

2020 District Performance Plan

Q4 Update - 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 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.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
Objective 1						
P1	1 A) Fiber Expansion Premises Passed (961 + 2019 Carryover) <i>Behind in part due to COVID putting construction behind for couple months during early summer. Other contributing factor is challenges for completion of make ready work.</i>	179	197	426	692	<i>Bob Shane</i>
P2	1 B) Fiber Installation Service Interval (10 days) <i>Service interval higher than target due to business unit adjusting to pole analysis program implementation.</i>	13 days	20 days	25 days	37 days	<i>Bob Shane</i>
P1	1 C) Customer Satisfaction Survey (biennial) (>90%) <i>Survey was completed with results coming in less than the targeted >90%.</i>			86%	86%	<i>John Stoll</i>
P2	1 D) Fiber take rate exceeds 55% by 2024	51%	52%	52.70%	52.50%	<i>Bob Shane</i>
Strategic Initiatives/Critical Tasks/Actions						
P1	1 E) Maintain, update, & provide report on Strategic Plan					<i>Steve Wright</i>
P1	1 1. Conduct a senior team strategy session by end of February	2/28/2020				<i>Steve Wright</i>
P1	1 2. Define District 5-year priorities and metrics for 2021-2025 business plans <i>Progress slowed due to COVID-19 - Completed on 5/19 after 4/30 deadline</i>		Completed after deadline	Completed after deadline	Completed after deadline	<i>Steve Wright</i>
P1	1 3. Provide Board quarterly status updates on District Performance Plan				12/31/2020	<i>Steve Wright</i>
1 F) Administer the annual Public Power Benefit program						
P2	1 1. Determine available funding and select final projects for 2020 (BOC)		6/1/2020			<i>Justin Erickson</i>
P2	1 2. Identify preferred ideas/projects for 2020		6/1/2020			<i>Justin Erickson</i>

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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	1	3. Evaluation of fiber program acceleration Discussion ongoing for acceleration strategy, but fell behind due to COVID-19 to meet 3/31 deadline. Evaluation is now complete with Board presentation on 8/3.	COVID-19	COVID-19; Completed after deadline	COVID-19; Completed after deadline	COVID-19; Completed after deadline	<i>Bob Shane</i>
P1	1	4. Review/revise Public Power Benefit financial criteria by end of Q1 Completed on April 13 with Board approved resolution.	COVID-19	Completed after deadline	Completed after deadline	Completed after deadline	<i>Kelly Boyd</i>
P2	1	5. Solicit for 2021 Public Power Benefit projects Missed Sept. 1 target partly due to Fiber acceleration funding decision. Pivoting from public-facing to online intake. Available in December with an online application, updated website, and digital video.	On Track	On Track	9/1/2020	COVID-19; Completed after deadline	<i>Justin Erickson</i>
	1	G) Complete selected Public Power Benefit Projects					
P3	1	1. Waiver of Day Use park fees program with issuance of 2,000+ passes	On Track	On Track	12/1/2020		<i>Justin Erickson</i>
P2	1	2. Rocky Reach Discovery Center Improvements begin construction by 6/30/20 - Actual Start Date 10/8/20	On Track	6/30/2020	Completed after deadline	Completed after deadline	<i>Kirk Hudson</i>
	1	H) Conduct biennial customer satisfaction survey					<i>John Stoll</i>
P2	1	1. Select survey consultant and develop survey questions	3/31/2020	On Track	On Track	On Track	<i>John Stoll</i>
P2	1	2. Perform survey - delayed due to COVID-19, completed 2 weeks after deadline	COVID-19	COVID-19	COVID-19; Completed after deadline	COVID-19; Completed after deadline	<i>John Stoll</i>
	1	I) Regularly scheduled Customer Growth & County and Community Agency Planning Governance to develop planning strategies for "smart growth" addressing current zoning					<i>John Stoll</i>
P3	1	1. Hold annual joint planners meeting, focus on importance of all utility planning (electric, water, wastewater, fiber) with County/Municipality governance bodies	On Track	On Track	9/30/2020	On Track	<i>John Stoll</i>
P3	1	2. Annual joint agency engineering/operational annual workshop delayed due to COVID-19. Carried into 2021 and was recently completed.	On Track	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
P3	1	J) Adopt long-term management plan for Orondo River Park Agreed with Port to review in 2021 - goal to complete in Q3 of 2021.	COVID-19	On Track	On Track	12/1/2020	<i>Justin Erickson</i>

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		2020				Lead
		Q1	Q2	Q3	Q4	
Strategic Initiatives/Critical Tasks/Actions						
P3	1	K) Hydropower Research Institute-add new Contributor <i>Did not add contributor this year, but were able to add NYPA as new member</i>				Kirk Hudson
	1	L) Implement outreach strategies for low-income, Latino-Hispanic, and disabled customer-owners to include higher utilization of District programs and services, and participation in				Justin Erickson
P1	1	1. Effectively engage with Spanish-speaking, economically-disadvantaged, and disabled customer-owners in a culturally appropriate way to ensure key District priorities and efforts are reflective of their input by attending and presenting at a minimum of 15 offsite events or location <i>Face-to-face meetings are on hold (COVID-19). Redirected resource to support Customer Accts, implementing new methods (drive-in), and digital outreach.</i>				Justin Erickson
P1	1	M) Rocky Reach Discovery Center K-12 Teacher STEM Summit in partnership with the ESD, target date 1/30/20. <i>The STEM teacher summit moved to virtual format and held 3 sessions for Elementary teachers in August; the remaining sessions are scheduled for next Spring/Summer 2021. The middle school and high school programs require 'hands-on' demonstrations.</i>				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.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
2	Objective 2					
P1	2 A) Electric Service Reliability - SAIDI - Power out on a minutes per customer. <i>Q4 saw a series of wind events that drove the metric up. 2020 reporting will be a rolling 12 mo figure to better reflect system conditions.</i>	16.6 mins	29.4 mins	39.4 mins	56.6 mins	<i>John Stoll</i>
P1	2 B) Water System Integrity (< 20 leaks per 100 miles)	9.7	7.7	7.7	12.8	<i>John Stoll</i>
P1	2 C) Network System Composite Uptime (99.999%)	100.000%	100.000%	100.000%	100.000%	<i>Bob Shane</i>
P1	2 D) Optical line terminal link optimization <90% for all years	89.4%	53.0%	75.20%	60.70%	<i>Bob Shane</i>
P1	2 E) Hydro Capability (73%) <i>Actual = 71.6%</i> <ul style="list-style-type: none"> • RR capacity target was 73.0%; actual YTD was 70.5% primarily due to unplanned C3 forced outages • RI PH1 capacity target was 44.4%; actual YTD was 29.5% primarily due to delays in B4 and B10 • RI PH2 capacity target was 81.0%; actual YTD was 93.3% primarily because we cancelled the U7 overhaul • Chelan capacity target was 86.4%; actual YTD was 97.5% because we cancelled the A2 overhaul 	65%	71%	72%	72%	<i>Kirk Hudson</i>

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Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	2	F) Implement Customer Energy Solutions workplan (includes EE, EV, R&D, and customer energy management programs)				Robb Davis	
	2	1. Acquire 2 aMW of Energy Efficiency <i>acquired 2.12 aMW.</i>	COVID-19	COVID-19	COVID-19	12/31/2020	Robb Davis
P3	2	2. Expand Strategic Energy Management to Agricultural Industry <i>We have identified almost 1 aMW of SEM projects with Agricultural Industry.</i>		6/30/2020			Robb Davis
P3	2	3. Redesign SNAP program to be on-par with business case for EE projects and programs <i>A rebate program has been redesigned and presented to the Board.</i>		6/30/2020		Completed after deadline	Robb Davis
P3	2	4. Implement redesigned solar program developed. <i>Partial delay due to no commercially available app. Expect to be able to accept first applications by end of Q1 2021.</i>				12/1/2020	Robb Davis
P1	2	5. Develop and implement updated low income program consistent with strategic plan and rate implementation schedule. <i>Plan was developed and presented to the Board, but implementation will need to occur in 2021.</i>				12/15/2020	Robb Davis
	2	G) Reinvest in Hydros: Rocky Reach large unit permanent repairs				Kirk Hudson	
P1	2	1. Complete repairs and return C9 to service. <i>Returned 1/31/2020.</i>	2/15/2020				Kirk Hudson
	2	H) Reinvest in Hydros: Rocky Reach C1-C7 Trunnion bushing replacements complete first three units by 2024 YE				Kirk Hudson	
P1	2	1. Return C2 to service by 8/31 - <i>Some delay due to repairs to correct blade assembly damage. Returned to service 12/22/20</i>	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	Kirk Hudson
P1	2	2. Return C7 or C3 to service by 10/15 - <i>Return to service date (RTS) extended to 4/19/21 due in part to delays in receiving new piston rod.</i>	COVID-19	COVID-19			Kirk Hudson
P1	2	3. Begin disassembly of C3 or C7 by 7/31 - <i>C3 disassembly initiated on 11/23/20</i>	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	Kirk Hudson

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Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead				
P1	2	4. Begin disassembly of next unit (C4, C5 or C6) by 9/30 <i>Due to delays on C2 and C7, C4 disassembly not expected until April 2021. C4 is currently available and operating.</i>				COVID-19	COVID-19	COVID-19	COVID-19	Kirk Hudson
P1	2	I) Reinvest in Hydros: Rock Island PH1 modernization								Kirk Hudson
P1	2	1. Return B4 to service by 5/1 - <i>B4 Return to Service date delayed to 2021 due to continued contractor performance issues.</i>				COVID-19	COVID-19	COVID-19	COVID-19	Kirk Hudson
P1	2	2. Begin B3 disassembly by 3/16 <i>B3 disassembly delayed due to contractor performance issues.</i>				COVID-19	COVID-19	COVID-19	COVID-19	Kirk Hudson
P1	2	3. Begin B5 disassembly by 3/31 - COMPLETE				3/31/2020	Complete	Complete	Complete	Kirk Hudson
P1	2	4. Return B7 to service by 10/22 - <i>B7 return to service date delayed to 2021 due to continued contractor performance issues</i>				Caution	COVID-19	COVID-19	COVID-19	Kirk Hudson
P1	2	5. Return B10 to service by 4/30 - <i>B10 return to service date delayed to 2021 due to continued contractor performance issues</i>				COVID-19	COVID-19	COVID-19	COVID-19	Kirk Hudson
P2	2	J) Reinvest in Hydros: Rock Island PH2 modernization award contract with full evaluation of warranty and oil-less hubs by 9/30/20. <i>Timeline is longer than anticipated due to importance of issues and learning curve on design-build process.</i>				On Track	COVID-19	COVID-19	COVID-19	Kirk Hudson
P2	2	K) Submit Rock Island Hydro Seismic Project Plan to FERC. <i>Submitted 6/29/2020.</i>				On Track	Complete	Complete	Complete	Kirk Hudson
P2	2	L) RI Spillway Modernization execution underway by 2024 YE								Kirk Hudson
P3	2	1. Rock Island Spillway Modernization Business Case Complete by 12/31/20. <i>Good work done on business case in 4th quarter. Still needs work to justify recommendation</i>				On Track	Caution	Caution	Needs Attention	Kirk Hudson
P3	2	M) Advance District Asset Management Capabilities by developing and implementing comprehensive asset strategies and associated asset management plans for all critical								
P3	2	1. Generation and Transmission "critical assets" that meet the criteria of; 1) pose a risk value of greater than \$10M or 2) provide a significant risk to reliability goals								Kirk Hudson

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P3	2	a. Develop asset strategies for 3 generation critical assets <i>Asset strategies developed for Generator Stators, Generator Rotors and Tainter Gates</i>				12/1/2020	<i>Kirk Hudson</i>
P3	2	b. Put asset management plans in place for transformers and breakers				12/1/2020	<i>Kirk Hudson</i>
	2	2. Customer Utilities "critical assets" that meet the criteria of; 1) pose a risk value of greater than \$10M or 2) provide a significant risk to reliability goals or 3)					<i>John Stoll</i>
P3	2	a. Identify all assets that meet criteria <i>Distribution assets have been identified and work continues for water and wastewater. COVID-19 has had some impacts to this project.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
P3	2	b. Develop asset strategies for 5 critical assets <i>Top 5 critical assets have been identified and combined asset strategies/asset management plans (below) are approx 50% complete.</i>			8/31/2020		<i>John Stoll</i>
P3	2	c. Put asset management plans, consistent with asset strategies, in place for critical assets <i>Asset management plans are being developed in combination with the above strategies; however COVID-19 has impacted the asset management project and was not completed</i>				12/1/2020	<i>John Stoll</i>
		3. District Services					
P3	2	a. Implement asset management strategies and capital improvement plans for boat docks and erosion control projects <i>New hire started in September. Dock and bank stabilization projects completed and/or in process.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Justin Erickson</i>
	2	N) Advance the District's strategy at State and Federal levels with an emphasis on tax parity, project relicensing, procurement/contracting, fiber/telecom, and wildfire					<i>Justin Erickson</i>
P2	2	1. Gain value for hydropower by educating house/senate leadership <i>Legislative focus turned to COVID-19.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Justin Erickson</i>
P1		2. Agree on 2021 legislative priorities with internal stakeholders <i>Priorities have been set for State-level capital funding requests. Strategy discussions ongoing.</i>	COVID-19	COVID-19	COVID-19	12/1/2020	<i>Justin Erickson</i>

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P3	2	O) Develop second source of water with the Regional Water Committee				<i>John Stoll</i>
P3	2				12/1/2020	John Stoll
P3	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 that results in choosing a second source. District participated in scheduled regional meetings and helped support a second source feasibility studies and efforts. Still have not found a viable second source and the work will continue into 2021.				
P3	2	3/31/2020				<i>John Stoll</i>
P3	2	P) Progress towards NESC compliance through: Finalize the 3rd party pole attachment agreements Staff turnover in this position has pushed out the forecasted finish for this project to 2021. A program manager was hired Q3.				
P2	2	Q) Execute strategic relicensing plan for Rock Island Hydro and file notice of intent to relicense in 2023.				<i>Justin Erickson</i>
P2	2		6/1/2020			<i>Justin Erickson</i>
P2	2	1. Work with City of Wenatchee to develop stormwater outfall master plan for the Horan Area The City is the project lead and is not working on a master plan at this time. This item to be deferred to 2021.				
P2	2				12/1/2020	<i>Justin Erickson</i>
P1	2	2. Complete feasibility assessment of project ideas originating from the 2019 Horan Area outreach effort and develop implementation plans				
P1	2				12/1/2020	<i>Justin Erickson</i>
P2	2	3. Finalize relicensing staffing plan, consultant qualification requirements, and finalize list and scope of baseline studies				
P2	2			9/1/2020		<i>Justin Erickson</i>
P2	2	4. Identify scope of potential early-action items for Rock Island, solicit for potential recreational and environmental projects/actions and make decisions on requests				
P2	2		6/30/2020			<i>Justin Erickson</i>
P2	2	5. Define the Rock Island relicensing strategy associated with Endangered Species Act (ESA) and Habitat Conservation Plan (HCP) compliance COVID impacting outreach: Revised digital outreach plan scheduled to occur Q4 2020 and Q1 2021 in concert with general RI Relicensing outreach to stakeholders.				

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P2	2	R) Implement long range facilities plan				<i>Justin Erickson</i>
P2	2	1. Complete Entire RI Facilities Plan by Q1-2021				<i>Justin Erickson</i>
P2	2	a. RI Facility Construction - Complete C21 and C22 buildings <i>C21 to be completed in November; C22 in December; C19 in Spring 2021</i>				<i>Justin Erickson</i>
P2	2	2. Complete RR/CM Facilities plan by 2022 YE				<i>Justin Erickson</i>
P2	2	a. Construction documents completed and bid <i>Complete, but missed June 30 target date</i>				<i>Justin Erickson</i>
P2	2	b. RR/CM Facility Construction underway with GMP issued <i>Complete, but missed July 31 target date</i>				<i>Justin Erickson</i>
P2	2	3. Complete the District Service Center and fully move in by Q1-2023				<i>Justin Erickson</i>
P2	2	a. Site Development – Notice to Proceed with GMP (mini-MACC) <i>On Board Agenda - August 3 - approved.</i>				<i>Justin Erickson</i>
P2	2	b. Construction – Notice to Proceed with Guaranteed Maximum Price for balance of project <i>COVID-19 Impacts; expect MACC NTP to slip into Q1 2021.</i>				<i>Justin Erickson</i>
P2	2	c. Define aesthetics for Service Center <i>Complete, but missed June 30 target. COVID-impacted. Aesthetic comments received from the Commission and staff have been incorporated, and design is nearly complete.</i>				<i>Justin Erickson</i>

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P3	2	S) Facilitate the productive reuse of the 5th Street Campus in a way that builds community and promotes economic development				Justin Erickson
	2	1. Finalize redevelopment plan and reach agreement with the Regional Port Authority and the City of Wenatchee on a marketing/sales approach Missed June 30 target. Met with coordinating team in October to refine RFP criteria and scoring. Met with Music Theatre Board in December to discuss their options for parking and acquiring a portion of the fish and wildlife building. Started discussions with the Chelan Douglas Regional Port to act as broker on the project to produce and manage the RFP process. Finalized parcel map and developing land values for each parcel.				Justin Erickson
P2	2	T) Harden transmission system to protect against fire/weather				Kirk Hudson
	2	1. Complete Chelan-Manson line design & procurement by 12/31 Steel structure bid awarded				Kirk Hudson
P3	2	2. Develop a community coalition to identify overarching approach for Plain/Lake Wenatchee reliability improvements Scheduled meetings were delayed due to COVID-19. Taking a different approach with existing community groups.				Kirk Hudson

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P1	2	U) Implement a fire risk management strategy that recognizes the increasing level of risk and includes feeder hardening, vegetation management, operational choices and				John Stoll
P1	2	COVID-19	COVID-19	COVID-19; Completed after deadline	COVID-19; Completed after deadline	John Stoll
P1	2	1. Hire the 2020 approved Forester position Recruitment was impacted by COVID-19				John Stoll
P1	2	COVID-19	COVID-19	COVID-19; Completed after deadline	COVID-19; Completed after deadline	John Stoll
P1	2	2. Develop plan to manage the budgeted 2020 increase in vegetation management				John Stoll
P1	2	COVID-19	COVID-19	COVID-19	COVID-19	John Stoll
P1	2	3. Make recommendation for automating vegetation management process This project is underway but timeline impacted by COVID-19 response, carry over to 2021				John Stoll
P2	2		6/30/2020			John Stoll
P3	2	4. Pick the appropriate vegetation management standard - selected Urban Wildland Standard				John Stoll
P3	2				12/1/2020	John Stoll
P3	2	5. Gain agreement with DNR for proposed state legislation Efforts are underway but impacted due to COVID-19 impacts at the State agency/legislature level. Will continue on into 2021				John Stoll
P1	2	V) Improve distribution system reliability toward first quartile through:				John Stoll
P1	2				12/1/2020	John Stoll
P1	2	1. Remove and replace 13 miles of end-of-life small wire from the Distribution System - ended up replacing 10 miles				John Stoll
P2	2				12/1/2020	John Stoll
P2	2	2. Replace 5 miles of end-of-life underground Distribution cable Due to a strong push during Q4 target was met				John Stoll

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P2	2	W) Develop expanded substation planning, siting, resource needs and construction program to address accelerated Distribution system growth needs by					<i>John Stoll</i>
	2	1. Receive and deploy 2 new mobile substations Delay due to COVID-19. Mobiles are on-site and going through acceptance process.	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	<i>John Stoll</i>
	2	2. Complete the bid construction work on the Ohme substation Construction bid was awarded but work will not be completed until spring 2021 with energization planned for summer.	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
	2	3. Energize new Hawley station The project timeline is owned by a third party; pre-COVID schedule had anticipated energization in December 2020. Subsequently, the control building delivery is behind schedule due to COVID-19.	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
	2	4. Complete initial site design of Wenatchee substation.	On Track	Complete	Complete	12/01/2020	<i>John Stoll</i>
	2	5. Complete general site design and finalize stakeholder input on the No. Shore Chelan substation. Will carry forward into 2021	On Track	On Track	On Track	12/1/2020	<i>John Stoll</i>
P2	2	6. Complete general site design and finalize stakeholder input on the Bavarian substation. Will carry forward into 2021	On Track	On Track	On Track	12/1/2020	<i>John Stoll</i>

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	2	X) Execute 80% of capital plans on schedule and within budget:					
P1	2	1. Generation and Transmission. Finished at 55.6% of Budget, primarily due to RI Modernization delays.	74%	78.3%	64.2%	55.6%	<i>Kirk Hudson</i>
P1	2	2. Customer Utilities Substation projects are forecasted to spend less in 2020 than planned, pushing that spend into the following year(s). COVID-19 impacted capital construction schedules for electric, water and wastewater, resulting in lower 2020 spend, pushing projects into 2021 and beyond. Q4 turned around, primarily due to the the acceptance of the mobile substations	65.7%	65.0%	57.2%	81.9%	John Stoll
P1	2	3. Fiber & Telecom All spending for capital projects off to slow start. Finished over target due to customer connection work higher than anticipated, compensating for deferrment of Chumstick PPB work.	57.1%	68.4%	80.2%	84.6%	<i>Bob Shane</i>
P1	2	4. District Services Some delays for Facilities (RR); Fleet purchases also delayed.	38.7%	63.2%	71.0%	83.2%	Justin Erickson
P1	2	5. IT	119.7%	113.7%	114.6%	87.5%	<i>Kelly Boyd</i>
	2	Y) Provide influential input on employment, benefits and labor regulations and legislative proposals during the legislative session and rule-making process				<i>Lorna Klemanski</i>	
P3	2	1. Gain WPUDA agreement on at least 1 key issue				12/1/2020	<i>Lorna Klemanski</i>
P3	2	Z) Wind down Columbia Grid by 12/31 - Completed transition to Northern Grid for regional transmission planning.					Kirk Hudson
P2	2	AA) Make progress payment for station work on Mid-C (joint line) transmission project					<i>Kirk Hudson</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#3 - PROTECT NATURAL RESOURCES IMPACTED BY OPERATIONS

(BSc Customer-Owner/Stakeholder Objective)

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.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
3	Objective 3					
3	Strategic Initiatives/Critical Tasks/Actions					
3	A) Successfully meet hydro license requirements:					
P1 3	1. Operating at Seasonal Fish Spill Targets			8/30/2020		Justin Erickson
P1 3	2. Contracts in place to meet hatchery production targets Completed in March, missed February 1 target.	Completed after deadline	Completed after deadline	Completed after deadline	Completed after deadline	Justin Erickson
P2 3	3. Evaluate alternatives to WDFW hatchery ops, monitoring and evaluation Complete, but missed June 30 target. Alternatives analysis and recommendation discussed with Board in December	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	Justin Erickson
P1 3	4. Funding of the tributary component of NNI	1/31/2020				Justin Erickson
P1 3	5. Planned species and bull trout take within allowable level for 2020					Kirk Hudson

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P2	3	B) Develop plan to comply with obtaining National Pollutant Discharge Elimination System (NPDES) permits for Rocky Reach and Rock Island				
P2	3				12/1/2020	Justin Erickson
P2	3	1. Work to obtain permit from Department of Ecology and establish compliance protocols Issuance of an NPDES permit is in the hands of Ecology. No Mid-C projects have been issued their NPDES permits to date. Expect 2021 or 2022.				
P2	3				12/1/2020	Justin Erickson
P2	3	2. Submit information to meet requirements specified in permit per approved schedule We don't expect to receive the NPDES permit until 2021 or 2022.				
P2	3	3/19/2020				Kirk Hudson
P2	3	3. Oil Accountability plan complete. Completed 3/19/2020.				
P2	3	3/19/2020	Completed after deadline 4/19/20	Completed after deadline	Completed after deadline	Kirk Hudson
P2	3	4. Feasibility report on environmentally acceptable lubricants (EAL). Received approval to delay until 4/20/2020 due delay in lab results. Feasibility report submitted 4/19/2020.				
P3	3	C) Implement plan for addressing expected Temperature TMDL issuance				Justin Erickson
P3	3				12/1/2020	Justin Erickson
P3	3	1. Monitor and respond as appropriate to possible issuance of a Temperature TMDL				
P1	3	D) Complete Dryden Wastewater Capital improvements per schedule agreed with Ecology				John Stoll
P1	3			9/30/2020		John Stoll
P2	3	1. Submit the Dryden wastewater engineering plan to Ecology				
P2	3				12/1/2020	John Stoll
P2	3	2. Provide Public Power Benefit funding for Dryden Wastewater				
P2	3	E) Complete requirements for the Chelan River Use Attainability Analysis (UAA)				Justin Erickson
P2	3		COVID-19	COVID-19	COVID-19	Justin Erickson
P2	3	1. Obtain a final Use attainability rule change and gain EPA approval of new water quality standard Department of Ecology-led timeframe. Ecology's UAA process schedule extends through 2021				

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	3	F) Implement federally mandated programs/studies at Rocky Reach and Rock Island for aquatic species					<i>Justin Erickson</i>
		1. Implementation of required plans and studies to support obligations				12/1/2020	<i>Justin Erickson</i>
P1	3	2. Continue bull trout PIT tag study as approved by the Rocky Reach Fish Forum <i>Completed October 30, but missed September 1 target.</i>			9/1/2020	Completed after deadline	<i>Justin Erickson</i>
		G) Execute plan to conduct 10-year HCP project survival studies at RI (2021) and RR (2021)					<i>Justin Erickson</i>
P1	3	1. Select contractor and finalize study design <i>Board approved contract in September for Rock Island study in 2021</i>	COVID-19			12/1/2020	<i>Justin Erickson</i>
		H) Using the results of our investigations, install infrastructure, implement processes to manage our water rights program and show compliance with our water rights for parks,					<i>Justin Erickson</i>
P3	3	1. Implement water right assessment and protection strategy and fully resolve all outstanding issues on at least three water rights				12/1/2020	<i>Justin Erickson</i>
		I) Implement Board Approved Electric Vehicle Strategy					<i>Robb Davis</i>
P3	3	1. Implement key actions (TBD) identified in EV Strategic Plan. <i>Two primary actions were identified. Collecting usage data has begun and will continue. Chargin rate dvelopment will need to occur in 2021.</i>				12/1/2020	<i>Robb Davis</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#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.

Metrics & Targets		2020				Lead
		Q1	Q2	Q3	Q4	
4	Objective 4					
P1	4 A) Debt Cover – District (>2.0)	2.41	2.52	2.58	2.85	Kelly Boyd
P1	4 B) Debt Leverage – District (<35%)	27.2%	30.2%	30.1%	29.9%	Kelly Boyd
P1	4 C) Liquidity – District (>\$175M or Liquidity Methodology)	\$529.5M	\$479.0M	\$491.4M	\$501M	Kelly Boyd
P1	4 D) Days Cash On Hand – District (>250)	539	614	620	693	Kelly Boyd
P1	4 E) Debt Retired Per Scheduled Principal Payments (\$39M)				\$39M	Kelly Boyd
4	Strategic Initiatives/Critical Tasks/Actions					
4	F) Actively participate in Electric markets development					Robb Davis
4	1. Actively participate in EDAM and DAME proceedings					Robb Davis
P2	4 a. Actively participate individually and with industry groups (PGP, PPC, WPTF, APPA) to promote governance acceptable to Chelan PUD				12/31/2020	Robb Davis
P2	4 b. Achieve support for independent governance of California ISO or governance structure that is acceptable to Chelan PUD. CAISO provided legal opinion outlining limits to governance inconsistent with full independence.				12/31/2020	Robb Davis
P3	4 2. Assess the market demand and pricing for frequency response and participate or follow RFPs for frequency response. Continue to give feedback on developing				12/1/2020	Robb Davis
P3	4 3. Promote capacity value in California market that is equivalent to cost of new entry (CONE)				12/1/2020	Robb Davis

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020				Lead
		Q1	Q2	Q3	Q4	
	4	G) Lead development of regulatory proceedings that impact the energy market				<i>Robb Davis</i>
P3	4				12/1/2020	<i>Robb Davis</i>
P1	4				12/1/2020	<i>Robb Davis</i>
	4	H) US has provided notice to terminate the power provisions of the Columbia River Treaty				<i>Steve Wright</i>
P1	4				12/1/2020	<i>Steve Wright</i>
	4	I) Stabilize and enhance wholesale electric revenues				<i>Robb Davis</i>
P2	4	3/31/2020				<i>Robb Davis</i>
	4	2. Develop strategy to replace long-term contracts by 2024				<i>Robb Davis</i>
P3	4	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
	4	3. Develop Large Retail Customer Development Plan				<i>Robb Davis</i>
P2	4		6/30/2020			<i>Robb Davis</i>
P2	4			9/30/2020		<i>Robb Davis</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	4	c. Taking into account strategic planning, develop a strategy to identify, recruit and attract new companies into Chelan County that diversifies Chelan PUD's energy sales portfolio utilizing the Schedule-4 rates COVID 19 has slowed hiring process for resources needed to implement.	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
P2	4	d. Define an approach to industrial hubs that has BOC support COVID 19 has slowed hiring process for resources needed to implement.	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
P1	4	e. Develop strategies to provide hydro/wind/solar products for new customers and investigate options for interruptible loads strategies without increasing cost/risk for existing customers. Potential products identified and described, detailed pricing will be developed in 2021		6/30/2020			<i>Robb Davis</i>
	4	J) Improve existing operational planning projects and programs					<i>Robb Davis</i>
	4	1. Define coordination strategy with BPA					<i>Robb Davis</i>
P2	4	a. Estimate value of 7 dam coordination with BPA. Did not reach agreement with BPA on moving forward.				12/1/2020	<i>Robb Davis</i>
P2	4	b. Evaluate mutually beneficial commercial transaction proposals for BPA - Go/No Go. Did not reach agreement with BPA on moving forward.				12/1/2020	<i>Robb Davis</i>
	4	2. Negotiate new contracts with US entity to replace CEAA by 2023					<i>Steve Wright</i>
P2	4	a. Develop joint principles with BPA regarding new entitlement agreement The District has agreed on a workplan for addressing issues, but not the principles.		4/1/2020			<i>Steve Wright</i>
P2	4	b. Develop joint principles with BPA regarding PNCA replacement contract COVID 19 has slowed hiring process for resources needed to implement.	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
	4	3. TDIP Implementation and improvements					<i>Robb Davis</i>
P1	4	a. Stabilize operations so that reservoir buffers can be removed COVID 19 has slowed hiring process for resources needed to implement.	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020						
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead		
P1	4	K) Maintain or enhance AA bond ratings: Fitch AA+, Moody's Aa3 , S&P AA+ (Stable Ratings), S&P Rocky Reach and Rock Island Senior AA, Rock Island 2009A Subordinate AA-					12/31/2020	<i>Kelly Boyd</i>
P1	4	L) Receive clean audit opinion and no material deficiencies			4/30/2020			<i>Kelly Boyd</i>
	4	M) Refine and execute the business planning cycle annually						<i>Kelly Boyd</i>
P2	4	1. Draft business plans for 2021-2025 dated 6/30 completed - <i>Draft business plans for 6/30 completed in July for senior management team discussion for the first of three iterations of the business plans.</i>				7/31/2020		<i>Kelly Boyd</i>
P2	4	2. Near final business plans for 2021-2025 presented to Board first meeting in October - <i>Near final business plans were presented to the Board on October 5.</i>					10/10/2020	<i>Kelly Boyd</i>
P2	4	3. Final business plans for 2021-2025 dated 9/30 completed - <i>Final business plans were distributed prior to 10/31.</i>					10/31/2020	<i>Kelly Boyd</i>
P1	4	4. 2021 Budget approved by Board by first meeting in December - <i>Budget was approved by the Board on December 7.</i>					12/10/2020	<i>Kelly Boyd</i>
	4	N) Debt portfolio optimization (combination of refinance/payoff/new bonds)						<i>Kelly Boyd</i>
P2	4	1. Achieve Board "Go/No Go" decision for debt action plans by end of Q1		3/31/2020				<i>Kelly Boyd</i>
P2	4	2. If decision is "Go", complete required actions by end of Q2			6/30/2020			<i>Kelly Boyd</i>
	4	O) Implement long-term rate plans consistent with the strategic plan						<i>John Stoll</i>
	4	1. Implement 3% annual electric rate increase						<i>John Stoll</i>
P1	4	a. Seek Board approval by March 2020 to adopt 5-year rate schedule		3/31/2020				<i>John Stoll</i>
P1	4	b. Implement rate increase. <i>Rate increase went into effect 12/1</i>					12/15/2020	<i>John Stoll</i>
	4	2. Implement 4% increases for water/wastewater systems if CIS is stable						<i>John Stoll</i>
P1	4	a. Seek Board approval by March 2020 to adopt 5-year rate schedules		3/31/2020				<i>John Stoll</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	4	b. Implement rate increase Board approved delay to 12/1 due to COVID-19, on target for new deadline.	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	John Stoll
	4	3. Implement 3% annual increase for Fiber business if CIS is stable					Bob Shane
P1	4	a. Seek Board approval by February 2020 to adopt 5-year rate schedules	2/29/2020				Bob Shane
P1	4	b. Implement rate increase Board approved delay to 12/1 due to COVID-19.	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	Bob Shane
	4	4. Low-income rate assistance program review					John Stoll
		a. Phase 1: Provide rate assistance options to Board by end Q1	3/31/2020				John Stoll
P1	4	b. Phase 2: Board decision on assistance program changes by end Q3. Board was satisfied with recommended increase to the existing low-income senior and disabled discounts.			9/30/2020		John Stoll

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Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#5 - SEEK OPERATIONAL EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT MINDSET (WITH A FOCUS ON EFFICIENCY, EFFECTIVENESS, COMPLIANCE, RISK-ASSESSMENT, AND RESILIENCY)
(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, resiliency, effectiveness and efficiency. We will do all of these things with a focused mindset that is oriented towards lasting cultural and organizational change.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
5	Objective 5					
P1	5 A) Hydro Actual Operating Expenses within 90-105% of 2020 Budget (YTD). 2020 performance was 78.3% of budget Revised schedules for C10 and C11 reduces planned O&M project spending; Delays in C2-C7 Trunnion repairs; Delays in RI O&M project spending versus forecast <u>COVID impacts - Project delays, reduced OT, reduced Travel/training</u>	83.4%	82.4%	82.2%	78.3%	Kirk Hudson
P1	5 B) Distribution Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	93.2%	89.2%	90.4%	89.1%	John Stoll
P1	5 C) Water Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	87.9%	89.5%	90.8%	85.9%	John Stoll
P1	5 D) Wastewater Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	91.2%	94.7%	99.3%	97.2%	John Stoll
P1	5 E) Fiber Actual Operating Expenses within 90-105% of 2020 Budget (YTD) Target not met due mostly to unfilled positions. Also contributing to spending gap was strategically not filling positions that opened during the year.	83.0%	86.8%	88.8%	85.1%	Bob Shane

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	5	F) Conduct a multi-department Business Continuity test in the form of a headquarters partial evacuation					<i>Kelly Boyd</i>
P3	5	1. Complete the preparation tasks plan by the end of Q3 (COVID-19 is our actual test and replaces the need for a mock test). Preparation tasks were changed in real-time to address District's COVID-19 needs.			9/30/2019		<i>Kelly Boyd</i>
P3	5	2. Conduct the mini-Headquarters evacuation (COVID-19 is our actual test and replaces the need for a mock test). This is continuing.				12/1/2020	<i>Kelly Boyd</i>
	5	G) Start collective bargaining agreement (CBA) negotiations for 2021-2024 and 2024-2027 cycles; manage the CBA and create letters of agreement to address issues during the term of the CBA					<i>Lorna Klemanski</i>
P1	5	1. Facilitate meetings and conduct negotiations with IBEW Local #77 Gaining Board authority and scheduling negotiations sessions was delayed in part to gain agreement on what and how to negotiate in COVID environment. Supporting target goals completed on schedule. All goals now complete.				12/1/2020	<i>Lorna Klemanski</i>
P1	5	H) PCS can effectively and timely manage workload consistent with the District's projected capital and O&M budget					<i>Justin Erickson</i>
P1	5	1. Contracting process surveys are fully implemented with survey response rate of 60% and identified opportunities from improvements implemented within 60 days Missed December 1 target. Response rate is < 60%.				12/1/2020	<i>Justin Erickson</i>
	5	I) Chelan has Open Access Transmission Tariff-like policies by EOY 2020					
P2	5	1. Present the rate and rate methodology to the Board and seek approval via resolution for new formula. Completed on 7/6/2020.		6/30/2020	Completed after deadline	Completed after deadline	<i>Kirk Hudson</i>
P2	5	2. Standards of conduct in place				12/1/2020	<i>Erik Wahlquist</i>
P2	5	J) Develop transmission interconnection processes by 6/30/2020 (Open Access Transmission Tariff aka OATT-like) Resource constraints in legal affected completion of this work.	COVID-19	COVID-19	COVID-19	COVID-19	<i>Kirk Hudson</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P3	5 K) Annually maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.)					<i>John Stoll</i>
P3	5 1. Present to the Board policy options for assessing a standardized proportional share of infrastructure needs as part of new electrical services and line extensions <i>Underway with schedule impacts due to COVID-19, will carryover to 2021.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
P3	5 2. Establish economic development liaison position <i>Position put on hold due to evaluate any related economic changes due to COVID-19. Restarting in Q4.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
P1	5 L) Upgrade Customer Information System (CIS) within project milestones and budget					<i>John Stoll</i>
P1	5 1. Go live with CIS	1/31/2020				<i>John Stoll</i>
P1	5 2. Achieve CIS stability <i>COVID-19 has impacted staffing availability to work on project stability and has also put unexpected demands on the new system. Stability efforts are underway but current open positions in customer relations and the upcoming AMI project are impacting resource availability for this project.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>John Stoll</i>
P1	5 M) 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					
P1	5 1. Operations					<i>Kirk Hudson</i>
P1	5 a. Annual update to C2M2 based maturity priority matrix				12/1/2020	<i>Kirk Hudson</i>
P1	5 2. Fiber/Telecom					<i>Bob Shane</i>
P1	5 a. Annual update to C2M2 based maturity priority matrix				12/1/2020	<i>Bob Shane</i>
P1	5 b. Implement items identified in C2M2 priority matrix				12/1/2020	<i>Bob Shane</i>

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
5	3. Business Systems					Kelly Boyd
P1	5 a. Annual update to C2M2 based maturity priority matrix	3/31/2020				Kelly Boyd
P1	5 b. Implement items identified in C2M2 priority matrix Good progress has been made, however all items identified were not completed. The items have been reevaluated for completion timing in 2021.				12/1/2020	Kelly Boyd
P1	5 c. Conduct annual network penetration test				12/1/2020	Kelly Boyd
P1	5 d. Conduct annual employee awareness training and testing program				12/1/2020	Kelly Boyd
5	4. District-Wide					Steve Wright
P3	5 a. 2021 GridEx Participation scoped out through business planning process - completed after deadline		6/30/2020	Completed after deadline	Completed after deadline	Steve Wright
P1	5 b. Conduct bi-monthly Cybersecurity briefings and resulting action plans for District-wide team				12/31/2020	Steve Wright
P3	5 N) Achieve reduction in FERC/NERC/WECC audit frequency by 12/31 - Comments submitted to NERC 12/18/20, however NERC has not published proposed revisions to the Rules of Procedure (ROPs.)					Kirk Hudson
P1	5 O) Comply with new cyber security supply chain, CIP-013 by 6/30. Received a 3 month extension due to COVID. Began implementation 7/17.		6/30/2020	Completed after deadline	Completed after deadline	Kirk Hudson
5	P) Identify and prioritize the top three health care innovation strategies to implement in 2021 intended to offer the optimal balance of favorable impact and strong probability of sustainable success in moderating the health care cost curve				12/1/2020	Lorna Klemanski

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#6 - ADVANCE HUMAN AND ORGANIZATIONAL PERFORMANCE

(BSc People & Culture Objective)

We expect and support that every employee will advance his or her skills for the benefit of customer-owners. Through continual learning and investments in developing our employees, policies and procedures, 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. We provide educational opportunities and varied work experiences to foster diversity in perspectives and thought.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
6	Objective 6					
6	A) Safety metrics - Leading:					Tracy Yount
P1	6 1. Business Unit attendance at safety mtgs/alternatives (80%) With covid, last year, we were challenged to be creative in establishing a process for everyone to be able to attend these meeting. They all used to be in- person meetings, which have been changed to unique, virtual meetings. Despite alternate methods provided for Safety Meeting virtual participation, employees may not be logging in. In 2020, each quarter we were between 67-70%	69.14%	67.15%	68.85%	70.28%	Tracy Yount
P1	6 2. Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 2 per year for others) (32) Missed target. 28 of 32 were completed				28	Tracy Yount
P1	6 3. Provide required safety training to affected employees (100%) Missed 100% target. Trained 98% of affected employees.				100%	Tracy Yount
P1	6 4. Recommendations given as a result of Safety Event (100%) within 45 days. Metric reflects S&H completion when recommendation is provided to group responsible for implementing the recommendation.	83%	100%	100%	100%	Tracy Yount
P1	6 5. All divisions with crafts conduct proficient PTPs (85%)				85%	Tracy Yount

Prioritization: P1, P2 and P3 represent the order of priority should trade-off decisions need to be made. Further definitions are at end of document

2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
6	B) Safety metrics - Lagging:					Tracy Yount
P1	6 1. OSHA Recordable Cases by EOY (27)	8	13	22	32	Tracy Yount
P1	6 2. Overall OSHA Incident rate YTD/EOY (3.53)	2.89	2.69	3.28	4.57	Tracy Yount
P1	6 3. Lost time incident rate (LTIR) (0.42) <i>4 LTIR cases</i>	0.28	0.28	0.14	0.57	Tracy Yount
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P1	6 4. Days away restricted or transferred (DART) rate (1.05) <i>8 DART cases. All were strain/sprains or repetitive motion. This will be a focus in 2021</i>	1.24	1.13	1.00	1.14	Tracy Yount
6	C) Recruiting metric					Lorna Klemanski
P1	6 1. Perform targeted hiring based on prioritized needs – Make job offers by December 1st for 90% of new positions that are approved to fill before September 1st. <i>Missed 90% target. 7 of 8 positions filled = 87.5%. 8 of 8 necessary for target</i>				90%	Lorna Klemanski
6	D) 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. (2020-2024 goal)					Lorna Klemanski
P3	6 2. Offer training in 2020 based on highest priorities identified by the All Leadership Team in November 2019 <i>Change management training was provided at the Fall All Leadership meeting. Other training priorities will be addressed by new employee whose hiring was delayed by COVID. New hire started in Q4; work has now commenced.</i>					Lorna Klemanski

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2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P3	6	2. Offer training in 2020 based on highest priorities identified by the All Leadership Team in November 2019 <i>Hiring delayed by COVID. New hire started in Q4; work has now commenced. However, individual LinkedIn Learning subscriptions were activated. Employees are able to define their own learning paths until the Learning & Development Program Manager develops job-specific learning paths.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Lorna Klemanski</i>
P3	6	E) Develop and implement a 5 year leadership development program for executives and emerging leaders. (2020-2024 goal)					<i>Lorna Klemanski</i>
P3	6	1. Develop a multi-year implementation plan for leadership development <i>Hiring of responsible employee delayed by COVID. New hire started in Q4; work has now commenced and goal carried forward into 2021.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Lorna Klemanski</i>
P3	6	F) 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					<i>Lorna Klemanski</i>
P3	6	1. Implement at least three strategies intended to increase District employment of women and minorities. <i>COVID-19 severely impacted HR and its business partners. Recruiting and hiring was significantly delayed and was determined to be a higher priority.</i>		COVID-19	COVID-19	COVID-19	<i>Lorna Klemanski</i>
P2	6	G) Develop Human Performance Improvement (HPI) Roadmap					<i>Tracy Yount</i>
P2	6	1. Milestones to be development based on January 2020 consultation Initially <i>Deferred until Director of Safety and HP was hired in Dec 2020. Realigned with the 5-yr business plan. Date moved to end of Q1 2021</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Tracy Yount</i>
P2	6	2. Execute on established milestones for 2020 <i>See above</i>		COVID-19	COVID-19	COVID-19	<i>Tracy Yount</i>

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2020 District Performance Plan

Q4 Update - FINAL

	On Track		Caution		Needs Attention		Scheduled Timeframe		Starts in Future		Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	6	H) Develop an implementation plan to address the recommendations, with additional focus on the 21 latent concerns discovered during the survey Presented to the Board on 06/15/2020.			6/30/2020		Tracy Yount
P2	6	1. Improve our tracking and reporting process and practice that draws awareness, action and follow-through on all Safety Concerns and Close Calls reported				12/1/2020	Tracy Yount
P2	6	1. Improve our tracking and reporting process and practice that draws awareness, action and follow-through on all Safety Concerns and Close Calls reported Data cleanup and systems are set up in existing PeopleSoft System and now exploring COGNOS Dashboard opportunity for reporting/publishing data				12/1/2020	Tracy Yount
	6	I) Integrate Accountability, Modeling of District Values and Cycle of Personal Ownership into daily processes					Steve Wright
P1	6	1. Monthly CPO nominees reviewed and awarded				12/1/2020	Steve Wright

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2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#7 - ENCOURAGE INNOVATION

(BSc People & Culture Objective)

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. 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 may be unachievable. We seek to be recognized as experts and industry thought leaders on all issues relevant to our operations.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
7	Objective 7					
7	Strategic Initiatives/Critical Tasks/Actions					
7	A) GRC solution fully implemented by 2022					<i>Erik Wahlquist</i>
P3	7 1. Develop management reporting for compliance activity by end of Q2 <i>Complete, but missed target date of 6/30.</i>	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	<i>Erik Wahlquist</i>
P3	7 2. Compare actual benefits to business case to determine which modules of Enablon (GRC software) can be scaled for efficient/continued use by end of Q2 <i>Delayed work: Resources needed to develop reports were not available. This is a primary benefit identified in the business case. Slipping to 2021.</i>	COVID-19	COVID-19	COVID-19	COVID-19	<i>Erik Wahlquist</i>
P3	7 3. Evaluate Health/Safety use by end of Q2 <i>Complete, but missed target date of 6/30.</i>	COVID-19	COVID-19	COVID-19	COVID-19; Completed after deadline	<i>Erik Wahlquist</i>
P3	7 4. Pending step #3: develop plan for Health/Safety expansion by end of year <i>Safety & Health is entrenched in COVID-19. Schedule may slip.</i>	COVID-19	COVID-19	12/1/2020	12/1/2020	<i>Erik Wahlquist</i>
7	B) Implement technology roadmaps as a foundation for innovation					<i>Kelly Boyd</i>
7	1. Advance hydro capability through data analytics					<i>Kirk Hudson</i>
P1	7 a. Operationalize the initial anomaly detection model (vibration and temperature)				12/1/2020	<i>Kirk Hudson</i>

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2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	7	b. Develop a Hydro capability forecasting tool				12/1/2020	Kirk Hudson
	7	2. Customer Outage Management System (OMS)					John Stoll
P1	7	a. Present to the Board of Commissioners the AMI purchase and implementation contract for adoption - <i>At risk due to subject matter experts working through C2M stabilization, pole attachments, and other District priorities. Targeting an agreement by year-end. Q4 - not completed, carry forward into Q1 of 2021.</i>		6/30/2020			John Stoll
P1	7	b. Build GIS migration routines from ESRI geometric model to new ESRI Utility Network Model			9/1/2020		Kelly Boyd
P1	7	c. Select delivery mechanism for customer portal including outage management by end of Q4. <i>Not completed, working to understand how the ADMS project and resources will influence and sequence in selecting a customer portal. Q4 stakeholder meetings raised more questions around what</i>				12/31/2020	John Stoll
P1	7	d. Conduct and complete cross-functional GIS business process improvement <i>Delayed due to COVID-19. Rescheduled to begin in 2021.</i>	COVID-19	COVID-19	COVID-19	COVID-19	Kelly Boyd
P1	7	e. Conduct and complete cross-functional OMS business process improvement (needed to implement Monarch OSI 2021) <i>Not complete, C2M stabilization has taken priority over key resources needed to conduct</i>				12/1/2020	John Stoll
P1	7	f. Advanced Distribution Management System (ADMS): Factory Acceptance Prep and Testing. <i>Factory Acceptanc Testing has moved into Q2 2021. Cutover to SystemOps on schedule.</i>					Kirk Hudson
	7	3. Fiber customer portal replacement					Bob Shane
P2	7	a. Determine the extent of automation to be included in initial implementation by end of Q2. <i>Implementation plan complete.</i>		6/30/2020		Completed after deadline.	Bob Shane
P2	7	b. Implement by end of Q4 to enable "go live" on 1/1/21. <i>Deferred completion of implementation to Q4 2021.</i>				12/31/2020	Bob Shane

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2020 District Performance Plan

Q4 Update - FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P1	7	4. Establish technology roadmap steering committee by Q1 to ensure District-wide alignment of technology roadmaps	3/31/2020				<i>Kelly Boyd</i>
7		5. Implement Azure Information Protection (AIP)/Office 365 as the precursor for secure mobility and mobile applications					<i>Kelly Boyd</i>
P1	7	a. Procure/license AIP automation functionality by end of Q1	3/31/2020				<i>Kelly Boyd</i>
P1	7	b. Implement AIP data protection capabilities by end of Q2 Partially implemented but identified precursor upgrades that are needed before full capabilities can be implemented.		6/30/2020			<i>Kelly Boyd</i>
P2	7	c. Deploy Lake and River Level customer "app" by end of Q1	3/31/2020				<i>Kelly Boyd</i>
7		C. If DEED grant is accepted by the District, install battery system at Stehekin to reduce diesel usage and provide peak demand support					<i>Robb Davis</i>
P3	7	1. Define options to reduce diesel usage risk of Stehekin by Q1	3/31/2020				<i>Robb Davis</i>
P3	7	2. Decision on DEED grant battery by Q1 (03/31/2020)	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
P3	7	3. Implement all solutions based on timelines adopted in Q1 (03/31/2020)	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
P3	7	4. Develop and post RFP for battery tech COVID 19 has slowed RFP process. This impacts timeline of items C, 2 and 3 also. (03/31/2020)	COVID-19	COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>
P3	7	5. Install battery system Tied to 4, since this is behind, installation will be behind.		COVID-19	COVID-19	COVID-19	<i>Robb Davis</i>

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2020 District Performance Plan

Q4 Update - FINAL

	On Track		Caution		Needs Attention		Scheduled Timeframe		Starts in Future		Complete
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	Q1	Q2	Q3	Q4
Total Tracked Items:	211	219	219	219
% On Track	54%	43%	32%	13%
% Completed On Schedule	9%	13%	21%	32%
% Completed After Deadline	0%	2%	6%	12%
% Completed or On Track	63%	58%	59%	56%
FYI Only: % Delayed by COVID-19, Not Completed	26%	26%	21%	16%

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