



# 2021 Strategic Plan

## **Board of Commissioners:**

**Dan Toepper**  
President, District 3

**Kenneth Collins**  
Vice President, District 2

**Jeff Randall**  
Secretary, District 1

## **Participating Staff:**

**Kevin Streett:** General Manager  
Mike Bailey: Finance Director  
Scott Bancroft: Operations Director  
Jean Hall: Services Director

Samantha Harper: Engineering Director  
Will O'Donnell: Communications Director  
Melanie Patterson: Human Resources Director

## **Consulting Advisors**

Don McDaniel: Discovery Bay Group  
Joel Paisner: PUD General Counsel  
Kirk Gibson: McDowell Rackner Gibson PC

Planning Start Date: April 2021  
Plan Adopted by BOC: November 2, 2021

## **Mission Statement**

To better the lives of our community through the delivery of water, sewer, electric, and broadband service each and every day.

## **PUD Vision**

Provide outstanding value and leadership within our community.

## **PUD Values**

- Safe and reliable
- Service driven
- Solution oriented
- Innovative
- Sustainable
- Future focused
- Collaborative
- Professional
- Act with integrity and respect
- Work openly and transparently
- Responsive and accountable to our community & each other

# Goals and Objectives

## Organization Goals

Incorporate the JPUD's Values into all aspects of the organization.

Be considered the best employer in Jefferson County.

Maintain customer service levels that exceed customers' needs.

Promote coordination and teamwork between PUD departments.

## Organization Objectives

Maintain regularly scheduled strategic leadership team meetings.

Incorporate PUD Values with daily activities.

Communicate clear expectations to employees.

Develop employee recognition programs and cross-training opportunities.

Enhance access to appropriate levels of training, supervision, and PUD resources for employees.



## **Financial Goals**

Maintain and protect financial stability of PUD.

Fund 5-year financial plan for capital investments and ongoing maintenance.

Meet required financial ratios and regulatory compliance.

## **Financial Objectives**

Report monthly financial results and monitor revenues to meet Financial Goals.

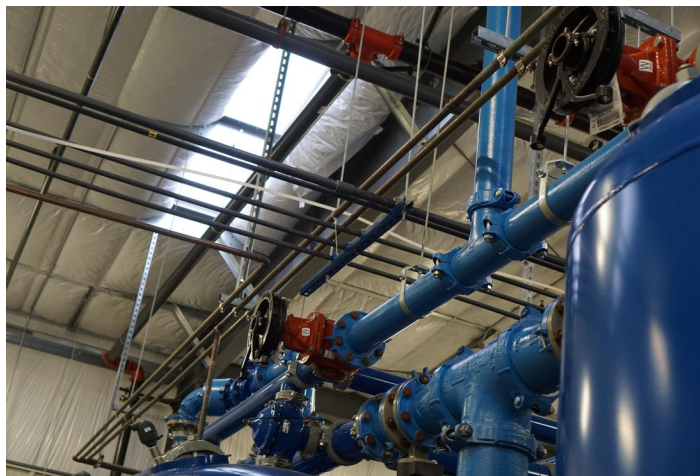
Manage principal cost drivers of the cost-of-service for each PUD service.

Use financial forecast to meet Financial Goals.

Monitor and plan for impact of upcoming contract terms proposed by Bonneville Power Administration on PUD's cost recovery capability.

Monitor and plan for potential costs and impacts of meeting emerging regulatory issues.

Identify sources and funding for investment in PUD service initiatives.



## **Rate Goals**

Maintain rates that cover the cost of service.

Manage within principles articulated in the PUD's Financial Policies and Risk Management Plan.

Ensure the ability of the revenues generated by each utility department to support Financial Policy including planned infrastructure development.

Provide appropriate cost signals to customers.

## **Rate Objectives**

Reduce number of rate adjustments.

Be transparent regarding cost drivers of rates for PUD's services.

Minimize size of any percentage adjustments to rates.

Educate customers on rate structures and conservation measures.



## **Operations Goals**

- Provide reliable and efficient utility service to all customers.
- Plan for long-term capital investment in PUD services.
- Plan for meeting regulatory requirements.
- Define the extent of the service offering and timing of implementation of PUD's broadband service initiative.
- Optimize efforts on safety of the PUD workforce and community.

## **Operations Objectives**

- Review and monitor service interruptions to improve reliability.
- Build process for inter-departmental exchange of information to enhance coordination by and between the departments.
- Review, monitor and enhance internal processes to capture interdepartmental efficiencies.
- Complete business plan for new service initiatives.
- Create team to monitor developments concerning regulatory requirements, identify PUD's obligations, and plan to meet PUD's obligations.
- Review department processes for keeping customers informed of utility projects and services in a timely manner.
- Maintain continuous communication and training on safety issues.
- Review capital investment plan annually.

## **Communication Goals**

Enhance public perception of and trust in the PUD.

Raise the profile of the PUD locally and regionally.

Provide consistent PUD-wide messaging.

Collaborate with community partners to amplify PUD messages.

Formalize PUD Communications Plan.

## **Communication Objectives**

Keep communication channels updated with clear and timely information on PUD issues.

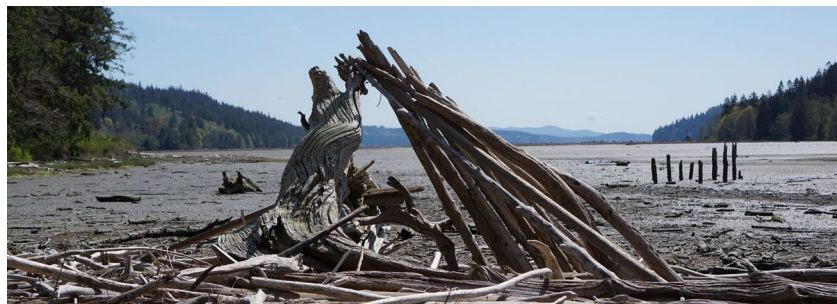
Coordinate public communications from Staff and Commissioners to maintain consistent messaging.

Develop a coordinated approach to PUD departmental messaging.

Increase public education on PUD activities and programs.

Be community resource for utility-related information and services.

Engage in regular and ongoing dialogue with customers and community members across all available communication mediums.



## **Conservation and Sustainability Goals**

Promote efficient use of PUD resources.

Align PUD policies to reflect community attitudes regarding efficient use of resources.

Take a leadership role in community programs to conserve and optimize the use of the PUD's services.

Enhance resource resiliency of essential utility services.

## **Conservation and Sustainability Objectives**

Plan to reduce PUD's carbon footprint.

Increase customers' conservation and sustainability efforts through community partnerships.

Develop and fund additional conservation and sustainability programs.

Support electrification of local transportation.

