

2021 District Performance Plan

Q2-FINAL

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| On Track | Caution | Needs Attention | Scheduled Timeframe | Starts in Future | Complete |
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|---|---|---|-----------|-----------|------------|-------------|------------------------|
| 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 | 239 | 287 | | 936 | <i>Bob Shane</i> |
| P1 | 1 | 2. Fiber Installation Service Interval <i>Still in transition of processes for pole analysis and the reorganization of the CSE group.</i> | 26 days | 22 days | 10 days | 10 days | <i>Bob Shane</i> |
| P2 | 1 | 3. Fiber take rate exceeds 55% by 2024 | 53.2% | 53.4% | 53.8% | 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 | | B. Complete Program outreach to local agencies and nonprofits | | | 9/30/2021 | | <i>Justin Erickson</i> |
| P2 | 1 | C. Presentation to Board to select projects for 2022 | | | 10/31/2021 | | <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 |
|----|---|---|----|-----------|-----------|------------|-----------------|
| | 1 | 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 Q2- Public Grand Opening remains scheduled for 8/28/21 | | 6/30/2021 | | | Kirk Hudson |
| | 1 | 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 | | | | 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 | | | 9/30/2021 | | Justin Erickson |
| | 1 | 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 | | | | 12/31/2021 | Kirk Hudson |
| | 1 | 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 |
| 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 | | | | 10/31/2021 | 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.

Priority
Goal

| | | 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 | 58.6 | 55.7 | | 42 | John Stoll |
| P1 | 2 | 2. Water System Integrity (rolling 12 mo) (< 20 leaks per 100 miles) | 11.3 | 10.3 | | | John Stoll |
| P1 | 2 | 3. Network System Composite Uptime | 100.000% | 100.000% | 99.999% | 99.999% | Bob Shane |
| P1 | 2 | 4. Optical line terminal link optimization <90% for all years | 70.8% | 59.3% | <90% | <90% | Bob Shane |
| P1 | 2 | 5. Hydro Capability Q2 - 74.6% is Q2 target, YTD Actual is 77.4% | 76.6% | 77.4% | 74.6% | 74.2% | Kirk Hudson |
| | | Strategic Initiatives/Critical Tasks/Actions | | | | | |
| | 2 | 6. Implement Customer Energy Solutions workplan. (includes EE, EV, R&D, and customer energy management programs) | | | | | Shawn Smith |
| P1 | 2 | A. Acquire 2.0 aMW of Energy Efficiency | | | | 12/31/2021 | Shawn Smith |
| | 2 | B. Implement low income/high energy programs | | | | | Shawn Smith |
| P1 | 2 | 1. Complete outreach to community organizations and public Outreach with appropriate stakeholders has happened and continues to occur. | | 6/30/2021 | | | Shawn Smith |
| P1 | 2 | 2. Incorporate appropriate stakeholder feedback and initiate program implementation | | | 8/1/2021 | | Shawn Smith |
| P1 | 2 | C. Behavioral Program Design Approval. A required change in contractors puts the timeline at risk. | | | | 12/1/2021 | Shawn Smith |

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| | | Strategic Initiatives/Critical Tasks/Actions | Q1 | Q2 | Q3 | Q4 | Lead |
|----|---|--|-----------|--------------------------|-----------|------------|-------------|
| P1 | 2 | 7. Reinvest in Hydros: Rocky Reach C1-C7 Trunnion bushing replacements complete by 2022 YE | | | | | Kirk Hudson |
| | 2 | A. Complete and return C7 to service Q2 - Returned to service June 8 | | 6/30/2021 | | | Kirk Hudson |
| | 2 | B. Complete and return C3 to service Q2 - New target date: 9/3/21 Delays due to Trunnion bushings received out of tolerance and Wicket gate servo pressure testing. Additional delays caused by galling on blade stems and bridge crane issues. | | 6/30/2021 | | | Kirk Hudson |
| | 2 | C. Complete and return C4 to service Q2- New Target Date: 4/29/22 Outage dependent on C3 return to service instead of C7 following recent schedule adjustments | | | 9/30/2021 | | Kirk Hudson |
| | 2 | D. Complete and return C6 to service by 12/25 Q2 - Replacing the C5 outage with C6 to minimize spatial conflicts that occur working on adjacent units at the same time. | | | | 12/31/2021 | Kirk Hudson |
| | | E. Review and approve component design for C10 and C11 water-filled hubs by May 1. Q2 - Design completed and manufacturing in process | | 5/1/2021 | | | Kirk Hudson |
| P1 | 2 | 8. Reinvest in Hydros: Rock Island PH1 modernization | | | | | Kirk Hudson |
| | | A. Return B10 to service Q2 - Actual return to service date: 4/13 Vibration concerns still linger and result in the unit being limited to 15 MW. Engineering and Andritz continue to analyze vibration data to determine best course to resolve. | 3/31/2021 | Completed after deadline | | | Kirk Hudson |
| | | B. Return B4 to service Q1 - New Target Date: 7/31/21 Final commissioning in progress. Items to be resolved prior to return to service: shaft seal repairs/replacement, governor jockey pump control overloading system pressure, index testing, and balancing of rotor. | 3/31/2021 | | | | Kirk Hudson |

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|----|---|---|-----------|-----------|----|-----------|-----------------|
| P1 | | C. Return B7 to service Q2 - New Target Date: 12/4/21 Multiple QA/QC problems encountered during turbine reassembly, some requiring finite element analyses to verify design life is maintained. | 3/31/2021 | | | | Kirk Hudson |
| P1 | 2 | D. Return B5 to service Q2- Revised B5 return to service to 2/5/22. Recently discovered blades not fitting turbine hub as executed in Andritz shop. Investigating why field assembly differs from shop assembly. | | 6/30/2021 | | | Kirk Hudson |
| P1 | 2 | 9. First Unit GMP Amendment Executed for RI PH2 Modernization Q2- Forecasted to be executed in July | 3/31/2021 | | | | 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 - legislation in place | | | | 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 - funding secured | | | | 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 |

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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| | | 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 | | | | 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 - completion expected in July/August | | 6/30/2021 | | | Justin Erickson |
| P1 | | B. Complete feasibility study and develop next steps for Horan Area | | | 9/1/2021 | | Justin Erickson |
| P1 | | C. Complete Initial Consultation Document and begin formal work groups | | | 9/31/21 | | 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 - dedicated event held in June, installing equipment, other final items | | 6/30/2021 | | | Justin Erickson |
| P1 | 2 | B. RR Construction - Substantial completion of CM-22 and CM-24 - Steel building material delivery delays are causing a 3-month delay | | | | 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 | | | | 12/1/2021 | Justin Erickson |
| | 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 - Interlocal between Port/District pending August 2 Board Meeting, RFP to be issued upon approval. | | | 9/1/2021 | | Justin Erickson |

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| | | Strategic Initiatives/Critical Tasks/Actions | Q1 | Q2 | Q3 | Q4 | Lead |
|----|---|---|----------|----------|----|------------|-----------------|
| P2 | 2 | B. Evaluate proposals and complete negotiations for purchase and sale agreement(s) with developer(s) | | | | 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 Q2- Fire Safety Outage Management has become a higher priority. Working to develop an outreach plan for Q3. | | | | 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 1/3 mile complete thru Q1 | | | | 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 | | | | 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 <i>FSOM efforts have been priority in Q1</i> | | 6/30/2021 | | | John Stoll |
| P1 | 2 | C. Bavarian and North Shore Civil Design Complete <i>Design is on hold while equipment bid is underway</i> | | 6/30/2021 | | | John Stoll |
| P1 | 2 | D. Energize new Hawley station | | 6/30/2021 | | | John Stoll |
| P1 | 2 | E. Energize new Ohme station | | | 9/30/2021 | | John Stoll |
| P1 | 2 | F. Finalize the Wenatchee substation project plan <i>Focus has been on Hawley and Ohme stations, Wenatchee project plan is in development and anticipated in Q2</i> | 3/31/2021 | | | | John Stoll |
| | 2 | 21. Execute 80% of capital plans on schedule & within budget: | | | | | Multiple |
| P1 | 2 | A. Generation and Transmission <i>Q2 - YTD is 52%. Forecast is 99%. Still dependent on supplier performance and delivery to meet forecast. Risk mitigation being executed.</i> | 41.20% | 52.30% | | 12/31/2021 | Kirk Hudson |
| P1 | 2 | B. Utility Services | 104.30% | 106.40% | | 12/31/2021 | John Stoll |
| P1 | 2 | C. Fiber & Telecom | 144.90% | 152.60% | | 12/31/2021 | Bob Shane |
| P1 | 2 | D. District Services | 88.10% | 74.10% | | 12/31/2021 | Justin Erickson |
| P1 | 2 | E. IT - <i>IT Capital expenses are traditionally low in a year's first quarter. Major initiatives are planned later in the year, particularly around increasing our cyber security landscape.</i> | 10.40% | 20.80% | | 12/31/2021 | Ian Fitzgerald |
| | | Strategic Initiatives/Critical Tasks/Actions | Q1 | Q2 | Q3 | Q4 | Lead |
| | 2 | 22. Provide influential input on employment, benefits and labor regulations and legislative proposals during the legislative session and rule-making process | | | | | Lorna Klemanski |
| P2 | 2 | A. Partner with WPUDA to provide input into the legislative process on at least one employment item of significant interest . | | | | 12/1/2021 | Lorna Klemanski |

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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 | | | | | |
| | | 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 - Complete, but missed February 1 target date. Last of Task Authorizations signed in February. | 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. 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 Also achieved a positive grant funding outlook | 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 | | | John Stoll |
| | | 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 | | 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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| P1 | 3 | 7. Execute plan to conduct 10-year HCP project survival studies at Rock Island (2021) and Rocky Reach (2022) | | | | | Justin Erickson |
| P1 | 3 | A. Complete Survival Study - Rock Island | | | | 12/1/2021 | Justin Erickson |
| P1 | 3 | B. Complete Study design - Rocky Reach | | | | 12/1/2021 | Justin Erickson |
| | 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 |
| P1 | 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 |
| | 3 | 9. Implement Board Approved Electric Vehicle Strategy | | | | | Shawn Smith |
| P1 | 3 | A. Conduct market research and collect charging station data Data has been collected, analyzed and sent to team. | | 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 | 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 | | >2.0 | Kelly Boyd |
| P1 4 | 2. Debt Leverage – District | | 24.10% | 23.90% | | <35% | Kelly Boyd |
| P1 4 | 3. Liquidity – District (>\$175M or Liquidity Methodology) | | \$363.8M | 384.2M | | | Kelly Boyd |
| P1 4 | 4. Days Cash On Hand – District | | 384 | 410 | | >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 | | \$110M | Kelly Boyd |
| | 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 Q2 - Current governance proposal is acceptable for EIM, but EDAM proposal is still outstanding. | | 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 | | | | | 9/30/2021 | 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 |
|----|---|--|----|----------|-----------|-----------|--------------|
| 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 | | | 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 <i>Final CETA rules are still uncertain. Currently evaluating submitting a new demonstration of "use" rule proposal through PGP to Dept. of Commerce and UTC.</i> | | | | 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 <i>Current Commerce rule language for "no coal" requirements is unclear. We are working with PGP utilities and IOUs to evaluate market impacts of "no coal" requirements, including whether a new market product may be needed.</i> | | | | 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 | | | 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 - <i>No notice has been given</i> | | | | 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 | | | | 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 |
|----|---|---|----|-----------|-----------|------------|-------------|
| P1 | 4 | F. Implement the Alcoa contract, meeting all contractual requirements | | | | 12/1/2021 | Shawn Smith |
| | 4 | 12. Improve existing operational planning projects and programs | | | | | Shawn Smith |
| P2 | 4 | A. Define and evaluate coordination strategy <i>Onbe party said there are high barriers and uncertain value. BPA not very interested. Group decided to put this effort on pause and have team concentrate on Canadian Entitlement benefits and allocation instead</i> | | | 9/30/2021 | | Shawn Smith |
| P2 | 4 | B. Gain agreement with BPA on next steps for coordination <i>Parties worked on defining tiers of coordination and qualitative level of added value. Barriers/hurdles to high based on feedback from others on working team. Decided to change focus to CEAA and putting coordination in holding pattern.</i> | | | | 12/1/2021 | Shawn Smith |
| P2 | 4 | C. Define and gain regional agreement on headwater benefits strategy <i>BPA, Chelan, Douglas and Grant are reviewing prior analysis work for benefits. Success of meeting timeline is uncertain.</i> | | | | 12/1/2021 | Shawn Smith |
| P1 | 4 | D. Complete business case for TDIP Phase 2 <i>Q2 - Draft was completed by 6/30 and is under review.</i> | | 6/30/2021 | | | 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 | | 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 |

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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 | 16. Implement long-term rate plans consistent with the strategic plan and Board resolution for 2020-2024 | | | | | <i>John Stoll</i> |
| 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 | | | 9/30/2021 | | <i>John Stoll</i> |
| P1 | 4 | B. Implement annual rate adjustments for Electric, Water, Wastewater and Fiber consistent with the long-term rate plan. | | 6/1/2021 | | | <i>Steve Wright</i> |
| 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% | | 74.9% | <i>Bob Shane</i> |

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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 | 91.0% | 92.2% | | 90-105% | <i>Kirk Hudson</i> |
| P1 | 5 | 2. Distribution actual operating expense within 90-105% of budget | 93.6% | 92.0% | | 90-105% | <i>John Stoll</i> |
| P1 | 5 | 3. Water actual operating expense within 90-105% of budget | 94.0% | 99.7% | | 90-105% | <i>John Stoll</i> |
| P1 | 5 | 4. Wastewater actual operating expense within 90-105% of budget Positive underbudget variance but due to small system budget, low dollar changes (less than \$25k) can shift this dramatically | 86.8% | 97.4% | | 90-105% | <i>John Stoll</i> |
| P1 | 5 | 5. Fiber actual operating expense within 90-105% of budget Spending behind due to execution of large contracts and unfilled positions. | 73.6% | 72.5% | | 90-105% | <i>Bob Shane</i> |
| | | Strategic Initiatives/Critical Tasks/Actions | | | | | |
| P1 | 5 | 6. Reach tentative agreement on next term of Collective Bargaining Agreement within established authority | 3/31/2021 | | | | <i>Lorna Klemanski</i> |
| P1 | 5 | 7. Achieve ratification with union membership and Board of Commissioners. | | 5/10/2021 | | | <i>Lorna Klemanski</i> |
| | 5 | 8. PCS can effectively and timely manage workload consistent with the District's projected capital and O&M budget | | | | | <i>Justin Erickson</i> |
| P1 | 5 | A. Contracting processing surveys are completed, reviewed and opportunities for improvement are implemented within 60 days | | | | 12/1/2021 | <i>Justin Erickson</i> |
| 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 | <i>Justin Erickson</i> |
| | 5 | 10. Annually maintain and update Utility Services Policies to be responsive to changing circumstances (HDL, DG, IG, etc.) | | | | | <i>John Stoll</i> |
| 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 | <i>John Stoll</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 | |
|----|----|---|--|-----------|-----------|-----------|-----------------|----------------|
| 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 This task was completed with 19 initiatives identify, not all related to C2M2 | | 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 | | | | | Lorna Klemanski | |
| P1 | 5 | A. Develop implementation and negotiation strategies | | | | 12/1/2021 | Lorna Klemanski | |

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| On Track | Caution | Needs Attention | Scheduled Timeframe | Starts in Future | Complete |
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#6 - ADVANCE HUMAN AND ORGANIZATIONAL PERFORMANCE (BSc People & Culture Objective)

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 | | | | | | | |
| P1 | 6 | 1. Safety metrics - Leading: | | | | Ronda Wilkinson | |
| | 6 | A. Business Unit attendance at safety mtgs/alternatives | 81.76% | 81.89% | 80% | 80% | Ronda Wilkinson |
| | 6 | B. Senior Team Safety Visits (2 every 6 mos. for 5 MD's and 2 per year for others) In Q1, safety site visits: 4 for GEN, 3 for GM, 1 for CU, and 2 for DS. Q2 - safety site visits: 2 for GEN; 3 for SFTY; 1 for GM; 2 for CU; 1 for DS; 1 for FIN; 1 for LGL; 1 for ENE; 1 for FBR Mid-Year goals met. | | | | 32 | Ronda Wilkinson |
| | 6 | C. BUs implement corrective actions from safety events within 90 days Q1 = YTD 100% completion rate Q2 = YTD 83% completion rate | | | | 50% | Ronda Wilkinson |
| | 6 | D. Learning teams conducted Q1 = Not necessarily off-track, but still selected as cautionary. Pro-Active and Post-Events will be used for Learning Teams. Q2 = 3 Learning teams conducted by end of Q2 - On target to overall goal. | | 3 | | 5 | Ronda Wilkinson |

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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 | 7 | 9 | | 24 | Ronda Wilkinson |
| P1 | 6 B. Overall OSHA Incident rate YTD/EOY 2021 YTD already has 7 recordable cases for the 1st Quarter, which significantly impacts the rate in Q1 and going forward. Q2 - Additional 2 recordable cases; overall 9 total affecting current rate. | 3.18 | 2.46 | | 2.22 | Ronda Wilkinson |
| P1 | 6 C. Lost time incident rate (LTIR) From the 7 recordable cases for Q1, two of those cases involved lost time; thus impacting the Lost Time Incident Rate Q2 = 1 additional lost time case in June; total is now 3 Lost Time Cases for the year affecting LTIR. | 0.91 | 0.82 | | 0.37 | Ronda Wilkinson |
| P1 | 6 D. Days away restricted or transferred (DART) rate From the 7 recordable cases for Q1, 6 of those cases required light-duty accommodations. (One case is still on light-duty.) 2 LTIR cases and 4 Restricted cases are impacting the DART rate. Q2 = Overall Count is now at 9 Recordables; 7 affect the DART rates with a breakdown of 3 Lost Time Cases and 4 Restricted Cases. | 2.73 | 1.91 | | 1.05 | Ronda Wilkinson |
| 6 | 3. Recruiting metric | | | | | Lorna Klemanski |
| 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% | Lorna Klemanski |
| 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. | | | | | Lorna Klemanski |
| P3 | 6 A. Identify and initiate job groups which maximize FTEs impacted per dev plan (e.g. crafts) | | | | 12/31/2021 | Lorna Klemanski |
| 6 | 5. Develop a 5 year leadership development program for executives and emerging leaders | | | | | Lorna Klemanski |
| P2 | 6 A. Get MD Guidance for planning leadership development program. Delayed start to prioritize work on developing and providing access to curriculum for all job groups. Plan to start this month. | | 6/30/2021 | | | Lorna Klemanski |

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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 |
|----|---|---|-----------|-----------|----|-----------|-----------------|
| P2 | 6 | B. Develop 5-year implementation plan for leadership development program. Caution noted based on late start on previous item. | | | | 12/1/2021 | Lorna Klemanski |
| P1 | | C. Plan and implement 2 all leadership team meetings (spring and fall). | | 6/30/2021 | | 12/1/2021 | Lorna Klemanski |
| | 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 | | | | | Lorna Klemanski |
| P1 | | A. Provide training on a diversity topic for leaders at the Spring All Leadership Team meeting. | | 6/30/2021 | | | Lorna Klemanski |
| P2 | 6 | B. Planning for initiative A variance has been granted on this item and the next two in order to prioritize the District's hiring needs. | | | | 12/1/2021 | Lorna Klemanski |
| P2 | 6 | C. Identify goals with each Business Unit See above. | | | | 12/1/2021 | Lorna Klemanski |
| P3 | 6 | D. Select Business Unit-partner to pilot. See above. | | | | 12/1/2021 | Lorna Klemanski |
| | 6 | 7. Implement Human Performance Initiative (HPI) by defining "first in class", assessing implementation status, identifying actions, metrics, and adjusting actions. | | | | | Ronda Wilkinson |
| P1 | | A. Establish Human Performance Initiative (HPI) plan | 3/31/2021 | | | | Ronda Wilkinson |
| P1 | | B. Establish HPI Quarterly Metrics | 3/31/2021 | | | | Ronda Wilkinson |
| | 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 |
| P1 | | A. Establish Top Quartile plan | 3/31/2021 | | | | Ronda Wilkinson |
| P1 | | 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 | | 6/30/2021 | | | Tracy Yount |

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| | On Track | | Caution | | Needs Attention | | Scheduled Timeframe | | Starts in Future | | Complete |
|--|-----------------|--|----------------|--|------------------------|--|----------------------------|--|-------------------------|--|-----------------|

| | | 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 | | | | 12/1/2021 | <i>Ronda Wilkinson</i> |
| P1 | 6 | A. Competent Person training completed for all remaining areas. | | | | 12/1/2021 | <i>Ronda Wilkinson</i> |
| | 6 | 11. Integrate Accountability, Modeling of District Values and Cycle of Personal Ownership into daily processes | | | | | <i>Steve Wright</i> |
| P2 | 6 | A. Monthly CPO nominees reviewed and awarded | | | | 12/1/2021 | <i>Steve Wright</i> |

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|----------|---------|-----------------|---------------------|------------------|----------|
| On Track | Caution | Needs Attention | Scheduled Timeframe | Starts in Future | Complete |
|----------|---------|-----------------|---------------------|------------------|----------|

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

| | | | | | | |
|------------------|--|-----------|-----------|-----------|------------|--|
| Priority Goal | 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. | | | | | |
| | 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 | | | | 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) Q2 - After April Board approval, final signed contract back from the contractor took several months delaying the notice to proceed | | 6/30/2021 | | | John Stoll |
| P1 | B. Finalize District AMI communication plan & associated materials | | | 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 Q2 -No float left in the schedule | | | | 12/31/2021 | <i>Kirk Hudson</i> |
| P2 7 | B. Phase 2 – Distribution Management System - Identify 2022 ADMS goals by 6/30/21 Q2 - Completed 6/18 | | 6/30/2021 | | | Kirk Hudson |

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

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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 - Meetings are in progress and started on time. There is a lot of work to be completed with this task and we should understand better the timeline this next quarter. | | | 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. This task is currently blocked due to resource constraints in Customer Utilities. More critical priorities have taken precedence, and we hope to have resource in Fall to complete. | | | | 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 - Project investigation has started, but with IT restructure, this project will now use Agile Project Management principles. a PM is being assigned after July 26 to begin investigating this project. It is unlikely a contract will be completed by years end. | | | | 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 | | | | 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. | | | 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 |

2021 District Performance Plan

Q2-FINAL

| | | | | | | | | | | | |
|--|----------|--|---------|--|-----------------|--|---------------------|--|------------------|--|----------|
| | On Track | | Caution | | Needs Attention | | Scheduled Timeframe | | Starts in Future | | Complete |
|--|----------|--|---------|--|-----------------|--|---------------------|--|------------------|--|----------|

| | | Strategic Initiatives/Critical Tasks/Actions | Q1 | Q2 | Q3 | Q4 | Lead |
|----|---|--|-----------|--------------------------|-----------|------------|----------------|
| | 7 | 8. Fiber customer portal replacement | | | | | Bob Shane |
| P2 | 7 | A. System development complete | | 6/30/2021 | | | Bob Shane |
| P2 | 7 | B. System in production | | | 9/30/2021 | | Bob Shane |
| P2 | 7 | C. Acceptance of system | | | | 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 - Substantially completed. Supervisor's retirement delayed the verbiage from being finalized in official policy, with priorities of transferring cyber security knowledge taking precedence. Will be completed in Q2. | 3/31/2021 | 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 This task is in beta with a full rollout scheduled for end of August. | | 6/30/2021 | | | Ian Fitzgerald |
| P1 | 7 | D. Complete Phase 3 Microsoft Teams Rollout providing integrated phone and mass broadcast capabilities by 12/1 | | | | 12/1/2021 | Ian Fitzgerald |
| P1 | 7 | E. Complete upgrade and migration to SharePoint Online providing advance collaboration capabilities by end of Q3 | | | 9/30/2021 | | Ian Fitzgerald |
| P1 | 7 | F. Complete Microsoft Exchange (Email) upgrade by 12/1 This task was prioritized higher and completed early in June to support the MS Teams initiative. | | | | 12/1/2021 | Ian Fitzgerald |
| | 7 | 10. Implement Stehekin Energy Resource Plan | | | | | Shawn Smith |
| P1 | 7 | A. Decision on battery RFP Delay in final engineering review; RFP expected to be issued by end June, Review if submittals in Oct. | 3/31/2021 | | | | Shawn Smith |
| P1 | 7 | B. If approved by Board, install system - Delay of RFP will cause delay of system installation | | | | 12/1/2021 | Shawn Smith |

2021 District Performance Plan

Q2-FINAL

| | | | | | |
|----------|---------|-----------------|---------------------|------------------|----------|
| On Track | Caution | Needs Attention | Scheduled Timeframe | Starts in Future | Complete |
|----------|---------|-----------------|---------------------|------------------|----------|

| | | 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 -Not completed by due date due to higher priority tasks; work continues on project | 3/31/2021 | | | | Shawn Smith |
| P2 | 7 | B. Market program to customers | | | | 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.) | | | 7/1/2021 | | Shawn Smith |

| | Q1 | Q2 | Q3 | Q4 |
|--------------------------------------|-------|-------|----|----|
| Total Tracked Items: | 216 | 216 | | |
| % On Track | 75.0% | 54.6% | | |
| % Completed On Schedule | 7.4% | 19.9% | | |
| % Completed After Deadline | 0.5% | 1.4% | | |
| Total % Completed or On Track | 82.9% | 75.9% | | |

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