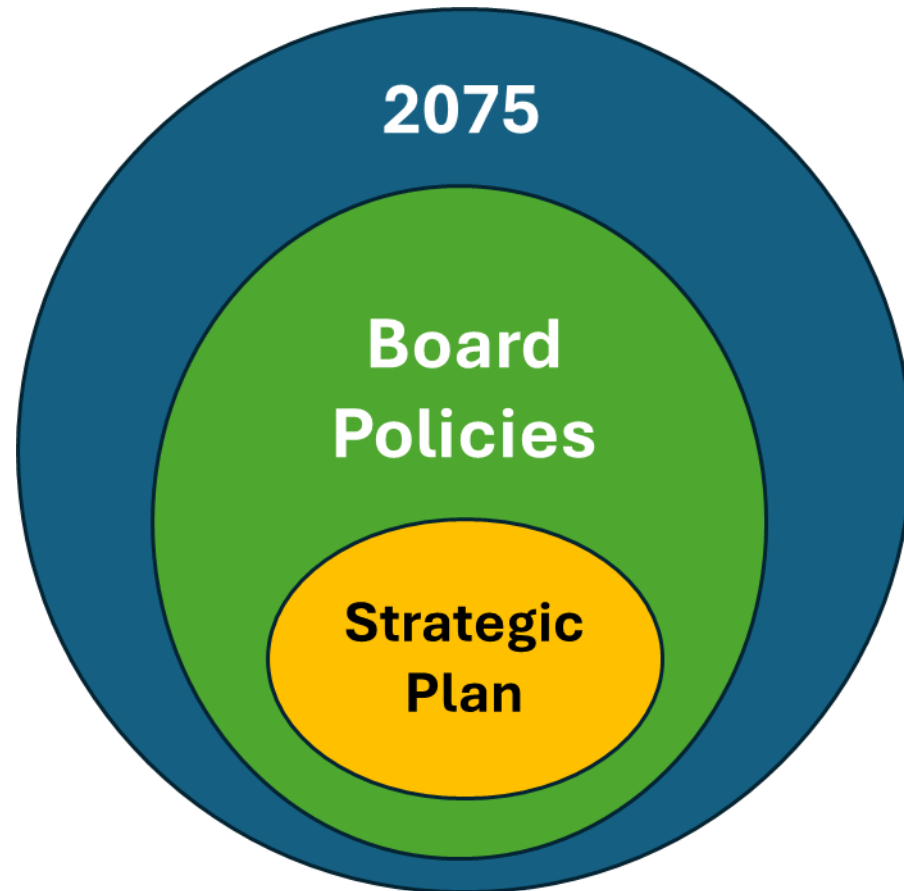


Chelan PUD Strategic Plan

November 17, 2025

Why Are We Here?



- ***2075: Lead with Purpose***
- ***Board Policies***
 - GP-02: Governance Focus
 - Strategic Directives
- ***Proposed Strategic Plan***
 - Within sideboards of Board's Policies for Strategic Directives.

Strategic Planning: Transition to a New State

PRIOR STATE

Operational: shorter-term focus

Planning: starts with projects

Roles: SMT creates goals, objectives, strategies, and tasks

The cost of ambiguity:
if everything is a priority ...

Organizational Health: low visibility and unclear purpose

Budget-focused

Transition

Cultural shift

Develop measures

Learn, Adjust, Grow

FUTURE STATE

Strategic: holistic, longer-term focus

Planning: starts with vision → goals
→ objectives → Strategies

Roles: Distinction in roles & responsibilities between Executive and Senior leaders

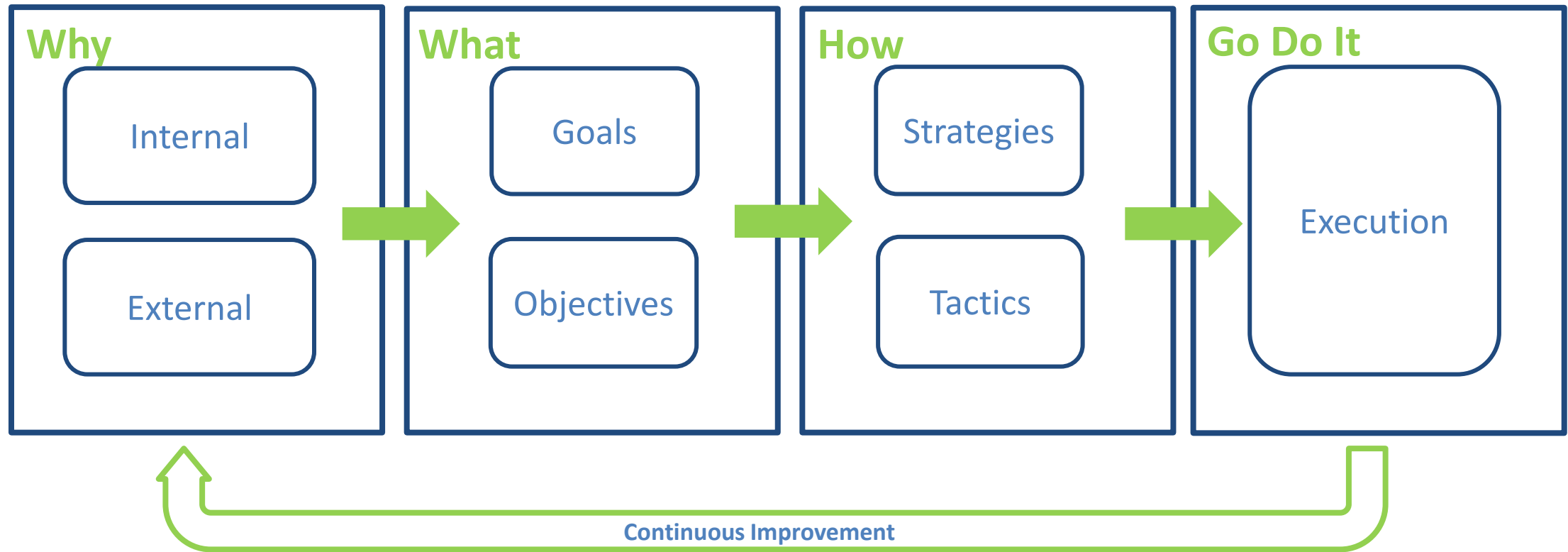
The power of clarity: focus and prioritization

Organizational Health: Business Capabilities reflect the organizational pulse, leverage core strengths and address areas needing attention

Capability-focused

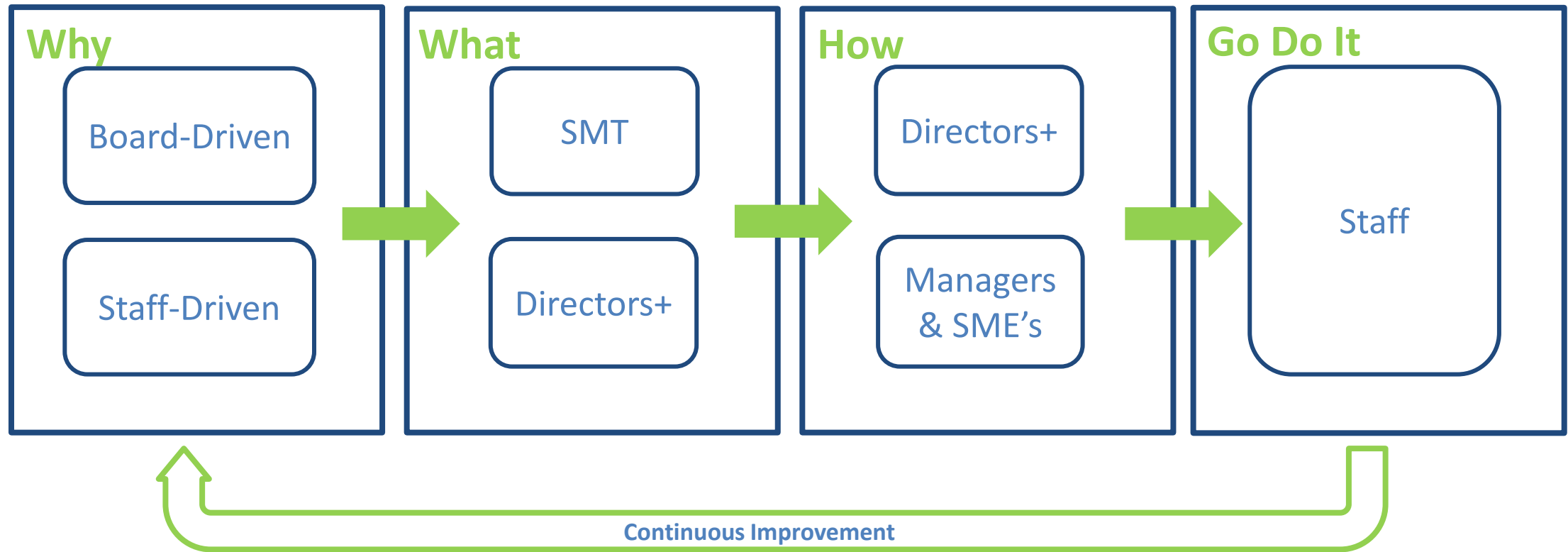
Strategic Planning: It Starts with the Why

Why > What > How > Go Do It (and Improve)



Strategic Planning: It Starts with the Why

Why > What > How > Go Do It (and Improve)



Down and Across: Organizational Coverage

SMT (12)

Brett Bickford
Chris Blayne
Dan Koch
Erik Wahlquist
Ian Fitzgerald
Janet Jaspers
John Stoll
Justin Erickson
Kirk Hudson
Rebekah Neumann
Rosario Nystrom
Sri Krishnan

Directors, BMs, and SMEs (27)

Alene Underwood	Jeffrey DiGenova
Carlo Davis	John Sagerser
Chad Bowman	Lindsey Mohns
Chad Rissman	Mark Mullins
Dan Moser	Melissa Huddle
David Nelson	Richard Hyatt
Diane Syria	Thomas McGee
Erik Norland	Tony Nelson
Eric Riedinger	Ron Slabaugh
Felicity Saberhagen	Justin Cornea
Heather Irelan	Charles Von Reiss
Jacob Morgan	Sarah Valdez
Jared Watts	Tracy Hazen
Jeff Johnson	

Support Team (11)

Alex Smith
Allison Bergstrom
Curtis Cole
Eric Riedinger
Jenna Walter
Kasandra Bertilson
Katja Myrene
Micah Lenderman
Sam Elbert
Sara O'Neal
Thad Hunt

2026: The Journey Begins

In 2026, we'll take our first steps toward our 2075 Vision. The five goals outlined on the following pages are where we will begin. This strategic plan will guide our near-to-midterm direction and connect our 50-year vision with the work ahead. Objectives and key strategies will be reviewed and refined each year as we continue our journey.

SMT's Goal Creation Process

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

GOALS

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.



2

INSPIRED AND CAPABLE ORGANIZATION

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



3

LONG-TERM VALUE AND PUBLIC TRUST

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



4

RESILIENT ENERGY AND WATER FUTURE

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



5

COMMUNITY WELL-BEING

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



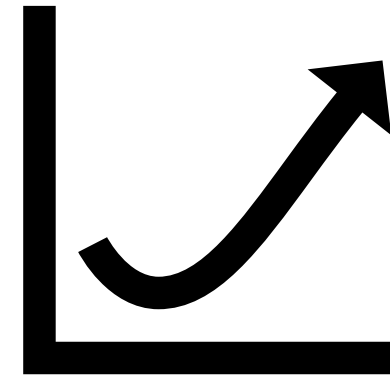
Walk Through of Strategic Plan (pages 6-10)

The SMT set distant Goals

- **Objectives** are milestones by which we measure progress towards those Goals
- **Strategies** are how we make progress towards those Goals

Transition to future state

- **Measure:** discover and develop measures of progress
- **Learn, Adjust, and Grow:** this is not a fixed plan or path



Continuous Feedback



Supporting processes, monitoring & reporting:

- Annual Strategic Planning Process
- On-demand dashboard – Strategy Leads
- Monthly assessment – SMT/Directors
- Quarterly updates – Board
- Process Governance – Planning team

Dashboard Reporting

Goal
1

Goal
2

Goal
3

Goal
4

Goal
5

2 INSPIRED AND CAPABLE ORGANIZATION

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

This goal is about helping employees grow and work better together so we can deliver on our mission. It means transforming how we lead, plan, and support each other to build stronger skills and systems. When people are connected, capable, and clear about their work, everyone succeeds.

Associated Board Strategic Directives

SD-02: Customer Satisfaction/Experience • SD-05: Safety • SD-06: Integrated Utility • SD-07: Culture of Learning, Innovation & Collaboration • SD-11: Public Reputation • SD-12: Enterprise Risk Management

Objectives

Period	Description	Status	Key Strategies
Current	Implement a standardized governance model supported by an enterprise-wide decision-making framework.	Not Started	<ul style="list-style-type: none">Establish governanceEstablish framework for decisions needing Chief input or Chief awareness
	Develop expectations for use of District-wide leadership profiles, competencies, and responsibilities.	Not Started	<ul style="list-style-type: none">Identify purpose of district leadershipBuild the leadership system to fulfill the purpose
	Establish and sustain the Enterprise Alignment (EA) planning process.	Not Started	<ul style="list-style-type: none">Formally establish Enterprise AlignmentCreate capacity planning
	Transform how we work by advancing business capabilities, focusing on modernized systems and a collaborative digital workplace by 2030.	Not Started	<ul style="list-style-type: none">Establish and adopt a District-wide business capabilities modelERP Enablement: Empower the District through data-driven, AI-enabled business transformationData and AI solutionsDigital workplace modernizationDigital enablement
Future	Implement an annual employee engagement process and establish a baseline.	Not Started	



Draft Booklet

- 11/17-11/30:
Opportunity for Feedback
- 12/1: Request for approval



CHELAN COUNTY PUD
STRATEGIC PLAN — RELEASED 2026
2–5 Year Outlook | Updated Annually



DRAFT
4
DATE
Oct. 31
TH

DRAFT