

**SNOHOMISH COUNTY PUBLIC UTILITY DISTRICT
BOARD OF COMMISSIONERS SPECIAL MEETING
Zoom Online Meeting Platform**

****Special Meeting**
March 29, 2021**

The Board of Commissioners Special Meeting will be held virtually via Zoom Online Meeting platform. Due to the COVID-19 pandemic and Proclamation 20-28.15 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

CONVENE SPECIAL MEETING – 8:30 a.m. – Virtual Meeting Information

Join Zoom Meeting via Computer:

- Click link:
- <https://zoom.us/j/92494822878?pwd=Tk1Hb0p0Rksrd0hiUUhIdWdRejZUdz09>

Join Zoom Meeting via Telephone:

- Dial: (253) 215-8782
- Meeting ID: 924 9482 2878
- Password: 505791

The Board of Commissioners of Public Utility District No. 1 of Snohomish County, Washington, will hold a **SPECIAL MEETING** on **MONDAY, MARCH 29, 2021**, via Zoom Online Meeting Platform. The SPECIAL MEETING will convene at 8:30 a.m. for a Strategy Workshop.

ADJOURNMENT

Agendas can be found in their entirety on the Snohomish County Public Utility District No. 1 web page at www.snopud.com. For additional information contact the Commission office at (425) 783.8611.

Strategy Workshop Agenda

Proposed Agenda:

Timing:

March 29, 2021, Special Meeting

The estimated workshop time is three (3) hours, but additional time has been allotted to allow for ample discussion and breaks.

Format and Materials:

A slide deck will be used to guide an interactive conversation.

Purpose:

Invite and gather input and feedback from the Commission on the Create Clarity elements of the District's long-term strategy

Agenda:

Big Picture of Long-Term Strategy Development

- How the pieces work together
- Overall development scope

Create Clarity Work

- Overview of the elements
- Overview of process
- For each element, review input gathered and draft statement, and invite Commission feedback
 - Purpose – why does the District exist?
 - Mission – what does the District do?
 - Vision – what does the District aspire to be?
 - Strategic Anchors – how will the District be successful?
 - Values – how will District staff behave?

Next Steps

Intended Outcome:

Commission and ELT alignment on draft statements of Purpose, Vision, Mission, Strategic Anchors, and Values with a focus on the spirit embodied in the draft work rather than specific language.

District Strategy Commission & Executive Leadership Team Creating Clarity Workshop

MARCH 29, 2021



Welcome

JOHN HAARLOW, CEO / GENERAL MANAGER



Plan for this morning

- Overall strategy development plan
- Create Clarity work
 - Overview of the elements
 - Overview of process
 - Elements for review and feedback
- Wrap-up and Next Steps

We will take a 5-minute break each hour



Strategy Core Team



Laura Lemke

Strategy and
Performance Management
Leader



Kim Johnston

Director
Government and
External Affairs



Lisa Hunnewell

Senior Manager
Business Readiness
and Training



Sarah Bond

Manager
Budget and
Financial Planning



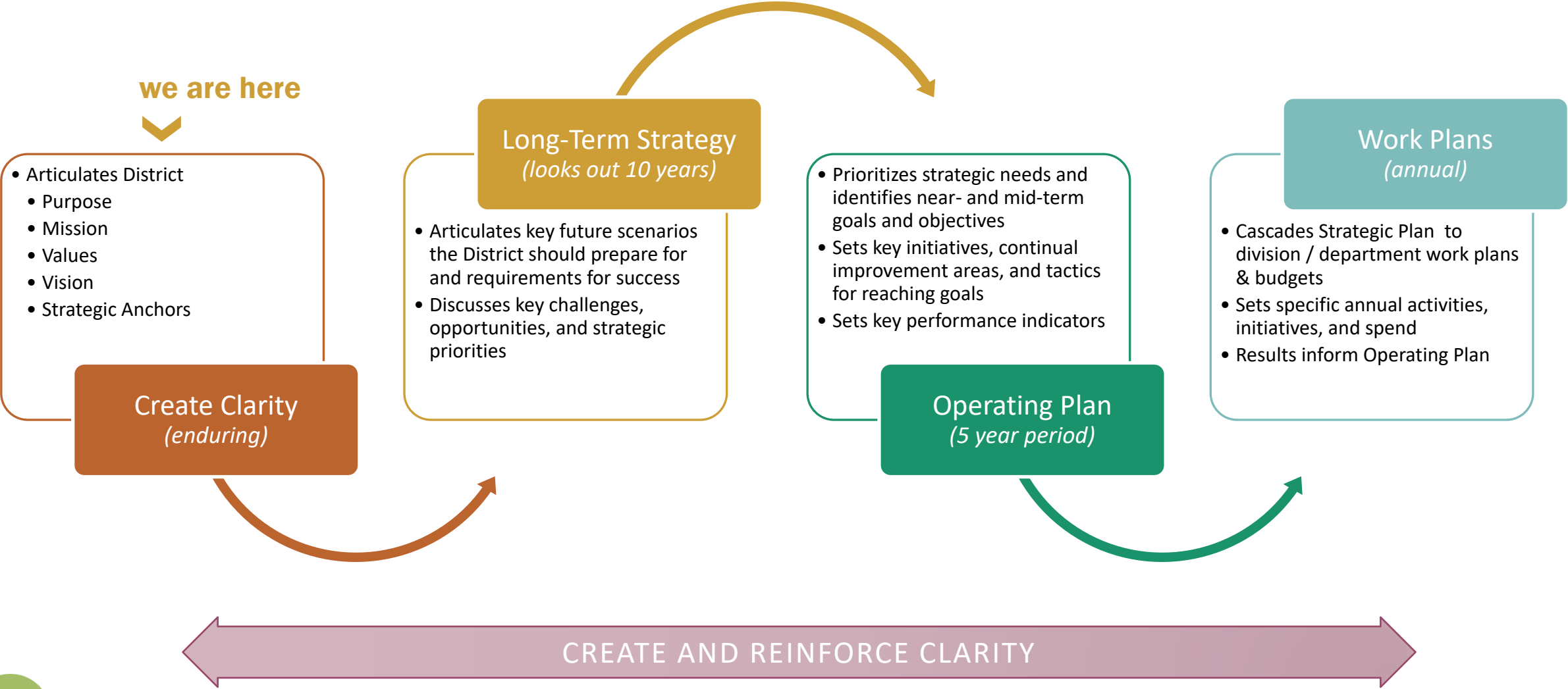


Strategy Objectives

- Gather relevant perspectives and ideas from across the organization, customer base, and community
- Develop a strategy that is:
 - Genuine
 - Robust
 - Actionable
 - Compelling
- Be as explicit about what we are choosing not to do and why as we are about what we are trying to achieve
- Don't let developing strategy become just a planning / budgeting exercise
- Leverage and complement underway initiatives
(ConnectUp, CX, Continual Improvement, IRP, CETA, DER, EVs, etc.)



District Strategy Elements



High Level Work Plan





Creating Clarity

People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas.

- Steve Jobs



Why Create clarity?

- Successful organizations are aligned organizations
- Organizational alignment requires that **the entire company**, from entry level employees to executive management, **shares a common understanding of where the organization is going and how it is going to get there**
- Developing a cohesive strategy requires clarity on fundamental questions

Defining our Fundamental Questions



our **PURPOSE** answers "why do we exist?", it is the North Star that guides us.



our **MISSION** answers what do we do? with a clear, simple, statement about the business we are in. It is not our mission statement.



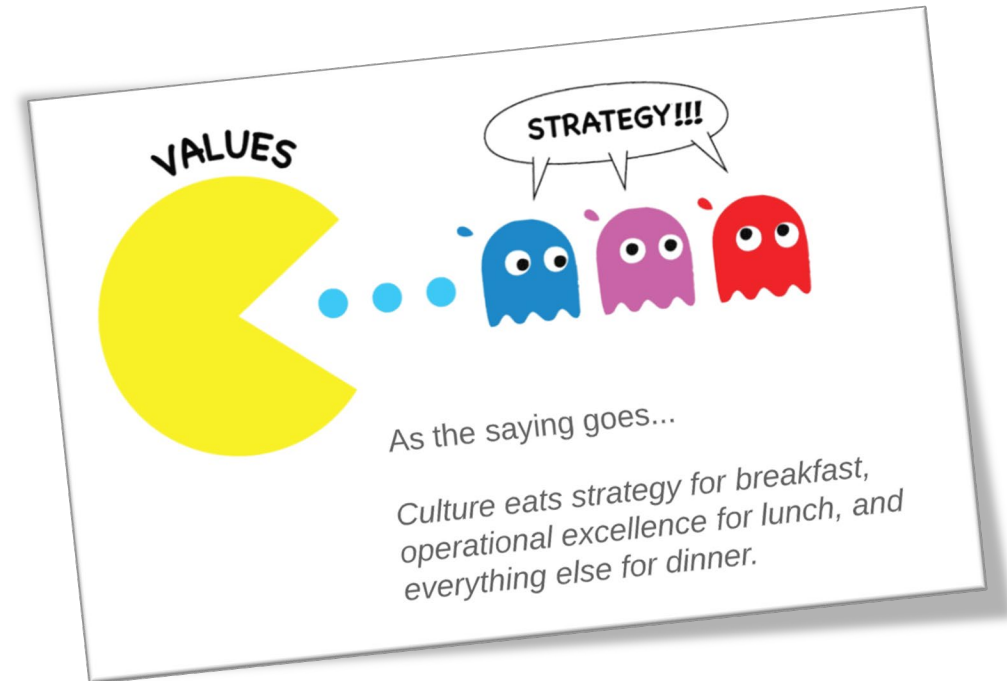
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our **STRATEGIC ANCHORS** answer "how will we succeed?" with our fundamental strategy for achieving our **VISION**. They are the basis for how we will climb the mountain.



our **STRATEGIC ANCHORS** serve as our filter to evaluate all opportunities and decisions about what is included in the long-term strategy and strategic operating plan.



Defining our Fundamental Questions



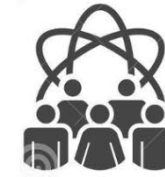
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Our Process

For each question we:

- Did our homework to understand the spirit of the question and how to formulate an answer
- Listened to what the Commission and the Executive Leadership Team had to say
- Filled whiteboards with ideas and sentiments
- Wrote iterations
- Arrived at a draft for your consideration today



Our Draft Work

- The work we are reviewing today:
 - Will be used to **guide our development of long-term strategy** and operating plans
 - Is **intended to capture the spirit and essence** of the thoughts and ideas we heard from both the Commission and the Executive Leadership Team
 - **Isn't intended to be marketing**, it might never be printed in a brochure or on our website

- What we are asking of you today:
 - **Reflect** on whether our draft language captures the right ideas and intentions
 - **Ask questions**
 - **Share your thoughts**
 - Remember, this is rough draft language to ensure we're all in alignment





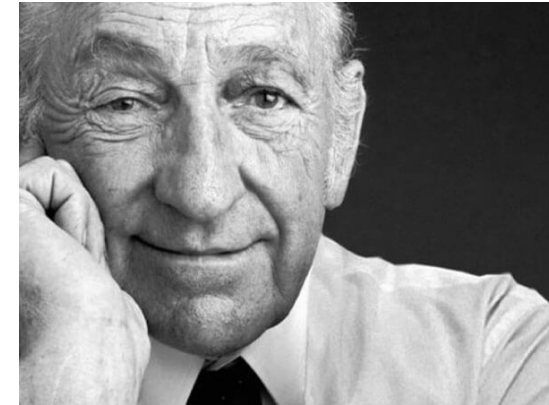
Purpose

our **PURPOSE** answers *why do we exist?*, it is the North Star that guides us



I want to discuss **why a company exists in the first place**. In other words, **why are we here?** I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company's existence, we have to go deeper and find the real reasons for our being.

As we investigate this, we inevitably come to the conclusion that **a group of people get together** and exist as an institution that we call a company **so they are able to accomplish something collectively that they could not accomplish separately – they make a contribution to society**, a phrase which sounds trite but is fundamental...



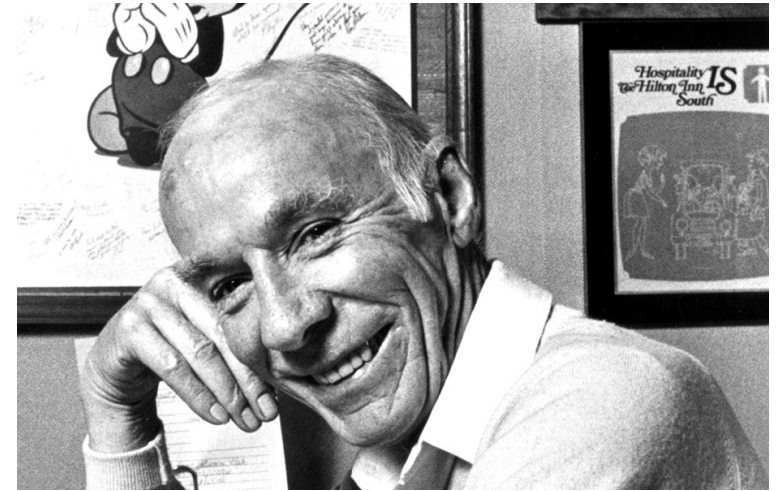
DAVID PACKARD

HEWLETT PACKARD



My goal, as I saw it, was to **get everyone we hired to share in an intangible dream**, and not just working for a paycheck.

And you see, the beautiful thing about saying, '**We're going to create happiness**' was then I could say, 'Look, you may park cars, clean up the place, sweep the place, work graveyard and everything else, but whatever you do is contributing to creating happiness for others.'



VAN ARSDALE FRANCE

UNIVERSITY OF DISNEYLAND





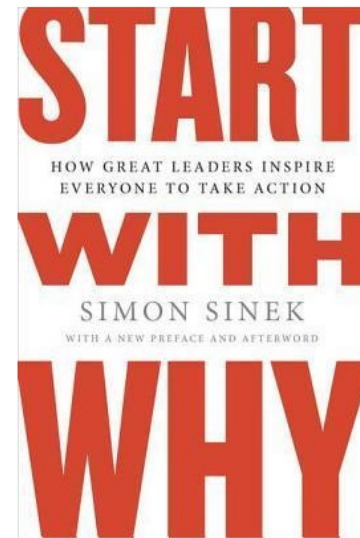
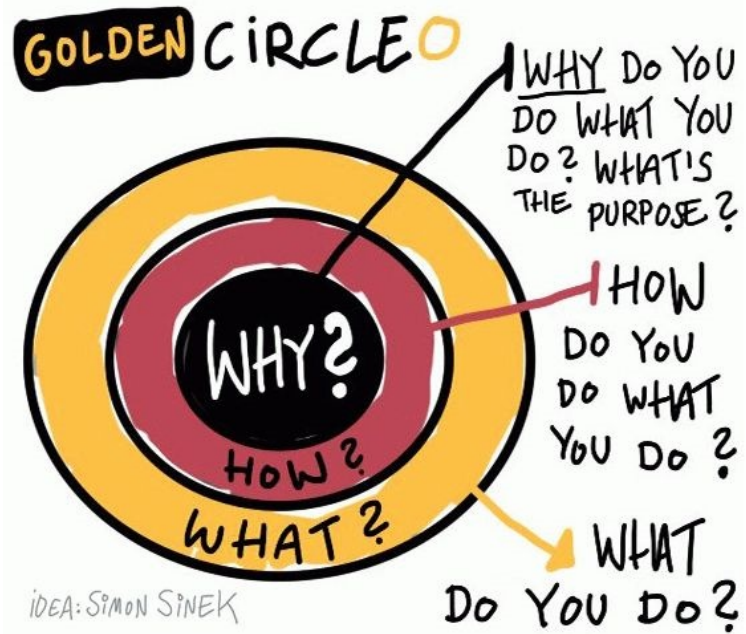
The Homework

- Read:
The Advantage, Discipline 2 – Question 1: Why do we exist?
- Listen:
Patrick Lencioni - One Question Every Company Must Answer
<https://www.tablegroup.com/hub/post/12-one-question-every-company-must-answer/>
- Watch:
Simon Sinek - How Great Leaders Inspire Action <https://youtu.be/qp0HIF3Sfl4>



Simon Sinek on Purpose

https://youtu.be/eV75BveQb_w?t=290



Simon Sinek ✓
@simonsinek



Customers will never love a company until the employees love it first.

2:33 PM · Apr 16, 2014



♡ 793 💬 1.1K ↗ Share this Tweet

Play until 8:44





Impacts of Purpose

Why is it important to articulate?

The answer to “why do we exist?” **guides us**.

It **aligns the many parts of an organization**, defining the common aspiration that binds them together.

It helps employees at every level know that **at the heart of what they do lies something grand and aspirational**.

It **clarifies and streamlines decision making** – changing the conversation from “what are all the opportunities out there?” to “where do we want to be strategically, based on what we want to be and do?”

It helps **build resilience** in the face of business and social change, ensuring that new waves of employees inherit a guiding aspiration to make their own, to pursue in new circumstances.



Answering WHY

Our answer should be:

- Idealistic
- Reflective of the fundamental reason we were founded and continue to exist

Critical factors to keep in mind:

- It must be true
- It is not a marketing slogan
- It is not a differentiator
- It is idealistic

Fundamentally, we need to answer

“how do we contribute to a better world?”





How do we know if we're there?

- Purpose should be discomforting
 - It should create a gap between aspiration and reality
 - It should make us feel that what we're doing right now isn't enough
 - The insight about what to do and the motivation to do it come from thinking about this gap

- A good purpose:
 - Prompts action in new directions rather than just summarizing and preserving the status quo
 - Is a balance of idealism (setting a real aspiration) and realism (not ignoring brutal truths);
 - Is an imaginative way to meet a genuine need;
 - Suggests a path for making an impact while attracting and maintaining sufficient resources to do so;
 - Captures what is timeless while leaving room for evolution of thought and action.

Getting Uncomfortable on Purpose



Example: Electric Car Dealership

Proposed purpose: We sell electric vehicles.

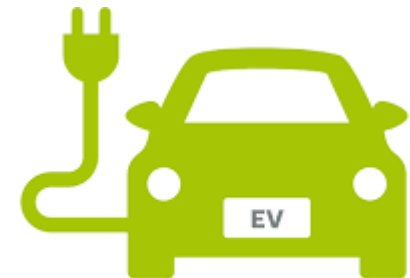
What's the benefit of that? We help people drive in an environmentally-friendly way.

Why? It reduces pollution caused by driving.

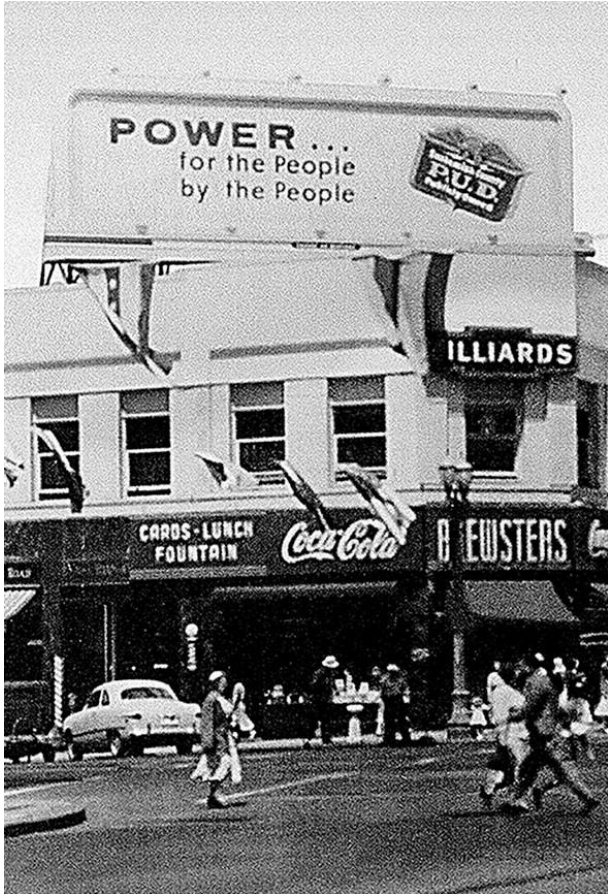
Why? It reduces human-contribution to climate change.

Why? It reduces harm to life on Earth.

Actual Purpose: We sell a life-sustaining method of travel.



Looking to the past



Washington State:

Voter Initiative #1 in 1930 authorized the establishment of public utility districts to **“conserve the water and power resources of the State of Washington for the benefit of the people thereof**, and to supply public utility service, including water and electricity for all uses.”

The initiative gave county residents the right to form public utility districts to bring reliable and affordable electricity and water to rural areas as a public service.

Our communities voted Snohomish PUD into existence on November 3, 1936

News coverage and promotion at the time called for the District to be formed to:

- **Give communities an active voice** in policies affecting utility service and operations
- **Support local economic vitality and modernization** by keeping financial benefits in the community
- **Gain preferential access to power** from the Grand Coulee and Bonneville Dams



Why do we exist? How do we contribute to a better world?

We help make everyone successful

We help ensure our grandchildren thrive, don't just survive

We improve quality of life

We are owned and run by our community

We provide service to our community
(*we're the credit union utility*)

We make the world safer

We are not-for-profit

We are community based

We uplift our neighbors

We help our communities thrive.

We enable life – our services are essential for modern life

We make dreams possible

We energize life in our communities

We're the foundation on which our community builds success.

We make life possible in the communities where we live and serve

We are our community - neighbors helping neighbors

We put the zip in to life

We serve everyone in the community

We are unselfish, serve the greater good

We create essential connections for our community

We bring power and water to everyone



our **PURPOSE** answers
"why do we exist?",
it is the North Star that guides us.



**We help our
communities thrive.**



our **MISSION** answers what do we do? with a
clear, simple, statement about the business
we are in. It is not our mission statement.



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how we will climb the mountain.



our **STRATEGIC ANCHORS** serve as our filter
to evaluate all opportunities and decisions about
what is included in the long-term strategy and
strategic operating plan.



Mission

our **MISSION** answers *what do we do?* with a clear, simple, statement about the business we are in.

It is not our mission statement.



What do we do?

- Answering this question is not the same as writing a Mission Statement
- It is not meant to be used in marketing materials
- It serves simply to ensure that the entire organization is crystal clear about, and can describe in one sentence, the nature of our business
- It should be a clear, straightforward, statement about the fundamental business we are in

We deliver **essential utility services** to our communities.



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Vision

Our **VISION** answers *what do we aspire to be?* with where we're going next on our quest to fulfill our PURPOSE. It describes the mountain we need to summit, giving the entire organization a shared goal.



The Homework

- **Building Your Company's Vision**
James C. Collins and Jerry I. Porras



“A visionary company can tick along for centuries, pursuing its purpose and expressing its core values long beyond the tenure of any individual leader.”
- Collins & Porras



Purpose & Vision

Purpose and vision are not the same

- Core purpose is enduring and is never completed
- A vision should be reachable in 10-30 years

Said another way:

- Purpose is a star on the horizon
- Vision is the first of many mountains to be climbed on the way





Developing a Vision

- A well-conceived vision **articulates what we aspire to become, to achieve, to create** – something that will require significant change and progress to attain
- It provides a **clear mental picture of** what our organization will look like in **the future**, providing us a long-term direction and **infusing the organization with a sense of purposeful action**
- Visions are also referred to as **big, hairy, audacious goals**





What makes a vision audacious?

- It applies to the entire organization
- It will require 10 to 30 years to complete
- It's not a sure bet, but you we believe that we can reach it
- It is so exciting that it will keep the organization motivated even if every one of us leaves for other opportunities

- Nonprofits tend to describe an *ideal world*, whereas for-profit organizations describe *their place* in an ideal world.
 - Ducks Unlimited: “Wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.”
 - Under Armour: “Empower athletes everywhere.”



Approaches for crafting one

- **Audacious:** Represents the mountaintop your organization is striving to reach.
- **Motivating:** Clarifies the direction in which your organization needs to move and keeps everyone pushing forward to reach it.
- **Purpose-Driven:** Worded to give your staff a larger sense of purpose—so they see themselves as “building a cathedral” rather than “laying stones.”
- **Inspiring:** Worded in engaging language that inspires and engages people. It creates a vivid image in people’s heads that provokes emotion and excitement. It creates enthusiasm and poses a challenge that inspires and engages people in the organization.
- **Futurecasting:** Provides a picture of what your business will look like in the future.
- **Capitalizes on Core Competencies:** Builds on your organization’s core competencies. It builds on what you have already established – history, customer/constituent base, strengths, and unique capabilities, resources and assets.



What should the District aspire to be?

The utility that truly understands what customers want/ need

Be the best utility in the country, hands down.

A utility that delivers mutual benefit to customers and communities

Become the utility of the future

Our customers know we are in this together, every day, no matter what

Be rated #1 in customer satisfaction

Our customers know we care, we know we're trying to help

Satisfied customers and the safest workforce in the industry

Be recognized as most innovative and process improvement driven utility

Be the envy of public power in the country.

Responsibly meet the wants, needs, and desires of our communities and customers

Be the best at what we do

Be a good neighbor and partner – support our communities

Become our communities' most valuable and trusted asset

Loved like a co-op and respected like a best-in-class company

Power a cleaner, stronger future for our community.

Be so great at what we do that our customers brag about us

Be the most valuable partnership our communities have

Be loved by our customers so much that they
would choose us even if they didn't have to

Be the utility every community wishes it had.

Be the utility OUR community wants and needs

**Be the utility our customers rave about,
empowering our communities to thrive.**

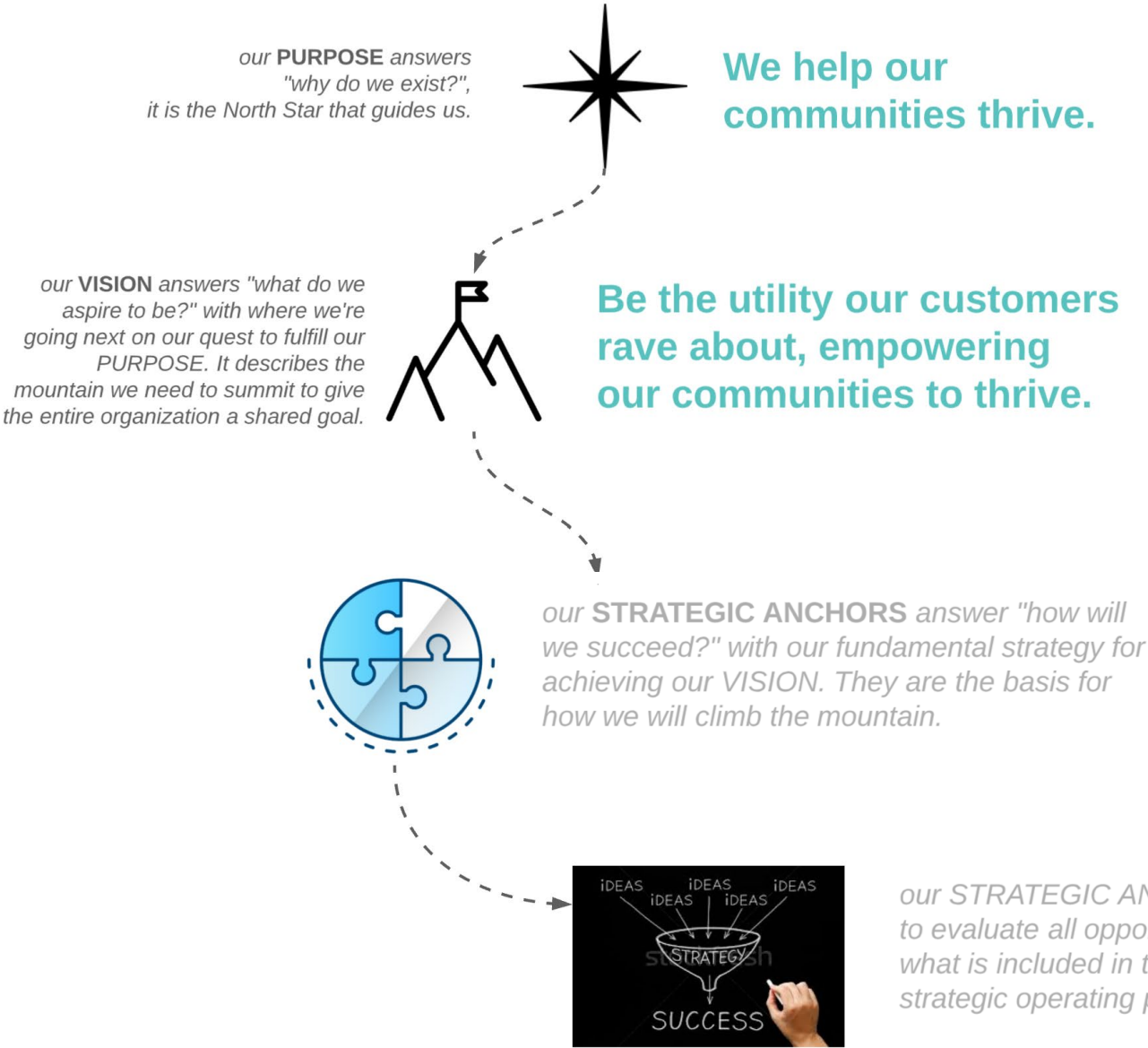
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Strategic Anchors

our **STRATEGIC ANCHORS** answer *how will we succeed?* with our fundamental strategy for successfully fulfilling our PURPOSE and achieving our VISION. They become the filter we use to make decisions.



“Instead of stifling me, anchors provide a safe place for me to grow and explore and be. Anchors still allow their boats to move and float; to find a rhythm among the waves around them. Their purpose is simply to keep a boat from drifting so far off course that it’s difficult to recover.”

Joanna Gaines
[A Note from Jo on Rhythm | Magnolia](#)





Homework

- *Read:*
The Advantage -- Discipline 2, Question 4, *How will we succeed?*
- *Listen:*
[Making Strategy Simple | The Hub | The Table Group](#)



What are Strategic Anchors?

Fundamentally, strategic anchors answer:

How will we make decisions in a purposeful, intentional way that enables us to maximize our success and fulfill our purpose?

Or, more succinctly, how will we succeed?



Strategic Anchors

- form the foundation of our strategy
- provide the lens for all decision making
- help make it clear when we should say “no”, “not right now”, or “not like that”
- may be slightly aspirational
- drive development of long-term objectives and medium-term priorities



How to develop them?

- Consider all the things that are, or need to be, true about the organization and how we conduct our business
- Identify natural relationship, themes, or categories
- Ask which are so fundamental that they should be used as filters to inform every other decision
- Winnow down until we are left with a very small number that resonate and inspire confidence



From The Advantage, an Example

Regional Chain of Sporting Goods Stores

Purpose

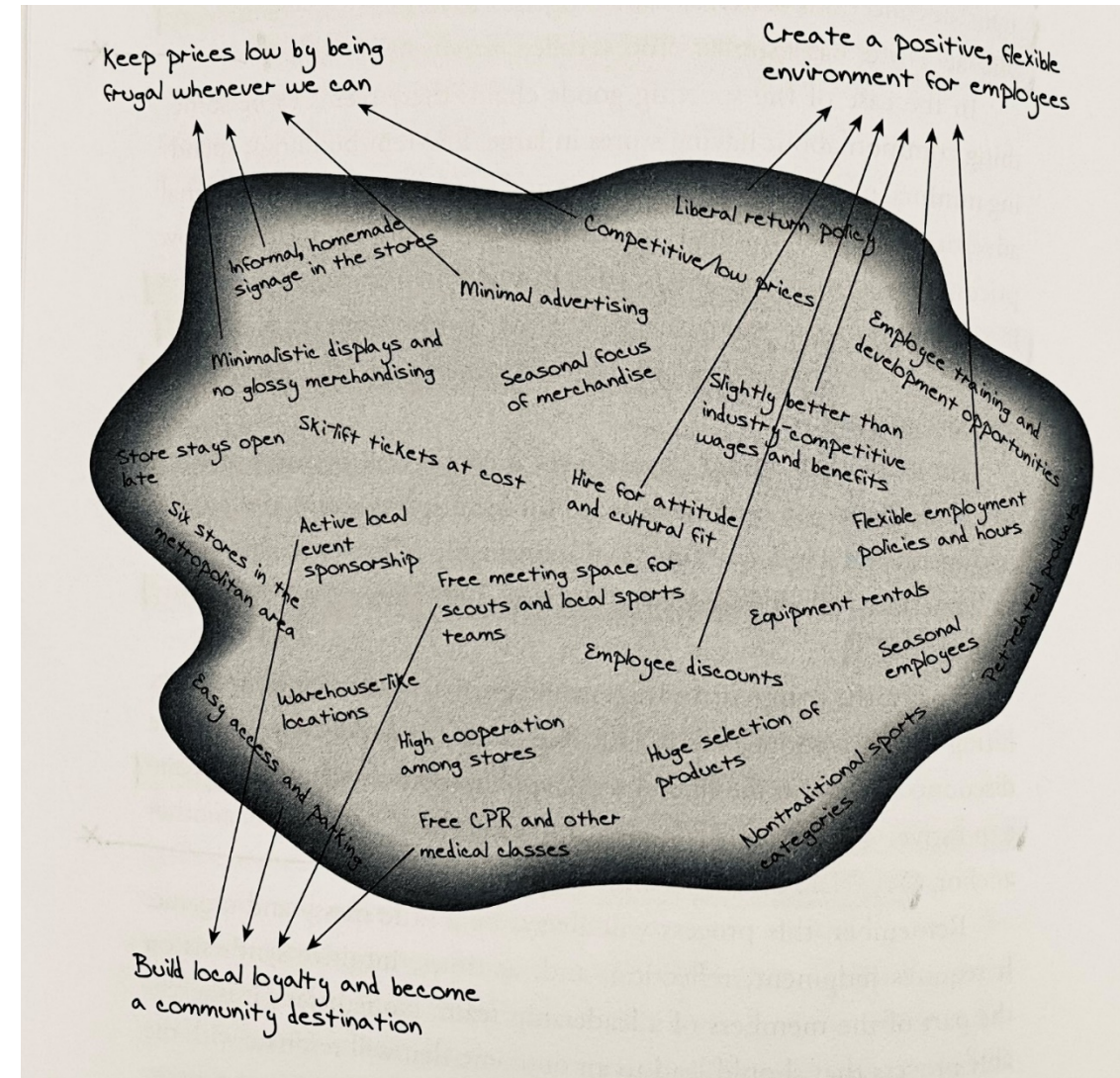
We enable people to enjoy being outdoors

Mission

We provide recreational and sports-related goods and equipment to people in the greater metropolitan area.

Strategic Anchors

- Build local loyalty and become a community destination
- Keep prices low by being frugal whenever we can
- Create a positive, flexible environment for employees



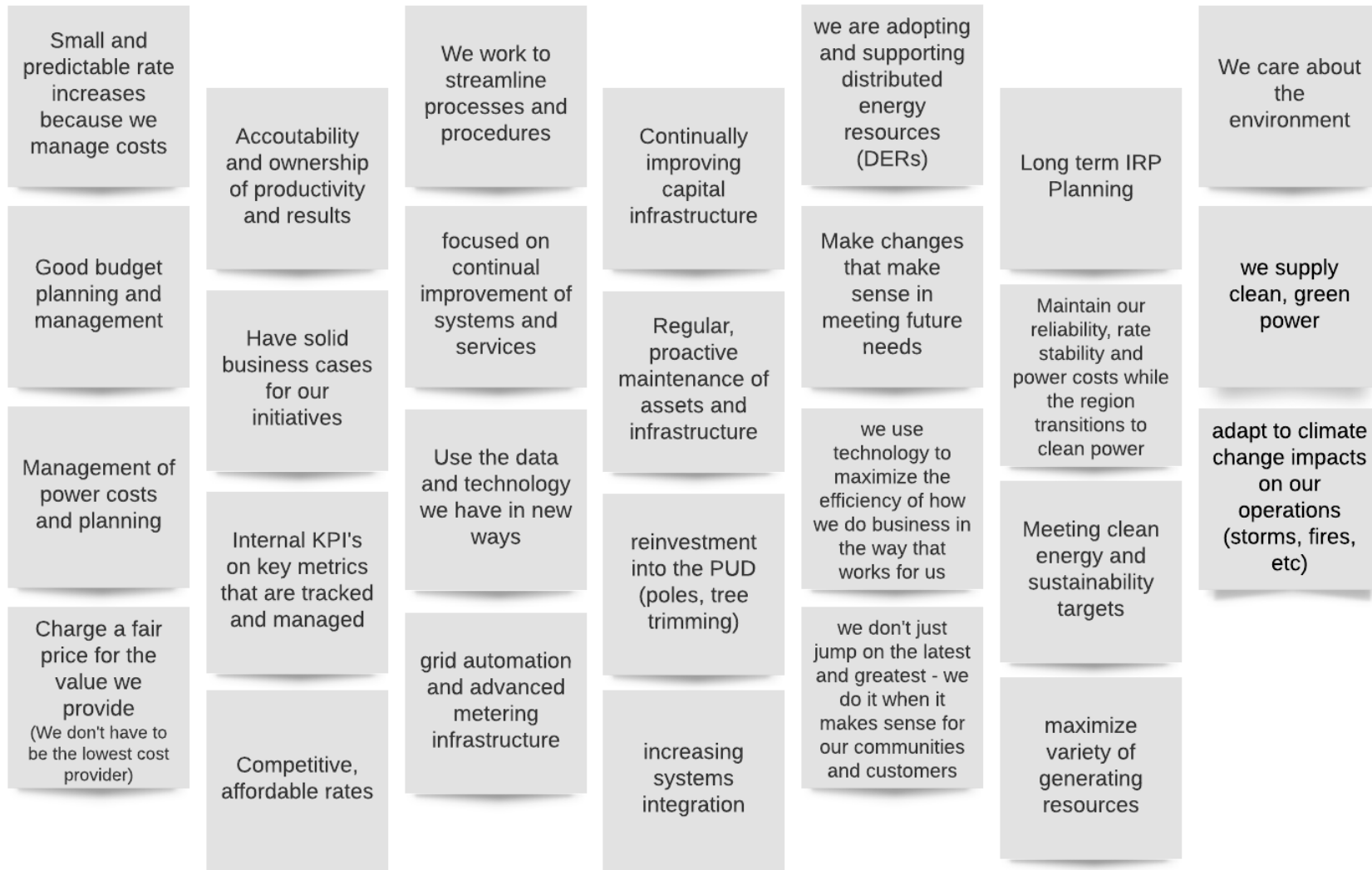
What is, or must be, true about how we operate?



Common Themes

Partnerships

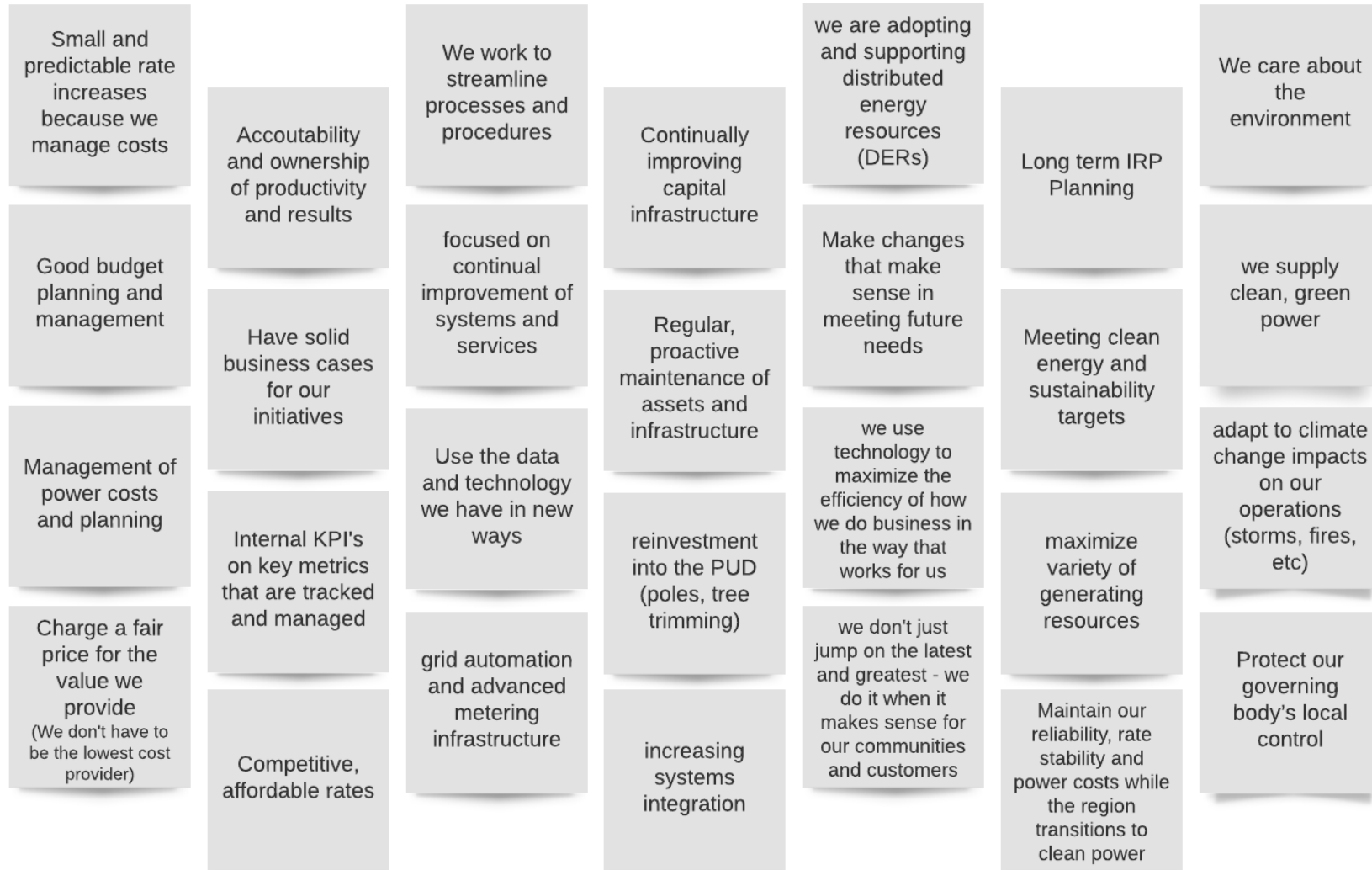
- Understand and anticipate customer needs and expectations
- Partner with our communities and be their advocate
- Work with peers and other organizations



Common Themes

Value & Responsibility

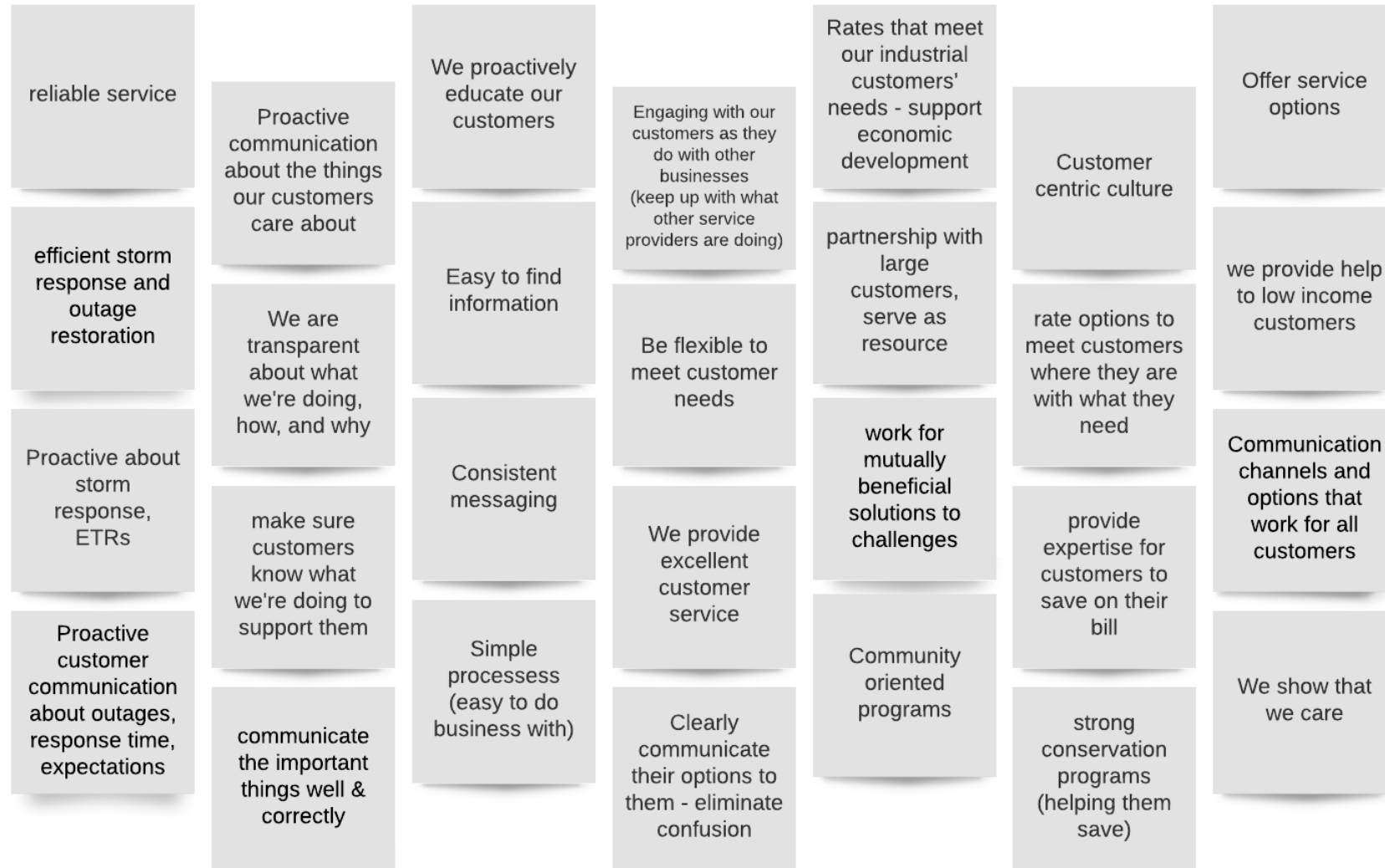
- Plan and implement for the future, in all the important ways
- Manage our finances well
- Be environmentally responsible



Common Themes

Customer Experiences

- Provide reliable, predictable service
- Be easy to do business with
- Proactively communicate about the important things
- Offer rates, services, and communication channels for all customers



Common Themes

Team PUD

- Hire and support great employees
- Provide good jobs
- Take safety seriously



Strategic Anchors

Be a **POWERFUL PARTNER**

- Proactively anticipate and support community and customer needs
- Advocate for our communities in the ways that matter
- Partner with our industry peers and community organizations

Provide **EXCEPTIONAL VALUE**

- Fiscally responsible planning and management
- Community and customer priority driven continual improvement and innovation
- Environmentally sustainable products, services, operations, and community resources

Deliver **EXCELLENT CUSTOMER EXPERIENCES**

- Reliable, dependable, predictable service
- Transparent, consistent, proactive communication
- Meet our customers where they are, with service options relevant to them

Be our **BEST TeamPUD**

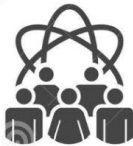
- Invest in our employees and our communities, to be a leading local employer
- Foster a community-centric culture with empowered, engaged employees
- Put community and employee safety first



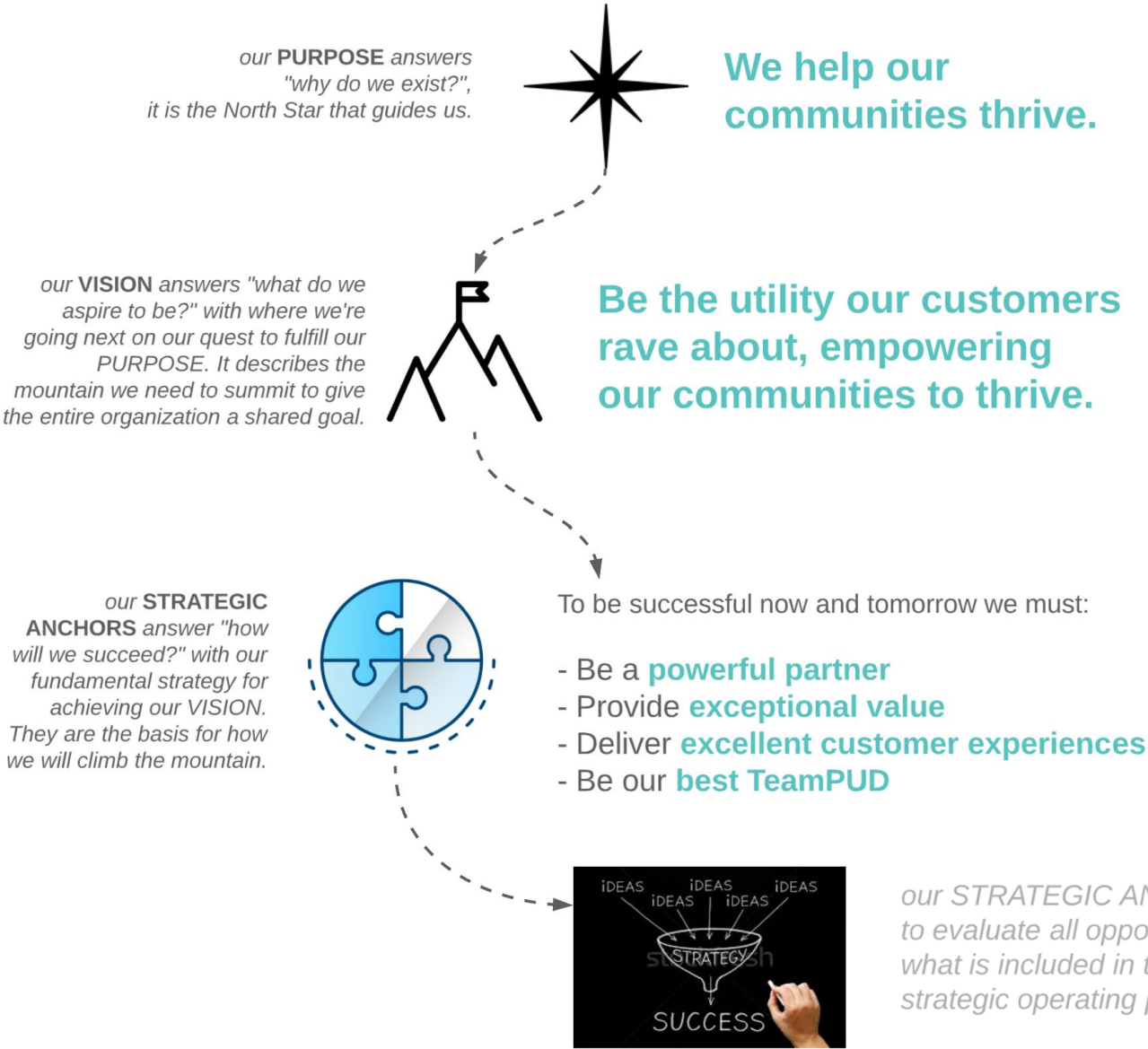
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Values

Our **VALUES** answer *how will we behave?* with the principles and expectations that guide employee conduct at all levels. They articulate the most important aspects of our culture and what makes us great.



Homework the ELT completed

- Read:
The Advantage -- Discipline 2, Question 2 – How Do We Behave? in The Advantage
- Listen:
[Creating a Real Company Culture | The Hub | The Table Group](#)



How do we behave?

Lencioni posits that:

- When it comes to organizational clarity and alignment, intolerance is essential
- The answer to *how do we behave?* is embodied in an organization's core values, which should provide the ultimate guide for employee behavior at all levels
- Values are critical because they define an organization's personality and provide employees with clarity about how to behave
- Adhering to them will naturally attract the right employees and repel the wrong ones, making recruiting significantly easier and reducing turnover



Lencioni's Four Types of Values

CORE

2-3 essential, enduring principles that define our culture and are inherent in the organization. They lie at the heart of the organization's identity, do not change over time and must already exist. An organization will allow itself to be punished for living them and accepts that employees may sometimes take them too far.

ASPIRATIONAL

behaviors the organization wishes it could have, but presently does not consistently exhibit.

PERMISSION-TO-PLAY

the minimum behavioral standards required by the organization. While extremely important, they don't clearly define or differentiate an organization. Commonly includes honesty, integrity, respect for others, hard working, etc.

ACCIDENTAL

become ingrained into an organization by accident and do not necessarily help achieve the mission and goals of the entity.



The process we used

- Thinking about our star performers:
 - What is true about them that makes them so admired and valuable?
 - How do they behave?
 - What characteristics do they have?
- Once we identified desired qualities, we:
 - Classified as permission-to-play, core, and aspirational
 - Grouped like with like
 - Reviewed those in each category and further combined or re-classified
- Strategy Core Team worked to craft draft descriptions for each



Our Values

we have **INTEGRITY**

- We act in good faith
- We are transparent and truthful
- We share credit and shoulder blame

we are a **TEAM**

- We treat each other with dignity and kindness
- We put team over self
- We hold each other accountable

Every day we

SERVE with pride

- We are humble
- We make our communities' priorities our own
- We demonstrate care and create positive connections

RISE to challenges

- We embrace our responsibilities
- We proactively anticipate and solve problems

SAFEGUARD what matters

- We protect the people we live and work with
- We protect our natural resources

We choose to

INCLUDE ALL

- We seek varying opinions, ideas, and perspectives
- We ensure every person feels valued and welcomed
- We intentionally mentor others and cheer their success

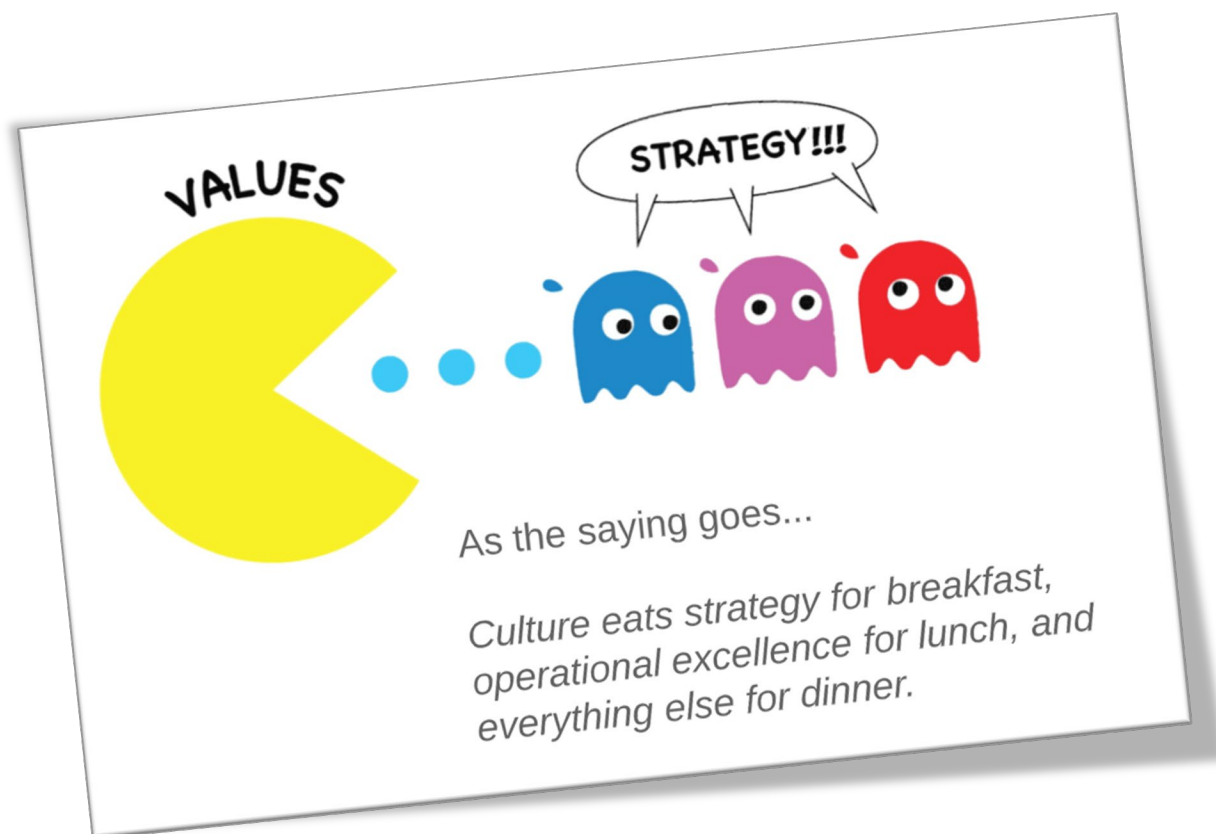
SEEK GROWTH

- We are curious and seek out new ideas and approaches
- We try new approaches and are quick to learn from mistakes

BE BOLD

- We embrace change and take appropriate action
- We speak up, irrespective of tenure or position





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- We embrace our responsibilities
- We proactively anticipate and solve problems

SAFEGUARD what matters

- We protect the people we live and work with
- We protect our natural resources

We choose to

INCLUDE ALL

- We seek varying opinions, ideas, and perspectives
- We ensure every person feels valued and welcomed
- We intentionally mentor others and cheer their success

SEEK GROWTH

- We are curious and seek out new ideas and approaches
- We try new approaches and are quick to learn from mistakes

BE BOLD

- We embrace change and take appropriate action
- We speak up, irrespective of tenure or position



Strategic Anchors

(how will we succeed?)

To be successful now and tomorrow we will:

■ **Be a POWERFUL PARTNER**

- Proactively anticipate and support community and customer needs
- Advocate for our communities in the ways that matter
- Partner with our industry peers and community organizations

■ **Provide EXCEPTIONAL VALUE**

- Fiscally responsible planning and management
- Community and customer priority driven continual improvement and innovation
- Environmentally sustainable products, services, and community resources

■ **Deliver EXCELLENT CUSTOMER EXPERIENCES**

- Reliable, dependable, predictable service
- Transparent, consistent, proactive communication
- Meet our customers where they are, with service options relevant to them

■ **Be our BEST TeamPUD**

- Invest in our employees and our communities, to be a leading local employer
- Foster a community-centric culture with empowered, engaged employees
- Put community and employee safety first

our **MISSION** answers what do we do? with a clear, simple, statement about the business we are in.



We deliver **essential utility services** to our communities.

our **PURPOSE** answers "why do we exist?", it is the North Star that guides us.



We help our communities thrive.

our **VISION** answers "what do we aspire to be?" with where we're going next on our quest to fulfill our **PURPOSE**. It describes the mountain we need to summit to give the entire organization a shared goal.



Be the utility our customers rave about, empowering our communities to thrive.

our **STRATEGIC ANCHORS** answer "how will we succeed?" with our fundamental strategy for achieving our **VISION**. They are the basis for how we will climb the mountain.



To be successful now and tomorrow we must:

- Be a **powerful partner**
- Provide **exceptional value**
- Deliver **excellent customer experiences**
- Be our **best TeamPUD**



our **STRATEGIC ANCHORS** serve as our filter to evaluate all opportunities and decisions about what is included in the long-term strategy and strategic operating plan.



we have **INTEGRITY**, we are a **TEAM**

every day we **SERVE** with pride, **RISE** to challenges, and **SAFEGUARD** what matters

we choose to **INCLUDE** all, **SEEK GROWTH**, and **BE BOLD**

our **VALUES** describe the principles and expectations that guide employee behavior at all levels. They define the most important aspects of our culture and what makes us great.



Next Steps

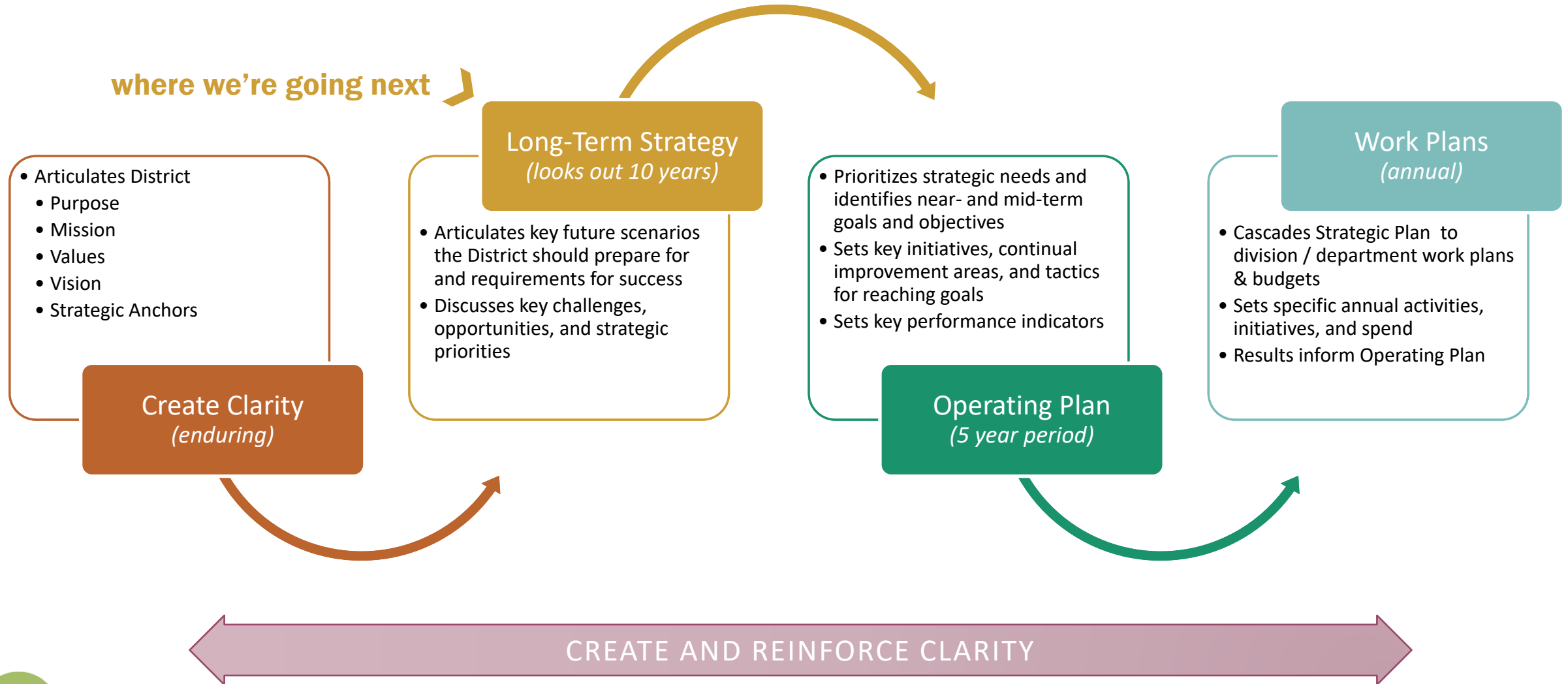


Create Clarity Next Steps

Actions we confirmed or identified today:



District Strategy Elements



Long Term Strategy Work

