Strategic Performance Metrics (results through March 31, 2024)

Safeguard What Matters

Recordable Incident Rate

Last 12 Months
4.32
Prior 12M **3.58** ↑

Incident Severity Rating

Last 12 Months
8.5
Prior 12M **11.1** ↓

Preventable Vehicle Accidents

Last 12 Months
29
Prior 12M **36** ↓

Employee Experience

Voluntary Employee Turnover

Last 12 Months
2.4%
Prior 12M **3.9%** ↓
2 Years Ago **4.4%** ↓

Electric System Reliability

SAIDI   *average minutes a customer was without power*

Last 12 Months
125.5
Target **105.0** ↑
Prior 12M **149.0** ↓

ASAI   *% time power was available to average customer*

Last 12 Months
99.976%
Target **99.980%** ↓
Prior 12M **99.972%** ↑

SAIFI   *average # times a customer was without power*

Last 12 Months
1.18
Target **1.00** ↑
Prior 12M **1.26** ↓

CEMI-5   *% customers experiencing >5 outages*

Last 12 Months
0.8%
Prior 12M **1.4%** ↓
5 Yr Avg **0.9%** ↓

Water System Reliability

Unplanned Outages per 1,000 Customers

Last 12 Months
0.63
Prior 12M **0.80** ↓

Customer Experience

Overall Customer Satisfaction Index

2024 Q1
723
2023 Score **738** ↓
Leader Score **826** ↓

Net Promoter Score

2024 Q1
11
2023 Score **4** ↑
Leader Score **42** ↓

JD Power Residential Customer Satisfaction Survey

Community Engagement

Involvement in Community

2024 Q1
6.63
2023 Score **6.78** ↓
Leader Score **7.90** ↓

JD Power Residential Customer Satisfaction Survey

Financial Stability

Current Ratio

Electric
2.44
Requirement **1.00** ↑
Same Q Last Yr **2.42** ↑

Water
3.66
Requirement **1.00** ↑
Same Q Last Yr **4.27** ↓

Debt Service Coverage Ratio

Electric
3.35
Board Requirement **1.75** ↑
Same Q Last Yr **3.98** ↓

Water - Parity
6.05
Board Requirement **1.75** ↑
Same Q Last Yr **5.38** ↑

Operating Ratio

Electric
91.2%
Budget YTD **73.6%** ↑
Last Yr YTD **76.1%** ↑

Water
88.2%
Budget YTD **87.1%** ↑
Last Yr YTD **84.9%** ↑

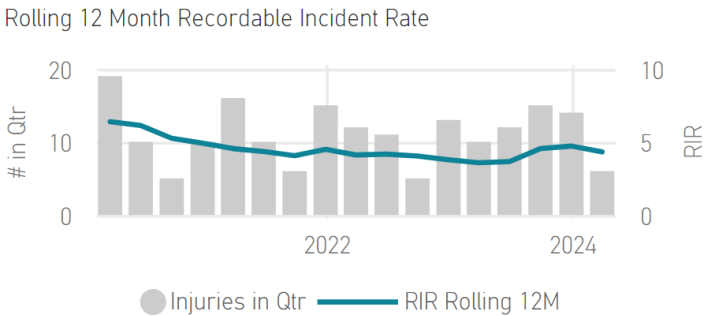*Preliminary 2023 Q4 results, unaudited*

Safeguard What Matters   (results through March 31, 2024)

Recordable Incident Rate (RIR)
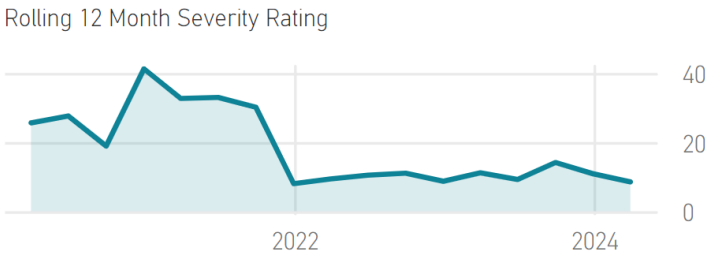
(# recordable incidents * 200,000) / total working hours

Last 12 Months

4.32   Prior 12M **3.58** | **+21%** | **+0.74** ⬆
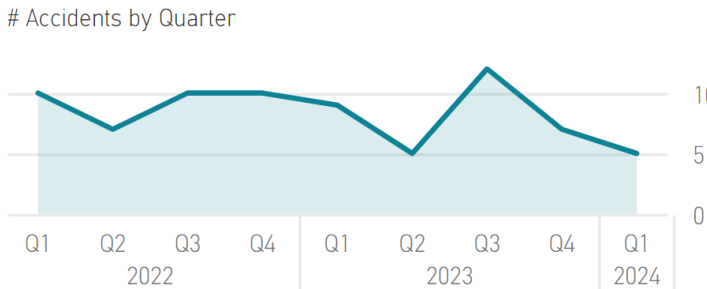
47 recordable injuries, ▲ from 39 in the prior 12 months

Rolling 12 Month Recordable Incident Rate

⬤ Injuries in Qtr ⎯ RIR Rolling 12M

Severity Rating

 # lost days / # recordable injuries

Last 12 Months

8.5   Prior 12M **11.1** | **-24%** | **-2.6** ⬇

Rolling 12 Month Severity Rating

Preventable Vehicle Accidents

Last 12 Months

29   Prior 12M **36** | **-19%** | **-7** ⬇

Accidents by Quarter

Recordable Incident Rate (RIR) provides a standardized measure of safety performance, allowing the District to track workplace injuries and illnesses over time, compare our safety record with industry benchmarks, and identify areas for improvement.

This rolling 12-month calculation is not our official OSHA recordable incident rate. The OSHA metric is calculated by calendar year.

Severity Rating provides a common language for discussing and understanding the impact of safety incidents.

The PUD's Driving Committee meets the first Tuesday of each month to review accidents and determine which were preventable.
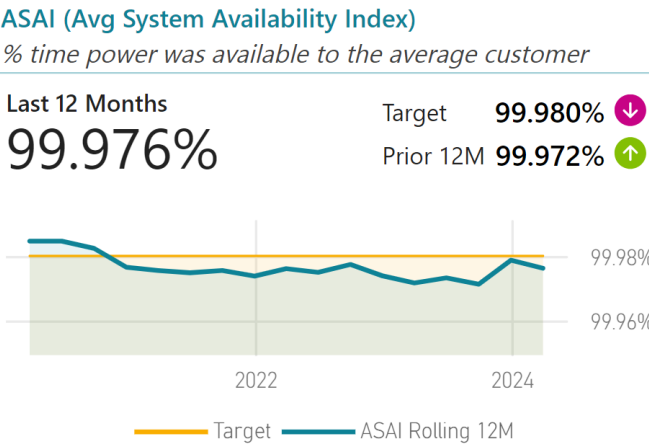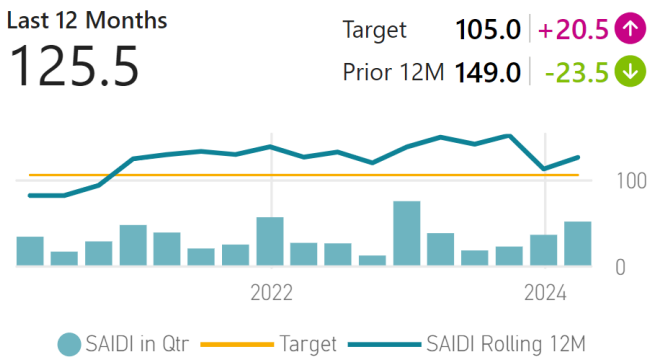
Note: Historical RIR may change as incidents may be reported up to one year after they occur and their classification of reportable or not may change. Severity rating may change as the count of recordable incidents shifts and as lost days continue to accrue to past injuries. The metrics will update each quarter to reflect the most recent data.
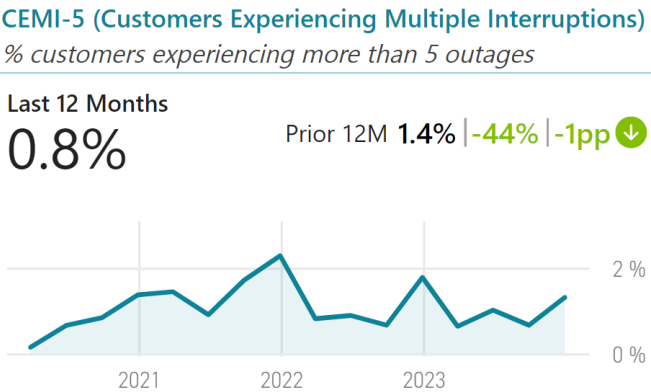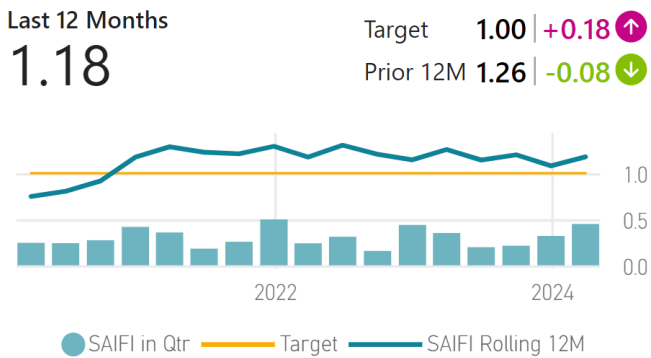
System Reliability   (results through March 31, 2024)

Electric System Reliability

SAIDI (System Avg Interruption Duration Index)
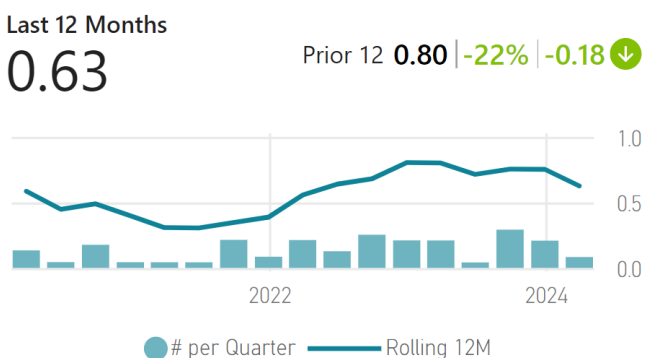*average minutes a customer was without power*

Last 12 Months
125.5

Target	**105.0**	+20.5 ⬆
Prior 12M	**149.0**	-23.5 ⬇

- SAIDI in Qtr — Target — SAIDI Rolling 12M

SAIFI (System Avg Interruption Frequency Index)
average # times a customer was without power

Last 12 Months
1.18

Target	**1.00**	+0.18 ⬆
Prior 12M	**1.26**	-0.08 ⬇

- SAIFI in Qtr — Target — SAIFI Rolling 12M

ASAI (Avg System Availability Index)
% time power was available to the average customer

Last 12 Months
99.976%

Target	**99.980%** ⬇
Prior 12M	**99.972%** ⬆

- Target — ASAI Rolling 12M

CEMI-5 (Customers Experiencing Multiple Interruptions)
% customers experiencing more than 5 outages

Last 12 Months
0.8%

Prior 12M	**1.4%**	-44%	-1pp ⬇

Water System Reliability

Water Outages per 1,000 Customers
Unplanned outages only

Last 12 Months
0.63

Prior 12	**0.80**	-22%	-0.18 ⬇

- # per Quarter — Rolling 12M

A lower **SAIDI** value indicates fewer or shorter interruptions.

ASAI translate SAIDI into a metric that describes the percentage of time that power was available to customers. The calculation is:
(total minutes in period – SAIDI minutes) / total minutes in period

A lower **SAIFI** value indicates fewer power interruptions.

CEMI-5 includes outages of >1 minute. A lower score indicates that fewer customers are experiencing multiple outages.

Note: Electric system reliability metrics exclude planned outages and Major Event Days (MEDs). MED's are days in which the daily system SAIDI exceeds a calculated threshold that is evaluated and established for each calendar year. MEDs are identified to allow study of the system's daily operation without being influenced by a few large events.

Electric Utility

Current Ratio
Current & Accrued Assets / Current & Accrued Liabilities

Qtr End
2.44

Requirement	**1.00**	+1.44 ⬆
Last Qtr	**2.43**	+0.01 ⬆
Same Q Last Yr	**2.42**	+0.02 ⬆

Debt Service Coverage Ratio
Operating Cash Flow / Total Debt

Qtr End
3.35

Board Requirement	**1.75**	+1.60 ⬆
Last Qtr	**3.96**	-0.61 ⬇
Same Q Last Yr	**3.98**	-0.63 ⬇

Operating Ratio
Operating Expense / Operating Revenue

YTD
91.2%

Budget YTD	**73.6%**	+24% ⬆
Last Yr YTD	**76.1%**	+20% ⬆

2021	2022	2023	2024
70% / 73%	71% / 68%	71% / 76%	74% / 91%

● Budget YTD   ● Actual YTD
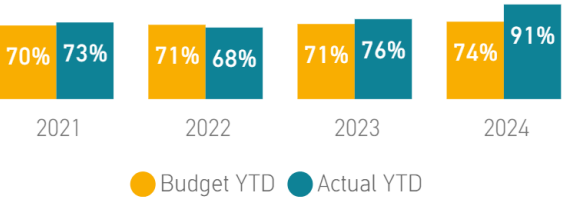
Water Utility

Current Ratio
Current & Accrued Assets / Current & Accrued Liabilities

Qtr End
3.66

Requirement	**1.00**	+2.66 ⬆
Last Qtr	**4.80**	-1.15 ⬇
Same Q Last Yr	**4.27**	-0.61 ⬇

Debt Service Coverage Ratio
Operating Cash Flow / Total Debt

Qtr End
6.05

Board Requirement	**1.75**	+4.30 ⬆
Last Qtr	**6.01**	+0.04 ⬆
Same Q Last Yr	**5.38**	+0.67 ⬆

Operating Ratio
Operating Expense / Operating Revenue

YTD
88.2%

Budget YTD	**87.1%**	+1% ⬆
Last Yr YTD	**84.9%**	+4% ⬆

2021	2022	2023	2024
73% / 68%	66% / 70%	73% / 85%	87% / 88%

● Budget YTD   ● Actual YTD
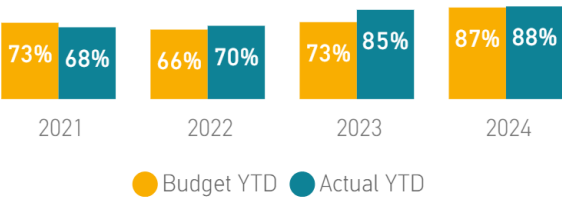
Current Ratio measures an organization's ability to pay its short-term obligations or those due within one year. A current ratio of 1 indicates that the company has exactly enough short-term assets to cover its short-term obligations.

Debt-Service Coverage Ratio is used to assess whether an organization has sufficient net operating income to service its debt obligations. The ratio can influence credit ratings, borrowing costs, and overall financial stability. A ratio of 1 indicates that an organization has exactly enough operating income to pay its debt service costs.

Operating Ratio is an indicator of operational effectiveness. It is also a useful benchmark for both comparing organizational performance over time and comparing our performance to that of similar organizations.

Operating Expense includes O&M, Transmission, and Purchased Power / Water costs. For better comparison, Operating Expense actuals exclude an annual year-end non-cash adjustment related to an accounting standard requirement.

Operating Revenue excludes the Unbilled Revenue Adjustment.

Customer Experience and Community Engagement

JD Power Residential Customer Satisfaction Survey

Overall Customer Satisfaction Index

2024 Q1 Score
723

2023 Score	738	-15 ⬇
2022 Score	751	-28 ⬇
Leader Score	826	-103 ⬇

Segment Rank = 7 of 17, ▼ from 4 last yr

2024 - Lead...	826
2024 - Avg	718
2024 - PUD	723
2023 - PUD	738
2022 - PUD	751
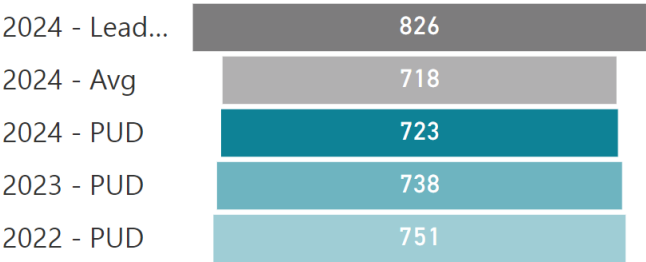
Net Promoter Score

2024 Q1 Score
11

2023 Score	4	+7 ⬆
2022 Score	14	-3 ⬇
Leader Score	42	-31 ⬇

Segment Rank = 6 of 17, ▲ from 8 last yr

2024 - Lead...	42
2024 - Avg	7
2024 - PUD	11
2023 - PUD	4
2022 - PUD	14
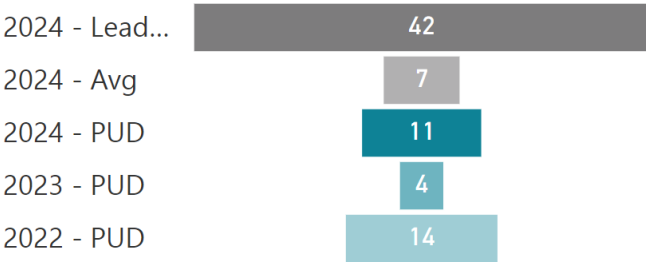
Involvement in Community

2024 Q1 Score
6.63

2023 Score	6.78	-0.15 ⬇
2022 Score	6.72	-0.09 ⬇
Leader Score	7.90	-1.27 ⬇

Segment Rank = 7 of 17, ▼ from 5 last yr

2024 - Lead...	7.90
2024 - Avg	6.65
2024 - PUD	6.63
2023 - PUD	6.78
2022 - PUD	6.72
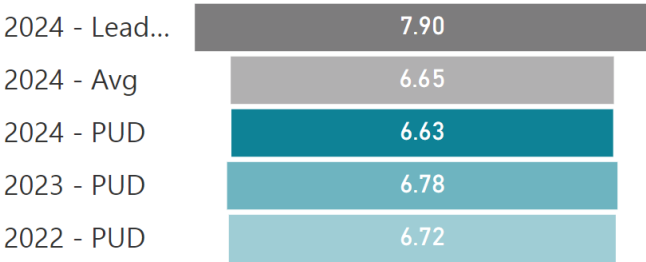
JD Power surveys evaluate the quality of customer service provided by an organization, based on factors such as the customer's experience with the company's representatives, resolution of issues, and overall satisfaction. This is the top-level aggregated score. Our target is 800.

The JD Power Net Promoter Score (NPS) starts by classifying respondents into promoter, detractor, and passive segments. Then, the % of customers that are detractors is subtracted from the % that are promoters to determine the NPS.

This JD Power Score is in response to the question "On a scale of 1-10, where 1 is unacceptable and 10 is Outstanding, how would you rate Snohomish PUD on Involvement in the Community (e.g. local charities, civic organizations, etc.)?"

Note: Snohomish PUD is in the West Mid-Size Utility segment, which includes a total of 17 utilities.
The Leader score shown above = the top score in that category for 2023. The Avg score = the West Mid-Size Utility segment average score for 2023.

Voluntary Employee Turnover

excludes retirements and involuntary separations

Last 12 Months

2.4%

Prior 12M	**3.9%**	-39%	⬇
2 Years Ago	**4.4%**	-46%	⬇

Rolling 12-month Turnover, by Separation Reason

····· Involuntary – – Retired —— Voluntary

Overall Employee Turnover

includes all separation reasons

Last 12 Months

6.8%

Prior 12M	**8.4%**	-19%	⬇
2 Years Ago	**8.9%**	-23%	⬇

Annual Overall Turnover, with Milliman Benchmarks

– – Puget Sound (PS)
····· PS Public Sector
—— NW Utilities
—— SnoPUD

Voluntary Employee Turnover measures the rate at which employees willingly leave SnoPUD. This can reflect job satisfaction levels, career development opportunities, and overall employee engagement. Voluntary turnover also includes people satisfied with their work at SnoPUD that leave due to new opportunities, relocation, and personal reasons.

This is a best available metric. We anticipate supplementing or replacing it with a new employee engagement metric later this year.
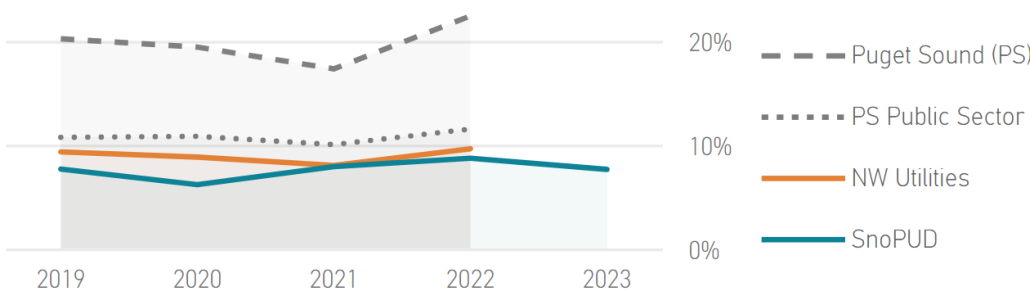
Overall Employee Turnover with a comparison to regional benchmarks helps put SnoPUD's voluntary turnover into context. Benchmarks are provided by Milliman and available annually. 2023 benchmark data is not yet available.

2023 – 2027 Strategic Plan

Q1 2024
Key Activities and
Achievements

Briefly: District Strategic Plan Elements

OUR PURPOSE *(what guides us)*

We deliver **essential utility services** to **help our communities thrive**

OUR VALUES *(how we behave)*

Every day we **SAFEGUARD** what matters, putting employee and community safety first.

We have **INTEGRITY**. We are a **TEAM**. We **SERVE** with pride, and **RISE** to challenges. We choose to **INCLUDE** all, **SEEK** growth, and be **BOLD**.

OUR COMMITMENT *(the tenets that anchor us)*

To fulfill our role in the community, we:

- Are a **powerful partner**
- Provide **exceptional value**
- Deliver **excellent experiences**
- Are the **best version of TeamPUD**

The enduring fundamentals that inform everything we do and are the filters we use to make decisions

OUR VISION *(where we're going)*

Be the utility that **delights our customers** and **energizes life in our communities**

The goal that the strategic plan is driving toward.

Strategic Priority

A key area of focus required to achieve our vision and hold true to our Purpose and Commitment. We have five Strategic Priorities.

Objective

The specific outcomes we are driving toward under a priority. There are 2 or more under each priority.

Initiative

The specific work actions and work intended to help us achieve the objective. There are 3 or more under each objective.

Click to view approved 2023-2027 Strategic Plan

Briefly: District Strategic Plan Elements

Priority 1
Bolster operational reliability and resiliency

Priority 2
Enhance and evolve customer experiences

Priority 3
Actively help our communities thrive

Priority 4
Build a sustainable future with our communities

Priority 5
Create the culture and capabilities needed for the future

Objective 1.1
Develop the capabilities required for an increasingly complex energy future

Objective 1.2
Build the distribution grid of our future

Objective 1.3
Ensure resource adequacy by expanding and protecting resources

Objective 1.4
Preserve exceptional customer value

Objective 2.1
Center our work around customer desires, challenges, and expectations

Objective 2.2
Deliver creative, personal, and convenient solutions

Objective 2.3
Give customers increased flexibility and control over their usage and costs

Objective 3.1
Strengthen our community connections

Objective 3.2
Support the economic vitality of our communities

Objective 3.3
Align our practices with our communities' diverse needs

Objective 4.1
Responsibly minimize and mitigate our environmental impacts

Objective 4.2
Help our customers and communities achieve their goals

Objective 5.1
Be an employer of choice

Objective 5.2
Evolve workforce skills and capabilities

Objective 5.3
Increase organizational alignment and effectiveness

BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

STRATEGIC OBJECTIVES	Q1 2024 KEY ACHIEVEMENTS AND ACTIVITIES	Q1 2024 COMMISSION PRESENTATIONS
1.1 Develop the capabilities for an increasingly complex energy future **Jason Zyskowski |** *Assistant General Manager, Facilities, Generation, Power, Rates & Transmission Management*	• Electric vehicles added to existing planning load projections. • Load forecasting steering team has been created and meets once a month. • Phase 1 of customer 360 data project complete.	
1.2 Build the distribution grid of our future **Guy Payne |** *Assistant General Manager, Distribution & Engineering Services*	• Selected SnoSMART program director. • Completed and published Transmission Design Guidelines. • Engage with analytics to identify additional needed system reliability data. • Look back on how effective 2022 vegetation management was on 2023 reliability metrics.	• Purchase Property for Future 115kV Ring Bus | Feb 6
1.3 Ensure resource adequacy by expanding and protecting resources **Jason Zyskowski |** *Assistant General Manager, Facilities, Generation, Power, Rates & Transmission Management*	• Executed energy storage agreement for battery project. • Sunday Lake and 84th and 163rd projects completed. • Warm Beach Well No. 4 is out to bid.	• 2025 Integrated Resource Plan Kickoff | Mar 19 • Commercial Strategic Energy Management Agreement | Mar 19 • Approval of Energy Storage Agreement | Jan 23
1.4 Preserve exceptional customer value **Scott Jones |** *Chief Financial Officer*	• Budget reporting training for cost center managers and budget coordinators. • Refined enterprise risk management RFP and sent out to finalists for updated responses. • Began market scan for budget planning solutions and submitted initial enterprise project governance board request. • Completed 2024 Cost of Service Analysis (COSA) and rates. Developed COSA workshop materials for use with executive leadership team.	• Resolution amending District Retail Electric and Street Lighting Service Rate Schedules | Mar 5 • District Cash and Financial Reserves | Feb 20 • 2024 Budget General Electric Revenue Adjustment | Feb 6 • Electric and Water rates presentations

EVOLVE AND ENHANCE CUSTOMER EXPERIENCES

STRATEGIC OBJECTIVES	Q1 2024 KEY ACHIEVEMENTS AND ACTIVITIES	Q1 2024 COMMISSION PRESENTATIONS
2.1 Center our work around customer desires, challenges, and expectations **John Hoffman |** *Assistant General Manager, Customer & Energy Services*	• Ongoing customer experience workshops with department specific focus to establish areas of focus and action plans. • Added Net Promoter score to several existing District surveys • Working with Great Blue Research to build out the residential and commercial surveys for August • Program additions to the Energy Services Customer Portal	
2.2 Deliver creative, personal, and convenient solutions **John Hoffman |** *Assistant General Manager, Customer & Energy Services*	• Developed an estimated time to restoration (ETR) dashboard. • New online discount application platform. • New broadcast messaging feature through outage communications. • MySnoPUD self-service move-in/out-transfer scheduled deployed.	
2.3 Give customers increased flexibility and control over their usage and costs **Kristi Sterling |** *Chief Information Officer*	• ConnectUp Head End System (HES) upgrade complete. • ConnectUp meter deployment ramping up with two new hires. • Meter Data Management System (MDMS) system upgrade started. • First program implemented on iEnergy Platform (Solar) • Customer Self Service team has added two new resources. Will assist in rate process development and implementation process improvement.	• ConnectUp Quarterly Updates

ACTIVELY HELP OUR COMMUNITIES THRIVE

STRATEGIC OBJECTIVES	Q1 2024 KEY ACHIEVEMENTS AND ACTIVITIES	Q1 2024 COMMISSION PRESENTATIONS
3.1 Strengthen our community connections **Lisa Hunnewell |** *Director, Communications, Marketing & Business Readiness*	• A cross-functional team developed a philosophy and framework for engaging with our communities and shared with the ELT for feedback • Planning for the second annual Energy Block Party	• Regular Communications and Community Engagement briefings
3.2 Support the economic vitality of our communities **Scott Jones |** *Chief Financial Officer*	• Initial planning work underway for initiatives	• City of Mountlake Terrace Recreational Trail Easement | Feb 20 • City of Everett Interurban Recreational Trail Easement Extension | Feb 20 • Broadband Third-Party Use of District Owned Dark Fiber | Jan 9
3.3 Align our practices with our communities' diverse needs **Colin Willenbrock |** *General Counsel*	• Research underway for initiative A – clearly define what equity means for us	

BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES

STRATEGIC OBJECTIVES	Q1 2024 KEY ACHIEVEMENTS AND ACTIVITIES	Q1 2024 COMMISSION PRESENTATIONS
4.1 Responsibly minimize and mitigate our environmental impacts **Guy Payne |** *Assistant General Manager, Distribution & Engineering Services*	• Continued work to update existing Environmental Management System manual to include sustainability. • Contracts and Purchasing team started investigating other utilities' programs for green purchasing policies • Drafted site plan and critical area mitigation plan for County submittals regarding Woods Creek Sustainability Center shelter permitting • Ongoing Environmental Action Team and Sustainability Team meetings.	
4.2 Help our customers and communities achieve their goals **Colin Willenbrock |** *General Counsel*	• Input from internal subject matter experts to inform draft document that outlines how we will partner with and support our communities and customers.	

CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE

STRATEGIC OBJECTIVES	Q1 2024 KEY ACHIEVEMENTS AND ACTIVITIES	Q1 2024 COMMISSION PRESENTATIONS
5.1 Be an employer of choice **Kristi Sterling |** *Chief Information Officer*	• Full formal mentor program launched in February. • Rolled out job description repository. Updated related non-union overtime directive. • Completed manager training on Fair Labor Standards Act (FLSA). • Continued process to select a vendor for employee experience surveys.	
5.2 Evolve workforce skills and capabilities **Colin Willenbrock |** *General Counsel*	• Continued to develop strategic workforce plan framework and interview questions. • Collaborated with Business Readiness & Training Team to begin reviewing trainings. • Partnering with Everett Public Schools – Everett Career Link (Internship Program) • Exploring potential partnerships with connections made at the Multicultural Hiring Event sponsored by Workforce Snohomish	
5.3 Increase organizational alignment & effectiveness **Kristi Sterling |** *Chief Information Officer*	• Beta tested Leading with Humility course with the executive team. • Held initial enterprise planning and prioritizing meeting in February. • Launched new monthly metrics dashboard for internal District leadership, focused on core operational metrics. • Launched internal strategic plan dashboard tracking quarterly performance metrics. • Established division goals for internal operating plans focused on 2024-2026.	• Strategic Plan Update | Feb 20