

# 2018 District Performance Plan – Final

## Scheduled Timeframe

### OBJECTIVE #1 - COMMIT TO THE HIGHEST LEVEL OF CUSTOMER-OWNER SATISFACTION

Everything we do should be for the benefit of our customer-owners. We will take a strategic, long-term view of implications of our decisions. Our policy decisions will be built around enhancing overall customer-owner satisfaction. Our employees will interact with customer-owners in an empathetic, proactive, and attentive manner, making sure people feel like individuals and are heard. As a utility, we will take a countywide perspective when considering the impact of all our decisions. When possible under our financial metrics, we will provide a public power benefit built around enhancing the quality of life for customer-owners as they define quality of life.

		2018				Lead		
		Q1	Q2	Q3	Q4			
<b>Metrics &amp; Targets</b>								
<b>Objective 1</b>								
P2	1	A.	Fiber Expansion Premises Passed	200	640	840	1,059	<i>Mike Coleman</i>
P2	1	B.	Fiber Installation Service Interval	14 days	14 days	14 days	14 days	<i>Mike Coleman</i>
P2	1	C.	Customer Satisfaction Survey (biennial)	>90%	>90%	>90%	>90%	<i>John Stoll</i>
<b>Strategic Initiatives/Critical Tasks/Actions</b>								
P1	1	D.	Maintain, update, & provide report on Strategic Plan					
P1	1	1.	Conduct a senior team strategy session by end of February					<i>Steve Wright</i>
P2	1	2.	Develop plan for 2020-2024 strategic planning process by end of Q1					<i>Steve Wright</i>
P1	1	3.	Provide annual report to Strategy Partners in April					<i>Steve Wright</i>
P1	1	4.	Define District priorities and metrics for 2019-2023 business plans by Q2					<i>Steve Wright</i>
S	1	5.	Develop 2020-2024 strategic planning materials by Nov. 1st					<i>Steve Wright</i>
P1	1	6.	Provide Board quarterly status updates on District Performance Plan by 12/1					<i>Steve Wright</i>
P2	1	E.	Administer the annual Public Power Benefit program					
P2	1	1.	Identify preferred ideas/projects for 2019 by 4/1					<i>Jeff Smith</i>
P2	1	2.	Set funding level for 2019 (and any add'l for 2018) with Commission approval by 6/1					<i>Jeff Smith</i>
P2	1	3.	Select initial projects with Commission approval by 6/1					<i>Jeff Smith</i>
P2	1	4.	Outreach for solicitation of new projects for 2020 by 12/1					<i>Jeff Smith</i>
P2	1	F.	Complete selected Public Power Benefit Projects					
P2	1	1.	Fiber expansion through Q4					<i>Mike Coleman</i>
P2	1	2.	Utility-focused job/work readiness program by 12/1:					<i>Lorna Klemanski</i>
P2	1	a.	Participate in Pizza, Pop and Power Tools for 8th grade girls, Q2					<i>Lorna Klemanski</i>
P2	1	b.	Partner with Wenatchee Learns on at least one Careers After School event, Q3					<i>Lorna Klemanski</i>
P2	1	c.	Conduct Veterans Day program including matching veterans with PUD employees for job shadows, 12/1					<i>Lorna Klemanski</i>
P2	1	d.	Organize job shadows and internships, matching individuals with appropriate PUD opportunities, through Q4					<i>Lorna Klemanski</i>

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		2018				Lead
		Q1	Q2	Q3	Q4	
P2	1	e. Conduct at least one informational program for internal employees on how to improve success in District selection processes, 12/31				Lorna Klemanski
S	1	3. Hydro Research Institute Pilot-Present recommendation to Board for PPB funding associated with advancing Hydro Research efforts by end of Q2				Kirk Hudson
P2	1	4. Electrification research and collaboration program implement work-plan by Q4				Gregg Carrington
P2	1	a. Identify EV policy and technology options to close gap between impacts to the District and benefits to the region, by Q1				Gregg Carrington
P2	1	5. Waiver of day use park fees program: Issue at least 1,700 State Parks day use passes by Q4				Jeff Smith
P2	1	6. Select the preferred alternative approach and complete 90% design for new fish viewing windows at the Rocky Reach Visitor Center by 11/1				Jeff Smith
P2	1	7. Determine if a second Beebe Bridge Park camping pilot will occur in 2019 by Q4				Jeff Smith
P2	1	G. Conduct biennial customer satisfaction survey				
P2	1	1. Engage contractor to perform survey by Q2				John Stoll
P2	1	2. Analyze and present results to management by Q2				John Stoll
P2	1	3. Consider results from 2018 customer survey for 2019 planning by Q3				John Stoll
P2	1	H. Work collaboratively with the City of Wenatchee and Chelan-Douglas Land Trust to develop a comprehensive plan for recreational access to the Home Water Preserve by 12/1				Jeff Smith
P2	1	I. Develop the Chelan Gorge trail				
P2	1	1. Finalize a permit with the City of Chelan for construction and ongoing maintenance by Q2				Jeff Smith
P1	1	J. Customer Growth & Agency Planning Governance				
P1	1	1. Develop quarterly Customer Growth Tracking methodology and reporting tool by end of Q1				John Stoll
P1	1	2. Develop collaborative planning with County & Municipals to establish jointly informed growth planning models by end of Q2				John Stoll
P1	1	K. Determine future of Orondo River Park				Jeff Smith
P1	1	1. Develop an interim operating plan to address safety improvements by Q1				Jeff Smith
P1	1	2. Seek Board approval for future O&M and land ownership option Q2				Jeff Smith
P2	1	L. Ensure the proposed Confluence Parkway includes a public input process and development of mitigation alternatives by 12/1.				Jeff Smith

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### OBJECTIVE #2 - INVEST IN CREATING LONG TERM VALUE

We will define plans and make resources available to invest in all our physical assets (generation, transmission, distribution, fiber, parks, water and wastewater) based on a long-term value perspective. We will continue our actions to reduce the volatility of wholesale power sales revenues while also seeking ways to enhance revenues. We will seek to work with our industry colleagues as much as possible, in a collaborative manner build around long-term relationships. Because relationships are important to us, we will look at the spirit and intent of issues rather than just the “letter of the law.” Investing in the source of our organization’s financial value will give us the best opportunity for deriving future public power benefits.

		2018				Lead	
		Q1	Q2	Q3	Q4		
<b>Metrics &amp; Targets</b>							
<b>Objective 2</b>							
P1	2	A. Electric Service Reliability ASAI (mo/ytd)				>99.980 %	John Stoll
P1	2	B. Water System Integrity				<30 leaks per 100 miles	John Stoll
P1	2	C. Network System Composite Uptime				99.999%	Mike Coleman
P1	2	D. Hydro Capability				71.6%    74.0%    74.0%    74.2%	Kirk Hudson
<b>Strategic Initiatives/Critical Tasks/Actions</b>							
P2	2	E. Implement holistic demand side management program – includes energy efficiency demand response and strategic Energy Management Programs.					
P2	2	1. Acquire 1.7 aMW of energy efficiency in 2018 by Q4					Gregg Carrington
P2	2	2. Assess cost effectiveness of DR program for different customer sectors, by Q4					Gregg Carrington
P2	2	3. Implement Energy Management Pilot with Confluence Health by Q4					Gregg Carrington
P2	2	F. Retrofit Street lights w/LED technology					
P2	2	1. Complete project planning including notice of award by Q1					Gregg Carrington
P2	2	2. Project Complete by Q4					Gregg Carrington
P1	2	G. Reinvest in Hydros: Rocky Reach large unit permanent repairs					
P1	2	1. Bridge Cranes fully functional by Q2					Kirk Hudson
P1	2	2. C9 Turbine hub received by 12/31					
P1	2	H. Reinvest in Hydros: Rock Island PH1 modernization & controls upgrade					
P1	2	1. B6 returned to service by Q1					Kirk Hudson
P1	2	2. B7 turn over to disassembly by Q1					Kirk Hudson
P1	2	3. Begin B4 Disassembly by Q2					Kirk Hudson
P1	2	4. Begin B3 Disassembly by Q3					Kirk Hudson
P1	2	5. Begin B2 Disassembly by 12/1					Kirk Hudson
P1	2	I. Reinvest in Hydros: Rock Island PH2 modernization & controls upgrade					
P1	2	1. U2 Governors, Exciters, MCM, Relays complete by end of Q3					Kirk Hudson

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			2018				Lead
			Q1	Q2	Q3	Q4	
P1	2	2. PH2 Modernization - Award bid by 12/31					Kirk Hudson
P2	2	J. Hydro Asset Management Plan Implementation					
P2	2	1. Complete documentation and train EPMD and other Project Managers on Asset Information Turnover by 12/1					Kirk Hudson
P2	2	K. Transmission Asset Management Program Development and Implementation					
P2		1. Develop Governance Team for Transmission Asset Management by Q2					Kirk Hudson
P2		2. Develop High Level Functional Strategy for Transmission by Q2					Kirk Hudson
P2		3. Conduct Strategy critically and select specific asset classes / strategies for strategy development by 10/1					Kirk Hudson
P2	2	L. Customer Utilities Asset Management Program Development and Implementation					
P2	2	1. Assess alignment between feeder hardening, capacity improvements, NESC and fiber buildout for efficiencies to incorporate NESC compliance recommendation into 2019 business planning by end Q2					John Stoll
P2	2	2. Plan for new and replacements power transformers by performing design and specifications for 2019 projects, allowing for potential bid of multiple transformers in an effort to achieve efficient pricing by 12/1					John Stoll
P2	2	3. Develop water system control valve strategy to inform 2019 planning and budgeting by 9/30					John Stoll
P2	2	4. Perform a STEP tank survey to understand current condition to inform development of an improvement plan by 12/1					John Stoll
P2	2	M. Fiber Asset Management Program development and implementation					
P2	2	1. Select specific asset classes for strategy development by Q1					Mike Coleman
P2	2	2. Create asset register and determine hierarchies for each asset class by Q2					Mike Coleman
P2	2	3. Input asset hierarchies into Maximo by Q3					Mike Coleman
P2	2	4. Develop KPI's/metrics by 12/1					Mike Coleman
P2	2	N. Telecom Asset Management program implementation					
P2	2	1. Establish governance process by Q1					Mike Coleman
P2	2	2. Implement asset class systems and hierarchies by Q4					Mike Coleman
P2	2	O. District Services Asset Management Program development and implementation					
P2	2	1. Select specific asset classes for strategy development by Q2					Jeff Smith
P2	2	2. Develop and document maintenance and operations standards for District operated and partner operated parks by Q3					Jeff Smith
P2	2	3. Develop high level functional strategies for asset classes Q4					Jeff Smith
P1	2	P. Advance the District's strategy at State and Federal levels					
P1	2	1. Promote carbon pricing being preferable to Renewable Portfolio Standards (RPS) Q4					Jeff Smith

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		2018				Lead
		Q1	Q2	Q3	Q4	
P1	2					Jeff Smith
P2	2					
P2	2					John Stoll
P2	2					John Stoll
P2	2					John Stoll
P2	2					
P2	2					John Stoll
P2	2					John Stoll
P1	2					
P1	2					John Stoll
P1	2					John Stoll
P2	2					John Stoll
P1	2					Jeff Smith
P1	2					Jeff Smith
P2	2					
P2	2					Kirk Hudson
P1	2					Jeff Smith
P2	2					
P2	2					John Stoll
P2	2					John Stoll
P2	2					
P1	2					John Stoll
P1	2					John Stoll
P1	2					John Stoll

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		2018				Lead
		Q1	Q2	Q3	Q4	
P1	2	d. Entiat Substation land exchange accomplished by 12/1				<i>John Stoll</i>
P1	2	Y. Execute 80% of capital plans on schedule & within budget through year end:				
P1	2	1. Generation and Transmission				<i>Kirk Hudson</i>
P1	2	2. Utility Services				<i>John Stoll</i>
P1	2	3. Fiber & Telecom				<i>Mike Coleman</i>
P1	2	4. District Services				<i>Jeff Smith</i>
P1	2	5. Energy Resources				<i>Gregg Carrington</i>
P1	2	6. IT				<i>Kelly Boyd</i>
P1	2	7. Legal & Compliance				<i>Erik Wahlquist</i>
S	2	Z. Provide influential input on employment, benefits, labor and safety regulations and legislative proposals during the legislative session and rule-making processes, 12/31				<i>Lorna Klemanski</i>

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### OBJECTIVE #3 - PROTECT NATURAL RESOURCES IMPACTED BY OPERATIONS

**We will meet or exceed statutory requirements and commitments to mitigate for the environmental impacts of all our actions. As part of this objective, we will think ahead and seek out “least-cost” alternatives for meeting emerging societal environmental goals.**

		2018				Lead
		Q1	Q2	Q3	Q4	
<b>Strategic Initiatives/ Critical Tasks/Actions</b>						
<b>Objective 3</b>						
P1	3	A. Successfully meet hydro license requirements:				
P1	3	1. Operating at seasonal fish spill targets: Q2 (Spring Spill) and Q3 (Summer Spill)				<i>Jeff Smith</i>
P1	3	2. Contracts in place to meet hatchery production targets by Q1				<i>Jeff Smith</i>
P1	3	3. Funding of the tributary component of NNI by Q1				<i>Jeff Smith</i>
P1	3	4. Planned species and bull trout take within allowable level by 12/31				<i>Kirk Hudson</i>
P1	3	B. Complete Dryden Wastewater Capital improvements per schedule agreed with Ecology				
P1	3	1. Work with Ecology to obtain modified or reissued discharge permit before existing permit expires Aug 2019				<i>John Stoll</i>
P1	3	C. Ensure programs at Rocky Reach and Rock Island for sturgeon, lamprey, salmon and bull trout are compliant with federal and state requirements by Q4				<i>Jeff Smith</i>
P1	3	D. Establish National Pollution Discharge Elimination Systems (NPDES) permit reporting requirements for the Dryden fish acclimation facility that meet Department of Ecology expectations by Q4				<i>Jeff Smith</i>
P1	3	E. Implement the schedule for 10-year HCP survival studies at Rock Island (2020) and Rocky Reach (2021). Coordinate with EPM to ensure the Rock Island Powerhouse I rehabilitation is on schedule by Q2				<i>Jeff Smith</i>
P1	3	F. In preparation for the Chelan River 2019 check-in, document work with Ecology and EPA to ensure the license biological objectives and state water quality standards are mutually recognized and supported for compliance purposes by Q2				<i>Jeff Smith</i>
P1	3	G. Complete the water rights compliance investigations for parks, hatcheries and hydro facilities by Q4				<i>Jeff Smith</i>
S	3	H. Move forward with implementation of a plan to decommission the Entiat irrigation canal – providing landowners with alternative sources of water (wells or river intakes) by completing the design for two of the irrigators by Q4				<i>Jeff Smith</i>
P2	3	I. Assess long-term impacts of climate change on District operations using RMJOC long-term forecasting for scenario planning by Q4				<i>Jeff Smith</i>

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				2018				Lead
				Q1	Q2	Q3	Q4	
P1	3	J.	Execute Peshastin Wastewater Capital improvements per Ecology-approved treatment plan					<i>John Stoll</i>
P1	3	1.	Advertise/bid Peshastin wastewater improvement project execution by end Q2					
P1	3	2.	Meet construction milestones through year-end consistent with approval of State capital budget					



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### OBJECTIVE #4 - ENSURE FINANCIAL STABILITY

During these dynamic times, we will sustain a financial structure that seeks to create financial flexibility that supports affordable and stable electric rates under all plausible scenarios and create access to low cost capital when needed.

		2018				Lead	
		Q1	Q2	Q3	Q4		
<b>Metrics &amp; Targets</b>							
<b>Objective 4</b>							
P1	4	A. Rate of Return – District	>4.0%	>4.0%	>4.0%	>4.0%	Kelly Boyd
P1	4	B. Debt Cover – District	>2.0	>2.0	>2.0	>2.0	Kelly Boyd
P1	4	C. Debt Leverage – District	<40%	<40%	<40%	<35%	Kelly Boyd
P1	4	D. Liquidity – District	>\$175M	>\$175M	>\$175M	>\$175M	Kelly Boyd
P1	4	E. Days Cash On Hand – District	>250	>250	>250	>250	Kelly Boyd
P1	4	F. Debt Retire Per Schedule	-	\$17M	\$24M	\$24M	Kelly Boyd
<b>Strategic Initiatives/Critical Tasks/Actions</b>							
P1	4	G. Actively participate in Electric markets development					
P1	4	1. Review analysis of EIM, given new market conditions by Q2					Gregg Carrington
S	4	2. Analyze value of Chelan product to shape solar surplus by Q2					Gregg Carrington
P1	4	3. Evaluate and respond to all relevant RFP's for frequency response until District surplus amounts are fully subscribed by Q4					Gregg Carrington
P2	4	4. Participate in the development of new products and services through WSPP by Q4.					Gregg Carrington
P2	4	H. Advance Columbia River Treaty strategies to provide benefits to our customer-owners					
P2	4	1. Issuance of termination notice by the U.S. Government by 12/1					Steve Wright
P2	4	2. Effective organization of the Northwest utilities by 12/1					Steve Wright
P2	4	3. Sustained engagement from Northwest Congressional delegates by 12/1					Steve Wright
P2	4	4. Define alternative to negotiated agreement by Q4					Steve Wright
P1	4	I. Stabilize and enhance wholesale electric revenues					
P1	4	1. Meet wholesale minimum revenue requirement targets for the five-year planning horizon through Q4					Gregg Carrington
P1	4	2. Stay within hedging limits through Q4					Gregg Carrington

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		2018				Lead
		Q1	Q2	Q3	Q4	
P1	4	J. Effectively manage Alcoa contract to assure all contract provisions are implemented and customer-owner value is retained				
P2	4	1. Conduct outreach plan to inform each potential contract path with community input by end of Q1				Kelly Boyd
P1	4	2. Complete any resulting contract changes that are neutral or positive for customer-owners by end of Q2				Kelly Boyd
P1	4	K. Maintain or enhance AA bond ratings: Fitch AA+, Moody's Aa3, S&P AA (Stable Ratings), S&P Rock Island 2009A Subordinate Debt AA-				
P2	4	1. Conduct benchmarking against our peers (annually) by Q3				Kelly Boyd
P1	4	2. Formal rating reviews as requested or required by Rating Agencies thru YE				Kelly Boyd
P1	4	L. Receive clean audit opinion and no material deficiencies				
P1	4	1. Obtain clean audit opinion by April 30				Kelly Boyd
P1	4	2. Complete annual audit with no material deficiencies by April 30				Kelly Boyd
P1	4	M. Refine and execute the business planning cycle				
P2	4	1. Draft business plans for 2019-2023 dated 6/30 completed by July 19				Kelly Boyd
P2	4	2. Near final business plans for 2019-2023 presented to Board by 1 <sup>st</sup> mtg in Oct				Kelly Boyd
P1	4	3. Final business plans for 2019-2023 dated 9/30 completed by Oct 22				Kelly Boyd
P1	4	4. Update 2019 Plan of Finance in conjunction with 2019 Budget approval by first Board meeting in Dec				Kelly Boyd
P1	4	5. 2019 Budget approved by Board by first meeting in Dec				Kelly Boyd
P2	4	N. Retail Electric revenue planning through Board philosophy advancement				
P2	4	1. Conduct testing phase of Integrated Electric metrics and complete by 12/1				Kelly Boyd
P2	4	2. Conduct iterative process to propose recommended rates, fees and charges changes				
P2	4	a. Establish initial revenue philosophies, policies and assumptions by end of January				John Stoll
P2	4	b. Perform initial COSA for iterative process by end of Q1				Kelly Boyd
P2	4	c. Present results of rate studies to Board and propose future rate plan by Dec 2018				John Stoll
P2	4	d. Propose changes or additions to fees and charges by Nov 2018				John Stoll
P1	4	O. Implement restructured hourly coordination plan.				
P1	4	1. EMS/SCADA - Real-Time Operations project on schedule to meet Q2 2019 deadline. Through Q4.				Gregg Carrington
P1	4	2. 24 Hour Hydraulic Operations & Planning project on schedule to meet Q2 2019 deadline. Through Q4.				Gregg Carrington

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			Q1	Q2	Q3	Q4	
P1	4	3. Energy Accounting System by project on schedule to meet Q2 2019 deadline. Through Q4.					<i>Gregg Carrington</i>
P1	4	4. Project Implementation & Administration on schedule to meet Q2 2019 deadline. Through Q4.					<i>Gregg Carrington</i>
P2	4	P. Execute Five-Year Slice Hedging Program					
P2	4	1. Execute a five year 2019-2023 five percent slice by end of Q4					<i>Gregg Carrington</i>
P2	4	Q. Implement longer-term strategic marketing plan to address changing market conditions					
P2	4	1. New long-term authority resolution to the Board by Q1.					<i>Gregg Carrington</i>
P2	4	2. Design and implement long-term strategies approved in 2017 and Q1 2018 by Q4.					<i>Gregg Carrington</i>
P2	4	3. Evaluate opportunity and set guidelines for magnitude of large retail load growth by Q3					<i>Gregg Carrington</i>
P2	4	R. Advance carbon strategic goals related to IRP & carbon planning					
P2	4	1. Gain agreement on GHG least cost methodologies and analysis, either geographically or beyond electric sector by Q4.					<i>Steve Wright</i>
P1	4	S. Optimize the District's Wholesale Portfolio					
P1	4	1. Meet 100 percent of budget environmental attribute sales by Q4					<i>Gregg Carrington</i>
P1	4	2. Present long-term energy/capacity/carbon recommendations from RFP's in the region to senior team for go/ no go decisions by Q4					<i>Gregg Carrington</i>
P1	4	T. Develop Large Retail Customer Development Plan					
P1	4	1. Identify appropriate areas where one or more industrial hubs can be developed and provide an understanding of the facilities that are already installed at the locations, identify if additional facilities are required, any costs to add additional facilities by Q4					<i>Gregg Carrington</i>
P2	4	2. Based on outcome of retail strategy work for Item Q.3. above, develop a strategy proposal to identify, recruit, and attract new companies in Chelan County that diversifies Chelan PUD's energy sales portfolio utilizing Schedule 4 rate by Q4					<i>Gregg Carrington</i>
P2	4	3. Develop stakeholder engagement plan by Q4					<i>Gregg Carrington</i>

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### OBJECTIVE #5 - MAKE CONTINUOUS IMPROVEMENT IN EFFICIENT, EFFECTIVE, COMPLIANT AND RISK-ASSESSED OPERATIONS

We will rigorously and holistically review spending and policy decisions using strong risk assessment practices to assure best value. We will comply with all statutory requirements. We will seek out, evaluate, and utilize new technology that is ready for deployment if there are sufficient economic and customer benefits.

		2018				Lead	
		Q1	Q2	Q3	Q4		
		<b>Metrics &amp; Targets</b>					
		<b>Objective 5</b>					
P1	5	A. Hydro Cost per normalized MWh	\$17.84	\$17.76	\$19.01	\$19.25	Kirk Hudson
P1	5	B. Fiber Cost per Active Connection	<\$440	<\$440	<\$440	<\$440	Mike Coleman
P1	5	C. Distribution O&M Cost per normalized kWh	<2.62¢	<3.29¢	<3.44¢	<3.33¢	John Stoll
P1	5	D. Fully Loaded Electric Cost per normalized kWh	<5.32¢	<6.07¢	<6.43¢	<6.34¢	John Stoll
P1	5	E. Wastewater O&M Cost per ERU	<\$1,033	<\$1,033	<\$1,033	<\$1,033	John Stoll
P1	5	F. Water O&M Cost per 1,000 Gallons	<\$7.05	<\$7.22	<\$5.89	<\$5.78	John Stoll
		<b>Strategic Initiatives/Critical Tasks/Actions</b>					
	5	G. Implement GRC solution within project milestones and budget					Erik Wahlquist
P2	5	1. Complete compliance management system implementation by Q2					Erik Wahlquist
P2	5	2. Complete audit, inspection, incident, risk and metrics mgmt modules by Q4					Erik Wahlquist
P2	5	H. Implement and maintain Business Continuity plans					
S	5	1. Conduct an enterprise-wide Business Continuity mock test. ERM to plan and facilitate. Test may be used to satisfy annual mock test requirement for business units. Complete test by 12/1					Kelly Boyd
P2	5	2. G&T to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					Kirk Hudson
P2	5	3. Utility Services to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					John Stoll
P2	5	4. Fiber & Telecom to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					Mike Coleman
P2	5	5. District Services (incl/ NRD) to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					Jeff Smith

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			2018				Lead
			Q1	Q2	Q3	Q4	
P2	5	6. Energy Resources to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					<i>Gregg Carrington</i>
P2	5	7. Finance & Risk to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					<i>Kelly Boyd</i>
P2	5	8. IT to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					<i>Kelly Boyd</i>
P2	5	9. HR & Safety to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					<i>Lorna Klemanski</i>
P2	5	10. Legal & GM Office to annually review and complete Business Continuity Plan milestones including annual review/update of plan, document/review/address lessons learned from prior year mock testing, and perform mock test by 12/1					<i>Erik Wahlquist</i>
	5	I. Advance Data Analytics/Business Intelligence Capabilities					
S	5	1. Fill three open DA/BI positions by end of Q2					<i>Kelly Boyd</i>
P2	5	2. Complete initial data architecture documentation by Q2					<i>Kelly Boyd</i>
S	5	3. Complete DA/BI maturity model by Q3					<i>Kelly Boyd</i>
S	5	4. Update 3-year DA/BI roadmap by Q3					<i>Kelly Boyd</i>
S	5	5. Complete plan for CIS/MDM/AMI pilot to determine what is needed to inform the CIS project by Jan 31					<i>Kelly Boyd</i>
P2	5	6. Complete Safety Data pilot by Q1					<i>Kelly Boyd</i>
P2	5	7. Complete Generation Outage pilot including data set, analytics and operating processes by Q2					<i>Kelly Boyd</i>
S	5	8. Hydro energy research-Implement Data Analytics Platform per work plan and complete Phase 4 testing by 12/31					<i>Kirk Hudson</i>
P2	5	J. Use lessons learned to improve Project Attribute Valuations and capital review process					
P2	5	1. Complete Lessons learned exercise & identify process/system improve by Q1					<i>Kelly Boyd</i>
P2	5	2. Implement selected process/system improvement(s) by Q2					<i>Kelly Boyd</i>
P2	5	3. Apply to Business Planning capital review process for June 30 draft Bus Plans					<i>Kelly Boyd</i>
P2	5	K. Conduct collective bargaining agreement negotiations for 2018-2021 bargaining cycle					
P2	5	1. Reach tentative agreement within established authority by Q1					<i>Lorna Klemanski</i>
P2	5	2. Provide information for Board ratification by Q2					<i>Lorna Klemanski</i>
P2	5	3. Ensure smooth implementation of the new agreement by Q2					<i>Lorna Klemanski</i>

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## Scheduled Timeframe

		2018				Lead
		Q1	Q2	Q3	Q4	
P1	5	L. Implement new bid workflow system by Q4				Jeff Smith
P2	5	M. Work with FERC/NERC/WECC to achieve improved efficiency on reliability standards by 12/31				Kirk Hudson
P1	5	N. Enhance and improve physical asset protections to support compliance programs.				
P1	5	1. Complete closed circuit camera and video upgrade by Q1				Jeff Smith
P1	5	2. Complete the physical access control project by Q2				Jeff Smith
P1	5	3. Complete CIP low impact physical security improvements by Q4				Jeff Smith
	5	O. Maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.)				
P1	5	1. Confirm or redefine growth pays for growth and consider system impact fee approach to funding substation expansion and complete iterative process by Q4				John Stoll
P1	5	2. Review HDL implementation lessons learned and propose customer policy or regulation updates as needed by 9/30				John Stoll
P1	5	3. Annual fees & charges update by 12/1				John Stoll
P1	5	4. Implement previously approved water and wastewater rate plans by 4/1				John Stoll
P1	5	P. Execute District Telecommunications Systems Improvements Plan				
P1	5	1. Land Mobile Replacement (Trunked Radio) capital project by 12/31				Mike Coleman
P1	5	a. Notice to Proceed by Q1				Mike Coleman
P1	5	b. Design approved by Q2				Mike Coleman
P1	5	c. Factory acceptance by Q3				Mike Coleman
P1	5	d. Infrastructure installed by Q4				Mike Coleman
P1	5	2. Microwave System Replacement capital project by 12/31				Mike Coleman
P1	5	a. Factory acceptance by Q1				Mike Coleman
P1	5	b. Equipment installed by Q2				Mike Coleman
P1	5	c. Substantial completion by Q3				Mike Coleman
P1	5	d. Project completion by Q4				Mike Coleman
P1	5	3. System Disaster Recovery feasibility by 12/1				Mike Coleman
P1	5	a. Feasibility developed by Q1				Mike Coleman
P1	5	b. Draft plan by Q2				Mike Coleman
P1	5	c. Review complete by Q3				Mike Coleman
P1	5	d. Recommendation by Q4				Mike Coleman
P1	5	Q. Upgrade Customer Information System (CIS) within project milestones & budget				
P1	5	1. Propose budget and timeline by Q1				John Stoll
P1	5	2. Finalize contracts with implementer and software vendor by Q1				John Stoll

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			2018				Lead
			Q1	Q2	Q3	Q4	
P1	5	3. Identify implementation milestones by Q1 and execute through Q4					<i>John Stoll</i>
P2	5	R. Strengthen Cyber security program – Operations (C2M2 targets)					
P2	5	1. Complete NREL cyber governance assessment by Q1					<i>Kirk Hudson</i>
P2	5	2. Develop action plan to address priorities from NREL assessment by end of Q3.					<i>Kirk Hudson</i>
P2	5	3. Lead monthly Cybersecurity briefings and resulting action plans for District-wide team through Q4					<i>Kirk Hudson</i>
P2	5	S. Strengthen Cyber security program – Fiber/Telecom Operations (C2M2 targets)					
P2	5	1. Complete NREL cyber governance assessment by Q1					<i>Mike Coleman</i>
P2	5	2. Develop action plan to address priorities from NREL assessment by end of Q3					<i>Mike Coleman</i>
P2	5	3. Complete fiber cyber security assessment feasibility by 12/1					<i>Mike Coleman</i>
P2	5	T. Strengthen Cyber security program – Business Systems					
P2	5	1. Complete NREL cyber governance assessment by Q1					<i>Kelly Boyd</i>
P2	5	2. Develop action plan to address priorities from NREL assessment by end of Q3					<i>Kelly Boyd</i>
S	5	3. Conduct cyber vulnerability assessment based on availability of NG, DHS or similar by Q2					<i>Kelly Boyd</i>
P1	5	4. Conduct employee awareness training and testing program through Q4					<i>Kelly Boyd</i>
P2	5	U. Develop and implement Human Performance culture of Excellence Program District-wide (with a phased-in approach)					
P2	5	1. Onboard Board of Commissioners; provide commission-specific training, identify a commissioner to act as a champion and determine how the principles apply to the Board; Q2					<i>Lorna Klemanski</i>
P2	5	2. Complete Fiber and Customer Utilities supervisor one-on-one training with the Human Performance/Operational Excellence coach. Q2					<i>Lorna Klemanski</i>
P2	5	3. Develop individual Fiber and Customer Utilities supervisor operational excellence plans for 2019 in collaboration with the appropriate business unit’s Managing Director, 12/31.					<i>Lorna Klemanski</i>
P2	5	4. Lead Generation & Transmission Phase 2 beta tests of: unit communication strategy; supervisory performance goals; and, Phase 2 Training. 12/1					<i>Lorna Klemanski</i>
P2	5	5. Develop the 2019 road map in collaboration with the Managing Director – Generation & Transmission, 12/1.					<i>Lorna Klemanski</i>
P2	5	V. Implement Mobile Computing Strategy per Roadmap					
P2	5	1. Establishment of Foundations					<i>Kelly Boyd</i>
P2	5	a. Enterprise Mobile Management System by Q2					<i>Kelly Boyd</i>
P2	5	b. Secure Mobile Access by Q2					<i>Kelly Boyd</i>
P2	5	c. Mobility Program Management by 12/1					<i>Kelly Boyd</i>

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		2018				Lead
		Q1	Q2	Q3	Q4	
5	2. Accelerated Opportunities (Stretch)					
S	5 a. Mobile Fleet Management - Pilot (Telematics) by 12/1					<i>Jeff Smith</i>
S	5 b. Content & Collaboration (documents on phone/tablet) by 12/1					<i>Kelly Boyd</i>
P2	5 c. Paperless Boardroom (as part of Content & Collaboration) by 12/1					<i>Kelly Boyd</i>
S	5 d. Mobile Inspection Pilot by 12/1					<i>Kelly Boyd</i>
P2	5 W. Present highest priority Human Resources issues for the next 5 years to Senior Management Team, Q1					<i>Lorna Klemanski</i>



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### OBJECTIVE #6 - ENHANCE THE CAPABILITY OF CHELAN PUD STAFF

We expect and support that every employee will advance his or her skills for the benefit of customer-owners. We will cultivate a utility culture that focuses first on customer-owner satisfaction. We seek to be recognized as industry “thought” leaders on all issues relevant to our operations. We focus on results using the “cycle of personal ownership” throughout projects and policy development.

		2018				Lead
		Q1	Q2	Q3	Q4	
<b>Strategic Initiatives/Critical Tasks/Actions</b>						
<b>Objective 6</b>						
P2	6	A. Organization and employee development				
P2	6	1. Support managers’ performance goals for succession planning efforts in their units (option 1, 2 or 3)				<i>Lorna Klemanski</i>
P2	6	a. Support data collection, Q1				<i>Lorna Klemanski</i>
P2	6	b. Determine support needed and develop plan, Q2				<i>Lorna Klemanski</i>
P2	6	c. Update retirement forecast, 12/1				<i>Lorna Klemanski</i>
P2	6	d. Provide support, ongoing 12/31				<i>Lorna Klemanski</i>
P2	6	e. Develop data and reports to support efforts as requested, ongoing 12/31				<i>Lorna Klemanski</i>
P2	6	B. Design selection processes for a future-ready workforce				
P2	6	1. Review of current recruitment strategies and processes by 12/1				<i>Lorna Klemanski</i>
P2	6	2. Define skill sets and incorporate into selection processes as recruitments occur by 12/1				<i>Lorna Klemanski</i>
P2	6	C. Compensation and benefits program reviews				
P2	6	1. Develop health care strategies in collaboration with employee representatives by Q1				<i>Lorna Klemanski</i>
P2	6	2. Educate employees on health care strategies by 12/1				<i>Lorna Klemanski</i>
P2	6	3. Implement a software solution to automate market monitoring activities and facilitate more frequent and regular market price evaluations of jobs, 12/1				<i>Lorna Klemanski</i>
P2	6	4. Partner with at least one business unit to identify critical and hard-to-fill jobs and identify compression solutions for attracting employees into them, 12/1				<i>Lorna Klemanski</i>
P2	6	D. Implement plan for a new leadership academy				
P2	6	1. Implement phase 2 of Leadership Excellence – Coaching, begin first group in Q1				<i>Lorna Klemanski</i>
P2	6	2. Implement phase 2 of Leadership Excellence – Coaching, complete Q4				<i>Lorna Klemanski</i>
P2	6	3. Evaluate phase 2 of Leadership Excellence, 12/1				<i>Lorna Klemanski</i>
P2	6	4. Submit written plan based on volunteers identified by business units, Q2				<i>Lorna Klemanski</i>

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P2	6	5. Work with volunteers selected by business units to develop and deliver content for leadership academy, 12/1
P2	6	6. Develop content for implicit bias training. 12/1
P2	6	E. Develop integrated talent management strategies
P2	6	1. Conduct process for SMT to identify Talent Management philosophy, Q3
P2	6	2. Identify HR strategies that need to change to match new philosophy, 12/1
P2	6	3. Prioritize strategies and establish timelines for each, 12/1
P2	6	4. Craft a future state for each, 12/1
P2	6	5. Gather internal customer feedback as necessary to inform future state and test possible changes, 12/1
P2	6	F. Expand a contractor safety program to address increased risks associated with major hydro project work by Q4
P1	6	G. Perform targeted hiring based on prioritized needs – Make job offers by December 1 <sup>st</sup> for 90% of new positions that are approved to fill before October 1 <sup>st</sup> , 12/1


*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Lorna Klemanski*

*Jeff Smith*

*Lorna Klemanski*

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### OBJECTIVE #7 - MAKE OUR VALUES THE FOCUS OF RELATIONSHIPS WITH CUSTOMERS, STAKEHOLDERS AND EACH OTHER

We will promote a safety culture that permeates throughout this organization. We will make decisions based on being the stewards, not the owners, of assets owned by the people of Chelan County. We communicate about and seek input on key policy issues. We seek to be trustworthy through continuously improving our job competence, acting with integrity and focusing on collaboration in all our relationships. We will build long-term, collaborative relationships by creating partnerships and alliances with stakeholders and industry allies.

		2018				Lead		
		Q1	Q2	Q3	Q4			
<b>Metrics &amp; Targets</b>								
<b>Objective 7</b>								
7	A.	Safety metrics:						
P1	7	1.	Incident rate (12 month rolling)	4.0	4.0	4.0	4.0	Lorna Klemanski
P1	7	2.	Lost time incident rate (LTIR)	.48	.48	.48	.48	Lorna Klemanski
P1	7	3.	Days away restricted or transferred (DART) rate	1.05	1.05	1.05	1.05	Lorna Klemanski
P1	7	4.	Safety Recommendations response time within 45 days	80%	80%	80%	80%	Lorna Klemanski
P1	7	5.	Business Unit attendance at safety mtgs/alternatives	70%	70%	70%	70%	Lorna Klemanski
P2	7	6.	Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 1 per year for others)	-	10	10	23	Lorna Klemanski
<b>Strategic Initiatives/Critical Tasks/Actions</b>								
P1	7	B.	Complete 95% of required safety training provided to affected employees					
P1	7	1.	Determine safety training required and the employees who are required to take it, Q1					Lorna Klemanski
P1	7	2.	Schedule, deliver, test for knowledge transfer and document, 12/1					Lorna Klemanski
P2	7	C.	Develop report and process and then provide reporting of recruiting metrics including number of competitive recruitments for positions with bilingual (Eng/Sp) preference, number of competitive recruitments for positions with bilingual (Eng/Sp) applicants hired, number of minority applicants hired, and percent increase in minority applicants hired compared to previous year through Q4					Lorna Klemanski
P2	7	D.	Develop and provide reporting of close calls and safety concerns through Q4					Lorna Klemanski
P1	7	E.	Develop annual affirmative action plan and share results with GM by 12/1					Lorna Klemanski
P1	7	1.	Monitor and track project by 12/1					Lorna Klemanski
P1	7	2.	File reports by 12/1					Lorna Klemanski
P1	7	3.	Conduct diversity outreach programs to comply with Affirmative Action Plan through Q4					Lorna Klemanski
P2	7	F.	Review safety programs for best practices and regulatory compliance					
S	7	1.	Find an external resource and conduct audit of safety programs, as directed by counsel, 12/1					Lorna Klemanski

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			2018				Lead
			Q1	Q2	Q3	Q4	
P2	7	2. Audit review cycle for major safety programs, Q4					<i>Lorna Klemanski</i>
P2	7	3. Prioritize programs and set 2019 work plan, 12/1					<i>Lorna Klemanski</i>
P2	7	G. Integrate Accountability, Modeling of District Values and Cycle of Personal Ownership into daily processes					
P2	7	1. Select monthly CPO/values award recipients and recognize at GM Forum					<i>Steve Wright</i>

#### Key for Prioritization:

**P1** – Primary 1: Primary 1 are our highest priority goals with little or no flexibility on timelines

**P2** – Primary 2: Primary 2 are our high priority goals with more flexibility on timelines for prioritization purposes, if necessary.

**S** – Stretch: Stretch goals are very important efforts with significant benefits we want to complete. We intend to make measured progress as time and resources allow without sacrificing our core activities or our ability to complete our primary goals. When considering resourcing trade-offs, these priorities have the ability to extend completion timelines without showing the goal as “red” or “not completed” if higher priority goals require the same resources.