

 DENVER WATER

Strategic Plan

Updated 2022





VISION AND MISSION

Our Vision: To sustain vibrant communities that value water for future generations.

Denver Water is the nation’s premier water resource manager. Through our service, we enrich the lives of the people in the diverse communities of the Denver metropolitan area and surrounding mountains. The water we provide is a priceless resource. Everything we do – serving and engaging our customers, planning, developing and operating our system, interacting with our neighbors and the environment – fosters the value of water for future generations.

Our customers are our top priority. They rely on us to deliver a clean, reliable water supply every day, without fail. In turn, we depend on our customers to use our precious supply with the utmost efficiency. This partnership requires that we 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 watersheds, rivers and streams that sustain our water supply. As a result, we develop and operate our system, facilities and properties to sustain a healthy environment and produce clean energy.

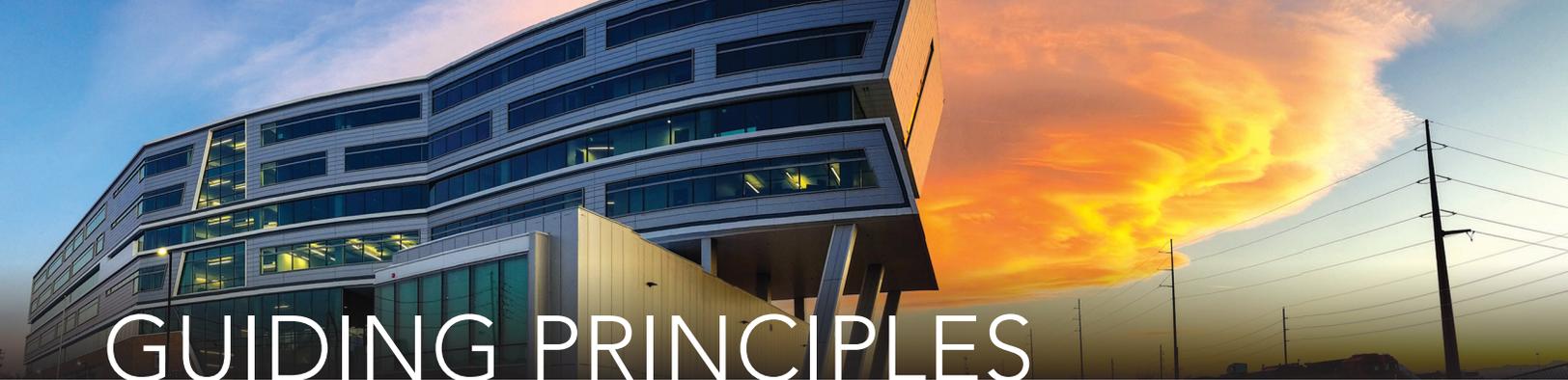
We face challenges – known and unknown – such as a warming climate, pandemics, population growth, periodic drought, competition for water resources, security threats, and changing regulatory and political environments. We are prepared for any possible event. To meet these challenges, we build the trust and support of local, regional and national interests by engaging and 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 success. 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 and ensure they are equitable across customer classes. We are fiscally responsible; we will not sacrifice long-term interests for short-term expediency.

Our people, our families and our friends live in and are part of the diverse cultures and neighborhoods throughout our water system. This sense of community, family and friendship drives our passion for service. We care about each other and the community we serve. We collaborate, we engage, and we partner.

Our Mission
To serve our customers by being a national leader in delivering clean water, operating and maintaining a reliable and resilient system, and protecting the water resources of the West.



GUIDING PRINCIPLES

We use the following guiding principles to evaluate all of our decisions and purposefully move us toward our vision to sustain vibrant communities that value water as a legacy for future generations.

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 and the environment. We provide the best possible outcome for our customers and future generations.

We are inclusive.

We embrace and promote an inclusive and diverse culture where all employees play a role in speaking openly, listening to understand and suspending judgement. Because we are better together through our unique backgrounds and perspectives, we intentionally seek multiple points of view to ensure the best possible outcomes.



EXCELLENT OPERATIONS

Advance resilient infrastructure and efficient processes to deliver clean water, reliably.

Goal	Objectives
<p>Plan, build, operate and sustain our infrastructure to meet customers' current and long-term water needs, given a warming climate and uncertain future.</p>	<p>Apply scalability to capital and long-range planning to preserve options and maintain flexibility under multiple future scenarios.</p> <hr/> <p>Anticipate and proactively address infrastructure needs to ensure safety, reliability and resiliency.</p>
<p>Apply new insight and best business practices to drive customer value and continuous improvement in our day-to-day operations.</p>	<p>Use and evolve standard work plans, asset and risk management practices, metrics and operational reporting to drive efficiency.</p> <hr/> <p>Listen to and incorporate insight from customers, employees and peers to anticipate future needs and drive continuous improvement.</p> <hr/> <p>Invite new ideas and appropriate technologies for adapting to changing business needs.</p>
<p>Plan and operate our system and facilities to strengthen our resiliency.</p>	<p>Advance environmental stewardship within system operations and capital and long-range planning.</p> <hr/> <p>Optimize operating efficiency and increase sustainability of all new and existing facilities.</p> <hr/> <p>Expand our clean energy and green infrastructure portfolio.</p>



Foster a passionate and purpose-driven culture rooted in inclusion, adaptation and excellence.

Goal

Objectives

Encourage all staff to pursue meaningful opportunities to deliver on our mission.

Foster a people-first, safety-always environment, where employees discuss hazards and concerns with candor and make sound, risk-based decisions to accomplish work safely.

Ensure a comprehensive approach to training and skill development that enables employee growth.

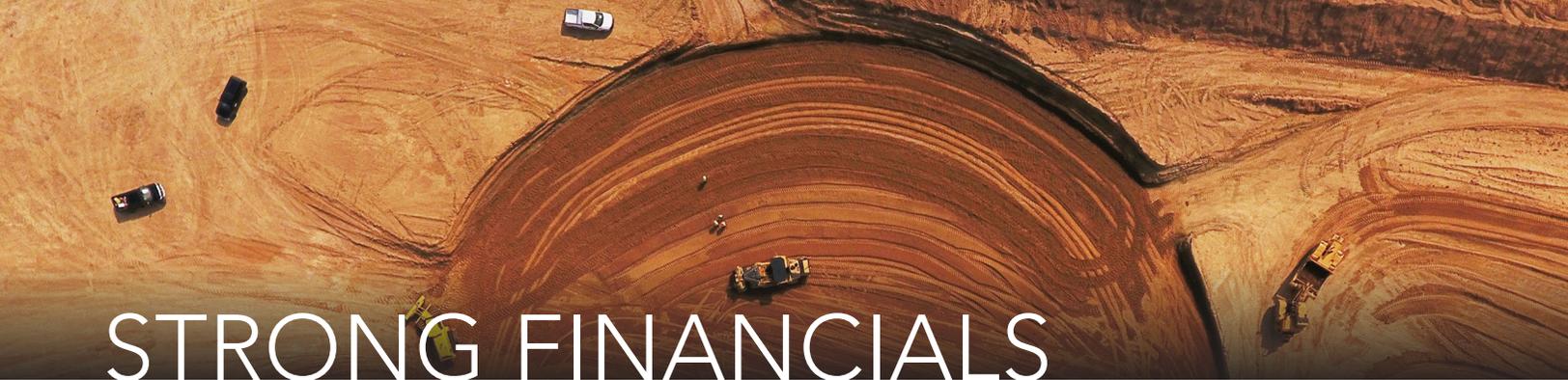
Build employee leadership competencies at all levels to drive a culture of servant leadership in both spirit and execution.

Model inclusion and willingness to try new approaches in our pursuit of excellence.

Develop and grow practices that value and draw strength from the diversity of our people.

Promote diversity in leadership by addressing systemic, cultural and organizational barriers to hiring and career advancement at all levels of the organization.

Facilitate a culture of continuous improvement with an emphasis on creating efficiencies, removing barriers and taking calculated risks.



STRONG FINANCIALS

Balance near-term investment with sound long-range planning to ensure good value for our customers.

Goal	Objectives
<p>Manage our financial plan in a manner that supports our strategic objectives.</p>	<p>Manage debt and cash reserves to ensure successful execution of our long-range plans, meet short-term needs and prepare us for an uncertain future.</p> <hr/> <p>Proactively manage rates and fees to optimize revenue stability from year to year, ensure good value, equity and affordability across customer classes, and promote water-use efficiency.</p>
<p>Make financial decisions keeping in mind the best long-term interests of our customers.</p>	<p>Maintain a strong control environment by effectively tracking, managing and transparently reporting our financial resources, transactions and performance.</p> <hr/> <p>Develop and execute our budget to ensure alignment with our strategic priorities.</p>



TRUSTED LEADER

Lead the water industry in serving our communities and protecting the water resources of the West.

Goal	Objectives
Advance local, statewide and Western region efforts to protect Colorado's water.	<p>Align and activate key government, business, nonprofit and academic influencers to advance our strategic positions.</p> <hr/> <p>Leverage our successes and influence as a force for change toward a sustainable future.</p>
Collaborate and partner to sustain vibrant, healthy and water-smart communities.	<p>Develop and share best practices across the water industry and in the communities we serve.</p> <hr/> <p>Partner with customers and community leaders to advance public health and water conservation.</p> <hr/> <p>Build strategic partnerships to inform and influence water-smart growth.</p>
Build trust within our communities by engaging customers and doing the right thing.	<p>Act with integrity, transparency and accountability, always.</p> <hr/> <p>Build and nurture relationships with the diverse communities we serve.</p> <hr/> <p>Engage our customers, employees and partners in sharing our stories.</p>



1600 W. 12th Ave., Denver, CO 80204-3412
303-893-2444

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Denver Water's Public Water System Identification: CO0116001