

Grand Rapids Public Utilities

April 22, 2026 Commission Regular Meeting

2026 Annual Plan Q1 Scorecard Presentation

Julie Kennedy – General Manager

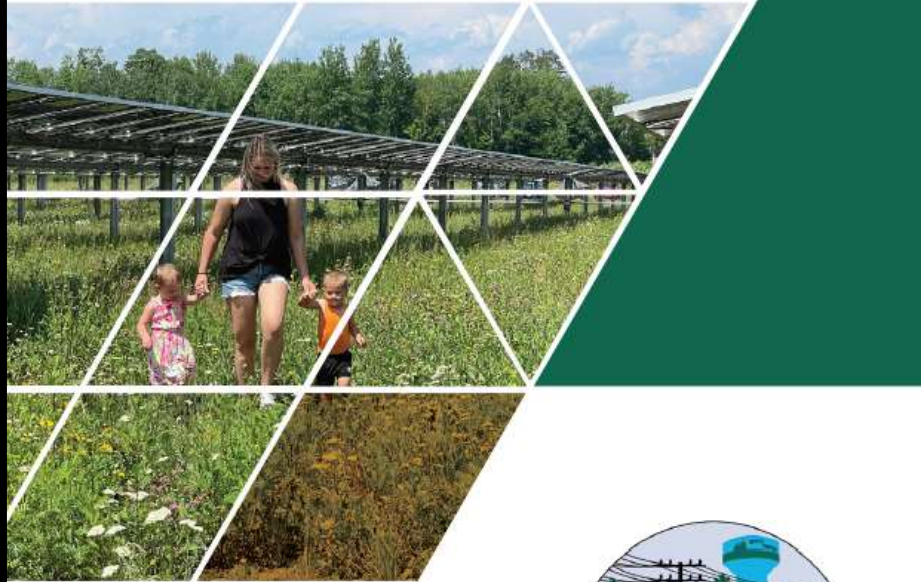


**GRAND RAPIDS
PUBLIC UTILITIES**
Service is Our Nature

2023-2028 Strategic Plan

STRATEGIC PLAN

2023-2028



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WHO WE ARE

Grand Rapids Public Utilities (GRPU) is a statutory municipal utility established by the city of Grand Rapids, Minnesota. The Grand Rapids Public Utilities Commission (GRPUC) provides full control, operation and management of the GRPU electric power distribution system, the water production, treatment and distribution systems, and the wastewater collection and treatment systems.



Our Vision

Our vision is to be a dynamic public asset for the thriving community of Grand Rapids, enhancing lives and fostering growth through excellence in the provision of essential utility services.



Our Mission

Our mission is to empower GRPU team members to deliver safe, reliable, affordable, sustainable, and customer-focused utility services for our community.



Our Values

- Safety* We hold paramount the well-being of our employees and the public in all operations.
- Integrity* We uphold ethical standards and foster trust with all stakeholders.
- Customer Focus* We prioritize customer needs and satisfaction in all our decisions and actions.
- Efficiency* We maximize resources to provide cost-effective services without compromising quality.
- Reliability* We consistently deliver high-quality utility services and strive for uninterrupted access.
- Sustainability* We employ environmentally responsible practices in our operations and services.
- Transparency* We openly share information and decision-making processes, promoting informed community involvement.

2023-2028 Strategic Plan



STRATEGIC PILLARS

Following are GRPU's objectives for the next five years. They are aspirational, and will be attained through the process of breaking the objectives down into specific, measurable, achievable, relevant, and timely (SMART) goals. These will be documented annually in the period's operating plan and supported by the approved budget.

Uninterrupted, High-Quality Utility Services (US)

GRPUC recognizes that nothing else we do matters more to our customers than the delivery of reliable, affordable, and sustainable services. GRPU's Strategic Plan sets the following goals for the next five years related to ensuring uninterrupted, high-quality utility services now and in the future.

1. GRPU will develop and begin to execute a long-term (i.e., no less than five year, no greater than twenty year) infrastructure replacement plan that also accounts for anticipated system growth of up to 20% and gradual undergrounding of the electrical system.
2. GRPU will complete the renovation of its water treatment facility to improve operations and ensure adequate future capacity.
3. GRPU will complete the process of jetting its sanitary sewers.
4. GRPU will assess and address customer expectations regarding future technology upgrades they may expect or desire as our system evolves.
5. GRPU will adopt policies and develop contingency plans to:
 - a. manage risks to infrastructure that may result from the activities of bad actors.
 - b. manage risks associated with grid failures or the inability of our single source of power to meet its obligations.

Strategic and Sustainable Fiscal Management (FM)

GRPUC aims to be proactive with its resources, recognizing that all decisions are made on behalf of past and future ratepayers. GRPU's Strategic Plan sets the following goals for the next five years related to ensuring strategic and sustainable fiscal management to support ongoing operations and inter-generational equity.

1. GRPU will develop a financial forecast model that accounts for capital expenditures as described in objective US-1 above, including inflation assumptions, target dates, key performance indicators, and decision criteria. The model will account for supply chain issues that may require placing orders years in advance of anticipated project execution.
2. GRPU will take preparatory steps to ensure debt or emergency funding can be obtained quickly should an unexpected infrastructure failure require unplanned expenditures that cannot be addressed with existing resources.
3. GRPU will explore and, when both feasible and practical, adopt an updated rate structure that accounts for the evolving use patterns resulting from electrification (e.g., transition to electric vehicles, distributed energy resources/adoption of solar by home and business owners, etc.).

OPERATIONAL PLANNING, REPORTING AND ACCOUNTABILITY

PLANNING



Each year in September, the GRPUC and GM will review the organization's SWOT, strategic and operational progress. Over the next month, the strategic plan will be updated. Implications and priorities for operations will then be discussed with the GRPUC in October.

Following updated and reaffirmed strategic direction from the GRPUC, the GM and staff will create an annual operating plan. This plan will include SMART goals based on the operating priorities and strategic intent of the GRPUC.

The annual budget will be developed to support the successful realization of the operating plan. Each year GRPU's Audit and Finance Committee will review the budget in November and provide feedback. The final draft of the operating plan and supporting budget will be referred to the GRPUC for action at their December meeting.

REPORTING



Monthly staff reports to the GRPUC will align with and reference the approved operating plan. Items requiring action by the GRPUC will be placed on the agenda.

The GM will report to the GRPUC on progress toward achieving each approved goal/deliverable in a report card prepared in advance of GRPUC meetings in the months following the end of each quarter (April, July, October, and January).

Timelines and/or other details regarding achievement of the SMART goal(s) will be adjusted as needed when conditions require doing so.

SMART goals will not be fully discarded unless they are being replaced with another tactic that will achieve the strategic objective they support. GRPUC action is required to alter or eliminate a strategic objective.

STAFF ACCOUNTABILITY



Each year, employees work toward individual performance goals that support GRPU's objectives and aid in their own professional development.

Beginning in 2024, annual employee goals will align with the SMART goals in GRPU's operating plan, and we will foster an organizational culture that is consistent with GRPU's vision, mission, and values as described in the Strategic Plan.

Supervisors will provide ongoing feedback to employees in a manner determined by the GM and consistent with relevant union contracts. Our intent is to ensure that each GRPU team member feels fully connected to the organization's strategic path, knows how they uniquely contribute to achieving our goals, and are supported by the entirety of GRPU in carrying out their roles.

2026 Q1 Annual Work Plan Scorecard

High Quality Utility Services (US)

Name	Primary Goal	Lead	Q1
Finalize the engineering, bidding and funding for the Water Treatment Plant (WTP) renovation project.	US-1	Steve Mattson	Working on it
Refine the 5-year capital asset and infrastructure replacement plan.	US-2	Julie Kennedy	Done
Complete the engineering for a project to increase the Tioga substation capacity.	US-3	Julie Kennedy	Working on it
Establish electric, water and wastewater reliability goals, assess current performance, and develop action plans to address any needed improvements.	US-5	Julie Kennedy	Not Started

2026 Q1 Annual Work Plan Scorecard

Sustainable Fiscal Management (FM)

Name	Primary Goal	Lead	Q1
Design and implement ERP metrics, dashboards and reports to support data driven decision making	FM-1	Taylor Bird	Working on it
Finalize the financial reserve policy	FM-4	Taylor Bird	Not Started
Complete and implement electric, water and wastewater rates studies.	FM-5	Julie Kennedy	Working on it
Assess current WWTP operations and develop the plan to optimize efficiency through improved technology and process enhancements.	FM-7	Steve Mattson	Working on it
Successfully complete labor negotiations	FM-6		Not Started

2026 Q1 Annual Work Plan Scorecard

Sustainable Fiscal Management (EC)

Name	Primary Goal	Lead	Q1
Develop and publish material on the shared-responsibility materials, the CIP program, and the SpryEngage portal.	EC-1	Julie Kennedy	Planned
Continue incentives for customers to enroll in paperless billing.	EC-4	Julie Kennedy	Working on it
Publish a popular report summarizing 2025 projects and financials results.	EC-5	Julie Kennedy	Not Started
Hold two joint Council-Commission meetings.	EC-6	Julie Kennedy	Planned
Participate in ItasCAP, GRACC Government Affairs, and Tall Timber Days	EC-7	Julie Kennedy	Working on it

2026 Q1 Annual Work Plan Scorecard

Stewardship of Natural Environment (NE)

Name	Primary Goal	Lead	Q1
Remain 100% compliant with all environmental regulations.	NE-1	Julie Kennedy	Working on it
Assess and report on the long-term benefits and ROI of the revised sanitary sewer televising program.	NE-4	Steve Mattson	Working on it
Complete the engineering and bidding documents for the Septic Hauler Relocation Project.	NE-3	Steve Mattson	Working on it
Complete the Landfill 1-4, Kettle D Cover Reconstruction Project.	NE-5	Steve Mattson	Working on it

2026 Q1 Annual Work Plan Scorecard

Operational Excellence (OE)

Name	Primary Goal	Lead	Q1
Finalize personnel policy/employee handbook update.	OE-1	Julie Kennedy	Working on it
Complete the projects in the 2026 approved capital budget.	OE-2	Julie Kennedy	Working on it
Continue to develop and utilize project management tools (Cityworks, Teams, ERP) for improved tracking and reporting.	OE-2	Julie Kennedy	Working on it
Complete the workflow for the Laserfiche Report Section and get documents uploaded	OE-4	Julie Kennedy	Working on it
Evaluate and streamline existing software and technology platforms to align with organizational needs and long-term value.	OE-5	Michael LeClaire	Working on it
Evaluate IS/IT resources to ensure long-term optimization and continued protection against cyber threats.	OE-5	Michael LeClaire	Working on it
Develop and begin reporting on an employee safety metric.	OE-6	Julie Kennedy	Not Started
Engage in legislative activities at the local, state and federal level.	OE-7	Julie Kennedy	Done

Questions / Comments



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