, and public safety responsibilities.
2. Maintain affordability by continually seeking opportunities to gain efficiencies and improve utilization of our resources.
3. Ensure a safe and secure work atmosphere.



## **DEPENDABILITY**

1. Ensure customer confidence through stability, performance, availability, and communication.
2. Maintain a steadfast focus on infrastructure investment to increase resiliency and ensure the safe and reliable delivery of services to our customers.
3. Secure stable, affordable, and sustainable long-term access to utility supply resources for our community.



## **EXCELLENCE**

1. Achieve excellence in every interaction with our customers, community, and coworkers by providing positive experiences and world-class services.
2. Attract, recruit, develop, and retain world-class employees by providing an engaging, professional, and respectful workplace along with a competitive salary and benefits package.
3. Reinforce our position as an industry leader through active evaluation of performance metrics, benchmarking, and a commitment to continuous improvement.





# OUR CORE VALUES



**City Utilities' guiding principles support the vision and shape the culture. The core values are the practices we use every day in everything we do while serving our community.**



### **SAFETY**

We work and live safely every day.



### **INTEGRITY**

We are honest and trustworthy in everything we do.



### **CUSTOMER SERVICE**

We anticipate, listen, and respond respectfully to our customers' needs.



### **INCLUSION**

We provide a welcoming environment that allows for equal opportunities and collaboration throughout the organization.



### **LEADERSHIP**

We inspire and empower employees to develop expertise and relationships that benefit our community and our organization.



### **RESPECT**

We treat everyone with dignity, build successful relationships, and practice good stewardship

A man with a grey beard and glasses, wearing a light blue button-down shirt and khaki pants, stands in a server room. He is leaning on a desk with a laptop. The background is filled with server racks and equipment. A semi-transparent white box with a black border is overlaid on the image, containing the text "OUR TRANSFORMATIONAL STRATEGIES".

# OUR TRANSFORMATIONAL STRATEGIES



# Moving the utility and our community forward through thoughtful planning ensures the organization will evolve through any transformation, allowing City Utilities to lead well into the future.



## GROW

1. Seek opportunities to expand services in the region.
2. Utilize resources, relationships, and expertise to serve as a catalyst for the success of the community and regional economy.
3. Increase participation and leadership in distributed energy resources and behind-the-meter resources.
4. Provide additional service offerings and pursue revenue streams to benefit our customers through improved affordability and reliability.



## INNOVATE

1. Foster a creative working environment.
2. Create new partnerships with organizations to capitalize on their expertise and evaluate the performance of developing technologies, sustainable solutions, and growth opportunities.
3. Proactively respond to customer expectations and industry changes to elevate our role as the community's trusted service provider.
4. Develop pathways toward net zero carbon while maintaining a diversified energy mix for reliability and affordability.



## DIVERSIFY

1. Cultivate a diverse workforce that ensures a culture of equity and inclusion where every person is treated with dignity and respect.
2. Intentionally implement diversity and inclusion best practices to improve our performance.
3. Explore diverse resources and delivery options that provide stability and facilitate growth in the community.
4. Intentionally diversify who we are and what we do as leaders in the community.



301 East Central, P.O. Box 551 • Springfield, Missouri 65801  
[cityutilities.net](http://cityutilities.net)