



# STRATEGIC PLAN 2030

Powering Our Clean Energy Future





## A message from the Executive Board and CEO

Dear Valued Energy Northwest Team Members,

These are exciting times in our region and at Energy Northwest. The clean energy landscape is rapidly evolving, paving the way for many great new opportunities. We are well positioned to be a leader in transforming the energy landscape for public power and our region. To be that leader it's imperative we continue working together, focusing on providing our public power members and regional customers with safe, reliable, cost-effective, responsible power generation and innovative energy and business solutions.

Our 2030 strategic plan capitalizes on the strategic goals from its predecessor, with three agencywide strategic focus areas that are integral to achieving our vision of leading the clean energy transformation for the regional public power community.

### Our Strategic Focus Areas

- Manage Energy Northwest as a joint operating agency, focusing on business excellence and value to our members by anticipating and meeting their needs.
- Operate Columbia Generating Station safely, reliably and cost-effectively for at least an 80-year lifetime.
- Support regional clean energy transformation, including preparing the agency for an expansion of our nuclear portfolio.

These focus areas are a continuation of the overall strategic direction from the last several years, but offer a condensed, simplified way to understand what we are focused on in order to sustain our mission and achieve our vision. To secure Energy Northwest as a regional energy leader, we must concentrate on these three areas as we plan and execute our work. This demonstrates our value as a public power agency to the Northwest.

Supporting the focus areas are three core strategies, embedded within each:

- Innovate for future growth and success
- Inspire a culture of continuous improvement throughout the agency
- Invest in our people

### Our Greatest Asset

You are our greatest asset and Energy Northwest strives to foster a positive and inclusive work environment for our employees where everyone feels valued and respected for their contributions. We could not accomplish our long-term goals without the commitment of our highly trained and dedicated team. You make us successful and we cannot achieve our agency strategy without you. Thank you for your continued drive for individual and team excellence!

Please take a moment to review the 2030 strategic plan and discuss with your supervisor, to better understand how you play an important role that supports achievement of the plan.

Thank you for all your hard work.

Sincerely,

John Saven  
Executive Board Chair

Bob Schuetz  
Chief Executive Officer

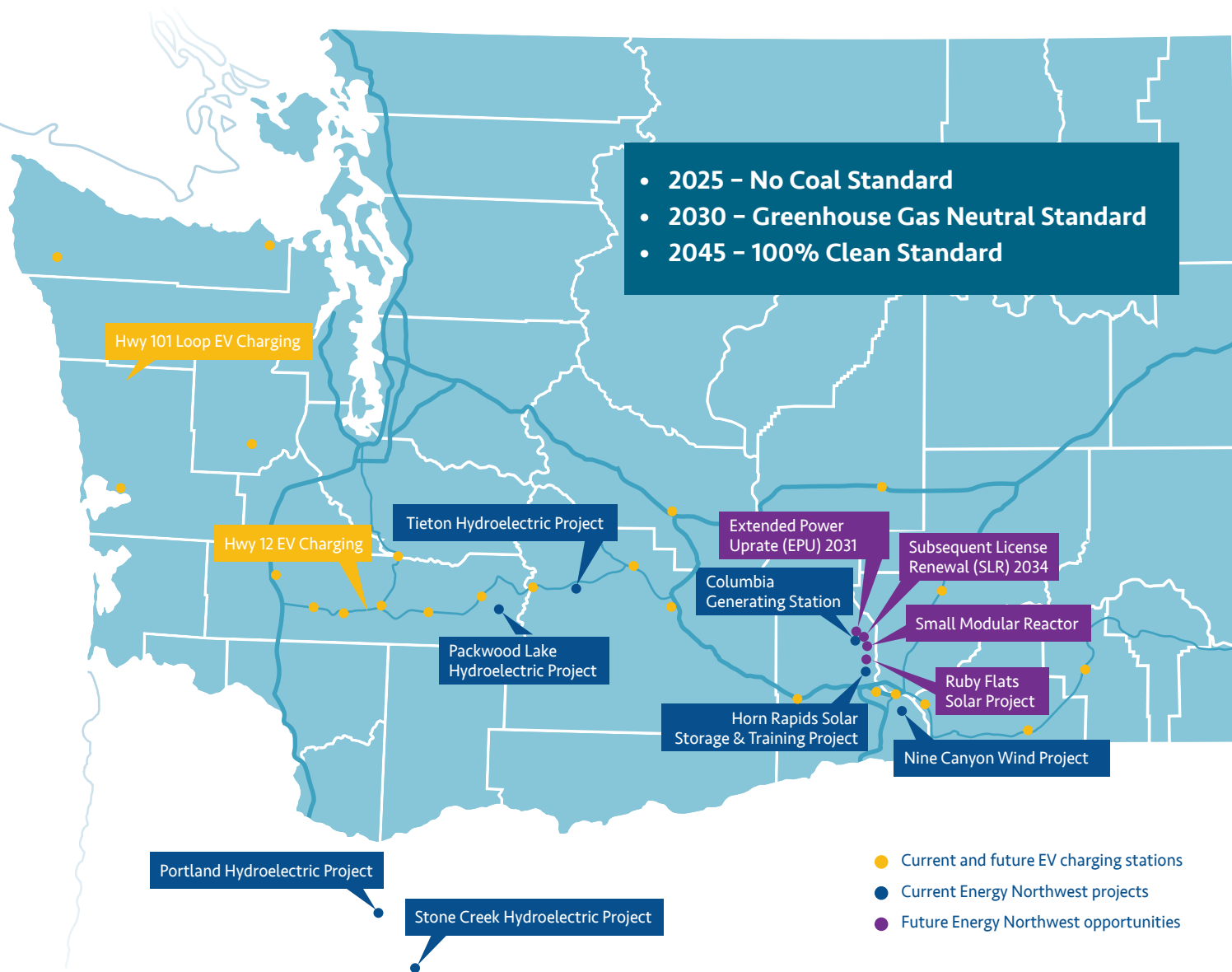


## 2030 – 100% Carbon Neutral

Energy Northwest is committed to helping our region meet its carbon-reduction goals. The states of Washington and Oregon have adopted comprehensive clean energy policies requiring 100% carbon-free electricity in the next few decades. This is a worthwhile goal and is feasible if our efforts are directed toward the practical and the possible.

As we look ahead, the challenges are evident, but so are the solutions. Priority must be given to maintaining existing carbon-free resources – from wind and solar to nuclear and hydropower – while we embrace innovation by pursuing new clean energy resources including small modular and advanced reactors.

Our strategic plan leverages a milestone year of 2030 to drive our efforts through proper planning and investment to help meet demand both in the transportation sector and with the clean energy transformation that benefit our members, regional customers and the public.





## Strategic Triangle

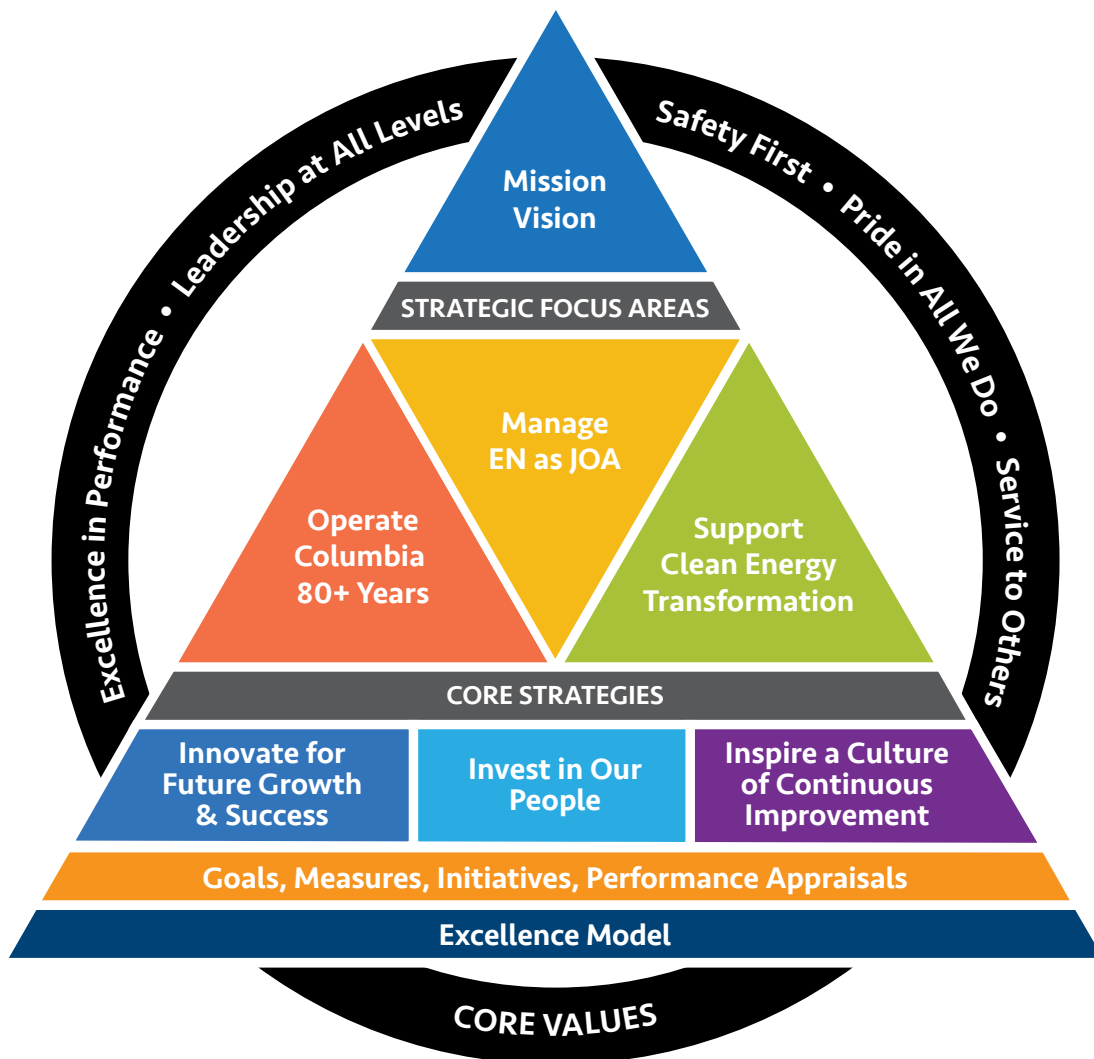
Energy Northwest’s long-term strategic direction is represented by three strategic focus areas – intended to focus our efforts to ensure we fulfill Energy Northwest’s mission and vision as directed by our Executive Board. These focus areas set the strategic plan’s structure to identify specific goals, while creating inspiration for building and sustaining Energy Northwest’s future; and ensuring as an organization we are aligned and moving in the same direction.

### Mission

Providing our public power members and regional customers with safe, reliable, cost-effective, responsible power generation and innovative energy and business solutions.

### Vision

Leading the clean energy transformation for the regional public power community.





## Manage EN as a JOA

Manage Energy Northwest as a joint operating agency, focusing on business excellence and value to our members by anticipating and meeting their needs.

## Strategic Goals & Measures

### 1. Focus on agency role as public power – service to our members and their customers

*Engagement with other regional power agencies should be pursued when it creates the opportunity to provide higher levels of service to our members*

- a. Survey to establish baseline and future measures of our role as a public power agency

### 2. Expand non-generating JOA solutions and services for members

- a. Meet Energy Services & Development (ESD) total margin goal\*
- b. Meet ESD total revenue goal\*

### 3. Enhance professional workforce development and engagement

- a. Collaboration: ≥ 65% Favorable rating around being asked for input regarding changes that affects their work
- b. Communication: ≥ 70% Favorable rating indicating that EN communicates effectively with all employees about what is going on
- c. Turnover: ≤ 7% Maximize employee retention rate
- d. Training: ≥ 80% Favorable rating employees have adequate training to do their job well
- e. Growth Opportunities: ≥ 80% Favorable rating indicating employees' perception of their work provides opportunities to learn and grow

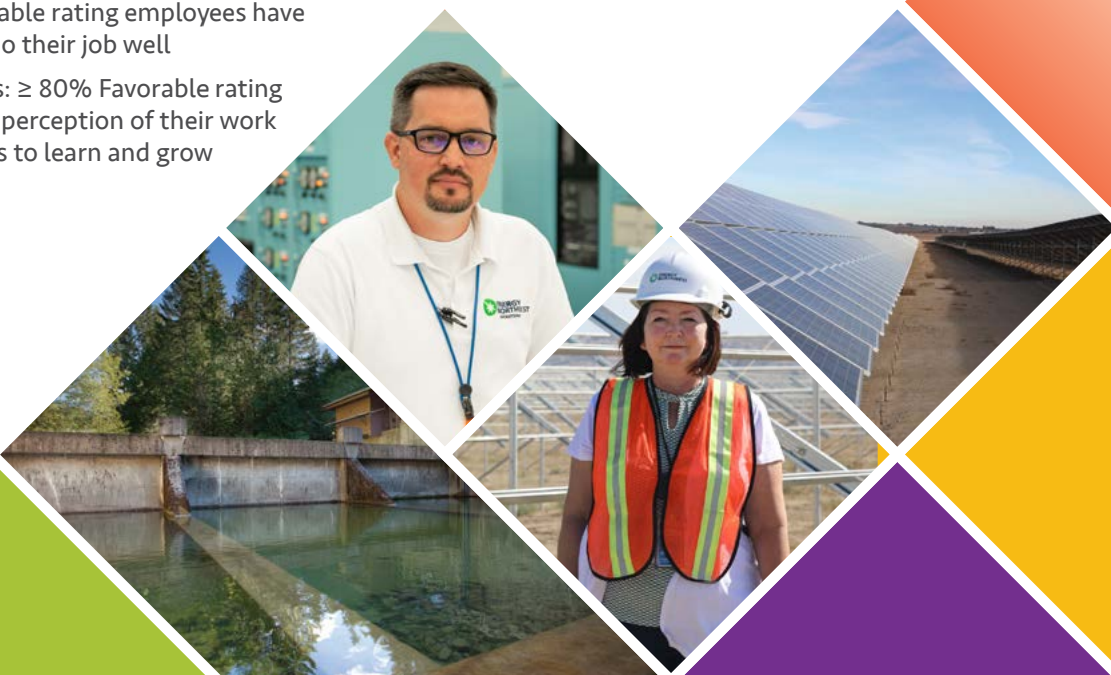
### 4. Improve and sustain EN leadership development ensuring all leaders are effective, knowledgeable and proficient

- a. Promoting Within: ≥ 70% Fill leadership positions internally
- b. Succession Planning: ≥ 70% Fill critical leadership positions through succession planning
- c. Supervisor Engagement: ≥ 85% Favorable engagement in the supervisor dimension

### 5. Adapt and modernize business practices across the agency to ensure a robust and adaptable business plan that maximizes value to the public power community

- a. Innovative value creation
  - i. Low value destroyer - reduce low value work year over year
  - ii. Marketplace competitor - optimize fixed and variable costs to increase marketplace competitiveness

*\*At-Risk Compensation measure; follows fiscal year targets*





## Operate Columbia for 80+ years

Operate Columbia Generating Station safely, reliably and cost-effectively for at least an 80-year lifetime.

### Strategic Goals & Measures

#### 1. Sustain Exemplary status

- a. Outage
  - i. Outage effectiveness (non-outage year, post-outage run)\*
  - ii. Outage duration (outage year)\*
- b. Meet or exceed key performance indicators
- c. NRC rating in Licensee Response Column 1
- d. Columbia human performance noteworthy consequential events\*
- e. Columbia net generation\*
- f. Meet radiation exposure index goal\*

#### 2. Achieve and sustain industry excellence for Columbia's equipment performance

- a. Equipment reliability noteworthy consequential events\*

#### 3. Commit funds for subsequent license renewal (SLR) by 2029 and submit application by 2034

- a. Meet major project milestones

#### 4. Ensure a properly resourced, sustainable and stable Columbia Long-Range Plan

- a. Must do project plan implementation
- b. Fast track and out of cycle = 0
- c. Unplanned budget amendment (increases) = 0

*\*At-Risk Compensation measure; follows fiscal year targets*





## Support Clean Energy Transformation

Support regional clean energy transformation, including preparing the agency for an expansion of our nuclear portfolio.

### Strategic Goals & Measures

**1. Increase Columbia’s output capacity by 190 megawatts through better thermal efficiency and extended power uprate (EPU) by 2031**

- a. Meet major project milestones
- b. ≥ 12 MWe increased megawatt capacity\*\* Moisture Separator Reheater (2025)
- c. ≥ 12 MWe increased megawatt capacity\*\* High-Pressure Turbine (2027)
- d. ≥ 170 MWe increased megawatt capacity\*\* EPU (2031)

*\*\*Actual output may be limited by the main generator during cold weather seasons*

**2. Expand portfolio of clean energy solutions and services offered to our members in anticipation of expected regional load growth**

- a. Meet ESD total margin goal\*
- b. Meet ESD total revenue goal\*
- c. Meet ESD milestones achieved\*

**3. Pursue clean energy excellence agencywide**

- a. Emissions study completion; identify future measures based from study
- b. Meet key environmental compliance obligations
- c. Meet small quantity generator status (SQG)\*\*\*
- d. ≥ 140 MWh increase electrical efficiency

*\*\*\*As defined by the Washington State Department of Ecology, Columbia is currently a medium quantity generator in a pilot program for SQG; all other EN generation projects are SQG.*

**4. Expand EN nuclear portfolio and nuclear professional services by 2030 in anticipation of expected regional load growth**

- a. Meet major project milestones
- b. Meet ESD total margin goal\*
- c. Meet ESD total revenue goal\*

*\*At-Risk Compensation measure; follows fiscal year targets*

