

Strategic Plan 2018-2021

OCTOBER 11, 2018

Executive Summary of the version approved
by Western Climate Initiative, Inc.
Board of Directors



Mission

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

Vision

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.

“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”

Core Values

- **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.

Goal 1

Strengthen the Partnership through enhanced collaboration, communication, and decision-making

- 1.1. Enhance communication and collaboration with and among the Participating Jurisdictions, WCI, Inc. and its service providers**
 - 1.1.1. Develop a communication plan and template for communicating issues and receiving feedback
 - 1.1.2. Implement social and collaborative features on new intranet site
 - 1.1.3. Hold in-person program review meeting(s) with all levels of the Partnership and contractors
 - 1.1.4. Increase use of video and web conferencing for meetings
- 1.2. Enhance service model flexibility to accommodate the needs of the Partnership**
 - 1.2.1. Formalize the process for jurisdiction onboarding and offboarding to reduce time and cost
 - 1.2.2. Update Jurisdiction funding agreements to ensure symmetry amongst the partners and reduce the risk of disruption
 - 1.2.3. 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

Goal 2

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

- 2.1 Protect the security and integrity of information & IT assets by continuously adapting our cybersecurity**
 - 2.1.1. Develop/maintain high quality IT standards across all IT assets
 - 2.1.2. Conduct regular technology audits on IT assets
- 2.2 Enhance Service Delivery**
 - 2.2.1. Implement updated project management and governance program
 - 2.2.2. Implement a quality assurance program to baseline and begin routine reporting on performance to enable decision making
 - 2.2.3. Implement effective risk management processes
 - 2.2.4. Develop and maintain contingency plans for cap-and-trade services
 - 2.2.5. Implement tools and mechanisms to foster collaboration, increase ease of secure access to information, and improve coordination across the partnership
 - 2.2.6. Develop options for jurisdiction consideration to expand the level and types of services provided by WCI, Inc.
 - 2.2.7. Implement new processes and procedures to enhance procurement of services
- 2.3 Improve Asset Management & Technology Planning**
 - 2.3.1. Implement Enterprise Architecture tools and processes to better align business and IT strategies
 - 2.3.2. Develop a technology roadmap to effectively plan for technology refreshes
 - 2.3.3. Develop a technology investment plan to prioritize technologies and allocate resources that enable WCI, Inc. to achieve its goals

<p style="text-align: center;">Goal 3</p> <p style="text-align: center;">Build and effectively manage a highly skilled and engaged workforce</p>	<p style="text-align: center;">Goal 4</p> <p style="text-align: center;">Establish WCI, Inc. as a recognized, respected leader and “go-to” resource within the carbon market world</p>
<p>3.1 Attract and retain high-quality staff</p> <p>3.1.1 Improve job descriptions and company profiles on networking and job boards</p> <p>3.1.2 Conduct salary and compensation survey to maintain competitiveness in the industry</p> <p>3.1.3 Streamline recruitment process</p> <p>3.2 Maximize staff engagement</p> <p>3.2.1 Conduct quarterly staff satisfaction surveys</p> <p>3.2.2 Build a culture of recognition using effective employee recognition practices</p> <p>3.2.3 Implement workplace culture improvements to build morale and a positive work environment</p> <p>3.3 Promote learning and professional development through ongoing training, coaching, and team development</p> <p>3.3.1 Provide professional development stipends to employees</p> <p>3.3.2 Conduct ongoing cross-training and mentorship</p> <p>3.3.3 Create onboarding materials for new employees</p> <p>3.3.4 Create and launch internship program</p>	<p>3.4 Strengthen our professional image</p> <p>3.4.1 Redesign the WCI, Inc. website and implement a digital strategy</p> <p>3.4.2 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</p> <p>3.4.3 Develop a WCI, Inc. program startup guide to support jurisdictions interested in utilizing WCI, Inc. services</p> <p>3.5 Increase reporting and information-sharing to better inform our stakeholders, maintain transparency and accountability, and promote the work of Participating Jurisdictions</p> <p>3.5.1 Develop and report performance-oriented metrics</p> <p>3.5.2 Present at one or more public events per year</p> <p>3.6 Use social media as a communication tool</p> <p>3.6.1 Launch one new social media site and link to website</p>

Vision for Success of this Plan

By 2022, WCI, Inc. is an agile and responsive organization with people, processes, and technologies operating at peak performance and efficiency to deliver enhanced services to our Participating Jurisdictions.

To know more about our services, results and impacts, visit us at: www.wci-inc.org