



PEAK RELIABILITY STRATEGIC PLAN 2016-2020



PEAK RELIABILITY
assuring the wide area view

Peak Reliability is operating in a time of unprecedented industry challenge and opportunity. A rapidly-changing energy policy landscape, new market realities, challenges associated with integrating large-scale renewables, increasing installation of distributed energy resources, and the effects of climate change, are applying tectonic pressure to traditional industry paradigms.

Rapid change requires an agile and insightful strategic approach. Peak's recently-approved 2016-2020 Strategic Plan establishes a foundation, supported by a series of "reliability pillars," that will enable Peak to continue to deliver real value for its stakeholders by further enhancing the reliability of the Western Interconnection.

The 2016-2020 Peak Reliability Strategic Plan is available on the Peak website www.peakrc.com.



CLARITY	FUTURE Unparalleled reliability excellence	PURPOSE Peak will be a trusted leader in the Western Interconnection, bringing expertise, technology and a wide-area view to efficiently advance reliability of the Bulk Electric System	PEAK CORE VALUES <ul style="list-style-type: none"> ▶ People First ▶ Excellence Always ▶ Accountable Actions ▶ Knowledge Growth 	VALUE PROPOSITION Peak Reliability serves the best interests of reliability for the Western Interconnection as a whole, by: <ul style="list-style-type: none"> ▶ Applying our expertise with an unbiased interconnection-wide point of view ▶ Fostering meaningful collaboration, cooperation and communication among all stakeholders ▶ Innovating to efficiently meet the changing needs of our diverse customers
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RELIABILITY PILLARS	INITIATIVES
DRIVE OPERATIONAL AND TECHNOLOGICAL EXCELLENCE	<ul style="list-style-type: none"> ▶ Lead the transition toward increased use of real-time tools and assessments in the operating function to improve reliability and efficiency, including supporting the industry's implementation of the newly revised TOP/IRO standards ▶ Enhance role in seams coordination ▶ Promote data accuracy and bring data, models and tools to maturity ▶ Enhance outage coordination and operations planning processes ▶ Establish a framework for a company-wide continuous improvement culture ▶ Establish a robust risk management program
DEMONSTRATE STRONG 'COST-BENEFIT' ADVANTAGE	<ul style="list-style-type: none"> ▶ Increase value of existing core services ▶ Demonstrate and document Peak's benefit to the Western Interconnection over the long term ▶ Implement new services that are complementary to Peak's RC role ▶ Evaluate RC footprint expansion in adjacent/neighborhood geographies
INFLUENCE INDUSTRY COLLABORATION, COOPERATION AND COMMUNICATION	<ul style="list-style-type: none"> ▶ Build stronger relationships with BAs/TOPs at all levels ▶ Design and implement a plan for a funded stakeholder engagement program ▶ Lead and develop collaborative initiatives and forums ▶ Provide expertise and an unbiased perspective to inform reliability discussions throughout the industry ▶ Strengthen Peak's leadership skills
PROMOTE INNOVATION FOR THE CHANGING ENVIRONMENT	<ul style="list-style-type: none"> ▶ Establish a process for evaluation of leadership opportunities related to key industry changes, such as renewables, water availability, and emerging technologies ▶ Lead the exploration and development of new ideas for more reliable and efficient operations in the Western Interconnection ▶ Operationalize synchrophasor technology in the Western Interconnection ▶ Explore partnerships to cooperatively evolve for the changing environment ▶ Evaluate alternative business models ▶ Innovate to maintain optimal physical and cyber security
DEEPEN EMPLOYEE ENGAGEMENT FOR A HIGH-PERFORMANCE WORKFORCE	<ul style="list-style-type: none"> ▶ Complete implementation of our Employer of Choice program ▶ Leverage and enhance employee core strengths