

**PUBLIC UTILITY DISTRICT No. 1  
of Whatcom County**

**NOTICE OF SPECIAL COMMISSION MEETING FOR  
PUBLIC UTILITY DISTRICT NO. 1 OF WHATCOM COUNTY**

Notice is hereby given that the Board of Commissioners (“Commission”) of Public Utility District No. 1 of Whatcom County (“District”) will hold a Special Meeting on **Friday, May 23, 2025 from 1:00 PM to 4:00 PM at the district’s office, located at 1705 Trigg Road, Ferndale, WA. The meeting will be hybrid in person and zoom.**

The purpose of the Special Meeting will be to:

1. Hold a Strategic Planning Session to work on the PUD’s Strategic Plan.

The special meeting is anticipated to last three (3) hours **(The length of the meeting is approximate and subject to change.)**

**Notice:**

All Commissioners will participate either via Zoom/internet or teleconference.

**The public meeting can be accessed;**

**By internet: <https://us02web.zoom.us/j/81446080062>**

*Note: if attending via zoom we would appreciate your full name for the commission record though it is not required.*

**Or telephone:** Dial 1 (253) 215 8782 or 1 (253) 205 0468

**Webinar ID:** 814 4608 0062

# Whatcom PUD Strategic Plan

# PROJECT TEAM



**DAVID  
ROBERTS**  
Principal Engineer | MFA



**JACK DONAHUE**  
Project Support | MFA



**HILARY WILKINSON /  
VIVIAN ERICSON**  
Project Manager | MFA  
★ Main Point of Contact ★



**NATALIE SACKER**  
Project Support | MFA



**CLAIRE  
MOERDER**  
Assistant Project Manager | MFA



**GARY  
SALEBA**  
Technical Expert | SEE



**STEVE  
KLEIN**  
Technical Expert | SEE



“It’s a simple two-part strategy. First, locate the hills. Then head for them.”

# What is strategic planning?

- A deliberative, disciplined approach to producing decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.
- An approach, not a detailed, rigidly sequential process.

# Process/Timeline



Work with  
Crina Hoyer

Work with  
MFA/SEE

**Step 1.** Identify  
vision and  
values



**Step 2.** Identify  
strengths,  
opportunities



**Step 3.**  
Identify goals  
(up to 5)



**Step 4.**  
Identify  
strategies

**Step 5.** Identify tactics

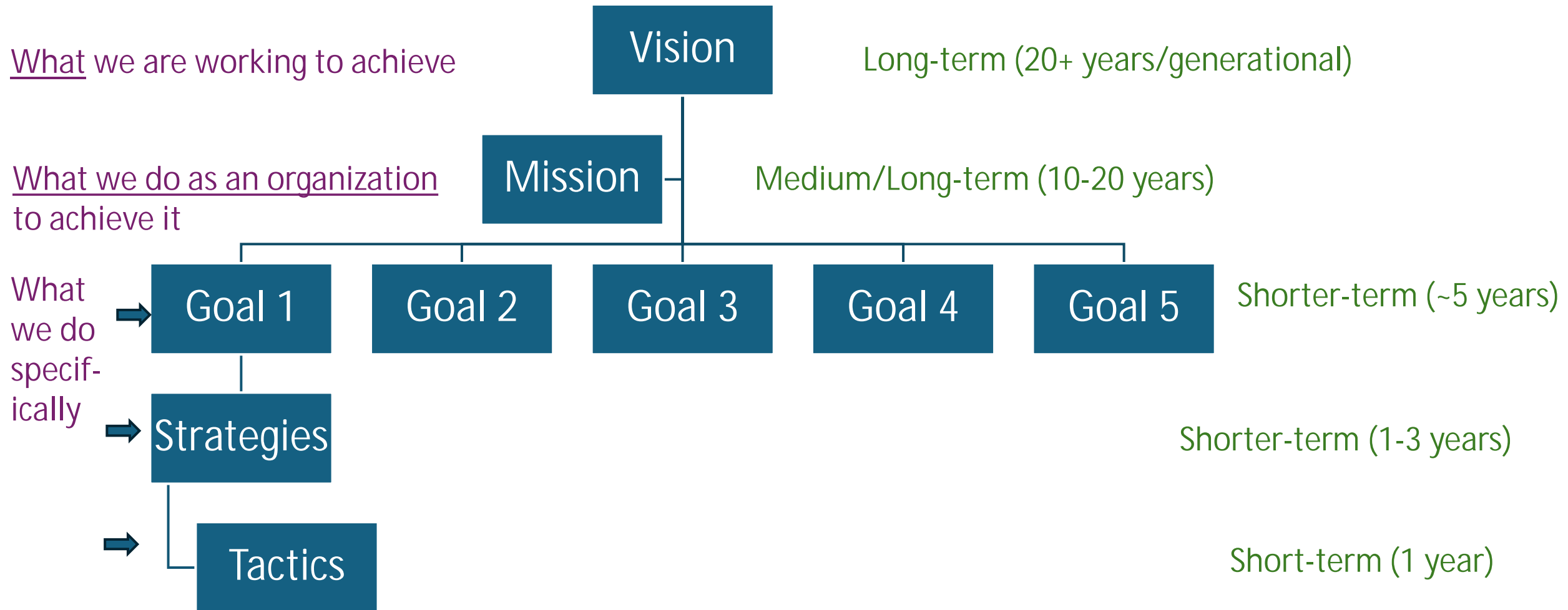


**Step 6.** Finalize Strategic Plan

# ARCHITECTURE OF STRATEGIC PLANNING



At its core this Strategic Plan defines **WHY** the PUD undertakes its programs, projects and initiatives and further provides the framework for creating other critical governance and management tools that define **WHAT** the PUD will do and **HOW** it will do it.



**VALUES:** Guiding principles that shape decisions, actions and culture

# Vision

## WHAT ARE WE TRYING TO ACHIEVE?

Should be:

- Aspirational
- Short
- Targeted
- Active Voice
- Inspiring
- Long-term (generational)

## EXAMPLE



*“No spilled oil”*

# Mission

## WHAT DOES OUR ORGANIZATION DO SPECIFICALLY TO ACHIEVE THIS VISION?

A mission statement should:

- Identify an organization's core purpose and reason for existence
- Articulate what the organization does, who it serves, and how it creates value
- Be grounded in the present

### EXAMPLE



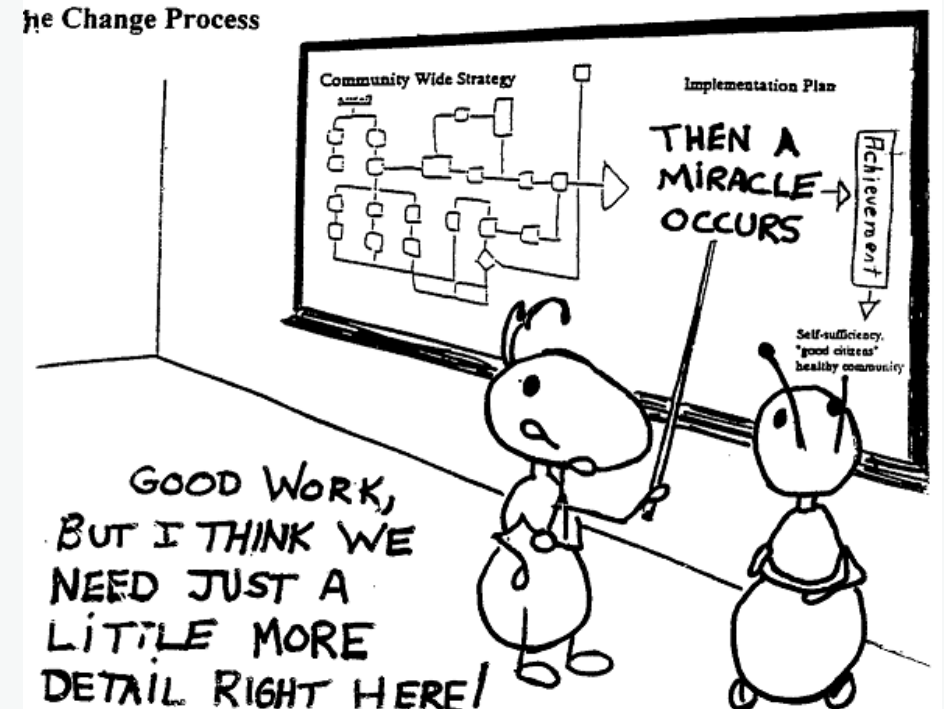
*“Improve prevention, preparedness, and response to oil spills at the state and provincial level by collaborating across jurisdictions to share data, coordinate on projects, and advocate for regulatory standards.”*

# Goals

## HOW DO WE ACHIEVE THE MISSION?

Goals:

- Turn vision into *specific and measurable targets*
- The direction of a program or problem
- Timeframe: 5 years to achieve.



# Strategies

## Support the achievement of specific goals

- Are more detailed than goals and explain how goals will be accomplished. Strategies detail the activities that must be completed to achieve the goal.

# Tactics

## **SPECIFIC DETAILS TO ADVANCE OBJECTIVES**

- More immediate steps to accomplish goals/strategies

What we are working to achieve

**Vision**

No spilled oil

What we do as an organization to achieve it

**Mission**

Improve prevention, preparedness and response to oil spills at the state and provincial level by collaborating across jurisdictions to share data.....

What we do specifically

**Goal 1**

**Goal 2**

**Goal 3**

**Goal 4**

**Goal 5**

(Prevention): Reduce small spills across west coast by 50%

**Strategies**

Provide technical support to marina managers

**Tactics**

Conduct 10 training workshops on current, effective spill prevention techniques and technologies.

# Values

**Guiding principles that shape the decisions, actions and culture.**

- Define ethical and operational boundaries
- Serve as the foundation for decision-making
- Help create a strong organizational identity

# Role of commissioners

- Participate in interviews to share thoughts on process and content
- Collaborate with staff to ensure final plan has broad support
- Adopt the strategic plan

## The 5<sup>th</sup> Wave

By Rich Tennant



# Role of staff

- Participate in SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- Collaborate with commissioners to ensure final plan has broad support
- Engage in facilitated meetings to provide input on content



# Whatcom PUD Commissioner's meeting on Strategic Planning

May 23, 2025

Gary Saleba and Steve Klein  
Strategic Energy Experts (SEE)

# Steve Klein

- ▶ Introduction & Purpose
- ▶ NW Regional Forecast 2025 - 2035
- ▶ Whatcom PUD Attributes
- ▶ Examples of Community Projects
- ▶ Challenge of developing Performance Indicators
- ▶ South San Joaquin Irrigation District Strategic Plan Examples
- ▶ Societal Trends that Businesses Should Factor into their Strategic Thinking

# Purpose of Strategic Energy Experts Presentation

1. High level overview of a few topical utility issues from perspective of recognized utility industry expert and water/electric/telecom utility executive.  
*NOTE: Board has had the benefit of "Professor" Heimgartner and his excellent presentations on everything from RTOs to Fusion so we do not intend to cover ground already tilled.*
2. Plant or further nourish seeds of thought to consider when strategically thinking and ultimately setting goals, strategies, and associated performance-based milestones and metrics.
3. Provide examples of utility industry/community strategic actions and programs to foster renewables development, electrification, efficiency and resiliency.
4. Provide example of similar irrigation/wholesale water utility's strategic plan.

# Northwest Regional Forecast of Power Loads and Resources

August 2025 through July 2035

- ▶ Pacific Northwest Utilities Conference Committee (PNUCC) annually collects and aggregates the regional utilities' forecast of loads and resources within the Northwest (WA, OR, ID, and MT).
- ▶ Meeting Region's energy needs has become an urgent concern.
- ▶ Region's energy loads projected to grow by 30% by 2034 (23,800 to 31,600 aMW).
- ▶ Electrification and increasing reliance on digital technologies, cloud computing and Artificial Intelligence (AI) are main drivers.
- ▶ Data Centers - Good & Bad: AI can require over 100 times as many computing resources as conventional systems but advanced AI can potentially lead to new discoveries and technological breakthroughs to enhance sustainability, economy, jobs, healthcare, quality of life, etc.

## Continued - Northwest Regional Forecast of Power Loads and Resources

- ▶ Project timelines getting longer, NIMBY, limited transmission, shifting federal energy policies, etc. underscore disconnect between renewable ambitions and infrastructure needed to deliver them.
- ▶ Must avoid utilities developing plans in isolation or some waiting to simply buy from the market.
- ▶ WECC warns the West will face potentially severe resource adequacy challenges over the next decade if resource build-out mimics the last 5 years.
- ▶ Our region is dangerously close to experiencing blackouts during peak demand events.
- ▶ Increasing interdependence between natural gas and electricity providers. Note the Woodfibre LNG export facility in BC will come online in 2027 and needs will greatly strain the region's energy system capacity until any new capacity becomes available.

# Whatcom County Attributes that support potential innovative projects

- ▶ Transitioning to renewable energy and siting new technology, requires both resources and undeveloped land, something that makes many rural areas desirable for energy siting projects as well as a supportive community.
- ▶ Whatcom County has a PUD with bright and innovative Board & staff, engaged citizenry, land, and natural and processing based resources (geothermal, solar, hydro kinetic energy, biomass, thermal heat recovery, etc.).
- ▶ Whatcom PUD Board of Commissioners, management and staff are dedicated and committed to making a positive difference in the community's quality of life and have demonstrated a desire to form partnerships to pursue innovative pilot projects that promote sustainability and application of renewable technologies.

# Examples of Innovative Projects in Neighboring Communities

- ▶ Skagit PUD was the first utility in Washington state to pilot a micro-hydroelectric-based system that converts water pipe flow and pressure into electricity and recently started another similar project at a high school in Mount Vernon which will power an EV charging station.
- ▶ Microgrids are emerging as a solution for incorporating local renewables and delivering community energy resilience, here are a few examples:
  - Tulalip, Swinomish and Shoalwater Bay Tribal Community Microgrids
  - Snohomish PUD Arlington community Microgrid
  - Orcas Power & Light community driven solar plus storage microgrids to support electrified utility fleet and public vehicle and electric bicycle charging.
- ▶ Universities such as Western Washington University's Institute for Energy are potential sources of information and partnership for microgrid pilots.

# The challenge of developing strategic plan performance measurement methods.....

## Whatcom PUD is very Unique

- ▶ Hard to find other public utilities with similar relatively limited retail services and customers.
- ▶ Benchmarking to traditional industry standards and metrics, not impossible but problematic.
- ▶ Milestones have been effectively used in the past by Whatcom PUD and should continue to be a valuable method for tracking progress.
- ▶ Despite PUD's uniqueness it is still possible to establish performance measurements such as actionable milestones to build a baseline of data to enable some worthwhile metrics to demonstrate progress towards attainment of goals and objectives. (Example: Milestone to establish and analyze water leakage rate/volume over time allows setting Metric for percent reduction goal.).
- ▶ Milestones are often qualitative, indicating a major event or completion of a phase, whereas metrics are typically quantitative, providing data-driven insights into performance.
- ▶ Strategic Plans typically address key functional areas such as Operations, Finance, Workforce, Legal & Regulatory, Customer & Community relations, etc.

# South San Joaquin Irrigation District (SSJID) is similar enough to Whatcom PUD to provide valuable comparative strategic insights

- ▶ SSJID was established in 1909 to provide irrigation water for 72,000 acres of agricultural area in the San Joaquin Valley of California.
- ▶ In 2005, it started providing wholesale water service to South San Joaquin County cities from a membrane filtration water treatment plant.
- ▶ Installed a 1.4-megawatt solar farm that provides nearly all of the electricity to run its water treatment plant.
- ▶ “Since our inception, we’ve continually looked for ways to better serve our communities. For example, we’ve expanded into providing domestic water service to southern San Joaquin County, installed a productive solar farm and completed a pressurized Irrigation Enhancement Project (IEP). We’re also working toward providing retail electric service.” - SSJID Board of Directors

# Societal Trends that Businesses Should Factor into their Strategic Thinking

- ▶ Sustainability and ethical consumerism
- ▶ Declining trust in Institutions
- ▶ Aging population
- ▶ Remote workforce and Gig economy
- ▶ Rising gap in income and education inequality amongst population
- ▶ Artificial Intelligence and rise of intelligent machines
- ▶ Social media networking and rise of additive usage
- ▶ Consumers/public overwhelmed with choices and data and unable to stay focused
- ▶ Cyber and physical security threats and preventive actions
- ▶ More frequent supply chain disruptions

# Gary Saleba

- ▶ Introductions/Session Objectives
- ▶ What - Background on CCAs
- ▶ How - How to Evaluate CCA Business Model
- ▶ When - To Form CCA
- ▶ Where - To Form CCA
- ▶ Why - To Form CCA
- ▶ Downsides - Of Forming CCA
- ▶ Other Ideas

# Background on Community Choice Aggregation (CCA)

Prepared for:  
Whatcom County PUD  
May 23, 2025

# Background on CCAs

## Authorized in 10 States:

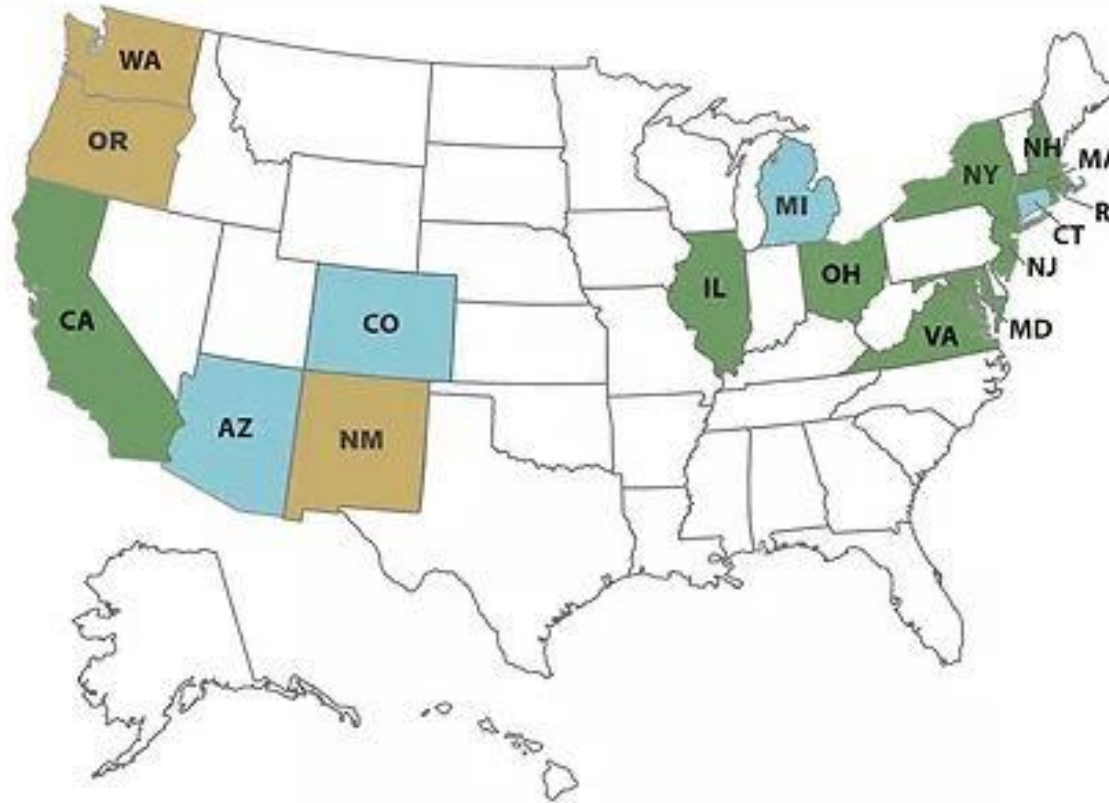
- California
- Illinois
- Maryland (Montgomery Co. Pilot)
- Massachusetts
- New Hampshire\*
- New Jersey
- New York
- Ohio
- Rhode Island
- Virginia\*

## Actively Investigating:

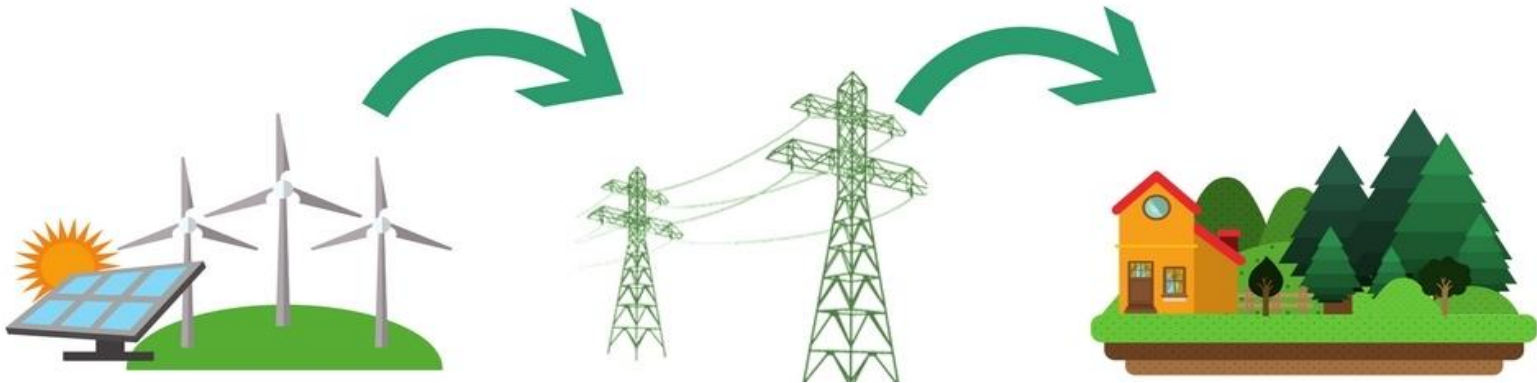
- Arizona
- Colorado
- Connecticut
- Michigan

## Watch List/Potential:

- Oregon
- Washington
- New Mexico

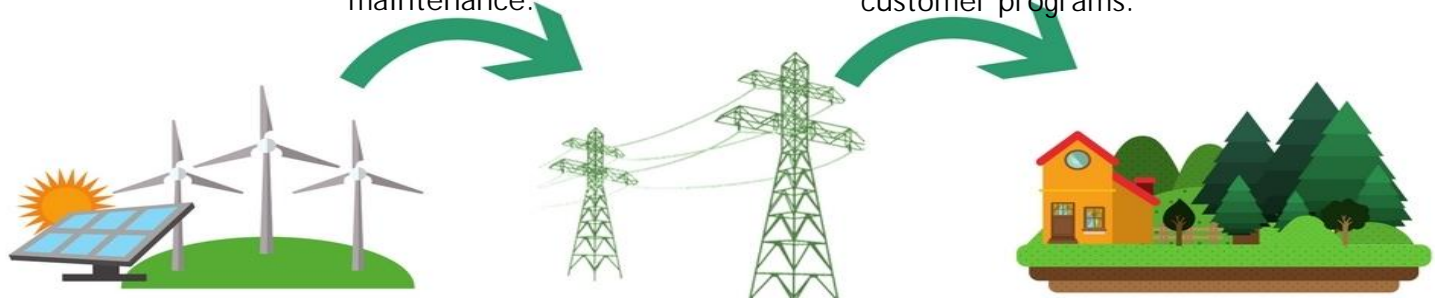


# Background on CCA's (cont'd)



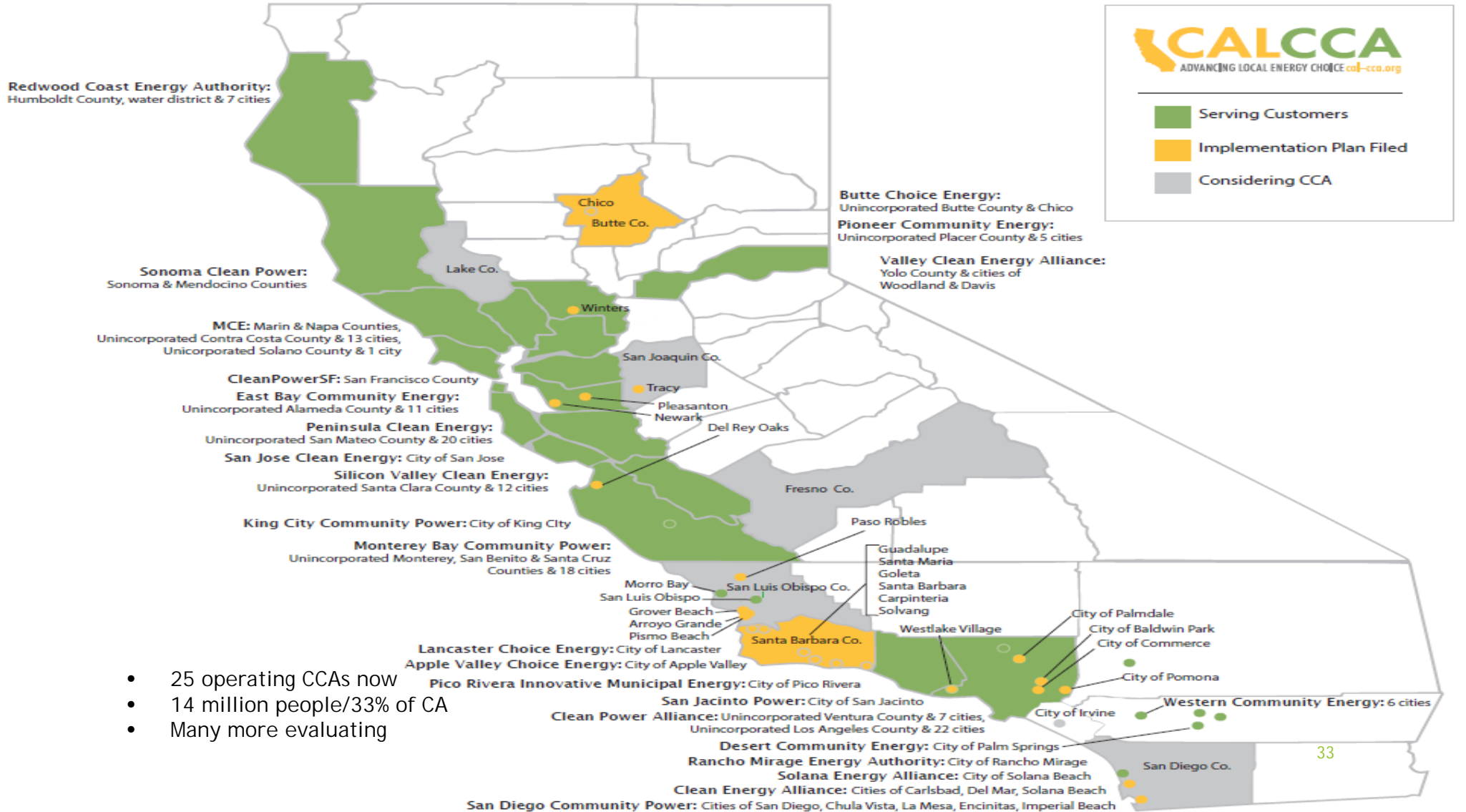
CCA replaces Investor-Owned Utility (IOU) as purchaser of power for customers.

- IOU still responsible for delivery of power to customers and system maintenance.
- IOU bills and collects from customer on behalf of CCA, then forwards to the CCA the cost of power supplied. CCAs also offer customer programs.



- CCAs typically buy more renewable power.
- CCAs have greater regulatory flexibility than IOU on buying power/setting rates.
- CCAs receive appropriate customer revenues from IOU, pay operating expenses, retain net revenues.
- CCAs can still work with IOU to develop reliable electric grids in their communities.
- Typically, all customers are "in" the CCA program unless they "opt out."
- CCAs design customer rates and programs around local preferences and have greater flexibility and

# California CCA Background



- 25 operating CCAs now
- 14 million people/33% of CA
- Many more evaluating

# How Do CCAs Get Started and Operating?

- ▶ Establish CCA Business Construct
  - ▶ Legislative authority - CCAs okay for cities, counties and other local government bodies
  - ▶ Regulatory-established guidelines
  - ▶ Issues
    - ▶ Who's in/who's out
    - ▶ Opt-in/opt-out
    - ▶ Requirements on IOU
    - ▶ Code of conduct
    - ▶ Stranded costs
- ▶ May be Good Application for Whatcom County
  - ▶ More clean power
  - ▶ Economic development
  - ▶ Choice

CCA	Coverage	Net Financial Position	Financial Report Period	Year of Initial Operations	Customer Meters (1000s)
Clean Power Alliance	L.A., Ventura Counties and Misc. Cities Within	\$222MM	6/30/2023	2018	973
San Diego Community Power	City/County of San Diego, Other Cities	\$186MM	6/30/2023	2021	930
East Bay Clean Energy	Alameda County and Cities	\$363MM	6/30/2023	2017	613
Marin Clean Energy	Marin County, Mendocino County, Other Cities	\$244MM	3/31/2023	2010	470
Clean Power San Francisco	City and County of San Francisco	\$118MM	6/30/2023	2017	385
San Jose Clean Energy	City of San Jose	\$176MM	6/30/2023	2018	350
3C Energy	Monterey and Adjacent Counties, Cities	\$284MM	6/30/2024	2018	296
Peninsula Clean Energy	San Mateo County and Cities	\$308MM	6/30/2023	2016	296
Silicon Valley Clean Energy	Santa Clara County and Cities (minus San Jose)	\$325MM	6/30/2023	2017	270
Orange County Power Authority	Irvine, Fullerton, Huntington Beach, Buena Park	\$39MM	6/30/2023	2022	250
Clean Energy Alliance	Solana Beach (2022 added Other Cities: 60K meters to 244	(\$6.5MM)	6/30/2023	2021	248
Sonoma Clean Power	Sonoma, Napa Counties and Cities	\$201MM	6/30/2023	2014	227
Redwood Coast Clean Energy	Humboldt County and Cities	\$37MM	6/30/2023	2017	63
Valley Clean Energy	Yolo County, City of Davis, Other Cities	\$44MM	5/31/2024	2018	54
Lancaster Choice Energy	City of Lancaster	\$9MM	6/30/2023	2015	52
Palmdale Energy	City of Palmdale	(\$1.1MM)	6/30/2023	2023	46
Pomona Choice Energy	City of Pomona	\$8MM	6/30/2023	2018	40
Santa Barbara Clean Energy	City of Santa Barbara	\$4MM	6/30/2023	2021	34
Desert Community Energy	Cities of Palm Springs, Palm Desert	\$19MM	6/30/2023	2019	33
Apple Valley Clean Energy	City of Apple Valley	\$13MM	9/30/2023	2017	26
Pico Rivera Municipal Energy	City of Pico Rivera	\$10MM	6/30/2023	2017	17
Rancho Mirage Energy Authority	City of Rancho Mirage	\$8MM	6/30/2023	2018	15
San Jacinto Clean Energy	City of San Jacinto	\$2MM	6/30/2023	2018	15

# When to Form CCA?

- ▶ Need Grassroots Support/Advocacy Group
- ▶ Power Price Concerns - Stability and Mix
- ▶ Excessive Greenhouse Gas Emissions
- ▶ Lack of Meaningful Input into Electric Utility Operations and Resource Portfolio Mix

# Where to Form CCA?

- ▶ Investor-Owned Utility (IOU) Service Territories - Municipalities and Counties Already Have Direct Customer Input
- ▶ Areas Where Customers are Dissatisfied with Incumbent Electric Utility
- ▶ Geographic Proximity Isn't Needed but Can Help Operationally
- ▶ Find Groups that are Aligned Politically and Philosophically
  - ▶ East King County
  - ▶ Skagit
  - ▶ Thurston
  - ▶ Parts of Pierce
  - ▶ Others??

# Why Form a CCA?

- ▶ More Local Control Over Utility Operations/Power Supply Mix
- ▶ Less GHG Emissions
- ▶ More Local Economic Development
- ▶ Potentially Lower User Rates/Lower Electric Bills
- ▶ More Customer Programs Tailored to Constituents

# Downsides of Forming CCAs

- ▶ Legislative/Regulatory Hurdles - Need Legislation in Washington
- ▶ Incumbent Utilities are Strong Financially, Politically and With the Press
- ▶ Start-Ups are Always Challenging
- ▶ Attracting Initial Funding
- ▶ Power Business is Relatively Complicated/New Line of Business for Most
- ▶ Attracting Qualified Personnel
- ▶ Educating Public on CCA Business Model/Need Significant Outreach

# Summary

- ▶ CCA Business Model's Uptake Is Significant
- ▶ CCAs are Generally Successful and Customer Facing
- ▶ Issues in Washington - Legislative, WTC and Incumbent IOUs
- ▶ Initial Push Tough but Doable - All States Find Some Initial Challenges
- ▶ Definitely Results in More Local Control and Compliance with Local Objectives

# Other Ideas for Whatcom PUD

- ▶ Large Server Farm AI Bases
  - ▶ Lots of open land
  - ▶ Electric transmission adequate
  - ▶ Market is all clean/carbon free
    - ▶ Geothermal from east
    - ▶ Hydro from north
  - ▶ Conductivity ?? But upgradable
  - ▶ Big property tax adder for County
  - ▶ Provide power supply through CCA or existing PUD

# Other Ideas for Whatcom PUD (cont'd)

- ▶ In-Line Turbines

- ▶ ?
- ▶ ?
- ▶ ?

- ▶ Other

- ▶ ?
- ▶ ?



(Note SSJID related slides 10-25 will be presented quickly with few comments and are meant to serve as a reference for upcoming PUD Strategic Plan development ideas, comparative analysis and confirmation of Whatcom PUD's approach and focus)

## SSJID Strategic Priorities

- ▶ 1. Water Supply, Infrastructure, Treatment, and Distribution: The District will deliver significant value to the region by: (i) protecting its senior water rights, (ii) managing a sustainable balance of surface water and groundwater, and (iii) enhancing reliability, operational efficiency, and flexibility.
- ▶ 2. Finance and Rates: The District will judiciously manage its financial resources: (i) to meet the District's Mission, (ii) to achieve the District's Strategic Priorities, and (iii) to maintain rates that are fair, competitive, and financially sustainable.
- ▶ 3. Workforce and Culture: The District will ensure its workforce is appropriately sized and organized to carry out the District's Mission and is comprised of team members who are highly engaged and passionate.
- ▶ 4. Customer and Community Relations: The District will actively strive to meet the needs of our customers and our community, who are the foundation of the District.
- ▶ 5. Legislative and Regulatory: The District will actively monitor state, federal and local legislative and regulatory issues, and advocate to protect the interests of our customers and our community.

# SSJID Strategic Plan Priority: Water Supply, Infrastructure & Distribution

## 5-Year Goals:

1. Protect and preserve the District's Water Rights.
2. Implement the Water Master Plan (WMP) to ensure the long-term operational efficiency of the water delivery system and improve the level of service to customers.
3. Demonstrate success and effectively communicate progress and results to District customers, stakeholders, and employees.

# SSJID GOAL 1.0: Protect and preserve the District's Water Rights.

- ▶ 1.1 - Actively oppose proposed changes to water law and administrative actions that may adversely impact the District's surface water and groundwater supplies.
- ▶ 1.2 - Protect both surface water and groundwater resources available to the District.
- ▶ 1.3 - Develop, foster, and maintain relationships as a trusted leader in water management.
- ▶ 1.4 - Work across SSJID departments to improve data measurement and collection.

## SSJID GOAL 2.0: Implement the Water Master Plan and ensure the long-term operational efficiency of the water delivery system.

- ▶ 2.1 - Update major components of WMP every 5 years, including projects, implementation pace, and financial results.
- ▶ 2.2 - Continue to review and refine workflow process and protocols to streamline the delivery of projects and services.
- ▶ 2.3 - Develop a 5-year pipeline rehabilitation plan that identifies annual targets for linear feet of pipeline rehabilitation, funding, and targeted cost savings.
- ▶ 2.4 - Develop a 5-year plan for Water Information System (WIS).
- ▶ 2.5 - Develop, refine, and implement SCADA Master Plan that drives improvement and efficiency.
- ▶ 2.6 - Investigate Computerized Maintenance Management System (CMMS) applicability and strategies for the District.
- ▶ 2.7 - Work persistently to reduce irrigation water loss through a combination of conservation, automation and customer education.

SSJID GOAL 3.0: Demonstrate success and effectively communicate progress and results to the District, stakeholders, and customers.

- ▶ 3.1 - Develop and implement a method/tool to track, measure, and regularly report on Water Master Plan implementation progress.

# SSJID Strategic Plan Priority: Finance and Rates

## 5-Year Goals:

1. Establish and maintain rates that are fair, reasonable, and financially sustainable.
2. Evaluate, update, and modernize all District fees, and charges for services.
3. Maintain financial reserves to adequately moderate risks, supply foreseeable cash needs, and protect the District's bond ratings.
4. Maintain and optimize efficient financial accounting, monitoring, and budgeting practices.
5. Develop Capital funding strategy.

## Goal 1.0: Establish and maintain rates that are fair, reasonable, and financially sustainable.

- ▶ 1.1 - Build, refine, and implement a long-term financially sustainable business model.
- ▶ 1.2 - Perform cost of service studies, as necessary, to determine the next 5-year rate revenue needs.
- ▶ 1.2 - Implement 5-year irrigation rate plan to support Water Master Plan and District financial needs.

## Goal 2.0: Evaluate, update, and modernize all District fees, and charges for services.

- ▶ 2.1 - Overall evaluation all District fees and charges for services, including well rentals, development plan review, construction permitting and administration fees.
- ▶ 2.2 - Evaluate raw water rate for Cities receiving water from the Water Treatment Plant.
- ▶ 2.3 - Periodic update of fees and charges as necessary.

Goal 3.0: Maintain reserves to adequately moderate financial risks, supply foreseeable cash needs, and protect bond ratings.

- ▶ 3.1 - Review and update reserve policy as necessary for operations and capital.
- ▶ 3.2 - Cashflow forecast for District liquidity and investments.

## Goal 4.0: Maintain and optimize efficient financial accounting, monitoring, and budgeting practices.

- ▶ 4.1 - Development of periodic reports and dashboards of financial performance that identifies, reports, and communicates key financial metrics for decision making.
- ▶ 4.2 - Continuously evaluate and adjust financial accounting and budgeting practices to improve efficiency, tracking, timeliness, and service.
- ▶ 4.3 - Implement necessary steps to maintain clean audit findings.

## Goal 5.0: Develop Capital funding strategy.

- ▶ 5.1 - Develop a 5-year and longer-term Capital Funding Strategy for capital projects

# SSJID Strategic Plan Priority: Workforce and Culture.

## 5-Year Goals

- ▶ 1. Maintain an effectively sized and structured workforce.
- ▶ 2. Promote understanding, professional growth, and the development of our employees.
- ▶ 3. Improve process of evaluating team member performance.

# GOAL 1.0: Maintain an effectively sized and structured workforce.

- ▶ 1.1 - Develop recommended staffing and resources plan necessary to maximize efficiency of District operations.
- ▶ 1.2 - Development and communication of a Workforce Strategy Plan, including employee engagement, recruitment, and succession planning.

## GOAL 2.0: Promote understanding, professional growth, and development of our employees.

- ▶ 2.1 - Annual Employee Town Hall regarding the performance and priorities of the District.
- ▶ 2.2 - Improve Human Resources and Benefits information accessibility for employees.
- ▶ 2.3 - Consolidate and update employment policies into an Employee Handbook and host a refresher training course for existing employees.
- ▶ 2.4 - Develop and implement internal training programs/user groups for financial systems, policies and procedures.
- ▶ 2.5 - Develop employee volunteer incentive programs and foster opportunities for employee engagement in the community.

# SSJID Strategic Plan Priority: Customer and Community Relations

## 5-Year Goals

- ▶ 1. Enhance engagement and brand awareness within the community and region.
- ▶ 2. Measure and improve customer satisfaction.
- ▶ 3. Develop regional partnerships to advance mutual organizational goals and outcomes.

NOTE: I have not included the strategic actions associated with these Goals for brevity sake.

# SSJID Strategic Plan Priority: Legislative and Regulatory

## 5-Year Goals

- ▶ 1. Proactively and strategically implement and communicate the District's legislative positions.
- ▶ 2. Foster relationships with local legislators and their staff.
- ▶ 3. Create and foster alliances and coalitions to advance common advocacy positions and objectives.

NOTE: I have not included the strategic actions associated with these Goals for brevity sake.