

2021 District Performance Plan

Q3-FINAL

On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete

Priority Goal	#1 - COMMIT TO THE HIGHEST LEVEL OF CUSTOMER-OWNER SATISFACTION (BSc Customer-Owner/Stakeholder Objective)						
	<p>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.</p>						
	Metrics & Targets	Q1	Q2	Q3	Q4	Lead	
	Objective 1						
P1	1	1. Fiber Expansion Premises Passed (Q3 target = 789) <i>Behind due to planning and execution on infill taking longer than expected and the acceleration of the Manson expansion tower. Expect to still meet target by the end of the year.</i>	239	287	510	936	<i>Bob Shane</i>
P1	1	2. Fiber Installation Service Interval (Target = 10 days) <i>Service interval not being met due to resource constraints.</i>	26 days	22 days	28 days	10 days	<i>Bob Shane</i>
P2	1	3. Fiber take rate exceeds 55% by 2024	53.2%	53.4%	54.8%	54.0%	<i>Bob Shane</i>
		Strategic Initiatives/Critical Tasks/Actions					
	1	4. Maintain, update, & provide report on Strategic Plan (annual report will be substituted in 2024 with (e) above)					<i>Steve Wright</i>
P1	1	A. Provide annual report to Strategy Partners in April		4/30/2021			<i>Steve Wright</i>
P1	1	B. Define District 5-year priorities and metrics for 2022-2026 business plans		4/30/2021			<i>Steve Wright</i>
P1	1	C. Provide Board quarterly status updates on District Performance Plan				12/31/2021	<i>Steve Wright</i>
	1	5. Administer the annual Public Power Benefit program					<i>Justin Erickson</i>
P1	1	A. Identify projects for remaining 2021 Funds - <i>completed and discussed with Board on June 1</i>		6/30/2021			<i>Justin Erickson</i>
P2	1	B. Complete Program outreach to local agencies and nonprofits <i>Outreach began in late summer and will be going into October.</i>			9/30/2021		<i>Justin Erickson</i>
P2	1	C. Presentation to Board to select projects for 2022					<i>Justin Erickson</i>
P2	1	D. Presentation to Board if funding is still remaining, update on projects				12/1/2021	<i>Justin Erickson</i>

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Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
	6. Complete selected Public Power Benefit Projects					Multiple
P1	1 A. Fiber expansion (85% by 2026)				78%	Bob Shane
P1	1 B. Issue 2,500 Day Use park passes - >2,500 passes issued				12/1/2021	Justin Erickson
P1	1 C. Rocky Reach Discovery Center Facility Improvements completed by mid-2021 - Ribbon cutting ceremony held on 8/25		6/30/2021	Completed after deadline		Kirk Hudson
	7. Regularly scheduled Customer Growth & County and Community Agency Planning Governance to develop planning strategies for “smart growth” addressing current zoning and siting issues.					John Stoll
P3	1 A. Conduct annual joint agency meeting with County/Municipality governance bodies, focusing on growth impacts and utility planning (electric, water, wastewater, fiber)			9/30/2021		John Stoll
P3	1 B. Develop strategy to engage with Chelan County in revising franchise agreement. Q3 Update - Effort is challenged due to competing priorities				12/1/2021	John Stoll
P3	1 8. Adopt long-term plan for Orondo River Park and implement plan in conjunction with the Regional Port. A 10 year plan and agreement is in the works with the Port. The plan is to be shared with Commissioners at a November Board meeting. Final agreement is expected by end of year.			9/30/2021		Justin Erickson
	9. Execute parks O&M and Capital plan ensuring license compliance, positive community relations, and a continued commitment to stewardship.					Justin Erickson
P1	1 A. Evaluate spending trends and make forward projections for O&M and Capital spend (5-year).				12/1/2021	Justin Erickson
P2	1 10. Hydropower Research Institute-add new Contributor each year. Discussions are on-going with a few potential new HRI participants.				12/31/2021	Kirk Hudson
	11. Implement outreach strategies for low-income and Latino-Hispanic customer/owners to include higher utilization of District programs and services, including energy conservation.					Justin Erickson
P1	1 A. Effectively engage with Spanish-speaking, economically-disadvantaged, and disabled customer-owners in a culturally appropriate way to ensure key District priorities are reflective of their input by attending and presenting at a minimum of 15 events or physically-distanced alternatives due to gathering restrictions.				12/1/2021	Justin Erickson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P1	1	B. Lead or participate in ten meetings in community with low-income and Hispanic focused community organizations to ensure collaborative plan for low-income energy efficiency program is developed				12/1/2021	Justin Erickson
P2	1	12. Perform Statewide Elementary Teacher Training on Hydropower Two classes held in October for Middle and Junior High teachers, classes were full at 24 in each class. Total of 128 teachers trained in 2021.				10/31/2021	Kirk Hudson

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#2 - INVEST IN CREATING LONG TERM VALUE (BSc Business Process/Internal Operations Objective)							
Priority Goal	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.						
	Metrics & Targets	Q1	Q2	Q3	Q4	Lead	
	Objective 2						
P1	2	1. Electric Service Reliability SAIDI (rolling 12 mo) Three localized weather events contributed over 17,000 hours or 35% of this metric in the last 12 month period. Q3 Update - The Fire Safety Outage Management protocols implemented over the Summer in the general Plain & Lake Wenatchee areas impacted the metric	58.6	55.7	60.3	42	<i>John Stoll</i>
P1	2	2. Water System Integrity (rolling 12 mo) (< 20 leaks per 100 miles)	11.3	10.3	14.4		<i>John Stoll</i>
P1	2	3. Network System Composite Uptime	100.000%	100.000%	100.000%	99.999%	<i>Bob Shane</i>
P1	2	4. Optical line terminal link optimization <90% for all years	70.8%	59.3%	61.70%	<90%	<i>Bob Shane</i>
P1	2	5. Hydro Capability-Q3 74.6%	76.6%	77.4%	78.2%	74.2%	<i>Kirk Hudson</i>
		Strategic Initiatives/Critical Tasks/Actions					
	2	6. Implement Customer Energy Solutions workplan. (includes EE, EV, R&D, and customer energy management programs)					<i>Shawn Smith</i>
P1	2	A. Acquire 2.0 aMW of Energy Efficiency				12/31/2021	<i>Shawn Smith</i>
	2	B. Implement low income/high energy programs					<i>Shawn Smith</i>
P1	2	1. Complete outreach to community organizations and public. Outreach with appropriate stakeholders has happened and continues to occur.		6/30/2021			<i>Shawn Smith</i>
P1	2	2. Incorporate appropriate stakeholder feedback and initiate program implementation			8/1/2021		<i>Shawn Smith</i>
P1	2	C. Behavioral Program Design Approval. A required change in contractors puts the timeline at risk for completion in 2021				12/1/2021	<i>Shawn Smith</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	7. Reinvest in Hydros: Rocky Reach C1-C7 Trunnion bushing replacements complete by 2022 YE					Kirk Hudson
P1	2	A. Complete and return C7 to service.		6/30/2021			Kirk Hudson
P1	2	B. Complete and return C3 to service. - Completed 9/30		6/30/2021	Completed after deadline		Kirk Hudson
P1	2	C. Complete and return C4 to service - Outage initiated on 10/4/21. Schedule return to service date set at 4/29/2022. Delays in prior unit (C3) caused C4 start date to be delayed.			9/30/2021		Kirk Hudson
P1	2	D. Complete and return C5 (now C6) to service by 12/25 - C5 was replaced with C6 in late Q2 due to space constraints. Bushing delays, stator keys and COVID impacts have consumed all scheduled contingency.				12/31/2021	Kirk Hudson
P1		E. Review and approve component design for C10 and C11 water-filled hubs by May 1.		5/1/2021			Kirk Hudson
	2	8. Reinvest in Hydros: Rock Island PH1 modernization					Kirk Hudson
P1		A. Return B10 to service - Returned to service on 4/21, vibration remains a concern.	3/31/2021	Completed after deadline	Completed after deadline		Kirk Hudson
P1		B. Return B4 to service - B4 returned to service on 8/20, performance guarantees not achieved thus far.	3/31/2021		Completed after deadline		Kirk Hudson
P1		C. Return B7 to service - Return to Service rescheduled to 2/18/2022. Parts availability, quality of received components and covid impacts continue to play a significant role in schedule delays.	3/31/2021				Kirk Hudson
P1	2	D. Return B5 to service - Return to Service rescheduled to 4/30/2022. Andritz remains as the primary resource to complete the work. Parts availability, quality of received components, covid impacts continue to play significant role in schedule delays.		6/30/2021			Kirk Hudson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P1	2	9. First Unit GMP Amendment Executed for RI PH2 Modernization. - Completed in July after additional work to successfully negotiate longer term warranty.	3/31/2021		Completed after deadline		Kirk Hudson
	2	10. Advance the District's strategy at State and Federal levels with an emphasis on tax parity, project relicensing, procurement/contracting, fiber/telecom, and wildfire legislation.					Justin Erickson
P1	2	A. Gain value for hydropower by educating State and Federal elected and appointed officials and pursuing the "Reinvigorating Hydropower" core tenets.				12/1/2021	Justin Erickson
P1	2	B. Agree on 2022 legislative priorities with internal stakeholders and engage with the Tri-Commission on regional priorities				12/1/2021	Justin Erickson
P1	2	C. Secure legislative framework for broadband funding for unserved areas				12/1/2021	Justin Erickson
P1	2	D. Secure wildfire legislation that addresses dangerous tree removal				12/1/2021	Justin Erickson
P1	2	E. Secure likelihood of clean energy fund or carbon revenue distribution in Chelan County				12/1/2021	Justin Erickson
P1	2	F. Secure funding for Dryden wastewater project				12/1/2021	Justin Erickson
	2	11. Develop second source of water with the Regional Water Committee					John Stoll
P3	2	A. Participate on Regional Water committee and provide information and analysis to management and the Board to ensure appropriate issues are raised and effectively analyzed, supporting high quality decisions regarding the project				12/1/2021	John Stoll
P3	2	B. Collaborate with Regional members to evaluate and identify the next best source redundancy and supply option(s)				12/1/2021	John Stoll

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	12. Execute a coordinated accelerated Fiber expansion/Electric make-ready program					John Stoll
P1	2	A. Collaborate with Fiber to confirm or revise 2020 annual premises passed target	3/31/2021				John Stoll
P1	2	B. Construct expansion projects to achieve annual premises passed target defined jointly between Fiber and CU business units - Easement timelines and other design/construction challenges are threatening pass-by target achievement				12/31/2021	John Stoll
P1	2	C. Develop and test metrics to track and communicate progress of fiber expansion efforts		6/30/2021			John Stoll
P1	2	D. Review fiber business unit 2022 service requests for expansion, in-fill and other construction requests to support development of achievable 2022 annual work plan.		5/31/2021			John Stoll
	2	13. Execute Relicensing Plan for Rock Island Project					Justin Erickson
P1	2	A. Finalize project economics model - Completed in August		6/30/2021	Completed after deadline		Justin Erickson
P1		B. Complete feasibility study and develop next steps for Horan Area - Completed in Sept. but missed 9/1 deadline			Completed after deadline		Justin Erickson
P1		C. Complete Initial Consultation Document and begin formal work groups			9/30/2021		Justin Erickson
P1	2	D. Finalize site suitability and engage with Chelan Count on potential Malaga Park				12/1/2021	Justin Erickson
	2	14. Implement long range facilities plan					Justin Erickson
P1	2	A. RI Facility Construction complete		6/30/2021	Completed after deadline		Justin Erickson
P1	2	B. RR Construction - Substantial completion of CM-22 and CM-24- The contractor is making schedule improvement. Substantial completion for CM22 and CM24 is estimated to be December 2021.				12/1/2021	Justin Erickson
P1		C. SC Construction – Top out structure of building A complete			8/31/2021		Justin Erickson
P1	2	D. SC Construction – Top out structure of buildings B-G complete- Due to cultural and supply chain delays, erection of buildings B-H will be pushed into Q1-2022				12/1/2021	Justin Erickson

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	15. Facilitate the productive reuse of 5th Street Campus in a way that builds community and promotes economic development					Justin Erickson
P2	2	A. In collaboration with the Regional Port and the City of Wenatchee, issue RFP for site redevelopment - Work continues with Port and the District and Port staff have conducted tours with several interested developers. RFP development continues.			9/1/2021		Justin Erickson
P2	2	B. Evaluate proposals and complete negotiations for purchase and sale agreement(s) with developer(s)- This will move out to Q2 or early Q3 2022				12/1/2021	Justin Erickson
	2	16. Implement alternative contracting and delivery methodologies for qualified projects					Justin Erickson
P2	2	A. Implement alternative contracting and delivery methodologies for facility investments and obtain generic certification from the State of Washington Project Review Committee				12/1/2021	Justin Erickson
	2	17. Harden transmission system to protect against fire/weather					Kirk Hudson
P1	2	A. Complete procurement and begin rebuild of Chelan-Manson line				10/31/2021	Kirk Hudson
P3	2	B. Community outreach for Plain/Lake Wenatchee. Select preferred overarching approach supported by community - Third alternative developed, business case creation will take this into 2022.				12/31/2021	Kirk Hudson
	2	18. Implement a fire risk management strategy that recognizes the increasing level of risk					John Stoll
P2	2	A. Develop non-reclose and power shutoff program proposal for targeted high-risk areas			7/1/2021		John Stoll
P2	2	B. Reach agreement with Cascadia to implement a partnership grant		4/1/2021			John Stoll
	2	19. Improve distribution system reliability toward first quartile through:					John Stoll
P1	2	A. Complete construction of 2 miles of underground cable replacement projects				12/31/2021	John Stoll
P1		B. Review reliability targets and update			8/31/2021		John Stoll
P1	2	C. Award new vegetation management contract	2/1/2021				John Stoll
P1	2	D. Draft new vegetation management plan			9/30/2021		John Stoll
P1		E. Complete the 4 year pruning and 2 year interim cycle on 300 miles of overhead power lines				12/1/2021	John Stoll
P1		F. Inspect 300 miles of transmission and distribution power lines in elevated fire risk areas. Q3 Update - 328 miles were inspected			8/1/2021		John Stoll

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	2	20. Develop expanded substation planning, siting, resource needs and construction program to address accelerated Distribution system growth needs by constructing/expanding 7 substations over 5 years.					John Stoll
P1	2	A. Update 5-year substation plan		6/30/2021			John Stoll
P1	2	B. Bavarian and North Shore outreach		6/30/2021			John Stoll
P1	2	C. Bavarian and North Shore Civil Design Complete		6/30/2021			John Stoll
P1	2	D. Energize new Hawley station		6/30/2021			John Stoll
P1	2	E. Energize new Ohme station. Q3 Update - This is now forecasted by year-end, currently addressing final checkout			9/30/2021		John Stoll
P1	2	F. Finalize the Wenatchee substation project plan	3/31/2021				John Stoll
	2	21. Execute 80% of capital plans on schedule & within budget:					Multiple
P1	2	A. Generation and Transmission-Schedule changes to large projects	41.20%	52.30%	64.90%	12/31/2021	Kirk Hudson
P1	2	B. Utility Services	104.30%	106.40%	92.30%	12/31/2021	John Stoll
P1	2	C. Fiber & Telecom	144.90%	152.60%	121.00%	12/31/2021	Bob Shane
P1	2	D. District Services	88.10%	74.10%	75.50%	12/31/2021	Justin Erickson
P1	2	E. IT	10.40%	20.80%	52.70%	12/31/2021	Ian Fitzgerald
	2	22. Provide influential input on employment, benefits and labor regulations and legislative proposals during the legislative session and rule-making process					Rosario Nystrom
P2	2	A. Partner with WPUA to provide input into the legislative process on at least one employment item of significant interest .				12/1/2021	Rosario Nystrom

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#3 - PROTECT NATURAL RESOURCES IMPACTED BY OPERATIONS. (BSc Customer-Owner/Stakeholder Objective)							
Priority Goal	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.						
	Metrics & Targets	Q1	Q2	Q3	Q4	Lead	
	Objective 3						
	Strategic Initiatives/Critical Tasks/Actions						
P1	3	1. Successfully meet hydro license requirements:				<i>Justin Erickson</i>	
P1	3	A. Operating at Seasonal Fish Spill Targets			8/30/2021	<i>Justin Erickson</i>	
P1	3	B. Contracts in place to meet hatchery production targets	Completed after deadline	Completed after deadline	Completed after deadline	<i>Justin Erickson</i>	
P1	3	C. Funding of the tributary component of NNI	1/31/2021			<i>Justin Erickson</i>	
P2	3	2. Develop an implementation/compliance plan as required for anticipated Temperature TMDL issuance by EPA and resulting plans by Department of Ecology				12/1/2021	<i>Justin Erickson</i>
	3	3. Complete Dryden Wastewater Capital improvements per schedule agreed with Ecology				<i>John Stoll</i>	
P2	3	A. Get agreement with Ecology on Dryden path forward to understand magnitude of total project cost	3/30/2021			<i>John Stoll</i>	
P2	3	B. Acquire Board approval on path forward once total project cost has been obtained		5/30/2021		<i>John Stoll</i>	
	3	4. Work with Ecology during the public rulemaking process to successfully receive a water quality standard change for the Chelan River				<i>Justin Erickson</i>	
P1		A. Participate in public review process and obtain a final rule change for the Chelan River				12/1/2021	<i>Justin Erickson</i>
P1	3	5. Comply with oil NPDES permit once issued by Department of Ecology (2020-2025)				12/31/2021	<i>Kirk Hudson</i>
	3	6. Implement federally mandated programs/studies at Rocky Reach and Rock Island for aquatic species				<i>Justin Erickson</i>	
P1	3	A. Conduct second year of three-year bull trout PIT tag study as approved by Rocky Reach Fish Forum.				10/1/2021	<i>Justin Erickson</i>

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P1	3	7. Execute plan to conduct 10-year HCP project survival studies at Rock Island (2021) and Rocky Reach (2022)					Justin Erickson
	3	A. Complete Survival Study - Rock Island				12/1/2021	Justin Erickson
P1	3	B. Complete Study design - Rocky Reach-The study has been deferred to 2023. We will complete the study design and procure a contractor for the Rocky Reach study in 2022.				12/1/2021	Justin Erickson
P1	3	8. Using the results of our investigations, continue to upgrade/install infrastructure where appropriate, implement processes to manage our water rights program and show compliance with our water rights for parks, hatcheries, water and wastewater, and hydro facilities.					Justin Erickson
	3	A. Implement water right assessment and protection strategy and fully resolve all outstanding issues on at least three water rights				12/1/2021	Justin Erickson
P1	3	9. Implement Board Approved Electric Vehicle Strategy					Shawn Smith
	3	A. Conduct market research and collect charging station data		6/30/2021			Shawn Smith
P1	3	B. Develop public charging rate to be approved by Board by first meeting in December				12/6/2021	Shawn Smith

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#4 - ENSURE FINANCIAL STABILITY (BSc Financial Objective)							
Priority	Goal	#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	Q1	Q2	Q3	Q4	Lead
		Objective 4					
P1	4	1. Debt Cover – District	2.34	2.56	3.05	>2.0	Kelly Boyd
P1	4	2. Debt Leverage – District	24.10%	23.90%	23.50%	<35%	Kelly Boyd
P1	4	3. Liquidity – District (>\$175M or Liquidity Methodology)	\$363.8M	\$384.2M	\$401.4M		Kelly Boyd
P1	4	4. Days Cash On Hand – District	384	410	416	>250	Kelly Boyd
P1	4	5. Debt Retired Per Scheduled Principal Payments, including \$73M from the 2020 Plan of Finance retirements that was deferred to 2021 to preserve liquidity.		\$13M	\$98M	\$110M	Kelly Boyd
	4	Strategic Initiatives/Critical Tasks/Actions					
	4	6. Actively participate in Electric markets development					Shawn Smith
P2	4	A. File comments in at least three proceedings of high priority for hydropower				12/1/2021	Shawn Smith
P2	4	B. Achieve CAISO Governance Review Committee recommendation satisfactory to Chelan - EIM concluded in Aug., EDAM paused and scheduled to resume in Fall 2021	3/31/2021				Shawn Smith
P2	4	C. Complete PGP evaluation and assess potential impacts to the District of market structure evolution in western interconnection				12/1/2021	Shawn Smith
P2	4	D. In at least 2 forums in California addressing resource adequacy or capacity pricing, file comments promoting accurate capacity valuation or hydropower qualification				12/1/2021	Shawn Smith
	4	7. Complete development of NWPP RA program design and assess impacts of implementation to Chelan					Shawn Smith
P1	4	A. Complete design of forward-showing and operational programs that preserve asset and contract value and capture additional value from surplus capacity - Phase 2B complete, detailed design document drafted and circulated			9/30/2021		Shawn Smith

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead	
P1	4	B. Complete RA governance design and NWPP governance reform that achieves independence with appropriate stakeholder protections and preserves value of existing NWPP programs - Governance of Phase 2B complete. Revisions will continue as implementation moves forward.			9/30/2021		Shawn Smith	
	4	8. Lead development of regulatory proceedings that impact the energy market – CETA rulemaking, RA standard, etc.						Shawn Smith
P1	4	A. Achieve final CETA rule that preserves the 4-year compliance window for determining use of renewables to meet load - Waiting for proposed rules from Commerce and UTC.				12/1/2021	Shawn Smith	
P1	4	B. Achieve final CETA rule that does not place burden on buyers of avoiding coal in unspecified power purchases - Current Commerce rule language for "no coal" requirements is unclear and we continue to work with PGP utilities and IOUs to evaluate impacts.				12/1/2021	Shawn Smith	
	4	9. Go/no go on extension of real-time agreement that expires in November 2022						Shawn Smith
P1	4	A. Analyze benefits of RTA continuation and alternative real-time services and make proposal for real-time services. Working with PowerEx on one-year RTA extension.			9/30/2021		Shawn Smith	
P1	4	B. GM approval of real-time services proposal				12/1/2021	Shawn Smith	
P1	4	10. US has provided notice to terminate the power provisions of the Columbia River Treaty. No notice has been given.				12/1/2021	Steve Wright	
	4	11. Stabilize and enhance wholesale electric revenues						Shawn Smith
P1	4	A. Finalize revised long-term marketing strategies to be approved by Board by first meeting in July			7/6/2021		Steve Wright	
P3	4	B. Implement approved long-term marketing strategies through PRMC				12/1/2021	Shawn Smith	
P2	4	C. Complete large retail load rate options (to include a green product) that are in line with strategic plan				12/1/2021	Shawn Smith	
P1	4	D. Execute Slice contract		4/1/2021			Shawn Smith	
P1	4	E. Submit bids in at least 2 requests for proposals for purchase of generation, capacity or energy - Bid into 2 solicitations for frequency response				12/1/2021	Shawn Smith	
P1	4	F. Implement the Alcoa contract, meeting all contractual requirements				12/1/2021	Shawn Smith	

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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
	4	12. Improve existing operational planning projects and programs					Shawn Smith
P2	4	A. Define and evaluate coordination strategy			9/30/2021		Shawn Smith
P2	4	B. Gain agreement with BPA on next steps for coordination				12/1/2021	Shawn Smith
P2	4	C. Define and gain regional agreement on headwater benefits strategy - NWPP is looking at understanding current methodology that is simpler but yields a similar result.				12/1/2021	Shawn Smith
P1	4	D. Complete business case for TDIP Phase 2 - Completed in July		6/30/2021	Completed after deadline		Kirk Hudson
	4	13. Maintain or enhance AA bond ratings: Fitch AA+, Moody's Aa3, S&P AA+ (Stable Ratings), S&P Rock Island Senior AA					Kelly Boyd
P1	4	A. Provide annual update presentation with current data to Rating Agencies by end of Q3			9/30/2021		Kelly Boyd
P1	4	B. Conduct benchmarking against our peers by end of Q3			9/30/2021		Kelly Boyd
P2	4	C. Establish strategy for ESG (Environmental, Social and Governance) Reporting by Q2		6/30/2021			Kelly Boyd
P1	4	14. Receive clean audit opinion and no material deficiencies by Apr 30		4/30/2021			Kelly Boyd
	4	15. Refine and execute the business planning cycle annually					Kelly Boyd
P2	4	A. Draft business plans for 2022-2026 dated 6/30 completed by July 31			7/31/2021		Kelly Boyd
P2	4	B. Near final business plans for 2022-2026 presented to Board first meeting in October				10/4/2021	Kelly Boyd
P2	4	C. Final business plans for 2022-2026 dated 9/30 completed by Oct 31				10/31/2021	Kelly Boyd
P1	4	D. 2022 Budget approved by Board by first meeting in December				12/6/2021	Kelly Boyd
		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
	4	16. Implement long-term rate plans consistent with the strategic plan and Board resolution for 2020-2024					John Stoll
P2	4	A. Present to the Board policy options for assessing a standardized proportional share of infrastructure needs as part of new electrical services and line extensions - Complete and currently in the public outreach phase			9/30/2021		John Stoll
P1	4	B. Implement annual rate adjustments for Electric, Water, Wastewater and Fiber consistent with the long-term rate plan.		6/1/2021			Steve Wright
P1	4	17. Fiber business unit will achieve financial solvency by 2025 (excluding expansion capital). Current year (2021) goal for Operating Expense Coverage Ratio.	75%	77.9%	81.30%	74.9%	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

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On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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#5 - CONTINUOUSLY IMPROVE EFFICIENT, EFFECTIVE, COMPLIANT, RISK-ASSESSED AND RESILIENT OPERATIONS

(BSc Business Process/Internal Operations Objective)

Priority	Goal	We will rigorously and holistically review spending and policy decisions using strong risk assessment practices to assure best value and resiliency. 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.					
		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 5					
P1	5	1. Hydro actual operating expense within 90-105% of budget - <u>Under in contracts and labor. Forecasted to be at 90% by the end of the year.</u>	91.0%	92.2%	80.8%	90-105%	Kirk Hudson
P1	5	2. Distribution actual operating expense within 90-105% of budget	93.6%	92.0%	92.1%	90-105%	John Stoll
P1	5	3. Water actual operating expense within 90-105% of budget	94.0%	99.7%	96.9%	90-105%	John Stoll
P1	5	4. Wastewater actual operating expense within 90-105% of budget	86.8%	97.4%	97.60%	90-105%	John Stoll
P1	5	5. Fiber actual operating expense within 90-105% of budget <u>Spending behind due four unfilled positions and two deferred feasibility studies.</u>	73.6%	72.5%	79.8%	90-105%	Bob Shane
		Strategic Initiatives/Critical Tasks/Actions					
P1	5	6. Reach tentative agreement on next term of Collective Bargaining Agreement within established authority	3/31/2021				Rosario Nystrom
P1	5	7. Achieve ratification with union membership and Board of Commissioners.		5/10/2021			Rosario Nystrom
	5	8. PCS can effectively and timely manage workload consistent with the District's projected capital and O&M budget					Justin Erickson
P1	5	A. Contracting processing surveys are completed, reviewed and opportunities for improvement are implemented within 60 days				12/1/2021	Justin Erickson
P1	5	9. Physical asset protections are in compliance with NERC standards and the District has completed threat vulnerability assessments to address project priorities				12/1/2021	Justin Erickson
	5	10. Annually maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.)					John Stoll
P2	5	A. Maintain rate, policy and regulation improvements through quarterly meetings of Policy and Rate Committee with changes proposed to Board as applicable				12/1/2021	John Stoll

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead	
P1	5	11. 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					Steve Wright	
		A. Lead bi-monthly Cybersecurity briefings and resulting action plans for District-wide team				12/1/2021	Steve Wright	
	P2	5	B. District-Wide-Plan, participate in the biennial GridEx exercise in 2021				Steve Wright	
	P2	5	1. 2021 GridEx Planning: Internal/external planning, coordination, development of scenario, documentation, training				11/15/2021	Steve Wright
	P2	5	2. 2021 GridEx Exercise - 2 days				Steve Wright	
	P2	5	i. Participate in GridEx exercise				11/18/2021	Steve Wright
	P2	5	ii. Perform lessons learned exercise and identify action items				12/1/2021	Steve Wright
	P1	5	C. Operations - Implement C2M2 priorities by end of Q4.				12/31/2021	Kirk Hudson
		5	D. Fiber/Telecom					Bob Shane
	P1	5	1. Annual update to C2M2 based maturity priority matrix	2/26/2021				Bob Shane
	P1	5	2. Implement items identified in C2M2 priority matrix				12/1/2021	Bob Shane
	P2	5	3. Tri-annual external cyber and best practices audit				12/1/2021	Bob Shane
		5	E. Business Systems					Ian Fitzgerald
	P1	5	1. Annual update to C2M2 based maturity priority matrix to set 2022 priorities for business planning by end of Q2		6/30/2021			Ian Fitzgerald
	P1	5	2. Implement C2M2 priorities by end of Q4				12/1/2021	Ian Fitzgerald
P1	5	3. Conduct annual network penetration test by 12/1				12/1/2021	Ian Fitzgerald	
P1	5	4. Conduct annual employee awareness training and testing program by 12/1				12/1/2021	Ian Fitzgerald	
	5	12. Develop implementation plans for the top three health care innovation strategies intended to offer the optimal balance of favorable impact and strong probability of sustainable success in moderating the health care cost curve					Rosario Nystrom	
P1	5	A. Develop implementation and negotiation strategies				12/1/2021	Rosario Nystrom	

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#6 - ADVANCE HUMAN AND ORGANIZATIONAL PERFORMANCE (BSc People & Culture Objective)

Priority	Goal	Through continual learning and investments in developing our employees, 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.					
		Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 6					
	6	1. Safety metrics - Leading:					<i>Ronda Wilkinson</i>
P1	6	A. Business Unit attendance at safety mtgs/alternatives	81.76%	81.89%	80.31%	80%	<i>Ronda Wilkinson</i>
P1	6	B. Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 2 per year for others) - Q1 : 4GEN, 3GM, 1CU, 2DS. Q2: 2 GEN; 3SFTY; 1GM; 2CU; 1DS; 1FIN; 1LGL; 1ENE; 1FBR; Q3: 1IT; 1GEN; 2DS; 1HR; 1CU; 1FBR;1FIN;1GM				32	<i>Ronda Wilkinson</i>
P1	6	C. BUs implement corrective actions from safety events within 90 days - Q1=YTD 100% completion rate, Q2= YTD 83% completion rate; Q3=YTD 77% completion rate				50%	<i>Ronda Wilkinson</i>
P2	6	D. Learning teams conducted - Q1 = selected as cautionary ; Pro-Active and Post-Events will be used for Learning Teams. Q2 = 3 Learning teams conducted by end of Q2 - back on target ; Q3 =2 learning teams completed in JUL; 2 learning teams conducted in Aug, but final reports pending.		2	2	5	<i>Ronda Wilkinson</i>

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On Track	Caution	Needs Attention	Scheduled Timeframe	Starts in Future	Complete
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Metrics & Targets		Q1	Q2	Q3	Q4	Lead
Objective 6						
6	2. Safety metrics - Lagging:					Ronda Wilkinson
P1 6	A. OSHA Recordable Cases by EOY - Q3 included increased hearing and line of fire cases	7	9	22	24	Ronda Wilkinson
P1 6	B. Overall OSHA Incident rate YTD/EOY - 11 new Recordable cases were logged for Q3 and cases from Feb and June became recordable once medical treatment was sought	3.18	2.46	4.13	2.22	Ronda Wilkinson
P1 6	C. Lost time incident rate (LTIR) - No new lost time cases in Q3: count remains at 3	0.91	0.82	0.56	0.37	Ronda Wilkinson
P1 6	D. Days away restricted or transferred (DART) rate - Total of 5 restricted cases and 3 lost time cases for the year; all contributing to the DART Rate. All accommodations for Restricted cases and Lost Time Cases have concluded.	2.73	1.91	1.5	1.05	Ronda Wilkinson
6	3. Recruiting metric					Rosario Nystrom
P1 6	A. Perform targeted hiring based on prioritized needs – Make job offers by December 1st for 85% of new positions that are approved to fill before September 1st.				85%	Rosario Nystrom
Strategic Initiatives/Critical Tasks/Actions						
6	4. 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.					Rosario Nystrom
P3 6	A. Identify and initiate job groups which maximize FTEs impacted per dev plan (e.g. crafts)				12/31/2021	Rosario Nystrom
6	5. Develop a 5 year leadership development program for executives and emerging leaders					Rosario Nystrom
P2 6	A. Get MD Guidance for planning leadership development program. Delayed start due to focusing on developing curriculum for job groups. By mid-September, all MD's interviewed by Denae and feedback compiled.		6/30/2021	Completed after deadline		Rosario Nystrom
P2 6	B. Develop 5-year implementation plan for leadership development program. Caution noted based on late start on previous item.				12/1/2021	Rosario Nystrom
P1	C. Plan and implement 2 all leadership team meetings (spring and fall). Corrected Q2 to green from blue as 1 of 2 meetings complete		6/30/2021		12/1/2021	Rosario Nystrom

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		Strategic Initiatives/Critical Tasks/Actions	Q1	Q2	Q3	Q4	Lead
P1	6	6. 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 our community					Rosario Nystrom
		A. Provide training on a diversity topic for leaders at the Spring All Leadership Team meeting.		6/30/2021			Rosario Nystrom
	6	B. Planning for initiative - <i>Variance for the three goals on diversity development has been granted. They will be delayed until 2022 in order to meet other recruiting priorities.</i>				12/1/2021	Rosario Nystrom
	6	C. Identify goals with each Business Unit <i>See above.</i>				12/1/2021	Rosario Nystrom
P3	6	D. Select Business Unit-partner to pilot. <i>See above.</i>				12/1/2021	Rosario Nystrom
P1	6	7. Implement Human Performance Initiative (HPI) by defining "first in class", assessing implementation status, identifying actions, metrics, and adjusting actions.					Ronda Wilkinson
		A. Establish Human Performance Initiative (HPI) plan	3/31/2021				Ronda Wilkinson
P1		B. Establish HPI Quarterly Metrics	3/31/2021				Ronda Wilkinson
P1	6	8. Advance Safety Excellence by achieving top quartile through identifying our first quartile targets, developing actions to achieve the targets, and leveraging data to take better informed actions to prevent safety events.					Ronda Wilkinson
		A. Establish Top Quartile plan	3/31/2021				Ronda Wilkinson
		B. Establish Top Quartile quarterly metrics	3/31/2021				Ronda Wilkinson
P1	6	9. COVID-focused Senior team meetings occur at least weekly to assure District policies reflect federal and state regulations and guidance protecting employee health while assuring provision of reliable utility services - <i>Corrected Q2 to green from blue as Covid case management and coordination continues with collaboration from our external medical partners</i>					Tracy Yount

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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	
P1	6	10. Complete Arc-Flash labeling and Competent Person training for W/WW by the end of Q4-Will likely not meet 11/30 deadline for District-Wide, as Engineering is experiencing short staffing due to resignations and/or transfers. Will continue to check and assist as able.				12/1/2021	Ronda Wilkinson	
P1	6	A. Competent Person training completed for all remaining areas.-May not meet 11/30 deadline - other Safety members assigned this goal due to Safety Mgr. departure. - now tracked/monitored by CU Safety				12/1/2021	Ronda Wilkinson	
	6	11. Integrate Accountability, Modeling of District Values and Cycle of Personal Ownership into daily processes						Steve Wright
P2	6	A. Monthly CPO nominees reviewed and awarded				12/1/2021	Steve Wright	

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#7 - ENCOURAGE INNOVATION (BSc People & Culture Objective)

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 maybe unachievable. We seek to be recognized as experts and industry thought leaders on all issues relevant to our operations. We provide educational opportunities and diverse work experiences to foster diversity in perspectives and thought.

Priority	Goal	Metrics & Targets	Q1	Q2	Q3	Q4	Lead
		Objective 7					
		Implement technology roadmaps as a foundation for innovation with ultimate goal of every customer having the ability to see outages and restoration times on their mobile device					
		Strategic Initiatives/Critical Tasks/Actions					
	7	1. GRC solution fully implemented by 2023					<i>Erik Wahlquist</i>
P1	7	A. Convert Compliance Tracker Application to GRC				12/1/2021	<i>Erik Wahlquist</i>
P1	7	B. Implement expansion to Health & Safety per plan				12/1/2021	<i>Erik Wahlquist</i>
	7	2. CIS					<i>John Stoll</i>
P1	7	A. Complete third party CIS Stability Assessment by Q1	3/31/2021				<i>Ian Fitzgerald</i>
P1	7	B. Execute CIS Stability milestones within deadlines established in the Assessment in ii above - <i>Stability work completed Aug 15, with upgrade rolled out on Sept 25.</i>			9/25/2021	12/1/2021	<i>Ian Fitzgerald</i>
	7	3. AMI					<i>John Stoll</i>
P1		A. Finalize AMI project plan within 3 months of contract execution (approx.		6/30/2021			<i>John Stoll</i>
P1		B. Finalize District AMI communication plan & associated materials. <i>Due to lengthy contract changes and review by the Contractor we did not meet the deadline</i>			9/30/2021		<i>John Stoll</i>
P1		C. Complete design of field communication device location				10/31/2021	<i>John Stoll</i>
	7	4. Advanced Distribution Management System (ADMS)					<i>Kirk Hudson</i>
P1	7	A. Phase 1 – Outage Management System - Turn over to Operations <i>At risk due to schedule contingency being used up.</i>				12/31/2021	<i>Kirk Hudson</i>
P2	7	B. Phase 2 – Distribution Management System - Identify 2022 ADMS goals by 6/30/21		6/30/2021			<i>Kirk Hudson</i>

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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
	7	5. Geographic Information System (GIS)					Ian Fitzgerald
P1	7	A. Complete District-wide GIS Business Process Improvement Phase 1 by end of Q3 - Consultant completed interviews and assessments with District Staff. Final document is being prepared for delivery.			9/30/2021		Ian Fitzgerald
P2	7	B. Make a decision if will continue to GIS Process Improvement Phase 2 in Q4 after Phase 1 complete				12/1/2021	Ian Fitzgerald
P2	7	C. Team with Distribution to develop vegetation management GIS application by Q4. - Resources reprioritized in customer utilities. Resources should be available to complete this project in Q4.				12/1/2021	Ian Fitzgerald
	7	6. Customer Mobile Apps (Mobility Program)					Ian Fitzgerald
P1	7	A. Execute a vendor contract for a Customer Engagement Platform by 12/1 to enable building customer mobile features beginning in 2022 - This product requires CIS, OMS, and AMI to be working and integrated for this product to be useful to the customer. The project was pushed back to its proper alignment and now will begin Q4 2021. This task should be completed in Q3 2022.				12/1/2021	Ian Fitzgerald
P2	7	B. Advance accuracy of Mobile App "Current" river level feature to utilize actual sensor data by 12/1- This project has been reprioritized with focus placed on OMS, AMI, and HPI. Most likely will not be completed by year end.				12/1/2021	Ian Fitzgerald
	7	7. Business Intelligence, Data Analytics, District Digital Transformation					Kelly Boyd
P1	7	A. Implement a Generation and Transmission dashboard with a minimum of 6 key operational metrics that represent an "operational excellence" day by 9/30. - Missed 9/30 deadline but expect project goal to be complete in October.			9/30/2021		Kelly Boyd
P1	7	B. Complete report-related milestones per deadlines in the Oracle Utility Analytics (OUA) implementation plan thru Q4				12/31/2021	Kelly Boyd
P2	7	C. Develop and utilize SharePoint site as an enterprise portal to convey BI/DA Program vision/digital transformation information, including training resources, engagement guidance, and support directories by 12/1.				12/1/2021	Kelly Boyd

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Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
7	8. Fiber customer portal replacement					Bob Shane
P2	7 A. System development complete-Project and all milestones deferred due to platform license discussion and negotiations taking longer than anticipated.		6/30/2021			Bob Shane
P2	7 B. System in production- See Above			9/30/2021		Bob Shane
P2	7 C. Acceptance of system- See Above				12/31/2021	Bob Shane
7	9. Information Technology Foundation					Ian Fitzgerald
P1	7 A. Update District policies for new collaboration technology to direct implementation requirements for Phase I by 1/15 and Phase 2 by end of Q1 - Completed in Q2	3/31/2021	Completed after deadline	Completed after deadline		Ian Fitzgerald
P1	7 B. Complete Phase 1 Microsoft Teams Rollout providing video, meeting and mobile capabilities by 1/30	1/30/2021				Ian Fitzgerald
P1	7 C. Complete Phase 2 Microsoft Teams Rollout adding group collaboration capabilities including external users by end of Q2 - Phase 2 was rolled out in August		6/30/2021	Completed after deadline		Ian Fitzgerald
P1	7 D. Complete Phase 3 Microsoft Teams Rollout providing integrated phone and mass broadcast capabilities by 12/1- Project has grown in scope and is now engaging stakeholders with multiple options to consider. Project most likely will be completed 1st quarter 2022.				12/1/2021	Ian Fitzgerald
P1	7 E. Complete upgrade and migration to SharePoint Online providing advance collaboration capabilities by end of Q3-This project has been more complex than first realized and migration tools not working as well as expected. The project is currently in progress but will likely be completed in Q1 2022.			9/30/2021		Ian Fitzgerald
P1	7 F. Complete Microsoft Exchange (Email) upgrade by 12/1		5/1/2021		12/1/2021	Ian Fitzgerald
7	10. Implement Stehekin Energy Resource Plan					Shawn Smith
P1	7 A. Decision on battery RFP Bid is in Legal for review.	3/31/2021				Shawn Smith
P1	7 B. If approved by Board, install system If approved by Board, install will occur in 2022.				12/1/2021	Shawn Smith

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Strategic Initiatives/Critical Tasks/Actions		Q1	Q2	Q3	Q4	Lead
7	11. Implement new solar program that is on-par with business case for energy efficiency (EE) projects and programs					Shawn Smith
P2 7	Set up rebate electronic rebate forms - Shifted gears to a solar and battery storage program to better help our system in a capacity constrained future. CRS model in development will help to inform rebates, program set-up, etc.	3/31/2021				Shawn Smith
P2 7	B. Market program to customers With shift in focus and looking at CRS model development schedule, a program that has gone through full internal approval is unlikely to be at production level by 12/1.				12/1/2021	Shawn Smith
P2 7	C. Engage with stakeholders on low income programs				12/1/2021	Shawn Smith
P3 7	12. Investigate and report on feasibility of new potential energy resources (i.e. interruptible loads, hydrogen, etc.) - Complete with ongoing related work			7/1/2021		Shawn Smith

	Q1	Q2	Q3	Q4
Total Tracked Items:	216	216	216	
% On Track	75.0%	55.1%	38.4%	
% Completed On Schedule	7.4%	19.0%	27.3%	
% Completed After Deadline	0.5%	1.4%	6.0%	
Total % Completed or On Track	82.9%	75.5%	71.8%	

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