



CHELAN COUNTY

## CHELAN COUNTY PUD STRATEGIC PLAN — RELEASED 2026

2–5 Year Outlook | Updated Annually

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# A Letter from the General Manager



**KIRK HUDSON**  
General Manager

START THE JOURNEY

Nearly 90 years ago, our predecessors set out to harness the power of the Columbia River to bring electricity to our homes and businesses. This was a courageous endeavor, with no guarantee of success. But it was rooted in a powerful vision of the importance of controlling our energy future. This vision was not short-term. It was about creating a legacy that would last for generations.

Chelan PUD has since evolved into a premier and trusted provider of clean energy and essential utility services that enhance our quality of life. But we cannot become complacent.

To build on the legacy of our founders, we must ensure the decisions we make today create a resilient and prosperous future.

With that intention, Chelan PUD embarked on a foundational planning effort to articulate our 50-year vision and determine the goals and strategies necessary to achieve it. The work has been transformative – allowing us to reaffirm our purpose and renew our commitment to future generations.

This new organizational direction is reflected in Chelan PUD’s 2026 Strategic Plan is organized around five clear goals.

The journey we took to get here is equally important. The following timeline shows key milestones of this process – Vision 2075; Mission, Vision, and Core Values; and Strategic Directives – that shaped our path toward empowering the community and creating bold, enduring value.



## Vision 2075 Focus Areas

ENERGY & WATER FOREVER

HARNESS THE POWER FRONTIER

LEAD WITH PURPOSE

FLY IN FORMATION

CAN DO!

BEND, DON'T BREAK

FUTURE FACING

COMMUNITY POWER

PARTNERS IN SUCCESS

## Vision 2075

Chelan PUD’s 50-year vision is the utility’s North Star as we navigate an increasingly complex and changing world. Vision 2075, developed in partnership with our

community, outlines nine focus areas that will ensure we preserve our core functions, meet new challenges, and continue to empower the community we serve.

**MISSION:**  
PROVIDE ESSENTIAL SERVICES  
TO EMPOWER THE COMMUNITY

**VISION:**  
CREATE BOLD, ENDURING VALUE  
FOR FUTURE GENERATIONS

**OUR CORE VALUES**

Owned by the people we serve

**TRUST SAFETY STEWARDSHIP COLLABORATION COURAGE**

**Mission,  
Vision,  
Core  
Values**

Building on Vision 2075, Chelan PUD adopted new Mission and Vision statements that enshrine our community-focus and future-forward direction.

We also updated our Core Values to better define our identity and reflect a legacy of public trust. Our Core Values embody the principles that guide our decisions and drive how

we fulfill our Mission each day. They express who we are, what we stand for, and how we create lasting value for our community through respectful, responsive, and ethical service. At Chelan PUD, we have a profound sense of duty and unwavering commitment to our community. Public service isn't just what we do, it's who we are.

**Strategic  
Directives**

As Chelan PUD Commissioners – the elected body that oversees the PUD – we know it's one thing to dream big; it's another to turn that dream into reality. Strong alignment between the Board of Commissioners and the PUD is essential to realizing our 50-year Vision. To accomplish this, we adopted a series of board governance policies and directives that ensure the PUD has clear guidance, operates efficiently and nimbly, and is accountable and responsive to the public.

This new guidance includes 12 Strategic Directives that serve as a bridge between Vision 2075 and the PUD's Strategic Plan. As Commissioners, we have set the “what” – the expectations and priorities. It is the men and women of the PUD who determine the “how.”

With this foundational planning and calibration work complete, we are now equipped to turn vision into action through our 2026 Strategic Plan.



Chelan PUD Commissioners, from left: Randy Smith, Steve McKenna, Kelly Allen, Garry Arseneault and Carnan Bergren.

# 2026 GOALS

## Board Policies: Strategic Directives

**SD 01:** Purpose (Mission/Vision)

**SD 02:** Customer  
Satisfaction/Experience

**SD 03:** Reliability

**SD 04:** Affordability

**SD 05:** Safety

**SD 06:** Integrated Utility

**SD 07:** Culture of Learning,  
Innovation & Collaboration

**SD 08:** Environmental  
Leadership

**SD 09:** Integrated Utility  
Resource Planning

**SD 10:** Financial Health  
& Sustainability

**SD 11:** Public Reputation

**SD 12:** Enterprise Risk  
Management

## 1

### FAIR VALUE FOR ESSENTIAL SERVICES

Customer-owners experience fair value through safe, affordable, reliable, and sustainable essential services.

“Essential services” refer to our core utility offerings – electricity, water, wastewater, and broadband communications.

SD  
01

SD  
02

SD  
03

SD  
04

SD  
05

SD  
06

## 2

### INSPIRED AND CAPABLE ORGANIZATION

Our organization is inspired and capable of delivering our Vision and Mission.

SD  
02

SD  
05

SD  
06

SD  
07

SD  
11

SD  
12

## 3

### LONG-TERM VALUE AND PUBLIC TRUST

Utilize physical and non-physical assets to increase long-term value and public trust.

SD  
09

SD  
10

SD  
11

SD  
12

## 4

### RESILIENT ENERGY AND WATER FUTURE

Energy and water resources are accessible, sustainable, and positioned to meet evolving needs.

SD  
01

SD  
03

SD  
04

SD  
08

SD  
09

SD  
10

SD  
12

## 5

### COMMUNITY WELL-BEING

Demonstrate our commitment to community well-being by utilizing our strengths and partnerships.

SD  
02

SD  
08

SD  
11

# 1

## FAIR VALUE FOR ESSENTIAL SERVICES

Customer-owners experience fair value through safe, affordable, reliable, and sustainable essential services.

“Essential services” refer to our core utility offerings – electricity, water, wastewater, and broadband communications.

### Objectives

#### Improve service quality performance metrics

Define and adopt performance baselines for expected service quality to improve service reliability and support fair response actions.

#### Advance customer service performance metrics

Establish baseline customer service performance metrics across key touchpoints to inform future customer experience improvements.

### Key Strategies

- Develop next phase of broadband expansion program
- Bolster rural resilience strategy
- Develop a way to get real-time customer feedback
- Refine Advanced Metering Infrastructure strategy
- Modernize the cost-of-service-model across all utilities



# 2

## INSPIRED AND CAPABLE ORGANIZATION

Our organization is inspired and capable of delivering our Vision and Mission.

### Objectives

#### Enrich organizational culture

Increase organizational capability and resilience — our ability to deliver today and adapt tomorrow.

#### Advance strategic planning and execution

Establish and sustain the new Strategic Planning process.

#### Modernize business systems and practices

Transform how we work by advancing business capabilities focusing on modernized systems and a collaborative digital workplace by 2030.

### Key Strategies

- Establish a framework for organization-wide decisions
- Build and embed a system for purpose-driven leadership
- Advance the new strategic planning process
- Improve processes and automate systems



# 3

## LONG-TERM VALUE AND PUBLIC TRUST

Utilize physical and non-physical assets to increase long-term value and public trust.

### Objectives

#### Improve investment outcomes

Implement a standardized process to identify, prioritize and deliver investments that ensure long-term value and public trust.



### Key Strategies

- Standardize investment process
- Optimize hydro generation portfolio
- Modernize hydro operations



# 4

## RESILIENT ENERGY & WATER FUTURE

Energy and water resources are accessible, sustainable, and positioned to meet evolving needs.

### Objectives

#### Maximize energy outcomes

Maximize the District's energy outcomes to perform within evolving market structures.

#### Evolve resource portfolio

Create a District-wide resource portfolio and evaluation framework to meet evolving needs..

#### Sustain hydro generation

Strengthen District-wide ability to manage risks and sustain hydroelectric generation as our primary low-cost energy resource.



### Key Strategies

- Assess and improve monetization strategies
- Optimize resource performance
- Prepare for organized markets
- Resource resiliency and diversification
- Evaluate and employ cost effective demand response
- Identify targeted additions and deployment of water resources portfolio



# 5

## COMMUNITY WELL-BEING

Demonstrate our commitment to community well-being by utilizing our strengths and partnerships.

### Objectives

#### Strengthen partnerships

Implement an annual partnership relationship assessment to guide proactive engagement protocols that align with District priorities.

#### Increase Community engagement

Establish baselines for community awareness, public reputation, and communication engagement to inform future engagement strategies.

### Key Strategies

- Refine Annual partnership review
- Identify community engagement targets



To learn more, check out additional resources.



New Mission, Vision,  
Values page

[chelanpud.org/mission](https://chelanpud.org/mission)



Imagine 2075

[chelanpud.org/imagine2075](https://chelanpud.org/imagine2075)



Board Governance -  
Strategic Directives

[chelanpud.org/commissioners](https://chelanpud.org/commissioners)



### STRATEGIC PLANNING TERMS

**Vision 2075 Focus Areas:** 50-year focus areas that guide the District toward long-term success.

**Strategic Directives:** The framework of policies and Strategic Direction adopted by the Board of Commissioners to guide the District's actions.

**Strategic Plan:** A plan reviewed annually that outlines goals and actions to achieve the District's Mission and Vision

**Goal:** A desired outcome that supports the District's North Star.

**Objective:** Demonstrates progress toward achieving a goal.

**Strategies & Tactics:** The approaches and specific actions used to achieve a goal.

**Aligning Our Efforts:** Chelan County PUD leadership acknowledges that Strategies must be thoughtfully sequenced rather than pursued all at once. By collaboratively defining scope, timing, and resource requirements, we can align our efforts and ensure each Strategy is positioned for success.

## About Us

Public Utility District No. 1 of Chelan County (Chelan PUD or the PUD) was created by a vote of the people in 1936 and delivered its first power in 1947. The PUD is governed by a locally elected five-member Board of Commissioners. The General Manager uses the governance policies set by the Commission to guide the organization. Our three dams generate and provide electricity to utilities that serve customers across the Pacific Northwest, as well as to more than 51,000 retail customers in the county. Chelan PUD also provides water, wastewater and wholesale telecommunications services.

PUD created..... 1936  
First service..... 1947  
Total distribution miles ..... 1,904

**Average residential electric rate**  
(Cents/kWh) ..... 3.67¢

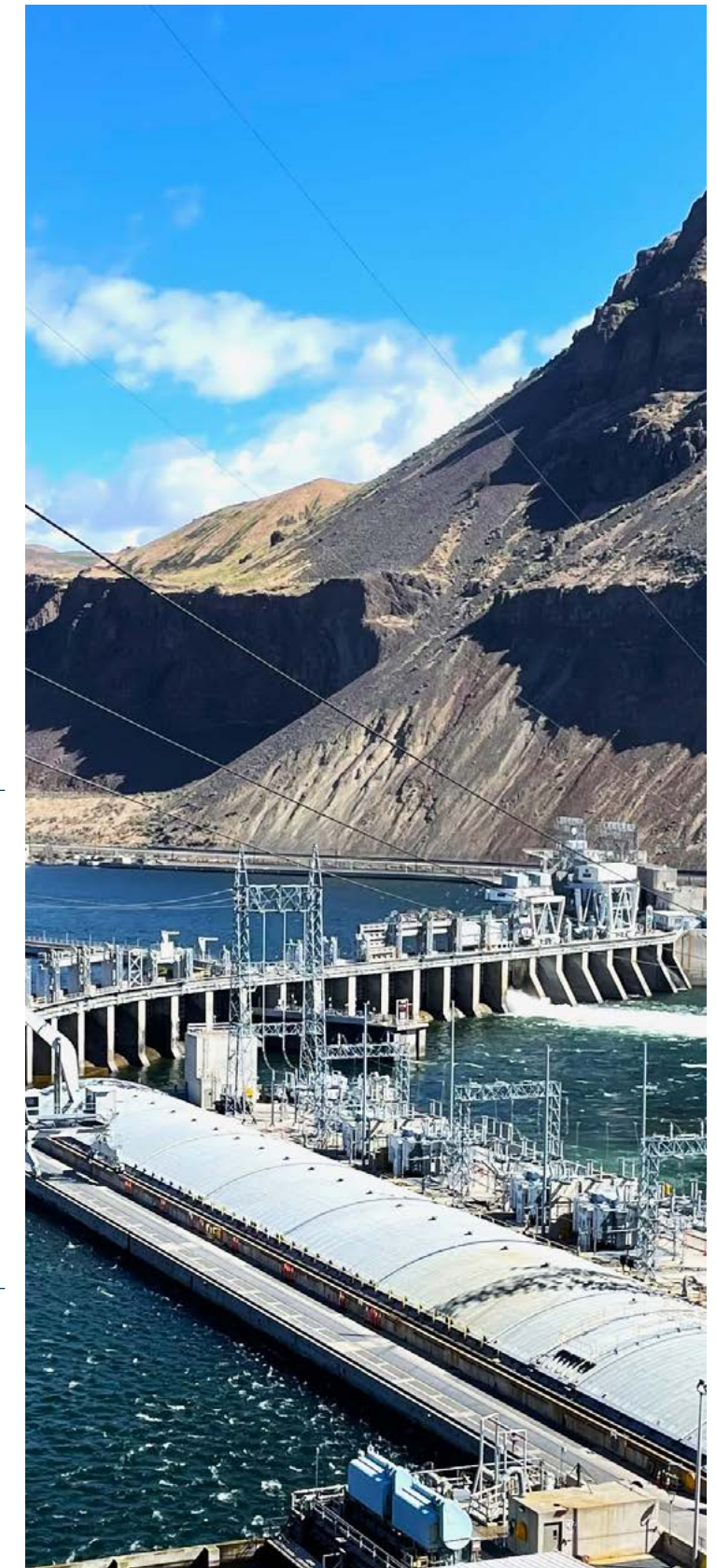
**Number of retail customers**  
Electric ..... 51,735  
Water/wastewater ..... 7,420  
Fiber end-users ..... 22,704

**Number of employees**  
Dec. 31, 2024..... 832

## Contact us

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