



**PEAKRELIABILITY**  
assuring the wide-area view

## **2016 – 2020 STRATEGIC PLAN**

**JULY 28, 2016**  
**BOARD APPROVED**

**PEAK RELIABILITY — VANCOUVER CORPORATE OFFICE**

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## Strategic Plan 2016-2020

### Message from the CEO

Peak Reliability's Strategic Plan is, at its core, a roadmap to achieving our commitment to unparalleled reliability excellence for the Western Interconnection. It is a blueprint for maximizing performance that, once implemented, will position Peak as the Western Interconnection's most trusted and respected reliability advocate.

As you read this Strategic Plan, you'll see that it's very people-focused – it stresses partnership, communication, and improving relationships. Peak can't achieve its desired future state alone – we have to continue to build collaborative relationships with our members and stakeholders. That doesn't happen without trust and respect.

This focus on relationships might seem a little counterintuitive, because we're such a technical company. We have already achieved a constructive level of partnership in the operational realm. But without close relationships at both the corporate and personal level, it won't be possible to achieve unparalleled reliability excellence. That's why, during the coming year, the Peak team will be meeting in person and through various forums with the leadership of Peak's members, to listen first-hand to their ideas and their concerns, and to build a level of personal connection that will make the reliable operation of the Western Interconnection a shared endeavor. At the same time, these meetings will help raise Peak's leadership profile within the Interconnection, so that our stakeholders clearly understand the responsibilities we have and the value we provide.

A few additional observations about key sections of Peak's Strategic Plan:

1. The core values we've developed continue to serve us well, and are essentially unchanged in the Strategic Plan.
2. There's a significant emphasis on the need to continue to innovate as a company. In order to provide the greatest value to our stakeholders, we need to be innovative in both what we do and how we do it.

The next step in this process is to begin executing on the plan once it's completed. The Peak team is developing a very detailed set of operating plans to achieve the various milestones it describes, tied to specific performance metrics.

I look forward to working with you in completing this plan. Together we're building something robust, tangible and beneficial — a measurably more reliable and resilient Western Interconnection.

- John Stout, Interim CEO, Peak Reliability

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## Introduction

As the Reliability Coordinator (RC), Peak Reliability is the highest level of authority responsible for the reliable operation of the Bulk Electric System<sup>1</sup> (BES). Peak is the largest RC in North America and includes part or all of 14 Western states, British Columbia and the northern portion of Baja California, Mexico.

In January 2015, one year after it began operation, Peak Reliability published its first Strategic Plan. Since then, the industry has continued a substantial transformation which currently, and for the foreseeable future, will considerably impact the operation of the BES. Multiple factors are changing the industry landscape in the Western Interconnection—emerging energy policy, expanding energy markets, increasing installation of distributed energy resources, and the proliferation of large-scale renewables. The combination of these factors significantly changes operations in the West, posing new and complex challenges. Consequently, during the September 2015 Board Strategic Planning Session, it was determined that Peak should undertake a major revision of its 2015-2019 Strategic Plan including stakeholder input and a broad analysis of the changes in the industry. Peak appreciates the stakeholder participation in the process to develop the Strategic Plan. A description of the process can be found in the Appendix.

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<sup>1</sup> [Glossary of Terms Used in NERC Reliability Standards](#)

## Structure of the Plan

The Strategic Plan is organized in the following sections:

**Clarity** – This section provides the overall direction for Peak Reliability, and includes the Future, the Purpose, the Peak Core Values and the Value Proposition.

### **Reliability Pillars** –

These are the areas of focus Peak strives to attain in order to achieve our Future, Purpose and Value Proposition. Peak named these “Reliability Pillars” in recognition that all of the actions taken by Peak are in pursuit of reliability.

### **Initiatives** –

These are the high-level initiatives Peak will undertake to advance the Reliability Pillars. Multiple, and more detailed, action plans will be developed as the basis of the organization’s operating plans.

### **5-Year Measures of Success** –

These measures will be used to monitor Peak’s progress in all the five Reliability Pillars. The measures do not correlate one-to-one with the initiatives, as they are a ‘dashboard’ to measure whether the whole set of initiatives are successful in advancing the Reliability Pillar. The target values are estimated 5-year targets, and will be revisited annually.

A one-page version of the Strategic Plan can be found on the next page.

|         |  |  |   |  |
|---------|--|--|---|--|
| CLARITY | <b>Future</b><br>Unparalleled reliability excellence | <b>Purpose</b><br>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 | <b>Peak Core Values</b><br><ul style="list-style-type: none"> <li>▷ People First</li> <li>▷ Excellence Always</li> <li>▷ Accountable Actions</li> <li>▷ Knowledge Growth</li> </ul> | <b>Value Proposition</b><br>Peak Reliability serves the best interests of reliability for the Western Interconnection as a whole, by: <ul style="list-style-type: none"> <li>▷ Applying our expertise with an unbiased interconnection-wide point of view</li> <li>▷ Fostering meaningful collaboration, cooperation and communication among all stakeholders</li> <li>▷ Innovating to efficiently meet the changing needs of our diverse customers</li> </ul> |
|---------|--|--|---|--|

|  |   |   |
|--|---|---|
| <b>Reliability Pillars</b>   | <b>Initiatives</b>  | <b>5-Year Measures of Success</b>   |
| <b>Drive Operational and Technological Excellence</b>                  | <ul style="list-style-type: none"> <li>• 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</li> <li>• Enhance role in seams coordination</li> <li>• Promote data accuracy and bring data, models and tools to maturity</li> <li>• Enhance outage coordination and operations planning processes</li> <li>• Establish a framework for a company-wide continuous improvement culture</li> <li>• Establish a robust risk management program</li> </ul>                | <ul style="list-style-type: none"> <li>• Decrease the duration of System Operating Limit (SOL) exceedances</li> <li>• Increase accuracy of Operational Planning Assessments by at least 10%</li> <li>• Zero compliance violations</li> <li>• Zero Category 3, 4 or 5 events</li> <li>• Increase "operational excellence" days 15% over baseline in first year</li> </ul>                      |
| <b>Demonstrate Strong 'Cost-Benefit' Advantage</b>                     | <ul style="list-style-type: none"> <li>• Increase value of existing core services</li> <li>• Demonstrate and document Peak's benefit to the Western Interconnection over the long term</li> <li>• Implement new services that are complementary to Peak's RC role</li> <li>• Evaluate RC footprint expansion in adjacent/neighborhood geographies</li> </ul>  | <ul style="list-style-type: none"> <li>• Maintain a flat charge for RC Services in 2017 and less than 4% annual increase thereafter</li> <li>• Preserve or expand the west-wide view</li> <li>• Increase participation in Reliability Services by at least 40%</li> </ul>   |
| <b>Influence Industry Collaboration, Cooperation and Communication</b> | <ul style="list-style-type: none"> <li>• Build stronger relationships with BAs/TOPs at all levels</li> <li>• Design and implement a plan for a funded stakeholder engagement program</li> <li>• Lead and develop collaborative initiatives and forums</li> <li>• Provide expertise and an unbiased perspective to inform reliability discussions throughout the industry</li> <li>• Strengthen Peak's leadership skills</li> </ul>  | <ul style="list-style-type: none"> <li>• Improve overall stakeholder experience survey scores from 2016 performance by at least 20%</li> <li>• Increase participation in RC Users Group by at least 50%</li> <li>• Demonstrate impact in policy discussions in at least three jurisdictions</li> <li>• Improve Leadership Practices Inventory scores by at least 10% over baseline</li> </ul> |
| <b>Promote Innovation for the Changing Environment</b>                 | <ul style="list-style-type: none"> <li>• Establish a process for evaluation of leadership opportunities related to key industry changes, such as renewables, water availability, and emerging technologies</li> <li>• Lead the exploration and development of new ideas for more reliable and efficient operations in the Western Interconnection</li> <li>• Operationalize synchrophasor technology in the Western Interconnection</li> <li>• Explore partnerships to cooperatively evolve for the changing environment</li> <li>• Evaluate alternative business models</li> <li>• Innovate to maintain optimal physical and cyber security</li> </ul> | <ul style="list-style-type: none"> <li>• At least two new operational uses of synchrophasor tools at Peak</li> <li>• Increase BA/TOP usage of peakrc.org by at least 5% over 2016</li> <li>• The West-wide System Model (WSM) has at least one additional functionality beyond current RC operations</li> <li>• Pilot at least two innovative programs where Peak leads adoption</li> </ul>   |
| <b>Deepen Employee Engagement for a High-Performance Workforce</b>     | <ul style="list-style-type: none"> <li>• Complete implementation of our Employer of Choice program</li> <li>• Leverage and enhance employee core strengths</li> </ul>   | <ul style="list-style-type: none"> <li>• Improve overall employee engagement scores to reach the 85<sup>th</sup> percentile</li> </ul>  |

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## Clarity



*“If you don’t know where you are going, you’ll end up somewhere else.” – Yogi Berra*

The basis of any good strategic plan is a clear picture of where the organization is headed, values that guide how it gets there, and an understanding of the unique value proposition.

## Future and Purpose

In this Strategic Plan, the terms “Future” and “Purpose” are used as a pair to describe the aspiration for the future state of Peak<sup>2</sup>. The Future is meant to be an inspirational, aspirational statement around which Peak employees can rally. The Purpose grounds the work of the organization in pursuit of that Future. Both the Future and the Purpose align with and support the Vision and Mission in the Bylaws.

|   |
|---|
| <p><b>Future</b></p> <p>Unparalleled reliability excellence</p>   |
| <p><b>Purpose</b></p> <p>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</p> |

The Future and the Purpose both bring a laser focus on reliability. The Purpose adds a statement about the value that Peak delivers, and also, in recognition of the cost pressures facing the industry as a whole, highlights its focus on efficiency.

## Peak Core Values

Peak’s Core Values are a guideline for the conduct and behavior of all members of the Peak team as they perform their work and interact with their colleagues and with Peak’s stakeholders. These values, which have been widely promulgated to the Peak team and are embedded into its culture, are fundamental to Peak’s ability to achieve its Future and Purpose.

<sup>2</sup> In the future, Peak would seek to revise the Vision and Mission of the organization to become the Future and Purpose. However, changes to the Vision and Mission require changes to the Bylaws; those changes are not being sought in this process.

 **PEOPLE FIRST**

We appreciate and recognize each other, act ethically and with integrity. We treat each other with respect.

 **EXCELLENCE ALWAYS**

We aim to achieve excellence in all we do. We create and maintain an environment of collaboration and trust to produce high-quality solutions and service.

 **ACCOUNTABLE ACTIONS**

We are responsible for our actions. We take ownership, individually and collectively, and improve upon our past experiences.

 **KNOWLEDGE GROWTH**

We encourage learning, innovation and ideas. We value our diverse backgrounds, education and experience

### Value Proposition

The Value Proposition articulates what Peak uniquely provides to the reliability of the Bulk Electric System in the Western Interconnection, and without which a potential void would exist.

Peak Reliability serves the best interests of reliability for the Western Interconnection as a whole, by:

- Applying our expertise and 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

## Reliability Pillars

The five Reliability Pillars represent specific areas Peak will focus on that collectively allow Peak to deliver on the Value Proposition. The pillars evolved from those that appeared in Peak's first Strategic Plan. The verb prefacing each Reliability Pillar highlights the action necessary to achieve Peak's Future. The five Reliability Pillars are:



- **Drive Operational and Technological Excellence** –This Reliability Pillar focuses on striving for excellence internally and leading reliability excellence among Balancing Authorities (BA) and Transmission Operators (TOP).
- **Demonstrate Strong “Cost-Benefit” Advantage** – Peak recognizes the importance of demonstrating both value and its commitment to financial prudence.
- **Influence Industry Collaboration, Cooperation and Communication** – As a Reliability *Coordinator*, Peak's strategy includes a strong focus on collaboration, cooperation and communication with and among all stakeholders.
- **Promote Innovation for the Changing Environment** – This Reliability Pillar is new, and has been added in recognition of the need to adapt as the industry and the world change around us.
- **Deepen Employee Engagement for a High-Performance Workforce** – The employees at Peak are recognized throughout the industry as experts in their field. In order to retain and attract the high-caliber expertise, Peak must ensure that employees are effectively engaged.

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## Drive Operational and Technological Excellence

*"We are what we repeatedly do. Excellence, then, is not an act, but a habit." - Aristotle*



### **Initiative 1: 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**

The efforts of the WECC Path Operator Implementation Task Force, as well as the implementation of the new TOP/IRO suite of NERC standards in 2017, are driving the industry to use more real-time tools and real-time assessments. Peak was a leader in driving the changes to standards, and will continue to be a leader as the Western Interconnection implements these changes.

### **Initiative 2: Enhance role in seams coordination**

Seams coordination across BA/TOP boundaries and between market/non-market areas is an essential part of the role of the RC, because Peak is the highest level of authority responsible for the reliable operation of the BES and Peak maintains the wide-area view of the entire Western Interconnection. This includes completion of the Enhanced Curtailment Calculator and the associated curtailment methodology, as well as coordination of solutions to reliability issues with market-to-market or market-to-non-market seams as market rules develop and market footprints evolve.

### **Initiative 3: Promote data accuracy and bring data, models and tools to maturity**

Data and tool quality are essential to Peak's role as an RC. The vast majority of data that Peak has is provided by the BAs and TOPs, so Peak will continue to promote data accuracy through efforts such as the Annual Reliability Reports which are provided to BA/TOP CEOs and monthly reports to operational contacts on load forecast and outage submittals. In addition, Peak is continuously working to develop and refine high-quality and well-understood tools and models, using robust coordination, testing, quality assurance, and training in the development process, with the ultimate goal of having the best model in the Interconnection.

### **Initiative 4: Enhance outage coordination and operations planning processes**

NERC Standard IRO-017-1, which addresses outage coordination, becomes effective April 1, 2017. The September 8, 2011 outage report also included recommendations related to operations planning and outage coordination. This initiative includes developing a robust outage coordination process in collaboration with stakeholders.

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**Initiative 5: Establish a framework for a company-wide continuous improvement culture**

While Peak has always strived for continuous improvement, this initiative will develop a more formal, consistent approach to continuous improvement. This includes a structured platform for tracking continuous improvement and a coordinated program to embed a culture of continuous improvement throughout the organization. This will be a company-wide program that will promote continuous improvement in both operational excellence and corporate excellence.

**Initiative 6: Establish a robust risk management program**

Peak continually evaluates, analyzes and mitigates real-time operational risk as part of its regular business. This initiative will include development of a full risk management program to evaluate, analyze and mitigate organizational and longer-term operational risks.

**Measures of Success**

- Decrease the duration of System Operating Limit (SOL) exceedances
- Increase accuracy of Operational Planning Analyses by at least 10 percent
- Zero compliance violations
- Zero Category 3, 4 or 5 events
- Increase “operational excellence” days 15 percent over baseline in first year

## Demonstrate Strong “Cost-Benefit” Advantage



*“Don’t think money does everything or you are going to end up doing everything for money.” - Voltaire*

### **Initiative 1: Increase value of existing core services**

Peak currently performs many activities that are primarily used for internal purposes. This initiative will make these activities available externally to Peak customers. Examples of this may include expanding the availability of training that Peak currently provides for its own RC System Operators to BAs and TOPs more broadly, and additional opportunities to increase visibility and utilization of existing data and tools. Both of these examples would increase consistency in understanding, approach and expectations between Peak and BAs and TOPs.

### **Initiative 2: Demonstrate and document Peak’s benefit to the Western Interconnection over the long term**

Peak has the opportunity to better communicate and demonstrate the value that it provides. This includes documenting and communicating the benefits of a west-wide footprint and model, and the additional benefits provided by Peak’s analyses of the system such as avoided outages and events

### **Initiative 3: Implement new services that are complementary to Peak’s RC role**

This initiative may include both Reliability Services that are offered to a subset of customers and other services that could be considered RC Services. However, all functions and services provided will be bounded by being “complementary” to Peak’s RC role. This means that the services would be closely aligned to the data, tools, resources and capabilities that Peak has for implementation of the RC function, similar to the Hosted Advanced Applications program wherein Peak provides real-time contingency analysis and study capabilities to TOPs that do not otherwise have those capabilities. Peak will develop and implement a defined framework that will be used to evaluate potential new services; criteria could include requirements to enhance reliability, not degrade Peak’s performance of its RC function, and funding that is separate from the RC Funding Agreement. The development of this framework will be discussed in open stakeholder forums and will be clearly and transparently documented. Examples of potential future services could include expanding availability of the Peak’s Dispatcher Training Simulator or services that aggregate customer functions to improve reliability and cost, such as load forecasting.

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**Initiative 4: Evaluate RC footprint expansion in adjacent/neighboring geographies**

There may be opportunities to improve reliability by expanding the footprint and the model in the West. This could include evaluating potential benefit to Alberta or areas of Mexico beyond Baja California.

**Measures of Success**

- Maintain a flat charge for RC Services in 2017 and less than 4 percent annual increase thereafter
- Preserve or expand the west-wide view
- Increase participation in Reliability Services by at least 40 percent

## Influence Industry Collaboration, Cooperation and Communication

*“Great things in business are never done by one person, they’re done by a team of people.” – Steve Jobs*

### Initiative 1: Build stronger relationships with BAs/TOPs at all levels

In order to collaboratively assure the reliability of the BES, Peak must maintain and build strong relationships, common expectations, and clear roles and responsibilities with BAs and TOPs. This includes relationships from the CEO-to-CEO level to the individual operator-to-operator level.



### Initiative 2: Design and implement a plan for a funded stakeholder engagement program

In order to maintain a governance model as defined in the Bylaws, stakeholder engagement is essential. In the last two years, the need for a comprehensive and robust stakeholder engagement program has become apparent. Current resources are insufficient to assure the level of transparency, inclusion and collaboration that would be most beneficial.

### Initiative 3: Lead and develop collaborative initiatives and forums

Peak will continue to actively seek opportunities to lead collaboration on individual projects and initiatives, such as Aliso Canyon, Outage Coordination and SOL Methodology revisions. Peak has established an RC Users Group, and has been working to continuously improve the Users Group to make it more valuable to all attendees. In addition, Peak is working to develop several other stakeholder forums in the next several years to address various topics in the next several years that support Peak’s role and Future. Development of future forums will consider Peak’s scope, expertise and role, and will also take into account other existing forums. One example of a future forum that is under development is a WIT Users Group.

### Initiative 4: Provide expertise and an unbiased perspective to inform reliability discussions throughout the industry

Peak is recognized as having strong subject matter expertise and can position itself as an unbiased independent advisor. By providing that expertise in policy discussions, Peak can help assure that as policies are developed, reliability issues and implications are appropriately considered. Peak will need to develop a process to appropriately

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monitor and actively identify and prioritize in which policy discussions to engage, including consideration of Peak's scope, expertise and role.

### **Initiative 5: Strengthen Peak's leadership skills**

In order to fulfill Peak's role as the highest level of authority responsible for the reliable operation of the BES, Peak employees at various levels and positions in the organization must be positioned as credible reliability excellence leaders who can build consensus in the industry and drive continuous improvement throughout the West.

### **Measures of Success**

- Improve overall stakeholder experience survey scores from 2016 performance by at least 20 percent
- Increase participation in RC Users Group by at least 50 percent
- Demonstrate impact in policy discussions in at least three issues or jurisdictions
- Improve Leadership Practices Inventory scores by at least 10 percent over baseline

## Promote Innovation for the Changing Environment



*“Never before in history has innovation offered promise of so much to so many in so short a time.” – Bill Gates*

### **Initiative 1: Establish a process for evaluation of leadership opportunities related to key industry changes, such as renewables, water availability, and emerging technologies**

In order to promote innovation, it is important to first understand the key drivers for change in the industry. In order to accomplish this, Peak will need to become more involved in forums discussing key issues and innovative technologies to mitigate reliability impacts, and develop criteria to identify and prioritize the industry changes in which Peak should take a leadership role in innovation. This prioritization will include consideration of Peak’s role, expertise and resources.

### **Initiative 2: Lead the exploration and development of new ideas for more reliable and efficient operations in the Western Interconnection**

Peak must identify and collaboratively develop and implement technology or processes that may improve efficiency and/or reliability. This may include:

- 1) making the West-wide System Model available for and consistent with planning purposes;
- 2) developing mechanisms that further enhance the reliable and efficient operation of the Peak RC Area, including enhanced data availability and tools to improve operational reliability decision; or
- 3) exploring greater alignment of revenue with cost drivers.

### **Initiative 3: Operationalize synchrophasor technology in the Western Interconnection**

Peak maintains a robust synchrophasor network, and Peak has a continuing Department of Energy grant to operationalize the data obtained through that synchrophasor network.

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**Initiative 4: Explore partnerships to cooperatively evolve for the changing environment**

As the environment changes, such as expansion and addition of markets, there may be reliability or efficiency benefits from Peak partnering with key entities leading such changes. This initiative may include identification of signposts that could indicate key changes to the environment, Peak executive engagement with industry leaders to understand the drivers for change, and discussions with key entities on potential synergies between Peak and potential partners.

**Initiative 5: Evaluate alternative business models**

Innovation should be considered beyond simply technology, and should involve consideration of alternative business models. This initiative may include discussing best practices with peers, learning about industry trends, evaluating potential risks and impacts, and piloting projects. An example may be alternative work arrangements

**Initiative 6: Innovate to maintain optimal physical and cyber security**

With increased scrutiny on physical and cyber security, Peak must maintain optimal security to protect the sensitive data that Peak receives every day. This will include particular focus on physical security and future security needs.

**Measures of Success**

- At least two new operational uses of synchrophasor tools at Peak to enhance current visibility or enable new analysis of operational characteristics.
- Increase BA/TOP usage of peakrc.org by at least 5 percent over 2016
- The West-wide System Model (WSM) has at least one additional functionality beyond current RC operations
- Pilot at least two innovative programs where Peak leads adoption, such as new operational concepts or alternative business models

## Deepen Employee Engagement for a High-Performance Workforce



*“Teamwork... is the ability to work together toward a common vision. It is the fuel that allows common people to attain uncommon results.” – Andrew Carnegie*

### **Initiative 1: Complete implementation of our Employer of Choice program**

In order to retain and continue to attract high caliber employees and be the employer of choice, Peak will continue to build upon the existing employee engagement program which includes efforts such as defining clear career progression, revamping the performance management process, and developing individualized training paths. In addition, Peak will continue its talent acquisition program which includes activities such as social media and outreach to universities.

### **Initiative 2: Leverage and enhance employee core strengths**

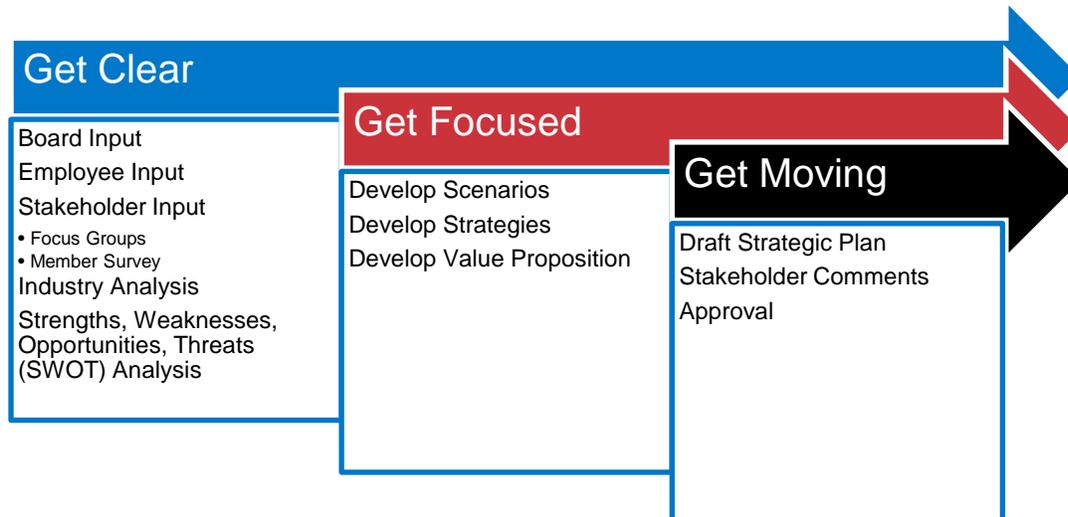
Peak has performed the Clifton StrengthsFinder® for each employee, and will develop a program to fully leverage and enhance the strengths identified in that process.

### **Measures of Success**

- Improve overall employee engagement scores to reach the 85<sup>th</sup> percentile

## Appendix A: Process

In order to fully develop the major revision of its Strategic Plan, Peak initiated a three-phase approach to development, as shown below.



The **Get Clear** phase involved data gathering in the form of: Member Class focus groups, a Member survey, Board Interviews, an Employee focus group, and an industry analysis. This information culminated in the development of an Insight Report which highlighted three major themes:



The Insight Report also included an analysis of Peak's Strengths, Weaknesses, Opportunities and Threats (SWOT).

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The **Get Focused** phase began with the development of a core scenario and three potential variations of the core that represent possible future states. These scenarios were developed by Peak leadership with input from the Board and the Member Advisory Committee (MAC).

**Core Scenario (Likely Future):** Shift towards real-time tools and energy imbalance markets (EIM), changing generation sources, increased cost pressures across the industry, a need for transparency and collaboration, changes in transmission flow patterns, and changing demographics in the workforce

Scenario 1a: Fractured RC Area

Scenario 1b: Enhanced scrutiny related to physical and cyber security due to a significant security event

Scenario 1c: Significant operating changes caused by new technologies such as major levels of distributed generation or utility-scale storage

Once the scenarios were identified, strategies and measures of success were developed to address each potential scenario in the context of the insights identified in the **Get Clear** phase. The strategies were discussed with the Board on March 2, 2016 and with the MAC on March 17, 2016.

The risk of Scenario 1a is mitigated, though not eliminated, by the first three pillars. A combination of operational and technological excellence, strong ‘cost-benefit’ advantage and industry collaboration, cooperation and communication will demonstrate the unique value proposition of Peak. The risk of a fractured RC Area caused by BAs or TOPs identifying a different RC or self-providing RC services is vastly reduced when those BAs and TOPs see the reliability and economic value of an Interconnection-wide RC in general and Peak specifically.

Scenario 1b is mitigated by the initiative to “innovate to maintain optimal physical and cyber security.” As security risks and regulations evolve, this initiative will assure that Peak stays ahead of the issues.

Scenario 1c is addressed by the fourth pillar, “promote innovation for a changing environment.” The initiatives in this pillar address Peak’s leadership and collaboration with stakeholders in anticipating, identifying and mitigating changes in the industry that impact operations and reliability of the BES.

After consideration of the feedback provided on the strategies and measures of success, the **Get Moving** phase began with the development of a full Strategic Plan,

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which was then posted for comment March 30, 2016, with comments due April 29, 2016. Those comments were addressed in a version posted May 19, 2016 and changes were discussed with the MAC on May 26, 2016 and with the Board on June 9, 2016.

### **Next Steps**

Peak management is developing an operational plan detailing the specific action plans that underlie each of the strategic initiatives.

Progress against the initiatives and measures of success will be tracked on a continuing basis to confirm value is being delivered. Where appropriate, this tracking will identify areas for course corrections throughout the planning timeframe.

In addition, during the annual strategic planning process, all elements of the plan will be reviewed based on progress and changes in the industry.

## Special Thanks

### Executive Team

John Stout  
 Terry Baker  
 Shelby Bell  
 Michelle Mizumori  
 Deb Scott  
 Jared Shakespeare  
 Rachel Sherrard  
 Kirk Stewart  
 Brett Wangen  
 Matt Yates

### Board Liaisons

Milton Lee

### Board Members

Linda Capuano  
 Tim Gage  
 F. John Meyer  
 Brian Silverstein

### MAC Liaison

Stewart Ramsay

### MAC Members

Jim Baggs  
 Larry Bekkedahl  
 Johanna Bell  
 Ray Brush  
 Bruno Carrara  
 Steve Cobb  
 Tim Haines  
 Raj Hundal  
 Paul Lau  
 Caitlin Liotiris  
 Julia Prochnik  
 John Savage  
 Philip Shafeei  
 James (JT) Thompson

### Member Focus Groups

Frank Afranji (PGE)  
 Grace Anderson (CEC)  
 Jim Baggs (SCL)  
 Eric Baran (WIRAB)  
 Michele Beck (UT Ofc. of Consumer Svcs)  
 Johanna Bell (IPUC)  
 Keith Carman (TSGT)  
 Steven Cobb (SRP)  
 Lon Cunningham (SmartWire)

Edison Elizeh (BPA)  
 Maury Galbraith (WIRAB)  
 Andy Ginsburg (ODOE)  
 Bryan Griess (TANC)  
 Casey Hashimoto (TID)  
 Tim Haines (CA SWC)  
 Robert Harberg (City of Boulder)  
 Joel Hendrickson (CPUC)  
 Raj Hundal (PWX)  
 Steve Johnson (WUTC)  
 Nancy Kelly (WRA)  
 Erin Kester (Iberdrola)  
 Paul Lau (SMUD)  
 Caitlin Liotiris (UT Assoc. of Energy Users)  
 Kate Maracas (Sound Energy Group)  
 James McFall (MID)  
 Elizabeth Osborne (NWPCC)  
 Stewart Ramsay (Vanry)  
 Kristine Raper (IPUC)  
 Ann Rendahl (WUTC)  
 John Savage (OPUC)  
 John Shaver (AEPC)  
 Randi Thomas (BPA)  
 John Tolo (TEP)  
 Becky Wilson (UPUC)  
 Joni Zenger (UT Div. of Public Utilities)

### Employee Groups

Ronda Barton  
 Michelle Brooks  
 Jeanne Bullion  
 Colleen Figley  
 Zea Flores  
 Kyle Howells  
 Jill Hoyt  
 Krishna Karnamadakala  
 Saad Malik  
 Ruth Manning  
 Kellie Moore  
 Shane Renslow  
 Jeff Shambaugh  
 Akshay Shivaram  
 Wesley Shover  
 Jaison Tsikirai  
 Kenneth Young

### Coraggio Consultants

Matthew Landkamer  
 Holly Valkama

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