



Energizing Life In Our Communities

Strategic Plan Quarterly Update

August 19, 2025

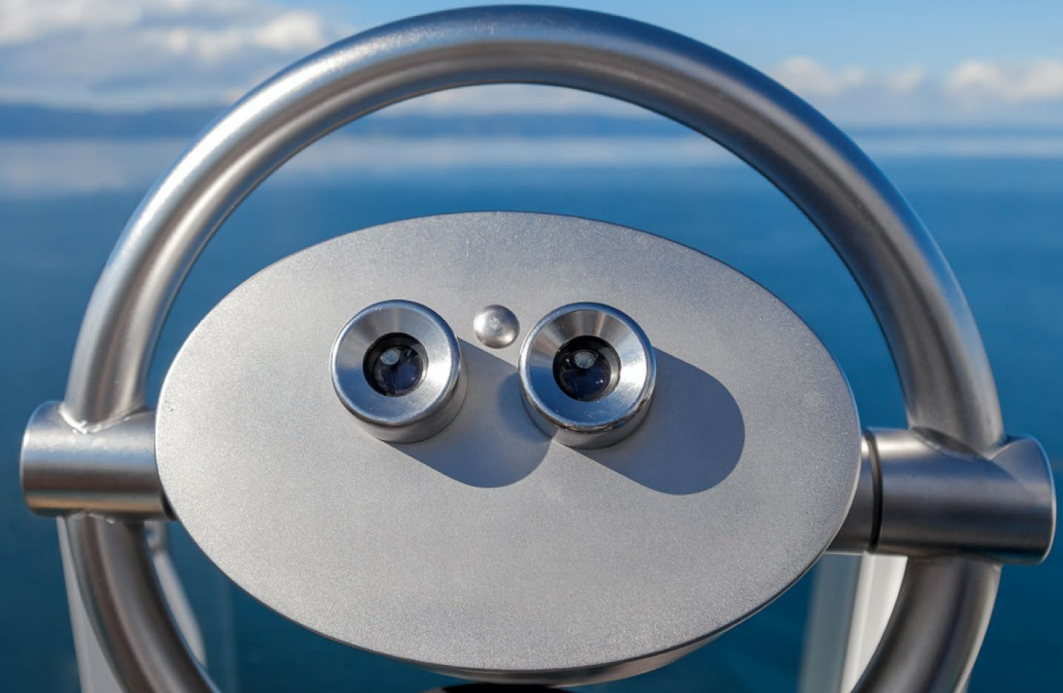
Laura Lemke
Senior Program Manager

Prior Presentation: February 18, 2025

SNOHOMISH
PUD
Energizing Life In Our Communities

**FOCUS ON
THE FUTURE**

2023-2027 STRATEGIC PLAN



Prior Presentations & Conversations

February 18, 2025

Strategic Plan Quarterly Update

August 20, 2024

Strategic Plan Quarterly Update

February 20, 2024

Strategic Plan Quarterly Update

December 5, 2023

2023-2027 Strategic Plan Update

February 7, 2023

Approval of the 2023-2027 Strategic Plan

January 24, 2023

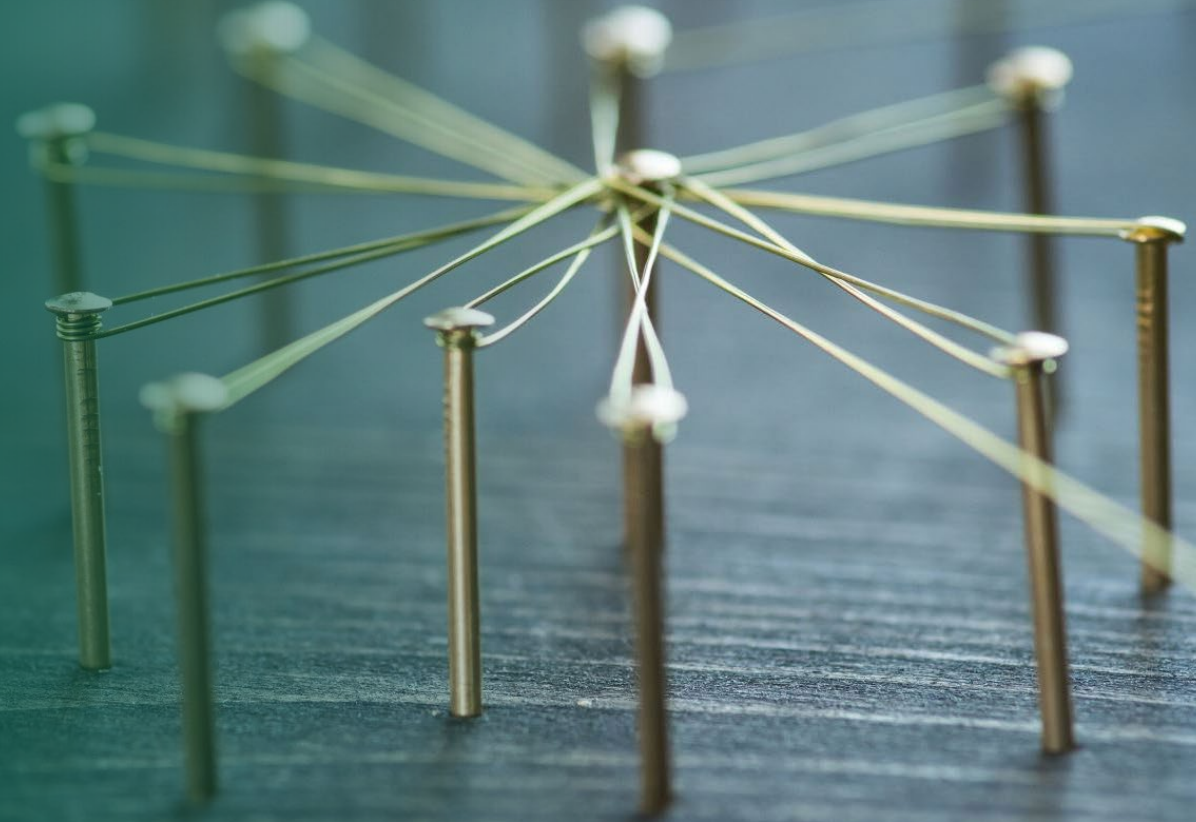
Draft 2023-2027 Strategic Plan

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



Today's Purpose:
Update on our
2023-2027 Strategic Plan
execution.

This presentation is
informational,
no action is requested.



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.



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

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

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](#)

Our Strategic Priorities and Objectives

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 2.1 Center our work around customer desires, challenges, and expectations	Objective 3.1 Strengthen our community connections	Objective 4.1 Responsibly minimize and mitigate our environmental impacts	Objective 5.1 Be an employer of choice
Objective 1.2 Build the distribution grid of our future	Objective 2.2 Deliver creative, personal, and convenient solutions	Objective 3.2 Support the economic vitality of our communities	Objective 4.2 Help our customers and communities achieve their goals	Objective 5.2 Evolve workforce skills and capabilities
Objective 1.3 Ensure resource adequacy by expanding and protecting resources	Objective 2.3 Give customers increased flexibility and control over their usage and costs	Objective 3.3 Align our practices with our communities' diverse needs		Objective 5.3 Increase organizational alignment and effectiveness
Objective 1.4: Preserve exceptional customer value				



2023-2027 Strategic Plan

Key Performance Metrics

Strategic Performance Metrics

(data through June 30, 2025; 2025 financial results unaudited)

Safeguard What Matters

Recordable Incident Rate

Last 12 Months
3.81 Prior 12M **4.68**

Incident Severity Rating

Last 12 Months
3.8 Prior 12M **19.8**

Preventable Vehicle Accidents

Last 12 Months
38 Prior 12M **32**

Employee Experience

Voluntary Employee Turnover

Last 12 Months
2.0% Prior 12M **2.6%**
2 Years Ago **2.6%**

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
160.6 Target **105.0**
Prior 12M **152.8**

ASAI *% time power was available to average customer*

Last 12 Months
99.969% Target **99.980%**
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Prior 12M **1.45**

CEMI-5 *% customers experiencing >5 outages*

Last 12 Months
0.4% Prior 12M **2.8%**
5 Yr Avg **1.2%**

Water System Reliability

Unplanned Outages per 1,000 Customers

Last 12 Months
0.70 Prior 12M **0.79**

Customer Experience

Overall Customer Satisfaction Index

our target is top 3 by end of 2026

2025 YTD Rank
7 vs Target **-4**
vs 2024 **0**

Customer Trust

our target is top 3 by end of 2026

2025 YTD Rank
8 vs Target **-5**

JD Power Residential Customer Satisfaction Survey

Community Engagement

Involvement in Community

our target is top 3 by end of 2026

2025 YTD Rank
19 vs Target **-16**
vs 2024 **-11**

JD Power Residential Customer Satisfaction Survey

Financial Stability

Current Ratio

Electric
3.13 Requirement **1.00**
Same Q Last Yr **2.87**

Water
3.77 Requirement **1.00**
Same Q Last Yr **3.14**

Debt Service Coverage Ratio

Electric
4.38 Board Requirement **1.75**
Same Q Last Yr **4.04**

Water - Parity
3.50 Board Requirement **1.75**
Same Q Last Yr **4.21**

Operating Ratio

Electric
79.4% Budget YTD **78.2%**
Last Yr YTD **87.1%**

Water
82.2% Budget YTD **85.0%**
Last Yr YTD **85.1%**

2025 Financial Results are unaudited

Last 12 months = Jul 1, 2024 to Jun 30, 2025 and Qtr End = Jun 30, 2025

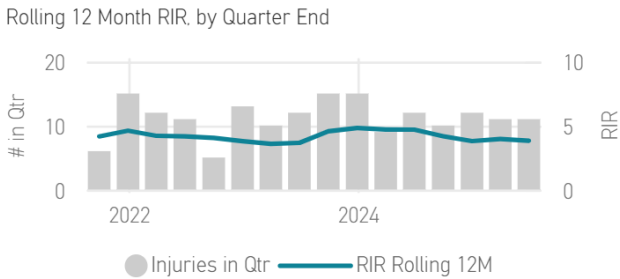
Safeguard What Matters

(data through June 30, 2025)

Recordable Incident Rate (RIR)

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

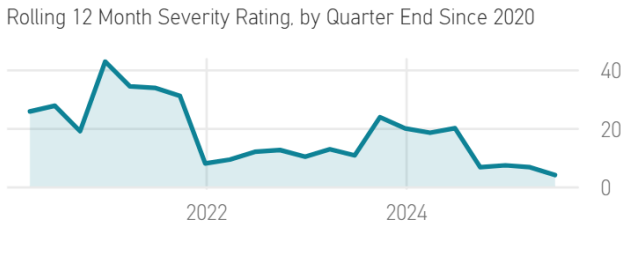
Last 12 Months
3.81 Prior 12M **4.68** | -18% | -0.86 ↓
44 recordable injuries, ▼ from 51 in the prior 12 months



Severity Rating

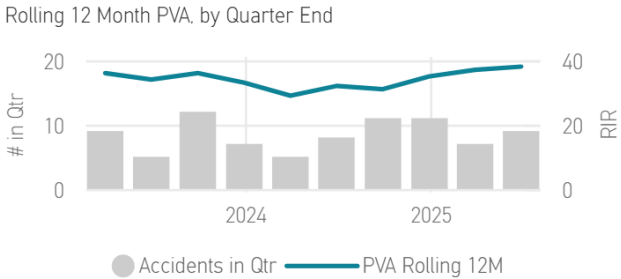
lost days / # recordable injuries

Last 12 Months
3.8 Prior 12M **19.8** | -81% | -16.0 ↓



Preventable Vehicle Accidents (PVA)

Last 12 Months
38 Prior 12M **32** | +19% | +6 ↑



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.

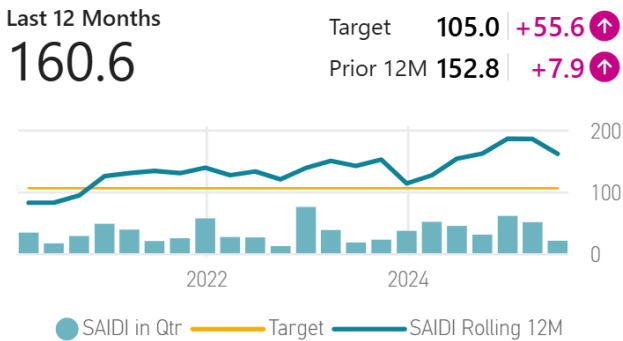
Note: Historical RIR may change as incidents may be reported up to one year after they occur and their classification of reportable or not may change. Severity rating may change as the count of recordable incidents shifts and as lost days continue to accrue to past injuries. The metrics will update each quarter to reflect the most recent data.

System Reliability

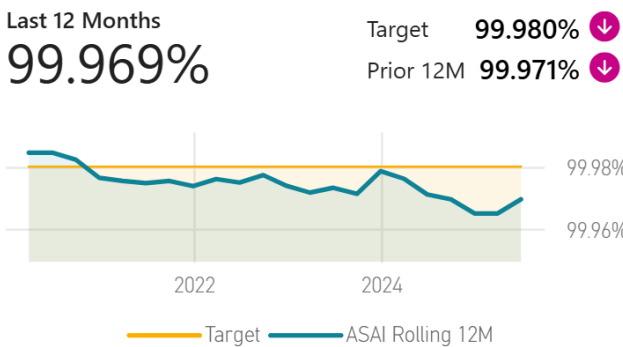
(data through June 30, 2025)

Electric System Reliability

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

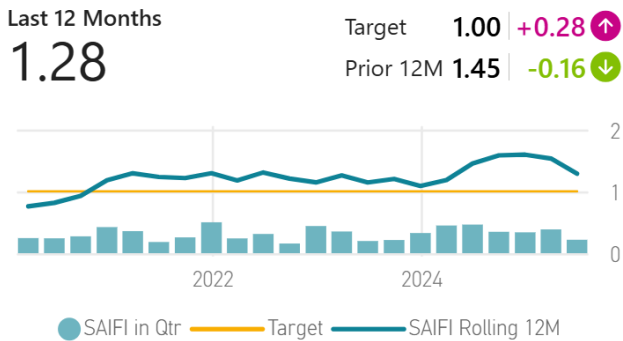


ASAI (Avg System Availability Index)
% time power was available to the average customer

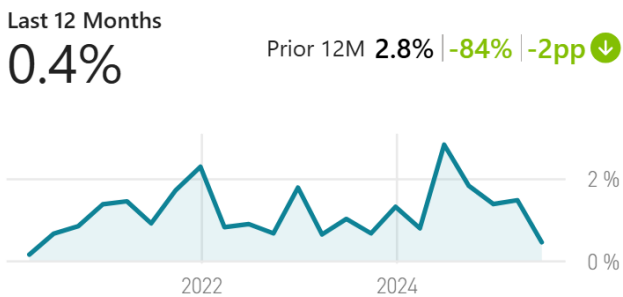


ASAI translate SAIDI into a metric that describes the percentage of time that power was available to customers. The calculation is:
(total minutes in period – SAIDI minutes) / total minutes in period

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

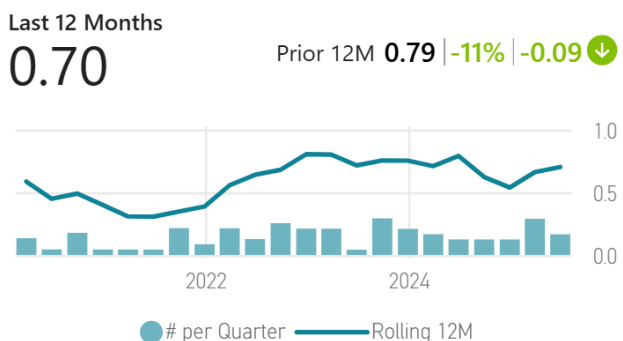


CEMI-5 (Customers Experiencing Multiple Interruptions)
% customers experiencing more than 5 outages

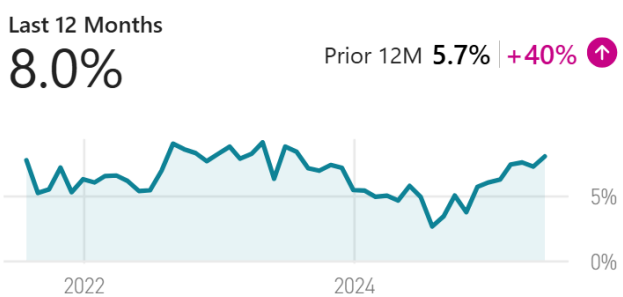


Water System Reliability

Water Outages per 1,000 Customers
unplanned outages only



Distribution System Leakage
includes apparent and real losses



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.

Financial Stability

(data through June 30, 2025; 2025 financial results unaudited)

Electric Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+2.13 ↑
3.13	Last Qtr	3.10	+0.03 ↑
	Same Q Last Yr	2.87	+0.26 ↑

Debt Service Coverage Ratio

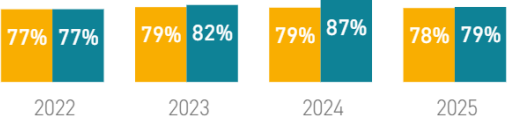
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+2.63 ↑
4.38	Last Qtr	4.29	+0.09 ↑
	Same Q Last Yr	4.04	+0.34 ↑

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	78.2%	+1% ↑
79.4%	Last Yr YTD	87.1%	-9% ↓



● Budget YTD ● Actual YTD

Water Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+2.77 ↑
3.77	Last Qtr	3.21	+0.56 ↑
	Same Q Last Yr	3.14	+0.63 ↑

Debt Service Coverage Ratio

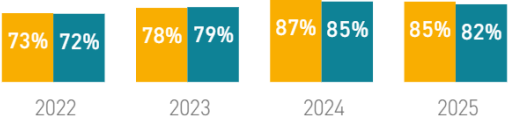
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+1.75 ↑
3.50	Last Qtr	3.35	+0.14 ↑
	Same Q Last Yr	4.21	-0.72 ↓

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	85.0%	-3% ↓
82.2%	Last Yr YTD	85.1%	-3% ↓



● 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.

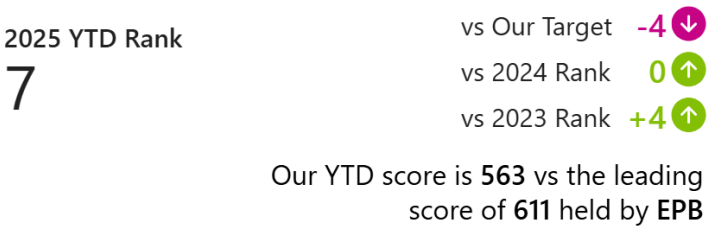
Operating Revenue excludes the Unbilled Revenue Adjustment.

Customer Experience and Community Engagement

(data through Q2 2025)

Overall Customer Satisfaction Index

our target is top 3 by end of 2026



2025 YTD Scores

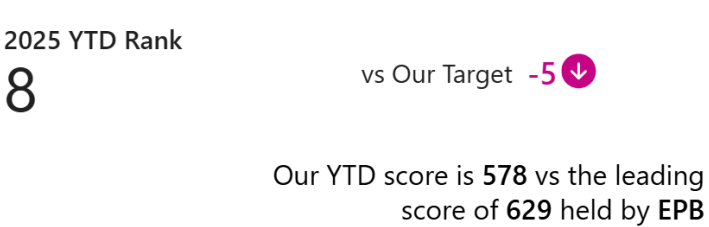


JD Power surveys evaluate the quality of customer service provided by an organization, based on factors such as the customer’s experience with the company’s representatives, resolution of issues, and overall satisfaction. This is the top-level aggregated score. The scoring calculation changed in 2025 so there is no score comparison to prior years.

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.

Customer Trust

our target is top 3 by end of 2026



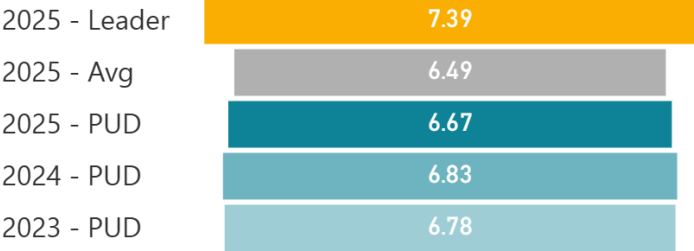
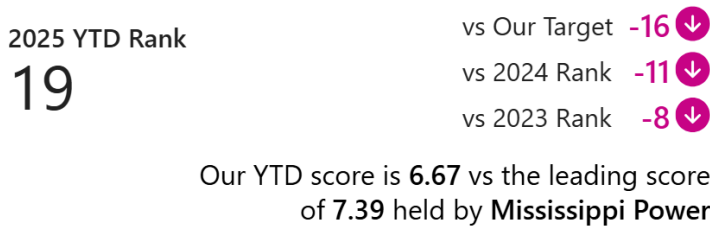
2025 YTD Scores



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 your level of trust with Snohomish PUD (e.g., community involvement, environmental impacts)? This metric is new in 2025 so there is no comparison to prior years.

Involvement in Community

our target is top 3 by end of 2026



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.)?"

Employee Experience

(data through June 30, 2025)

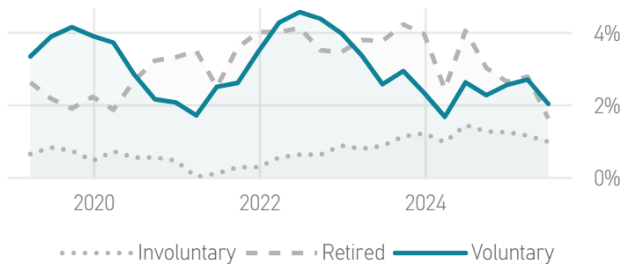
Voluntary Employee Turnover

excludes retirements and involuntary separations

Last 12 Months
2.0%

Prior 12M **2.6%** | -23% ↓
2 Years Ago **2.6%** | -22% ↓

Rolling 12-month Turnover, by Separation Reason



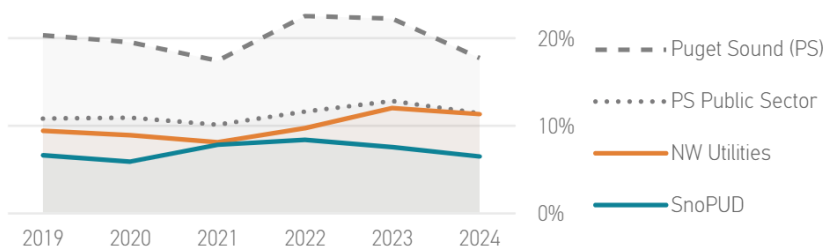
Overall Employee Turnover

includes all separation reasons

Last 12 Months
4.5%

Prior 12M **8.1%** | -44% ↓
2 Years Ago **7.2%** | -37% ↓

Annual Overall Turnover, with Milliman Benchmarks



Employee Experience

results from fall 2024 Employee Experience Survey

Overall Favorabili...
68.2%

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

Overall Engagemen...
75.5%

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

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.

2024 is the first year for which Snohomish PUD has data. The survey will be conducted annually. 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.

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Strategic Initiative Edits and Changes



Strategic Plan Edits & Additions

Edits:

As we continue to execute our 2023-2027 Strategic Plan and develop detailed actual plans for each initiative, we have discovered a need to merge initiatives where there is significant overlap in the planned work and rename initiatives to align with the work planned and underway. The changes are summarized in the following slides.

Additions:

Data and advanced analytics are called for throughout our strategic initiatives. In recognition of this, the ELT determined we would better align the work by consolidating it under a single initiative.

The new initiative is under Objective 5.3 – Increase Organizational Alignment and Effectiveness and is named: Manage data as a critical asset to enhance business processes, support informed decision-making, and drive innovation.

The published strategic plan will be updated to reflect these changes and posted to www.snopud.com

Strategic Initiative Changes

OBJECTIVE	INITIATIVES: PUBLISHED STRATEGIC PLAN WORDING	INITIATIVE CHANGES
1.1 Develop the capabilities for an increasingly complex energy future	A. Develop a clear, unified vision of the role we want to play in community decarbonization and electrification and set clear objectives and goals.	None
	B. Develop a strategy and implement action plans to achieve our vision, meet electrification demands, and serve rapidly evolving customer loads.	None
	C. Implement a cohesive cross-functional portfolio of technology, infrastructure, resource, analytics, and program solutions to meet utility and customer needs.	None
	D. Leverage smart grid data and analytics to manage sophisticated system integrations, maximize grid flexibility, and enable new customer partnerships.	Merged initiative into new initiative 5.3 F – Manage data as a critical asset to enhance business processes, support informed decision-making, and drive innovation.
	E. Increase integration of system planning, resource planning, and resource acquisition through shared forecasting and planning assumptions, scenarios, and complementary analytics processes.	Merged initiative into initiative 1.2 A - Enhance load forecast evaluation and impact analyses and update system planning practices in line with changing customer and community needs.
1.4 Preserve exceptional customer value	A. Develop and implement an enterprise-wide approach for operational planning.	None
	B. Enhance financial and budget reporting and analytics capabilities.	Merged with initiative D below.
	C. Bolster enterprise risk management practices and protocols.	None
	D. Improve budget and cost management practices and long-term planning.	Merged with B above and renamed to: Improve budgeting, cost management, and long-term planning; enhance budget and financial reporting.
	E. Develop and implement a long-term rate strategy and supporting policies.	None

Strategic Initiative Changes

OBJECTIVE	INITIATIVES: PUBLISHED STRATEGIC PLAN WORDING	INITIATIVE CHANGES
2.2 Deliver creative, personal, and convenient solutions	A. Increase consistency and coordination of customer service options and communications across divisions.	None
	B. Implement new and enhanced self-service options responsive to customer needs, expectations, and preferences.	None
	C. Design and deliver personal and proactive customer communications regarding outage restoration, system work, and relevant programs and opportunities.	None
	D. Centralize customer-preference management and improve access to data, reporting, and analytics across departments.	Renamed to: Centralize and utilize customer-preference management.
3.1 Strengthen our community connections	A. Clearly define and communicate the framework for how we will intentionally connect and engage with our communities.	None
	B. Strengthen and expand our existing approach to create more and deeper engagement with a diverse set of organizations and customers.	Renamed to: Strengthen and expand our existing approach to create more and deeper engagement with a broad set of organizations and customers.
	C. Better support employees volunteering in their communities with clear guidelines, policies, and appropriate resources.	None
	D. Centralize information and materials to increase awareness of engagement, ease of access, and consistency of engagement.	None



2023-2027 Strategic Plan

Key Achievements Q1-Q2 2025



Key Achievements, Q1-Q2 2025

BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

- Finalized Electrification Vision Statement and prepared Commission presentation.
- SnoSMART Program: Commission approved purchase of the 3-phase reclosers for. Selected distribution engineering services consultant. Enabled remote control on all SCADA-tested reclosers in the field. Received first 3-phase reclosers as part of the SnoSMART project. ECC now has remote control of SCADA-tested devices after updates to switching and clearance procedures. Received commission approval for the engineering services consultant contract.
- 2025 Integrated Resource Plan (IRP): Rebuilt in-house IRP optimization models for new power, transmission products and new state legislation. Completed phases 1-3.
- Remarketed surplus assets at ~\$43M net revenue over ~5 year term, options for more net revenue baked into transactions
- Significant REC purchases to mitigate current and future regulatory compliance risks for RPS.
- Construction of the Kayak Reservoir 2 is now complete, with interior and exterior coating, plus site clean-up, remaining.
- Rolled out SnoPUD Financial Values, implemented PUD Financial Fundamentals Training Classes.
- Completion of initial Enterprise Risk Management (ERM) Framework, Risk Policy, and Procedures. Policy adopted by the Commission.
- Published first Enterprise Risk Report to provide a comprehensive view of the District's top strategic risks
- Completed the 2025 Rates Guidance Draft and legacy rate priorities.

Key Achievements, Q1-Q2 2025

EVOLVE AND
ENHANCE
CUSTOMER
EXPERIENCES

- Post call surveys successfully launched!
- Request for Information completed for Voice of Customer program
- Energy Assistance Dashboard – data refresh completed 6/26/25
- Residential customers with MySnoPUD profiles were auto-enrolled to receive outage alerts via email.
- Interval Pricing in production for Schedule 07 and Schedule 25 meters
- Schedule 20 pricing in production
- Dunning enhancements for AMI metered accounts are live

ACTIVELY HELP OUR
COMMUNITIES
THRIVE

- Calendar of community engagements events completed, and regular cadence established for review by Engagement Council. Engagement Council established the 2025 summer calendar of events
- Completed templates and process for signing up engagement experts for events and engagement opportunities.
- Third annual Energy Block Party in April.
- Woods Creek Hydropower Appreciation Day in May.
- Completed draft of combined Directive 95/87 that addresses employee engagement in community events.
- The equity considerations in decision making report is largely complete. Recommendations on next steps have been provided to executive leadership team.

Key Achievements, Q1-Q2 2025

**BUILD A
SUSTAINABLE
FUTURE WITH OUR
COMMUNITIES**

- Environmental Stewardship Committee established and kick-off meeting held.
- Woods Creek Sustainability Center’s shelter is up, 90% complete
- Partnered with VOA and City of Sultan on riparian plantings and informational and educational signage at Sultan River side channel conservation easement.
- Reviewed and synthesized input from internal stakeholders to assess how we are assisting customers in achieving their sustainability goals and identify potential gaps. Completed second draft of the guideline document.

**CREATE THE
CULTURE AND
CAPABILITIES
NEEDED FOR THE
FUTURE**

- District-wide employee experience action plan developed based on the focus area identified from the 2024 Engagement Survey results. Actions taken in response to 2024 Engagement Survey at all leadership levels.
- Finalized and rolled-out accountability as the 2025 key competency focus for all employees and leaders.
- Implemented Monthly Manager's Workshops
- Hired Diversity, Equity, and Inclusion Program Managers
- Launched Internal Job Shadow Program in February 2025.
- Successfully launched Train the Trainer program.
- Workforce Pipeline: hired six HS Interns and 25 College Student Interns.
- Added Standard of Trust content to key District trainings.
- Enterprise Project Governance Board (EPGB) held 2026 prioritization and budget planning session
- Migrated strategic action plan tracking and quarterly updates to new platform to increase transparency and streamline reporting process. Deployed new internal Strategic Plan dashboard and reporting.
- Hired and onboarded AI Program Manager and Data Scientist.

Questions & Discussion





2023 – 2027 Strategic Plan

2025 Q2 Achievements and Milestones by Strategic Objective



PRIORITY 1

BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

STRATEGIC OBJECTIVES

2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED COMMISSION PRESENTATIONS

1.1 Develop the capabilities for an increasingly complex energy future

Jason Zyskowski | Chief Energy Resources Officer

- Finalized Electrification Statement and prepared Commission presentation.

1.2 Build the distribution grid of our future

Amy Carstens | Chief Operating Officer

- RFP responses for the Long-Range Study received, resulted in higher-than-expected costs. Team evaluated taking the study in-house and is developing an internal project plan.
 - Drone inspections were conducted which yielded many easy fixes that will harden the system.
 - Received first 3-phase reclosers as part of the SnoSMART project. ECC now has remote control of SCADA-tested devices after updates to switching and clearance procedures. Received commission approval for the engineering services consultant contract.
 - Outage 360 data table development is making significant progress.
- Everett to Delta 115kV Transmission Line | April 22, 2025

PRIORITY 1

BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

STRATEGIC OBJECTIVES

2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED COMMISSION PRESENTATIONS

1.3 Ensure resource adequacy by expanding and protecting resources

Jason Zyskowski | Chief Energy Resources Officer

- Electric
- Remarketed surplus assets at ~\$43M net revenue over ~5 year term, options for more net revenue baked into transactions
 - Revised budget framework for new Power, Transmission products, seeing \$30+M in cost savings relative to 2026 estimate in 2025 adopted budget.
 - Rebuilt in-house IRP optimization models for new power, transmission products and new state legislation
 - Extended Hampton PPA to align with term of LF contract amendment
 - Extended Mukilteo Ferry PPA to align with term of LF contract amendment
 - Significant REC purchases to mitigate current and future regulatory compliance risks for RPS
- Water
- All 2025 projects are underway, as well as a continuation of the Water Utility main replacement program.
 - Construction of the Kayak Reservoir 2 is now complete, with interior and exterior coating, plus site clean-up, remaining.

- Renewal Energy Credit Procurement Overview and Proposed Purchase | April 8, 2025
- 2025 Integrated Resource Plan Phase 2 | April 8, 2025
- Water Supply Update | April 22, 2025
- Bonneville Power Administration Contract and Product Request | April 22, 2025
- 2025 Integrated Resource Plan Phase 3 – Resource Options | June 17, 2025

1.4 Preserve exceptional customer value

Jeff Bishop | Chief Financial Officer

- Completion of initial Enterprise Risk Management (ERM) Framework, Risk Policy, and Procedures. Policy adopted by the Commission.
- Cost Management & Planning: Roll out of Financial Values, Implementation of 2 PUD Financial Fundamentals Training Classes, Improved 2026 Budget Development Guidelines and Process.
- Rate Strategy: Scoping out and engaging consultants on COSA/Rate Design training for Commissioners. Completed the 2025 Rates Guidance Draft and legacy rate priorities. Work to prepare COSA for 2026 rate package (prepping inputs and revising for load following). Rates Survey designed and implemented

- 2024 Audit Results | April 22, 2025
- 2025-2026 Insurance Renewal | April 22, 2025
- Energy Risk Management Report | April 22, 2025
- Renewal of Third Party Operating Reserves | May 13, 2025
- Enterprise Risk Management Program | May 13
- 2025 Financing Update | June 3 and June 17, 2025
- Regular Financial Reporting

PRIORITY 2

EVOLVE AND ENHANCE CUSTOMER EXPERIENCES

STRATEGIC OBJECTIVES	2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED 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">• Post call surveys successfully launched!• Customer experience metrics included in Divisional dashboards• Established real time indicator on Customer Satisfaction• Established customer effort score• Energy Assistance Dashboard – data refresh completed 6/26/25	
<div>2.2 Deliver creative, personal, and convenient solutions</div> <div>John Hoffman Chief Customer Officer</div>	<ul style="list-style-type: none">• Owner Agent Application – moves automation was developed and tested; project on track.• Outage Alerts – residential customers with MySnoPUD profiles were auto-enrolled to receive outage alerts via email.• Online customer applications – primary work has been completed, determining next steps with stakeholders.• Customer Preference Strategy – compiled an inventory of current contact methods and associated use cases	
<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">• Schedule 20 pricing is now in production• Dunning enhancements for AMI metered accounts are live.• Met with internal stakeholders to understand which programs or rates could be coming in a 2, 3, 5-year window. This will help us understand the technology needed to support.	<ul style="list-style-type: none">• Time of Day Rates May 13, 2025• Collection Contract & Process Changes June 17, 2025

PRIORITY 3

ACTIVELY HELP OUR COMMUNITIES THRIVE

STRATEGIC OBJECTIVES	2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED COMMISSION PRESENTATIONS
<div>3.1 Strengthen our community connections</div> <div>Lisa Hunnewell Chief Communications Officer</div>	<ul style="list-style-type: none">• Third annual Energy Block Party in April.• Woods Creek Hydropower Appreciation Day in May.• Engagement Council established the 2025 summer calendar of events• Partnered with ARC Trailer team to develop a strategic approach to utilizing this resource at future engagement events	<ul style="list-style-type: none">• Regular Communications and Community Engagement briefings
<div>3.2 Support the economic vitality of our communities</div> <div>Jeff Bishop Chief Financial Officer</div>	<ul style="list-style-type: none">• Finalizing New Load Policy (NLP) revisions for finance and legal review.	
<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">• The equity considerations in decision making report is largely complete. Recommendations on next steps have been provided to executive leadership team.	

PRIORITY 4

BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES

STRATEGIC OBJECTIVES	2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED 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">• Woods Creek Sustainability Center's shelter is up, 90% complete• Environmental Stewardship Committee (ESC) met and voted to support the Orca Card pilot project proposal (a commute reduction program pilot).• District wide list of existing programs to be included in baseline developed.• District wide list of desired programs to be considered for future enhanced program has been developed.	
<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">• Completed second draft of the guideline document and reviewed with Champion.• Worked with stakeholders to develop a plan for finalization and implementation. Had discussion with ESC chair about these guidelines being governed by the committee upon completion.	<ul style="list-style-type: none">• Tree Relief for Energy Efficiency Power Program Update April 8, 2025

PRIORITY 5

CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE

STRATEGIC OBJECTIVES	2025 Q2 KEY ACHIEVEMENTS AND ACTIVITIES	RELATED COMMISSION PRESENTATIONS
<div>5.1 Be an employer of choice</div> <div>Sara Kurtz Chief Human Resources Officer</div>	<ul style="list-style-type: none">• Actions taken in response to 2024 Engagement Survey at all leadership levels• Completed three Monthly Manager's Workshop topics• Hired Diversity, Equity, and Inclusion Program Managers• Held Considerate Leadership Training• Launched Holiday and Illumination Website	
<div>5.2 Evolve workforce skills and capabilities</div> <div>Sara Kurtz Chief Human Resources Officer</div>	<ul style="list-style-type: none">• Delivered presentation of Strategic Workforce Plan to the Human Resources team for buy-in and understanding scope of project.• Successfully launched Train the Trainer program.• Reviewed current state District trainings that align with PUD Manager Training Program needs.• Workforce Pipeline: hired six HS Interns and 25 College Student Interns.	
<div>5.3 Increase organizational alignment & effectiveness</div> <div>Kristi Sterling Chief Information Officer</div>	<ul style="list-style-type: none">• Added Standard of Trust content to identified training courses• Developed decision making type categories to give us a shared language.• Enterprise Project Governance Board (EPGB) held cross divisional prioritization and budget planning session to prepare for 2026• Deployed new Strategic Plan dashboard and reporting.• Hired and onboarded AI Program Manager.• Identified lead for new initiative 5.3F – Manage Data as a Critical Asset.	<ul style="list-style-type: none">• Strategic Plan Report May 13, 2025