MEMORANDUM
To: WCI, Inc. Board of Directors
From: Greg Tamblyn, Executive Director
Date: October 11, 2018
Re: WCI, Inc. 2018-2021 Strategic Plan

Recommendation

Approve the proposed 2018-2021 Strategic Plan (Strategic Plan), a copy of which is attached to this memorandum.

Introduction

Beginning in 2016, WCI, Inc. launched an extensive strategic planning exercise to establish overall goals for WCI, Inc. and operationalize the mission, vision, and values established by the Board of Directors (Board). The work completed to date has culminated in this Strategic Plan that describes how WCI, Inc. can meet the future needs of our Participating Jurisdictions and position WCI, Inc. as a globally recognized model for how jurisdictions can work together to design and operate a cost-efficient carbon market.

My vision for success is that by 2022, WCI, Inc. is an agile and responsive organization, with people, processes, and technology operating at peak performance and efficiency to deliver enhanced services to our Participating Jurisdictions.

Achieving the goals in this Strategic Plan will create the infrastructure needed for sustainable growth, enhance and streamline services for the Participating Jurisdictions, and allow WCI, Inc. to extend its reach and impact. Delivering this Strategic Plan will require diligence and commitment from the entire partnership, at all levels, and a willingness to embrace and proactively manage change. This Strategic Plan should be viewed as a “living document” that will change over time in response to new information, which will enable WCI, Inc. to address new opportunities and challenges as they arise.

Discussion

Method: The 2018-2021 Strategic Plan has been informed by several working sessions conducted with members of the Board, WCI, Inc. staff, and jurisdiction staff.

The Strategic Plan was developed based on the following assumptions:

- In the near future, WCI, Inc. is unlikely to encounter a large (5-10) influx of new jurisdictions joining WCI, Inc. as full Participating Jurisdictions (using cap-and-trade services, participating in the Board of Directors, Board Committees and technical working groups). However, over the next three years, WCI, Inc. needs to be prepared to onboard one to two new jurisdictions that have developed GHG emissions trading programs that are compatible with the current Participating Jurisdictions or that request services from WCI, Inc.
WCI, Inc. will continue to operate as a partnership and operate per the terms of the By-laws. Newly onboarded jurisdictions that may join in the future may participate in the governance of WCI, Inc. at different levels, may vary in their use of the WCI, Inc. services, and may not link with other jurisdictions.

Over time, WCI, Inc. may also need to develop the capacity to adapt and expand the range of services it provides in order to continue to meet the evolving needs of its Participating Jurisdictions. Given the uncertainty around what technology, market, and policy conditions will materialize in the coming years, WCI, Inc. will need built-in flexibility to respond to these changing conditions.

The development of the Strategic Plan followed a traditional strategic planning framework. At the Board level, we developed WCI, Inc.’s mission, vision, values, and guiding principles. Out of this, we developed strategic goals that align with the vision and mission to support the desired outcomes. Within each strategic goal, we defined performance measures and specific objectives and supporting actions to meet these goals. Lastly, we developed an implementation plan that details specific activities to implement the Strategic Plan.

**Goals:** The Strategic Plan identifies four major goals with supporting objectives and actions required to achieve these goals:

1. Strengthen the partnership through enhanced collaboration, communication, and decision-making
2. Consistently meet or exceed expectations by delivering high-quality, efficient, and responsive services that add value for Participating Jurisdictions
3. Build and effectively manage a highly skilled and engaged workforce
4. Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market space

**Resources:** As a small team with finite resources, staff identified time and resource constraints as the biggest risk factor to success. To address this, staff worked together to prioritize activities and adjust timelines as necessary. In addition, the 2019 Budget and 2020-2021 Projections, pending Board approval, include funding that could be used to address new resource needs identified during the implementation of the Strategic Plan.

**Reporting:** The Strategic Plan outlines a reporting strategy and performance metrics that will be utilized to keep the Board and other stakeholders informed on the progress to implement the Strategic Plan. The first planned report back to the Board will be in May 2019 upon the completion of the technology road mapping activities. WCI, Inc. will utilize regularly scheduled Board meetings and the Annual Report to communicate progress made in executing the plan.
Strategic Plan
2018-2021

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**Table of Contents**

Message from the Executive Director ........................................................................................................ 3  
Executive Summary ........................................................................................................................................ 4  
Introduction .................................................................................................................................................. 6  
Critical Challenges ...................................................................................................................................... 11  
Summary of Approach ................................................................................................................................. 13  
Strategic Goals ............................................................................................................................................ 16  
  Goal 1: Strengthen the partnership through enhanced collaboration, communication, and decision making ................................................................................................................................. 18  
  Goal 2: Consistently meet or exceed expectations by delivering high-quality, efficient, and responsive services that add value for Participating Jurisdictions .......................................................... 20  
  Goal 3: Build and effectively manage a highly skilled and engaged workforce ........................................... 24  
  Goal 4: Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market world ........................................................................................................................................ 28  
Implementation .............................................................................................................................................. 32  
  Timeline ...................................................................................................................................................... 35  
Conclusion .................................................................................................................................................... 37  
Appendix 1: Definition of Key Terms ........................................................................................................... 38
Message from the Executive Director

I am pleased to share with you the Western Climate Initiative, Inc. (WCI, Inc.) Strategic Plan for 2018 to 2021.

Beginning in 2016, WCI, Inc. launched an extensive effort to envision its goals and to operationalize the mission, vision, and values espoused by our Board. Since then, we have been working collaboratively with our staff, Board, and Participating Jurisdictions to determine WCI, Inc.’s new direction over the next three years. That work resulted in our first comprehensive strategic plan for WCI, Inc.

This plan outlines how WCI, Inc. will approach its work to support the dynamic needs of our Participating Jurisdictions and better position WCI, Inc. for success in an evolving carbon market and a world of ever changing technology. We recognize our strengths in our core services, as well as the limitations in capacity and influence under our current model. Goals and performance metrics have been developed to strengthen WCI, Inc.’s ability to anticipate and respond to change, while improving fiscal and operational efficiency, service delivery, and transparency across the corporation.

Above all, this plan builds on the strengths of the talented and dedicated WCI, Inc. team and its Participating Jurisdictions, who strive daily to confront climate change and enhance the delivery of state and provincial greenhouse gas emissions trading programs.

I want to thank all who have participated in the process leading to this strategic plan. Your input stimulated an innovative restatement of our goals and aspirations and was influential in shaping the final form of our plan. I am very humbled by what WCI, Inc. has built over the years, and even more excited about where WCI, Inc. can go next. I invite you to review the Strategic Plan that will guide us in our shared work over the next three years.

Greg Tamblyn
Greg Tamblyn
Executive Director
Executive Summary

Western Climate Initiative (WCI) is a collaboration of independent jurisdictions working together to reduce greenhouse gas emissions and tackle climate change. When established in 2007, WCI joined the growing ranks of emissions trading systems around the world while carving out its own unique identity as the first multi-sector cap-and-trade program in North America. Since then, it has grown into a successful partnership of some of the world’s leading experts in developing and implementing greenhouse gas (GHG) emissions trading programs. With the appropriate level market oversight and implementation of stable technologies, WCI’s cap-and-trade program has become an effective and stable carbon market.

Western Climate Initiative, Incorporated (WCI, Inc.) is a key enabler in ensuring the success of WCI’s cap-and-trade program. Our mission is to provide coordinated and cost-effective administrative and technical services to WCI’s Participating Jurisdictions. We’ve steadily evolved to include a greater range of services and have adapted our capabilities and systems to enhance service delivery. And through major technology investments, we’ve enabled the partnership to build and maintain secure, reliable, and robust IT systems that are critical to carrying out our shared work.

After seven years, it is time for fresh planning and new thinking. Cap-and-trade programs have evolved over the past decade, and technology is rapidly changing. The WCI partnership recently changed with the addition of Nova Scotia and the departure of Ontario, and other jurisdictions are likely to join in the future. Positioning WCI, Inc. at the forefront of future technology trends and expanding our capacity is critical if we are to keep pace with market changes and the evolving needs of the partnership. To that end, WCI, Inc. embarked on creating the first strategic plan for the corporation. The resulting effort, the *WCI, Inc. 2018-2021 Strategic Plan*, sets out what we must do to meet the challenges of the corporation and ensure the continued success of the partnership.

The plan identifies four major strategic goals with supporting objectives and actions required to achieve those goals:

1. Strengthen the partnership through enhanced collaboration, communication, and decision-making
2. Consistently meet or exceed expectations by delivering high-quality, efficient, and responsive services that add value for Participating Jurisdictions
3. Build and effectively manage a highly skilled and engaged workforce
4. Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market world

From these goals, WCI, Inc. puts forward the following statement of its strategic intent for the next decade: *The WCI partnership will be recognized as the standard for carbon markets in North America and around the world, and WCI, Inc. as the provider of world-class services that enables its success.* In the years ahead, we anticipate that more jurisdictions will look to adopt emissions trading programs, which, in turn, will create demand for access to proven systems and processes to help jurisdictions implement effective climate policies and emissions
trading programs within their own contexts. Our 2018-2021 Strategic Plan shows us the way to meet that demand and position ourselves as a globally recognized model for how jurisdictions can work together to design and run a cost-efficient, joint carbon market.

The purpose of the plan is to guide our efforts and help us prioritize. It outlines clear, actionable goals for the next three years, but is designed to be adaptable enough to enable us to evolve and respond to the changing needs of the partnership. It builds on our key strengths and focuses on our commitment to integrate continuous process improvement throughout all areas of the corporation. It includes strategies to help us leverage innovative tools to better manage risk and make data-driven decisions, streamline operations and processes, improve productivity, strengthen internal and external communication, and improve the quality and impact of our services. It proposes actions that will unite us behind a shared set of goals and priorities. WCI is a whole greater than the sum of its parts, and as a single entity, we will leverage our combined strengths and resources to realize new opportunities for healthy and strategic growth.

Given our finite resources, trade-offs had to be made on where and how to focus our efforts. However, the investments we make over the next three years build upon each other progressively and lay the necessary foundation for future growth. To be included in the plan, WCI, Inc. thoughtfully developed initiatives that align with our mission, vision, and values; address either a pain point or key opportunity; and have the greatest strategic impact across the partnership.

Our plan is the result of extensive input from WCI, Inc. staff, Board Directors, and jurisdiction staff over the past year. We will continue this collaboration as we implement the plan in the coming months and years. Delivering this plan will require diligence and commitment from the entire partnership, and a willingness to embrace and proactively manage change. This plan should be viewed as a “living document” that will change over time to enable us to address new opportunities and challenges as they arise.

At the initiation of this strategic plan, WCI, Inc. will actively distribute and promote the 2018-2021 Strategic Plan among the partnership and to external stakeholders. We will continue to work with the jurisdictions to identify opportunities for service enhancements and update the plan accordingly. With a complete roadmap in hand, staff will integrate the plan’s activities into existing organizational planning processes, such as budget formulation and annual operations planning, and shift resources as needed to focus on this new work. To keep implementation on track, WCI, Inc. will regularly monitor plan implementation, report performance, and adjust the plan as necessary.

Though our mission remains the same, looking forward we have an opportunity to build on past success by refreshing and refining our approaches to what we do. The results of our collective efforts will help sustain long-term growth for the corporation and improve service delivery. Above all, achieving these goals will be the building blocks for our future success as world climate change leaders for years to come.
Introduction

Over the past year, WCI, Inc. worked with the Participating Jurisdictions to develop a meaningful and actionable plan to guide us as we do our work. Our 2018-2021 Strategic Plan identifies our core strategies and objectives and lays out specific initiatives for us to achieve over the next three years. Achieving these goals will significantly improve operations and service delivery while strengthening our impact as climate change leaders. It shows us the way to better position WCI at the forefront of technology trends in the coming years and to address the opportunities and challenges facing our industry. WCI, Inc. will be instrumental in helping WCI meet such challenges effectively and take advantage of opportunities for service enhancements.

The plan puts forth an overarching goal for the Partnership: to be recognized as the standard for carbon markets in North America and around the world, and WCI, Inc. as the provider of world-class services that enables its success. This statement of our strategic intent reflects both our commitment to excellence as well as our desire to support other jurisdictions around the world in implementing effective climate policies and emissions trading programs. In the years ahead, as more jurisdictions look to adopt emissions trading programs, they will need access to proven systems and processes to help them implement effective climate policies and emissions trading programs within their own contexts. Our 2018-2021 Strategic Plan shows us the way to meet that demand and position ourselves as a globally recognized model for how jurisdictions can work together to design and run a cost-efficient, joint carbon market.

Although the plan proposes new initiatives that will guide our work over the next three years, WCI, Inc.’s highest priority remains providing continuous, effective, high-quality services to support the WCI cap-and-trade program. Should resource constraints arise, WCI, Inc. will ensure that the core functions that are required to support the WCI cap-and-trade program are maintained, even if that requires postponing or reevaluating some of the goals and objectives of this strategic plan.

This document is presented in five major sections described below:

1. **Introduction**: This section provides an overview of the corporation and its core services and establishes a context for the strategic plan by affirming WCI, Inc.’s mission, vision, values, and guiding principles.
2. **Critical Challenges**: This section describes the assumptions made about WCI, Inc.’s changing environment and key challenges.
3. **Summary of Approach**: This section describes the planning process that WCI, Inc. staff undertook to develop the strategic plan.
4. **Strategic Goals**: This section presents the strategic goals and supporting objectives and actions that were developed as a result of the planning process to address critical challenges described in the previous section. It also proposes key performance indicators to measure success.
5. **Implementation**: This section provides a timeline for implementation and reporting, and concludes with a statement about next steps for WCI, Inc.
Overview of the Corporation

Formed in 2007, the Western Climate Initiative (WCI) is a collaboration of independent jurisdictions working together to identify, evaluate, and implement emissions trading policies to tackle climate change at a regional level. The WCI partnership represents the largest carbon market in North America, and the only one developed and managed by subnational governments from two different countries. At the end of 2017, the WCI carbon market was the world’s third largest existing carbon market, after that of China (launched in December 2017) and the European Union (operating since 2005). The WCI partnership covers a population of more than 60 million people and about 3 trillion USD / 4 trillion CAD in gross domestic product (GDP).

In November 2011, the WCI partner jurisdictions created Western Climate Initiative, Incorporated (WCI, Inc.), a non-profit corporation formed to provide administrative and technical support to state and provincial governments implementing emission trading programs to reduce GHG emissions. California, Ontario\(^1\), Québec, and Nova Scotia (referred to as “Participating Jurisdictions”) participate in the WCI carbon market, building on their common, continuous and collaborative efforts to tackle climate change and reduce GHG emissions from multiple sources in the most cost-effective way possible.

The Board of Directors for WCI, Inc. includes officials from the Provinces of Québec, Nova Scotia, and Ontario, and the State of California. WCI, Inc.’s work is carried out by a passionate and hardworking team of people from its headquarters in Sacramento, California, and a regional office in Québec.

WCI, Inc. Core Functions

WCI, Inc. carries out its mission by providing coordinated administrative and technical support across jurisdictions implementing emissions trading programs to reduce GHG emissions. WCI, Inc.’s approach to providing administrative and technical support involves each jurisdiction specifying its requirements, and then WCI, Inc. providing support that meets these specifications. WCI, Inc.’s administrative and technical support services can be expanded to support jurisdictions that join in the future.

Most of the support provided by WCI, Inc. is highly technical and has been developed through the use of specialized contractors. Through its funding agreements, WCI, Inc. provides its Participating Jurisdictions access to services developed and administered to support the implementation of GHG trading programs, including, but not limited to:

- Coordinating the development, implementation, and maintenance of a system for tracking compliance instruments for emissions trading programs, including allowances and offset credits;
- Coordinating the development, implementation, and maintenance of an auction platform capable of executing allowance auctions;

\(^1\) The Province of Ontario is in the process of ending its cap-and-trade program and its participation in WCI, Inc.
• Coordinating the management of financial bid guarantees and settlement of funds upon certification of allowance auctions;
• Coordinating the performance of analyses to support market monitoring and enforcement performed by each jurisdiction;
• Developing, implementing, and maintaining the capability to conduct the business operations necessary to perform the above activities.

By coordinating support across jurisdictions, WCI, Inc. enables cap-and-trade programs to be administered at a lower cost than would be possible with independent administration by each jurisdiction. Coordinated support also ensures that all the programs maintain the highest level of security, enhances market oversight, and provides a framework that can be expanded as more jurisdictions implement their respective programs. Linkages among the Participating Jurisdictions’ cap-and-trade systems may also help reduce emissions at lower costs, result in a broader exchange market, improve liquidity, and stimulate innovation.

Mission Statement

WCI, Inc.’s mission is to support its Participating Jurisdictions in their development and collaborative implementation of greenhouse gas emissions trading programs.

Vision Statement

Through continuous improvement of its activities, WCI, Inc. provides technical and administrative services to its Participating Jurisdictions. We at WCI, Inc. seek out and develop the best technologies and processes to enhance the effectiveness and efficiency of the services we provide. We endeavor to increase the awareness of WCI, Inc.’s role in supporting programs to reduce greenhouse gas emissions.

Core Values

WCI, Inc. is committed to the following core values that guide us in carrying out our mission and realizing our vision:

• Collaboration - We work with our Participating Jurisdictions, colleagues and partners to build consensus, find solutions, and share responsibility.
• Transparency - We act in a transparent and open manner, congruent with the prudent stewardship of our funds and with integrity in everything we do.
• Trust - We act honorably and honestly in all our relationships with people we serve, work with, and who rely on us. We do our best to keep our commitments and fulfill expectations.
• Responsiveness - We are responsive to the needs of our Participating Jurisdictions and strive to maintain the highest level of service in a flexible and cost-efficient manner.
• Respect - We operate with respect to the authority of our Participating Jurisdictions. We respect each individual we work with and treat them in a professional manner.
- **Empowerment** - We are committed to providing the best possible climate for maximum development and goal achievement for all of our employees. We seek to develop a spirit of teamwork: individuals working together to attain a common goal.

**Guiding Principles**

WCI, Inc. has three broad, overarching goals that represent long-term commitments and enduring priorities for the corporation. These became the guiding principles for the subsequent sections of this strategic plan.

1. **Manage Strategically -** *Through sound management decisions and best practices, WCI, Inc. will effectively and efficiently serve its Participating Jurisdictions, and will continuously develop and improve its capacity.*

   Strategic management involves formulating and implementing major goals and initiatives, developing policies and plans to achieve those goals, allocating resources to support those initiatives, and providing overall direction to the strategy effort.

   In the strategic plan, strategic management is a cross-cutting priority focus. The process itself of developing the strategic plan put this goal into practice. Staff recognized the importance of establishing clear goals and objectives for the corporation and of taking a long-term perspective when looking to the future. Staff approached the development of this plan with a strategic mindset, formulating goals and objectives based on consideration of resources, risks, our vision and core values, and an assessment of the internal and external environment in which WCI, Inc. operates.

   Each of the strategic goals in the plan involves strategies and objectives aimed at improving corporate and project governance and operations—the result, of which, will lay the foundation for future growth for WCI, Inc.

2. **Use technology effectively -** *WCI, Inc. will deliver reliable, robust and secure technology solutions that meet the dynamic needs of its Participating Jurisdictions.*

   Information Technology ("IT") is an integral tool used to meet objectives across all of the strategic goal areas. The strategic plan includes initiatives to identify and implement new technology solutions to strengthen program operations and project governance.

   As part of WCI, Inc.’s strategy to utilize effective tools, WCI, Inc. will implement a new document management system to automate business processes, promote collaboration, and make information more accessible for the Participating Jurisdictions. WCI, Inc. will conduct technology reviews and audits to look for ways to continuously improve the quality, transparency, reliability, and availability of data and IT applications and systems essential for achieving WCI, Inc.'s mission. Another priority will be developing a technology evolution
plan to guide how we evolve current technologies, identify suitable new technologies, and forecast and coordinate technology developments to meet future needs.

3. **Communicate effectively - WCI, Inc. will communicate effectively with internal and external stakeholders.**

During the information gathering and strategy development phases of this strategic plan, staff identified as critical the need for improved communication and teamwork within WCI, Inc. Given WCI, Inc.’s partnership structure and the consensus-driven approach used by the Participating Jurisdictions, greater cross-program and inter-office communication and collaboration is essential to WCI, Inc.’s success in achieving the objectives of this strategic plan. As such, the plan involves strategies and objectives specifically aimed at improving engagement and communication among all levels of the corporation, and better integration of processes, systems, and resources across the partnership.

A priority will be developing a communications plan and clarifying roles and responsibilities. Other initiatives are aimed at improving external communication through website enhancements, performance reporting, and improved vendor solicitation processes.
Critical Challenges

As part of our environmental scan, staff discussed the internal and external environment in which WCI, Inc. operates and the conditions that influence its success. With the collective assessment of the internal and external landscape, WCI, Inc. was better able to shape the direction of the strategic plan and target meaningful goals that would advance WCI, Inc.’s ability to meet the Participating Jurisdictions’ needs.

This plan assumes four major challenges for WCI, Inc. over the next three years, some external and some internal.

Information Security

WCI, Inc. is operating in a world of ever-changing technology that impacts the way the cap-and-trade programs and organizations achieve their missions. The accelerating pace of technological change sparked a culture shift that favors organizations that are innovative and agile in their delivery of services. These effects can be felt in every industry, but as a non-profit organization with close ties to the public sector, WCI, Inc. is under added pressure to be transparent in its operations and demonstrate measurable success.

With the accelerating pace of technological change comes added concerns around information security. In this digital age, organizations handling sensitive information must be diligent in keeping up with dynamic security threats, such as cybersecurity breaches, and proactive in finding new and innovative approaches to securing data in the conduct of its mission. Given WCI’s reliance on technology to carry out its mission, WCI, Inc. must be able to ensure continuity of service through continued availability and integrity of IT services provided to its Participating Jurisdictions.

Market Conditions

Cap-and-trade is an ever-changing environment. Participating Jurisdictions have and will continue to make changes to their cap-and-trade programs in response to additional experience, changing policies, technologies, or market conditions, which impacts the services requested of and provided by WCI, Inc. This brings new challenges for WCI, Inc. and underscores the need for greater flexibility in our internal systems and processes.

However, the WCI partnership is the first of its kind in North America and uniquely positioned to lead the way for other states, provinces or nations in developing multi-sector cap-and-trade programs to reduce GHG emissions. As such, the linkage between our Participating Jurisdictions must be rooted in strong collaboration and coordination. Combined with the changing environment for cap-and-trade services in general, this suggests the need for WCI, Inc. and the Participating Jurisdictions to become more adaptable, more efficient, and more collaborative.

Dynamic Partnership Needs

WCI, Inc. has the ongoing challenge of anticipating and responding to the evolving needs of its Participating Jurisdictions, whose needs are determined by political, regulatory, economic, and other factors difficult to predict or control. Combined with the uncertainty around when and how
much WCI, Inc. intends to expand poses challenges to doing effective long-term planning for the corporation. In preparation for this uncertain future, the strategic plan focuses on the near-term activities that will better prepare WCI, Inc. to respond to the dynamic needs of our current Participating Jurisdictions and the needs of new partners that may require new and different services than our current Participating Jurisdictions.

**Strategy Alignment**

Another challenge is aligning WCI, Inc.’s current projects and initiatives to our strategic goals. Actions should align with strategic goals as much as possible to ensure that the work we do moves us closer to our vision. As goals are developed, the corporation has the added challenge of messaging—that is, making communication of those goals cascade down through the various layers of the partnership in a clear, consistent, and effective manner. In doing so, everyone is aware of how their decisions and daily work relate to the corporation’s overall strategy.

Historically, WCI, Inc. has struggled to create those linkages between objectives at the project level and the big picture corporate strategic goals, for various reasons. First, WCI, Inc.’s vision and guiding principles are written broadly, which makes strategy alignment more difficult. Part of the intention behind this plan was to create more specific and measurable goals to focus the corporation’s efforts.

Secondly, there is a disconnect at times between the objectives of WCI, Inc. and its Participating Jurisdictions. This may be partly attributable to knowledge gaps within WCI, Inc., as regulations prohibit Participating Jurisdictions staff from sharing certain information or giving WCI Inc. direct access to certain systems. Without having a full understanding of what the Participating Jurisdictions do and how their systems work, WCI, Inc. and its partners may have conflicting priorities, which makes strategy alignment more challenging.

With these considerations in mind, staff summarized the key challenge facing WCI, Inc. as follows: *How can we develop WCI, Inc.’s capacity to support efficient implementation and operation of cap-and-trade programs and position WCI, Inc. to be able to respond to market changes and the evolving and dynamic needs of new and existing Participating Jurisdictions?*

This is the central issue that our Strategic Plan aims to address.
Summary of Approach

Given the complexity of WCI, Inc.’s programs, the dynamic needs of the Participating Jurisdictions, and the rapidly changing climate policy and technology landscape, WCI, Inc. followed a detailed and rigorous process to develop this strategic plan. We assessed the internal strengths and weaknesses within our existing programs and processes, and identified opportunities and threats to best prepare WCI, Inc. to meet the future needs of Participating Jurisdictions.

Our strategic planning effort included the following steps:

- **Visualize**
  In 2016, work began to establish the mission, vision, values, and Board-level strategic goals for WCI, Inc. through a collaborative process with the Board and staff. In 2017, WCI, Inc. formed a strategic planning team consisting of the Executive Director, Assistant Executive Director, and Operations Manager, to organize and lead the strategic planning effort. The next step included the development of procedures, format, and a timetable for the overall strategic planning process. Once established, the team began a series of planning meetings to gather current information and data about the corporation. This involved reviewing strategic planning materials and data gathered from the prior year and discussing lessons learned. WCI, Inc. staff used this material as a foundation from which to build the strategic plan and identify WCI Inc.’s strengths, weaknesses, goals and strategic priorities.

  Staff aimed to make the development of the strategic plan as participatory as possible to promote involvement and ownership of the plan throughout the partnership. To that end, staff facilitated a series of meetings over the course of a year with jurisdiction staff to identify service enhancements needed to meet the future needs of each of their respective programs. From these discussions, staff translated those needs into a set of broad goals and objectives for the cap-and-trade program. Over the coming months, staff will work with the jurisdictions to further define the specific objectives and actions needed to accomplish those goals and identify additional service enhancements for WCI, Inc.

- **Analyze**
  This step focused on conducting an internal and external assessment of the environment in which WCI, Inc. operates, and defining who we are as a corporation and which challenges we aim to solve through the strategic plan. This involved reviewing our mission, vision, values, and guiding principles, and conducting various exercises to identify WCI, Inc.’s core strengths, weaknesses, opportunities, and key issues and obstacles. WCI, Inc. staff leveraged many tools and strategies to facilitate this process, including but not limited to: informal brainstorming and mind mapping; developing a logic model and Internal-External Analysis; performing an environmental scan, gap analysis, and root cause analysis; and conducting informal interviews to gather stakeholder input. This step helped bring key issues to the surface and clarify our
strategic position within the industry, which, in turn, provided staff with the information needed to prepare strategic options and establish clear priorities for action.

- **Strategize**
  
  Next, strategic goals were defined that support our overarching goals and values, with each goal further refined into supporting objectives and key actions that are essential to advancing WCI, Inc.’s strategic effort.

  The central challenges that our plan aims to address are multi-faceted issues with many possible solutions; therefore, to avoid the temptation of taking on too many initiatives and exceeding our capacity, the team used a quantitative analysis technique to narrow our focus to those issues posing the greatest potential impact to the corporation. This was primarily accomplished through a pre-strategy risk assessment, which involved ranking each opportunity and threat identified in the SWOT analysis according to: A) the degree to which it would positively or negatively affect the achievement of our mission and vision, B) its likelihood of occurrence, and C) what organizational efforts it demands to respond to that opportunity or threat.

  Using a quantitative, standardized rating system provided greater objectivity and helped streamlined the process, eliminating the need for lengthy debate. The opportunities and threats with the highest strategic impact scores served as the basis for developing our strategic objectives. Any risks that fell below the threshold were recorded in an issue log to be reassessed over the course of this strategic plan and possibly incorporated into future strategic plans.

  After identifying four major strategic goals with supporting objectives designed to meet the challenges of the corporation, the next step was to ensure strategic alignment by linking each strategic goal and objective to WCI, Inc.’s mission, vision, and core values.

- **Build the Plan**

  Next, the team developed an implementation plan to translate strategic goals and objectives into well-defined action items. Action items were then assigned task owners and due dates. For each strategic goal, the team developed a representative set of key performance indicators (KPIs) to help track progress for those goals. Staff also developed a communication plan to identify roles and responsibilities and the reporting requirements for each action item.

  To reduce the risk of lost productivity from excessive shifting from one priority to another, the team further refined the plan to establish clear priorities for implementation. Action items were prioritized based on business value, estimated effort, constraints, and other factors. The result was a clearly-defined timeline for activities in Year 1. A detailed timeline for Year 2 and Year 3 activities will be developed later in 2019 and 2020.
respectively to accommodate the need for flexibility and ensure the plan stays relevant and timely.

- **Implement the Plan**
  Implementation is where “the rubber meets the road,” as work on the plan begins and strategies are put into practice. It involves executing the strategic goals in accordance with our implementation plan, while making course corrections when necessary. Prior to implementing the plan, the plan was reviewed and approved by the WCI, Inc. Board of Directors.

- **Manage Performance**
  This process includes monitoring and evaluating plan activities and reporting on key performance metrics. This occurs continuously throughout the implementation process to ensure the plan stays on track and meets its performance targets. WCI, Inc. will initiate formal progress reviews every year to update the plan as necessary to respond to changing technologies and evolving partnership needs, and to develop the next year’s implementation plan.

**Assumptions**

Staff developed this plan under the following set of assumptions:

1. In the near future, WCI, Inc. is unlikely to encounter a large (5-10) influx of new jurisdictions joining WCI, Inc. as full Participating Jurisdictions (using cap-and-trade services, participating in the Board of Directors, Board Committees and technical working groups). However, over the next three years, WCI, Inc. is prepared to onboard at least one to two new jurisdictions that have developed GHG emissions trading programs that are compatible with the current Participating Jurisdictions and that request services from WCI, Inc.

2. WCI, Inc. will continue to operate as a partnership and operate per the terms of the by-laws. Newly onboarded jurisdictions that may come onboard in the future may or may not participate in the governance of the corporation and may use some or all of the WCI, Inc. services, and may or may not link with the other jurisdictions.

3. Over time, WCI, Inc. may also need to develop the capacity to adapt and expand the range of services it provides in order to continue to meet the evolving needs of its Participating Jurisdictions.

4. The cap-and-trade environment will grow and evolve over time. However, given the uncertainty around what technology, market, and policy conditions will materialize in the coming years, WCI, Inc. will need built-in flexibility to respond to these changing conditions.
Strategic Goals

This plan identifies four goals that represent strategic investments and opportunities to improve WCI, Inc. service delivery, internal operations, and stakeholder engagement. Although the objectives and actions presented in the plan are organized into four separate goals, they are not independent of each other. Rather, they are interrelated and interdependent. For example, communication is an integral part of service delivery, where success in one area influences the success of the other.

Strategy Planning Framework

Our strategic planning framework follows the traditional structure of organizational plans. At the Board level, we developed the organization’s mission, vision, values, and guiding principles. Out of this, we developed strategic goals that align with our vision and mission so that the right outcomes are achieved. Within each strategic goal, we defined performance measures and specific objectives and supporting actions to meet those goals. For each action item, staff developed a communication plan to identify roles and responsibilities and the reporting requirements. Lastly, we developed an implementation plan to contain the details for implementing the strategic plan in day-to-day activities, thereby putting those goals into practice. Like most implementation plans, our implementation plan is a shorter-term plan to provide necessary flexibility.
### 2018—2021 Strategic Plan at a glance

<table>
<thead>
<tr>
<th>Goal 1:</th>
<th>Goal 2:</th>
<th>Goal 3:</th>
<th>Goal 4:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the Partnership through enhanced collaboration, communication, and decision-making</td>
<td>Consistently meet or exceed expectations by delivering high-quality, efficient, and responsive services that add value for Participating Jurisdictions</td>
<td>Build and effectively manage a highly skilled and engaged workforce</td>
<td>Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market world</td>
</tr>
</tbody>
</table>

#### Enhance communication and collaboration with and among the Participating Jurisdictions, WCI, Inc. and its service providers
- Develop a communication plan and template for communicating issues and receiving feedback
- Implement social and collaborative features on new intranet site
- Hold in-person program review meeting(s) with all levels of the Partnership and contractors
- Increase use of video and web conferencing for meetings

#### Enhance service model flexibility to accommodate the needs of the Partnership
- Formalize the process for jurisdiction onboarding and offboarding to reduce time and cost
- Update Jurisdiction funding agreements to ensure symmetry amongst the partners and reduce the risk of disruption
- Explore new service delivery models to maximize the Partnership’s ability to expand WCI, Inc. services as necessary while maintaining a high-level of service

#### Protect the security and integrity of information & IT assets by continuously adapting our cybersecurity
- Develop/maintain high quality IT standards across all IT assets
- Conduct regular technology audits on IT assets

#### Enhanced Service Delivery
- Implement updated project management and governance program
- Implement a quality assurance program to baseline and begin routine reporting on performance to enable decision making
- Implement effective risk management processes
- Develop and maintain contingency plans for cap-and-trade services
- Implement tools and mechanisms to foster collaboration, increase ease of secure access to information, and improve coordination across the partnership
- Develop options for jurisdiction consideration to expand the level and types of services provided by WCI, Inc.
- Implement new processes and procedures to enhance procurement of services

#### Improve Asset Management & Technology Planning
- Implement Enterprise Architecture tools and processes to better align business and IT strategies
- Develop a technology roadmap to effectively plan for technology refreshes
- Develop a technology investment plan to prioritize technologies and allocate resources that enable WCI, Inc. to achieve its goals

#### Attract and retain high-quality staff
- Improve job descriptions and company profiles on networking and job boards
- Conduct salary and compensation survey to maintain competitiveness in the industry
- Streamline recruitment process

**Maximize staff engagement**
- Conduct quarterly staff satisfaction surveys
- Build a culture of recognition using effective employee recognition practices
- Implement workplace culture improvements to build morale and a positive work environment

**Promote learning and professional development through ongoing training, coaching, and team development**
- Provide professional development stipends to employees
- Conduct ongoing cross-training and mentorship
- Create onboarding materials for new employees
- Create and launch internship program

#### Strengthen our professional image
- Redesign the WCI, Inc. website and implement a digital strategy
- Improve use of the WCI, Inc. website to engage our broad audience by populating the website regularly with relevant and informative content and incorporating interactive features
- Develop a WCI, Inc. program startup guide to support jurisdictions interested in utilizing WCI, Inc. services

**Increase reporting and information-sharing to better inform our stakeholders, maintain transparency and accountability, and promote the work of Participating Jurisdictions**
- Develop and report performance-oriented metrics
- Present at one or more public events per year

**Use social media as a communication tool**
- Launch one new social media site and link to website
Goal 1: Strengthen the partnership through enhanced collaboration, communication, and decision making

Strong collaboration, communication, and governance has been critical to the success of the partnership. Effective collaboration allows for the partnership to achieve greater results than would have otherwise been possible if each organization worked independently. As each Participating Jurisdiction's program evolves and the partnership expands to include new jurisdictions, the ability to work collaboratively will become an even greater priority for WCI, Inc.

In order to have effective collaboration, the partnership needs to have effective communication (internally and externally) and have implemented the appropriate tools for collaborative work management. To accomplish this, WCI, Inc. will develop a communication plan and template for communicating issues and sharing feedback with our Participating Jurisdictions and service providers. This will allow us to hear the voice of our partners and integrate their feedback in our technology and business strategies. WCI, Inc. will also develop an intranet site that includes social and interactive features—not only to provide a central location where all communication can be easily accessible but to allow more meaningful dialogue and coordination among the partners. And since new tools and strategies for workplace collaboration continue to emerge, we will adapt and evolve our strategies as things change.

Although phone and email communication is valuable, face-to-face interaction is particularly effective for building relationships and fostering teamwork. For this reason, WCI, Inc. will promote the use of video and web conferencing for meetings and host, when feasible, in-person program review meetings to improve communication at all levels of the partnership.

Strengthening the partnership also requires enhancing service model flexibility to accommodate changes or growth within the partnership. As new jurisdictions come onboard, WCI, Inc. needs a formalized process for onboarding to reduce time and cost. Exploring alternative service delivery models will enable us to determine options for adapting our services to different jurisdiction circumstances or requirements.

Anticipated Benefits:

✓ Increased effectiveness and efficiency of the partnership
✓ Effective tools for information-sharing, planning, and coordination
✓ Enhanced efficiency of the decision-making process
✓ Streamlined onboarding/offboarding process for jurisdictions
✓ Refined mechanisms for soliciting feedback from the jurisdictions

Performance Measures:

- *Satisfaction rate (target = 80%)* – Measures overall satisfaction of key jurisdiction staff and engagement with WCI, Inc. services. We target a high overall satisfaction rate but will also evaluate satisfaction levels for different components of our services (e.g., procurement, administrative, IT, etc.) to allow us to identify and target specific areas for improvement. For example, we will measure usage and satisfaction rates for our
collaborative tools, such as the intranet site. Our goal is to provide collaborative workspaces that meet the partnership’s needs and enable effective coordination and communication across teams, so we must track how much jurisdictions are utilizing and benefiting from these tools. Data will be collected through surveys and/or interviews (either one-on-one or in small groups) with key jurisdiction staff. WCI, Inc. will design the survey/interview questions using input from the jurisdictions. Individual responses will be kept anonymous or confidential if necessary.

Objective 1: Enhance communication and collaboration with and among the Participating Jurisdictions, WCI, Inc. and its service providers

Actions:

- Develop a communication plan and template for communicating issues and receiving feedback
  Developing a communication plan allows WCI, Inc. to clarify roles and responsibilities, the reporting requirements for each action item, and the effective processes, tools and templates to receive timely feedback so that needs or issues can be addressed satisfactorily. WCI, Inc. will work with the appropriate stakeholders to develop, incorporate and communicate performance metrics into monthly report templates for jurisdictions and into the annual report presented to the board to enhance efficiency of decision-making.

- Implement social and collaborative features on new intranet site
  The new intranet site will be designed with interactive features, e.g., wikis, polls, news feeds, team sites, chat, calendars, etc., to make the site engaging to use. The number and types of features used on the site may change based on feedback we receive from users.

- Hold in-person program review meeting(s) with all levels of the partnership (Board, Management and staff) and contractors
  It has been our experience that in-person meetings are quite effective in resolving complicated issues and help foster relationships within the partnership. WCI, Inc. will continue to provide opportunities for members of the Board to meet at least once annually and identify opportunities for jurisdiction staff and contractors to meet when possible.

- Increase use of video and web conferencing for meetings
  Since the partnership consists of teams from various organizations working together across long distances, our work is primarily done through phone and email communication. Video and web conferencing “humanizes” a conversation by allowing teams to interact face-to-face, which can help foster team-building. The audio and visual components of holding a web conference will also facilitate greater collaboration and increase the engagement level of meeting attendees by allowing participants to upload and share documents, slides, and other graphics.
Objective 2: Enhance service model flexibility to accommodate the needs of the partnership

Actions:

- **Formalize the process for jurisdiction onboarding and offboarding to reduce time and cost**
  In order to ease the associated burden for all jurisdictions, WCI, Inc. will develop and implement onboarding and offboarding manuals to clarify the specific requirements and orderly process to follow with respect to WCI, Inc. matters, e.g. program milestones, funding, information sharing, access to technical documentation and cap-and-trade services, roles and responsibilities, etc.

- **Update Jurisdiction funding agreements to ensure symmetry amongst the partners and reduce the risk of disruption**
  To ensure that WCI, Inc. is able to meet all of its commitment to its Participating Jurisdictions, WCI, Inc. will work with its Participating Jurisdictions to standardize funding agreements to ensure compatibility of jurisdiction requirements, formalize the jurisdiction withdrawal process and identify opportunities for WCI, Inc. to better support the needs of the Participating Jurisdictions.

- **Explore new service delivery models to maximize the partnership’s ability to expand WCI, Inc. services as necessary while maintaining a high level of service**
  Over the coming months, WCI, Inc. will work with Participating Jurisdictions to identify opportunities for service enhancements. From these discussions, WCI, Inc., can begin evaluating and identifying service delivery models that are most compatible with the jurisdictions’ service requirements. This may include evaluating alternative methods of funding to support expansion. We will also explore new service delivery models that can accommodate smaller jurisdictions who may join WCI in the future, as we may work more closely with those jurisdictions to support their programs. As new jurisdictions request services that require an expansion of WCI, Inc.’s current services, WCI, Inc. will evaluate options and provide recommendations to the Board.

Goal 2: Consistently meet or exceed expectations by delivering high-quality, efficient, and responsive services that add value for Participating Jurisdictions

To fulfill our mission, WCI, Inc. is committed to continuously improving quality to ensure that our services meet the needs of our Participating Jurisdictions and are delivered in the most streamlined, cost-effective manner. To that end, this goal includes implementing a project governance model and quality management processes to allow us to begin reporting on the performance of projects and allow for effective decision making while maintaining the appropriate level of oversight.

It also includes activities designed to help WCI, Inc. better manage risk. Risk management is the discipline, culture and control structure an organization has in place to continuously improve its
risk management capabilities in a changing business environment. Effective risk management supports organizational stability and sustainability by ensuring there is an established process to anticipate and mitigate risks and meet staffing requirements. Creating a more risk focused culture will position WCI, Inc. as an “early mover” in the carbon market, with greater resilience to adapt to ever-changing technology.

Another focus will be identifying opportunities for service enhancements to strengthen the quality and responsiveness of our services. Providing responsive services requires being prepared to expand the level and types of services we provide as necessary. For example, potential new Partner jurisdictions may have limited staff and/or budgetary resources and require additional support. By offering additional services, WCI, Inc. gives Participating Jurisdictions greater control and flexibility over resource allocation to free up resources for other important program activities. Expanding service delivery is also advantageous from a growth perspective as it is likely to help WCI, Inc. attract new partners.

WCI, Inc. serves to benefit from this as well. By having closer involvement in cap-and-trade program activities and more direct access to certain systems, staff can bridge many of our current knowledge gaps and be able to effect change more easily within our processes, applications, and systems. For these reasons, WCI, Inc. should expand the level and types of services it provides. As jurisdictions are the experts on their programs and understand the current service gaps, we will continue holding working sessions with them over the coming months to determine the specific level and types of services they desire. With a complete list in hand of the services required of WCI, Inc., we can begin to reassess our capacity and the level of funding necessary to cover the cost of providing those services and update the strategic plan accordingly. Using this iterative approach will accelerate the implementation timeline and provide us the necessary flexibility to adapt the plan as needs or circumstances change.

**Anticipated Benefits:**

- Clear and consistent IT standards
- Increased productivity and efficiency of IT applications
- Increased flexibility and scalability of IT systems
- Opportunities for program efficiencies are realized
- Common quality standards and best practices are applied throughout all WCI, Inc. projects
- WCI, Inc. is proactive towards risk
- Services are adapted to meet the evolving needs of the Participating Jurisdictions
- Improved project oversight to manage scope creep and prevent schedule and cost overruns
- Clear delineation of roles

**Performance Measures:**

- *Number of actionable findings identified during technology audits (target = 0):* Measures how well we are taking the necessary corrective actions to ensure that the issues identified in audits are actually being addressed.
• **Percentage of critical business services (i.e., Cap-and-Trade services) covered under risk analysis (target = 100%):** Measures the maturity and effectiveness of our enterprise risk management practices.

• **Number of qualified bidders to solicitations for external services (target ≥ 3):** This serves as an indicator of how well we are creating and advertising solicitations that generate interest from a greater number of qualified bidders. However, quality is more important than quantity, given the time and resources required in reviewing and scoring proposals, so we have set a reasonable target of 3-5 qualified bids for each solicitation process.

**Objective 1: Protect the security and integrity of information and IT assets by continuously adapting our cybersecurity**

*Actions:*

• **Develop and maintain high quality IT standards across all IT assets**

  WCI, Inc. has secure and robust IT services. To maintain and enhance our cybersecurity, and ensure the reliability of services, compatibility across systems and maintain the trust of users, WCI, Inc. will identify and implement IT standards that can be applied across all IT platforms. The identification of industry appropriate standards will include input from jurisdiction staff and third-party service providers.

• **Conduct regular technology audits on IT assets**

  Upon implementation of IT standards, WCI, Inc. will identify an audit protocol to assess compliance with adopted standards. Any findings or recommendations identified as a result of regular audits will be reviewed with stakeholders and incorporate into future actions plans.

**Objective 2: Enhance service delivery**

*Actions:*

• **Implement updated project management and governance program.**

  The implementation of an updated project management and program governance program will support better decision making, increase transparency and enhance communication with stakeholders. Working with jurisdiction staff, WCI, Inc. will refine roles and responsibilities, develop standardized templates and implement processes to facilitate continuous improvement (e.g. conduct lessons learned working sessions to promote improvement and implement agreed-upon recommendation).
• **Implement a quality assurance program to begin routine reporting on performance to enable decision making.**
To enhance the overall quality of the systems supporting the cap-and-trade program, WCI, Inc. will implement a quality assurance program to enable the early detection and fix of bugs/defects, streamline user acceptance testing, and reduce the time and cost associated with the implementation of new technologies and software releases. The ongoing reporting and monitoring of performance metrics will provide information to make informed decisions.

• **Implement effective risk management processes.**
Implementation of an effective risk management process will enable WCI, Inc. to identify and address risks and opportunities that could disrupt or enhance the ability for WCI, Inc. to continue to provide a high level of service to its Participating Jurisdictions. Building on what is currently in place, this initiative includes: developing a common risk process framework that defines the methodologies, processes, tools and techniques to be used, as well as roles and responsibilities; creating tools and templates to facilitate risk management planning; and performing risk assessments and risk monitoring on a continual basis.

• **Develop and maintain contingency plans for cap-and-trade services.**
WCI, Inc. will develop contingency plans as needed for cap-and-trade services (auctions, tracking system, financial services, and market monitoring) and operations (human resources, technology, and financial) to address identified risks. The processes implemented will identify the necessary involvement of stakeholders (Directors, Committees, or working groups).

• **Implement tools and mechanisms to foster collaboration, increase ease of secure access to information, and improve coordination across the partnership.**
Through the development of collaborative software, this initiative will provide a shared space for collaboration on documents, streamline administrative activities and simplify access to information across the partnership.

• **Develop options for jurisdiction consideration to expand the level and types of services provided by WCI, Inc.**
Working with jurisdiction staff, WCI, Inc. will develop options to expand services and improve the efficiency of the cap-and-trade program. This initiative includes: identification of opportunities to achieve better price discovery and market efficiency through auctions; streamlining the auction processes to reduce time and complexity for entities and jurisdiction staff; enhancing the user experience and allowing for greater flexibility to address jurisdiction needs related to the tracking system; improving information management to ensure consistency of market oversight and improving data accuracy; improving reporting efficiency to simplify access to market information and minimize the risk of information leakage; and identifying administrative tasks that could be transitioned to WCI, Inc. to alleviate jurisdiction work load.
• **Implement new processes and procedures to enhance procurement of services.**
  
  The objective of this initiative is to increase flexibility in procurements to streamline the solicitation process, increase interest from potential offerors, and incentivize innovation to enable the use of best of breed technologies. Building on the guidelines outlined in the WCI, Inc. Procurement Policy, this initiative will establish a new framework and procedures for conducting procurements.

**Objective 3: Improve Asset Management and Technology Planning**

**Actions:**

• **Implement Enterprise Architecture (EA) tools and processes to better align business and IT strategies.**
  
  WCI, Inc. will identify and implement the appropriate enterprise architecture framework to support the cap-and-trade program. The implementation will be carried out in coordination with jurisdiction staff and third-party service providers to ensure the framework supports the needs of all stakeholders. This initiative will allow WCI, Inc. to have a comprehensive view of the corporation’s resources (e.g. people, processes, systems and technologies) and how they relate to the goals and strategies of the corporation.

• **Develop a technology roadmap to effectively plan for technology refreshes.**
  
  WCI, Inc. will develop a technology roadmap to clearly define the steps the corporation must take to maintain, enhance and refresh the technologies deployed to support the cap-and-trade program. This roadmap will identify metrics, milestones and key decision points to ensure that the goals of the corporation are attained.

• **Develop a technology investment plan to prioritize technologies and allocate resources that enable WCI, Inc. to achieve its goals**
  
  Upon completion of the technology roadmap, WCI, Inc. will develop a technology investment plan to align technology planning and budget/resource planning. This initiative will support long-term planning throughout WCI, Inc. and enable decision making at the Finance Committee and Board of Directors level.

**Goal 3: Build and effectively manage a highly skilled and engaged workforce**

WCI, Inc. is a “small but mighty” organization committed to building and maintaining an internal culture that reflects our core values. To that end, WCI, Inc. has become and remains a great place to work, with a high caliber workforce, competitive pay and benefit packages, and an environment that promotes employee autonomy, creativity, and growth. To maintain and enhance our competitive edge, WCI, Inc. will build on this foundation by making additional investments in our human capital.

Employees are an organization’s greatest asset. This couldn’t be truer for small organizations like WCI, Inc. Having a highly trained and engaged workforce and strengthening knowledge
transfer through ongoing cross-training and mentorship is critical to meeting our mission. To successfully deliver on the strategic goals and objectives set forth in this plan, WCI, Inc. must attract and retain the best and commit to an ongoing investment in our human capital. The work we perform is increasingly technical and requires us to continuously build our capacity and expertise, including our cap-and-trade sector knowledge and skills in operations and technology. Our staff compensation, internal culture, and HR policies must therefore support the recruitment, retention, and development of top talent.

Research shows that companies with highly engaged employees have higher productivity, profitability, and customer satisfaction, and lower turnover and absenteeism. The bottom line is that employees who are happy, motivated, and engaged work with passion, drive innovation, and help move the organization forward. While the return on investment is clear, organizations often struggle to implement effective employee engagement practices because many factors can affect employee engagement and retention, e.g., compensation, company culture, job conditions, work relationships, opportunities for advancement or career growth, etc. This means there can be no “magic bullet,” or quick and simple solution. With that understanding, WCI, Inc. developed a diverse set of strategies to accomplish our goal of building and effectively managing a highly skilled and engaged workforce. These strategies are informed by industry best practices and will be adapted as needed based on staff feedback.

Anticipated Benefits:

- We foster a culture of recognition and collaboration
- We build competency and expertise, and leverage new skills to advance WCI’s goals
- WCI, Inc. has capacity to support a growing partnership and ensure continuity of service
- High rate of employee retention and job satisfaction
- Decreased time to hire without negatively impacting quality

Performance Measures:

- **Number of cross-training opportunities provided per year (target = 1 per quarter):** Measures the degree to which we are providing ongoing cross-training opportunities to increase the flexibility of our workforce and prepare employees to perform multiple or all team functions. A minimum of one cross-training opportunity will be offered per quarter for each employee.

- **Employee satisfaction rate (target = 90%):** Measures overall employee job satisfaction. Data will be collected through quarterly surveys. Staff will provide input into the design of the survey. We aim for a high overall satisfaction rate and survey response rate.

- **Turnover rate (target = 10%):** Turnover rate refers to the percentage of employees leaving a company within a certain period of time. We set a target of 10% as our research shows that a turnover rate of approximately 10% is considered normal and healthy.
Objective 1: Attract and retain high-quality staff

Actions:

- **Improve job descriptions and company profiles on networking and job boards**
  WCI, Inc. will craft job descriptions that make the impact of the work clear and sell WCI, Inc’s culture and mission. Having an effective and engaging job description targeted to the best candidates for the job will improve the diversity and quality of our applicants and help speed up the recruiting and hiring process. WCI, Inc. will also advertise on a greater variety of popular job posting sites (e.g., LinkedIn) and industry-specific sites.

- **Conduct salary and compensation survey to maintain competitiveness in the industry**
  WCI, Inc. will conduct a salary and compensation survey using a third-party service to obtain useful benchmarking information for comparing salaries and benefits with similar organizations. Without compromising fiscal responsibility, WCI, Inc. will attract and retain top talent by compensating staff in a manner that is fair, competitive, and reflective of the external market.

- **Streamline recruitment process**
  A lengthy recruitment process is hard on morale and the budget and drives good candidates away. WCI, Inc. will reduce our time to hire through a number of process efficiency initiatives. This could include strategies such as building a candidate database, consolidating the interview process, using sourcing automation tools or mobile scheduling apps, creating templates for interviewing and sending email communications, creating an effective referral program, using a recruiter, establishing a structured hiring process, and building a talent pipeline.

Objective 2: Maximize staff engagement

Actions:

- **Conduct quarterly staff satisfaction surveys**
  Satisfaction surveys are a useful tool in any employee engagement program for building a positive work environment and positive employee relations. WCI, Inc. will develop and disseminate quarterly surveys to help measure employee attitudes, passion factors, workplace climate, and training needs, while soliciting feedback to help improve and grow the corporation. We will explore online platform tools to streamline the process and help us track trends and spot issues early. The surveys will be simple and easy for employees to complete, and individual responses can be kept confidential or anonymous.

- **Build a culture of recognition using effective employee recognition practices**
  Recognition programs are designed to show appreciation for who the employee is and what they do. WCI, Inc. will incorporate both formal and informal recognition practices in our
day-to-day work and establish clear, meaningful criteria for recognition. Our recognition program will include efforts to recognize individual as well as group achievements. In developing our recognition program, we will explore using automated systems for keeping track of employee milestones, such as anniversaries and promotions, and online platforms to facilitate the program. Methods for employee recognition will be based on best practices and input from staff. Our end goal is to create a continuous recognition culture that effectively promotes, encourages, and rewards behaviors that support WCI, Inc.’s business objectives and core values.

- **Implement workplace culture improvements to build morale and a positive work environment**
  Company culture is the personality of the company. It’s about the beliefs and behaviors that drive how we work, and the environment in which we work. To build a positive work environment, WCI, Inc. will implement a variety of workplace culture improvements, including but not limited to: team-building activities, flexible work opportunities, wellness initiatives, and team social activities. WCI, Inc. will develop these and other methods using input from staff and explore the use of employee engagement software. Other activities outlined in this plan, such as creating a recognition program, influence work culture and will therefore contribute to success in this area.

**Objective 3: Promote learning and professional development through ongoing training, coaching, and team development**

*Actions:*

- **Provide professional development stipends to employees**
  Studies have shown that workplace learning contributes to job satisfaction. Moreover, one of the values WCI, Inc. aspires to is continuous improvement. To encourage a culture of learning and growth for our whole team, WCI, Inc. will provide stipends to each employee to help them further their professional learning goals. Stipends can be applied to online classes, conferences, job-related trainings, books or other learning materials, licensing or certification fees, etc. WCI, Inc. will develop an internal policy to establish clear criteria and guidelines for the use of stipends.

- **Conduct ongoing cross-training and mentorship**
  When there is a need to fill the shoes of an employee, organizations that have cross-training and mentorship programs are better prepared and equipped to handle it. In addition to increasing corporate readiness, cross-training and mentorship creates happier and more productive workers. Staff will develop various methods, both formal and informal, for conducting ongoing cross-training and mentorship, such as job shadowing, “lunch-and-learn” events, “buddy” systems to orient new employees, and creating standard operating procedure documents.
• **Create onboarding materials for new employees**
  Research shows that effective onboarding reduces employee ramp-up time, saves money, and increases job satisfaction, performance, and retention. To help our employees start off on the right foot, we will implement a strategic, standardized, efficient onboarding process that includes developing new training and orientation materials, such as a welcome packet. A more formalized process will be established for doing check-ins and performance reviews to allow for better two-way communication and feedback.

• **Create and launch internship program**
  Internship programs are one of the best long-term recruiting tools available and well worth the investment of time and money. Interns bring fresh ideas, perspectives, and specialized skill sets while providing short-term support to current employees so that they can pursue higher projects. As a small organization, WCI, Inc. can provide interns a unique learning experience by offering more hands-on training, experience, and mentorship opportunities. Interns can assist staff with organizational and administrative tasks, social media, website, outreach, and other tasks deemed mutually beneficial.

**Goal 4: Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market world**

To fulfill our mission of supporting the partnership and advancing its position as a climate change leader, WCI, Inc. aims to be a valuable source of information for market participants, industry regulators, governments, and others interested in the work that we do. To achieve this, WCI, Inc. will focus on strengthening our messaging and outreach efforts and using new and better communication tools. As a nonpartisan organization, we are in a unique position to help our audience make informed decisions by providing a wide range of information about cap-and-trade services that is accurate, clear, accessible, reliable, timely, and transparent. And since our audience is diverse and has different information needs, we will use different communication channels to improve the usefulness and availability of information provided to our stakeholders and internally among the partnership.

A critical part of our communication strategy is to increase reporting and information-sharing across the partnership to promote accountability and transparency in our operations. Effective strategic planning relies on accountability to ensure that we do not fall short during the execution phase of the strategic plan. In order to have effective accountability, choosing the correct performance-oriented metrics and communicating those metrics to stakeholders will ensure that this strategic plan is executed successfully.

These efforts will also help us to attract new partners and raise awareness of WCI, Inc.’s role and value in providing services, thereby expanding our reach and impact. The changing landscape of the cap-and-trade industry means that more jurisdictions around the world will be looking to adopt emissions trading programs of their own. This creates an opportunity for WCI, Inc. to provide those jurisdictions with the necessary support and resources to inform the design and
implementation of their programs using WCI as the standard. To be effective in such a role, we will focus on strengthening our professional image.

Anticipated Benefits:

✓ Greater awareness of WCI, Inc.’s role and value in providing services
✓ The Cap-and-Trade program results are widely recognized
✓ More jurisdictions express interest in using WCI, Inc.’s services and the partnership expands

Performance Measures:

• **Website performance (target = 10% increase in visitors):** Measures how well the website is reaching and engaging our audience. WCI, Inc. will identify specific performance measures for the website, e.g., hit rate, average time on page, documents downloaded, etc., in consultation with the web designers. Analyzing our traffic using tools such as Google Analytics will help us get to know our audience better and tailor our web content to different audiences based on that knowledge.

• **Number of events participated in (target = 1 per year):** WCI, Inc. will participate in at least one public event, such as an industry conference, per year to increase our visibility and promote the work of WCI, Inc. and the partnership.

• **Percentage increase in number of listserv subscribers and social media followers (target = 5%):** Measures the growth of our audience and the effectiveness of our outreach strategies. An increase over time is a positive sign that our content is relevant and useful to our audience.

• **Number of contacts made with jurisdictions expressing interest in using WCI, Inc. services (target = 1 per year):** Measures the level of interest from other jurisdictions in joining the partnership or using WCI, Inc. services. This is one indicator of success for our outreach efforts to enhance program visibility.

**Objective 1: Strengthen our professional image**

**Actions:**

• **Redesign the WCI, Inc. website and implement a digital strategy**
  Our current website is outdated and in need of a refresh to give it the modern look and feel that we want to convey to our audience. WCI, Inc. will work with a web design agency to rebrand our corporate image and update the website to improve functionality, accessibility, site performance, and quality of content. Along with this, we will implement a digital strategy to increase traffic to the website using search engine optimization, Google Ads, social media, site/experience design, or other digital marketing techniques.
• Improve use of the WCI, Inc. website to engage our broad audience by populating the website regularly with relevant and informative content and incorporating interactive features
As part of the website redesign, WCI, Inc. will incorporate new interactive features such as infographics, videos, newsfeeds, polls, and visual aids. We will add new content to inform our audience about who we are, what we do, and how cap-and-trade works. Users will be able to specify the type of content they are looking for (e.g., auction results, job announcements, board meeting notices, etc.) using search filters so that it is easier and faster to find what is most relevant to them. After launching the new site, WCI, Inc. will regularly monitor website performance to identify areas that we can further improve on to attract and engage our audience.

• Develop a WCI, Inc. program startup guide to support jurisdictions interested in utilizing WCI, Inc. services
For jurisdictions that endeavor to implement a cap-and-trade program, the work involved in developing and implementing their program is significant and may be beyond the reach of some jurisdictions. The WCI, Inc. program start-up guide will provide an overview of services offered by WCI, Inc. and recommended timelines to on-board, WCI, Inc. governance and the costs of participation. By providing early information to a prospective new jurisdiction, WCI, Inc. also has an opportunity to provide assistance to lessen the burden on new jurisdictions.

Objective 2: Increase reporting and information-sharing to better inform our stakeholders, maintain transparency and accountability, and promote the work of Participating Jurisdictions

Actions:

• Develop and report performance-oriented metrics
WCI, Inc. will develop and report on various organizational metrics such as operational efficiency, operating reserve, forecast accuracy, and audit findings. Using a dashboard reporting software, WCI, Inc. will be able to visualize and comprehend the data and track these key business metrics in real-time for faster and more accurate data collection.

• Present at one or more public events per year
Presenting at conferences and other public events and meetings provides us an opportunity to network and build lasting connections with different kinds of organizations, groups, and institutions. It allows researchers, policy-makers, and the public to become more aware of the work that we do and WCI’s achievements. Speaking at an industry conference and sharing our insights and expertise with others in our field will enhance our credibility as an organization and position us as experts and valuable resources of information. And by helping the public become more knowledgeable and apply what they’ve learned to their
own institutions, WCI, Inc. can contribute to the growth and betterment of the cap-and-trade industry as a whole.

**Objective 3: Use social media as a communication tool**

*Actions:*

- **Launch one new social media site and link to website**
  Engaging our stakeholders through social media is one of the most cost-effective and convenient strategies that we can use. WCI, Inc. will develop and launch one new social media site, such as LinkedIn, and regularly post content that is relevant to our audience. Over time, we may explore other social media channels. Beyond information sharing, social media will enable us to connect with other organizations and keep up to speed on what they are doing. Social media will keep our fingers on the pulse of our industry, allowing us to stay ahead of the curve and use that knowledge to improve our business strategies.
Implementation

If the Strategic Plan addresses the what and why of the activities, the implementation plan addresses the who, where, when, and how to help us realize the plan's goals. Our implementation plan includes 34 activities, with associated timelines and task owners, and key performance indicators to measure, monitor, and report annually to assess our progress toward the goals enumerated in the plan.

As it is critical to get input from those tasked with executing the strategic plan, our implementation plan was developed through a collaborative team effort. This provided frontline staff an opportunity to develop and own the process of translating strategies and objectives into practical action steps.

As a small team with finite resources, staff identified time and resource constraints as the biggest risk factor to success. To address this, staff worked together to prioritize activities and adjust timelines as necessary. Any reallocation of resources or training and development that is needed will happen continuously over the three years of the plan.

Staff recognized that detailed implementation plans should be developed on an annual basis to allow for flexibility and ensure that strategies reflect current conditions within the corporation and its environment. For this reason, our plan contains detailed implementation strategies for Year 1 of the strategic plan, and a more general implementation plan for Year 2 and Year 3 activities. A detailed implementation plan for Year 2 of the strategic plan will be developed in the months prior to the start of Year 2 to keep it timely and relevant.

Prior to execution of the strategic plan, WCI, Inc. will begin collecting baseline performance data for the established metrics and consolidating all performance measurement activities into a single IT platform to maximize efficiency. Timelines for activities will be updated and finalized as needed. Following these steps, WCI, Inc. staff will begin execution of the strategic plan.

Staff identified several key factors for successful implementation:

- **Investment in the plan** - This is an ambitious but manageable plan that aligns with our current budget priorities and available resources. Over the course of this plan, WCI, Inc. must continue to align resources with the strategic priorities identified. Should resource constraints arise, staff must be provided with the support necessary to bring this plan to fruition. This process will involve making difficult choices about resource allocation, reducing unnecessary expenses, and leveraging existing resources and strengths.

- **Collaboration with stakeholders** - WCI, Inc. is responsible for carrying out the plan, but WCI, Inc. staff simply cannot do it alone. A focus of our strategic plan is strengthening collaboration and communication with Participating Jurisdictions, contractors, and stakeholders; thus, teamwork and mutual support is crucial for our success. Working with the partnership to achieve our strategic goals will accelerate innovation and allow us to maximize our potential for impact. WCI, Inc. will need cooperation from contractors in
the collection of certain performance metrics, and the jurisdictions’ participation in feedback surveys so that their needs and concerns can be heard and addressed.

- **Continuous improvement** – This plan should be treated as a “living document,” subject to ongoing measurement and change under evolving circumstances. If it is found that the plan is not meeting the objectives that were established in the beginning of the process, or if changing circumstances require that WCI, Inc. adapt or evolve the plan, then we must be prepared to make course corrections. Regular progress reviews will be conducted each quarter to measure progress, with a mid-term assessment of the plan after Year 1 and Year 2, and a major review at the completion of the plan to analyze which factors were key to the plan’s success.

- **Communication** – Communicating the plan to our stakeholders is an important step, as each employee and stakeholder should have a clear understanding of WCI, Inc.’s vision and goals and how their work contributes to the plan’s success. WCI, Inc. will distribute the plan to its stakeholders along with regular progress reports, relying on a series of well targeted key performance indicators and other significant metrics to measure the effectiveness and efficiency of WCI, Inc. operations and services contractors. Any major changes or improvements to the plan will be communicated to the appropriate stakeholders. WCI, Inc. proposes to use a variety of communication tools to enhance engagement. We will foster a culture that encourages open dialogue and transparency.
## IMPLEMENTATION PLAN
### 2018 - 2021

▲ = key milestone

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>START</th>
<th>END</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strengthen the Partnership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Develop communication plan</td>
<td>1/1/2018</td>
<td>1/1/2019</td>
</tr>
<tr>
<td>1.2 Implement social and collaborative features on new intranet site</td>
<td>6/1/2018</td>
<td>6/30/2019</td>
</tr>
<tr>
<td>1.3 Hold in-person program review meeting(s)</td>
<td>9/1/2019</td>
<td>11/30/2021</td>
</tr>
<tr>
<td>1.4 Use video and web conferencing for meetings</td>
<td>12/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>1.5 Formalize the process for jurisdiction onboarding and offboarding</td>
<td>3/31/2019</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>1.6 Update Jurisdiction funding agreements</td>
<td>1/1/2019</td>
<td>9/30/2019</td>
</tr>
<tr>
<td>1.7 Explore new service delivery models</td>
<td>8/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2. Deliver high-quality, efficient, and responsive services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Develop/maintain high quality IT standards</td>
<td>6/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2.2 Conduct regular technology audits</td>
<td>11/30/2020</td>
<td>11/30/2021</td>
</tr>
<tr>
<td>2.3 Implement updated project management and governance program</td>
<td>4/1/2018</td>
<td>12/31/2018</td>
</tr>
<tr>
<td>2.4 Implement a quality assurance program</td>
<td>1/1/2019</td>
<td>5/30/2019</td>
</tr>
<tr>
<td>2.5 Implement effective risk management processes</td>
<td>1/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2.6 Develop and maintain contingency plans for cap-and-trade services</td>
<td>1/1/2018</td>
<td>12/31/2018</td>
</tr>
<tr>
<td>2.7 Implement tools and mechanisms to foster collaboration</td>
<td>1/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2.8 Develop options for service enhancements</td>
<td>1/1/2018</td>
<td>5/30/2019</td>
</tr>
<tr>
<td>2.9 Implement new processes and procedures to enhance procurement</td>
<td>7/1/2019</td>
<td>1/31/2021</td>
</tr>
<tr>
<td>2.10 Implement Enterprise Architecture tools and processes</td>
<td>5/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2.11 Develop a technology roadmap</td>
<td>8/1/2018</td>
<td>5/30/2019</td>
</tr>
<tr>
<td>2.12 Develop a technology investment plan</td>
<td>6/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3. Build and effectively manage a highly skilled and engaged workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Improve job descriptions and company profiles</td>
<td>12/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.2 Conduct salary and compensation survey</td>
<td>5/1/2020</td>
<td>8/31/2020</td>
</tr>
<tr>
<td>3.3 Streamline recruitment process</td>
<td>4/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.4 Conduct quarterly staff satisfaction surveys</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.5 Build a culture of recognition</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.6 Implement workplace culture improvements</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.7 Provide professional development stipends to employees</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.8 Conduct ongoing cross-training and mentorship</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.9 Create onboarding materials for new employees</td>
<td>1/1/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>3.10 Create and launch internship program</td>
<td>11/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>4. Establish WCI, Inc. as a recognized, respected leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Redesign the WCI Inc. website and implement a digital strategy</td>
<td>6/1/2018</td>
<td>1/31/2019</td>
</tr>
<tr>
<td>4.2 Populate the website regularly and incorporate interactive features</td>
<td>2/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>4.3 Develop a WCI, Inc. program startup guide</td>
<td>1/1/2020</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>4.4 Develop and report performance-oriented metrics</td>
<td>10/12/2018</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>4.5 Present at one or more public events per year</td>
<td>1/1/2019</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>4.6 Launch one new social media site</td>
<td>12/1/2018</td>
<td>1/31/2019</td>
</tr>
</tbody>
</table>
Timeline

Phase 1 – Information Gathering
January 2016 – January 2018
• Establish mission, vision, values, and goals
• Gather stakeholder input
• Gather data and historical documents
• Hire staff and build the strategy planning team

Phase 2 – Strategy Development
November 2017 – September 2018
• Conduct strategy sessions
• Determine performance metrics
• Write draft strategic plan and implementation plan
• Circulate draft strategic plan for review
• Collect stakeholder feedback
• Reflection/review, refine the plan based on feedback received

Phase 3 – Plan Finalization and Approval
September 2018 – October 2018
• Submit revised draft strategic plan for final review
• Make final revisions and edits
• Update/revise budget for 2019
• Board review and approval

Phase 4 – Implementation, Monitoring and Adaptation
October 2018 – December 2021
• Update and finalize the implementation plan
• Publicize approved plan on website
• Implement tracking system for metrics
• Communicate plan to stakeholders
• Execute the plan
• Monitor and adapt the plan
• Conduct regular progress reviews
• Produce quarterly progress reports
• Produce annual reports with metrics
• Update implementation plan for Year 2 and 3
• Retrospective at end of Year 3
### Key Milestones

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>✓ <strong>October 11, 2018</strong> – Present Strategic Plan to Board of Directors for approval</td>
<td>✓ <strong>January 1</strong> – Begin Year 2 plan implementation</td>
<td>✓ <strong>January 1</strong> – Begin Year 3 plan implementation</td>
</tr>
<tr>
<td>✓ <strong>December 2018</strong> – Strategic Plan published</td>
<td>✓ <strong>March</strong> – Present Annual Report for Board approval with inclusion of strategic planning activities and metrics</td>
<td>✓ <strong>March</strong> – Present Annual Report for Board approval with inclusion of strategic planning activities and metrics</td>
</tr>
<tr>
<td>✓ <strong>January 1</strong> – Strategic plan launch</td>
<td>✓ <strong>December</strong> – Update operations plan for 2021</td>
<td>✓ <strong>Fall</strong> – Present an updated Strategic Plan for the next period</td>
</tr>
<tr>
<td>✓ <strong>March</strong> – Present Annual Report for Board approval with update on strategic planning activities</td>
<td>✓ <strong>December 31</strong> – End of 2018-2021 Strategic Plan</td>
<td>✓ <strong>December 31</strong> – End of 2018-2021 Strategic Plan</td>
</tr>
<tr>
<td>✓ <strong>May</strong> – Present the Technology Roadmap and updated plan to the Board</td>
<td>✓ <strong>January 1, 2022</strong> – New strategic plan in effect</td>
<td></td>
</tr>
</tbody>
</table>

### Reporting Schedule

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
<td>Progress reports on the status of key initiatives, including metrics. Reporting will occur through online dashboards as well as web and printed reports.</td>
</tr>
<tr>
<td>Annually</td>
<td>Annual Reports with inclusion of strategic planning activities and metrics, as well as a detailed operations plan for the following year.</td>
</tr>
<tr>
<td>As Needed</td>
<td>Updated Strategic Plan</td>
</tr>
</tbody>
</table>
Conclusion

Our vision for success is that by 2022, WCI, Inc. is an agile and responsive organization, with people, processes, and technology operating at peak performance and efficiency to deliver enhanced value to our Participating Jurisdictions. But we cannot simply do it alone – the success of this plan depends on all key stakeholders working together to deliver on the vision set out here.

The primary goals of our plan provide a clear path forward for continued excellence as we prepare to meet the growing demand for WCI, Inc. services and the uncertainties ahead. The plan identifies opportunities for WCI, Inc. to improve internal operations and create scalable systems and processes that are both responsive and resilient. It guides our efforts and helps us prioritize, while providing flexibility to enable us to address new opportunities and challenges as they arise. It focuses on our commitment to accountability, transparency, and organizational effectiveness, and provides an implementation roadmap for success. Most importantly, this plan ensures that our resources are fully aligned with WCI, Inc.’s mission.

Achieving the goals in this plan will create the infrastructure needed for sustainable growth, facilitate greater cohesion across the partnership, and allow us to extend our reach and impact. In the coming months and years, we look forward to ongoing dialogue and collaboration with our partners to achieve these ambitious goals and ensure continuous improvement. Together, we will position WCI, Inc. to be on the front edge of the evolving carbon market and advance the partnership’s position among the world's leaders in greenhouse gas emissions trading programs.
## Appendix 1: Definition of Key Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission Statement</strong></td>
<td>A brief description of why an organization exists (its core purpose) and what it does</td>
</tr>
<tr>
<td><strong>Vision Statement</strong></td>
<td>An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.</td>
</tr>
<tr>
<td><strong>Core Values</strong></td>
<td>Core values are the fundamental beliefs of an organization. They reflect what is important to the organization and are the basis upon which an organization makes decisions, plans strategies, and interacts with its stakeholders.</td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>A strategic goal is the milestone the organization aims to achieve that evolves from the strategic issues. It is based on the organization’s mission and vision, reflecting the way forward to achieve both in a planned manner.</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>Specific, measurable steps we take to achieve the strategic goals.</td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td>Specific actions or tactics undertaken to achieve the objectives.</td>
</tr>
<tr>
<td><strong>Strategic Planning</strong></td>
<td>A systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.</td>
</tr>
<tr>
<td><strong>Key Performance Indicator</strong> <strong>(KPI)</strong></td>
<td>A type of performance measurement, KPIs evaluate the success of an organization or of a particular activity (i.e., projects, programs, products and other initiatives) in which it engages.</td>
</tr>
</tbody>
</table>