



Energizing Life In Our Communities

Strategic Plan Quarterly Update

November 18, 2025

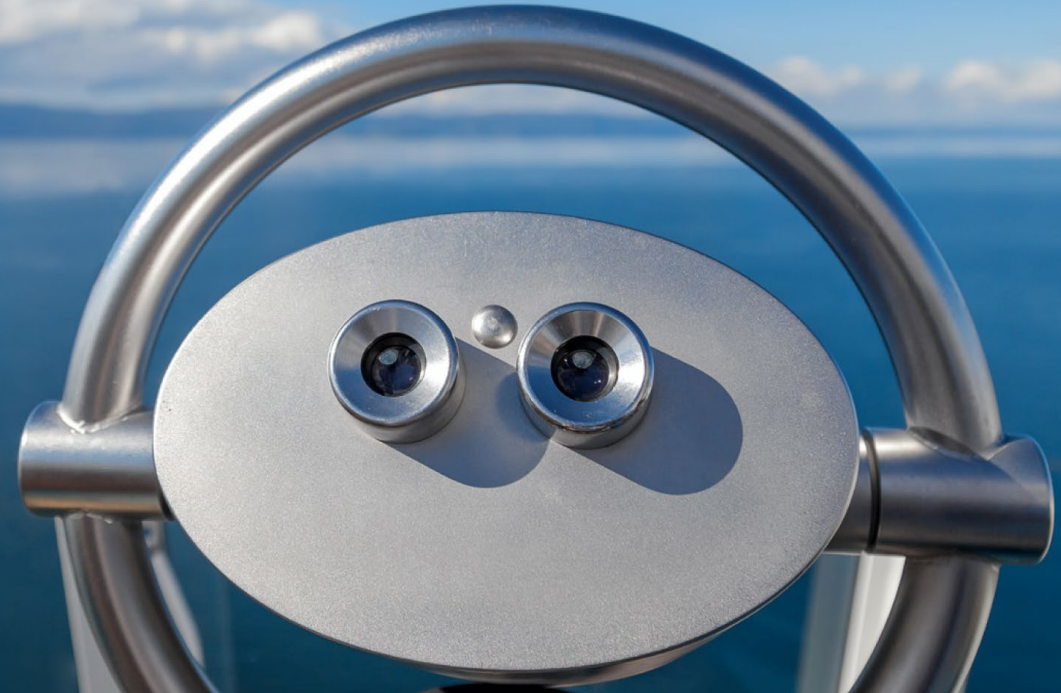
Laura Lemke
Senior Program Manager

Prior Presentation: August 19, 2025



FOCUS ON THE FUTURE

2023-2027 STRATEGIC PLAN



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

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

[Click to view approved 2023-2027 Strategic Plan](#)



2023-2027 Strategic Plan

2025 Q3 Key Performance Metrics

Strategic Performance Metrics

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

Safeguard What Matters

Recordable Incident Rate

Last 12 Months
4.53 Prior 12M **3.86** ↑

Incident Severity Rating

Last 12 Months
4.09 Prior 12M **6.70** ↓

Preventable Vehicle Accidents (PVA)

Last 12 Months
28 Prior 12M **31** ↓

Employee Experience

Voluntary Employee Turnover

Last 12 Months
2.3% Prior 12M **2.5%** ↓
2 Years Ago **2.5%** ↓

Employee Experience | 2024 Survey

Overall Favorability
68.2% BPTW **76.0%** ↓

Overall Engagement
75.5% BPTW **79.0%** ↓

Electric System Reliability

SAIDI *average minutes a customer was without power*

Last 12 Months
168.0 Target **105.0** ↑
Prior 12M **165.2** ↑

ASAI *% time power was available to average customer*

Last 12 Months
99.968% Target **99.980%** ↓
Prior 12M **99.969%** ↓

SAIFI *average # times a customer was without power*

Last 12 Months
1.20 Target **1.00** ↑
Prior 12M **1.65** ↓

CEMI-5 *% customers experiencing >5 outages*

Last 12 Months
1.4% Prior 12M **2.4%** ↓
5 Yr Avg **1.3%** ↑

Water System Reliability

Unplanned Outages per 1,000 Customers

Last 12 Months
0.78 Prior 12M **0.62** ↑

Customer Experience

Overall Customer Satisfaction Index

our target is top 3 by end of 2026

2025 YTD Rank
6 vs Target **-3** ↓
vs 2024 **+1** ↑

Customer Trust

our target is top 3 by end of 2026

2025 YTD Rank
7 vs Target **-4** ↓
vs Last Qtr **+1** ↑

JD Power Residential Customer Satisfaction Survey

Community Engagement

Involvement in Community

our target is top 3 by end of 2026

2025 YTD Rank
17 vs Target **-14** ↓
vs 2024 **-9** ↓

JD Power Residential Customer Satisfaction Survey

Financial Stability

Current Ratio

Electric
3.00 Requirement **1.00** ↑
Same Q Last Yr **2.21** ↑

Water
4.47 Requirement **1.00** ↑
Same Q Last Yr **2.79** ↑

Debt Service Coverage Ratio

Electric
4.61 Board Requirement **1.75** ↑
Same Q Last Yr **4.04** ↑

Water - Parity
3.58 Board Requirement **1.75** ↑
Same Q Last Yr **4.37** ↓

Operating Ratio

Electric
80.5% Budget YTD **81.7%** ↓
Last Yr YTD **87.2%** ↓

Water
76.6% Budget YTD **80.5%** ↓
Last Yr YTD **81.3%** ↓

2025 Financial Results are unaudited

BPTW = Best Places to Work. Last 12 months = Nov 1, 2024 to Oct 31, 2025 and Qtr End = Oct 31, 2025

Safeguard What Matters

(data through September 30, 2025)

Recordable Incident Rate (RIR)

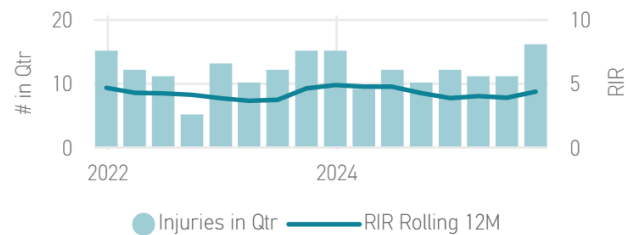
(# recordable incidents * 200,000) / total working hours

Last 12 Months

4.28 Prior 12M **4.17** | +3% | +0.12 ↑

50 recordable injuries, ▲ from 46 in the prior 12 months

Rolling 12 Month RIR, by Quarter End



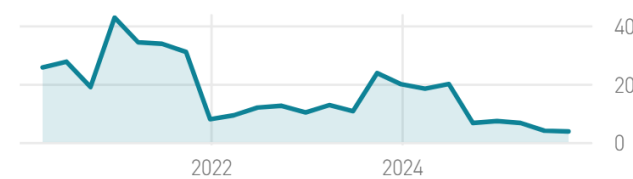
Severity Rating

lost days / # recordable injuries

Last 12 Months

3.6 Prior 12M **6.5** | -45% | -2.9 ↓

Rolling 12 Month Severity Rating, by Quarter End Since 2020

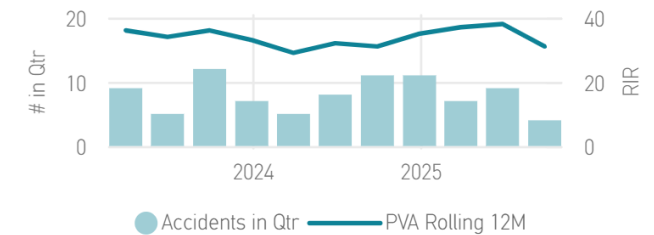


Preventable Vehicle Accidents (PVA)

Last 12 Months

31 Prior 12M **31** | 0% | 0 ↑

Rolling 12 Month PVA, by Quarter End



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

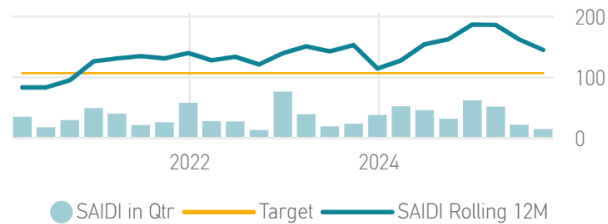
(data through September 30, 2025)

Electric System Reliability

SAIDI (System Avg Interruption Duration Index)

average minutes a customer was without power

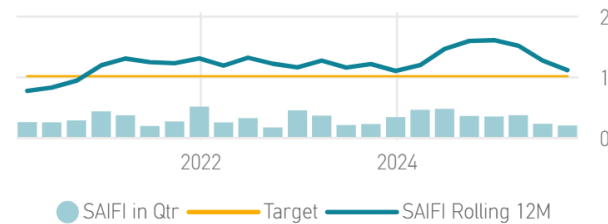
Last 12 Months **143.3** Target **105.0** **+38.3** ↑
 Prior 12M **161.0** **-17.6** ↓



SAIFI (System Avg Interruption Frequency Index)

average # times a customer was without power

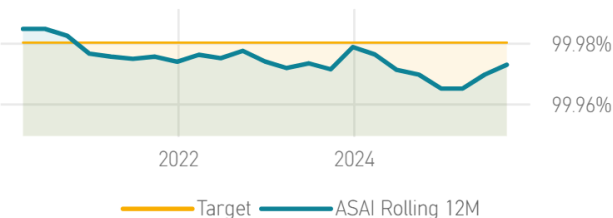
Last 12 Months **1.10** Target **1.00** **+0.10** ↑
 Prior 12M **1.58** **-0.48** ↓



ASAI (Avg System Availability Index)

% time power was available to the average customer

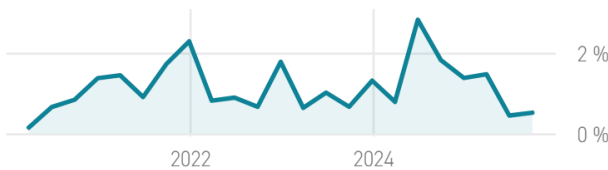
Last 12 Months **99.973%** Target **99.980%** ↓
 Prior 12M **99.969%** ↑



CEMI-5 (Customers Experiencing Multiple Interruptions)

% customers experiencing more than 5 outages

Last 12 Months **0.5%** Prior 12M **1.8%** **-72%** **-1pp** ↓

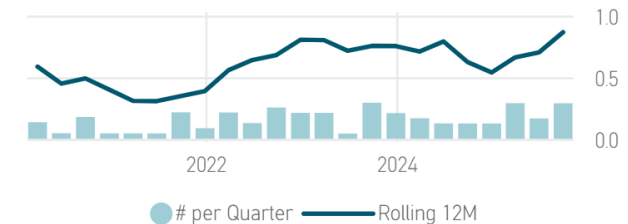


Water System Reliability

Water Outages per 1,000 Customers

unplanned outages only

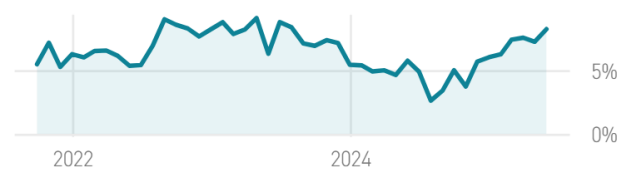
Last 12 Months **0.86** Prior 12M **0.62** **+39%** **+0.24** ↑



Distribution System Leakage

includes apparent and real losses

Last 12 Months **8.6%** Prior 12M **3.4%** **+154%** ↑



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

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 September 30, 2025; 2025 financial results are unaudited)

Electric Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+2.00	↑
3.00	Last Qtr	3.13	-0.13	↓
	Same Q Last Yr	2.21	+0.79	↑

Debt Service Coverage Ratio

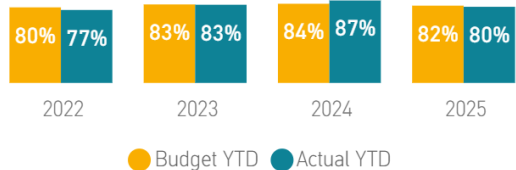
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+2.86	↑
4.61	Last Qtr	4.38	+0.23	↑
	Same Q Last Yr	4.04	+0.57	↑

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	81.7%	-1%	↓
80.5%	Last Yr YTD	87.2%	-8%	↓



Water Utility

Current Ratio

Current & Accrued Assets / Current & Accrued Liabilities

Qtr End	Requirement	1.00	+3.47	↑
4.47	Last Qtr	3.77	+0.70	↑
	Same Q Last Yr	2.79	+1.67	↑

Debt Service Coverage Ratio

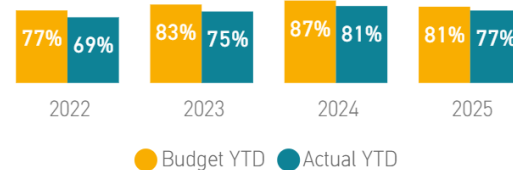
Operating Cash Flow / Total Debt

Qtr End	Board Requirement	1.75	+1.83	↑
3.58	Last Qtr	3.50	+0.08	↑
	Same Q Last Yr	4.37	-0.80	↓

Operating Ratio

Operating Expense / Operating Revenue

YTD	Budget YTD	80.5%	-5%	↓
76.6%	Last Yr YTD	81.3%	-6%	↓



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 September 30, 2025)

JD Power Residential Customer Satisfaction Survey

Overall Customer Satisfaction Index

our target is top 3 by end of 2026

2025 YTD Rank **6**
 vs Our Target **-3** ↓
 vs 2024 Rank **+1** ↑
 vs 2023 Rank **+5** ↑

Our YTD score is **556** vs the leading score of **612** held by **EPB**

2025 YTD Scores



Customer Trust

our target is top 3 by end of 2026

2025 YTD Rank **7**
 vs Our Target **-4** ↓
 vs Last Quarter **+1** ↑

Our YTD score is **569** vs the leading score of **635** held by **EPB**

2025 YTD Scores



Involvement in Community

our target is top 3 by end of 2026

2025 YTD Rank **17**
 vs Our Target **-14** ↓
 vs 2024 Rank **-9** ↓
 vs 2023 Rank **-6** ↓

Our YTD score is **6.70** vs the leading score of **7.38** held by **Mississippi Power**

2025 - Leader



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. The top-level scoring scale changed in 2025, so there is no comparison to prior years until 2026.

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

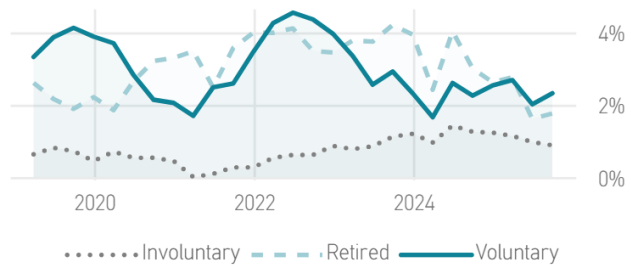
(data through September 30, 2025)

Voluntary Employee Turnover

excludes retirements and involuntary separations

Last 12 Months **2.3%** | Prior 12M 2.2% | +4% ↑
 2 Years Ago 2.9% | -21% ↓

Rolling 12-month Turnover, by Separation Reason



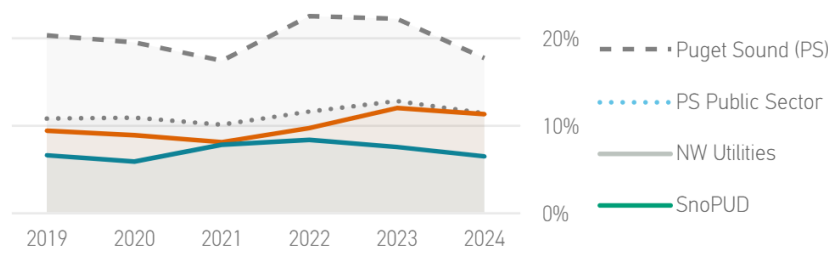
Voluntary Employee Turnover measures the rate at which employees willingly leave SnoPUD. This can reflect job satisfaction levels, career development opportunities, and overall employee engagement. Voluntary turnover also includes people satisfied with their work at SnoPUD that leave due to new opportunities,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

Overall Employee Turnover

includes all separation reasons

Last 12 Months **5.0%** | Prior 12M 6.4% | -23% ↓
 2 Years Ago 8.2% | -40% ↓

Annual Overall Turnover, with Milliman Benchmarks



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%** ↓

Overall Engagement **75.5%** | Best Places to Work **79.0%** ↓

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.

2023 – 2027 Strategic Plan

2025 Q3 Achievements and Milestones by Strategic Objective



Initiatives Completed in Q3 2025

Priority	Objective	Initiative	Champion	Initiative Lead	Key Deliverables
1. Bolster Operational Reliability & Resiliency	1.1 Develop the capabilities for an increasingly complex energy future	1.1 A. Develop a clear, unified vision of the role we want to play in community decarbonization and electrification and set clear objectives and goals.	Jason Zyskowski	Shelley Pattison	Position statement to guide internal decision making
2. Evolve and Enhance Customer Experiences	2.2 Deliver creative, personal, and convenient solutions	2.2 A. Increase consistency and coordination of customer service options and communications across divisions.	John Hoffman	Hillary Olson	PUD Branding Toolkit and communications plan. Worked with HR to standardize training materials across divisions.
3. Actively Help Our Communities Thrive	3.1 Strengthen our community connections	3.1 C. Better support employees volunteering in their communities with clear guidelines, policies, and appropriate resources.	Lisa Hunnewell	Paul McMurray	Revised and combined Directives 95 and 87
	3.3 Align our practices with our communities' diverse needs	3.3 B. Evaluate our current practices, programs, and services to identify inequities and their impacts.	Colin Willenbrock	Melissa Mashita	Inventory and summary report of existing processes and how / whether equity is considered.
4. Build a Sustainable Future with our Communities	4.2 Help our customers and communities achieve their goals	4.2 A. Clearly articulate guidelines and expectations of how we partner and support our communities and customers, appropriate to our role as a public utility.	Colin Willenbrock	Sara Di Vittorio	Guidelines document to inform internal decision making and expectations.

BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY

STRATEGIC OBJECTIVES

2025 Q3 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2025 Q3 COMMISSION PRESENTATIONS

1.1 Develop the capabilities for an increasingly complex energy future

Jason Zyskowski | Chief Energy Resources Officer

- Shared electrification vision statement with Commission

- July 15 | Electrification Vision Statement

1.2 Build the distribution grid of our future

Colin Willenbrock | Chief Operations and Legal Officer

- Finalized Blue Sky reliability metrics methodology and requested report and dashboard development
- Implemented new distribution automation commissioning process
- Transmission and Distribution Standards and Asset Management department expanded to enable increased asset management focus

- July 1 | SnoSMART Quarterly Update
- September 2 | SnoSMART Workshop
- September 9 | SnoPUD Reliability 2024

1.3 Ensure resource adequacy by expanding and protecting resources

Jason Zyskowski | Chief Energy Resources Officer

- Executed over 50 transmission contract actions to transition transmission products and monetize surplus transmission rights
- Executed new BPA Power product agreements
- Completed Phase 4 and Phase 5 of the Integrated Resource Plan
- Nearing full deployment of Water AMI meters

- July 1 | Washington Clean Fuels Program
- August 5 | Proposed Renewable Energy Credit Purchases
- August 19 | Ruby Flats Solar Project
- August 19 | 2025 Integrated Resource Plan – Phase 4 Portfolio Optimization
- September 9 | Request to Enhance Flexibility to Procure Renewable Energy Credits
- September 20 | 2025 Integrated Resource Plan Phase 5 – Resource Strategy

1.4 Preserve exceptional customer value

Jeff Bishop | Chief Financial Officer

- Completed initial mitigation plans for strategic risks
- Initiated recruitment process for a Risk Analyst to support enterprise risk management program expansion
- 2026 budget development and approval process improvements
- Commission Cost of Service Analysis workshop

- July 21 | Cost-of-Service Analysis Workshop
- August 5 | 2025 Financing Results
- September 9 | 2026 Budget Highlights and Initial Cost-of-Service Analysis
- Monthly and Quarterly Financial Reporting

EVOLVE AND ENHANCE CUSTOMER EXPERIENCES

STRATEGIC OBJECTIVES

2025 Q3 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2025 Q3 COMMISSION PRESENTATIONS

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

John Hoffman | Chief Customer Officer

- Launched voice of the customer post-call surveys
- Launched Energy Services Reporting iEnergy Program Dashboard

2.2 Deliver creative, personal, and convenient solutions

John Hoffman | Chief Customer Officer

- Launched Owner Agent self-service tool for move-in/move-out process

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

Kristi Sterling | Chief Information Officer

- Reached "full" AMI deployment rate; AMI Deployment is on track
 - Launched Retail Pay to expand the number of cash payment locations customer can utilize
 - Rate and Rate-Related Programs Strategy Team formed and work begun
- July 1 | ConnectUp Quarterly Update
 - August 19 | Home Electrification Appliance Rebates (HEARs) 2025 Program Results
 - September 20 | ConnectUp Quarterly Update

ACTIVELY HELP OUR COMMUNITIES THRIVE

STRATEGIC OBJECTIVES

2025 Q3 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2025 Q3 COMMISSION PRESENTATIONS

3.1 Strengthen our community connections

Lisa Hunnewell | *Chief Communications Officer*

- Finalized and published revised Directive 95 - Employee Community Involvement
- Phase 1 of engagement tracking tool completed enabling us to share future and past events internally and externally
- Fall calendar of engagement activities finalized
- Completed summer engagement activities

- September 9 and 20 | Snohomish County PUD Community Engagement and Multilingual Support
- Regular Communications and Community Engagement briefings

3.2 Support the economic vitality of our communities

Jeff Bishop | *Chief Financial Officer*

- Framework for online construction tracking near completion

3.3 Align our practices with our communities' diverse needs

Colin Willenbrock | *Chief Operations and Legal Officer*

- Finalized report summarizing findings from internal interviews to identify and understand processes and procedures that may have equity considerations.

BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES

STRATEGIC OBJECTIVES

2025 Q3 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2025 Q3 COMMISSION PRESENTATIONS

4.1 Responsibly minimize and mitigate our environmental impacts

Colin Willenbrock | *Chief Operations and Legal Officer*

- Development of Communications Plan to continue / improve external communications regarding PUD’s environmental stewardship
- List of potential future environmental enhancements created with input from Environmental Stewardship Committee members.
- Woods Creek Sustainability Center shelter is complete
- Side channel grant construction complete, educational sign installed, and ribbon cutting event held

- September 9 | Sultan River Floodplain Activation Project
- September 18 | Sultan Side Channel Ribbon Cutting

4.2 Help our customers and communities achieve their goals

Colin Willenbrock | *Chief Operations and Legal Officer*

- Completed guidelines document articulating how we will partner and support customers in their sustainability goals
- Environmental Sustainability Committee voted to adopt oversight and facilitation role

CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE

STRATEGIC OBJECTIVES

2025 Q3 KEY ACHIEVEMENTS AND ACTIVITIES

RELATED 2025 Q3 COMMISSION PRESENTATIONS

5.1 Be an employer of choice

Sara Kurtz | *Chief Human Resources Officer*

- 2025 Employee Engagement Survey response rate of 72% (increase from 68% in 2024)
- Held ELT Flexible Work workshop and drafted flexible work manager toolkit
- Selection and Orientation of 2025-2026 Inclusion Committee
- Onboarded new Diversity, Equity, and Inclusion program managers

5.2 Evolve workforce skills and capabilities

Sara Kurtz | *Chief Human Resources Officer*

- Finalized framework for strategic workforce development plan
- District Trainer Best Practices developed and approved by Training Advisory Group (TAG)
- Manager Training Program leads Angie Michaelson & Katie Jean Britten enrolled in the Western Energy Institute (WEI) Learn + Leads series to evaluate potential gaps in SnoPUD's current offerings
- Successfully hosted WEI Business Acumen for Emerging Leaders session
- Success Factors Onboarding module went live September 2025 and the Career Page Refresh/Redesign work was completed early (July 2025)

5.3 Increase organizational alignment & effectiveness

Kristi Sterling | *Chief Information Officer*

- Completed internal survey of decision makers to inform recommendations of how to clarify decision making roles and responsibilities
- Defined core success determiners for data as a strategic asset initiative
- Drafted new Directive #103 Responsibilities, Roles, and Requirements of Governing Data Assets
- Developed artificial intelligence (AI) workshop strategy to identify and prioritize opportunities