



## 2017 COWLITZ PUD STRATEGIC PLAN

Cowlitz PUD has served Cowlitz County safe and reliable power since 1936. We take pride in our responsibility as stewards of a community asset. This Plan is a District-wide collaborative vision that outlines ongoing and developing actions to improve community trust while continuing to operate in a responsible and accountable manner to our customers.

### Define Customer Service Expectations

Cowlitz PUD recognizes the importance of a healthy relationship with our customers and our community. We will raise and maintain the community's confidence in the District by strengthening our community and customer outreach, through open and effective communication.

- Increase customer satisfaction
  - Conduct a customer satisfaction survey every two years
  - Develop a utility-wide customer service program
- Improve customer perception
  - Actively engage customers through the use of social media
  - Increase participation at community events
- Actively engage and educate local media

### Power Supply Portfolio and Risk Management

Cowlitz PUD is unique in that 75% of our annual operating expense is comprised of power supply and transmission costs. Of these costs, approximately 90% is directly attributed to the Bonneville Power Administration (BPA). Accordingly, the PUD needs to take steps to put pressure on BPA and the region to control costs now and into the future.

- Improve District's leadership at BPA and engage in regional energy supply matters
- Prioritize specific BPA rate case topics and action
- Proactively engage with BPA Power and Transmission account executives
- Reduce net operating cost of District-owned generation resources
- Implement revised risk policy with Board approval
- Develop long-term internal/external District transmission delivery/capacity strategy

### Employee Performance and Development

Behind every great business is an empowered and engaged staff. Cowlitz PUD understands our need for continued focus on employee morale and promoting a positive culture. Continue to implement strategies that focus on teamwork, principles of conduct, personal development, the importance of customer service, enhanced communication and each employee's role in accomplishing the District's mission.

- Develop in-house training opportunities
- Raise the Employee Engagement/Satisfaction level
- Define clear employee performance standards and expectations



### **Operational Efficiency and Effectiveness**

Cowlitz PUD prides itself in providing safe, reliable and sustainable electricity while remaining in compliance with state and federal laws and regulations. We will continue to evaluate our system for reliability and growth, work to ensure Cowlitz County's voice is heard on legislative and regulatory matters, align workforce with the District's mission, anticipated needs, and keep up to date on advancements in technology.

- Evaluate resources, equipment, and technology for all Business Units
- Develop and implement the District's governmental affairs/regulatory strategy
- Promote and reward a safety awareness culture
- Drive strong system reliability compliance across the organization

### **Financial Sustainability**

Cowlitz PUD will maintain a strong and viable utility while operating in a fiscally responsible manner for our ratepayers. Specific areas of focus include following sound financial policies, ongoing evaluation of performance and rates, and communication of forecasted impacts of planning efforts.

- Apply best practices in managing the financial aspects of the District
- Update financial policy, goals and metrics
- Engage, monitor and implement strict credit management procedures for all large customers
- Develop rate design that is clearly linked to the cost drivers by rate class