



PUBLIC UTILITY DISTRICT No. 1 of Jefferson County

Strategic Plan

A strategic plan is used to communicate within the organization and to external stakeholders the organization's goals, the actions needed to achieve those goals, and other critical elements developed by the organization's leadership.

VISION

Jefferson County PUD provides great service, makes financially sound decisions, and reflects community values in both day to day operations as well as in planning for the long-term future.

MISSION

Deliver to the citizens of Jefferson County reliable electric, water, septic, and wholesale telecommunications services in a cost effective, sustainable, and customer driven manner.

FINANCIAL GOALS

Maintain a high level of financial accountability and regulatory compliance.

Complete a 5-year financial plan for capital investments in operations infrastructure, maintenance, administration, and advancement of systems to ensure high quality, dependable service to customers.

FINANCIAL OBJECTIVES

Improve policy and oversight decisions by reviewing the PUD's financial status on a monthly and quarterly basis.

Post current financial information on the PUD website, using graphics as needed to provide a clear summary for the public.

Maintain sufficient operating margins to ensure the PUD can continue to provide high quality services to all customers.

OPERATIONS GOALS

Provide high quality, reliable, electric, water, septic and wholesale broadband telecommunications service.

OPERATIONS OBJECTIVES

Develop and implement organizational plans to protect, enhance, and maintain system assets.

Use a five year planning horizon for operations, maintenance, administration, capital improvements and regulatory compliance (*e.g.* pending changes to state law on water systems.)

ORGANIZATION GOALS

Provide an organizational environment that supports and rewards employees for excellent performance.

ORGANIZATION OBJECTIVES

Support personnel policies to ensure:

- The PUD is an organization where responsibility is aligned with authority.
- Every employee has a written job description.
- Annual performance reviews are completed for every employee.
- Adequate and ongoing training is provided.

Ensure annual performance evaluations are completed on all PUD staff, including the completion of an annual PUD Commissioners' workshop to evaluate Board performance.

Ensure every employee has the training, equipment, supervision, and resources to achieve a high level of performance.

Support PUD employees so they seek advancement in the organization and retention is maximized.

RATE GOALS

Provide stable, affordable rates that cover the costs of service delivery and revenue fluctuations.

RATE OBJECTIVES

Continue to offer various kinds of assistance to low-income customers.

Maximize cost savings available through Bonneville Power Administration "Tier 1" (preferential) rate.

COMMUNICATION GOALS

Maintain effective communication with customers, media, employees, stakeholders, and other agencies.

COMMUNICATION OBJECTIVES

Develop a comprehensive and timely communication plan identifying budget and staffing requirements for communicating with the public, the media, and employees.

Provide timely public information on power outages and other emergencies.

CONSERVATION GOALS

The PUD will advocate for and participate in programs to conserve and optimize the use of water and electricity.

CONSERVATION OBJECTIVES

Streamline the marketing and delivery of conservation programs and services.

Develop an internal approach to implement and manage the PUD's Conservation Programs.

Seek creative opportunities to benefit residents throughout Jefferson County and particularly low-income households.

CARBON/GREEN SUSTAINABILITY GOALS

Explore ways for Jefferson PUD to remain financially viable while addressing the environmental, technical and economic trends transforming the utility industry.

CARBON/GREEN SUSTAINABILITY OBJECTIVES

Ensure the PUD's business model remains viable and up to date as the electric industry undergoes significant changes.

Inform the public how the electric utility business is evolving and seek consensus in deciding how the PUD should plan for that future.

Maintain a high degree of reliability in the local grid as distributed generation and other evolving technologies become widespread.

Reduce local carbon emissions as suggested in the Port Townsend-Jefferson County Climate Action Plan.

Increase community resiliency by supporting local, renewable electricity and other technologies such as "demand response" and "smart grid."

ASSET MANAGEMENT GOAL

Manage assets to ensure high reliability and optimize capital investments.

ASSET MANAGEMENT OBJECTIVE

Review the PUD's physical assets and determine which should be retained, developed, or disposed of, based on operational plans and requirements.