



Waverly
Utilities

STRATEGIC PLAN

2022
2026



INTRODUCTION

Every five years, Waverly Utilities conducts a strategic planning session with our Board of Trustees. This plan is updated annually to assess what was accomplished and what goals we need to keep working toward.

It is important to stop and reflect back on our progress and successes as well as our failures. While taking into consideration our customers input, we can establish a game plan on where we are headed.

As a municipally owned/community owned organization, our utmost concern is making sure we are focused on our customers and community needs.

I hope you enjoy reading as we share insight on the direction and path that Waverly Utilities is heading over the next few years.

Sincerely,
Darrel Wenzel, General Manager

BACKGROUND

Waverly Utilities (WU) has been serving residents and businesses in and near Waverly since 1904. Waverly Utilities provides electric and telecommunications services through two separate and distinct entities, Waverly Municipal Electric Utility (WMEU) and Waverly Communications Utility (WCU). To understand community needs and align organizational goals, WU leadership recognized a need for a new strategic plan.

Working with the Institute for Decision Making at the University of Northern Iowa, WU engaged users through customer focus groups. Waverly Utilities studied industry trends to guide the Board of Trustees and leadership staff in determining their priorities.

The plan development process involved reviewing the 2021 Voice of the Customer Report, gathering customer input through small group interviews.

A half day session was held for Trustees and leadership staff to consider customer input and determine priorities and goals.

Multiple staff planning sessions were held to further develop strategies to guide the efforts and direction of Waverly Utilities over the coming years.





MISSION STATEMENT

- **Provide reliable electric and communication services in a manner that our customers value while enhancing our community**



AREAS OF PRIORITY

RS

Reliability &
Safety

G

Growth

ER

Expanding
Renewables

CS

Customer Service

W

Workforce

RM

Responsible Financial
Management



**MAINTAIN HIGH RELIABILITY
AND SAFETY STANDARDS**

RELIABILITY & SAFETY

RS

STRATEGY



Continue electric distribution system improvements

Prepare for & support telecommunication system improvements, upgrading from 1 Gigabit speeds to 10 Gigabit

Maintain our Reliable Public Power Provider (RP3) status

Earn American Public Power Association's annual electric safety award

Continue safety trainings for employees to reduce or prevent injuries

Execute ongoing cyber security assessment

Continue employee training for cyber security

Monitor progress of 3rd redundant Internet Service Provider (ISP) route



STRATEGY

Prepare for & support development with distribution system enhancements

Support economic development efforts through contributions to Waverly Economic Development

Plan for an East Substation

Remain actively involved in Waverly Economic Development and Chamber/Main Street

PROMOTE OVERALL GROWTH IN THE COMMUNITY BY ENGAGING IN EFFORTS THAT INCREASE WMEU'S BUSINESS & RESIDENTIAL CUSTOMER BASE



G

GROWTH

**EXPAND WCU
TELECOMMUNICATIONS
SERVICES**



G

GROWTH

STRATEGY



Explore opportunities for expansion to areas beyond current territory

Upgrade technology to increase capacity and meet expanding customer needs

Promote and launch Whole Home Wi-Fi Service

Promote and launch a Security app



STRATEGY

Remain active & advocate with our power supplier, Municipal Energy Agency of Nebraska (MEAN), to increase renewable sources

Keep up with/monitor potential impacts of Build Back Better and Clean Energy Payment Program (CEPP) legislation

Explore the feasibility of a solar array as part of local renewable generation

Make a final decision on hydro plant & explore ways to honor its history

Make a firm decision on Skeets 4 wind turbine as it reaches its end of life

Implement an incentive program for electric vehicle (EV) level 2 chargers

Develop necessary policies and procedures to prepare for electric vehicle (EV) growth



**EXPANDING
RENEWABLES**

**MAXIMIZE RENEWABLE
ENERGY SOURCES AS PART
OF WAVERLY UTILITIES'
ELECTRIC GENERATION
PORTFOLIO**

BY 2026, OVERALL PERCEPTION RATINGS OF WAVERLY UTILITIES WILL MEET OR EXCEED 4.25 OUT OF 5 IN THE BIENNIAL CUSTOMER SATISFACTION STUDY



**CUSTOMER
SERVICE**

STRATEGY



Continue to replace end of life equipment and technology for Waverly Utilities operations (e.g. servers, software)

Identify opportunities to provide enhanced technical support to customers (e.g. a service ticket software)

Explore opportunities for increased and simplified online account management for customers

Conduct annual training for customer service reps to enhance the overall customer experience

Develop and implement a public relations plan that identifies audiences, messages, and distribution methods

**ATTRACT AND RETAIN
EMPLOYEES THROUGH
ACTIVITIES THAT
DEVELOP A STRONG
WORKFORCE &
SUPPORTIVE WORK
ENVIRONMENT**

WORKFORCE



STRATEGY



Continue annual reviews with all staff members, including intentional questions about future plans within the Utilities

Continue to offer opportunities for staff participation in state or national industry association trainings or conferences

Maintain a competitive compensation package for employees

Identify recruitment needs through succession planning and develop a search process

Engage and inform local students about Utility opportunities through tours, scholarships, and familiarity events



STRATEGY

Annually update the capital plan to address program needs (Hydro, Skeet 4, East Substation, Solar field, Telecom infrastructure expansion)

Evaluate/renegotiate contracts as needed/possible to reduce or maintain purchasing costs

Develop business plans and financial analyses for potential new revenue products (e.g. telecom services/technologies)

Conduct cost-of-service and rate studies

Meet and/or exceed existing financial plan/policies

Maintain current A1 bond rating



**BE FISCALLY RESPONSIBLE
TO OUR CUSTOMERS WHILE
MAINTAINING A
FINANCIALLY SUSTAINABLE
BUSINESS**



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