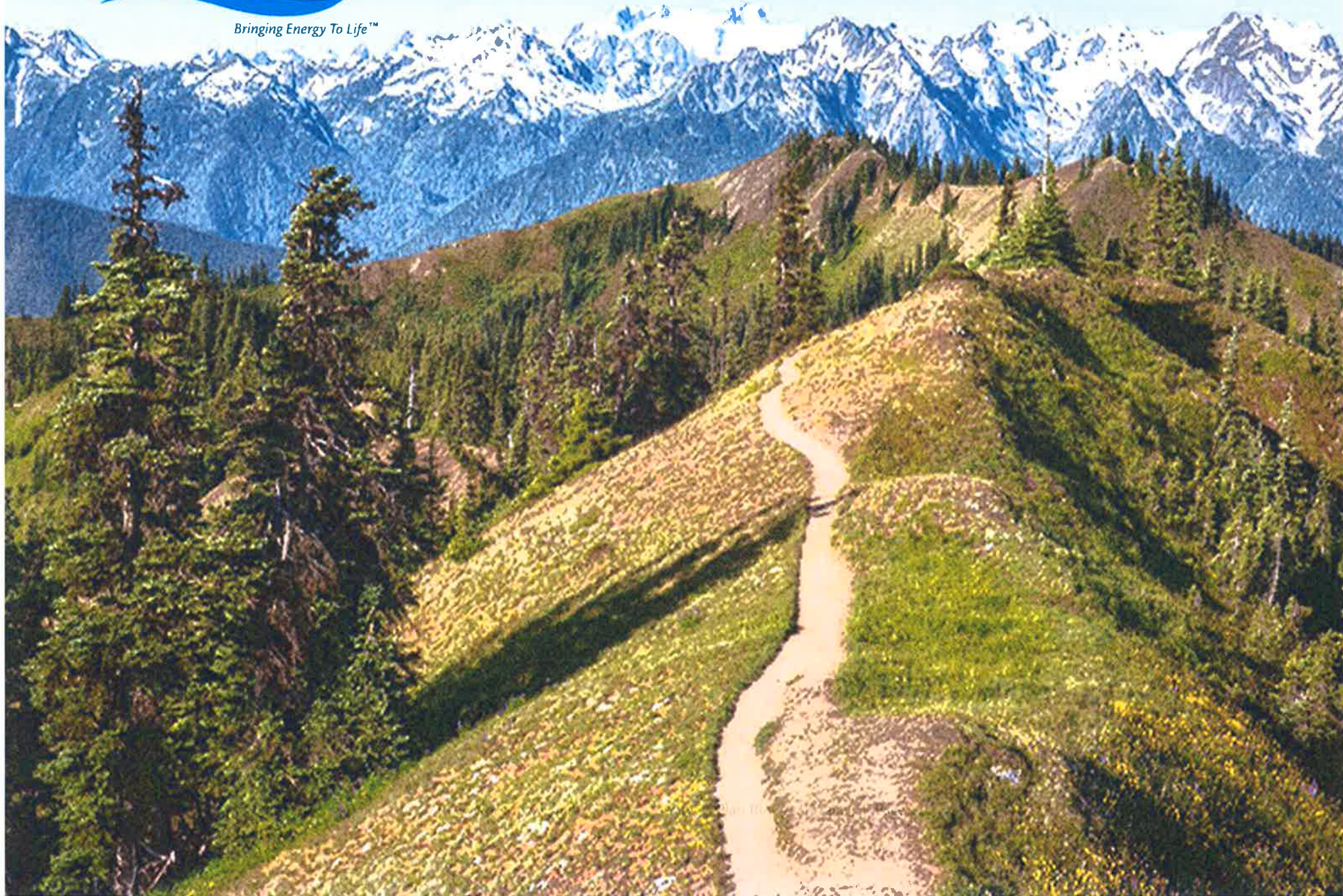




Bringing Energy To Life™

STRATEGIC PLAN



CONTENTS

Introduction.....	3
About Clallam PUD.....	4
Core Values.....	5
Vision Statement.....	6
Achievements.....	8
Strategy Pyramid.....	9
Strategic Objectives.....	10
Partners.....	11
Regulating Agencies.....	12
Strategic Objectives:	
Provide Stable Rates (C1).....	13
Ensure Reliable Supply (C2).....	14
Practice Environmental Responsibility (C3).....	15
Continuous Performance Improvement (I1).....	16
Manage Resource Portfolio (I2).....	17
Influence Regulatory Issues (I3).....	18
Enhance Customer Partnerships (I4).....	19
Build On Safety Culture (E1).....	20
Attract & Retain Great People (E2).....	22
Manage Risk – Internal (E3).....	23
Manage Risk – External (E4).....	24
Be Financially Responsible (F1).....	26

We are proud to present to you our Strategic Plan.

Our current Strategic Plan continues the expectation of excellence established in prior years.

The Plan is guided by a vision statement defining the District's focus areas, described as **Strategic Objectives**, and the “**Picture of Excellence**” for each objective. **Strategic Initiatives** were developed to help us achieve the Picture of Excellence. Minor updates are performed annually, with a “deep dive” into the Plan every 3 to 5 years.

As always, our **MISSION** of “*Providing reliable, efficient, safe, and low cost utility services in a financially and environmentally responsible manner*” remains the foundation for our Strategic Objectives. This Mission, along with our **CORE VALUES**, will help us continue to be what our **VISION** states: “*Being the best utility for OUR customers.*”

We welcome feedback and suggestions for future updates to our Strategic Plan.

Thank you,



Sean Worthington, General Manager

ABOUT CLALLAM PUD

In 1940 the people of Clallam County were presented with the opportunity to vote on formation of a Public Utility District. The language presented on the ballot for the purpose stated: *“to conserve water and power resources and to supply public utility service, including water and electricity, for all uses.”* PUDs are unique in our nation, as they are not-for-profit, and are owned by the customers served.

Since 1940, Clallam PUD has developed three more utilities: water, sewer, and then in 2000 broadband, after the Legislature authorized PUDs to go into the wholesale telecommunications business. PUDs are community-owned, not-for-profit, and governed by an elected Board of Commissioners under RCW 54. This local control allows for decisions that align with the community's needs and priorities.

As of 2023, our PUD serves over 33,700 customers with electric service, and over 4,800 with water connections. We have offices in Forks, Clallam Bay/Seki, as well as a main office in Carlsborg that provide one-stop shopping for customers and high efficiency for employees.

We also help our customers save money with rebates, incentives and lower power bills associated with conservation and implementation of renewable distributed generation. Our PUD is fortunate to have access to clean hydroelectric power for the bulk of our power needs. On average, we are over 95% carbon-free.

CORE VALUES – R.E.S.P.E.C.T.

RESPECTFUL We guide all our actions with respect for each other, our customers, ourselves, and the environment.

ETHICAL Integrity and honesty form the foundation of all our actions.

SAFE Safety is at the center of the PUD's mission.

PROACTIVE Proactive, positive thinking and action are essential to our success.

EXCELLENCE We use our standards of excellence to evaluate our work.

CUSTOMERS We are committed to providing friendly, professional customer service.

TEAMWORK We value the importance of teamwork to satisfy both our customers and ourselves.

OUR VISION

The energy landscape is undergoing significant changes driven by a combination of factors, including environmental concerns, technological advancements, and evolving market dynamics. The Pacific Northwest, traditionally known for its ample water resources, is experiencing water scarcity and drought conditions in certain areas. At the PUD, we are dedicated to be a catalyst for progress by fostering a sustainable, interconnected, inclusive and equitable community through the provision of electric, water, and broadband services at competitive rates. We pledge to seek innovative solutions that empower our residents, uphold environmental stewardship, mitigate upward rate pressure, promote sustainable economic growth, and cultivate lasting community partnerships.

Our foremost commitment is to provide reliable, affordable, and accessible essential services. By delivering top-tier electric, water, and broadband services, we aim to meet the evolving needs of our residents and businesses. The future of electric utilities is expected to be characterized by several key trends and transformations (Decentralization, Distributed Energy Resources, etc.) as the region adapts to emerging technologies, changing customer expectations, environmental imperatives, ageing generation infrastructure, and evolving energy landscapes. While the exact trajectory may vary, we pledge to adopt technological advancements at key inflection points, ensuring that our infrastructure supports the growth of local businesses, enhances educational opportunities, and improves overall quality of life for all our Ratepayers.

As a customer owned utility, we recognize that we cannot create or achieve our vision in isolation. Our vision is an interactive process that will optimize our role in creating a vibrant, resilient, and interconnected community. We will actively collaborate with local governments, sovereign nations, schools, non-profit organizations, and businesses to ensure that our services contribute to the well-being of our community. By forging these strong community bonds and partnerships, we collectively work towards shared goals, and progress.

Environmental stewardship is at the core of our mission. We are committed to a sustainable future by prioritizing a clean, green energy mix, conservation, and responsible and sustainable management of water resources and the surrounding environment to

We are dedicated to affordability and equity in our community and towards keeping our services cost-effective, ensuring that residents from all walks of life can access vital utilities without undue financial burden. Our commitment to fiscal responsibility means that we will continually seek opportunities to reduce operational and resource costs when maintaining the highest service quality.

We will strive to become an enabler of economic growth and innovation within the community. By investing in infrastructure and technology, we will facilitate economic development, job creation, and foster a climate where local businesses can thrive. We will be committed to adapt to the changing needs of our community.

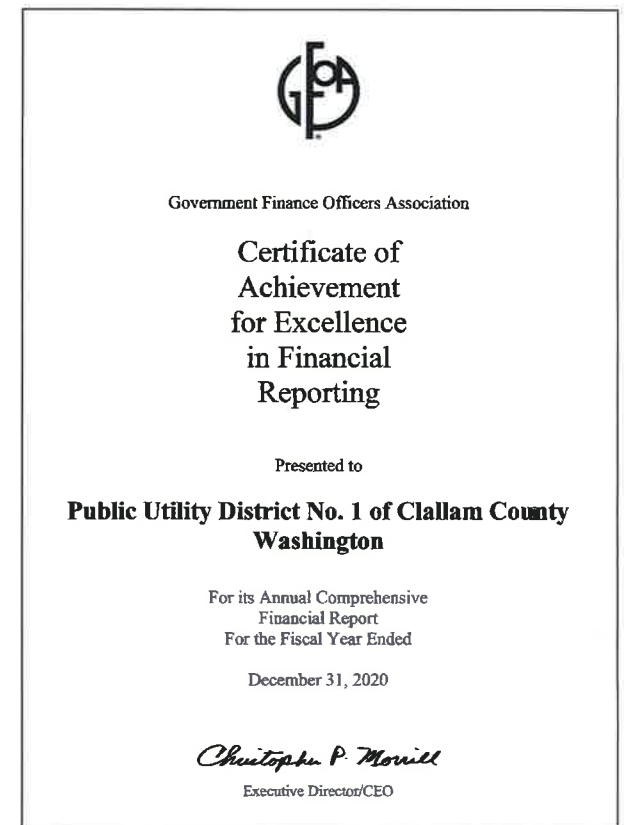
Inclusivity is at the heart of our approach. We endeavor to bridge the digital divide by providing reliable broadband services to all corners of our community. We work tirelessly to ensure that every resident, regardless of their location, has equal access to the essential services and opportunities that the internet affords. We are dedicated to enhancing digital literacy and ensuring that no one is left behind in the information age.

We are dedicated to providing resilient services that withstand the test of time and nature. We will invest in robust infrastructure and employ advanced monitoring and maintenance practices to ensure the continuous and reliable delivery of electric, water, and broadband services, even in the face of challenges such as extreme weather events and climate change.

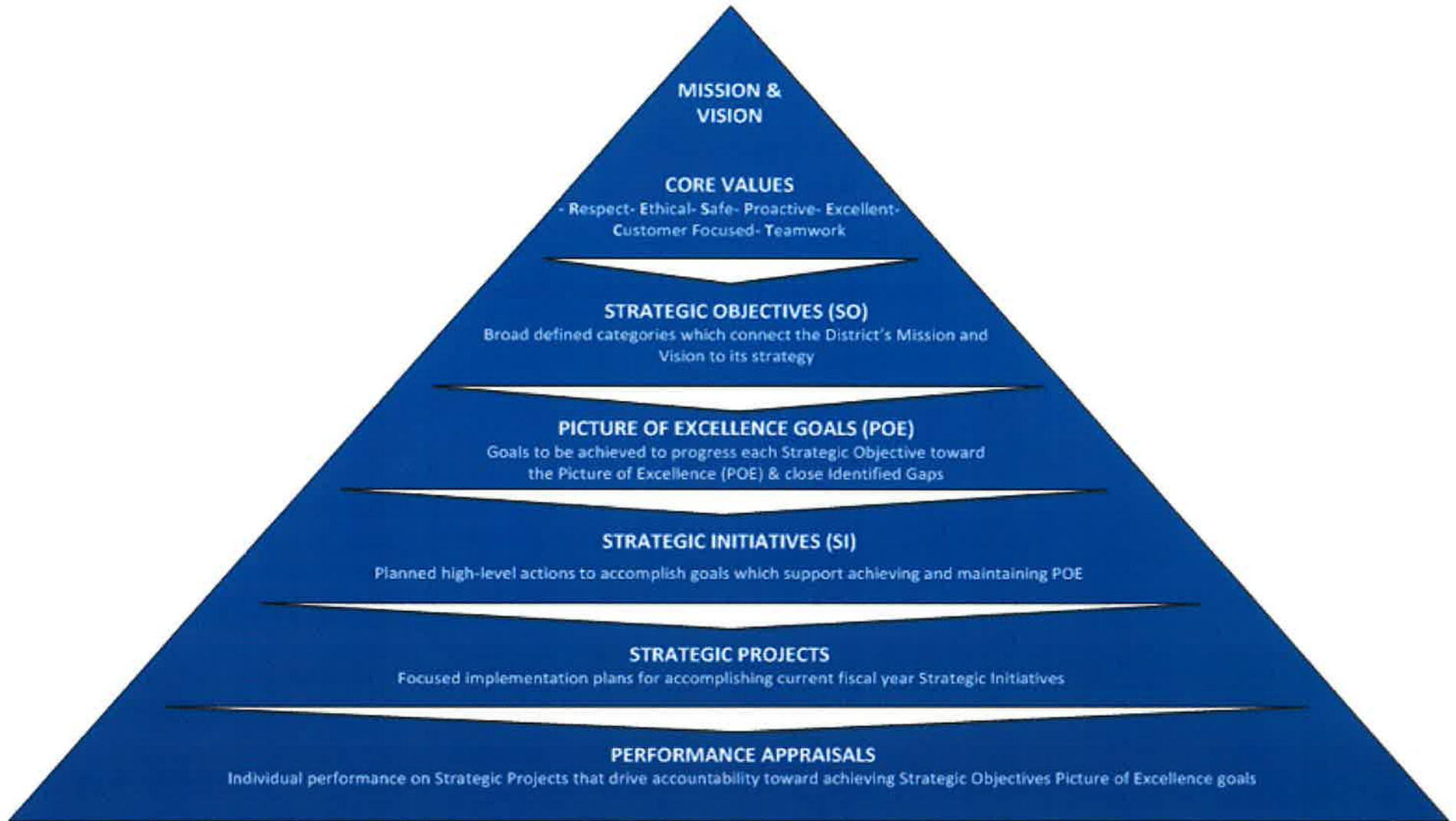
We remain committed to operate with the utmost transparency, inviting the community to actively participate in the decision-making processes that impact their lives. We hold ourselves accountable for our actions and decisions and remain open to feedback and improvement. By engaging the community in our operations, we aim to build trust and ensure that our services align with their evolving needs.

WE ARE PROUD OF OUR ACHIEVEMENTS

- GFOA Certificate of Achievement for Excellence in Financial Reporting
- WPTA Certification of Excellence for our Investment Policy
- APPA for being a Reliable Public Power Provider
- APPA for being a Smart Energy Provider



Clallam County PUD #1 Strategy Pyramid



STRATEGIC OBJECTIVES (SO)

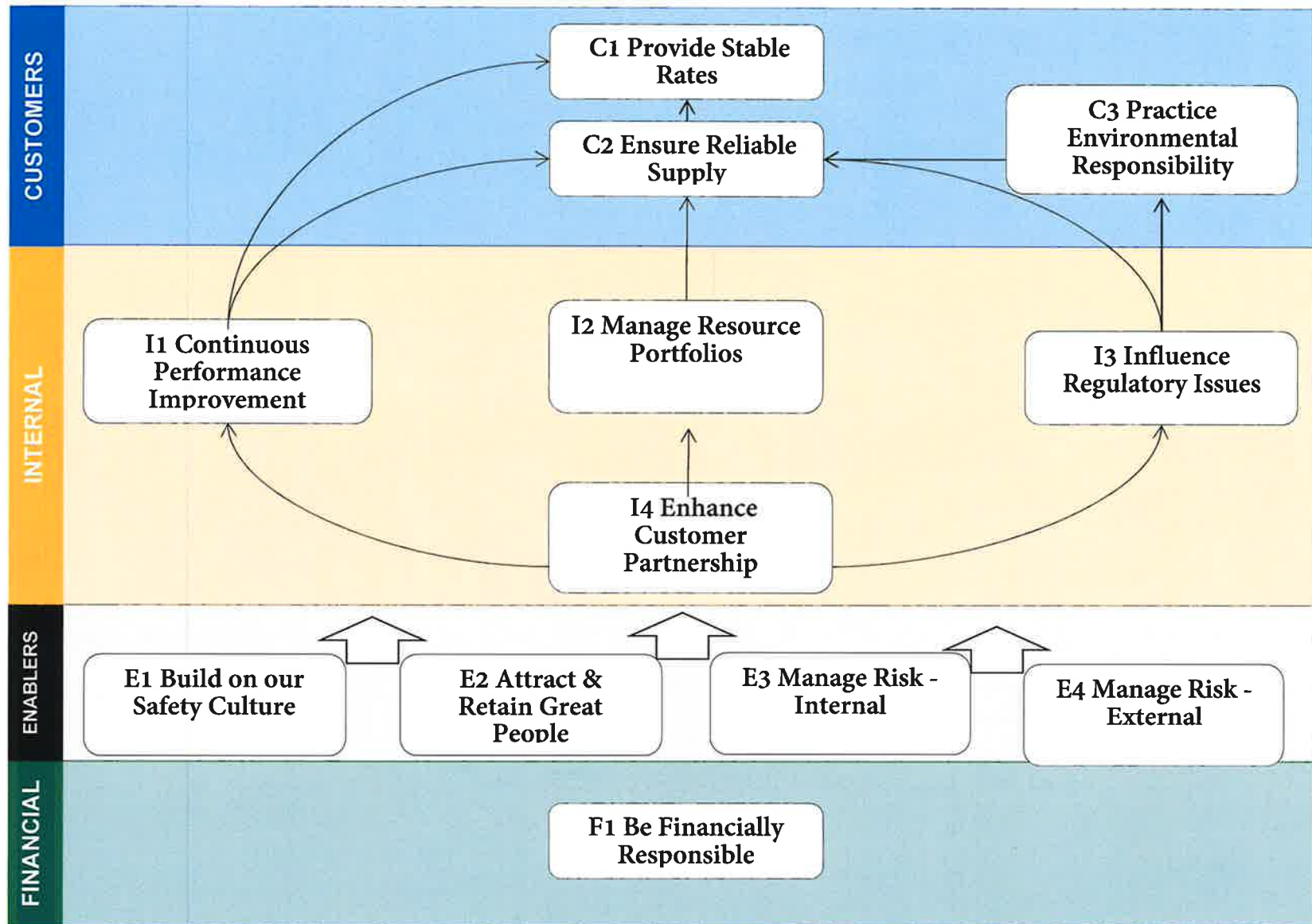
CUSTOMER: Provide Stable Rates; Ensure Reliable Supply; Practice Environmental Responsibility

INTERNAL: Continuous Performance Improvement; Manage Our Resource Portfolios; Enhance Customer Partnerships; Influence Regulatory Issues

ENABLERS: Build on our Safety Culture; Attract & Retain Great People; Manage Risk

FINANCIAL: Be Financially Responsible

STRATEGIC OBJECTIVES



PARTNERS

Sovereign Nations:

- Jamestown S'Klallam Tribe
- Lower Elwha Klallam Tribe
- Makah Tribe
- Hoh Tribe
- Quileute Nation

Community Partners:

- City of Forks
- City of Port Angeles
- City of Sequim
- Clallam County
- Port of Port Angeles
- Economic Development Council (EDC)
- North Olympic Development Council (NODC)
- North Olympic Legislative Alliance (NOLA)
- North Olympic Building Association (NPBA)

Industry Partners:

- American Public Power Association (APPA)
- Energy Northwest (EN)
- Evergreen Rural Water of Washington (ERWoW)
- Washington Public Agencies Group (WPAG)
- Washington Public Utility District Association (WPUDA)
- American Water Works Association (AWWA)
- Government Finance Officers Association (GFOA)
- Northwest Public Power Association (NWPPA)
- National Rural Water Association (NRWA)
- Pacific NW National Laboratory (PNNL)
- Washington Public Treasurers' Association (WTPA)
- Washington Water Utilities Council (WWUC)

REGULATING AGENCIES

- Bonneville Power Administration (BPA)
- Department of Energy (DOE)
- Department of Health (DOH)
- Occupational Safety & Health Administration (OSHA)
- NW Power & Conservation Council (NWPCC)

→ PROVIDE STABLE RATES

Direct Report Lead: Ruth Kuch, Finance Manager/Treasurer

Picture of Excellence (POE) Maintain consistent, predictable, stable rates for customers by means of efficient cost management, transparent rate-setting processes, and long-term financial planning.

Strategic Initiatives:

1. Develop a multi-year financial plan that considers capital investments, maintenance needs, and operating costs to avoid unexpected rate fluctuations. Balance short-term affordability with long-term financial stability.
2. Conduct regular Cost of Service studies and implement appropriate rate structures to ensure financial stability through cost recovery.
3. Develop fair and transparent rate structures that distribute costs equitably among customer classes and encourage responsible resource consumption. Develop multi-year rate plans that provide rate stability for customers.
4. Stay updated by active participation in industry associations. Educate all internal and external stakeholders on relevant issues and advise possible mitigation strategies
5. Implement and maintain a transparent process for setting and adjusting rates.
6. Prioritize infrastructure investments that enhance service quality, reliability, and efficiency to minimize long-term operational costs. Balance capital improvement projects with cost considerations.
7. Enhance grid reliability, optimize energy delivery, and create new opportunities for efficiency and cost savings.
8. Continuously assess operational efficiency and identify cost-saving opportunities without compromising the quality of services.
9. Maintain targeted cash reserves to address pandemic, unusual weather events, disasters, inflation, and other unforeseen events.
10. Review and maintain Restricted Capital Accounts to proactively plan for compliance costs.
11. Collaborate with suppliers and partners to enhance service quality and reduce costs.
12. Establish annual key performance indicators (KPIs) to track the progress of the strategic plan's implementation.

→ ENSURE RELIABLE SUPPLY

Direct Report Leads: Shailesh Shere, General Superintendent, Bowen Kendrick, Water/Wastewater Systems Manager, and Shawn Delplain, IT Manager

Picture of Excellence (POE) Provide our customers with on-demand and continuous electric, water, and communications services. Ensure reliability of these essential services, even in the face of challenges, disruptions and climate change.

Strategic Initiatives:

1. Implement regular infrastructure upgrades to ensure system reliability and efficiency and adopt a proactive approach to infrastructure maintenance.
2. Upgrade and maintain critical assets to withstand environmental challenges, such as extreme weather events or cyber threats.
3. Implement redundancy in critical systems and backup power sources to minimize service disruptions during outages or emergencies.
4. Implement advanced monitoring and control systems for proactive maintenance and rapid response to outages.
5. Use predictive maintenance techniques, including sensors and data analytics, to identify potential issues in infrastructure and address them before they lead to service disruptions.
6. Evaluate, identify and implement opportunities for integrating District-owned and Customer-owned energy generation in the resource mix.
7. Develop comprehensive emergency response plans for each utility service outlining clear procedures for managing and mitigating emergencies. Conduct preparedness exercises.
8. Ensure availability of equipment, parts, and tools during outages and emergency situations.
9. Develop and regularly test disaster recovery and business continuity plans to ensure all utility services can quickly recover from disruptions.
10. Ensure strict compliance with regulations and standards specific to each utility.
11. Establish key performance indicators (KPIs) related to reliability and regularly measure and report on them.

→ PRACTICE ENVIRONMENTAL RESPONSIBILITY

Direct Report Leads: Shailesh Shere, General Superintendent and Bowen Kendrick, Water/Wastewater Systems Manager

Picture of Excellence (POE) A leader in environmental responsibility, actively contributing to the protection and preservation of the environment when providing essential services to the community and commitment to sustainability, reducing environmental impact, and promoting eco-friendly practices across all aspects of operations.

Strategic Initiatives:

1. Develop and implement renewable energy integration strategy to optimize renewable energy use and ensure grid stability.
2. Develop relationships and improve communication/collaboration with environmental stakeholders and groups.
3. Incorporate quantitative analysis of climate-change and environmental impacts in project cost analysis.
4. Promote energy and water efficiency to reduce waste and lower greenhouse gas emissions.
5. Ensure adherence to environmental regulations and evaluate the environmental impact of utility operations.
6. Implement strategies to reduce waste and increase recycling in utility operations including responsible disposal and recycling of electronic waste.
7. Support initiatives to restore and protect local ecosystems, including watershed areas and collaboration with conservation organizations for long-term environmental protection. Commitment to achieve carbon neutrality through emission reduction, carbon offset programs, investment in reforestation, carbon credits, or other offset measures to balance emissions.
8. Implement measures to protect water sources from contamination and degradation.
9. Ensure safe and responsible management of hazardous materials used and implement robust plans to respond to and contain any hazardous material spills.
10. Establish key performance indicators (KPIs) related to environmental goals and regularly measure and report on them.

→ CONTINUOUS PERFORMANCE IMPROVEMENT

Direct Report Lead: Jamie Spence, Human Resources Manager

Picture of Excellence (POE) A culture where all employees are empowered to identify and implement efficiency and productivity improvements by leveraging technology and information systems for optimum performance.

Strategic Initiatives:

1. Provide ongoing training and development for employees to enhance skills and adapt to new technologies and foster a culture of continuous learning and improvement.
2. Continuously gather feedback from customers and use it to improve service quality and satisfaction. Foster open communication with stakeholders and provide regular updates on performance improvements and achievements.
3. Review and revise staff appraisal and salary matrix to keep up with the emerging markets.
4. Foster a culture of innovation and encourage employees to propose and implement innovative ideas towards maximum efficiency gain.
5. Identify and eliminate redundant processes.
6. Invest in sustainable technologies and practices to improve processes and productivity.
7. Utilize work assignments along with rigorous quality control procedures to develop and expand staff competencies to ensure services meet or exceed industry standards and customer expectations.
8. Integrate Strategic Plan initiatives and KPIs into employee goals, objectives and performance. Regularly review and adapt strategic plans and objectives in response to changing circumstances, technological advancements, and customer needs.
9. Benchmark against industry peers and adopt best practices from other utilities.
10. Participate in industry associations and collaborate with other utilities for mutual benefit.
11. Establish key performance indicators (KPIs) related to continuous performance improvement and regularly measure and report on them.

→ MANAGE RESOURCE PORTFOLIOS

Direct Report Leads: Shailesh Shere, General Superintendent and Bowen Kendrick, Water/Wastewater Systems Manager

Picture of Excellence (POE) Achieve and maintain an optimal, sustainable, and reliable resource portfolio to meet the District's mission and the needs of customers when promoting long-term environmental and financial sustainability.

Strategic Initiatives:

1. Diversify energy sources to adapt with climate change, unfavorable prices and emerging regulatory mandates.
2. Diversify water sources to adapt with climate change, unfavorable prices and emerging regulatory mandates.
3. Diversify broadband infrastructure technologies to meet evolving connectivity demands.
4. Commit to required infrastructure upgrades and maintenance to ensure long-term reliability and efficiency.
5. Implement demand-side management programs to encourage customers to use electricity more efficiently.
6. Promote water conservation programs and efficient water use practices to reduce overall water demand.
7. Implement energy-efficient technologies and practices to reduce electricity consumption.
8. Implement advanced technologies such as smart grids and Internet of things Internet of Things (IoT: the collective network of connected devices and the technology that facilitates communication between devices and the cloud, as well as between the devices themselves) for real-time monitoring and control in the electric and water sectors.
9. Stay up to date with industry regulations and adapt to meet or exceed compliance standards.
10. Active participation in regional trade organizations and BPA to contribute to the development of policies that align with the District's resource management goals.
11. Develop and implement strategies to enhance resilience against environmental and cybersecurity risks.
12. Establish key performance indicators (KPIs) related to resource sufficiency and regularly measure and report on them.

→ INFLUENCE REGULATORY ISSUES

Direct Report Lead: Nicole Hartman, Communications and Government Relations Manager

Picture of Excellence (POE) Help shape a regulatory environment to support the District's mission of providing reliable, sustainable, and high-quality services to customers when complying with legal and ethical standards.

Strategic Initiatives:

1. Collaborate with legislators, stakeholders, and affiliated committees and industry associations to support and implement favorable water, telecom, and electric legislative changes.
2. Promote transparency in regulatory processes, ensuring stakeholders are informed and involved in decision-making.
3. Form strategic partnerships with other utilities to amplify influence in regulatory matters. Promote the benefits of Public Power and Local Control (Board of Commissioners).
4. Monitor and respond to requests for comment on proposed regulatory, legislative, case law, and code changes.
5. Engage with stakeholders, including employees, customers, community organizations, and environmental groups, to gather input and support for regulatory positions.
6. Work with funding agencies and elected officials to develop their budgets to make the necessary funds available.
7. Establish key performance indicators (KPIs) related to regulatory issues and regularly measure and report on them.

→ ENHANCE CUSTOMER PARTNERSHIP

Direct Report Lead: Nicole Hartman, Communications and Government Relations Manager

Picture of Excellence (POE) Our customers are well informed about District resources, services, public power structure and benefits, and are strong advocates for the District and public utilities.

Strategic Initiatives:

1. Educate employees on public power, District operations, key issues and the District's Mission, Vision and Strategic Plan.
2. Create and maintain a customer-centric culture within the District.
3. Establish and maintain clear and open lines of communication with customers through multiple channels, including digital platforms, customer service centers, and community outreach.
4. Actively seek and listen to customer feedback and act on it to improve services and processes.
5. Track customer engagement through website and social media trends.
6. Enhance partnerships with the community, contractors, organizations, and local governments.
7. Engage with customers through community events, seminars, and volunteer activities to build trust and goodwill.
8. Empower customers with information and tools to make more sustainable and cost-effective choices.
9. Include customers in decision-making processes related to services, rate structures, and future investments by establishing advisory panels.
10. Evaluate digital tools to enhance customer access and ease of doing business.
11. Coordinate with community and sovereign nation partners including PNNL, Tribes, Port of Port Angeles, NODC and EDC regarding customer energy projects, including operational feasibility, constraints, and District support of funding opportunities.
12. Establish key performance indicators (KPIs) related to customer engagement and regularly measure and report on them.

→ BUILD ON SAFETY CULTURE

Direct Report Lead: Leslie Somerville, Interim Safety Manager

Picture of Excellence (POE) District maintains a culture of excellence in Safety; ensuring that all employees continually recognize personal and public safety as the primary concern in all work-related activities; and ensuring the well-being of employees, the reliability of services, and the trust of customers and the community.

Strategic Initiatives:

1. Provide comprehensive safety training and education programs for all employees. Regularly update training to address evolving safety risks and best practices.
2. Develop and communicate clear safety policies and procedures accessible to all employees and ensure that employees understand and adhere to safety protocols.
3. Prioritize hazard mitigation and regular inspections of infrastructure.
4. Establish a transparent and non-punitive system for reporting safety incidents and near misses. Foster open communication about safety issues, concerns, and improvements.
5. Conduct thorough investigations to identify root causes and implement corrective actions.
6. Provide employees with the necessary safety equipment, tools, and personal protective gear and regularly inspect and maintain safety equipment to ensure its effectiveness.
7. Implement safety incentive programs to reward employees for their commitment to safety. Recognize and celebrate safety achievements and milestones.
8. Conduct regular safety audits and inspections to assess compliance and identify areas for improvement.
9. Form safety committees composed of employees from various levels and departments to provide insights and recommendations. Promote collaboration between employees and management in safety decision-making.

10. Develop crisis communication plans to ensure consistent and timely communication with employees, customers, and the public in case of safety incidents.
11. Develop and regularly test emergency response plans to address a range of potential incidents, including outages, natural disasters, and cyber threats.
12. Establish key performance indicators (KPIs) related to safety and regularly measure and report on them. Use safety metrics to drive accountability and improvement efforts.

→ ATTRACT AND RETAIN GREAT PEOPLE

Direct Report Lead: Jamie Spence, Human Resources Manager

Picture of Excellence (POE) The District is a premier employer where employees are motivated, engaged, and committed to the District's long-term success providing exceptional service to the customers and acting as ambassadors of the District.

Strategic Initiatives:

1. Promote and encourage employee growth and advancement via relevant and applicable training.
2. Foster a diverse and inclusive work environment that values different perspectives and backgrounds.
3. Offer competitive salaries and benefits packages to attract and retain top talent.
4. Encourage cross-functional collaboration and knowledge sharing. Invest in ongoing training and development opportunities to help employees acquire new skills and advance their careers.
5. Regularly provide a Benefit Fair to employees.
6. Identify key positions and plan for attrition/succession. Create clear paths for career growth and advancement within the organization.
7. Establish programs and practices to actively engage employees in decision-making and problem-solving.
8. Encourage open communication and feedback from all employees.
9. Maintain transparent communication with employees about company goals, performance, and changes.
10. Implement a recognition program to acknowledge and reward outstanding employee performance and contributions.
11. Encourage and support employee involvement in community service and philanthropic activities.
12. Establish key performance indicators (KPIs) related to employee acquisition and retention and regularly measure and report on them.

→ **MANAGE INTERNAL RISK**

Direct Report Leads: Shailesh Shere, General Superintendent and Lori Carter, Controller/Auditing Officer

Picture of Excellence (POE) The District adheres to a robust risk-management framework to adopt proactive risk mitigation: identifying and analyzing risk to the District's strategic objectives to ensure the safety of operations, the security of infrastructure, and the reliability of services to our customers.

Strategic Initiatives:

1. Develop and implement a formal risk management program and conduct requisite employee trainings.
2. Conduct regular risk assessments across all areas of the utility, identifying potential risks and vulnerabilities.
3. Develop and implement strategies to mitigate identified risks, including preventive measures and contingency plans.
4. Prioritize risks based on their potential impact on safety, operations and finances.
5. Conduct internal audits to evaluate the effectiveness of risk management controls and processes.
6. Address control deficiencies and weaknesses in a timely manner.
7. Maintain open communication with stakeholders, including employees, customers, and regulatory bodies, regarding risk management efforts and outcomes.
8. Conduct annual review of, and training on, contract and procurement procedures.
9. Complete and implement a comprehensive physical security policy.
10. Develop standard desktop procedures and cross train employees on critical functions.
11. Establish key performance indicators (KPIs) related to internal risk management and regularly measure and report on them.

→ MANAGE EXTERNAL RISK

Direct Report Leads: Shailesh Shere, General Superintendent and Lori Carter, Controller/Auditing Officer

Picture of Excellence (POE) The District achieves excellence in managing external risk, minimizing the impact of external threats, and ensuring the continuity of essential services to the customers.

Strategic Initiatives:

1. Continuously monitor and identify external risks that could impact the District, including regulatory changes, market fluctuations, and natural disasters.
2. Maintain strict adherence to industry regulations and standards to mitigate regulatory and legal risks.
3. Assess the potential impact and probability of external risks to prioritize them effectively.
4. Use scenario planning to simulate potential external risk scenarios and their impact on the District.
5. Engage with regulatory bodies and industry associations to influence and adapt to regulatory changes.
6. Diversify investments and financial instruments to spread financial risk.
7. Develop proactive strategies to mitigate environmental risks, such as climate change impacts, extreme weather events, wildfires, and resource availability.
8. Invest in sustainability measures to minimize environmental vulnerabilities.
9. Evaluate and diversify supply chain sources to reduce the impact of disruptions caused by external factors, such as geopolitical conflicts or economic downturns.
10. Strengthen cybersecurity measures to protect against external threats, including cyberattacks and data breaches.
11. Build strong relationships with external stakeholders, including government agencies, regulators, and industry partners, to collaboratively address and manage external risks.
12. Engage with local communities and customers to understand their concerns and expectations related to external risk factors.

13. Develop comprehensive crisis management plans to respond effectively to external risks, such as natural disasters and cyber incidents.
14. Conduct regular drills and exercises to test the District's ability to handle crises.
15. Review and update insurance coverage to ensure it adequately protects the utility against external risks.
16. Establish key performance indicators (KPIs) related to external risk management and regularly measure and report on them.

→ BE FINANCIALLY RESPONSIBLE

Direct Report Lead: Ruth Kuch, Finance Manager/Treasurer

Picture of Excellence (POE) Maintain strong financial health and stability while achieving the objectives and initiatives of the Strategic Plan.

Strategic Initiatives:

1. Maintain complete financial transparency by providing stakeholders with access to financial information and reports.
2. Develop a comprehensive financial plan to align with long-term strategic goals, including infrastructure investments, operational efficiency, and service quality.
3. Regularly review and update financial plans to adapt to changing circumstances.
4. Implement rigorous budgeting processes to control costs and ensure expenses are in line with revenue projections.
5. Foster a culture of fiscal responsibility throughout the organization, where all employees are mindful of cost control and financial sustainability.
6. Monitor and analyze variances from the budget to identify areas for improvement.
7. Prudently manage debt levels and seek favorable terms for borrowing when necessary to fund capital projects and investments.
8. Maintain a balanced debt portfolio to reduce financial risk.
9. Develop fair and transparent rate structures to balance the need for financial sustainability with affordability for customers.
10. Educate customers about the cost of services and the importance of responsible resource consumption.
11. Establish and maintain appropriate reserve funds to cover emergencies and unforeseen expenses. Ensure reserves are invested wisely to generate returns when preserving liquidity.
12. Seek opportunities to generate revenue from renewable energy projects or carbon credit trading.
13. Ensure strict compliance with regulatory requirements related to financial matters, accounting standards, and reporting.

14. Develop financial resilience by being prepared for economic downturns or unforeseen events, ensuring the utility can weather financial challenges.
15. Establish key performance indicators (KPIs) related to financial responsibility and regularly measure and report on them.



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