



Strategic Plan Quarterly Update

February 18, 2025

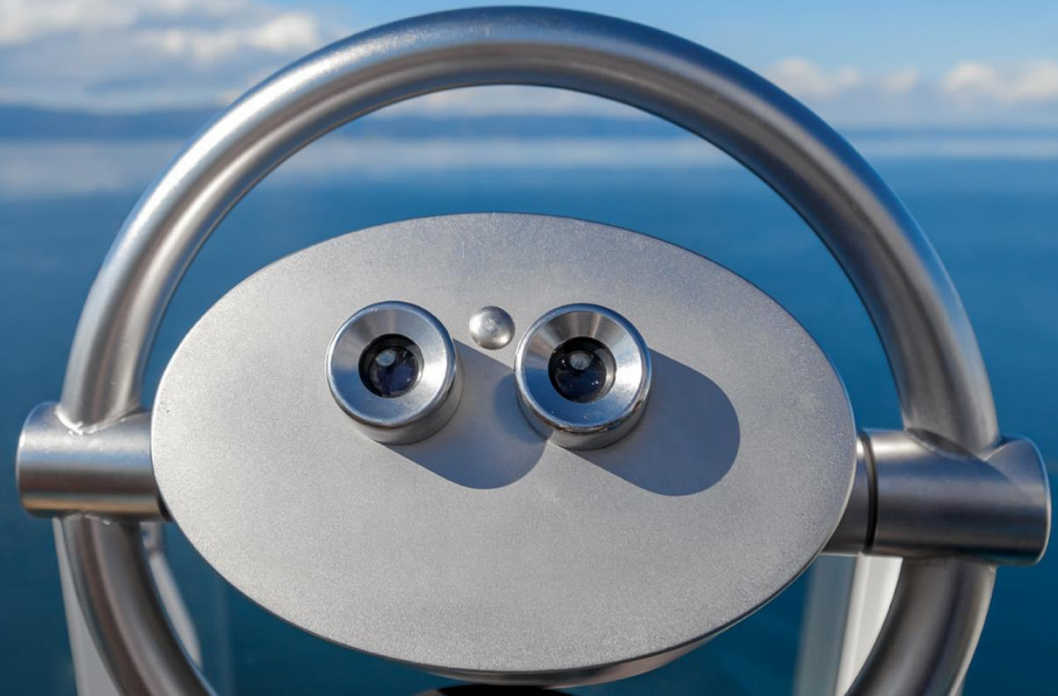
Laura Lemke
Senior Program Manager

Prior Presentation: August 20, 2024



FOCUS ON THE FUTURE


2023-2027 STRATEGIC PLAN



Prior Presentations & Conversations

Aug 20, 2024	Strategic Plan Quarterly Update
Feb 20, 2024	Strategic Plan Quarterly Update
Dec 5, 2023	2023-2027 Strategic Plan Update
Feb 7, 2023	Approval of the 2023-2027 Strategic Plan
Jan 24, 2023	Draft 2023-2027 Strategic Plan

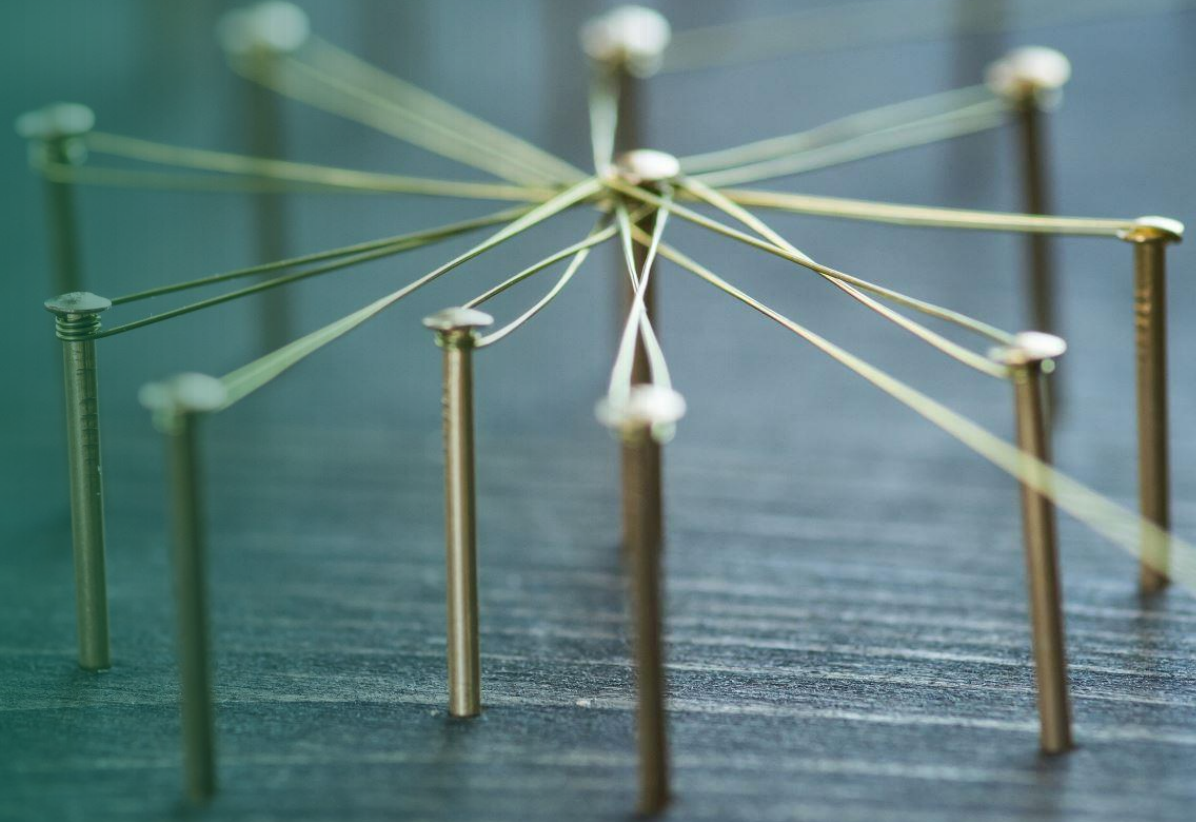
Approved 2023-2027 Strategic Plan: [Strategic Priorities - Snohomish County PUD \(snopud.com\)](https://snopud.com/strategic-priorities)



Today's Purpose:

Update on the
2023-2027 Strategic Plan
implementation.

This presentation is
informational,
no action is requested.



A hand holding a magnifying glass over a landscape. The background is a dark green gradient. On the right, a hand holds a magnifying glass, focusing on a circular view of a landscape. The landscape shows a body of water, hills, and a sunset or sunrise sky. The text is on the left side of the image.

BACKGROUND:

Developing our 2023-2027 Strategic Plan

Creating Clarity

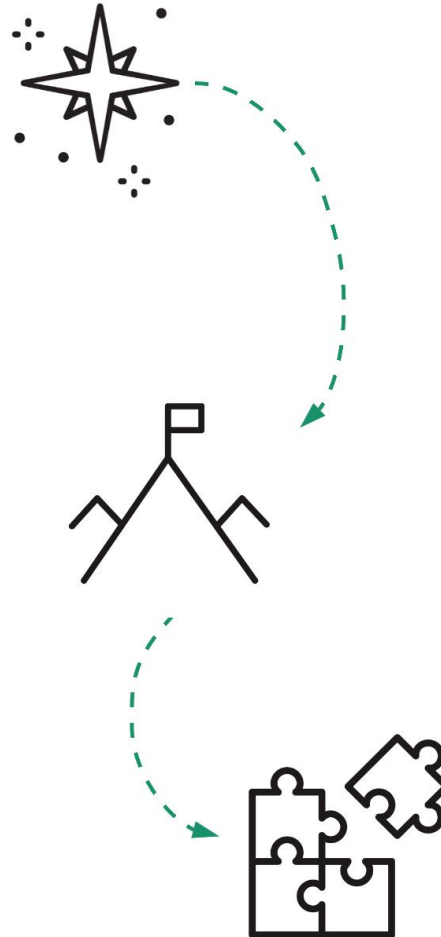
We deliver **essential utility services** to **help our communities thrive**.

*our **PURPOSE** answers "why do we exist?", it is the North Star that guides us.*

*our **VISION** answers "what do we aspire to be?" with where we're going next on our quest to fulfill our Purpose. It gives all of us a shared goal.*

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

By achieving our Vision, we will be the best utility for our communities. We will help our customers and communities creatively meet the future head on, powering a strong economy and environment. Given the opportunity, our customers will rave about our service and the value we provide and would choose us over any other option.



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 **VALUES** describe the principles and expectations that guide employee behavior at all levels. They define the most important aspects of our culture and what makes us great.*

*our **COMMITMENT** articulates the tenets that anchor us and how we will fulfill our Purpose and achieve our Vision.*

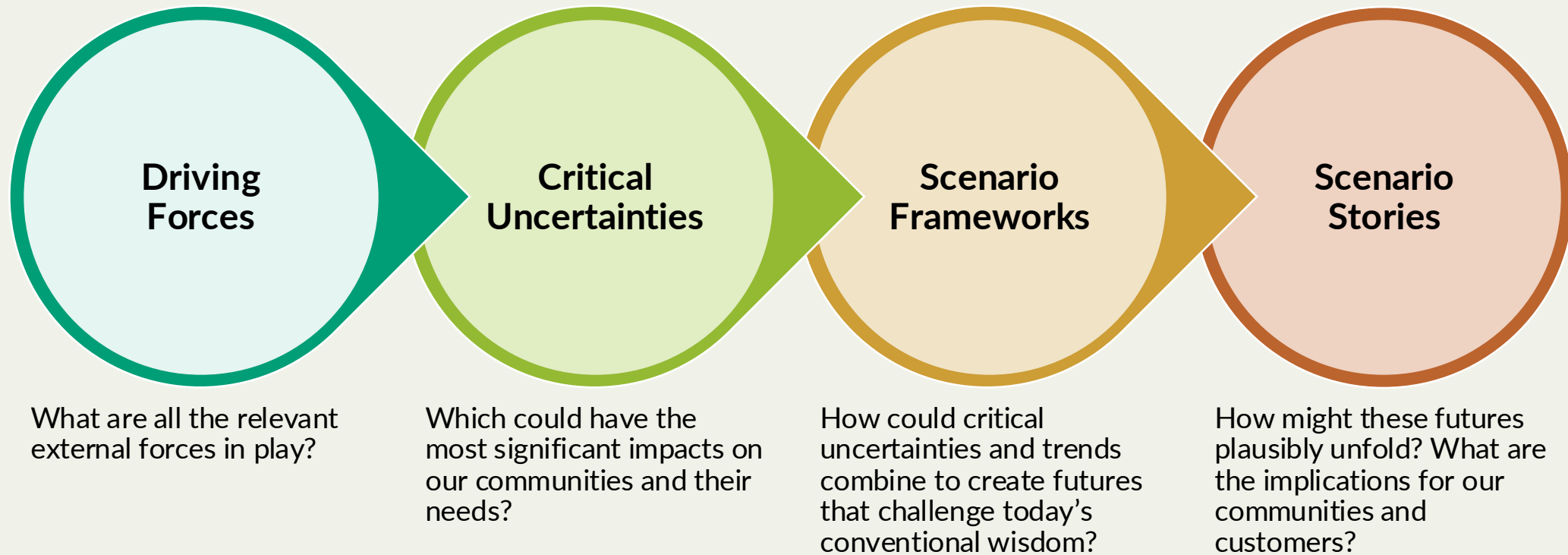
To fulfill our role in enabling the vitality of the communities we serve, today and tomorrow, we will:

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

Scenario Planning

Focal Question:

What might the communities we serve look like in 2040? How might our region change?



Background: August 17, 2021: District Strategy: Scenario Planning Briefing

Critical Opportunities & Threats

These opportunities and challenges are driven by external forces and their effects on our communities and our operating environment. Successfully navigating them requires significant, coordinated organizational responses from our leadership.

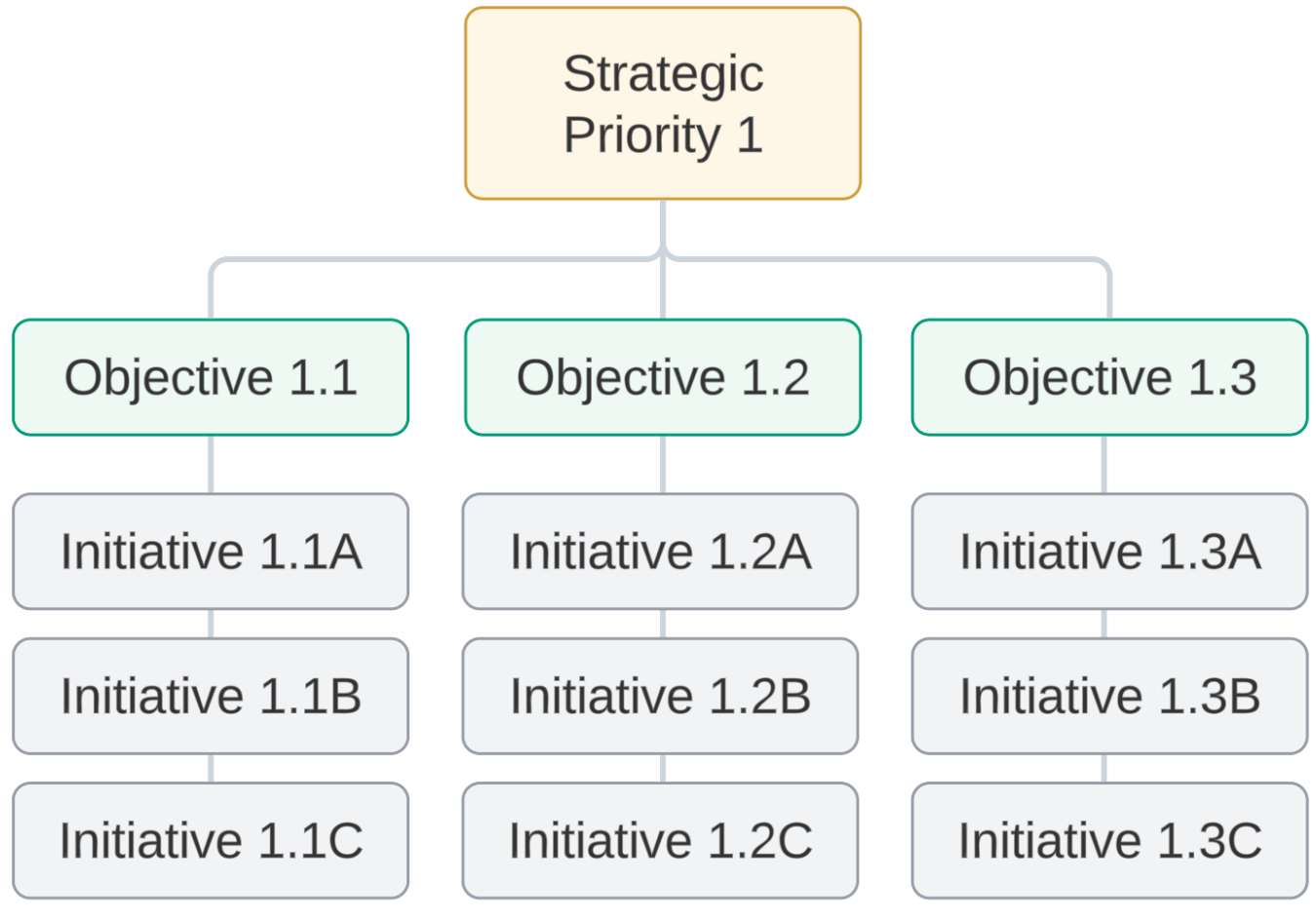
COMMUNITY AND OPERATING ENVIRONMENT	SYSTEM OPERATIONS, LOAD, AND SUPPLY
<ul style="list-style-type: none">• Quickly growing communities with diverse needs and new expectations• Increasing community and customer reliance on electricity intensifying pressure for reliable and resilient service• Technological change and accelerating adoption by our customers, communities, partners, and suppliers• Regulatory requirements to decarbonize all aspects of District operations• An increasingly competitive labor market• Growing operating, maintenance, and capital costs driven by a multitude of factors• Competition from new entrants into the energy and water utility markets	<ul style="list-style-type: none">• Significant shifts in usage patterns and load growth driven by climate change, population growth, and electrification• Supply-side resource challenges driven by new regulations, risks to existing resources, integration of new resources, new competition, and transmission constraints• Increasingly severe and disruptive climate change impacts on our communities and operations• Ever more sophisticated cyber threats and related regulations and penalties• Sustained or intermittent supply-chain issues

Background: [Jan 4, 2022, District Strategy: 2040 Scenario Planning Insights](#) and [Jan 25, 2022, Special Meeting – Strategic Priorities Workshop](#)

Our Strategic Priorities

1. Bolster operational reliability and resiliency
2. Enhance and evolve customer experiences
3. Actively help our communities thrive
4. Build a sustainable future with our communities
5. Create the culture and capabilities needed for the future

Our Strategic Plan Structure



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.

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

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

Our Strategic Priorities and Objectives

Priority 1
**Bolster operational
reliability and resiliency**

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**

Priority 2
**Enhance and evolve
customer experiences**

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**

Priority 3
**Actively help our
communities thrive**

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**

Priority 4
**Build a sustainable future
with our communities**

Objective 4.1
**Responsibly minimize and
mitigate our environmental
impacts**

Objective 4.2
**Help our customers and
communities achieve their goals**

Priority 5
**Create the culture and
capabilities needed for
the future**

Objective 5.1
Be an employer of choice

Objective 5.2
**Evolve workforce skills and
capabilities**

Objective 5.3
**Increase organizational
alignment and effectiveness**



Objective Workshops

The Strategic Planning Team held workshops for each strategic objective. Up to 20 internal subject matter experts participated in each workshop.

Workshop Participants:

- Assessed current state by reviewing opportunities, threats, strengths, and weaknesses
- Generated ideas for how we could achieve the objective
- Recommended key initiatives and actions

Workshops were held during July - September 2022.

- 67.5 hours of workshop time
- 122 subject matter experts from across the District
- 225 flip chart pages prioritized with 3,400 voting stickers



2023-2027 Strategic Plan

Key Performance Metrics

Strategic Performance Metrics

(data through December 31, 2024; 2024 financial results unaudited)

Safeguard What Matters

Recordable Incident Rate

Last 12 Months
3.70
Prior 12M **4.71**

Incident Severity Rating

Last 12 Months
5.4
Prior 12M **18.0**

Preventable Vehicle Accidents

Last 12 Months
29
Prior 12M **33**

Employee Experience

Voluntary Employee Turnover

Last 12 Months
2.8%
Prior 12M **2.5%**
2 Years Ago **4.4%**

Employee Experience - 2024 Survey

Overall Favorability
68.2%
Overall Engagement
75.5%

Electric System Reliability

SAIDI *average minutes a customer was without power*

Last 12 Months
192.3
Target **105.0**
Prior 12M **112.1**

ASAI *% time power was available to average customer*

Last 12 Months
99.964%
Target **99.980%**
Prior 12M **99.979%**

SAIFI *average # times a customer was without power*

Last 12 Months
1.81
Target **1.00**
Prior 12M **1.08**

CEMI-5 *% customers experiencing >5 outages*

Last 12 Months
3.1%
Prior 12M **1.3%**
5 Yr Avg **1.5%**

Water System Reliability

Unplanned Outages per 1,000 Customers

Last 12 Months
0.54
Prior 12M **0.75**

Customer Experience

Overall Customer Satisfaction Index

2024 Overall
731
2023 Score **738**
Leader Score **768**

Net Promoter Score

2024 Overall
10
2023 Score **4**
Leader Score **44**

JD Power Residential Customer Satisfaction Survey

Community Engagement

Involvement in Community

2024 Overall
6.83
2023 Score **6.78**
Leader Score **7.39**

JD Power Residential Customer Satisfaction Survey

Date Notes:

Last 12 months = Jan 1, 2024 to Dec 31, 2024
and Quarter End = Dec 31, 2024

Financial Stability

Current Ratio

Electric
2.61
Requirement **1.00**
Same Q Last Yr **2.43**

Water
2.75
Requirement **1.00**
Same Q Last Yr **4.80**

Debt Service Coverage Ratio

Electric
3.32
Board Requirement **1.75**
Same Q Last Yr **3.96**

Water - Parity
3.33
Board Requirement **1.75**
Same Q Last Yr **6.40**

Operating Ratio

Electric
87.8%
Budget YTD **84.7%**
Last Yr YTD **83.9%**

Water
77.3%
Budget YTD **87.1%**
Last Yr YTD **71.7%**

2024 Financial Results are unaudited

Safeguard What Matters

(data through December 31, 2024)

Recordable Incident Rate (RIR)

(# recordable incidents * 200,000) / total working hours

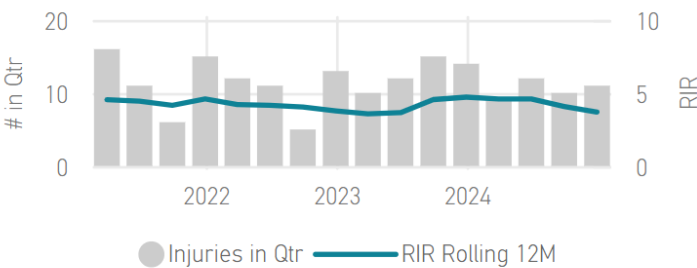
Last 12 Months

3.70

Prior 12M 4.71 | -22% | -1.02 ↓

42 recordable injuries, ▼ from 51 in the prior 12 months

Rolling 12 Month RIR, by Quarter End Since 2020



Severity Rating

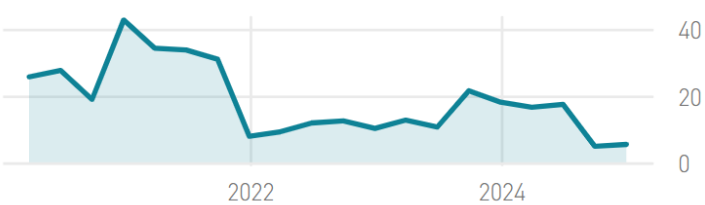
lost days / # recordable injuries

Last 12 Months

5.4

Prior 12M 18.0 | -70% | -12.7 ↓

Rolling 12 Month Severity Rating, by Quarter End Since 2020



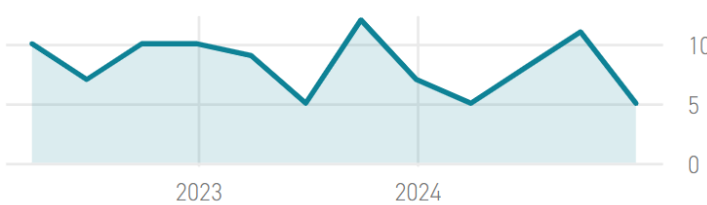
Preventable Vehicle Accidents

Last 12 Months

29

Prior 12M 33 | -12% | -4 ↓

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

(data through December 31, 2024)

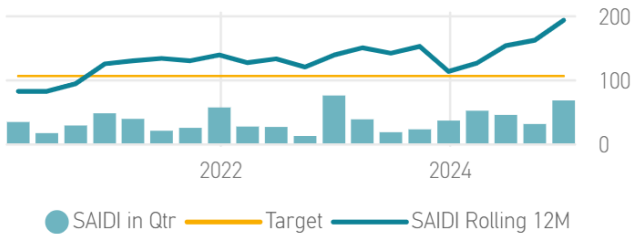
Electric System Reliability

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

Last 12 Months
192.3

Target **105.0** | **+87.3** ↑

Prior 12M **112.1** | **+80.2** ↑

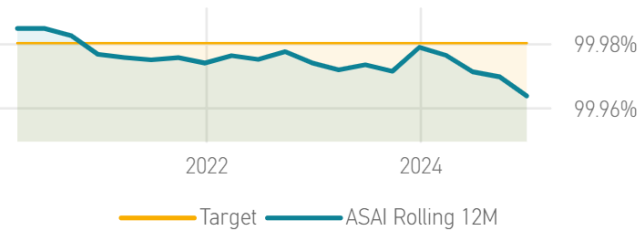


ASAI (Avg System Availability Index)
% time power was available to the average customer

Last 12 Months
99.964%

Target **99.980%** ↓

Prior 12M **99.979%** ↓

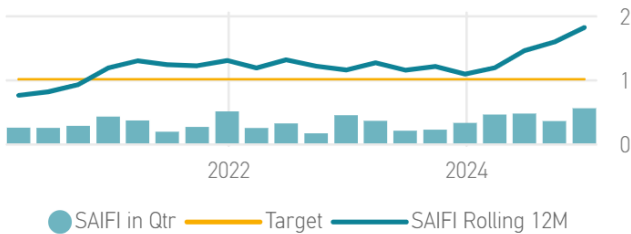


SAIFI (System Avg Interruption Frequency Index)
average # times a customer was without power

Last 12 Months
1.81

Target **1.00** | **+0.81** ↑

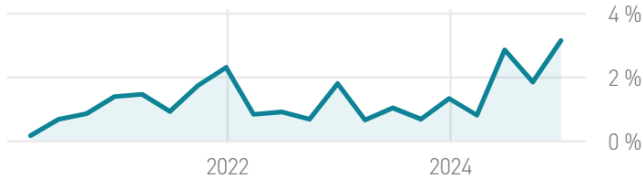
Prior 12M **1.08** | **+0.73** ↑



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

Last 12 Months
3.1%

Prior 12M **1.3%** | **+139%** | **+2pp** ↑



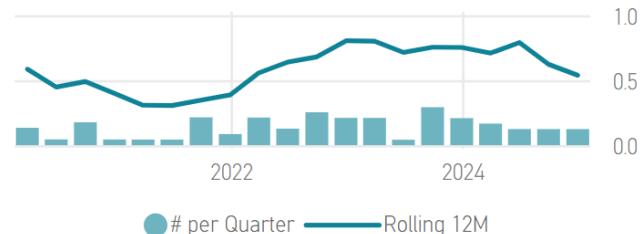
Note: Electric system reliability metrics exclude planned outages and Major Event Days (MEDs). MED's are days in which the daily system SAIDI exceeds a calculated threshold that is evaluated and established for each calendar year. MEDs are identified to allow study of the system's daily operation without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

Water System Reliability

Water Outages per 1,000 Customers
Unplanned outages only

Last 12 Months
0.54

Prior 12 **0.75** | **-29%** | **-0.21** ↓



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:
$$\frac{\text{total minutes in period} - \text{SAIDI minutes}}{\text{total minutes in period}}$$

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.

Financial Stability

(data through December 31, 2024; 2024 financial results are unaudited)

Electric Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+1.61	⬆️
2.61	Last Qtr	2.21	+0.40	⬆️
	Same Q Last Yr	2.43	+0.18	⬆️

Debt Service Coverage Ratio

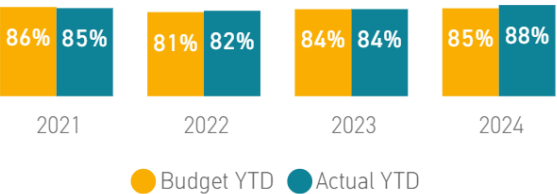
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+1.57	⬆️
3.32	Last Qtr	4.04	-0.72	⬆️
	Same Q Last Yr	3.96	-0.64	⬆️

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	84.7%	+4%	⬆️
87.8%	Last Yr YTD	83.9%	+5%	⬆️



Water Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+1.75	⬆️
2.75	Last Qtr	2.79	-0.05	⬆️
	Same Q Last Yr	4.80	-2.06	⬆️

Debt Service Coverage Ratio

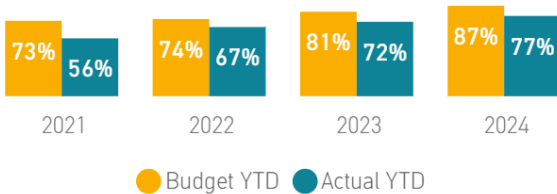
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+1.58	⬆️
3.33	Last Qtr	4.37	-1.04	⬆️
	Same Q Last Yr	6.40	-3.07	⬆️

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	87.1%	-11%	⬆️
77.3%	Last Yr YTD	71.7%	+8%	⬆️



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.

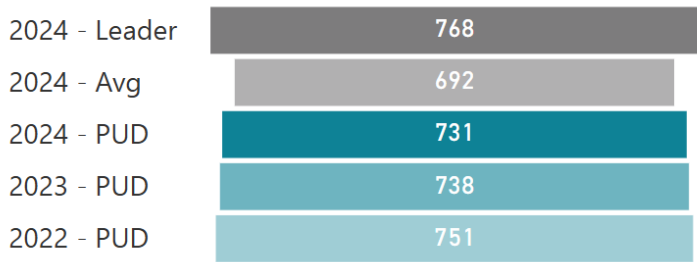
Customer Experience and Community Engagement

JD Power Residential Customer Satisfaction Survey

Overall Customer Satisfaction Index

2024 Overall	2023 Score	738	-7 ↓
731	2022 Score	751	-20 ↓
	Leader Score	768	-37 ↓

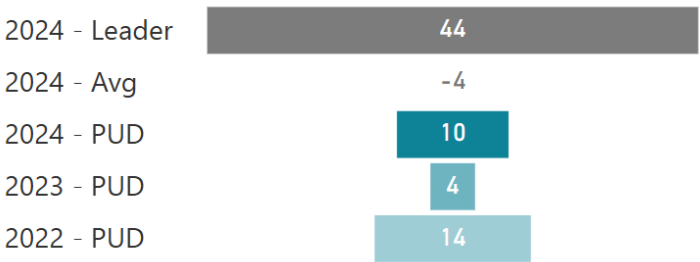
Segment Rank = 7 of 62, ▲ from 11 last yr



Net Promoter Score

2024 Overall	2023 Score	4	+6 ↑
10	2022 Score	14	-4 ↓
	Leader Score	44	-34 ↓

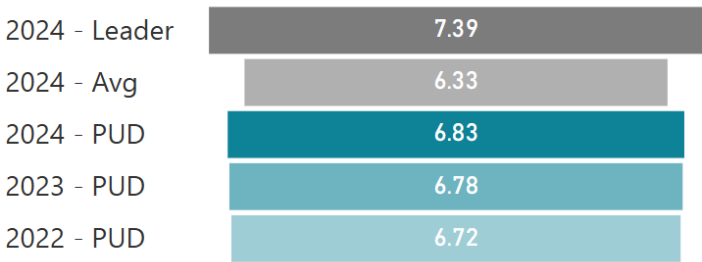
Segment Rank = 13 of 62, ▲ from 23 last yr



Involvement in Community

2024 Overall	2023 Score	6.78	+0.05 ↑
6.83	2022 Score	6.72	+0.11 ↑
	Leader Score	7.39	-0.56 ↓

Segment Rank = 8 of 62, ▲ from 11 last yr



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 Midsize Utility segment, which includes a total of 62 utilities.
The Leader score shown above = the top score in that category. The Avg score = the Midsize Utility segment average score.*

Employee Experience

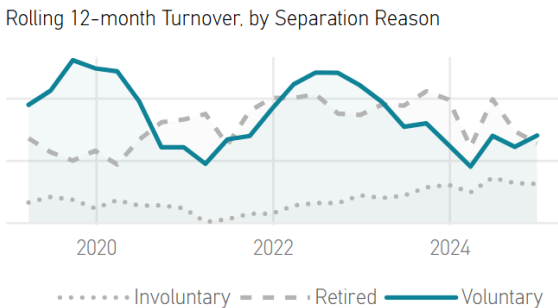
(data through December 31, 2024)

Voluntary Employee Turnover

excludes retirements and involuntary separations

Last 12 Months
2.8%

Prior 12M 2.5% | **+12%** ↑
2 Years Ago 4.4% | **-37%** ↓



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.

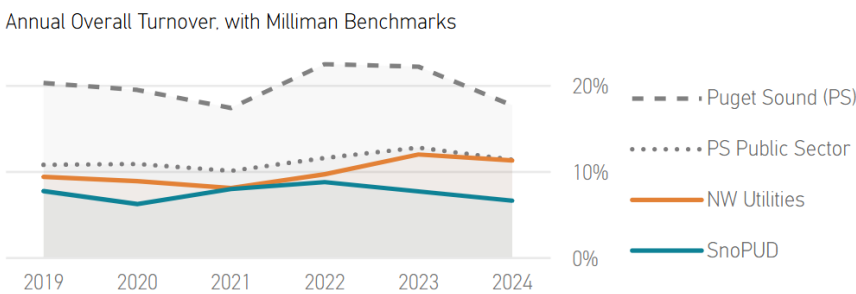
This is a best available metric. We anticipate supplementing or replacing it with a new employee engagement metric later this year.

Overall Employee Turnover

includes all separation reasons

Last 12 Months
6.5%

Prior 12M 7.6% | **-14%** ↓
2 Years Ago 8.7% | **-25%** ↓



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.

Employee Experience

results from fall 2024 Employee Experience Survey

Overall Favorability
68.2%

Best Places to Work **76.0%** | **-10.3%** ↓

Overall Engagement
75.5%

Best Places to Work **79.0%** | **-4.4%** ↓

2024 is the first year for which Snohomish PUD has data. The survey will be conducted annually, and 2025 scores will be available after the 2025 survey is fielded and analytics are complete. Benchmarks are provided by Quantum ratings for their identified Best Places to Work employers with 1,000-4,999 employees.

Overall Favorability is the percentage of favorable survey responses for every survey question

Overall Engagement is the % favorable responses to nine key employee engagement questions and captures the core of how employee engagement is measured. They help reveal the current state of employee engagement within organizations. Outcomes are not actionable as they are the targets the organization should strive to maintain or enhance.

Strategic Performance Metrics

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2024 Financial Results are unaudited



2023-2027 Strategic Plan

Key Achievements Q3-Q4 2024



Key Achievements, Q3-Q4 2024

**BOLSTER
OPERATIONAL
RELIABILITY AND
RESILIENCY**

- Executed SnoSMART program grant contract with DOE.
-
-
-
- Evaluated and finalized decision to switch BPA Power Products.
-
- Enterprise Risk Management program identified, assessed and prioritized District's strategic risks.
- Budget and Cost Management Practices working group finalized financial values for employees.
- Rate updates addressed the seasonal rates transition for schedules 20, 25, 24 and made significant progress towards aligning the residential base charge with costs.

**EVOLVE AND
ENHANCE
CUSTOMER
EXPERIENCES**

- Proactive outage alert capability implemented.
- Enabled new alerts in MySnoPUD including Rejected Payment, Past Due Reminder, Credit Card Expiring
- Customer-initiated moves went live in MySnoPUD.
- Interval pricing for Schedule 7, as a precursor for time-of-day rates, went live in SAP.
- Commercial and Industrial time of day rate pilot extended 1 year.
- Net Billing Rate (schedule 201) made permanent by Commission.

Key Achievements, Q3-Q4 2024

ACTIVELY HELP OUR COMMUNITIES THRIVE	<ul style="list-style-type: none">•• Completed new load policy updates for loads up to 9.9MW.• Connected approximately 5,000 new meters in 2024. Crew availability and apprenticeship recruitment are all on track and in good standing.
BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES	<ul style="list-style-type: none">• Draft Environmental Sustainability Action Plan is under internal review and comment.• Contract issued and permits submitted for Woods Creek Sustainability Center picnic shelter• Developed draft charter for revamped Environmental Advisory Team
CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE	<ul style="list-style-type: none">• 2024 employee engagement survey completed with a 68% response rate (806 responses). ELT identified fostering an accountability mindset and leadership accountability as the focus area for 2025.• Improved job applicant experience by streamlining application to remove obsolete and redundant sections, implementing "mobile apply", and implementing resume parsing.• Implemented SAP PeopleStories to enable better informed workforce decisions.• Business Case training for IT Project Managers and Functional teams• Implement new ELT Business Review Meeting framework and division reports.



Questions & Discussion



2023 – 2027 Strategic Plan

2024 Q4 Achievements and Milestones by Strategic Objective



BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

STRATEGIC OBJECTIVES

2024 Q4 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2024 Q4 COMMISSION PRESENTATIONS

1.1 Develop the capabilities for an increasingly complex energy future

Jason Zyskowski | Chief Energy Resources Officer

- EVs incorporated into the existing load forecast.
- Load Forecasting Steering team established
- Work has started on integrating AMI data into Synergi
- Load Forecasting request for information (RFI) drafted and ready for release to vendors

1.2 Build the distribution grid of our future

Mark Flury (interim) | Sr Manager Transmission & Distribution System Operations & Engineering

- Initial development of request for proposals (RFP) to retain the services of a consultant for updates and revisions to the Long Range and Horizon Plans.
- SnoSMART program: Training recloser delivered and installed. Hired a relay technician, protection engineer, and ADMS engineer.

- 2024 Wildfire Mitigation Plan Update | Oct 7
- SnoSMART DOE Grant Contract Approved | Oct 7
- Wildfire Mitigation Plan Approved & Adopted | Oct 22
- SnoSMART Commission Update | Dec 17

1.3 Ensure resource adequacy by expanding and protecting resources

Jason Zyskowski | Chief Energy Resources Officer

- 2025 IRP work continues and is on trak.
- Warm Beach Well #4 upgrade project near completion. Kayak Reservoir #2 work underway.
- Water AMI meter deployment on track and 50% complete.

- Water Supply Update | Oct 22
- Renewable Request for Proposals | Dec 17

1.4 Preserve exceptional customer value

Chief Financial Officer

- Enterprise Risk Management program identified, assessed and prioritized strategic risks. Developed initial Risk Register and risk rating guidelines.
- Budget and Cost Management Practices team received approval of financial values.
- Rates team completed COSA workshops 3 and 4 with ELT. Addressed the seasonal rates transition for sch 20, 25, 24.

- Energy Risk Management Report | Oct 22
- 2025 Load Forecast | Oct 22
- Cost of Service (COSA) Theory & Process | Nov 5
- Cost of Service Analysis and Preliminary Revenue Adjustments 2025-2029| Nov 19, Dec 3, Dec 17
- 2025 Water General Retail Rate Proposal | Dec 17
- 2025 Proposed Budget Hearings | Nov 5, Nov 19, Dec 3

PRIORITY 2

EVOLVE AND ENHANCE CUSTOMER EXPERIENCES

STRATEGIC OBJECTIVES	2024 Q4 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED 2024 Q4 COMMISSION PRESENTATIONS
<div>2.1 Center our work around customer desires, challenges, and expectations</div> <div>John Hoffman Chief Customer Officer</div>	<ul style="list-style-type: none">Released RFI for future Voice of the Customer program to better understand what it will take to implement.Developed new JD Power quarterly reporting template that incorporates operational data to enabling more meaningful interpretations. Budget approval for the addition of JD Power Commercial survey in 2025.Opinion Dynamics completed peer portfolio comparison and will deliver results in mid-January. Evaluation focused on best practices for portfolio offerings and marketing strategies.	
<div>2.2 Deliver creative, personal, and convenient solutions</div> <div>John Hoffman Chief Customer Officer</div>	<ul style="list-style-type: none">Proactive outage alert capability went live 10/29/2024.Enabled the following new account alerts in MySnoPUD: Rejected Payment Email, Past Due Reminder, Credit Card Expiring.Customer-initiated moves went live in MySnoPUD.	
<div>2.3 Give customers increased flexibility and control over their usage and costs</div> <div>Kristi Sterling Chief Information Officer</div>	<ul style="list-style-type: none">Completed initial design of Time of Date rates processSnoPUD Commercial & Industrial Time of Day Rate pilot extended 1 yearNet Billing Rate made permanent (Schedule 201)Interval pricing for Schedule 7 went live in SAP.	<ul style="list-style-type: none">ConnectUp Quarterly Update Oct 7SnoPUD Commercial & Industrial Time of Day Rate Updated and Proposed Extension Nov 19Permanent Net Billing Rate Proposal Nov 19

PRIORITY 3

ACTIVELY HELP OUR COMMUNITIES THRIVE

STRATEGIC OBJECTIVES	2024 Q4 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED 2024 Q4 COMMISSION PRESENTATIONS
<div>3.1 Strengthen our community connections</div> <div>Lisa Hunnewell Chief Communications Officer</div>	<ul style="list-style-type: none">The Engagement Council has been meeting monthly since ELT approval. We're currently addressing participation in Chambers of Commerce, event plans for the year, Directive 95 revisions, and developing data tracking tools.	<ul style="list-style-type: none">Regular Communications and Community Engagement briefings
<div>3.2 Support the economic vitality of our communities</div> <div>Chief Financial Officer</div>	<ul style="list-style-type: none">Drafted initial vision statement for our role in fostering economic vitality in the communities we serve.Completed update to New Load Policy for loads up to 9.9MW. Continued work on demand credit payment agreements and any other necessary addendums to address unique project details.Met customer new connect needs with approximately 5,000 new meters connected in 2024.Crew availability and apprenticeship recruitment are on track and in good standing.	
<div>3.3 Align our practices with our communities' diverse needs</div> <div>Colin Willenbrock Chief Legal Officer</div>	<ul style="list-style-type: none">Completed meetings with key individuals around the utility to identify and understand processes and procedures that may have equity considerations.	

PRIORITY 4

BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES

STRATEGIC OBJECTIVES	2024 Q4 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED 2024 Q4 COMMISSION PRESENTATIONS
<div>4.1 Responsibly minimize and mitigate our environmental impacts</div> <div>Colin Willenbrock Chief Legal Officer</div>	<ul style="list-style-type: none">Continued work on draft Environmental Sustainability Action Plan.Reviewed existing data on facilities energy usage, transportation usage and emissions.Contract issued and permits submitted for Woods Creek Sustainability shelter.Developed draft charter for revamped Environmental Advisory Team.	
<div>4.2 Help our customers and communities achieve their goals</div> <div>Colin Willenbrock Chief Legal Officer</div>	<ul style="list-style-type: none">Established cross-functional focus.Began discussion to help identify the guidelines and expectations.	

PRIORITY 5

CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE

STRATEGIC OBJECTIVES

2024 Q4 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2024 Q4 COMMISSION
PRESENTATIONS

5.1 Be an employer of choice

Sara Kurtz | Chief Human Resources Officer

- Developed and communicated manager workshops.
- Shared employee engagement survey results with ELT. ELT identified accountability as our focus area for 2025.
- Defined individual and leadership accountability as a core competency for employees and managers.

- Retiree Benefit Program | Oct 22

5.2 Evolve workforce skills and capabilities

Sara Kurtz | Chief Human Resources Officer

- Train the Trainer curriculum completed; beta testing in Q1 2025
- Completed Worker Retraining Advisory Committee (WRAC) Ethics Awareness Training; requirement for 2025 WRAC Committee members.
- SAP PeopleStories implemented.
- Workforce dashboard complete.

5.3 Increase organizational alignment & effectiveness

Kristi Sterling | Chief Information Officer

- Program Manager and Data Scientist positions approved to support artificial intelligence (AI) strategy
- Business Case training for IT Project Managers and Functional teams
- New ELT Business Review Meeting framework implemented and division report templates with automated reporting developed.
- Integrated Strategic Plan elements into New Employee Orientation, New Leader Training, 2025 SMART Goal Sessions, and other District trainings.

- Strategic Plan Report | Nov 19