



ENERGY NORTHWEST

FY19-21 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.

Updated: March 28, 2019



FY19-21 STRATEGIC PLAN

MESSAGE FROM THE EXECUTIVE BOARD CHAIR AND CEO

Energy Northwest is a joint action agency focused on providing our public power members and regional customers with safe, reliable, cost-effective, responsible power generation and energy solutions. The following are a few recent accomplishments where we leveraged our strengths to achieve this mission:

- Energy Northwest members collaborate on aggregate customer-focused services
- 2nd year breaking generation records
- 6th year achieving cost reduction targets
- Higher employee engagement ratings
- Increased net revenue from energy services
- 2 billion in net savings to the regional rate customer through a shared debt cooperation program

During the most recent strategic planning sessions between the Executive Board and senior leadership team, we refocused our goals and our strategy to more rapidly advance our vision of being a regional leader in clean power generation and energy solutions. We need to continue to leverage our strengths and take full advantage of opportunities in this dynamic and changing region and industry.

The agency will Power the Future through

- **Continuing safe and reliable operation of our assets and services**
- **Preparing our agency for a clean energy reality**
- **Being the regional provider of choice for generation and energy services**

The enclosed three-year strategic plan provides strategic goals defined by the executive board along with the key measures and strategic initiatives which outline expected performance outcomes. We will continue to assess our strategy and make changes to this document when needed over the next three-year period.

With the rapidly changing region and industry it is important we continue to achieve excellence in everything we do. Let's aggressively and innovatively pursue new opportunities; act with urgency to correct shortfalls; and ensure the resources we already manage are protected and managed with excellence. Remember, we cannot be excellent unless we seek excellence each and every day. Thank you for your hard work and service 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 owners:** ensure detailed tactical plans are established to implement the enclosed strategy 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 agency-wide 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 your role in implementing strategic initiatives.

FY19-21 STRATEGIC PLAN



STRATEGIC PLANNING PROCESS



STRATEGIC
PLANNING PROCESS



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

A leader in developing innovative, competitive energy solutions for the Northwest.

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.

FY19-21 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

Industry Top Quartile in Asset Performance

Provide innovative, value-added energy solutions leading to overall ESD revenue growth

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

FY19-21 STRATEGIC PLAN



Focus Area: SAFETY FIRST

Owner:
Bob Schuetz
Vice President for
Nuclear Operations

STRATEGIC GOAL

Industry Top Quartile

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 – Agency's safety accident rate and OSHA recordable performance in the industry top quartile by FY20
 - FY19: achieving 2nd quartile
4. Environmental – Environmental Management System performance indicators equal to green
 - Reduce hazardous waste generation agency-wide by 5% from FY17
 - Increase electrical efficiency agency-wide to 50 megawatt hours

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 agency-wide
4. Employee engagement with the Environmental Management System needs continued improvement agency-wide

D IMPLEMENTING EXCELLENCE 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

FY19-21 STRATEGIC PLAN



Focus Area: SAFETY FIRST

Owner:
Bob Schuetz
Vice President for
Nuclear Operations

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Nuclear Safety

a. Engineering and maintenance to 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 to identify proactive measures that will prevent recurring events	FY19	■	■	■

2. Radiological Safety

a. Improve Radioactive Material Shipping process	FY19	■		
b. Implement on-line dose reduction actions	FY19	■	■	■
c. Expand the use of remote monitoring to realize more dose reduction opportunities	FY19	■	■	■

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. Reduce agencywide hazardous waste generation from previous outage year	FY19	■	■	■
b. Reduce agencywide energy consumption from previous fiscal year	FY19	■	■	■
c. Maintain agencywide Environmental Management System	FY19	■	■	■
d. Meet agencywide regulatory compliance obligations	FY19	■	■	■

STRATEGIC
FOCUS
AREAS

FY19-21 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

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

FY19-21 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

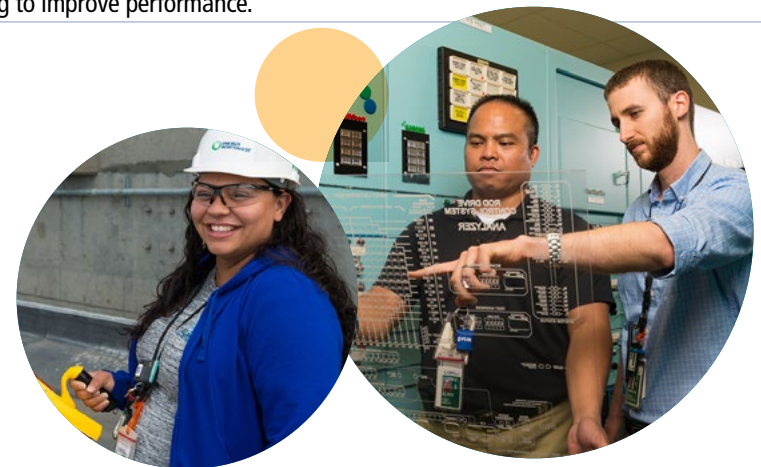
a. Department leaders set and communicate their vision of excellence to their work groups through use of department playbooks	FY19	■	■	■
b. Leverage employee input and involvement as we move towards excellence, measuring ourselves against industry best	FY19	■	■	■
c. Implement improvements to Observation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

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



Focus Area:

SERVICES & OPERATING EXCELLENCE

Owner:

Brent Ridge
Vice President for
Corporate Services;
Chief Financial Officer

STRATEGIC GOAL

Industry Top Quartile in Asset 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/goal)*

1. Business Development Fund Revenue Generating Profit Margin increasing 10 percent annually to FY23 (FY19-23 for all operating plants)
2. O&M availability in industry top quartile

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. Maintaining and growing new and existing revenue contracts
3. Collaborating with members toward aggregation of new services, programs and projects

D IMPLEMENTING EXCELLENCE 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

FY19-21 STRATEGIC PLAN



Focus Area:

SERVICES & OPERATING EXCELLENCE

Owner:

Brent Ridge
Vice President for
Corporate Services;
Chief Financial Officer

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

1. Become the Northwest leader in providing Operations and Maintenance services to our members and the region

a. Research and draft business development plans for expansion of Operations and Maintenance services to support wind, hydro, solar and conventional resources in support of stakeholder and member and utilities	FY19	■	■	■
b. Evaluate resources to support the mission of Operations & Maintenance expansion	FY19	■	■	
c. Establish strategic relationships to broaden capabilities and expand opportunities for addition of O&M facilities in the Northwest	FY19	■	■	■
d. Identify high potential customers and schedule face-to-face meetings to educate them on available services to operate and maintain their power generation assets	FY19	■	■	



STRATEGIC
FOCUS
AREAS



Focus Area:

INNOVATIVE ENERGY SOLUTIONS

Owner:

Brent Ridge
Vice President for
Corporate Services;
Chief Financial Officer

STRATEGIC GOAL

Provide innovative, value-added energy solutions leading to overall ESD revenue growth

A PICTURE OF EXCELLENCE:

(includes key words that define what excellence is)

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

B MEASURES OF EXCELLENCE:

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

1. Revenue growth indicator meets target of \$15 million by the end of FY23
2. General Managers' Advisory Group develop and recommend three relevant initiatives annually (FY19-23)
3. Grow the number of general managers who actively participate in the GMAG to 12 by FY20
4. Secure funding from State of Washington grant programs for at least two new electric vehicle initiatives (EVITA 2 and EVITA 3) by 2023
5. Develop integrated demand side management business line to increase revenue generation to \$3 million by the end of FY23

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Transportation electrification will rely heavily on available grant funding through either the State of Washington or Department of Energy.
2. 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.

D IMPLEMENTING EXCELLENCE PLANS:

1. Energy Services and Development

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





Focus Area:

INNOVATIVE ENERGY SOLUTIONS

Owner:

Brent Ridge
Vice President for
Corporate Services;
Chief Financial Officer

FY19-21

E STRATEGIC INITIATIVES

START FY19 FY20 FY21

- | | | | | |
|---|-------|------|------|------|
| 1. Energy Northwest will become the Pacific Northwest premier source for electric vehicle charging station implementation by offering package solutions | START | FY19 | FY20 | FY21 |
| a. Joint procurement for electric vehicle supply equipment including Level 3 chargers, Level 2 commercial and in-home charging systems, in-home battery systems, fleet vehicles | FY19 | ■ | ■ | ■ |
| b. Provide consulting services to members interested in developing electric vehicles charging stations | FY19 | ■ | ■ | ■ |
| c. Develop EN or utility owned and operated electric vehicle charging stations using public/private partnerships as well as local, state and federal funding opportunities | FY19 | ■ | ■ | ■ |

STRATEGIC INITIATIVES cont'd

START FY19 FY20 FY21

- | | | | | |
|---|-------|------|------|------|
| 2. Building on our Demand Response Aggregated Control System, by 2023 Energy Northwest will establish regional public power demand side energy assets for entry into emergent western energy markets. | START | FY19 | FY20 | FY21 |
| a. Distributed Energy Resources – Aggregate, manage and operate both a broad and diverse DER portfolio for regional capacity and energy imbalance market participation | FY19 | ■ | ■ | ■ |
| b. Regional Operations Support Services – Provide 24/7 operations facility to develop, staff, host and control multiple functional programs and utility support services. May include Distributed Energy Resources operating grid-scale market energy storage systems, utility system response support, smart-grid infrastructure, and similarly scaled programs. | FY19 | | ■ | ■ |
| c. Regional Market Leadership – The western wholesale electric markets are undergoing a protracted period of restructuring. Energy Northwest, along with interested public power, may participate in and benefit from evolving markets by engaging in market restructuring, creating partnership with suitable players | FY19 | ■ | ■ | ■ |
| d. GMAG – ESD managers will meet with all 27 member general managers to discuss the importance of GMAG attendance to Energy Northwest future member support | FY19 | ■ | | |



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*
2. Packwood and Nine Canyon production cost of power \leq \$26.11 and \$66.30 respectively
3. ESD services net margin \geq \$744,000

* Associated with a Mission Critical Risk

C CHALLENGES TO EXCELLENCE:

(gaps that hinder achieving and/or sustaining excellence)

1. Industry changes and disruption
2. Regional cost pressures
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 EXCELLENCE PLANS:

1. Corporate

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

FY19-21 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. Create key risk indicators for Columbia competitiveness: Utilize standard key risk indicators to evaluate industry and regional changes	FY19	■	■	
b. Create key risk indicators for ESD revenue sustainability: Utilize standard key risk indicators to predict / evaluate customer needs and potential industry disruptions	FY19		■	■
c. Lean process capabilities: Identify and implement process efficiencies using lean six-sigma techniques, enablement from implementing information technology solutions, and/or employee identified / implemented reductions	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 duration reduction: Implement plans to reduce outage duration and associated incremental cost	FY19	■	■	■
d. Effective risk management: Increase and continuously strengthen risk based decision making across the agency	FY19	■	■	■
e. Effective corporate oversight: Enhance and increasingly leverage Corporate Governance and Oversight across the agency to improve performance	FY19	■	■	■

STRATEGIC
FOCUS
AREAS



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. Supervisors, managers and the Senior Leadership team positions filled internally is equal to 70 percent or greater*
4. Critical leadership positions filled "successfully" 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

D IMPLEMENTING EXCELLENCE PLANS:

1. Human Resources



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

FY19-21 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. Implement workforce planning improvements to address identification of future skill needs	FY19	■		
c. Review workforce planning twice a year to identify and plan for gaps	FY19	■	■	■
d. Detailed workforce plans are prepared by department managers	FY19	■	■	■
e. 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. Succession plan candidates are identified and developmental plans are rigorous, comprehensive and fully implemented	FY19	■	■	■
c. Key leadership positions can be filled easily when needed	FY19	■	■	■

* Associated with a Mission Critical Risk



STRATEGIC
FOCUS
AREAS



Focus Area:

STAKEHOLDER TRUST AND CONFIDENCE

Owner:

Mike Paoli

Public Affairs Manager;
Chief Communication Officer

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 • 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 Partners advocates to 500 by FY24*
 - FY19: 170 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. Hanford site association
2. Public awareness of state clean air sources
3. Limited industry public relations resources
4. Adverse industry events
5. State policies / nuclear closures

D IMPLEMENTING EXCELLENCE 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.

FY19-21 STRATEGIC PLAN



Focus Area:

STAKEHOLDER TRUST AND CONFIDENCE

Owner:

Mike Paoli

Public Affairs Manager;

Chief Communication Officer

FY19-21

E STRATEGIC INITIATIVES

	START	FY19	FY20	FY21
1. Inform & Empower Employees, Members & Governing Boards				
a. Inform & train Employee Ambassadors	FY19	■	■	■
b. Engage members at their utilities	FY19	■	■	■
c. Execute the Public Power Forum	FY19	■	■	■
d. Sustain an updated Communication Guide	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. Promote EN legislative policy positions	FY19	■	■	■
b. Execute CEO legislative visits	FY19	■	■	■

* Associated with a Mission Critical Risk

STRATEGIC
FOCUS
AREAS

FY19-21 STRATEGIC PLAN



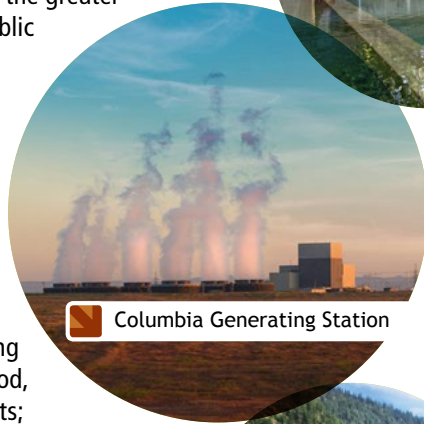
ABOUT ENERGY NORTHWEST

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.



Packwood Lake Hydroelectric Project



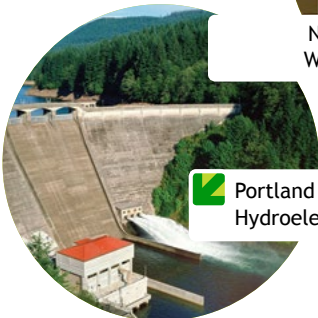
Columbia Generating Station



Tieton Hydroelectric Project



Nine Canyon Wind Project



Portland Hydroelectric Project



White Bluffs Solar Station



Membership

Energy Northwest membership currently includes 22 PUDs and five municipalities.

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

ABOUT ENERGY
NORTHWEST