

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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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					
Metrics & Targets										
Objective 1										
P2	1	A. Fiber Expansion Premises Passed - 600 – deferral of Chumstick/Merry Canyon FDT zones, revised total 938.				200	640	840	1,059	Mike Coleman
P2	1	B. Fiber Installation Service Interval - 14 days				14 days	14 days	14 days	14 days	Mike Coleman
P2	1	C. Customer Satisfaction Survey (biennial) – 99% from satisfied to very satisfied				>90%				John Stoll
Strategic Initiatives/Critical Tasks/Actions										
P1	1	D. Maintain, update, & provide report on Strategic Plan								
P1	1	1. Conduct a senior team strategy session by end of February – Session conducted Feb 13								Steve Wright
P2	1	2. Develop plan for 2020-2024 strategic planning process by end of Q1- Concern with ability to keep pace with overall process timeline due to Large Load resource requirements						Delayed for Large Loads		Steve Wright
P1	1	3. Provide annual report to Strategy Partners in April – Meeting held Apr 12								Steve Wright
P1	1	4. Define District priorities and metrics for 2019-2023 business plans by Q2 – Completed in May								Steve Wright
S	1	5. Develop 2020-2024 strategic planning materials by Nov. 1st								Steve Wright
P1	1	6. Provide Board quarterly status updates on District Performance Plan by 12/1								Steve Wright
P2	1	E. Administer the annual Public Power Benefit program								
P2	1	1. Identify preferred ideas/projects for 2019 by 4/1 - Board presentations on May 14 & June 4								Justin Erickson
P2	1	2. Set funding level for 2019 (and any add'l for 2018) with Commission approval by 6/1 - Board resolution approved June 25								Justin Erickson
P2	1	3. Select initial projects with Commission approval by 6/1- Board resolution approved June 25								Justin Erickson
P2	1	4. Outreach for solicitation of new projects for 2020 by 12/1 – Continue to use pool of projects identified during strategic planning								Justin Erickson
P2	1	F. Complete selected Public Power Benefit Projects								
P2	1	1. Fiber expansion through Q4 Re-prioritization of resources affecting make ready work for Chumstick FDT. Mitigation efforts underway but year-end goal may be in jeopardy.								Mike Coleman

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			2018				Lead
			Q1	Q2	Q3	Q4	
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>
P2	1	e. Conduct at least one informational program for internal employees on how to improve success in District selection processes, 12/31					<i>Lorna Klemanski</i>
S	1	3. Hydro Research Institute Pilot-Present recommendation to Board for PPB funding associated with advancing Hydro Research efforts by end of Q2. - To Board on 3/19					<i>Kirk Hudson</i>
P2	1	4. Electrification research and collaboration program implement work-plan by Q4					<i>Gregg Carrington</i>
P2	1	a. Identify EV policy and technology options to close gap between impacts to the District and benefits to the region, by Q1- Provided presentation to Board in Q1					<i>Gregg Carrington</i>
P2	1	5. Waiver of day use park fees program: Issue at least 1,700 State Parks day use passes by Q4					<i>Justin Erickson</i>
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 – Provided presentation to Board in Q2, design completed in Q3					<i>Justin Erickson</i>
P2	1	7. Determine if a second Beebe Bridge Park camping pilot will occur in 2019 by Q4 – Did not reach contract terms to implement reservation system – staff recommendation to consider pilot for 2020 and not 2019					<i>Justin Erickson</i>
P2	1	G. Conduct biennial customer satisfaction survey					
P2	1	1. Engage contractor to perform survey by Q2 – Completed per the schedule					<i>John Stoll</i>
P2	1	2. Analyze and present results to management by Q2 – Completed per the schedule					<i>John Stoll</i>
P2	1	3. Consider results from 2018 customer survey for 2019 planning by Q3 – Completed results were previously shared, business plans are now done					<i>John Stoll</i>
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					<i>Justin Erickson</i>
P2	1	I. Develop the Chelan Gorge trail - - Chelan Trails Alliance has not received environmental and cultural permits to finalize permit					
P2	1	1. Finalize a permit with the City of Chelan for construction and ongoing maintenance by Q2					<i>Justin Erickson</i>
P1	1	J. Customer Growth & Agency Planning Governance					

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			2018				Lead
			Q1	Q2	Q3	Q4	
P1	1	1. Develop quarterly Customer Growth Tracking methodology and reporting tool by end of Q1 – Completed and ongoing per the schedule					<i>John Stoll</i>
P1	1	2. Develop collaborative planning with County & Municipals to establish jointly informed growth planning models by end of Q2 – Complete and ongoing					<i>John Stoll</i>
P1	1	K. Determine future of Orondo River Park					<i>Justin Erickson</i>
P1	1	1. Develop an interim operating plan to address safety improvements by Q1 – Completed in February					<i>Justin Erickson</i>
P1	1	2. Seek Board approval for future O&M and land ownership option Q2 – Will share O&M costs to contract operations of day use facility for 2019			Completed after deadline		<i>Justin Erickson</i>
P2	1	L. Ensure the proposed Confluence Parkway includes a public input process and development of mitigation alternatives by 12/1. City did not receive grant funding; project not moving forward at this time					<i>Justin Erickson</i>

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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		
Metrics & Targets							
Objective 2							
P1	2	A. Electric Service Reliability ASAI (ytd)	>99.980 %	>99.980 %	>99.980 %	>99.980 %	John Stoll
P1	2	B. Water System Integrity (Leaks per 100 miles)	<30	<30	<30	<30	John Stoll
P1	2	C. Network System Composite Uptime - 100%	99.999%	99.999%	99.999%	99.999%	Mike Coleman
P1	2	D. Hydro Capability – 72.6%. Due to unplanned C1 outage and issues with B6 and B9.	71.6%	74.0%	74.0%	74.2%	Kirk Hudson
Strategic Initiatives/Critical Tasks/Actions							
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 Completed. Successful implementation of pilot that we are now looking to expand to other C/I customers.					Gregg Carrington
P2	2	F. Retrofit Street lights w/LED technology					
P2	2	1. Complete project planning including notice of award by Q1. Completed.			Completed after deadline		Gregg Carrington
P2	2	2. Project Complete by Q4 Completion delayed until February 2019 to accommodate scope increase of including grounding work, completion date moved to Q1 2019.					Gregg Carrington
P1	2	G. Reinvest in Hydros: Rocky Reach large unit permanent repairs					
P1	2	1. Bridge Cranes fully functional by Q2 – Functional on 4/25/18					Kirk Hudson
P1	2	2. C9 Turbine hub received by 12/31					Kirk Hudson
P1	2	H. Reinvest in Hydros: Rock Island PH1 modernization & controls upgrade					
P1	2	1. B6 returned to service by Q1. - B6 returned to service the first week of April due to necessary blade setting adjustments			Completed after deadline		Kirk Hudson
P1	2	2. B7 turn over to disassembly by Q1. - Turnover occurred on 4/15 due to delays on B6.			Completed after deadline		Kirk Hudson

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			2018				Lead
			Q1	Q2	Q3	Q4	
P1	2	3. Begin B4 Disassembly by Q2 – <i>Behind due to stop log delays, headgate delays and issues with B6 and B9.</i>					<i>Kirk Hudson</i>
P1	2	4. Begin B3 Disassembly by Q3 – <i>Start delayed due to B1-4 stop log and headgate delays as well as issues with B6 and B9.</i>					<i>Kirk Hudson</i>
P1	2	5. Begin B2 Disassembly by 12/1 - <i>Start delayed due to B1-4 stop log and headgate delays as well as issues with B6 and B9</i>					<i>Kirk Hudson</i>
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					<i>Kirk Hudson</i>
P1	2	2. PH2 Modernization - Award bid by 12/31					<i>Kirk Hudson</i>
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					<i>Kirk Hudson</i>
P2	2	K. Transmission Asset Management Program Development and Implementation					
P2		1. Develop Governance Team for Transmission Asset Management by Q2 – <i>Completed on 7/12/18.</i>			Completed after deadline		<i>Kirk Hudson</i>
P2		2. Develop High Level Functional Strategy for Transmission by Q2 – <i>Completed on 7/12/18.</i>			Completed after deadline		<i>Kirk Hudson</i>
P2		3. Conduct Strategy criticality and select specific asset classes / strategies for strategy development by 10/1. <i>Completed 9/24/18.</i>					<i>Kirk Hudson</i>
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 - <i>Development of standards and application processes for pole attachments and NESC compliance have taken priority. In addition, resources necessary for this effort have been reprioritized to large retail load, unauthorized loads, and moratorium efforts.</i>			Delayed for Large Loads		<i>John Stoll</i>
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					<i>John Stoll</i>
P2	2	3. Develop water system control valve strategy to inform 2019 planning and budgeting by 9/30 Q3 – <i>complete, asset management plan developed</i>					<i>John Stoll</i>
P2	2	4. Perform a STEP tank survey to understand current condition to inform development of an improvement plan by 12/1					<i>John Stoll</i>

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		2018				Lead
		Q1	Q2	Q3	Q4	
P2	2	M. Fiber Asset Management Program development and implementation				
P2	2					Mike Coleman
P2	2					Mike Coleman
P2	2					Mike Coleman
P2	2					Mike Coleman
P2	2	N. Telecom Asset Management program implementation				
P2	2					Mike Coleman
P2	2					Mike Coleman
P2	2	O. District Services Asset Management Program development and implementation				
P2	2					Justin Erickson
P2	2					Justin Erickson
P2	2					Justin Erickson
P1	2	P. Advance the District’s strategy at State and Federal levels				
P1	2					Justin Erickson
P1	2					Justin Erickson
P2	2	Q. Advance Intelligent Grid (two-way metering) capabilities				
P2	2					John Stoll
P2	2					John Stoll
P2	2					John Stoll

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		2018				Lead	
		Q1	Q2	Q3	Q4		
P2	2	R. Develop and implement a strategy to expand the Regional water supply and seek regional operational efficiencies among entities					
P2	2	1. 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 through year-end					
P2	2	2. Consider results of regionalization study and provide information and analysis to management and the Board to ensure appropriate issues are raised and effectively analyzed, supporting high quality decisions regarding project next steps by 3/31 - The regionalization study process, managed by the City of Leavenworth, is taking longer than anticipated. The goal for identifying next steps, 3/31/18, was not met. Staff provided a status update to Board March 19th regarding overall progress over the last year since our last Board update in March 2017. Consultant submitted draft report to Leavenworth March 30th and will be distributed to stakeholder group in early April. The group requested an additional stakeholder meeting be scheduled with a public meeting to follow. Public meeting is anticipated late April/early May. Q2 – Presentation was provided to the Board, no further direction or action is currently planned					
P1	2	S. Develop and implement an NESC compliance program to include fiber build-out make ready and the 3rd party pole attachment process.					
P1	2	1. Propose a cost-based rate plan for third-party attachers to SMT by end Q1					
P1	2	2. Initiate outreach with licensee stakeholder on draft agreement by end Q3. Q3 – Outreach was initiated in July					
P2	2	3. Select contractor and start NESC compliance field survey/audit by end Q2 – NESC Standards, process improvements and staff training has delayed this effort, anticipate a selection during Q3					
P1	2	T. Execute strategic relicensing plan for Rock Island Hydro by 12/1					
P1	2	U. Secure FERC approval of the Rock Island Project boundary adjustment for the property near the Odabashian Bridge by Q2 – Completed in Q2					
P2	2	V. Harden transmission system to protect against fire/weather					
P2	2	1. Complete Chelan-Manson transmission line options analysis by end of Q3. – Presented to Board on 9/24. Working with Distribution on outreach.					
P1	2	W. Implement long range facilities plan – conclude land acquisition with the Port District by Q1 - Implementation has begun at Rock Island while contract language negotiations with the Port continue					

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			On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete	
				2018				Lead	
				Q1	Q2	Q3	Q4		
P2	2	X.	Execute Distribution planning, siting and construction program to address Distribution system growth needs.						John Stoll
P2	2	1.	Communicate lessons learned from recent substation efforts and present outreach strategy for future priority areas to SMT and Board by end Q2						John Stoll
P2	2	2.	Determine outreach priorities by Q1 and implement outreach strategy for next priority location by end Q3 Project - Timeline at risk as efforts/resources have reprioritized to large retail load and moratorium efforts. Q2 – developed a proposal as part of the Q2 growth update Q3 –Per the recent Board updates, top priorities have been established						John Stoll
		3.	Progress on substation construction projects per project management timelines: Timelines at risk as efforts/resources have reprioritized to large retail load and moratorium efforts						
P1	2	a.	Complete Ohme Substation civil design by 12/1						John Stoll
P1	2	b.	Contract for major equipment for Leavenworth Substation by 12/1						John Stoll
P1	2	c.	Contract for major equipment for Chelan Substation by 12/1						John Stoll
P1	2	d.	Entiat Substation land exchange accomplished by 12/1 Q3 - complete						John Stoll
P1	2	Y.	Execute 80% of capital plans on schedule & within budget through year end:						
P1	2	1.	Generation and Transmission - Actual = 53.1% - Forecasted to be at 64% at year-end due to RI Modernization schedule revisions.						Kirk Hudson
P1	2	2.	Utility Services Q3 – Year end goal is forecasted to be near 87%						John Stoll
P1	2	3.	Fiber & Telecom – Forecast to be around 70% spent, including PPB Expansion. Spend forecast without PPB to be around 80% after revision for customer installations.						Mike Coleman
P1	2	4.	District Services - Some expenditures are delayed by implementation of the facilities plan						Justin Erickson
P1	2	5.	Energy Resources - Hydraulic model (Mid-C) is the only project and timing of expenditures is shifting into 2019						Gregg Carrington
P1	2	6.	IT – Expect to be below % at YE due to combo of cost savings and project delays						Kelly Boyd
P1	2	7.	Legal & Compliance - N/A for 2018 as capital was reclassified to O&M						Erik Wahlquist
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						Lorna Klemanski
		AA.							

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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	
Strategic Initiatives/ Critical Tasks/Actions						
Objective 3						
P1	3	A. Successfully meet hydro license requirements:				
P1	3	1. Operating at seasonal fish spill targets: Q2 (Spring Spill) and Q3 (Summer Spill) Complete				<i>Justin Erickson</i>
P1	3	2. Contracts in place to meet hatchery production targets by Q1 - Complete				<i>Justin Erickson</i>
P1	3	3. Funding of the tributary component of NNI by Q1 - Complete				<i>Justin Erickson</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>Justin Erickson</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>Justin Erickson</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 – Complete as per schedule				<i>Justin Erickson</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 - Complete as per schedule				<i>Justin Erickson</i>
P1	3	G. Complete the water rights compliance investigations for parks, hatcheries and hydro facilities by Q4				<i>Justin Erickson</i>

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

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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		
Metrics & Targets							
Objective 4							
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
Strategic Initiatives/Critical Tasks/Actions							
P1	4	G. Actively participate in Electric markets development – Items one and two postponed due to new large loads					
P1	4	1. Review analysis of EIM, given new market conditions by Q2			Delayed for Large Loads		Gregg Carrington
S	4	2. Analyze value of Chelan product to shape solar surplus by Q2			Delayed for Large Loads		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 Completed awarded contract for 12/1/18-11/30/19 time period			Complete		Gregg Carrington
P2	4	4. Participate in the development of new products and services through WSPP by Q4. Working with WSPP on a California product.			On Track		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 - Concern with ability to complete by target date as pace of progress is slow					Steve Wright
P2	4	2. Effective organization of the Northwest utilities by 12/1	On Track				Steve Wright
P2	4	3. Sustained engagement from Northwest Congressional delegates by 12/1	On Track				Steve Wright
P2	4	4. Define alternative to negotiated agreement by Q4	On Track				Steve Wright
P1	4	I. Stabilize and enhance wholesale electric revenues					

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		2018				Lead				
		Q1	Q2	Q3	Q4					
P1	4	1. Meet wholesale minimum revenue requirement targets for the five-year planning horizon through Q4 Completed								Gregg Carrington
P1	4	2. Stay within hedging limits through Q4								Gregg Carrington
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- : AA+ upgrade from S&P in May								
P2	4	1. Conduct benchmarking against our peers (annually) by Q3 - Completed								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 – Received clean opinion Apr 20								Kelly Boyd
P1	4	2. Complete annual audit with no material deficiencies by April 30 – No deficiencies								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 - Completed								Kelly Boyd
P2	4	2. Near final business plans for 2019-2023 presented to Board by 1 st 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								John Stoll
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 - Completed 3/30								Kelly Boyd

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		2018				Lead
		Q1	Q2	Q3	Q4	
P2	4	c. Present results of rate studies to Board and propose future rate plan by Dec 2018 Timeline at risk as efforts/resources have reprioritized to large retail load and moratorium efforts		Delayed for Large Loads		<i>John Stoll</i>
P2	4	d. Propose changes or additions to fees and charges by Nov 2018				<i>John Stoll</i>
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.				<i>Gregg Carrington</i>
P1	4	2. 24 Hour Hydraulic Operations & Planning project on schedule to meet Q2 2019 deadline. Through Q4.				<i>Gregg Carrington</i>
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 – Items 1-3 postponed due to large load work.				
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 Missed due date due to postponement				<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 Completed. Team locked in 115% of budget				<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				

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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			2018				Lead
			Q1	Q2	Q3	Q4	
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 8.c. 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 - Postponed due to large load work.			Delayed for Large Loads		<i>Gregg Carrington</i>
P2	4	3. Develop stakeholder engagement plan by Q4- Postponed due to large load work.			Delayed for Large Loads		<i>Gregg Carrington</i>

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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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	
Metrics & Targets						
Objective 5						
P1	5	A. Hydro Cost per normalized MWh – current value \$17.53				Kirk Hudson
P1	5	B. Fiber Cost per Active Connection – current value \$405.38				Mike Coleman
P1	5	C. Distribution O&M Cost per normalized kWh - current value 3.06¢.				John Stoll
P1	5	D. Fully Loaded Electric Cost per normalized kWh - current value 5.20¢.				John Stoll
P1	5	E. Wastewater O&M Cost per ERU - current value \$914.99.				John Stoll
P1	5	F. Water O&M Cost per 1,000 Gallons - current value \$5.95.				John Stoll
Strategic Initiatives/Critical Tasks/Actions						
	5	G. Implement GRC solution within project milestones and budget - Re-evaluating implementation approach from quick-start to more conventional approach				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 – Postponed to 2019 due to resource constraints				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

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete			
			2018				Lead	
			Q1	Q2	Q3	Q4		
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					Justin Erickson
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					Gregg Carrington
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					Kelly Boyd
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					Kelly Boyd
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					Lorna Klemanski
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					Erik Wahlquist
	5	I.	Advance Data Analytics/Business Intelligence Capabilities					
S	5	1.	Fill three open DA/BI positions by end of Q2 – Staffing complete 9/24					Kelly Boyd
P2	5	2.	Complete initial data architecture documentation by Q2					Kelly Boyd
S	5	3.	Complete DA/BI maturity model by Q3 – Project initiated – staffing complete					Kelly Boyd
S	5	4.	Update 3-year DA/BI roadmap by Q3 - Project initiated – staffing complete					Kelly Boyd
S	5	5.	Complete plan for CIS/MDM/AMI pilot to determine what is needed to inform the CIS project by Jan 31					Kelly Boyd
P2	5	6.	Complete Safety Data pilot by Q1 - Delayed due to the need for data reconciliations – Scope completed in Q3.			Completed after deadline		Kelly Boyd
P2	5	7.	Complete Generation Outage pilot including data set, analytics and operating processes by Q2 – Phase 1 Complete, future scope to be revisited at end of year					Kelly Boyd
S	5	8.	Hydro energy research-Implement Data Analytics Platform per work plan and complete Phase 2 testing by 12/31					Kirk Hudson

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2018				Lead
		Q1	Q2	Q3	Q4	
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 – Complete				Mike Coleman
P1	5	b. Design approved by Q2 – Complete				Mike Coleman
P1	5	c. Factory acceptance by Q3 - Complete				Mike Coleman
P1	5	d. Infrastructure installed by Q4 – On track to complete pending high elevation weather conditions.				Mike Coleman
P1	5	2. Microwave System Replacement capital project by 12/31				Mike Coleman
P1	5	a. Factory acceptance by Q1 - Complete.				Mike Coleman
P1	5	b. Equipment installed by Q2 - Complete.				Mike Coleman
P1	5	c. Substantial completion by Q3 - Delayed to Q4 due to external (Nokia) resource coordination.				Mike Coleman
P1	5	d. Project completion by Q4 Delayed noted above will not impact Q4 completion timeline.				Mike Coleman
P1	5	3. System Disaster Recovery feasibility by 12/1				Mike Coleman
P1	5	a. Feasibility developed by Q1 - Delayed to Q3 due to resource issues.				Mike Coleman
P1	5	b. Draft plan by Q2 - Delayed to Q4 due to resource issues.				Mike Coleman
P1	5	c. Review complete by Q3 - Delayed to 2019 due to resource issues.				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
P1	5	3. Identify implementation milestones by Q1 and execute through Q4				John Stoll
P2	5	R. Strengthen Cyber security program – Operations (C2M2 targets)				
P2	5	1. Complete NREL cyber governance assessment by Q1				Kirk Hudson
P2	5	2. Develop action plan to address priorities from NREL assessment by end of Q3. Complete 9/12/18.				Kirk Hudson
P2	5	3. Lead monthly Cybersecurity briefings and resulting action plans for District-wide team through Q4				Kirk Hudson
P2	5	S. Strengthen Cyber security program – Fiber/Telecom Operations (C2M2 targets)				
P2	5	1. Complete NREL cyber governance assessment by Q1 - Complete				Mike Coleman

2018 District Performance Plan – Q3

FINAL

		On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete				
							2018	Lead			
							Q1	Q2	Q3	Q4	
P2	5	2.	Develop action plan to address priorities from NREL assessment by end of Q3 Complete								<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 Q3- Done								<i>Kelly Boyd</i>
S	5	3.	Conduct cyber vulnerability assessment based on availability of NG, DHS or similar by Q2 – Penetration test and security assessment of wireless network completed in July just after Q2					Completed after deadline			<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 - Unable to schedule with all commissioners before the end of Q2; session occurred 8/20					Completed after deadline			<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 – Slower pace due to resource constraints								<i>Kelly Boyd</i>
P2	5	b.	Secure Mobile Access by Q2 - Slower pace due to resource constraints								<i>Kelly Boyd</i>
P2	5	c.	Mobility Program Management by 12/1								<i>Kelly Boyd</i>
	5	2.	Accelerated Opportunities (Stretch)								

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2018				Lead
		Q1	Q2	Q3	Q4	
S	5	a. Mobile Fleet Management - Pilot (Telematics) by 12/1				Justin Erickson
S	5	b. Content & Collaboration (documents on phone/tablet) by 12/1 – <i>Stretch goal slower pace due to resource constraints</i>				Kelly Boyd
P2	5	c. Paperless Boardroom (as part of Content & Collaboration) by 12/1				Kelly Boyd
S	5	d. Mobile Inspection Pilot by 12/1 – <i>Need for software patch may delay</i>				Kelly Boyd
P2	5	W. Present highest priority Human Resources issues for the next 5 years to Senior Management Team, Q1				Lorna Klemanski

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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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	
Strategic Initiatives/Critical Tasks/Actions						
Objective 6						
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 Passage of the Equal Pay and Opportunities Act and efforts to consult a risk analysis and bring policies and practices into compliance has taken precedence over this effort.				<i>Lorna Klemanski</i>
P2	6	D. Implement plan for a new leadership academy				

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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			2018				Lead
			Q1	Q2	Q3	Q4	
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>
P2	6	5. Work with volunteers selected by business units to develop and deliver content for leadership academy, 12/1					<i>Lorna Klemanski</i>
P2	6	6. Develop content for implicit bias training. 12/1					<i>Lorna Klemanski</i>
P2	6	E. Develop integrated talent management strategies					
P2	6	1. Conduct process for SMT to identify Talent Management philosophy, Q3 <i>Direction received from GM to significantly reduce the scope of this project.</i>					<i>Lorna Klemanski</i>
P2	6	2. Identify HR strategies that need to change to match new philosophy, 12/1					<i>Lorna Klemanski</i>
P2	6	3. Prioritize strategies and establish timelines for each, 12/1					<i>Lorna Klemanski</i>
P2	6	4. Craft a future state for each, 12/1					<i>Lorna Klemanski</i>
P2	6	5. Gather internal customer feedback as necessary to inform future state and test possible changes, 12/1					<i>Lorna Klemanski</i>
P2	6	F. Expand a contractor safety program to address increased risks associated with major hydro project work by Q4					<i>Justin Erickson</i>
P1	6	G. Perform targeted hiring based on prioritized needs – Make job offers by December 1 st for 90% of new positions that are approved to fill before October 1 st , 12/1 <i>At 76.9% as of 9/30. Expect to end the year at >80%, short of the goal.</i>					<i>Lorna Klemanski</i>

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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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	

Metrics & Targets

Objective 7										
	7	A.	Safety metrics:							
P1	7	1.	Incident rate (12 month rolling) – 3.84							Lorna Klemanski
P1	7	2.	Lost time incident rate (LTIR) - 0.28							Lorna Klemanski
P1	7	3.	Days away restricted or transferred (DART) rate – 1.28							Lorna Klemanski
P1	7	4.	Safety Recommendations response time within 45 days - 82%;							Lorna Klemanski
P1	7	5.	Business Unit attendance at safety mtgs/alternatives – 74.58%							Lorna Klemanski
P2	7	6.	Senior Team Safety Visits (2 every 6 mos. for 5 MD’s and 1 per year for others) - >10							Lorna Klemanski
Strategic Initiatives/Critical Tasks/Actions										
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

2018 District Performance Plan – Q3

FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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					2018				Lead
					Q1	Q2	Q3	Q4	
P1	7		3.	Conduct diversity outreach programs to comply with Affirmative Action Plan through Q4					<i>Lorna Klemanski</i>
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					<i>Lorna Klemanski</i>
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>

	Q1	Q2	Q3	Q4
Total # tracked items	256	277	280	
% On Track/Complete	83%	74%	69%	
Number completed, but after deadline			11	
Number delayed for large load priority			20	

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.