

# Lowell Light & Power's

## Strategic Plan



**Lowell**  
Light & Power

## **Vision:**

Lowell Light & Power will be a **PREMIER UTILITY**.

## **Purpose:**

Lowell Light & Power is a local municipal utility whose purpose is to provide safe, reliable, cost effective electricity and energy services in a culture of efficiency, compliance, and sustainability.

## **Slogan:**

The Power of Lowell Working for YOU.

## **Strategic Priorities:**

- Safety
  - Safety must be paramount in all things LL&P does to ensure we are safeguarding the well-being of our **employees, customers, and the community** we serve.
- Reliability
  - Invest in the distribution system in a manner that will provide best in class **reliable & safe** electricity.
- Community and Customers
  - LL&P will be a customer and community focused organization responsive to the needs of customers and the community through **collaboration**.
- Financial Health
  - Maintain financial health in a manner that ensures the value of **Public Power** is made available to our **customers**, our **communities**, and our broader **stakeholders**.
- Process and Workforce Development
  - Focus on process improvement and workforce development through embracing a culture of **continuous improvement**, positioning the utility to adapt to a rapidly changing industry.
- Agile and Adaptive
  - LL&P will remain **agile** and **adaptive** to **external factors**, such as legislative changes, supply chain disruptions, and the evolving energy landscape, to ensure the continued delivery of safe, reliable, and cost-effective electricity. By proactively monitoring and responding to these influences, we will sustain **operational excellence** and support **long-term customer satisfaction**.

## **Core Values:**

**Fundamental beliefs of LL&P are the guiding principles to help know what is right from wrong. They are helpful in determining if we are on the right path in how we are fulfilling our strategies and goals; a steadfast and unchanging guide.**

- Aesthetically aware
- Can do attitude
- Customer service and education focused
- Dedication
- Embrace change
- Environmentally aware and responsible
- Fiscally responsible
- Good work ethic
- Innovative
- Proactive and forward thinking
- Quality service
- Sustainable
- Team oriented
- Trust/honesty/respect
- Safety
- Transparency



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## **Environment:**

**The aggregate of surroundings and internal things, conditions, and influences that make it easier or more difficult for LL&P to be successful in fulfilling its vision and purpose.**

### **Enablers**

- Monopoly (exclusivity)
- Local control
- Employee expertise
- Community image
- Rate flexibility = solvent
- Agency affiliations
- Generation ownership
- Strong financial management
- Safe competitive workplace
- Ethical and engaged Board
- Cohesion amongst Board, City Council, and other Boards/Groups

### **Disablers**

- Monopoly (complacency)
- Local control
- Disgruntled employees
- Community image
- Limited service area
- Regulatory mandates
- Territory make-up
- Unethical and apathetic Board
- Dysfunction amongst Board, City Council, and other Boards/Groups

## **Appendix A:**

### **What is Strategic Planning?**

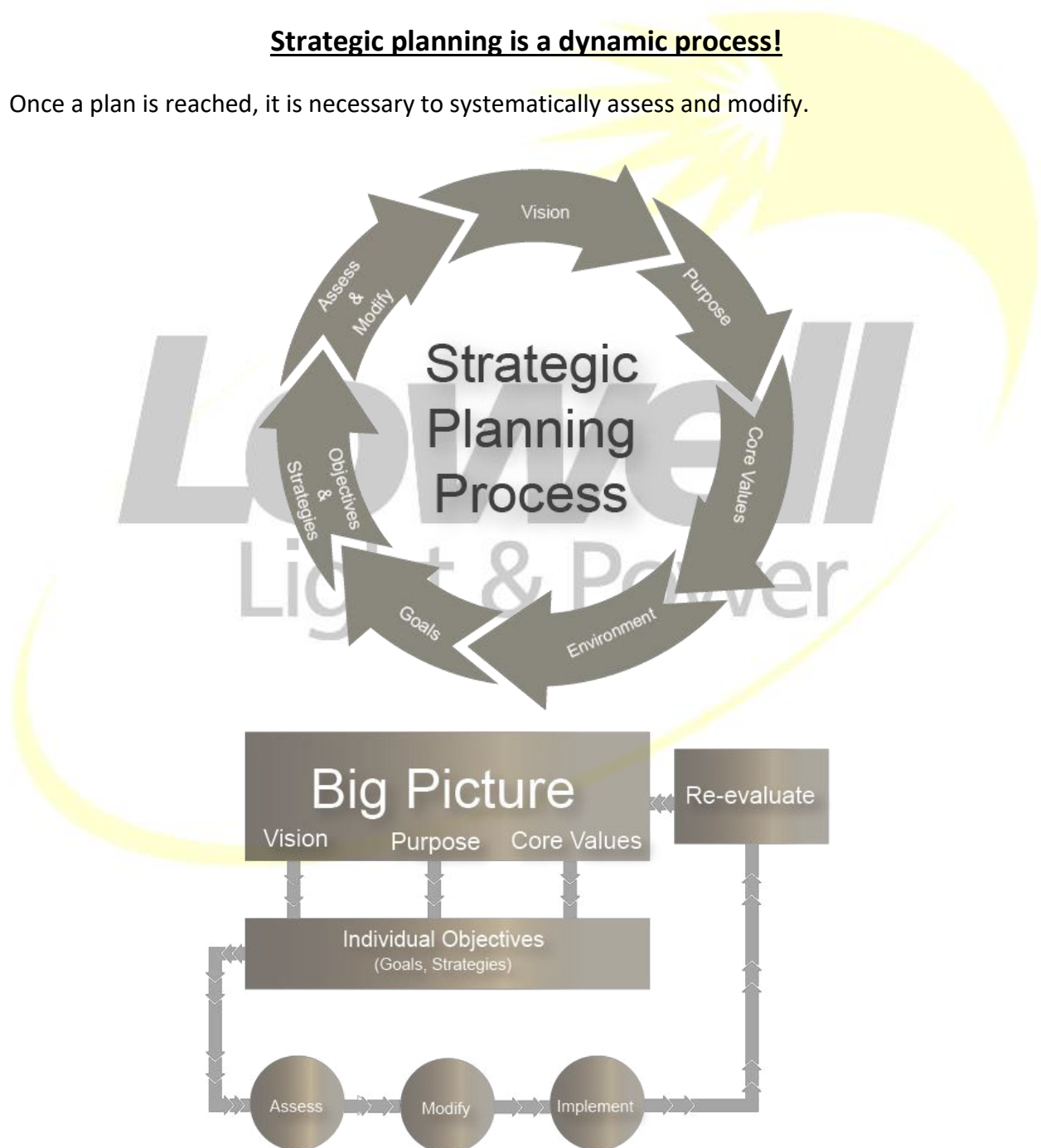
A tool/process to assess and redirect for success, recognizing an ever-changing future.

Or

“How to hit a moving target!”

### **Strategic planning is a dynamic process!**

Once a plan is reached, it is necessary to systematically assess and modify.



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