



FY19-20-21 STRATEGIC PLAN

Our strategic plan communicates the agency's strategic goals and associated initiatives and performance measures as defined by the Executive Board.



This document contains interactive buttons. Click to navigate.

May 25, 2019



FY19-20-21 STRATEGIC PLAN

MESSAGE FROM THE EXECUTIVE BOARD CHAIR AND CEO

Energy Northwest Team

We are pleased to share with you Energy Northwest's updated three-year Strategic Plan covering fiscal years 2019-2020-2021. The strategic plan is our blueprint for fulfilling EN's mission to provide our public power members and regional customers with safe, reliable, cost-effective, responsible power generation and energy solutions.

Last year the executive board adjusted the strategic goals and strategy to more rapidly advance our vision of being a regional leader in clean power generation and energy solutions.

The following table represents a snapshot of how we performed in FY19 against our strategy.

Strategic Goal	Status	Supporting Details
Industry Top Quartile In each Safety Category	Needs Improvement	+ Received American Public Power Association's and Northwest Public Power Association's safety awards for calendar year 2018 - Defined Measures of Excellence not achieved
Industry Top quartile in Columbia Performance	Needs Improvement	+ Greatest generation in 34-year history - Defined Measures of Excellence not achieved
Industry Top Quartile in Asset Performance	On Track with areas for improvement	+ Planned outages for Packwood, Portland and Tieton hydro projects completed with no injuries, on (or under) budget and completed on schedule - Not all defined Measures of Excellence achieved
Provide innovation, value-added energy solutions leading to overall ESD revenue growth	On Track with areas for improvement	+ Six electric vehicle stations installed across Washington state with more coming - Not all defined Measures of Excellence achieved
Cost-effective operation: Economic sustainability and competitiveness in the region	On Track with areas for improvement	+ 7 th year achieving cost reduction targets while not impacting predictability - Not all defined Measures of Excellence achieved
Ensure Energy Northwest has knowledgeable, capable and proficient leaders and a professional workforce able to attain and sustain excellence in performance	On Track	+ Employee engagement ratings remain high + Defined Measures of Excellence successfully achieved
Enhance the reputation of Energy Northwest; foster public support for Columbia Generating Station's clean, carbon-free nuclear energy	On Track	+ Received continued regional support for our shared debt cooperation program resulting in \$2.4 billion in net savings to regional rate customers + Defined Measures of Excellence successfully achieved

Continued on next page



FY19-20-21 STRATEGIC PLAN

MESSAGE FROM THE EXECUTIVE BOARD CHAIR AND CEO

As we move into year two of our three-year plan, we made the following adjustments to either add more focus or to course correct based on our performance to date:

- New Energy Services and Development Vision
- New strategic goals under both Services & Operating Excellence and Innovative Energy Solutions which then prompted entirely new measures of excellence and strategic initiatives
- New measures and initiatives under Nuclear Excellence
- New initiatives added to Employee Engagement
- Minor updates to measures and initiatives under Safety First, Corporate Responsibility and Stakeholder Trust & Confidence

Let's continue to aggressively and innovatively pursue new opportunities; act with urgency to correct shortfalls; and ensure our resources are protected and managed with excellence. Remember, we cannot be excellent unless we seek excellence each and every day. We have a strong team with the right passion to succeed. Thank you for your hard work and commitment to Energy Northwest.

Sid Morrison
Executive Board Chair

Brad Sawatzke
Chief Executive Officer

IMPLEMENTING THE VISION

All employees have a part in implementing this vision. Your role in executing the strategic plan includes:

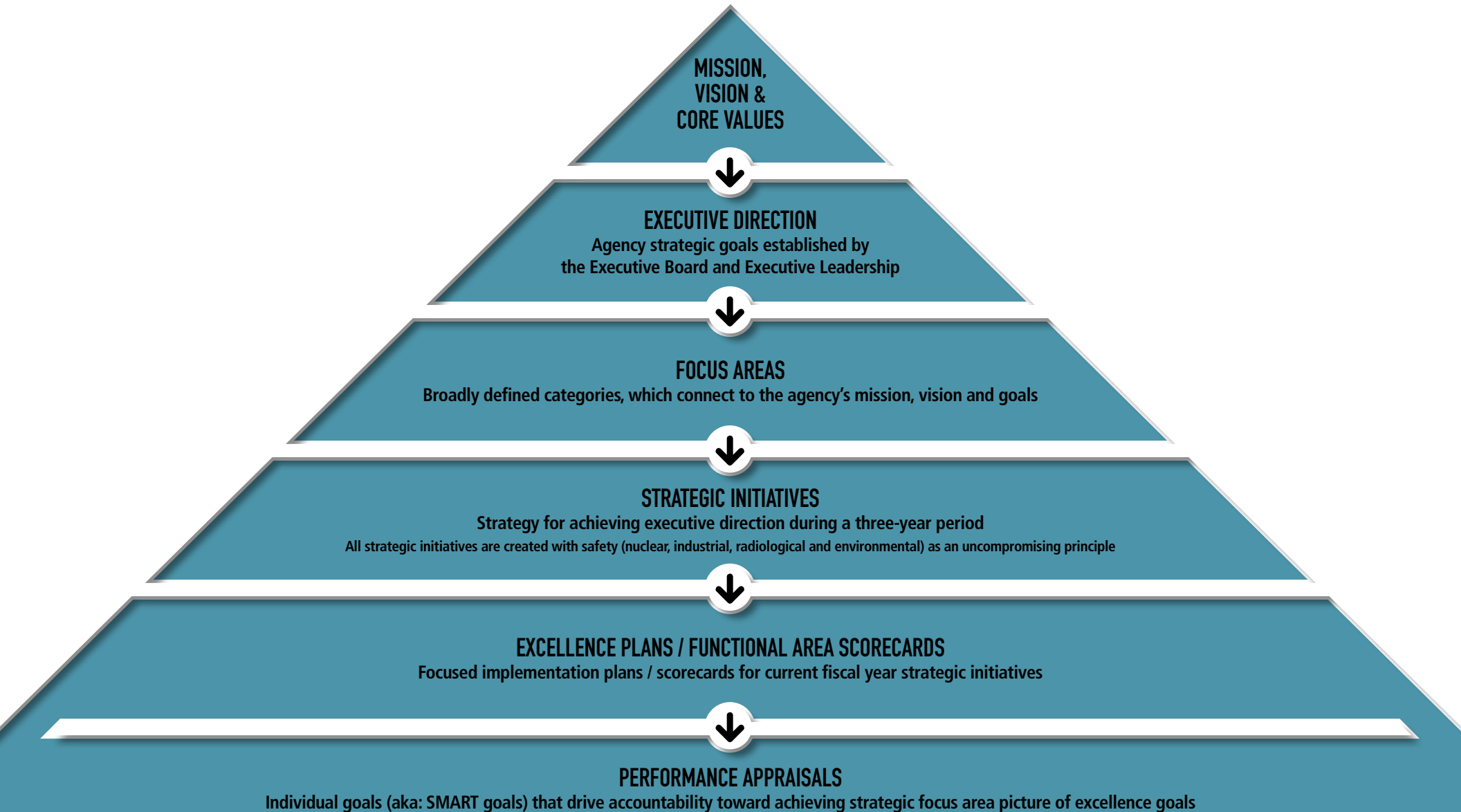
- **Focus Area / Goal owners:** ensure detailed tactical plans are established to implement the enclosed strategy of what will be done, by when, and by whom. Provide oversight of the plan's progress. Ensure inherent risks are evaluated to ensure strategic objectives can be met as defined by the related goal(s) and measure(s) of excellence.
- **Department managers and supervisors:** develop detailed excellence plans with actions related to who; what; and when for each assigned strategic initiative. Ensure effective communication with your team on what the role of the department and their individual roles are to implementing assigned initiatives as well as agencywide initiatives that may not have a discrete assigned action such as improve human performance.
- **All employees:** understand the agency's mission; vision; and strategic initiatives. Discuss with your supervisor; manager; and peers regarding your role in implementing strategic initiatives.

The strategic plan ensures that as a team – EN is focused and moving in the same direction. The enclosed strategic plan lays out the key measures of excellence and strategic initiatives to accomplish the board's defined goals. We will continue to assess our strategy and make changes to this document when needed – as the energy landscape is rapidly changing.

FY19-20-21 STRATEGIC PLAN



STRATEGIC PLANNING PROCESS



STRATEGIC
PLANNING PROCESS



FY19-20-21 STRATEGIC PLAN

MISSION, VISION & CORE VALUES

Public health and safety is the unwavering commitment for everything we do and is the overarching imperative of our mission, vision and strategic plan.

AGENCY MISSION

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

AGENCY VISION

A regional leader in clean power generation and energy solutions through sustained excellence in performance and innovation.

Columbia Vision

Sustained nuclear excellence reflected by performance in the top quartile.

Energy Services and Development Vision

The leader in providing diverse services and clean energy solutions that offer our regional customers best value while achieving sustained growth and excellence.

CORE VALUES

Safety first

A strong safety culture permeates the organization – every employee takes personal responsibility and demonstrates commitment to nuclear, industrial, radiological and environmental safety.

Accountability for our actions

We take ownership and personal responsibility for both individual and team actions and results.

Integrity in all we do

We earn trust by doing what we say we will do, ensuring our actions and words are consistent, honest and ethical. We will help each other succeed through collaboration, mutual respect and trust.

Excellence in performance

Relentless pursuit of the highest performance expectations through continuous improvement and zero tolerance for deviation from standards, and dedication to fostering an environment of teamwork.

Our core values are essential to achieving our mission, vision, goals and strategic initiatives. They guide our daily activities and behaviors and are achieved through open and honest communication.

MISSION, VISION
& CORE VALUES

FY19-20-21 STRATEGIC PLAN



EXECUTIVE BOARD DIRECTION

Annually, the Energy Northwest Executive Board reviews, assesses and provides the agency strategic direction focusing on our future outlook. This direction is centered around achievement of our mission and vision through our core values. Each strategic goal is linked to an implementing focus area where you can find specific strategic initiatives created to drive sustainable achievement of these goals as well as how we measure achievement.



STRATEGIC GOAL

FOCUS AREAS

Industry Top Quartile in each Safety category

Industry Top Quartile in Columbia Performance

Strengthen existing lines of business through diversified and sustained growth

Strengthen and grow the future of Energy Northwest through risk-informed development of innovative clean energy solutions and services

Cost-effective operation:
Economic sustainability and competitiveness in the region

Ensure Energy Northwest has knowledgeable, capable and proficient leaders and a professional workforce able to attain and sustain excellence in performance

Enhance the reputation of Energy Northwest; foster public support for Columbia Generating Station's clean, carbon-free nuclear energy

EXECUTIVE BOARD
DIRECTION



FY19-20-21 STRATEGIC PLAN

Focus Area: SAFETY FIRST

Owner:
Bob Schuetz
Vice President for
Nuclear Operations

STRATEGIC GOAL

Industry Top Quartile in each Safety category

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Strong Safety Culture • Accident Free • Control Dose • Event Free • Environmental Stewardship

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. Nuclear – Columbia's reactivity management index for boiling water reactor's in the industry top quartile
2. Radiological – Columbia's collective radiation exposure performance achieving industry goal
3. Industrial – Zero OSHA recordable injuries
4. Environmental – Environmental Stewardship Program performance indicators equal to green

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Columbia has not consistently met the Reactivity Management Index industry standards
2. Columbia has not consistently met the collective radiation exposure industry established goals
3. Consistent demonstration of safe behaviors needs improvement agencywide
4. Employee awareness of the Environmental Stewardship Program needs continued improvement agencywide

D IMPLEMENTING PLANS:

1. Columbia
2. Energy Services & Development
3. Environmental & Regulatory Programs
4. Reactivity Management
5. Equipment Reliability
6. Collective Radiation Exposure

Energy Northwest has an award-earning safety record, and our team remains committed to safe operations.

SAFETY IS THE
NUMBER ONE
PRIORITY.

STRATEGIC
FOCUS
AREAS



Focus Area:
SAFETY FIRST

FY19-20-21 STRATEGIC PLAN

Owner:
Bob Schuetz
Vice President for
Nuclear Operations

FY19-21

E STRATEGIC INITIATIVES

	START	FY19	FY20	FY21
1. Nuclear Safety				
a. Engineering and Maintenance continue to resolve reactivity management items in a timely manner	FY19	■	■	■
b. Continue to advocate at Plant Health Committee and Project Review Committee for any reactivity management issues that need financing or station focus	FY19	■	■	■
c. Ensure outage reactivity management items are completed	FY19	■		■
d. Engineering implement proactive measures to prevent events caused by critical equipment failures *	FY19	■	■	■
2. Radiological Safety				
a. Implement on-line dose reduction actions	FY19	■	■	■
b. Expand the use of remote monitoring to realize more dose reduction opportunities	FY19	■	■	■
c. Expand the use of technology to reduce outage dose	FY19	■		■

* Associated with a Mission Critical Risk

STRATEGIC INITIATIVES cont'd

	START	FY19	FY20	FY21
3. Industrial Safety				
a. Utilize a Safety Committee peer recognition program for positive safety behaviors	FY19	■	■	■
b. Benchmark a generating station in the top decile of safety performance and add applicable actions to the Industrial Safety Plan	FY19	■	■	
c. Develop and implement an outage safety plan	FY19	■		■
4. Environmental Safety				
a. Meet Small Quantity Generator status at all agency facilities	FY19		■	■
b. Reduce agencywide energy consumption from previous fiscal year	FY19	■	■	■
c. Maintain agencywide Environmental Stewardship Program	FY19	■	■	■
d. Meet agencywide regulatory compliance obligations	FY19	■	■	■



FY19-20-21 STRATEGIC PLAN

Focus Area:

NUCLEAR EXCELLENCE

Owner:

Grover Hettel

Chief Nuclear Officer

STRATEGIC GOAL

Industry Top Quartile in Columbia Performance

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Safe • Reliable • Predictable • Sustainable

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. ZERO OSHA Recordable injuries *
2. ZERO Significant Human Performance Events *
3. Equipment Reliability – Industry 1st Quartile *
4. Successful Outage – All Tier 1 Goals met *

* Associated with a Mission Critical Risk

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Inconsistent human performance has led to variable station performance
2. Focus on compliance versus excellence at all levels
3. Inherent risk in operational activities not always well understood and mitigated
4. Inherent risk in degraded equipment decisions not always well understood and mitigated
5. Vision of excellence for individual work groups needs improvement

D IMPLEMENTING PLANS:

1. Columbia
2. Equipment Reliability
3. Work Management
4. Performance Improvement
5. Organizational Effectiveness

Columbia Generating Station received Power magazine's Top Plant award for pursuit of excellence and commitment to nuclear reliability, predictability, cost-effectiveness and safety

Nuclear power is a reliable energy producer.

STRATEGIC
FOCUS
AREAS

FY19-20-21 STRATEGIC PLAN



Focus Area:

NUCLEAR EXCELLENCE

Owner:

Grover Hettel

Chief Nuclear Officer

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Safety First *

a. Identify improvements for safety behaviors and situations through coaching	FY19	■	■	■
b. Actively engage in discussion of safety aspects of the job	FY19	■	■	■
c. Improve adherence to clearance and tagging practices	FY19	■	■	■
d. Review safety/human performance action item list with component managers once per month	FY19	■	■	■

2. Coaching for Excellence *

a. Department leaders set and communicate their vision of excellence to their work groups through use of department playbooks	FY19	■	■	■
b. Leverage employee input and involvement as we move towards excellence, measuring ourselves against industry best	FY19	■	■	■
c. Implement improvements to Observation program to capture coaching for excellence opportunities	FY19	■	■	■

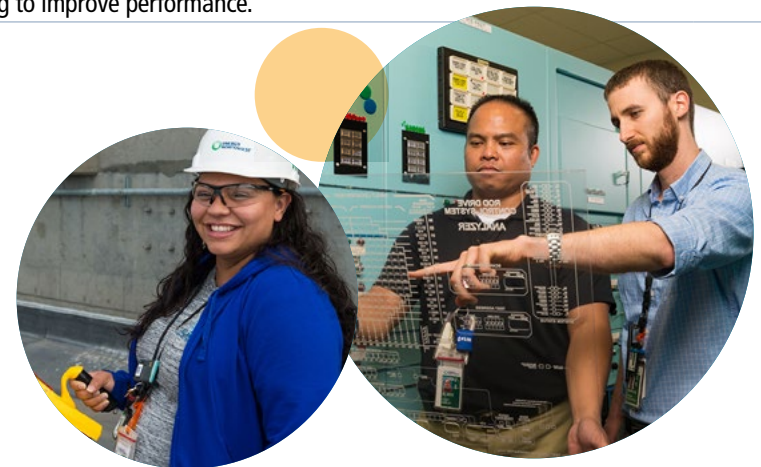
* Associated with a Mission Critical Risk

STRATEGIC INITIATIVE cont'd

START FY19 FY20 FY21

3. Risk Management is Core Business *

a. Reinforce the expectations within each department to leverage the excellence model, (including defined risk management principles), and our human performance tools to ensure work is error and event free.	FY19	■	■	■
b. Department Managers and Supervisors conduct observations of their department focused on performance in the area of managing risk including utilization of the excellence model and human performance tools.	FY19	■	■	■
c. Establish department level observation reporting focused on risk management effectiveness. Utilize the reporting to improve performance.	FY19	■	■	■



STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

SERVICES & OPERATING EXCELLENCE

Owner:

Tim Nies

General Manager
of Energy Services
and Development

STRATEGIC GOAL

Strengthen existing lines of business through diversified and sustained growth

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Safe • Reliable • Predictable • Sustainable

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target/goal)*

1. Business Development Fund Operating Project Margin meets target
 - FY20 = \$723,000
2. Participant Satisfaction Index equals green

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Maintaining and growing new and existing revenue contracts
2. Collaborating with members and other partners toward aggregation of new services, programs and projects

D IMPLEMENTING PLANS:

1. Energy Services and Development

Energy Northwest
utilizes input from
the General Manager
Advisory Group to
develop or enhance high
value services to our
members

STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

SERVICES & OPERATING EXCELLENCE

Owner:

Tim Nies

General Manager

of Energy Services

and Development

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Grow Operations and Maintenance

a. Evaluate resources to support O&M expansion	FY20	■	■
b. Establish strategic relationships to broaden capabilities and expand opportunities for addition of O&M facilities	FY20	■	■
c. Identify high potential customers and engage to educate on available services to operate and maintain their power generation assets	FY20	■	■
d. Expand outage support at hydro facilities on the west coast	FY20	■	■
e. Maintain excellence for existing assets (Packwood, Nine Canyon, Tieton and Portland)	FY20	■	■

2. Expand Precision Lab Services

a. Expand the Precision Lab's services by gaining new customers	FY20	■	■
b. Establish long-term contracts for environmental services with government agencies and other businesses	FY20	■	■
c. Explore opportunities to become a lab equipment distributor	FY20	■	

STRATEGIC INITIATIVE cont'd

START FY19 FY20 FY21

3. Secure Leasing Opportunities

a. Retain anchor tenants and lease excess facility/ storage space in EN managed buildings	FY20	■	■
b. Explore retaining the Industrial Development Complex as a potential site for future development	FY20	■	
c. Explore business case options for Capital Development Corporation	FY20	■	



STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

INNOVATIVE ENERGY SOLUTIONS

Owner:

Tim Nies

General Manager
of Energy Services
and Development

STRATEGIC GOAL

Strengthen and grow the future of Energy Northwest through risk-informed development of innovative clean energy solutions and services

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Safe • Professional • Knowledgeable • Value-Added • Engaged • Flexible

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. Business Development Fund Revenue Growth Indicator meets target of \$15 million by the end of FY23
 - FY20 = \$9,770,000
2. Business Development Fund Operating Project Margin meets target
 - FY20 = \$723,000

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Understanding Northwest market dynamics; developing markets where they do not currently exist.
2. Transportation electrification will rely heavily on available grant funding through either the State of Washington or Department of Energy.
3. There is no established northwest market for demand side management. ESD will have to establish this market by working with BPA, our members and stakeholders.

Energy Northwest
is preparing for the
future by partnering
with local and regional
organizations to advance
next generation energy
technologies.

D IMPLEMENTING PLANS:

1. Energy Services
and Development



STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

INNOVATIVE ENERGY SOLUTIONS

Owner:

Tim Nies

General Manager
of Energy Services
and Development

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Grow Electrification Services

a. Expand electrification support through partnerships and ownership of electric vehicle charging stations throughout the state	FY20		■	■
b. Identify additional opportunities to provide electrification leadership and services	FY20		■	■

2. Develop Clean Energy Solutions

a. Support Carbon Free Power Project	FY20		■	■
i. Execute operating agreement			■	
ii. Develop required infrastructure				■
iii. Assist in outreach of project to increase participation			■	■
b. Participate in community and industrial scale solar; and storage projects (i.e., Horn Rapids Solar, Storage, and Training Project)	FY20		■	■
i. Develop specification and scope for battery energy storage system			■	
ii. Implement design and construction of a first-of-its kind solar and storage facility				
c. Understand impacts of carbon free legislation			■	■

STRATEGIC INITIATIVES cont'd

START FY19 FY20 FY21

3. Grow Information Technology Services

a. Provide cyber security services to member utilities and other businesses	FY20		■	■
b. Explore and expand IT services offerings	FY20		■	■

4. Create Hosted Technical Services

a. Develop and install demand voltage reduction control system	FY20		■	
b. Develop infrastructure for demand response program	FY20		■	
c. Evaluate additional hosted technical services and develop plans as appropriate	FY20		■	■

5. Explore power aggregation project

a. Evaluate potential for serving as a power resources aggregator for members and participants	FY20		■	
--	------	--	---	--

6. Evaluate EN as a Managed Services Provider/Staff Augmentation

a. Look for opportunities and implement agreements to become a Managed Services Provider for public utilities	FY20		■	
b. Explore possibilities for labor exchange program	FY20		■	

STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

CORPORATE RESPONSIBILITY

Owner:

Brent Ridge
Vice President for
Corporate Services;
Chief Financial Officer

STRATEGIC GOAL

Cost-effective operation: Economic sustainability and competitiveness in the region

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Ethical • Accountable • Transparent • Predictable • Cost Effective

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. Columbia has a declining cost trajectory that supports the approved 2026 cost of power target as identified in the long-range plan (updated annually)*
 - FY20 = \$33.7 mwh
 - FY21 = \$48.9 mwh
2. Packwood and Nine Canyon O&M and Capital budgets equal green
 - Packwood: \$4,123,000
 - Nine Canyon: \$5,910,000

* Associated with a Mission Critical Risk

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Regional cost pressures
2. Industry changes and disruption
3. Cost-reduction sustainability
4. Outage duration greater than desired
5. Risk management proficiency continuous improvement
6. Customer needs change rapidly
7. Enhancing corporate oversight

D IMPLEMENTING PLANS:

1. Corporate

Energy Northwest
is continually working
to lower Columbia's
cost-of-power, which
increases it's value to
the Northwest
energy mix.



FY19-20-21 STRATEGIC PLAN

Focus Area:

CORPORATE RESPONSIBILITY

Owner:

Brent Ridge

Vice President for

Corporate Services;

Chief Financial Officer

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Increase Agility*

a. Understand and manage Columbia's regional competitiveness: Engage in regional public power and stakeholder discussions, adjusting actions and targets, adapting to customer expectations	FY19	■	■	
b. Understand and manage ESD revenue sustainability through evaluation of customer needs and potential industry disruptions	FY19		■	■
c. Identify and implement lasting budget reductions through process efficiencies using assessment reviews, cost savings idea initiatives and industry benchmarking	FY19	■	■	■

* Associated with a Mission Critical Risk

STRATEGIC INITIATIVES cont'd

START FY19 FY20 FY21

2. Sustainable Cost Reduction & Performance*

a. Reduce costs associated with staff augmentation: Implement and periodically evaluate effectiveness of approved standardized staff augmentation program	FY19	■	■	
b. Cost management behaviors: Create deeper cost management understanding and discipline across the agency surrounding both fixed and variable costs	FY19	■	■	■
c. Outage cost management: Implement outage Long Range Planning, effectively managing outage costs, durations and goals, to support sustainable regional commitment	FY19	■	■	■
d. Effective risk management: Strengthen risk management behaviors to support consistent recognition of risks and hazards	FY19	■	■	■
e. Effective corporate oversight: Enhance and increasingly leverage Corporate Governance and Oversight across the agency to improve performance	FY19	■	■	■

STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

EMPLOYEE ENGAGEMENT

Owner:

Steve Lorence
General Manager for
Corporate Support Services

STRATEGIC GOAL

Ensure Energy Northwest has knowledgeable, capable and proficient leaders and a professional workforce able to attain and sustain excellence in performance

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Talented • Trusting • Inspired • Engaged • Appreciated

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. Voluntary turnover in industry metrics in the top quartile*
2. Agency's critical leadership positions with a ready now succession candidate or emergency replacement candidate identified performance indicator equals green (≥80%)*
3. Leadership positions filled internally is equal to 70 percent or greater*
4. Critical leadership positions filled through succession planning is equal to 75 percent or greater*
5. Knowledge transfer performance indicator equals green (≥50%)*
6. Succession Plan Development implementation equals green (≥80%)*

* Associated with a Mission Critical Risk

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Consistent use of knowledge transfer plan and workforce planning across the agency
2. Continued focus on succession planning and employee development
3. Leadership development effectiveness and timeliness
4. Focus on compliance versus excellence

D IMPLEMENTING PLANS:

1. Human Resources
2. Organizational Effectiveness
3. Training

World at Work awarded Energy Northwest a 2017 Seal of Distinction in recognition of efforts to provide a mutually beneficial workplace experience.

STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

EMPLOYEE ENGAGEMENT

Owner:

Steve Lorence
General Manager for
Corporate Support Services

FY19-21

E STRATEGIC INITIATIVES

	START	FY19	FY20	FY21
1. Workforce planning implementation *				
a. Execute workforce planning strategy	FY19	■	■	■
b. Review workforce planning annually to identify and plan for gaps	FY19	■	■	■
c. Department managers prepare detailed workforce plans	FY19	■	■	■
d. Ensure workforce plans contain detailed knowledge transfer and retention actions for key employees	FY19	■	■	■
2. Succession plan candidate development *				
a. Ensure the correct critical positions are identified on an annual basis	FY19	■	■	■
b. Identify succession plan candidates and prepare rigorous, comprehensive and fully implemented developmental plans	FY19	■	■	■
3. Improve leadership performance *				
a. Complete a leadership organizational assessment utilizing an Organizational Development/Leadership consultant and incorporate recommendations	FY20		■	

* Associated with a Mission Critical Risk

4. Improve initial and continuing training for leaders *

a. Incorporate refresher on soft skills and leadership behaviors into the leadership continued training program	FY20	■	■
b. Develop an initial training Leader Academy	FY21		■
c. Restructure initial training curriculum delivery schedule and sequence to align with industry guidance	FY20	■	■
d. Synchronize and integrate elements of leader development	FY21		■

5. Leadership forums *

a. Continue bi-annual leadership forums for enhanced leader alignment and organizational performance	FY20	■	■
--	------	---	---



STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

STAKEHOLDER TRUST AND CONFIDENCE

Owner:

Scott Vance

Vice President for Corporate
Governance and General Counsel

STRATEGIC GOAL

Enhance the reputation of Energy Northwest; foster public support for Columbia Generating Station's clean, carbon-free nuclear energy

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

Research-based • Credible • Straightforward • Collaborative
Engaged Employees • Public Interest

B MEASURES OF EXCELLENCE:

*(targets to help measure success of reaching and sustaining excellence;
'equal to green' = meeting established target)*

1. Orchestrate five I-5 corridor nuclear advocacy events*
2. Grow Clean Energy Partner advocates to 400 by the end of FY24*
 - FY19: 175 advocates
 - FY20: 220 advocates
 - FY21: 265 advocates
3. Favorable EN rating by member general managers & board commissioners equals green (>95%)*
4. Sustain favorable support for nuclear energy > 48% of statewide public and >90% of plant neighbors*

* Associated with a Mission Critical Risk

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Asset performance
2. Hanford site association
3. State policies / nuclear closures
4. Public awareness of state clean air sources
5. Adverse industry events
6. Limited industry public relations resources

D IMPLEMENTING PLANS:

1. Public Affairs

Nuclear energy
has the lowest
carbon footprint of
any full-time energy
resource, and provides
60% of the clean energy
generated in
the U.S.

STRATEGIC
FOCUS
AREAS



FY19-20-21 STRATEGIC PLAN

Focus Area:

STAKEHOLDER TRUST AND CONFIDENCE

Owner:

Scott Vance

Vice President for Corporate

Governance and General Counsel

FY19-21

E STRATEGIC INITIATIVES

	START	FY19	FY20	FY21
1. Inform & Empower Employees, Members & Governing Boards				
a. Sustain an updated Communication Guide	FY19	■	■	■
b. Engage members at their utilities	FY19	■	■	■
c. Execute the Public Power Forum	FY19	■	■	■
2. Outreach to & Partner with Stakeholders & Influencers*				
a. Collaborate with BPA on messaging	FY19	■	■	■
b. Engage regional power organizations; participate in public power meetings/forums	FY19	■	■	■
c. Sponsor organizations receptive to EN's clean energy message	FY19	■	■	■
d. Strengthen local civic relationships	FY19	■	■	■

STRATEGIC INITIATIVES cont'd

	START	FY19	FY20	FY21
3. Recruit 3rd-Party Advocates*				
a. Increase participation in Clean Energy Partners and other advocacy groups	FY19	■	■	■
4. Outreach & Listen to General Public*				
a. Target key state metro areas through TV, online & social media	FY19	■	■	■
5. Engage the News Media*				
a. Provide content to regional media	FY19	■	■	■
6. Engage State & Federal Legislators*				
a. Establish and promote EN legislative policy positions	FY19	■	■	■
b. Execute CEO legislative visits	FY19	■	■	■

* Associated with a Mission Critical Risk

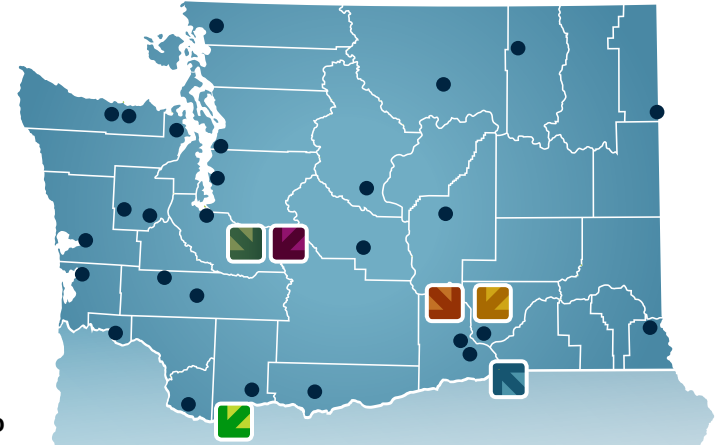
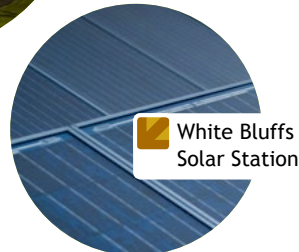
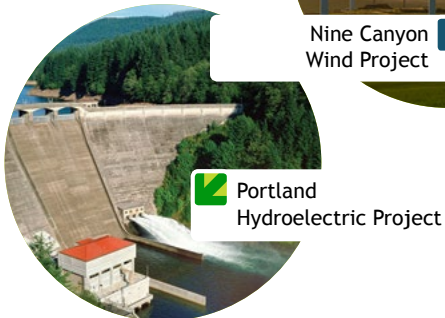
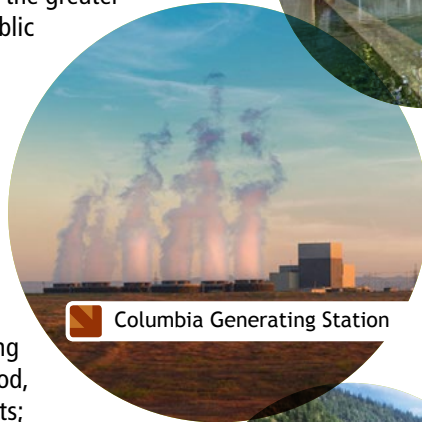
STRATEGIC
FOCUS
AREAS



ABOUT ENERGY NORTHWEST

Energy Northwest is a joint action agency formed by the Washington state legislature in 1957, representing the convergence of small and big public power. Our consortium of 27 public utility districts and municipalities across Washington takes advantage of economies of scale and shared services to boost efficiency and effectiveness, all to the greater cost benefit of more than 1.5 million public power customers.

Our agency owns and/or operates a diverse portfolio of electricity generating resources, including the Columbia Generating Station nuclear power facility. All power from Columbia is sold at-cost to the Bonneville Power Administration and used by customers in eight western states. All the generating resources operated by EN – the Packwood, Tieton and Portland hydroelectric projects; Nine Canyon Wind Project; White Bluffs Solar Station; and Columbia – provide clean, cost-effective and reliable energy to the Northwest and beyond.



Membership

Energy Northwest membership currently includes 21 PUDs and five municipalities.

- | | |
|------------------------------------|----------------------------|
| 1 Asotin County PUD | 14 Kittitas County PUD |
| 2 Benton PUD | 15 Klickitat County PUD |
| 3 Chelan County PUD | 16 Lewis County PUD |
| 4 Centralia City Light | 17 Mason County PUD 1 |
| 5 City of Port Angeles | 18 Mason County PUD 3 |
| 6 City of Richland Energy Services | 19 Okanogan County PUD |
| 7 Clallam County PUD | 20 Pacific County PUD 2 |
| 8 Clark Public Utilities | 21 Pend Oreille County PUD |
| 9 Ferry County PUD | 22 Seattle City Light |
| 10 Franklin PUD | 23 Skamania County PUD |
| 11 Grant County PUD 2 | 24 Snohomish County PUD |
| 12 Grays Harbor County PUD 1 | 25 Tacoma Public Utilities |
| 13 Jefferson County PUD | 26 Wahkiakum County PUD |
| | 27 Whatcom County PUD |