

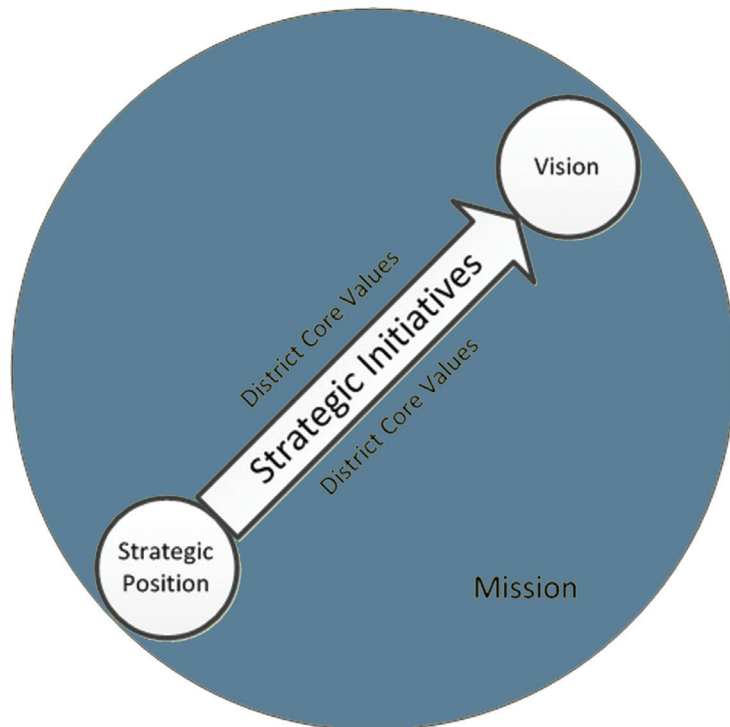
## District's Mission Statement

We provide safe, reliable, and cost-effective natural gas and water services to our community.

## District's Vision Statement

To maintain our commitment to serve our community, while striving to become one of the nation's top utilities. This will be demonstrated by achieving industry leading performance in:

- Safety
- Reliability
- Customer service
- Financial stability
- Efficiency
- Regulatory compliance



## District Core Values:

### Safety

Safety is at the core of what we do. All of our actions must contribute to a safe environment so that our employees and customers can fully enjoy their lives. We will not compromise the safety of our employees or the safety of our community.

### Integrity

We proudly uphold our values and ethics in everything that we do. We celebrate those that have the courage to make difficult decisions while furthering us toward our strategic vision.

### Accountability/Transparency

As a public utility, we will maintain open and transparent communication with our internal and external stakeholders. We are proud to take full ownership of our actions and will communicate our progress so that we can be judged fairly on our outcomes.

### Reliability/Stability

We are all stewards of the District and take pride in our history of safe, reliable gas and water service. We will responsibly allocate and spend the resources and time given to us and are committed to protecting our company's resources and reputation.

### Customer Focus

We are a service first organization. Every job, project, task, or strategic goal ultimately helps us to better serve our customers. We understand that both internal and external customers must be treated with respect, diligence, and exceptional customer service.

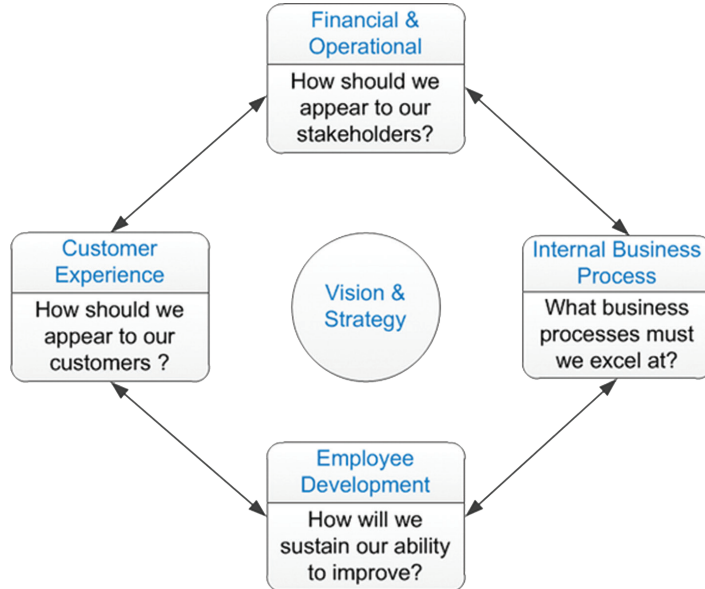
### Teamwork/Collaboration

Regardless of ownership, employees will work together to seek innovative ways to meet our goals. Only through respect, shared persistence, and close collaboration will we be truly successful in achieving our mission.

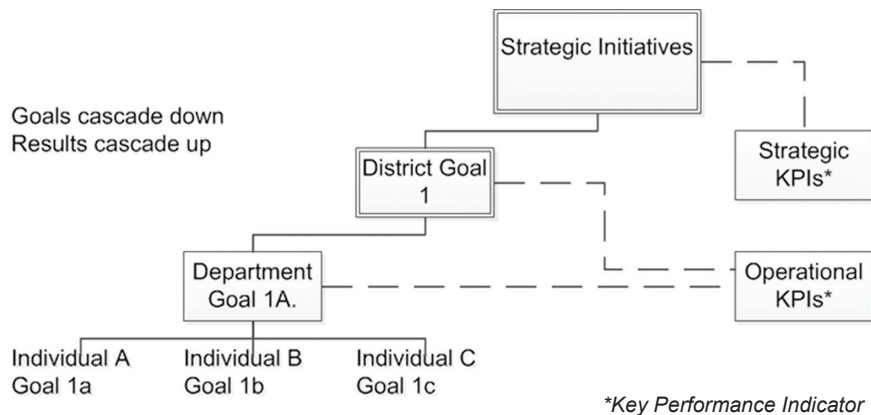
## District-wide Strategy:

The District's long-term success depends on overall financial stability, which is achieved by supplying significant value to our customers, delivered by a highly efficient and sustainable operation with empowered employees who make up the core of our organization.

### Balanced Scorecard



### Cascading Annual Goals



## Strategic Initiatives:

### Balanced Scorecard Area: Financial and Operational Perspective

S1. Increase new revenue from the sales of natural gas, water and related services, by developing markets to optimize utilization of our infrastructure and core resources.

S2. Enhance the District's information and reporting (Accounting) systems to provide a solid financial platform to effectively manage the District's rate structure, cash management, infrastructure, and operations.

S3. Systematically replace and upgrade infrastructure for long-term sustainability.

S4. Ensure Regulatory compliance by implementing effective policies, procedures and controls.

### Balanced Scorecard Area: Customer Experience

S5. Improve customers' service experience.

### Balanced Scorecard Area: Internal Business Process Excellence

S6. Optimize key business and operational processes to improve safety, reliability, efficiency and environmental sustainability.

### Balanced Scorecard Area: Employee Development

S7. Enhance our workforce by implementing effective employee leadership, development and engagement efforts.

S8. Develop a culture that embraces safety, efficiency and customer service through training, development and communications.

