

## Initiatives 2021

**T**he development and adoption of a multi-year strategic plan affords the PUD an opportunity to reflect on its progress; assess changing conditions; and plot a new course forward. In December 2018, the PUD adopted its '2025 Strategic Plan'.

That strategic plan has guided the PUD forward, but conditions and circumstances change. In light of that change, the PUD must remain nimble in its pursuit of new initiatives, while at the same time remaining reliable for its customers that have long-term reliance on the delivery of critical infrastructure services. This tension between flexibility and stability will require constant attention by the staff and Commission and therein lies the success of the PUD.

Among its priorities, the PUD has and continues to take many actions that impact our community's resilience to a changing climate. The PUD is actively engaged in water conservation; re-timing water flows; education regarding water resource stewardship; and overall support of a healthy regional eco-system. In the future, the PUD will continue to explore effective policies and actions in response to important climate related challenges.

Recent and anticipated changes in leadership at the PUD have necessitated that the PUD reaffirm its prior commitments while exploring and embracing new initiatives in serving its community into the future. What follows is 'Initiatives 2021' that captures the PUD's near and midterm priorities as it transitions through this change in leadership.

### Ongoing

#### Broadband Vision

Advance the community wide vision in making broadband available to underserved areas of Whatcom County.

#### Customer Service

Continue the PUD's commitment to customer service in support of the industries that rely on PUD power and water.

#### Technical Support

Re-affirm the PUD's commitment to provide technical support to water associations.

#### Local Water Resources

Continue the PUD's support and assistance in regional efforts to protect and manage local water resources.

#### PUD as a Resource

Identify how the PUD can support education and understanding of utility issues.

### FY 2022 and Beyond

#### Clean and Renewable Energy

Develop a plan and policies in 2022 to define the PUD's role in advancing clean and renewable local energy.

#### Water Supply

Explore a pilot project with Ecology funding and other partners, to demonstrate the feasibility of providing water supply to those in need.

#### Clean Industry

To analyze and advance "clean" industry throughout Whatcom County.

#### Strategic Plan Update\*

Update the *Strategic Plan 2025* with the new General Manager.

#### PUD Community Impact Analysis\*

Update a community impact analysis to quantify and qualify the PUD's historic and ongoing impact on the Greater Whatcom

\* Strategic Support of Initiatives

## General Manager Profile

**P**ublic Utility District #1 of Whatcom County (PUD), authorized by State statute (RCW 54) and created in 1937, serves greater Whatcom by ensuring water, electrical, and telecommunication infrastructure is available to serve a growing and robust regional economy.

Today, beyond its core mission of providing power and water to industries in the Cherry Point and Grandview industrial areas, the PUD maintains an active role in addressing water rights and resource allocation across the County; is advancing clean and renewable energy solutions; supports new green industry; and is partnering with the Port of Bellingham to extend broadband access to underserved areas.

The PUD has pursued these priorities with a talented and experienced professional staff led by a community invested and forward thinking elected Board of Commissioners. The PUD's long serving General Manager is preparing to retire and the PUD's Commission is overseeing the seamless transition to new staff leadership.

To facilitate that transition the Commission has recently reviewed and updated its strategic priorities. That process that has been invaluable in defining the experience, skills, and character the PUD is seeking in its future chief executive officer.

The following is the desired profile of the PUD's next, great leader:

### Background, Experience and Character

While the utility industry operates in a technical environment, the PUD is fortunate to have highly skilled professionals on its staff, experienced in its core services. Because of that strength, the PUD's next General Manager does not necessarily need to have significant utility industry experience but should have refined experience in managing in a complex environment as a trustee of public or private assets. The experience would be represented by 10 or more years in a senior position.

### Strengths

- ◆ A reasoned risk taker with a keen sense of entrepreneurship and vision.
- ◆ Has skills to understand, integrate with, and care for the community the PUD serves.
- ◆ Prioritizes relationship building with both public and private entities.
- ◆ Seeks solutions for complex challenges within a limited resource environment.
- ◆ Leads an organization in transition, evolving with change.
- ◆ Has a productive understanding of organizational development to advance the PUD's goals and priorities.

### Skills

Like all public agencies, the PUD is seeking a highly skilled individual who can effectively navigate the challenges of market realities; varied community interest; regulatory constraints while balancing multiple priorities.

### Critical Skill Set

- ◆ Understands the role of management in working with an elected board in executing their consensus vision.
- ◆ Is able to make technical discernments on complex technologies, financial analysis, and risk assessments.
- ◆ Appreciates the value of good customer service and community responsiveness.
- ◆ Can lead, hire, develop, and retain a professional and technical staff—retaining the *best of the best* in key staff positions.
- ◆ Effectively communicates with *all* audiences and individuals in a host of settings.
- ◆ Has working knowledge of complex financial conditions with the vision to be creative in leveraging resources.

### Education | Experience

The PUD is seeking the right candidate and will consider a combination of experience and education. At minimum, a four-year degree, in a technical, managerial, or administrative field and ten years of senior management experience.