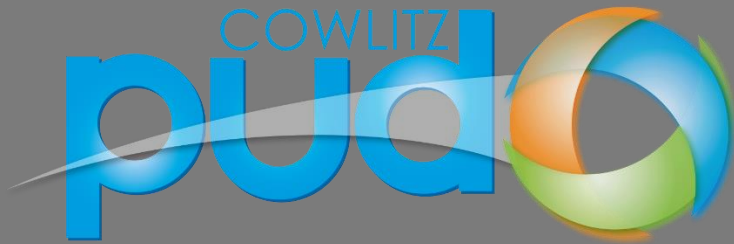


## 2018 Strategic Plan

**Mission:** Provide customers safe, reliable, cost-effective and sustainable electricity.

**Vision:** Connecting customers and energy to power Cowlitz County's future.



A. Customer Service	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Conduct a customer survey to determine and establish a foundation to gauge our customers' satisfaction						
• Determine what needs are essential to develop and sustain stronger customer interface						
• Build a Customer Service and Communication plan based on the results of the Customer Service Survey						
• Survey offerings of other utilities' customer service offerings						
B. Power Supply	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Determine if the District's current forward hedging strategy needs to be changed and/or modified based on expected and future wholesale power market conditions						
• Reevaluate the District's longer-term power supply portfolio beyond 2028 to see if we should rely less on BPA Tier 1 (or equivalent) power supply						
C. Operations/Engineering	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Determine and put in place methodologies to track and demonstrate how efficiently the District deploys capital						
• Develop a plan to address underground cable reliability issues						
• Develop a plan to examine the District's existing and future Advanced Metering Infrastructure requirements						
• Develop and finalize a 5-year vehicle and equipment replacement plan						
• Develop a 5-year technology requirements study to focus on current and future business/IT systems						
D. Accounting	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Conduct Board workshop(s) to examine the District's current Financial Policies and update as needed given the results of the 5-year budgeting effort						
• Examine current rate design to ensure the District's revenue requirement is met, provides revenue stability, proper allocation among rate classes and consideration is given to market changes and customer expectations						
E. Government Affairs	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Utilize resources at and engage with key industry groups including our customers						
• Develop and implement a plan to continue expanding our influence in legislative affairs through regular meetings with our state delegation and other state and local legislators and officials						
F. Workforce Development	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18
• Finalize current activities surrounding succession planning						
• Utilize data from Training Needs Assessment to build training and development program for employees						