

2021 District Performance Plan

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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Priority	Goal	#1 - COMMIT TO THE HIGHEST LEVEL OF CUSTOMER-OWNER SATISFACTION (BSc Customer-Owner/Stakeholder Objective)					
		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 county-wide 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.					
		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 1					
P1	1	1. Fiber Expansion Premises Passed				936	<i>Bob Shane</i>
P1	1	2. Fiber Installation Service Interval	10 days	10 days	10 days	10 days	<i>Bob Shane</i>
P2	1	3. Fiber take rate exceeds 55% by 2024	53.0%	53.4%	53.8%	54.0%	<i>Bob Shane</i>
		Strategic Initiatives/Critical Tasks/Actions					
	1	4. Maintain, update, & provide report on Strategic Plan (annual report will be substituted in 2024 with (e) above)					<i>Steve Wright</i>
P1	1	A. Provide annual report to Strategy Partners in April		4/30/2021			<i>Steve Wright</i>
P1	1	B. Define District 5-year priorities and metrics for 2022-2026 business plans		4/30/2021			<i>Steve Wright</i>
P1	1	C. Provide Board quarterly status updates on District Performance Plan				12/31/2021	<i>Steve Wright</i>
	1	5. Administer the annual Public Power Benefit program					<i>Justin Erickson</i>
P1	1	A. Identify projects for remaining 2021 Funds		6/30/2021			<i>Justin Erickson</i>
P2		B. Complete Program outreach to local agencies and nonprofits			9/30/2021		<i>Justin Erickson</i>
P2	1	C. Presentation to Board to select projects for 2022			10/31/2021		<i>Justin Erickson</i>
P2	1	D. Presentation to Board if funding is still remaining, update on projects				12/1/2021	<i>Justin Erickson</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	1	6. Complete selected Public Power Benefit Projects					Multiple
P1	1	A. Fiber expansion (85% by 2026)				78%	Bob Shane
P1	1	B. Issue 2,500 Day Use park passes				12/1/2021	Justin Erickson
P1	1	C. Rocky Reach Discovery Center Facility Improvements completed by mid-2021		6/30/2021			Kirk Hudson
	1	7. Regularly scheduled Customer Growth & County and Community Agency Planning Governance to develop planning strategies for “smart growth” addressing current zoning and siting issues.					John Stoll
P3	1	A. Conduct annual joint agency meeting with County/Municipality governance bodies, focusing on growth impacts and utility planning (electric, water, wastewater, fiber)			9/30/2021		John Stoll
P3	1	B. Develop strategy to engage with Chelan County in revising franchise agreement				12/1/2020	John Stoll
P3	1	8. Adopt long-term plan for Orondo River Park and implement plan in conjunction with Port of Douglas County			9/30/2021		Justin Erickson
	1	9. Execute parks O&M and Capital plan ensuring license compliance, positive community relations, and a continued commitment to stewardship.					Justin Erickson
P1	1	A. Evaluate spending trends and make forward projections for O&M and Capital spend (5-year)				12/1/2021	Justin Erickson
P2	1	10. Hydropower Research Institute-add new Contributor each year				12/31/2021	Kirk Hudson
	1	11. Implement outreach strategies for low-income and Latino-Hispanic customer/owners to include higher utilization of District programs and services, including energy conservation.					Justin Erickson
P1	1	A. Effectively engage with Spanish-speaking, economically-disadvantaged, and disabled customer-owners in a culturally appropriate way to ensure key District priorities are reflective of their input by attending and presenting at a minimum of 15 events or physically-distanced alternatives due to gathering restrictions.				12/1/2021	Justin Erickson
P1	1	B. Lead or participate in ten meetings in community with low-income and Hispanic focused community organizations to ensure collaborative plan for low-income energy efficiency program is developed				12/1/2021	Justin Erickson
P2	1	12. Perform Statewide Elementary Teacher Training on Hydropower				10/31/2021	Kirk Hudson

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#2 - INVEST IN CREATING LONG TERM VALUE (BSc Business Process/Internal Operations Objective)

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.

Priority Goal

		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 2					
P1	2	1. Electric Service Reliability SAIDI (rolling 12 mo)	42				John Stoll
P1	2	2. Water System Integrity (rolling 12 mo)	< 20 leaks per 100 miles				John Stoll
P1	2	3. Network System Composite Uptime	99.999%	99.999%	99.999%	99.999%	Bob Shane
P1	2	4. Optical line terminal link optimization <90% for all years	<90%	<90%	<90%	<90%	Bob Shane
P1	2	5. Hydro Capability	72.7%	74.6%	74.6%	74.2%	Kirk Hudson
		Strategic Initiatives/Critical Tasks/Actions					
	2	6. Implement Customer Energy Solutions workplan. (includes EE, EV, R&D, and customer energy management programs)					Robb Davis
P1	2	A. Acquire 2.0 aMW of Energy Efficiency				12/31/2021	Robb Davis
	2	B. Implement low income/high energy programs					Robb Davis
P1	2	1. Complete outreach to community organizations and public		6/30/2021			Robb Davis
P1	2	2. Incorporate appropriate stakeholder feedback and initiate program implementation			8/1/2021		Robb Davis
P1	2	C. Behavioral Program Design Approval.				12/1/2021	Robb Davis
	2	7. Reinvest in Hydros: Rocky Reach C1-C7 Trunnion bushing replacements complete by 2022 YE					Kirk Hudson
P1	2	A. Complete and return C7 to service		6/30/2021			Kirk Hudson
P1	2	B. Complete and return C3 to service		6/30/2021			Kirk Hudson
P1	2	C. Complete and return C4 to service			9/30/2021		Kirk Hudson
P1	2	D. Complete and return C5 to service				12/31/2021	Kirk Hudson
P1		E. Review and approve component design for C10 and C11 water-filled hubs by May 1.		5/1/2021			Kirk Hudson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	8. Reinvest in Hydros: Rock Island PH1 modernization					<i>Kirk Hudson</i>
P1		A. Return B10 to service	3/31/2021				<i>Kirk Hudson</i>
P1		B. Return B4 to service	3/31/2021				<i>Kirk Hudson</i>
P1		C. Return B7 to service	3/31/2021				<i>Kirk Hudson</i>
P1	2	D. Return B5 to service		6/30/2021			<i>Kirk Hudson</i>
P1	2	9. First Unit GMP Amendment Executed for RI PH2 Modernization	3/31/2021				<i>Kirk Hudson</i>
	2	10. Advance the District's strategy at State and Federal levels with an emphasis on tax parity, project relicensing, procurement/contracting, fiber/telecom, and wildfire legislation.					<i>Justin Erickson</i>
P1	2	A. Gain value for hydropower by educating State and Federal elected and appointed officials and pursuing the "Reinvigorating Hydropower" core tenets.				12/1/2021	<i>Justin Erickson</i>
P1	2	B. Agree on 2022 legislative priorities with internal stakeholders and engage with the Tri-Commission on regional priorities				12/1/2021	<i>Justin Erickson</i>
P1	2	C. Secure legislative framework for broadband funding for unserved areas				12/1/2021	<i>Justin Erickson</i>
P1	2	D. Secure wildfire legislation that addresses dangerous tree removal				12/1/2021	<i>Justin Erickson</i>
P1	2	E. Secure likelihood of clean energy fund or carbon revenue distribution in Chelan County				12/1/2021	<i>Justin Erickson</i>
P1	2	F. Secure funding for Dryden wastewater project				12/1/2021	<i>Justin Erickson</i>
	2	11. Develop second source of water with the Regional Water Committee					<i>John Stoll</i>
P3	2	A. Participate on Regional Water committee and provide information and analysis to management and the Board to ensure appropriate issues are raised and effectively analyzed, supporting high quality decisions regarding the project				12/1/2021	<i>John Stoll</i>
P3	2	B. Collaborate with Regional members to evaluate and identify the next best source redundancy and supply option(s)				12/1/2021	<i>John Stoll</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	12. Execute a coordinated accelerated Fiber expansion/Electric make-ready program					John Stoll
P1	2	A. Collaborate with Fiber to confirm or revise 2020 annual premises passed target	3/31/2021				John Stoll
P1	2	B. Construct expansion projects to achieve annual premises passed target defined jointly between Fiber and CU business units				12/31/2021	John Stoll
P1	2	C. Develop and test metrics to track and communicate progress of fiber expansion efforts		6/30/2021			John Stoll
P1	2	D. Review fiber business unit 2022 service requests for expansion, in-fill and other construction requests to support development of achievable 2022 annual work plan.		5/31/2021			John Stoll
	2	13. Execute Relicensing Plan for Rock Island Project					Justin Erickson
P1	2	A. Finalize project economics model		6/30/2021			Justin Erickson
P1		B. Complete feasibility study and develop next steps for Horan Area			9/1/2021		Justin Erickson
P1		C. Complete Initial Consultation Document and begin formal work groups			9/31/21		Justin Erickson
P1	2	D. Finalize site suitability and engage with Chelan Count on potential Malaga Park				12/1/2021	Justin Erickson
	2	14. Implement long range facilities plan					Justin Erickson
P1	2	A. RI Facility Construction complete		6/30/2021			Justin Erickson
P1	2	B. RR Construction - Substantial completion of CM-22 and CM-24				12/1/2021	Justin Erickson
P1		C. SC Construction – Top out structure of building A complete			8/31/2021		Justin Erickson
P1	2	D. SC Construction – Top out structure of buildings B-G complete				12/1/2021	Justin Erickson
	2	15. Facilitate the productive reuse of 5th Street Campus in a way that builds community and promotes economic development					Justin Erickson
P2	2	A. In collaboration with the Port of Chelan County and the City of Wenatchee, issue RFP for site redevelopment			9/1/2021		Justin Erickson
P2	2	B. Evaluate proposals and complete negotiations for purchase and sale agreement(s) with developer(s)				12/1/2021	Justin Erickson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P2	2	16. Implement alternative contracting and delivery methodologies for qualified projects					<i>Justin Erickson</i>
	2	A. Implement alternative contracting and delivery methodologies for facility investments and obtain generic certification from the State of Washington Project Review Committee				12/1/2021	<i>Justin Erickson</i>
P1	2	17. Harden transmission system to protect against fire/weather					<i>Kirk Hudson</i>
	2	A. Complete procurement and begin rebuild of Chelan-Manson line				10/31/2021	<i>Kirk Hudson</i>
	2	B. Community outreach for Plain/Lake Wenatchee. Select preferred overarching approach supported by community				12/31/2021	<i>Kirk Hudson</i>
P2	2	18. Implement a fire risk management strategy that recognizes the increasing level of risk					<i>John Stoll</i>
	2	A. Develop non-reclose and power shutoff program proposal for targeted high-risk areas			7/1/2021		<i>John Stoll</i>
	2	B. Reach agreement with Cascadia to implement a partnership grant		4/1/2021			<i>John Stoll</i>
P1	2	19. Improve distribution system reliability toward first quartile through:					<i>John Stoll</i>
	2	A. Complete construction of 2 miles of underground cable replacement projects				12/31/2021	<i>John Stoll</i>
	2	B. Review reliability targets and update			8/31/2021		<i>John Stoll</i>
	2	C. Award new vegetation management contract	2/1/2021				<i>John Stoll</i>
	2	D. Draft new vegetation management plan			9/30/2021		<i>John Stoll</i>
	2	E. Complete the 4 year pruning and 2 year interim cycle on 300 miles of overhead power lines				12/1/2021	<i>John Stoll</i>
P1	2	F. Inspect 300 miles of transmission and distribution power lines in elevated fire risk areas			8/1/2021		<i>John Stoll</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	20. Develop expanded substation planning, siting, resource needs and construction program to address accelerated Distribution system growth needs by constructing/expanding 7 substations over 5 years.					John Stoll
P1	2	A. Update 5-year substation plan		6/30/2021			John Stoll
P1	2	B. Bavarian and North Shore outreach		6/30/2021			John Stoll
P1	2	C. Bavarian and North Shore Civil Design Complete		6/30/2021			John Stoll
P1	2	D. Energize new Hawley station		6/30/2021			John Stoll
P1	2	E. Energize new Ohme station			9/30/2021		John Stoll
P1	2	F. Finalize the Wenatchee substation project plan	3/31/2021				John Stoll
	2	21. Execute 80% of capital plans on schedule & within budget:					Multiple
P1	2	A. Generation and Transmission				12/31/2021	Kirk Hudson
P1	2	B. Utility Services				12/31/2021	John Stoll
P1	2	C. Fiber & Telecom				12/31/2021	Bob Shane
P1	2	D. District Services				12/31/2021	Justin Erickson
P1	2	E. IT				12/31/2021	Kelly Boyd
	2	22. Provide influential input on employment, benefits and labor regulations and legislative proposals during the legislative session and rule-making process					Lorna Klemanski
P2	2	A. Partner with WPUA to provide input into the legislative process on at least one employment item of significant interest .				12/1/2021	Lorna Klemanski

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#3 - PROTECT NATURAL RESOURCES IMPACTED BY OPERATIONS. (BSc Customer-Owner/Stakeholder Objective)

Priority	Goal	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.					
		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 3					
		Strategic Initiatives/Critical Tasks/Actions					
	3	1. Successfully meet hydro license requirements:					<i>Justin Erickson</i>
P1	3	A. Operating at Seasonal Fish Spill Targets			8/30/2021		<i>Justin Erickson</i>
P1	3	B. Contracts in place to meet hatchery production targets	2/1/2021				<i>Justin Erickson</i>
P1	3	C. Funding of the tributary component of NNI	1/31/2021				<i>Justin Erickson</i>
P2	3	2. Develop an implementation/compliance plan as required for anticipated Temperature TMDL issuance by EPA and resulting plans by Department of Ecology				12/1/2021	<i>Justin Erickson</i>
	3	3. Complete Dryden Wastewater Capital improvements per schedule agreed with Ecology					<i>John Stoll</i>
P2	3	A. Get agreement with Ecology on Dryden path forward to understand magnitude of total project cost	3/30/2021				<i>John Stoll</i>
P2	3	B. Acquire Board approval on path forward once total project cost has been obtained		5/30/2021			<i>John Stoll</i>
	3	4. Work with Ecology during the public rulemaking process to successfully receive a water quality standard change for the Chelan River					<i>Justin Erickson</i>
P1		A. Participate in public review process and obtain a final rule change for the Chelan River				12/1/2021	<i>Justin Erickson</i>
P1	3	5. Comply with oil NPDES permit once issued by Department of Ecology (2020-2025)				12/31/2021	<i>Kirk Hudson</i>
	3	6. Implement federally mandated programs/studies at Rocky Reach and Rock Island for aquatic species					<i>Justin Erickson</i>
P1	3	A. Conduct second year of three-year bull trout PIT tag study as approved by Rocky Reach Fish Forum.				10/1/2021	<i>Justin Erickson</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P1	3	7. Execute plan to conduct 10-year HCP project survival studies at Rock Island (2021) and Rocky Reach (2022)					<i>Justin Erickson</i>
	3	A. Complete Survival Study - Rock Island				12/1/2021	<i>Justin Erickson</i>
	3	B. Complete Study design - Rocky Reach				12/1/2021	<i>Justin Erickson</i>
P1	3	8. Using the results of our investigations, continue to upgrade/install infrastructure where appropriate, implement processes to manage our water rights program and show compliance with our water rights for parks, hatcheries, water and wastewater, and hydro facilities.					<i>Justin Erickson</i>
	3	A. Implement water right assessment and protection strategy and fully resolve all outstanding issues on at least three water rights				12/1/2021	<i>Justin Erickson</i>
P1	3	9. Implement Board Approved Electric Vehicle Strategy					<i>Robb Davis</i>
	3	A. Conduct market research and collect charging station data		6/30/2021			<i>Robb Davis</i>
	3	B. Develop public charging rate to be approved by Board by first meeting in December				12/6/2021	<i>Robb Davis</i>

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#4 - ENSURE FINANCIAL STABILITY (BSc Financial Objective)							
Priority	Goal	#4 - ENSURE FINANCIAL STABILITY (BSc Financial Objective)					
		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.	Q1	Q2	Q3	Q4	Lead
		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 4					
P1	4	1. Debt Cover – District			>2.0		Kelly Boyd
P1	4	2. Debt Leverage – District			<35%		Kelly Boyd
P1	4	3. Liquidity – District			>\$175M or Liquidity Methodology		Kelly Boyd
P1	4	4. Days Cash On Hand – District			>250		Kelly Boyd
P1	4	5. Debt Retired Per Scheduled Principal Payments, including \$73M from the 2020 Plan of Finance retirements that was deferred to 2021 to preserve liquidity.				\$110M	Kelly Boyd
	4	Strategic Initiatives/Critical Tasks/Actions					
	4	6. Actively participate in Electric markets development					Robb Davis
P2	4	A. File comments in at least three proceedings of high priority for hydropower				12/1/2021	Robb Davis
P2	4	B. Achieve CAISO Governance Review Committee recommendation satisfactory to Chelan	3/31/2021				Robb Davis
P2	4	C. Complete PGP evaluation and assess potential impacts to the District of market structure evolution in western interconnection				12/1/2021	Robb Davis
P2	4	D. In at least 2 forums in California addressing resource adequacy or capacity pricing, file comments promoting accurate capacity valuation or hydropower qualification				12/1/2021	Robb Davis
	4	7. Complete development of NWPP RA program design and assess impacts of implementation to Chelan					Robb Davis
P1	4	A. Complete design of forward-showing and operational programs that preserve asset and contract value and capture additional value from surplus capacity			9/30/2021		Robb Davis
P1	4	B. Complete RA governance design and NWPP governance reform that achieves independence with appropriate stakeholder protections and preserves value of existing NWPP programs			9/30/2021		Robb Davis

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	4	8. Lead development of regulatory proceedings that impact the energy market – CETA rulemaking, RA standard, etc.					<i>Robb Davis</i>
P1	4	A. Achieve final CETA rule that preserves the 4-year compliance window for determining use of renewables to meet load				12/1/2021	<i>Robb Davis</i>
P1	4	B. Achieve final CETA rule that does not place burden on buyers of avoiding coal in unspecified power purchases				12/1/2021	<i>Robb Davis</i>
	4	9. Go/no go on extension of real-time agreement that expires in November 2022					<i>Robb Davis</i>
P1	4	A. Analyze benefits of RTA continuation and alternative real-time services and make proposal for real-time services			9/30/2021		<i>Robb Davis</i>
P1	4	B. GM approval of real-time services proposal				12/1/2021	<i>Robb Davis</i>
P1	4	10. US has provided notice to terminate the power provisions of the Columbia River Treaty				12/1/2021	<i>Steve Wright</i>
	4	11. Stabilize and enhance wholesale electric revenues					<i>Robb Davis</i>
P1	4	A. Finalize revised long-term marketing strategies to be approved by Board by first meeting in July			7/6/2021		<i>Steve Wright</i>
P3	4	B. Implement approved long-term marketing strategies through PRMC				12/1/2021	<i>Robb Davis</i>
P2	4	C. Complete large retail load rate options (to include a green product) that are in line with strategic plan				12/1/2021	<i>Robb Davis</i>
P1	4	D. Execute Slice contract		4/1/2021			<i>Robb Davis</i>
P1	4	E. Submit bids in at least 2 requests for proposals for purchase of generation, capacity or energy				12/1/2021	<i>Robb Davis</i>
P1	4	F. Implement the Alcoa contract, meeting all contractual requirements				12/1/2021	<i>Robb Davis</i>
	4	12. Improve existing operational planning projects and programs					<i>Robb Davis</i>
P2	4	A. Define and evaluate coordination strategy			9/30/2021		<i>Robb Davis</i>
P2	4	B. Gain agreement with BPA on next steps for coordination				12/1/2021	<i>Robb Davis</i>
P2	4	C. Define and gain regional agreement on headwater benefits strategy				12/1/2021	<i>Robb Davis</i>
P1	4	D. Complete business case for TDIP Phase 2		6/31/2021			<i>Kirk Hudson</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	4	13. Maintain or enhance AA bond ratings: Fitch AA+, Moody's Aa3, S&P AA+ (Stable Ratings), S&P Rock Island Senior AA					Kelly Boyd
P1	4	A. Provide annual update presentation with current data to Rating Agencies by end of Q3			9/30/2021		Kelly Boyd
P1	4	B. Conduct benchmarking against our peers by end of Q3			9/30/2021		Kelly Boyd
P2	4	C. Establish strategy for ESG (Environmental, Social and Governance) Reporting by Q2		6/30/2021			Kelly Boyd
P1	4	14. Receive clean audit opinion and no material deficiencies by Apr 30		4/30/2021			Kelly Boyd
	4	15. Refine and execute the business planning cycle annually					Kelly Boyd
P2	4	A. Draft business plans for 2022-2026 dated 6/30 completed by July 31			7/31/2021		Kelly Boyd
P2	4	B. Near final business plans for 2022-2026 presented to Board first meeting in October				10/4/2021	Kelly Boyd
P2	4	C. Final business plans for 2022-2026 dated 9/30 completed by Oct 31				10/31/2021	Kelly Boyd
P1	4	D. 2022 Budget approved by Board by first meeting in December				12/6/2021	Kelly Boyd
	4	16. Implement long-term rate plans consistent with the strategic plan and Board resolution for 2020-2024					John Stoll
P2	4	A. Present to the Board policy options for assessing a standardized proportional share of infrastructure needs as part of new electrical services and line extensions			9/30/2021		John Stoll
P1	4	B. Implement annual rate adjustments for Electric, Water, Wastewater and Fiber consistent with the long-term rate plan.		6/1/2021			Steve Wright
P1	4	17. Fiber business unit will achieve financial solvency by 2025 (excluding expansion capital). Current year (2021) goal for Operating Expense Coverage Ratio.				74.9%	Bob Shane

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#5 - CONTINUOUSLY IMPROVE EFFICIENT, EFFECTIVE, COMPLIANT, RISK-ASSESSED AND RESILIENT OPERATIONS

(BSc Business Process/Internal Operations Objective)

We will rigorously and holistically review spending and policy decisions using strong risk assessment practices to assure best value and resiliency. 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.

Priority	Goal	Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 5					
P1	5	1. Hydro actual operating expense within 90-105% of budget			90-105%		<i>Kirk Hudson</i>
P1	5	2. Distribution actual operating expense within 90-105% of budget			90-105%		<i>John Stoll</i>
P1	5	3. Water actual operating expense within 90-105% of budget			90-105%		<i>John Stoll</i>
P1	5	4. Wastewater actual operating expense within 90-105% of budget			90-105%		<i>John Stoll</i>
P1	5	5. Fiber actual operating expense within 90-105% of budget			90-105%		<i>Bob Shane</i>
		Strategic Initiatives/Critical Tasks/Actions					
P1	5	6. Reach tentative agreement on next term of Collective Bargaining Agreement within established authority	3/31/2021				<i>Lorna Klemanski</i>
P1	5	7. Achieve ratification with union membership and Board of Commissioners.		5/10/2021			<i>Lorna Klemanski</i>
	5	8. PCS can effectively and timely manage workload consistent with the District's projected capital and O&M budget					<i>Justin Erickson</i>
P1	5	A. Contracting processing surveys are completed, reviewed and opportunities for improvement are implemented within 60 days				12/1/2021	<i>Justin Erickson</i>
P1	5	9. Physical asset protections are in compliance with NERC standards and the District has completed threat vulnerability assessments to address project priorities				12/1/2021	<i>Justin Erickson</i>
	5	10. Annually maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.)					<i>John Stoll</i>
P2	5	A. Maintain rate, policy and regulation improvements through quarterly meetings of Policy and Rate Committee with changes proposed to Board as applicable				12/1/2021	<i>John Stoll</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead	
P1	5	11. Strengthen Cyber security program by executing annual plans for operations, business systems, and fiber/telecom networks based on LPPC principles, C2M2 analysis and other industry guidance					Steve Wright	
		A. Lead bi-monthly Cybersecurity briefings and resulting action plans for District-wide team				12/1/2021	Steve Wright	
	5	B. District-Wide-Plan, participate in the biennial GridEx exercise in 2021					Steve Wright	
	5	1. 2021 GridEx Planning			9/30/2021		Steve Wright	
	5	2. 2021 GridEx Exercise - 2 days					Steve Wright	
	5	i. Internal/external planning, coordination, development of scenario, documentation, training				11/15/2021	Steve Wright	
	5	ii. Participate in GridEx exercise				11/18/2021	Steve Wright	
	5	iii. Perform lessons learned exercise and identify action items				12/1/2021	Steve Wright	
	5	C. Operations - Implement C2M2 priorities by end of Q4.				12/31/2021	Kirk Hudson	
	5	D. Fiber/Telecom					Bob Shane	
	5	1. Annual update to C2M2 based maturity priority matrix	2/26/2021				Bob Shane	
	5	2. Implement items identified in C2M2 priority matrix				12/1/2021	Bob Shane	
	5	3. Tri-annual external cyber and best practices audit				12/1/2021	Bob Shane	
	5	E. Business Systems					Kelly Boyd	
	5	1. Annual update to C2M2 based maturity priority matrix to set 2022 priorities for business planing by end of Q2		6/30/2021			Kelly Boyd	
	5	2. Implement C2M2 prioirites by end of Q4				12/1/2021	Kelly Boyd	
	5	3. Conduct annual network penetration test by 12/1				12/1/2021	Kelly Boyd	
	5	4. Conduct annual employee awareness training and testing program by 12/1				12/1/2021	Kelly Boyd	
	P1	5	12. Develop implementation plans for the top three health care innovation strategies intended to offer the optimal balance of favorable impact and strong probability of sustainable success in moderating the health care cost curve					Lorna Klemanski
		5	A. Develop implementation and negotiation strategies		6/30/2021		12/1/2021	Lorna Klemanski

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#6 - ADVANCE HUMAN AND ORGANIZATIONAL PERFORMANCE (BSc People & Culture Objective)

Priority Goal

Through continual learning and investments in developing our employees, we constantly improve our resiliency, our defenses and our ability to adapt to our environment. Through curiosity and continual learning, our employees provide the solutions to problems. By learning from our errors and failures, and examining our practices, we improve our operational excellence on behalf of our customer owners.

Metrics & Targets		Q1	Q2	Q3	Q4	Lead
Objective 6						
6	1. Safety metrics - Leading:					Ronda Wilkinson
P1	A. Business Unit attendance at safety mtgs/alternatives	80%	80%	80%	80%	Ronda Wilkinson
P1	B. Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 2 per year for others)				32	Ronda Wilkinson
P1	C. BUs implement corrective actions from safety events witin 90 days				50%	Ronda Wilkinson
P2	D. Learning teams conducted				5	Ronda Wilkinson
6	2. Safety metrics - Lagging:					Ronda Wilkinson
P1	A. OSHA Recordable Cases by EOY				24	Ronda Wilkinson
P1	B. Overall OSHA Incident rate YTD/EOY				2.22	Ronda Wilkinson
P1	C. Lost time incident rate (LTIR)				0.37	Ronda Wilkinson
P1	D. Days away restricted or transferred (DART) rate				1.05	Ronda Wilkinson
6	3. Recruiting metric					Lorna Klemanski
P1	A. Perform targeted hiring based on prioritized needs – Make job offers by December 1st for 85% of new positions that are approved to fill before September 1st.				85%	Lorna Klemanski
Strategic Initiatives/Critical Tasks/Actions						
6	4. Develop employee skills and assist with their successful job performance by identifying and providing access to job-specific sets of development opportunities for each job group.					Lorna Klemanski
P3	A. Identify and initiate job groups which maximize FTEs impacted per dev plan (e.g. crafts)				12/31/2021	Lorna Klemanski

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
6		5. Develop a 5 year leadership development program for executives and emerging leaders					Lorna Klemanski
P2	6	A. Get MD Guidance for planning leadership development program		6/30/2021			Lorna Klemanski
P2	6	B. Develop 5-year implementation plan for leadership development program.				12/1/2021	Lorna Klemanski
P1		C. Plan and implement 2 all leadership team meetings (spring and fall).		6/30/2021		12/1/2021	Lorna Klemanski
6		6. Business units, with guidance from Human Resources, develop and embrace goals to increase diversity in their work groups as we seek a workforce that reflects the diversity of our community					Lorna Klemanski
P1		A. Provide training on a diversity topic for leaders at the Spring All Leadership Team meeting.		6/30/2021			Lorna Klemanski
P2	6	B. Planning for initiative				12/1/2021	Lorna Klemanski
P2	6	C. Identify goals with each Business Unit				12/1/2021	Lorna Klemanski
P3	6	D. Select Business Unit-partner to pilot				12/1/2021	Lorna Klemanski
6		7. Implement Human Performance Initiative (HPI) by defining "first in class", assessing implementation status, identifying actions, metrics, and adjusting actions.					Ronda Wilkinson
P1		A. Establish Human Performance Initiative (HPI) plan	3/31/2021				Ronda Wilkinson
P1		B. Establish HPI Quarterly Metrics	3/31/2021				Ronda Wilkinson
6		8. Advance Safety Excellence by achieving top quartile through identifying our first quartile targets, developing actions to achieve the targets, and leveraging data to take better informed actions to prevent safety events.					Ronda Wilkinson
P1		A. Establish Top Quartile plan	3/31/2021				Ronda Wilkinson
P1		B. Establish Top Quartile quarterly metrics	3/31/2021				Ronda Wilkinson
P1	6	9. COVID-focused Senior team meetings occur at least weekly to assure District policies reflect federal and state regulations and guidance protecting employee health while assuring provision of reliable utility services		6/30/2021			Tracy Yount
P1	6	10. Complete Arc-Flash labeling and Competent Person training for W/WW by the end of Q4				12/1/2021	Ronda Wilkinson
P1	6	A. Competent Person training completed for all remaining areas.				12/1/2021	Ronda Wilkinson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
6		11. Integrate Accountability, Modeling of District Values and Cycle of Personal Ownership into daily processes					<i>Steve Wright</i>
P2	6	A. Monthly CPO nominees reviewed and awarded				12/1/2021	<i>Steve Wright</i>

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#7 - ENCOURAGE INNOVATION (BSc People & Culture Objective)

We encourage creative thinking and trying new ideas to meet the challenges of the future. We set aspirational goals with the belief that much will be learned and achieved even when the ultimate goal maybe unachievable. We seek to be recognized as experts and industry thought leaders on all issues relevant to our operations. We provide educational opportunities and diverse work experiences to foster diversity in perspectives and thought.

Priority

Goal

Metrics & Targets		Q1	Q2	Q3	Q4	Lead
Objective 7						
Implement technology roadmaps as a foundation for innovation with ultimate goal of every customer having the ability to see outages and restoration times on their mobile device						
Strategic Initiatives/Critical Tasks/Actions						
7	1. GRC solution fully implemented by 2023					<i>Erik Wahlquist</i>
P1	A. Convert Compliance Tracker Application to GRC				12/1/2021	<i>Erik Wahlquist</i>
P1	B. Implement expansion to Health & Safety per plan				12/1/2021	<i>Erik Wahlquist</i>
7	2. CIS					<i>John Stoll</i>
P1	A. Complete third party CIS Stability Assessment by Q1	3/31/2021				<i>Kelly Boyd</i>
P1	B. Execute CIS Stability milestones within deadlines established in the Assessment in ii above				12/1/2021	<i>Kelly Boyd</i>
7	3. AMI					<i>John Stoll</i>
P1	A. Finalize AMI project plan within 3 months of contract execution (approx. 6/30/2021)		6/30/2021			<i>John Stoll</i>
P1	B. Finalize District AMI communication plan & associated materials			9/30/2021		<i>John Stoll</i>
P1	C. Complete design of field communication device location				10/31/2021	<i>John Stoll</i>
7	4. Advanced Distribution Management System (ADMS)					<i>Kirk Hudson</i>
P1	A. Phase 1 – Outage Management System - Turn over to Operations				12/31/2021	<i>Kirk Hudson</i>
P2	B. Phase 2 – Distribution Management System - Identify 2022 ADMS goals by 6/30/21		6/30/2021			<i>Kirk Hudson</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
7		5. Geographic Information System (GIS)					<i>Kelly Boyd</i>
P1	7	A. Complete District-wide GIS Business Process Improvement Phase 1 by end of Q3			9/30/2021		<i>Kelly Boyd</i>
P2	7	B. Make a decision if will continue to GIS Process Improvement Phase 2 in Q4 after Phase 1 complete				12/1/2021	<i>Kelly Boyd</i>
P2	7	C. Team with Distribution to develop vegetation management GIS application by Q4				12/1/2021	<i>Kelly Boyd</i>
7		6. Customer Mobile Apps (Mobility Program)					<i>Kelly Boyd</i>
P1	7	A. Execute a vendor contract for a Customer Engagement Platform by 12/1 to enable building customer mobile features beginning in 2022				12/1/2021	<i>Kelly Boyd</i>
P2	7	B. Advance accuracy of Mobile App "Current" river level feature to utilize actual sensor data by 12/1				12/1/2021	<i>Kelly Boyd</i>
7		7. Business Intelligence, Data Analytics, District Digital Transformation					<i>Kelly Boyd</i>
P1	7	A. Implement a Generation and Transmission dashboard with a minimum of 6 key operational metrics that represent an "operational excellence" day by 9/30.			9/30/2021		<i>Kelly Boyd</i>
P1	7	B. Complete report-related milestones per deadlines in the Oracle Utility Analytics (OUA) implementation plan thru Q4				12/31/2021	<i>Kelly Boyd</i>
P2	7	C. Develop and utilize SharePoint site as an enterprise portal to convey BI/DA Program vision/digital transformation information, including training resources, engagement guidance, and support directories by 12/1.				12/1/2021	<i>Kelly Boyd</i>
7		8. Fiber customer portal replacement					<i>Bob Shane</i>
P2	7	A. System development complete		6/30/2021			<i>Bob Shane</i>
P2	7	B. System in production			9/30/2021		<i>Bob Shane</i>
P2	7	C. Acceptance of system				12/31/2021	<i>Bob Shane</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	7	9. Information Technology Foundation					<i>Kelly Boyd</i>
P1	7	A. Update District policies for new collaboration technology to direct implementation requirements for Phase I by 1/15 and Phase 2 by end of Q1	3/31/2021				<i>Kelly Boyd</i>
P1	7	B. Complete Phase 1 Microsoft Teams Rollout providing video, meeting and mobile capabilities by 1/30	1/30/2021				<i>Kelly Boyd</i>
P1	7	C. Complete Phase 2 Microsoft Teams Rollout adding group collaboration capabilities including external users by end of Q2		6/30/2021			<i>Kelly Boyd</i>
P1	7	D. Complete Phase 3 Microsoft Teams Rollout providing integrated phone and mass broadcast capabilities by 12/1				12/1/2021	<i>Kelly Boyd</i>
P1	7	E. Complete upgrade and migration to SharePoint Online providing advance collaboration capabilities by end of Q3			9/30/2021		<i>Kelly Boyd</i>
P1	7	F. Complete Microsoft Exchange (Email) upgrade by 12/1				12/1/2021	<i>Kelly Boyd</i>
	7	10. Implement Stehekin Energy Resource Plan					<i>Robb Davis</i>
P1	7	A. Decision on battery RFP	3/31/2021				<i>Robb Davis</i>
P1	7	B. If approved by Board, install system				12/1/2021	<i>Robb Davis</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
7		11. Implement new solar program that is on-par with business case for energy efficiency (EE) projects and programs					<i>Robb Davis</i>
P2	7	A. Set up rebate electronic rebate forms	3/31/2021				<i>Robb Davis</i>
P2	7	B. Market program to customers				12/1/2021	<i>Robb Davis</i>
P2	7	C. Engage with stakeholders on low income programs				12/1/2021	<i>Robb Davis</i>
P3	7	12. Investigate and report on feasibility of new potential energy resources (i.e. interruptible loads, hydrogen, etc.)			7/1/2021		<i>Robb Davis</i>

Key for Prioritization:
 Our intent is to make measured progress on the entire District Performance Plan in addition to our core activities. However, if conflicts arise, the prioritization levels of 1-3 are provided as additional guidance for making trade-off decisions.
P1 – First priority
P2 – Second priority
P3 – Third priority