

# Roseville Electric Utility **Strategic Plan**

**The path  
forward**

Becoming the utility of 2035

2024 - 2035





**For more than one hundred years**, Roseville Electric Utility has delivered reliable energy and dependable service to our community. We have powered the change and growth that has allowed our small railroad town to develop into the largest city in Placer County and a premier community in the Sacramento region. This change has not come without challenges, but through our ingenuity and dedication we have been able to successfully navigate and overcome the challenges placed before us.

The issues we face today are everchanging and include quick and unpredictable cost increases, stricter legislative mandates, supply chain and labor shortages, and accommodating increased loads during heat-related and other emergencies. In addition, the State of California's climate initiatives and policies are changing how utilities generate and deliver electricity across the state. Despite the modern day obstacles we face, our customers remain the focal point of every decision and policy we implement. Our commitment to reliability and sustainability is unwavering and relentless; and, while the increasing demand for carbon-free fuel sources poses challenges that can impact the cost of service, we dedicate resources to ensure the affordability of our service.

As a publicly owned utility, we have a responsibility to shield our customers from the negative effects of circumstances they cannot control. For this reason, we are always working to adjust and improve our processes to meet current demands. Just as electrical current conquers resistive force to successfully arrive at its destination, Roseville Electric is adaptable, resilient, and equipped to overcome any challenge as we continue to grow and evolve.

This strategic plan outlines our vision and approach to become the electric utility of the future specifically looking to the year 2035. California legislation designed to drive down carbon emissions will significantly transform how electricity is generated, stored and delivered while at the same time driving the increased demand for electricity through the electrification of buildings and transportation. While we will continually assess our strategic approach every few years, this strategic plan was designed with a twelve-year outlook as we prepare today for the world of tomorrow.

# Our mission, vision, and values

As a municipally owned electric utility, we incorporate and support our City Council's priorities and the City of Roseville's strategic initiatives in how we operate as an organization. It is important to us however, that we have a mission and vision that is keenly focused on the role we play in the community as well as the electric utility industry. Likewise, we adopt core values that allow us to maximize the value we bring to the community by operating as highly functioning utility in California.

## **Vision statement**

Roseville Electric Utility is your trusted energy partner, prioritizing community values and dependable electric service.

## **Mission statement**

We serve and support our community by delivering exceptional reliability, customer experience and advocacy in a transforming industry.

# Core values

## Safety

Promoting and sustaining a culture of safety across our organization through open communication, effective teamwork, ongoing training, and a foundation of trust. Maintaining a safe and healthy community and work environment.

## Public Service

Providing our community, customers and stakeholders with reliable service, transparent processes, accountability and fair rates. Maintaining a high level of trust, customer focused decision making and exceptional customer service.

## Inclusion

Making our organization an environment where all employees are valued and thrive is inseparable from operational excellence. Ensuring educational resources and training are provided with equal opportunity for staff to increase their value to all of our community.

## Collaboration

Engaging in collaborative and trustful teamwork that inspires innovation, openness and honest communication. Promoting a culture of excellence while working together to achieve a common goal.

## Innovation

Focusing on the future by continually seeking new ways to embrace a changing industry through creativity, adaptability and advancement of new technologies. Empowering a culture of forward thinking, industry engagement and unrestricted collaboration.



# Strategic initiatives

Roseville Electric Utility took an inclusive approach as we explored our priorities and initiatives for the years to come. Through a series of meetings, group sessions, and public workshops, we captured the ideas and concerns that mattered most to the Utility's leadership team, department staff, industry experts, civic leaders, and the community. This empowered us to target our initiatives on areas that would resonate throughout the Utility and the community, focusing on future demands and enabling us to leverage opportunities that will strengthen our position as a community owned electric utility.



# Financial strength

Roseville Electric Utility will operate in a manner that ensures long-term financial stability, affordable energy, and customer value. The rising cost of fuel, materials, and labor challenge our ability to maintain the low rates and high services levels our customers have come to expect from their community-owned utility. As we look to the future, we will:

- Establish sound financial policies that will meet our needs today and for years to come.
- Maintain high credit ratings and cash reserves to provide us with financial flexibility.
- Provide fair rates that cover our cost of service and strengthen the community.
- Anticipate and manage both short- and long-term risks.

Our objective of being trustworthy stewards of our financial resources will require us to continue to enhance our financial strength for future durability, competitiveness, and stability.



# Advocacy

Roseville Electric Utility will provide an economic advantage to the community while proactively supporting the interests of our industry and community. As the electric utility industry becomes more complex and regulatory oversight increases, we as a utility, must become more sophisticated in actively managing our business operations and advancing collaborative engagements with partners in the region and before our legislators. Advocating for our interests will require that we:

- Support regional economic development engagement as we work to retain and attract desirable industries to Roseville.
- Ensure proactive legislative involvement to influence and shape laws and policies that will impact our community and the way we operate.
- Advance community values through advocacy to ensure Roseville's interests are represented and preserved.
- Initiate and support industry collaboration leveraging membership associations and organizations.

An ongoing focus in these areas enable us to influence and determine public policy, ensure policy makers are informed, and our community interests are preserved.



# Customer relationship

Serving the community is at the core of Roseville Electric Utility's business model. Our staff will provide quality customer solutions that instill trust and confidence in the utility. We will work to ensure we provide value and expertise to the residents and businesses of Roseville. To do this we will:

- Provide exceptional customer service and satisfaction levels that provide value and ensure trust.
- Enhance the customer experience through technology that demonstrates our investment in efficiency and service.
- Ensure our actions reflect the values of the community and priorities of our City Council.
- Promote the public power advantage by demonstrating the value a publicly owned utility brings to a community.

We value the relationship we have with our customers and appreciate the insight it provides to understanding their needs and enabling us to evolve our services to meet their future needs and expectations.



## Our team

At Roseville Electric Utility we are committed to invest in our workforce. Our ability to develop an inspired and valued workforce is hinged upon our efforts to attract, develop, and retain quality employees. We will work to:

- Foster an inclusive culture that promotes teamwork and collaboration by valuing diverse ideas and perspectives.
- Position the utility as an employer of choice through opportunities for development and advancement, recognizing contributions, promoting work life balance, and building quality relationships.
- Provide employee growth through industry training, demonstrating our commitment to the individual and the organization.
- Ensure safe work practices and policies that protect our staff and our community.

We are dedicated to equipping our workforce to be proactive, flexible, and poised to help the organization adapt and effectively address challenges and opportunities now and into the future.



# Reliability

Roseville Electric Utility is known for providing reliable and dependable service. We will continue with our commitment to develop and maintain a strategically diversified power supply with integrated resources and infrastructure to meet current and future energy requirements. We will deliver reliable service by:

- Meeting the needs of our community and regulatory requirements through well-developed forecasts, plans and analysis.
- Investing in reliable construction, operation and maintenance to ensure our infrastructure is robust and dependable.
- Implementing sound energy procurement and investment policies that allow us to plan for variability in current and future marketplaces.

Our reliable service is recognized as an economic driving force in attracting industry that requires high levels of uninterrupted electrical service. Our commitment to reliability is a key element to our success.





# City of Roseville initiatives

Many of the City Council's priorities are directly applicable to Roseville Electric Utility's operations and the manner in which we support our community. Through the implementation of our strategic plan, we ensure that our business decisions appropriately consider the priorities established by the City Council. In doing so, we will align our efforts and services to position ourselves as a key partner with other city departments and the community as a whole, thus preserving our high quality of life as we prosper into the future.



## Ensure a safe and healthy community

Roseville Electric Utility supports inclusiveness, equity, and justice efforts for all in partnership with the community.



## Remain fiscally responsible in a changing world

Our utility works diligently to balance utility service and customer rates, given legislative mandates and rising costs.



## Enhance economic vitality

Having a community owned utility supports conditions that attract, promote, and retain retail, commercial and industrial opportunities that drive a positive fiscal impact.



## Invest in a well-planned infrastructure and growth

Our forward-looking approach allows us to plan for and invest in an electric infrastructure to meet the increasing demand from our community.



## Support community engagement and advocacy

Our dedicated staff take an active part in our community by focusing on community engagement and education about City services as well as helping our local, state, and federal policy makers understand key City issues that involve local decision-making.



## Deliver exceptional City services

Continuing to provide exceptional City services will require the use of new digital tools as well as structural changes to reflect the evolving needs and operations of the City.



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