

2020 District Performance Plan

Q3 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) 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.	179	197	426	961+	<i>Bob Shane</i>
P2	1 B) Fiber Installation Service Interval (10 days) Service interval higher than target due to business unit adjusting to pole analysis program implementation.	13 days	20 days	25 days	10 days	<i>Bob Shane</i>
P1	1 C) Customer Satisfaction Survey (biennial) (>90%) Survey was completed with results coming in less than the targeted >90%.			86%	>90%	John Stoll
P2	1 D) Fiber take rate exceeds 55% by 2024	51%	52%	52.70%	>51%	<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 Progress slowed due to COVID-19 - Completed on 5/19 after 4/30 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>

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

Strategic Initiatives/Critical Tasks/Actions		2020				Lead
		Q1	Q2	Q3	Q4	
1	F) Administer the annual Public Power Benefit program					
P2	1. Determine available funding and select final projects for 2020 (BOC)		6/1/2020			Justin Erickson
P2	2. Identify preferred ideas/projects for 2020		6/1/2020			Justin Erickson
P1	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	COVID-19	Completed after deadline	Completed after deadline		Bob Shane
P1	4. Review/revise Public Power Benefit financial criteria by end of Q1 Completed on April 13 with Board approved resolution.	Completed after deadline	Completed after deadline	Completed after deadline		Kelly Boyd
P2	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 November with an online application, updated website, and digital video.			9/1/2020		Justin Erickson
1	G) Complete selected Public Power Benefit Projects					
P3	1. Waiver of Day Use park fees program with issuance of 2,000+ passes				12/1/2020	Justin Erickson
P2	2. Rocky Reach Discovery Center Improvements begin construction by 6/30/20 Guaranteed Maximum Price Amendment approved by the Board 9/8/2020. Demolition to start early Oct. Completion date remains on-track for mid-May 2021.		6/30/2020			Kirk Hudson
1	H) Conduct biennial customer satisfaction survey					John Stoll
P2	1. Select survey consultant and develop survey questions	3/31/2020				John Stoll
P2	2. Perform survey - delayed due to COVID-19, completed 2 weeks after deadline	COVID-19	COVID-19	Completed after deadline		John Stoll
1	I) Regularly scheduled Customer Growth & County and Community Agency Planning Governance to develop planning strategies for "smart growth" addressing current zoning					John Stoll
P3	1. Hold annual joint planners meeting, focus on importance of all utility planning (electric, water, wastewater, fiber) with County/Municipality governance bodies			9/30/2020		John Stoll
P3	2. Annual joint agency engineering/operational annual workshop delayed due to COVID-19, was targeted by 6/30 but now scheduled for Fall		COVID-19	COVID-19		John Stoll
P3	1) Adopt long-term management plan for Orondo River Park Agreed with Port to review in 2021 - goal to complete in first half of 2021.				12/1/2020	Justin Erickson
P3	1) K) Hydropower Research Institute-add new Contributor Difficult to gauge level of interest due to COVID-19. Have been able to add new Member, NYPA and End-User, Department of Energy.	COVID-19	COVID-19	COVID-19	12/1/2020	Kirk Hudson

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Strategic Initiatives/Critical Tasks/Actions		2020				Lead
		Q1	Q2	Q3	Q4	
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. 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 Face-to-face meetings are on hold (COVID-19). Redirecting resource to support Customer Accts, implementing new methods (drive-in), and digital outreach.	COVID-19	COVID-19	COVID-19	12/1/2020	Justin Erickson
P1	1 M) Rocky Reach Discovery Center K-12 Teacher STEM Summit in partnership with the ESD. 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. The middle school and high school programs require 'hands-on' demonstrations.				10/31/2020	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	16.6 mins	29.4 mins	39.4 mins	49.1 mins	John Stoll
P1	2 B) Water System Integrity (< 20 leaks per 100 miles)	9.7	7.7	7.7	< 20 / mi	John Stoll
P1	2 C) Network System Composite Uptime (99.999%)	100.000%	100.000%	100.000%	99.999%	Bob Shane
P1	2 D) Optical line terminal link optimization <90% for all years	89.4%	53.0%	75.20%	< 90%	Bob Shane
P1	2 E) Hydro Capability (73%) Actual = 71.7% <ul style="list-style-type: none"> • RR capacity target was 72.1%; actual YTD was 70.4% primarily due to unplanned C3 forced outages • RI PH1 capacity target was 38.9%; actual YTD was 30.7% primarily due to delays in B4 and B10 • RI PH2 capacity target was 88.7%; actual YTD was 94.1% primarily because we cancelled the U7 overhaul • Chelan capacity target was 82.9%; actual YTD was 97.4% because we cancelled the A2 overhaul All overhauls were cancelled either because of COVID or to provide additional support for the larger unit projects	65%	71%	72%	73%	Kirk Hudson
2	Strategic Initiatives/Critical Tasks/Actions					
2	F) Implement Customer Energy Solutions workplan (includes EE, EV, R&D, and customer energy management programs)					Robb Davis
P1	2 1. Acquire 2 aMW of Energy Efficiency Expecting a very slow Q2 due to COVID 19 shutdown.	COVID-19	COVID-19	COVID-19	12/31/2020	Robb Davis
P3	2 2. Expand Strategic Energy Management to Agricultural Industry We have almost 1 aMW of SEM projects with Ag Sector lined up.		6/30/2020			Robb Davis
P3	2 3. Redesign SNAP program to be on-par with business case for EE projects and programs A rebate program has been redesigned, also working on a low-income program.		6/30/2020			Robb Davis

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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P3	2	4. Implement redesigned solar program developed				12/1/2020	Robb Davis
P1	2	5. Develop and implement updated low income program consistent with strategic plan and rate implementation schedule				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. Returned 1/31/2020.	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 - Some delay due to repairs to correct blade assembly damage. Current return to service date is expected by December 14.	COVID-19	COVID-19	COVID-19		Kirk Hudson
P1	2	2. Return C7 or C3 to service by 10/15 - New estimated return to service date is 3/15/2021 due to cracked operating rod delays.	COVID-19	COVID-19		10/15/2020	Kirk Hudson
P1	2	3. Begin disassembly of C3 or C7 by 7/31 - Revised start date to 11/5/20 to coincide with dry-commissioning on C2. C3 is generally unavailable for service due to excessive oil leaking into hub. Unit can be made available for service during periods of system instability and stress.	COVID-19	COVID-19	COVID-19		Kirk Hudson
P1	2	4. Begin disassembly of next unit (C4, C5 or C6) by 9/30 -Revised start date of C4 to coincide with dry commissioning completion on C7. C4 is currently available and operating.	COVID-19	COVID-19			Kirk Hudson
	2	I) Reinvest in Hydros: Rock Island PH1 modernization					Kirk Hudson
P1	2	1. Return B4 to service by 5/1 - Work delayed due to discharge liner repairs and hydraulic power unit delays. Revised return to service date to 1/10/21	COVID-19	COVID-19			Kirk Hudson
P1	2	2. Begin B3 disassembly by 3/16 Revised start date to 12/5/20 to coincide with dry commissioning of B4.	COVID-19	COVID-19			Kirk Hudson
P1	2	3. Begin B5 disassembly by 3/31 -COMPLETE	3/31/2020				Kirk Hudson
P1	2	4. Return B7 to service by 10/22 - New bushings have schedule impacts. Revised return to service date to 3/8/21				10/22/2020	Kirk Hudson
P1	2	5. Return B10 to service by 4/30 - Revised return to service date was updated to 11/14/20. Recent mis-alignment issues on stator require correction. Impact on schedule due to mis-alignment has not been determined at this time.	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. Extended warranty decision anticipated Q4. Timeline is longer than anticipated due to importance of issues and learning curve on design-build process.			9/30/2020		Kirk Hudson
P2		K) Submit Rock Island Hydro Seismic Project Plan to FERC. Submitted 6/29/2020.		6/30/2020			Kirk Hudson

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P3	2	L) RI Spillway Modernization execution underway by 2024 YE				Kirk Hudson
P3	2	1. Rock Island Spillway Modernization Business Case Complete. Still on track but using up float in schedule as interim milestones are behind.				Kirk Hudson
	2	M) Advance District Asset Management Capabilities by developing and implementing comprehensive asset strategies and associated asset management plans for all critical				
	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
P3	2	a. Develop asset strategies for 3 generation critical assets				Kirk Hudson
P3	2	b. Put asset management plans in place for transformers and breakers				Kirk Hudson
	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)				John Stoll
P3	2	a. Identify all assets that meet criteria Distribution assets have been identified and work continues for water and wastewater. COVID-19 has had some impacts to this project.				John Stoll
P3	2	b. Develop asset strategies for 5 critical assets Top 5 critical assets have been identified and combined asset strategies/asset management plans (below) are approx 50% complete. Targeting year-end for completion.				John Stoll
P3	2	c. Put asset management plans, consistent with asset strategies, in place for critical assets Asset management plans are being developed in combination with the above strategies; targeting completion by year-end. As noted, COVID-19 has impacted the asset management project.				John Stoll
		3. District Services				
P3	2	a. Implement asset management strategies and capital improvement plans for boat docks and erosion control projects New hire started in September. Dock and bank stabilization projects in process.				Justin Erickson

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	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				Justin Erickson
P2	2	COVID-19	COVID-19	COVID-19		Justin Erickson
P1		1. Gain value for hydropower by educating house/senate leadership Legislative focus turned to COVID-19. No recent discussions.				
		COVID-19	COVID-19	COVID-19	12/1/2020	Justin Erickson
		2. Agree on 2021 legislative priorities with internal stakeholders Priorities have been set for State-level capital funding requests. Strategy discussions ongoing.				
	2	O) Develop second source of water with the Regional Water Committee				John Stoll
P3	2				12/1/2020	John Stoll
		1. Participate on Regional Water committee and provide information and analysis to management and the Board to ensure appropriate issues are raised and				
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.				John Stoll
		3/31/2020				
	2	Q) Execute strategic relicensing plan for Rock Island Hydro and file notice of intent to relicense in 2023.				Justin Erickson
P2	2					Justin Erickson
		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.				
			6/1/2020			
P2	2				12/1/2020	Justin Erickson
		2. Complete feasibility assessment of project ideas originating from the 2019 Horan Area outreach effort and develop implementation plans				
P1	2				12/1/2020	Justin Erickson
		3. Finalize relicensing staffing plan, consultant qualification requirements, and finalize list and scope of baseline studies				
P2	2			9/1/2020		Justin Erickson
		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					Justin Erickson
		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 in concert with general RI Relicensing outreach to stakeholders.				
			6/30/2020			

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	2 R) Implement long range facilities plan					Justin Erickson
	2 1. Complete Entire RI Facilities Plan by Q1-2021					Justin Erickson
P2	2 a. RI Facility Construction - Complete C21 and C22 buildings C21 to be completed in November; C22 in December; C19 in Spring 2021			9/30/2020		Justin Erickson
	2 2. Complete RR/CM Facilities plan by 2022 YE					Justin Erickson
P2	2 a. Construction documents completed and bid Complete, but missed June 30 target date	COVID-19	COVID-19	COVID-19		Justin Erickson
P2	2 b. RR/CM Facility Construction underway with GMP issued Complete, but missed July 31 target date	COVID-19	COVID-19	COVID-19		Justin Erickson
	2 3. Complete the District Service Center and fully move in by Q1-2023					Justin Erickson
P2	2 a. Site Development – Notice to Proceed with GMP (mini-MACC) On Board Agenda - August 3 - approved.	COVID-19		8/31/2020		Justin Erickson
P2	2 b. Construction – Notice to Proceed with Guaranteed Maximum Price for balance of project COVID-19 Impacts; expect MACC NTP to slip into January 2021.	COVID-19	COVID-19	COVID-19	12/1/2020	Justin Erickson
P2	2 c. Define aesthetics for Service Center Complete, but missed June 30 target. COVID-impacted. Aesthetic comments received from the Commission and staff have been incorporated, and design is nearly complete.	COVID-19	COVID-19	COVID-19		Justin Erickson
	2 S) Facilitate the productive reuse of the 5th Street Campus in a way that builds community and promotes economic development					Justin Erickson
P3	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. Discussions are still ongoing: Held another meeting with group on 9/25 to continue RFP development. Developed strategy to provide flexibility for site proposals.	COVID-19	COVID-19	COVID-19		Justin Erickson
	2 T) Harden transmission system to protect against fire/weather					Kirk Hudson
P2	2 1. Complete Chelan-Manson line design & procurement				12/31/2020	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.	COVID-19	COVID-19	COVID-19		Kirk Hudson

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	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 1. Hire the 2020 approved Forester position Recruitment was impacted by COVID-19	COVID-19	COVID-19	Completed after deadline		John Stoll
P1	2 2. Develop plan to manage the budgeted 2020 increase in vegetation management	COVID-19	COVID-19	Completed after deadline		John Stoll
P1	2 3. Make recommendation for automating vegetation management process This project is underway but timeline impacted by COVID-19 response, likely to carry over to 2021	COVID-19	COVID-19	COVID-19		John Stoll
P2	2 4. Pick the appropriate vegetation management standard - selected Urban Wildland Standard		6/30/2020			John Stoll
P3	2 5. Gain agreement with DNR for proposed state legislation Efforts are underway but may see delay due to COVID-19 impacts at the State agency/legislature level				12/1/2020	John Stoll
	2 V) Improve distribution system reliability toward first quartile through:					John Stoll
P1	2 1. Remove and replace 13 miles of end-of-life small wire from the Distribution System Just over half-way to this target. Progress may catch up this fall if no significant system/weather/fire events occur.				12/1/2020	John Stoll
P2	2 2. Replace 5 miles of end-of-life underground Distribution cable Significant underground conduit installation has occurred, however cable is not yet in place of energized. Those efforts expected to carry over to 2021.				12/1/2020	John Stoll
	2 W) Develop expanded substation planning, siting, resource needs and construction program to address accelerated Distribution system growth needs by					John Stoll
P2	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		John Stoll
P2	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	12/01/2020	John Stoll
P1	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		John Stoll

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		2020					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P2	2	4. Complete initial site design of Wenatchee substation.				12/01/2020	John Stoll
P2	2	5. Complete general site design and finalize stakeholder input on the No. Shore Chelan substation				12/1/2020	John Stoll
P2	2	6. Complete general site design and finalize stakeholder input on the Bavarian substation				12/1/2020	John Stoll
	2	X) Execute 80% of capital plans on schedule and within budget:					
P1	2	1. Generation and Transmission. 64% YTD, forecasting 78% for YE; primarily due to RI Modernization delays.	74%	78.3%	64.2%	80%	Kirk Hudson
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.	65.7%	65.0%	57.2%	80%	John Stoll
P1	2	3. Fiber & Telecom All spending for capital projects off to slow start, but now getting back on track.	57.1%	68.4%	80.2%	80%	Bob Shane
P1	2	4. District Services Variance due to delays for Facilities (RR); Fleet purchases also delayed.	38.7%	63.2%	71.0%	80%	Justin Erickson
P1	2	5. IT	119.7%	113.7%	114.6%	80%	Kelly Boyd
	2	Y) Provide influential input on employment, benefits and labor regulations and legislative proposals during the legislative session and rule-making process					Lorna Klemanski
P3	2	1. Gain WPUDA agreement on at least 1 key issue				12/1/2020	Lorna Klemanski
P3	2	Z) Wind down Columbia Grid by 12/31				12/31/2020	Kirk Hudson
P2	2	AA) Make progress payment for station work on Mid-C (joint line) transmission project				12/31/2020	Kirk Hudson

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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		<i>Justin Erickson</i>
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		<i>Justin Erickson</i>
P2	3 3. Evaluate alternatives to WDFW hatchery ops, monitoring and evaluation Complete, but missed June 30 target. Alternatives analysis and recommendation presented to the NRC.	COVID-19	COVID-19	COVID-19		<i>Justin Erickson</i>
P1	3 4. Funding of the tributary component of NNI	1/31/2020				<i>Justin Erickson</i>
P1	3 5. Planned species and bull trout take within allowable level for 2020				12/31/2020	<i>Kirk Hudson</i>
3	B) Develop plan to comply with obtaining National Pollutant Discharge Elimination System (NPDES) permits for Rocky Reach and Rock Island					
P2	3 1. Work to obtain permit from Department of Ecology and establish compliance protocols				12/1/2020	<i>Justin Erickson</i>
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.				12/1/2020	<i>Justin Erickson</i>
P2	3 3. Oil Accountability plan complete. Completed 3/19/2020.	3/19/2020				<i>Kirk Hudson</i>
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.	3/19/2020				<i>Kirk Hudson</i>
3	C) Implement plan for addressing expected Temperature TMDL issuance					<i>Justin Erickson</i>
P3	3 1. Monitor and respond as appropriate to possible issuance of a Temperature TMDL				12/1/2020	<i>Justin Erickson</i>

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		2020				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	3 D) Complete Dryden Wastewater Capital improvements per schedule agreed with Ecology					John Stoll
P1	3 1. Submit the Dryden wastewater engineering plan to Ecology			9/30/2020		John Stoll
P2	3 2. Provide Public Power Benefit funding for Dryden Wastewater				12/1/2020	John Stoll
	3 E) Complete requirements for the Chelan River Use Attainability Analysis (UAA)					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 into 2021.		COVID-19	COVID-19	12/1/2020	Justin Erickson
	3 F) Implement federally mandated programs/studies at Rocky Reach and Rock Island for aquatic species					Justin Erickson
P1	3 1. Implementation of required plans and studies to support obligations				12/1/2020	Justin Erickson
P1	3 2. Continue bull trout PIT tag study as approved by the Rocky Reach Fish Forum			9/1/2020		Justin Erickson
	3 G) Execute plan to conduct 10-year HCP project survival studies at RI (2021) and RR (2021)					Justin Erickson
P1	3 1. Select contractor and finalize study design Board approved contract in September for Rock Island study in 2021	COVID-19			12/1/2020	Justin Erickson
	3 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,					Justin Erickson
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	Justin Erickson
	3 I) Implement Board Approved Electric Vehicle Strategy					Robb Davis
P3	3 1. Implement key actions (TBD) identified in EV Strategic Plan				12/1/2020	Robb Davis

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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.

		2020				
Metrics & Targets		Q1	Q2	Q3	Q4	Lead
4	Objective 4					
P1	4 A) Debt Cover – District (>2.0)	2.41	2.52	2.58	> 2.0	Kelly Boyd
P1	4 B) Debt Leverage – District (<35%)	27.2%	30.2%	30.1%	< 35%	Kelly Boyd
P1	4 C) Liquidity – District (>\$175M or Liquidity Methodology)	\$529.5M	\$479.0M	\$491.4M	>\$175 or Calc	Kelly Boyd
P1	4 D) Days Cash On Hand – District (>250)	539	614	620	> 250	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.				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
4	G) Lead development of regulatory proceedings that impact the energy market					Robb Davis
P3	4 1. CETA rulemaking process reflects Chelan comments				12/1/2020	Robb Davis
P1	4 2. Actively participate and lead development for NW that proposes an RA standard				12/1/2020	Robb Davis
4	H) US has provided notice to terminate the power provisions of the Columbia River Treaty					Steve Wright
P1	4 1. US has provided notice to terminate the power provisions of the Columbia River Treaty or defines 2024-2029 operations - no change				12/1/2020	Steve Wright

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				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
4	I) Stabilize and enhance wholesale electric revenues					Robb Davis
P2	4 1. Revise long-term hedging strategies through PRMC	3/31/2020				Robb Davis
4	4 2. Develop strategy to replace long-term contracts by 2024					Robb Davis
P3	4 a. Determine long-term power sales plan COVID 19 has slowed hiring process for resources needed to implement.	COVID-19	COVID-19	COVID-19	12/31/2020	Robb Davis
4	4 3. Develop Large Retail Customer Development Plan					Robb Davis
P2	4 a. Finalize model to assess impacts of new loads on the Districts financial position This has shifted to a lower priority as EP&T has been operating with reduced resources and other work products have taken precedence.		6/30/2020			Robb Davis
P2	4 b. Develop wholesale/retail portfolio recommendation for approval by BOC			9/30/2020		Robb Davis
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	12/1/2020	Robb Davis
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	12/1/2020	Robb Davis
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		6/30/2020			Robb Davis
4	J) Improve existing operational planning projects and programs					Robb Davis
4	4 1. Define coordination strategy with BPA					Robb Davis
P2	4 a. Estimate value of 7 dam coordination with BPA				12/1/2020	Robb Davis
P2	4 b. Evaluate mutually beneficial commercial transaction proposals for BPA - Go/No Go				12/1/2020	Robb Davis
4	4 2. Negotiate new contracts with US entity to replace CEAA by 2023					Steve Wright
P2	4 a. Develop joint principles with BPA regarding new entitlement agreement BPA has not been very interested in negotiating principles.		4/1/2020			Steve Wright
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		Robb Davis
4	4 3. TDIP Implementation and improvements					Robb Davis
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		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							
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	Kelly Boyd		
P1	4	L) Receive clean audit opinion and no material deficiencies				4/30/2020	Kelly Boyd		
	4	M) Refine and execute the business planning cycle annually					Kelly Boyd		
P2	4	1. Draft business plans for 2021-2025 dated 6/30 completed - Draft business plans for 6/30 completed in July for senior management team discussion for the first of three iterations of the business plans.				7/31/2020	Kelly Boyd		
P2	4	2. Near final business plans for 2021-2025 presented to Board first meeting in October				10/10/2020	Kelly Boyd		
P2	4	3. Final business plans for 2021-2025 dated 9/30 completed				10/31/2020	Kelly Boyd		
P1	4	4. 2021 Budget approved by Board by first meeting in December				12/10/2020	Kelly Boyd		
	4	N) Debt portfolio optimization (combination of refinance/payoff/new bonds)					Kelly Boyd		
P2	4	1. Achieve Board "Go/No Go" decision for debt action plans by end of Q1				3/31/2020	Kelly Boyd		
P2	4	2. If decision is "Go", complete required actions by end of Q2				6/30/2020	Kelly Boyd		
	4	O) Implement long-term rate plans consistent with the strategic plan					John Stoll		
	4	1. Implement 3% annual electric rate increase					John Stoll		
P1	4	a. Seek Board approval by March 2020 to adopt 5-year rate schedule				3/31/2020	John Stoll		
P1	4	b. Implement rate increase				12/15/2020	John Stoll		
	4	2. Implement 4% increases for water/wastewater systems if CIS is stable					John Stoll		
P1	4	a. Seek Board approval by March 2020 to adopt 5-year rate schedules				3/31/2020	John Stoll		
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	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	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				9/30/2020	John Stoll		

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

#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). 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 COVID impacts - Project delays, reduced OT, reduced Travel/training	83.4%	82.4%	82.2%	90%-105%	Kirk Hudson
P1	5 B) Distribution Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	93.2%	89.2%	90.4%	90%-105%	John Stoll
P1	5 C) Water Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	87.9%	89.5%	90.8%	90%-105%	John Stoll
P1	5 D) Wastewater Actual Operating Expenses within 90-105% of 2020 Budget (YTD)	91.2%	94.7%	99.3%	90%-105%	John Stoll
P1	5 E) Fiber Actual Operating Expenses within 90-105% of 2020 Budget (YTD) Through September, contract spending behind. Expect to meet expectations before end of the year.	83.0%	86.8%	88.8%	90%-105%	Bob Shane
5	Strategic Initiatives/Critical Tasks/Actions					
5	F) Conduct a multi-department Business Continuity test in the form of a headquarters partial evacuation					Kelly Boyd
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		Kelly Boyd
P3	5 2. Conduct the mini-Headquarters evacuation (COVID-19 is our actual test and replaces the need for a mock test)				12/1/2020	Kelly Boyd
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					Lorna Klemanski
P1	5 1. Facilitate meetings and conduct negotiations with IBEW Local #77				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				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
P1	5	H) PCS can effectively and timely manage workload consistent with the District's projected capital and O&M budget				Justin Erickson
P1	5				12/1/2020	Justin Erickson
	5	I) Chelan has Open Access Transmission Tariff-like policies by EOY 2020				
P2	5		6/30/2020	Completed after deadline		Kirk Hudson
P2	5				12/1/2020	Erik Wahlquist
P2	5	J) Develop transmission interconnection processes by 6/30/2020 (Open Access Transmission Tariff aka OATT-like) Resource constraints in legal may keep this from completion by year-end.				Kirk Hudson
	5	COVID-19	COVID-19	COVID-19		
	5	K) Annually maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.)				John Stoll
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 Underway with schedule impacts due to COVID-19, will carryover to 2021.				John Stoll
		COVID-19	COVID-19	COVID-19		
P3	5	2. Establish economic development liaison position Position put on hold due to evaluate any related economic changes due to COVID-19. Restarting in Q4.				John Stoll
		COVID-19	COVID-19	COVID-19		
	5	L) Upgrade Customer Information System (CIS) within project milestones and budget				John Stoll
P1	5	1. Go live with CIS				John Stoll
		1/31/2020				
P1	5	2. Achieve CIS stability 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.				John Stoll
		COVID-19	COVID-19	COVID-19		
	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				
	5	1. Operations				Kirk Hudson
P1	5	a. Annual update to C2M2 based maturity priority matrix				Kirk Hudson
					12/1/2020	

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

Strategic Initiatives/Critical Tasks/Actions		2020				Lead
		Q1	Q2	Q3	Q4	
5	2. Fiber/Telecom					Bob Shane
P1	5 a. Annual update to C2M2 based maturity priority matrix				12/1/2020	Bob Shane
P1	5 b. Implement items identified in C2M2 priority matrix				12/1/2020	Bob Shane
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 <i>Progress is lagging behind timeline so indicating a yellow caution, but still working towards meeting our goal of 12/1</i>				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 - <i>completed after deadline</i>		6/30/2020	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 - <i>NERC has not published proposed revisions to the Rules of Procedure (ROPs.)</i>				12/31/2020	Kirk Hudson
P1	5 O) Comply with new cyber security supply chain, CIP-013 by 6/30. <i>Received a 3 month extension due to COVID. Began implementation 7/17.</i>		6/30/2020			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

#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:					<i>Tracy Yount</i>
P1 6	1. Business Unit attendance at safety mtgs/alternatives (80%) <i>Despite alternate methods provided for Safety Meeting virtual participation, employees may not be logging in. This is partially COVID related as heightened focus on subject matter has all been due to COVID. We are now exploring opportunities with the Business Groups to strongly encourage participation in coming months via virtual logins, as well as including in-person attendance once again in smaller group settings.</i>	69.14%	67.15%	68.85%	80%	<i>Tracy Yount</i>
P1 6	2. Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 2 per year for others) (32)				32	Tracy Yount
P1 6	3. Provide required safety training to affected employees (100%)				100%	<i>Tracy Yount</i>
P1 6	4. Recommendations given as a result of Safety Event (100%) within 45 days. <i>Metric now reflects S&H completion when recommendation is provided to group responsible for implementing the recommendation.</i>	83%	100%	100%	100%	<i>Tracy Yount</i>
P1 6	5. All divisions with crafts conduct proficient PTPs (85%)				85%	<i>Tracy Yount</i>
6	B) Safety metrics - Lagging:					<i>Tracy Yount</i>
P1 6	1. OSHA Recordable Cases by EOY	7	11	20	27	<i>Tracy Yount</i>
P1 6	2. Overall OSHA Incident rate YTD/EOY	2.89	2.69	3.28	3.53	<i>Tracy Yount</i>
P1 6	3. Lost time incident rate (LTIR)	0.28	0.28	0.14	0.42	<i>Tracy Yount</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						
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead		
P1	6	4. Days away restricted or transferred (DART) rate <i>Though there has been little activity in cases due to the current COVID19 situation, there was a spike in the month of June affecting the Roll12 rate. We have had a case from 2019 and our first one for 2020 that are affecting restricted day count and will soon trigger the first time loss case due to surgical interventions.</i>		1.24	1.13	1.00	1.05	<i>Tracy Yount</i>
	6	C) Recruiting metric				<i>Lorna Klemanski</i>		
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.					90%	<i>Lorna Klemanski</i>
	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)				<i>Lorna Klemanski</i>		
P3	6	1. Identify basis for grouping jobs and create job groups; prioritize needs for developing access to opportunities based on number of FTE's in each job group <i>At risk. Interviews & hiring delayed by COVID. Learning and Development position hired with a 10/26 start date. Lack of availability of interview team panel members for Learning & Development Program Mgr position.</i>		COVID-19	COVID-19	COVID-19	12/1/2020	<i>Lorna Klemanski</i>
P3	6	2. Offer training in 2020 based on highest priorities identified by the All Leadership Team in November 2019 <i>At risk. Interviews & hiring delayed by COVID. Learning and Development position hired with a 10/26 start date. Delayed due to lack of availability of interview team panel members for Learning & Development Program Mgr position. However, individual LinkedIn Learning subscriptions were activated for all knowledge workers, along with 20 rotating licenses. 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	12/1/2020	<i>Lorna Klemanski</i>
	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>At risk. Interviews & hiring delayed by COVID. Learning and Development position hired with a 10/26 start date. Lack of availability of interview team panel members for Learning & Development Program Mgr position.</i>		COVID-19	COVID-19	COVID-19	12/1/2020	<i>Lorna Klemanski</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				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
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 of				Lorna Klemanski
	6	1. Implement at least three strategies intended to increase District employment of women and minorities. This work was delayed to Q3 & Q4. COVID-19 has severely impacted HR and its partners around the District making it difficult to engage with business units on the development of strategies and potentially delaying implementation. In place of this goal, HR is working with an advisory group to raise the level of awareness among leaders around diversity concerns.				Lorna Klemanski
	6		COVID-19	COVID-19	12/1/2020	
	6	G) Develop Human Performance Improvement (HPI) Roadmap				Tracy Yount
P2	6	1. Milestones to be development based on January 2020 consultation Initially delayed due to COVID-19 reprioritization in Safety & Health. Now deferring until Director is hired and will align with 5-yr business plan.				Tracy Yount
	6	COVID-19	COVID-19	COVID-19		
P2	6	2. Execute on established milestones for 2020 See above				Tracy Yount
	6		COVID-19	COVID-19	12/1/2020	
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; all action items have been transferred for continued follow-up to individual business units				Tracy Yount
	6		6/30/2020			
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				Tracy Yount
	6				12/1/2020	
	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				Steve Wright
	6				12/1/2020	

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

#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		<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. May slip to 2021.</i>	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		<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	<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) <i>Simple anomaly detection is available. Complex detection development is being negotiated with Contractor. Likely it will be complete in Q3 2021</i>				12/1/2020	<i>Kirk Hudson</i>
P1	7 b. Develop a Hydro capability forecasting tool				12/1/2020	<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				
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	7	2. Customer Outage Management System (OMS)				John Stoll
P1	7		6/30/2020			John Stoll
P1	7			9/1/2020		Kelly Boyd
P1	7				12/31/2020	John Stoll
P1	7	COVID-19	COVID-19	COVID-19	12/1/2020	Kelly Boyd
P1	7				12/1/2020	John Stoll
P1	7				12/31/2020	Kirk Hudson
	7	3. Fiber customer portal replacement				Bob Shane
P2	7		6/30/2020			Bob Shane
P2	7				12/31/2020	Bob Shane
P1	7	3/31/2020				Kelly Boyd
	7	5. Implement Azure Information Protection (AIP)/Office 365 as the precursor for secure mobility and mobile applications				Kelly Boyd
P1	7	3/31/2020				Kelly Boyd
P1	7		6/30/2020			Kelly Boyd
P2	7	3/31/2020				Kelly Boyd
	7	C. If DEED grant is accepted by the District, install battery system at Stehekin to reduce diesel usage and provide peak demand support				Robb Davis
P3	7	3/31/2020				Robb Davis
P3	7	COVID-19	COVID-19	COVID-19		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					
Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead	
P3	7	3. Implement all solutions based on timelines adopted in Q1 (03/31/2020)	COVID-19	COVID-19	COVID-19		Robb Davis
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		Robb Davis
P3	7	5. Install battery system Tied to 4, since this is behind, installation will be behind.		COVID-19	COVID-19	12/31/2020	Robb Davis

	Q1	Q2	Q3	Q4
Total Tracked Items:	210	218	218	
% On Track	62%	56%	54%	
Number completed after Deadline	2	4	9	
COVID-19 Delay	54	56	47	

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