

Strategy: Energy Resource Development

January 13, 2026
Rich Flanigan



Powering our way of life.

AGENDA

Updates:

- Markets +
- New Resource Exploration

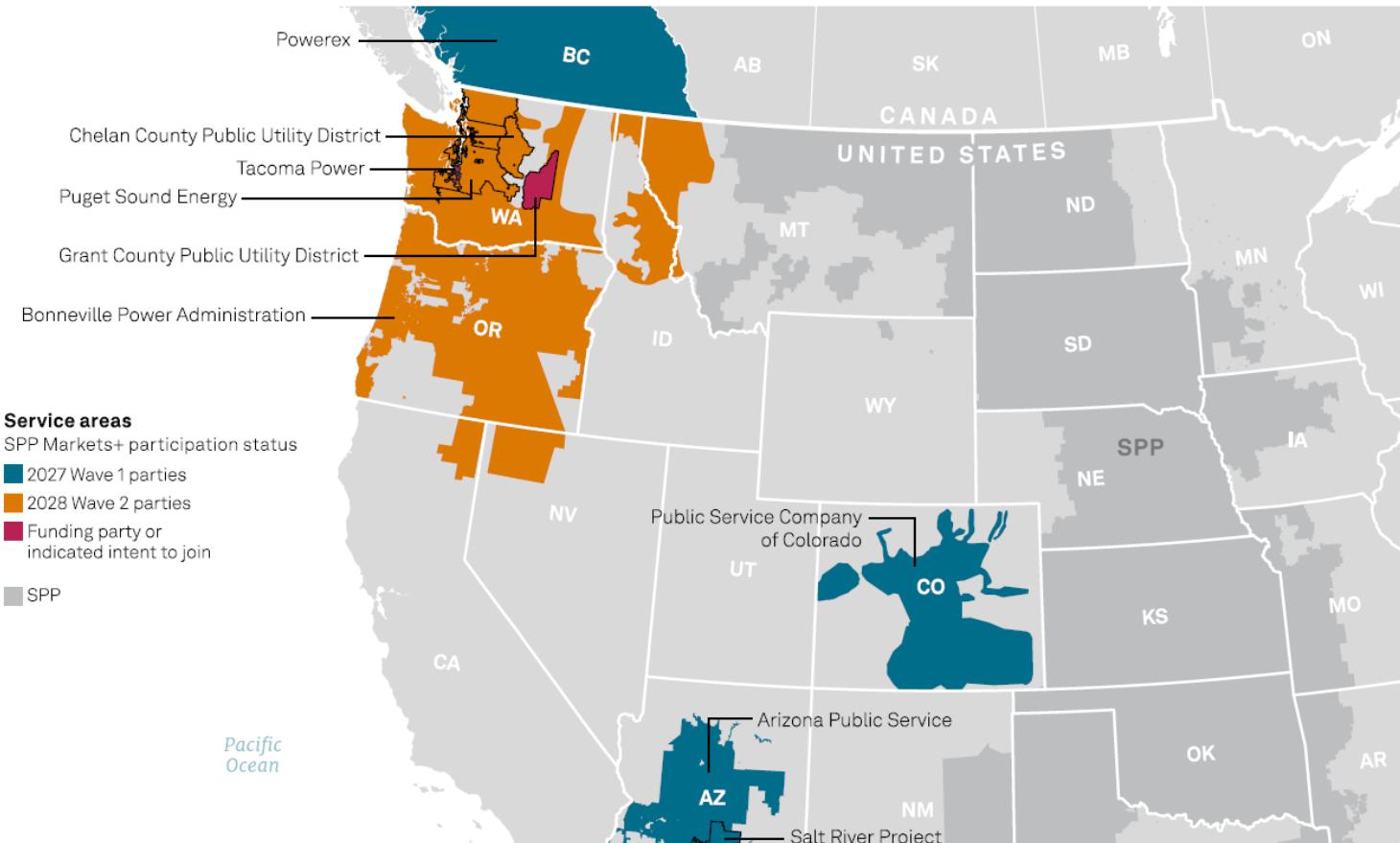
Southwest Power Pool's Markets+ Update

Key Markets+ Readiness Activities



* Grant PUD plans to notify the Southwest Power Pool (SPP) of its intention to join the Markets+ program in October 2028, alongside BPA, Chelan, Tacoma, and PSE.

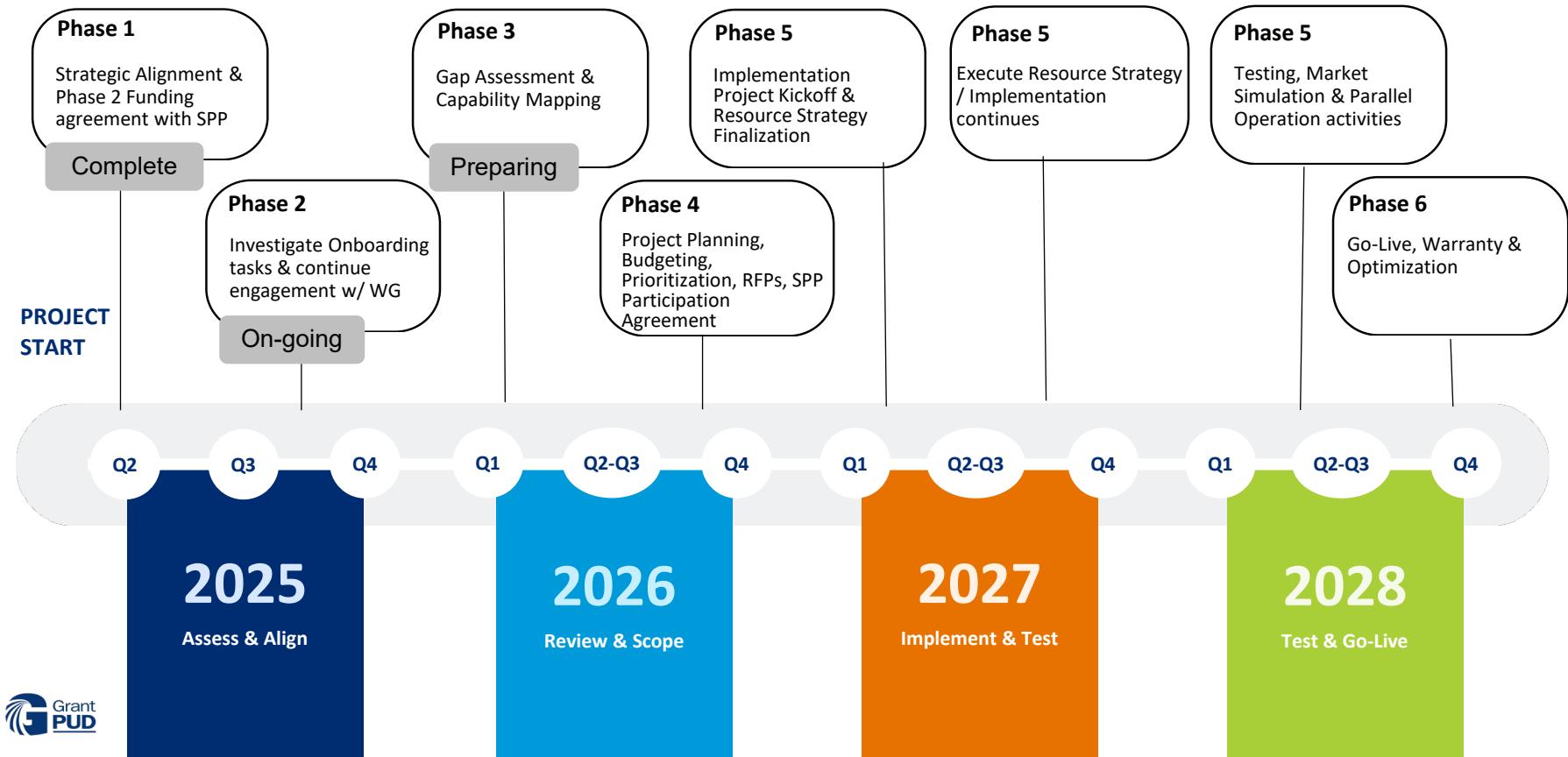
SPP Markets+ Westward Expansion



Grant's Markets + Timeline

Participation Timeline	Strategic Engagement	Next Steps	Communications
<ul style="list-style-type: none">Grant PUD plans to join SPP's Markets+ organized market in October 2028 as part of the second wave of participants located in the Northwest.	<ul style="list-style-type: none">Actively engaging with TEA (The Energy Authority) and other consultants to develop a detailed roadmap and project plan.Focus on ensuring alignment with operational, regulatory, and market readiness requirements.	<ul style="list-style-type: none">Will return later in the year for a deep dive as details and plans mature.Deep dive will cover implementation milestones, resource needs, and risk considerations.	<ul style="list-style-type: none">Working with Public Affairs on a press release announcing Grant PUD's intent to join the organized market in Oct 2028.Messaging will emphasize benefits to customers, reliability, and regional collaboration.

High Level Roadmap to Join SPP's Markets+



New Resource Exploration Update

New Resources Exploration

- Focusing on following resources
 - Natural Gas (NG) generation
 - Stand-alone BESS (Battery Energy Storage Systems) solutions
 - Stand-alone and co-located
 - Geothermal
 - Work with Mid-C's and Energy Northwest
 - Nuclear - Small Modular Reactors
 - Contract for study work with X-Energy

Natural Gas Report

- Research team:
 - Grant PUD Staff and Obsidian Renewables
- Purpose:
 - Research the potential development and operation of a new gas power plant(s) of various sizes sited either within or outside Grant County
 - Provide a recommendation of three to five potential natural gas options to focus on in 2026

Natural Gas Report

- Options explored:
 - Explored a range of gas power generation technologies
 - Researched the practical aspects of plant siting, permitting, and interconnection to natural gas pipelines and network transmission
 - Evaluated gas cost, supply contracts and firm transport capacity on existing gas pipelines and potential expansions
 - Advanced strategies for producing and delivering alternative clean fuel to the site of a gas plant
 - Assessed the advantages and disadvantages of alternative sites (both inside and outside Grant County and the state of Washington)
 - Analyzed the relevant state clean energy regulations (namely “CETA” and “CCA”) and modeled their impact on gas plant operations and electricity generation

Natural Gas Report

- Four “Focus Projects” for 2026:
 - 40–120 MW Baseload or Peaker Plant located in Moses Lake (or a similarly sized facility in Quincy)
 - 200MW capacity share of a 600+ MW Combined Cycle Gas Plant in Idaho
 - 25-50 MW installation of Mainspring Linear Generators and BESS sited in Grant County
 - 10 – 20MW installation of Natural Gas Fuel Cell Generators located in Grant County (with potential to scale to 40 – 50MW across multiple sites on GCPUD’s transmission network)

Natural Gas Report - “Focus Project”

- 40 – 120 MW Peaker/ Baseload Plant in Grant County

Primary Advantages	Disadvantages
Generation close to current load pockets, helping Grant's transmission system	No firm transport capacity on natural gas pipeline is available in Grant County
No monthly transmission needed to bring generation to load	Increased cost due need for natural gas pipeline expansion
Grant PUD owned and operated	5+ year timeframe for commercial operation
Generator connected to GCPUD local transmission provides fast grid response/“spinning reserves”	

Natural Gas Report – “Focus Project”

- 200MW capacity share of a 600+ MW Combined Cycle Gas Plant in Idaho

Primary Advantages	Disadvantages
Lower Levelized Cost of Electricity (LCOE) due to increased plant efficiency and run-time	Added complexity of joint development, operations and contracting
CCA Allowances only needed for energy to serve load in Washington	Availability of long-term firm transmission limited
Low cost of interconnection to existing NG pipeline	Increased transmission cost
Available supply of natural gas from multiple marketers	6+ year timeframe to commercial operation

Natural Gas Report – “Focus Project”

- 25-50 MW installation of Mainspring Linear Generators and BESS sited in Grant County

Primary Advantages	Disadvantages
Resource can be added quickly (2-3 years)	Cost greater than traditional thermal generators, ITC helps reduce this
Is scalable over time, and effective load carrying capability is high relative to nameplate capacity	Smaller resource addition
Generation can be placed close to county load pockets, helping Grant's transmission system	No firm transport capacity on natural gas pipeline is available in Grant County
Generator technology provides fuel flexibility	
Generator is eligible for 30% Investment Tax Credits (ITC)	

Natural Gas Report – “Focus Project”

- 10 – 20MW installation of Natural Gas Fuel Cell Generators located in Grant County

Primary Advantages	Disadvantages
Resource can be added quickly (2-3 years)	Higher upfront capacity cost, ITC helps reduce this
Is scalable over time, and effective load carrying capability is high relative to nameplate capacity	Smaller resource addition
Generation can be placed close to county load pockets, helping Grant's transmission system	No firm transport capacity on natural gas pipeline is available in Grant County
Generator technology provides fuel flexibility, hydrogen in this case	
Generator is eligible for 30% Investment Tax Credits (ITC)	

Natural Gas Report

- Next Steps for staff:
 - Focus on four identified projects in 2026
 - Refining cost estimates, ITC eligibility requirements, and commercial operations timelines
 - Develop more expertise in each generating technology
 - Continue discussions with natural gas pipeline suppliers and gas providers
 - Updates on pipeline expansion possibilities
 - Updates on availability of firm gas
 - Continue discussions with possible natural gas partnerships
 - Explore creative ways to partnership on natural gas generation
 - Follow statewide and national developments around natural gas generation

Questions?



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Vantage and VoltaGrid

January 13, 2026

Rich Flanigan, VP Energy Supply and Markets
Andy Wendell, VP Customer Experience

AGENDA

- Background
- Solution Overview
- Agreement Structures and Current Status
- Justification and Recommendation
- Questions and Discussion

BACKGROUND

- Vantage Data Centers:
 - Major industrial customer with significant load growth at Quincy campus
 - Current infrastructure cannot meet demand under load limits, risking operations
 - Came to Grant PUD for help in meeting temporary load, quickly
- VoltaGrid:
 - Specializes in the installation and operation of natural gas generation
 - Offers rapid deployment and system isolation from Grant PUD's transmission and distribution system
 - Supplies all fuel (compressed natural gas) for facility
- Proposed Solution:
 - Partnership with Vantage and VoltaGrid for temporary generation at Monument Hill Switchyard

Solution Overview

- A temporary generation option, isolated from Grant PUD's transmission/distribution system to bridge gap for Vantage until QTEP is complete.
- Grant PUD buys temporary natural gas generation from VoltaGrid,
 - **VoltaGrid** - Responsible for all set up and operation of temporary generation
 - Responsible for procurement and transportation of natural gas
 - Responsible for any permitting and carbon compliance
 - Responsible for load following
 - Bills Grant PUD for cost of capacity and energy
- VoltaGrid leases a portion of property next to Vantage
 - Portable natural gas generation
 - Office space to house operation personnel (24/7/365)

Solution Overview (cont.)

- Grant PUD bills Vantage for temporary generation, **Vantage**
 - Agreement Terms and Conditions are contingent on Agreement between GCPUD and VoltaGrid
 - Pays all VoltaGrid cost
 - Pays Grant a monthly administrative cost (can be adjusted)
 - Pays applicable taxes
 - Acknowledges and assumes any variable risk in energy supply (e.g. NG cost)

Agreement Structures and Current Status

- Key Terms:
 - Up to 12 MW capacity (Phase 1); option for up to 24 MW (Phase 2)
 - All costs (fuel, permitting, construction...) borne by VoltaGrid and Vantage
 - Credit support from Vantage mitigates Grant PUD's financial exposure
 - Financially neutral to Grant PUD; no capital investment or ratepayer subsidy
 - Limited term aligned with completion of QTEP
- Both agreements are in near-final form
 - VoltaGrid Agreement:
 - All terms have been negotiated and agreed to only minor language clean-up remain
 - Vantage Agreement:
 - Minor technical and legal items are outstanding
 - Credit terms and provisions are under review by both parties

Justification and Recommendation

Key points:

- Proposal addresses an urgent load requirement for key retail customer
- Supports economic development and prudent utility practices
- Structure transfers financial and operational risk to third parties
- Aligns with QTEP and future planning
- Supports continued reliability of Grant PUD's grid power

Staff Recommends:

- Commission authorize the General Manager/CEO to execute the Power Purchase Agreement with VoltaGrid, LLC and the Retail Service Agreement with Vantage Data Centers, contingent upon finalization of commercial and legal terms with each counterparty.

Questions?



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Dam Safety

Commission Workshop – SME Presentation

AGENDA

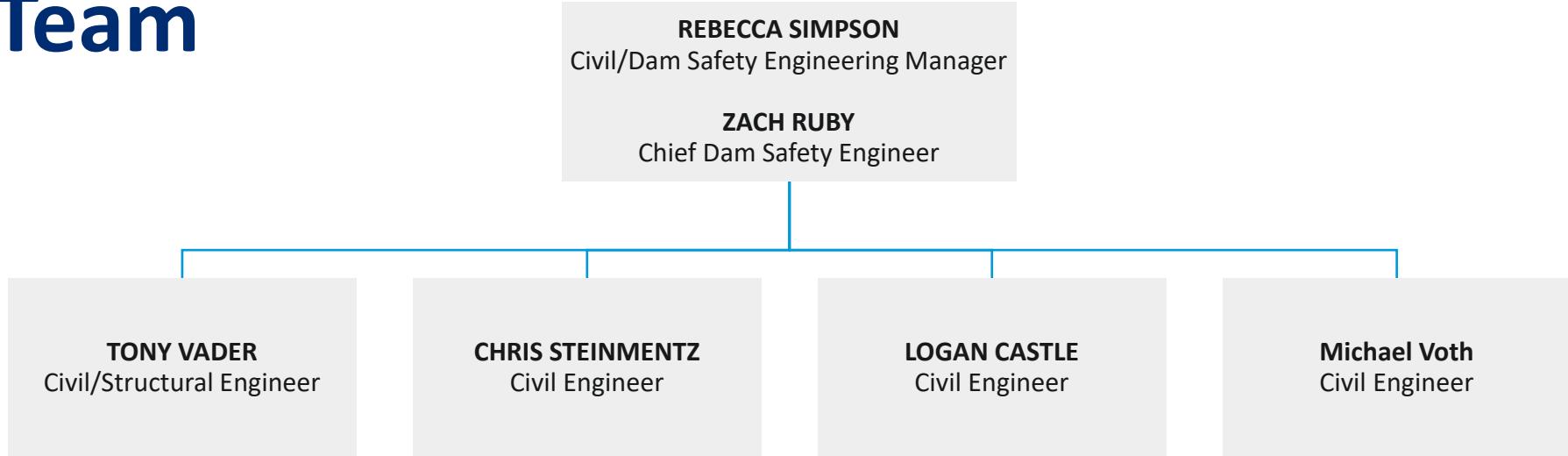
Executive Summary
Core Team
Dam Safety Projects

Executive Summary

Executive Summary

- Dam Safety team is fully staffed
- Priest Rapids Spillway Stability Improvement Project is in pre-construction
- Wanapum Left Embankment Seismic Stability Assessment is moving to community outreach and design studies
- Later this year will be looking for Commission input on community outreach program

Team



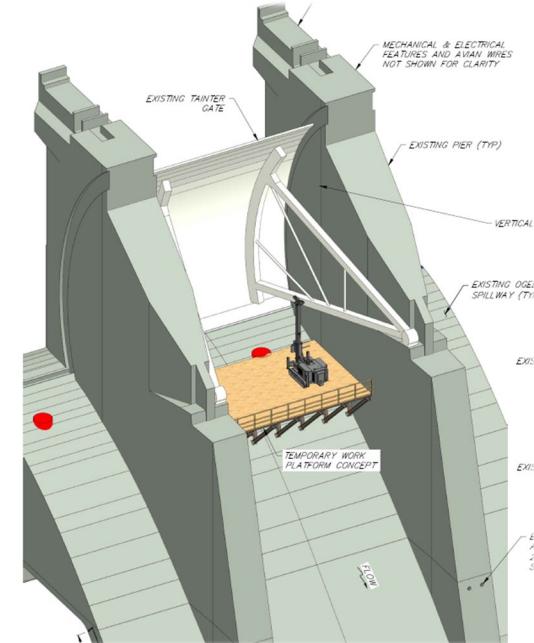
Resource Updates:

- Dam Safety is fully staffed

Priest Rapids Projects

Spillway Stability Improvement Project

- Nicholson-Kuney – \$59M
- GFT (engineering consultant) – \$7M
- Pre-construction activities ongoing (contractor submittals)
- NTP estimated April 1, 2026
- Completion estimated July 2028



Priest Rapids Projects

Other Projects

- Spillway Gates Seismic Upgrade Design Study – \$287k
- Spillway Gates Trunnion Anchor Corrosion Protection Design – \$60
- Right Embankment Seismic Stability Analysis – \$160k



Wanapum Projects

Wanapum Left Embankment Seismic Risk Assessment

- Dam Safety Case – Submitting February 27
- EPMO Project Manager
- Path Forward:
 - Community Outreach Program
 - Consequence Reduction Study
 - Embankment Modification Study
- Coordinating with various District groups



Wanapum Projects

Other Projects

- Left Embankment Internal Erosion Evaluation – \$860k
- 2026 Part 12D Periodic Inspection – \$250k
- Spillway Gates Seismic Upgrade Design Study – \$227k
- Right Embankment Drilling Program Plan – \$110k



Commission Support: Key Asks

- Later this year: Provide input on Community Outreach Program
- Continued support for Dam Safety Program

Questions?



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2026 Rate Package Public Feedback

January 13, 2026
Jeremy Stuart & Annette Lovitt

AGENDA

Workshop Goals

1 Timeline and Goals

2 Public Comments

3 Next Steps

Project timeline

January 13 Workshop

- Share public comments
- Next steps

January 27 Meeting

- 2026 Rate Policy ([Adoption](#))
- 2026 Rate Package ([Adoption](#))

Major milestones

1. Strawman model (June) 
2. Draft results workshop (October) 
3. Rate Policy Res. (December) 
4. Public Rates Meeting (December) 
5. Rates workshop (December) 
6. Public comment (December) 
7. Final rates workshop (January)
8. 2026 Rates Adoption (January)

2026 Rates Goals

- 1** Protect core customers from the cost of load growth outside of the Priest Rapids Project.
- 2** Provide Non-Core customers with stable, predictable rate increases.
- 3** Eliminate the EUDL CRAC / Rate 18 as our mechanism to recover incremental power cost.
- 4** Reorient rate design from historical based cost-of-service to a future looking trajectory.
- 5** Maintain sufficient revenue to sustain operations in a high inflation environment.

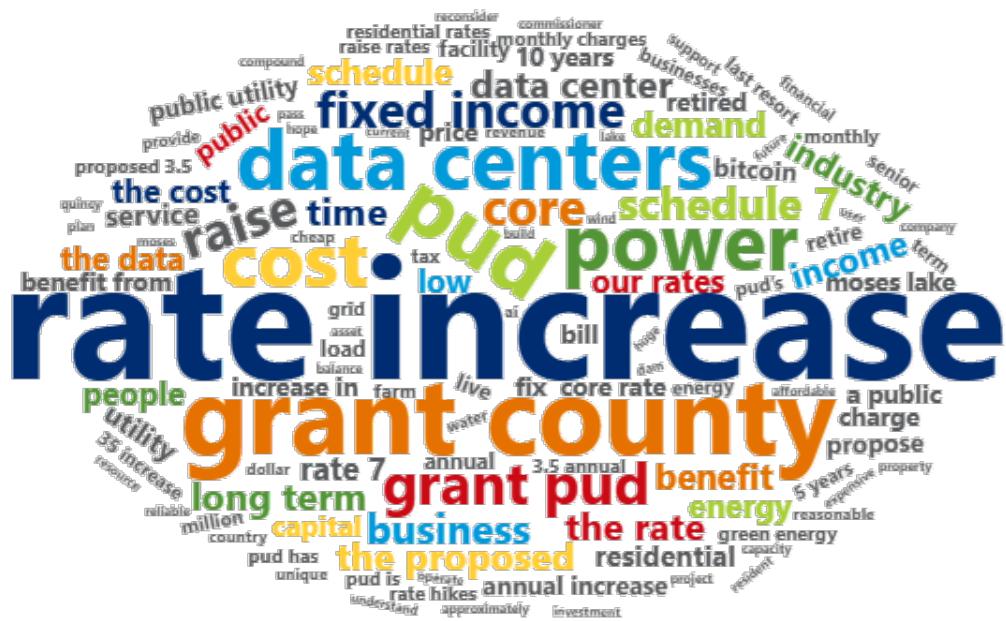
Public Comments

Annette Lovitt

PUBLIC COMMENTS

Reviewed public comments and captured social media conversations to uncover common themes.

- 6 comments from the public during Dec. 9 hearing
- 33 public comments via the Grant PUD website.
- 18 comments captured from social media.



Major themes from public comments



Data centers and new loads should pay more (12)

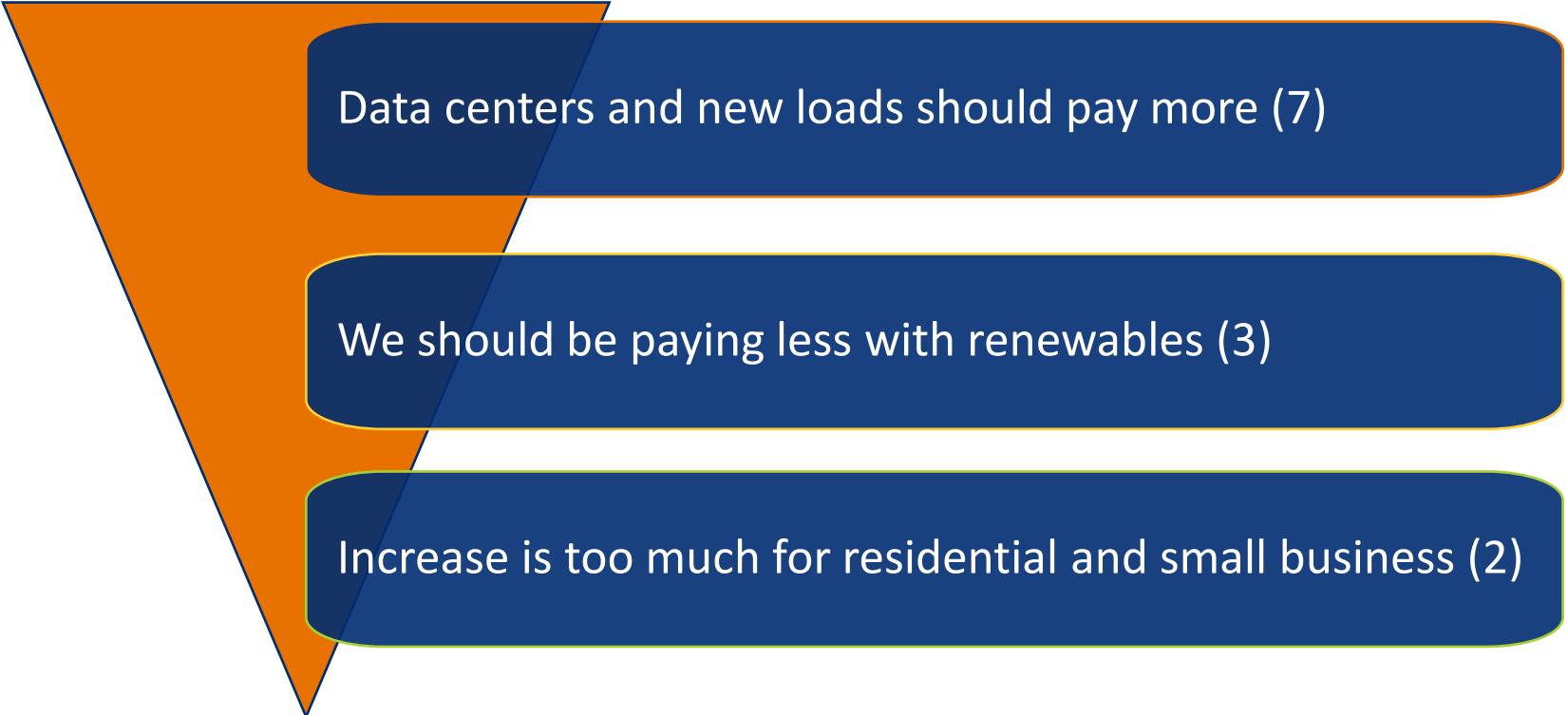
Major impact on seniors and fixed income (12)

General economic impact of inflation (8)

Size of 10-year trajectory (5)

Understand the reasons but are not happy (5)

Major themes from Social Media (18)



Data centers and new loads should pay more (7)

We should be paying less with renewables (3)

Increase is too much for residential and small business (2)

Minor themes

Concerned the utility is spending too much

Classification of Rate 7 in Non-Core

Utility in a strong financial position – why raise rates

Appreciate protecting Core Customers

Concerned about AI

Why higher than nearby counties

Next Steps

Jeremy Stewart



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Project timeline – Next Steps

Goals, Timeline, and Background

January 27 Meeting	<ul style="list-style-type: none">• 2026 Rate Policy <u>adoption</u>• 2026 Rate Package <u>adoption</u>
February	<ul style="list-style-type: none">• Implement new rates in billing system• Public education about new bill
February Workshop	<ul style="list-style-type: none">• 2026 Projects – review and guidance
March	<ul style="list-style-type: none">• Align billing system with accounting• Test new rates to ensure accuracy
March Workshop	<ul style="list-style-type: none">• Overview of Cost of Service
April	<ul style="list-style-type: none">• New rates effective April 1

2026 projects

1. Cost of Service (required)
2. Revise rate classes (*potential*)
 - kW split of R7, R14, R15, R16
 - Rate 3B scope
3. New rate classes (*potential*)
 - New Large Load
 - Public Service
 - Compute

Questions?

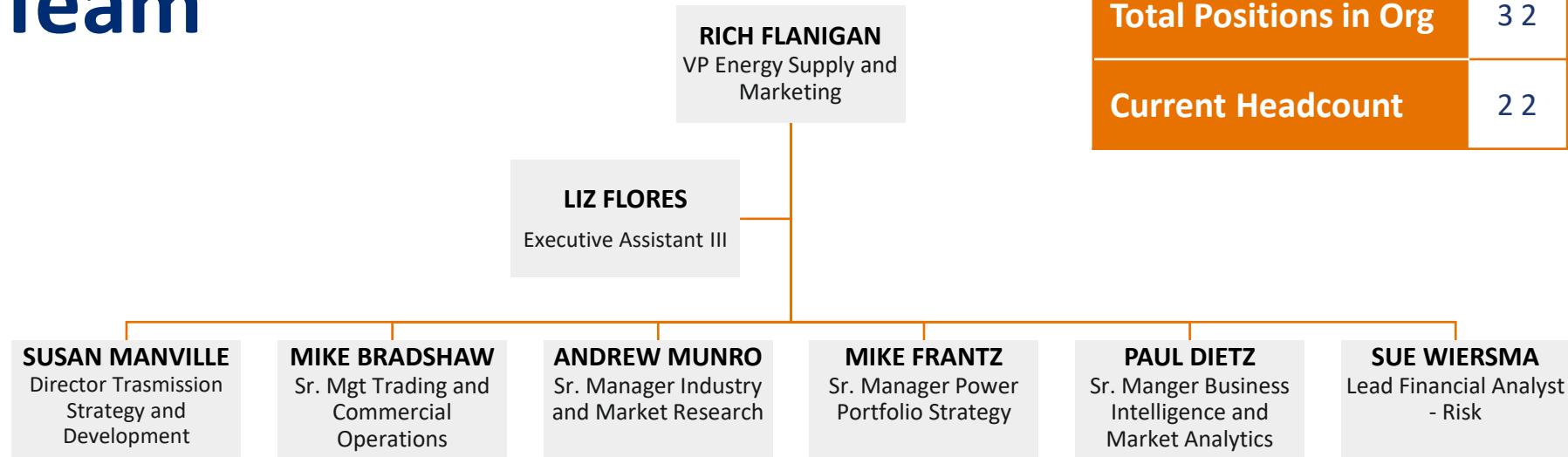


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Energy Supply and Markets

Rich Flanigan

Team



Staff Updates:

- Cady Hernandez-Brito – Manager of Commercial Operations (backfill for Peter Graf)

Balanced Scorecard



- BSC measures being developed for ESM that tie to Enterprise BSC

Executive Financial Overview

(As of Nov 25, 2025)

NOVEMBER 2025

NON-LABOR

YEAR-TO-DATE

BUDGET	ACTUALS	VARIANCE	VAR %
\$2,686K	\$2,162K	(\$524K)	-19.5%

LABOR

YEAR-TO-DATE

BUDGET	ACTUALS	VARIANCE	VAR %
\$4,712K	\$4,432K	(\$280K)	-5.9%

YEAR-END PROJECTION

BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$3,014K	\$2,659K	(\$355K)	-11.8%

YEAR-END PROJECTION

BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$5,175K	\$4,950K	(\$225K)	-4.3%

- Will be slightly over budget in O&M when all invoices are posted
- Extra expenditures needed for Vantage Temporary Generation Project
 - Expenditures to be reimbursed by Vantage

O&M Detail

(As of Nov 25, 2025)

NOVEMBER 2025

Cost Category Type	Total Budget	Total YEP	Variance	Var %	Variance Category
Labor	\$5,175,059	\$4,950,352	(\$224,708)	-4.3%	Timing/Delay
Cost Category Type	Total Budget	Total YEP	Variance	Var %	Variance Category
G&A	\$644,041	\$681,629	\$37,588	5.8%	Other
Operating Materials & Equipment	\$0	\$318	\$318		Unplanned/Ad-Hoc
Purchased Services	\$2,368,404	\$1,973,608	(\$394,796)	-16.7%	Timing/Delay
Transportation	\$1,626	\$0	(\$1,626)	-100.0%	Other
Utilities	\$0	\$3,380	\$3,380		Coding Error

- Labor variance due to delay in hiring
- G&A cost slightly over due to some unbudgeted WRAP expenses
- Purchase Services under budget due to timing (December invoices will close this gap)

Capital

NOVEMBER 2025

Current Year Metrics


 CAP Approved Spend
\$1.9M

 CAP District Budget
226M

 CAP Directs
\$13K

 CAP YEP
\$0.0M

 CAP VAR
(\$1.9...

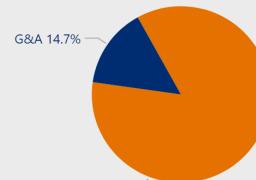
Current Year Actuals By Project

Project Name	CAP CY Actuals
Gen Projects Land Acquisition.xlsm	\$13,472
Total	\$13,472

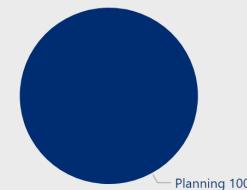
Total Capital Portfolio (Direct Capital)

CAP Approved Spend	CAP YTD Actuals	CY Approved Spend Var	CAP CY Variance %
\$226,006,797	\$13,472	(\$1,907,134)	-0.8%

2025 by Cost Category Type



2025 by Phase



- No land acquisition for 2025
- No land acquisition budget for 2026
- Continue to look at properties around Grant county that would fit future resource needs

Near-Term Business Plan

- **Contract Execution:** Finalize and implement Vantage and VoltaGrid agreements.
- **Regulatory Compliance:** Adopt the Open Access Transmission Tariff (OATT) and go-live with the Open Access Same-Time Information System (OASIS) to ensure transparent market access.
- **Market Readiness:** Initiate a gap analysis for Markets+ participation.
- **Strategic Decisions:** Finalize 20% slice structure and Battery Energy Storage Solution (BESS)

Long-Term Business Plan

- Incorporating The Energy Authority (TEA) into ESM workstreams
- Managing operational aspects of the OATT process
- Identify, define, report on Balanced Scorecard measures that support ESM and TSD strategies and align with Enterprise Balance Scorecard metrics
- Continue the research and pursuit of new generating and transmission resources
- Continue process of managing the joining of Markets +

Commission Support: Key Asks

- Approval for Vantage and VoltaGrid Contracts (January)
- Decision on TEA Membership (February)
- Approval of OATT (February or March)
- Possible approval of Slice Agreement
- Support on transition to Market's +
- Support with integration of TEA

Questions?



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Department Name:	Executive and Key Presenters:	Date:
Energy Supply and Markets	Rich Flanigan	January 13, 2026

Please fill out the following information and provide it to Commissioners as a supplement to your presentation.

LAST QUARTER RECAP

Quarterly Goals	<ul style="list-style-type: none"> Research report on potential natural gas generation – December Execute BPA PoC – December Final version of Clean Energy Implementation Plan (CEIP) – December
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NEAR-TERM PLANS (NEXT QUARTER)

Project Updates	<ul style="list-style-type: none"> Contract Execution: Finalize and implement Vantage and VoltaGrid agreements. Regulatory Compliance: Adopt the Open Access Transmission Tariff (OATT) and go-live with the Open Access Same-Time Information System (OASIS) to ensure transparent market access. Market Readiness: Initiate a gap analysis for Markets+ participation. Strategic Decisions: Finalize 20% slice structure and Battery Energy Storage Solution (BESS)
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LONGER-TERM STRATEGY

Roadmap	<p>Discuss strategic initiatives and projects on the longer-term roadmap:</p> <ul style="list-style-type: none"> Incorporating The Energy Authority (TEA) into ESM workstreams Managing operational aspects of the OATT process Identify, define, report on Balanced Scorecard measures that support ESM and TSD strategies and align with Enterprise Balance Scorecard metrics Continue the research and pursuit of new generating and transmission resources Continue the process of managing the joining of Markets +
Strategy	<ul style="list-style-type: none"> Advance ESM by integrating The Energy Authority into workstreams, optimizing operational processes, aligning performance metrics with enterprise goals, and pursuing new generation and transmission resources to support long-term market growth

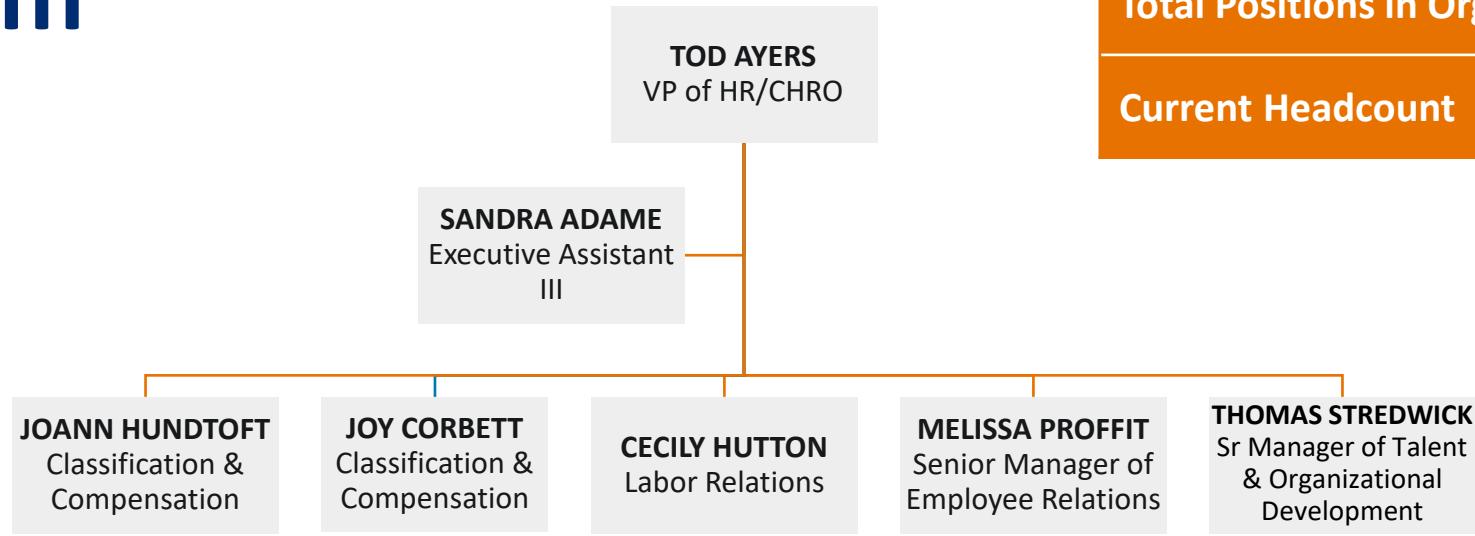
COMMISSION SUPPORT: KEY ASKS

Specific Requests	<ul style="list-style-type: none"> Approval of Vantage and VoltaGrid Contracts (January) Decision on TEA Membership (February) Approval of OATT (February or March) Possible approval of Slice Agreement Support on transition to Market's + Support with integration of TEA
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Human Resources

Tod Ayers

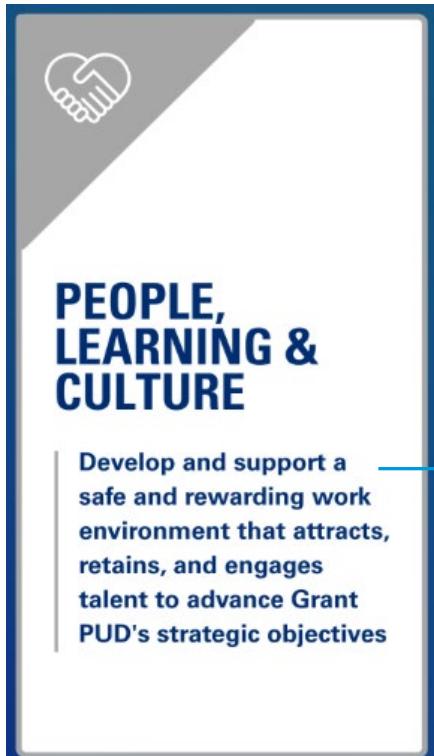
Team



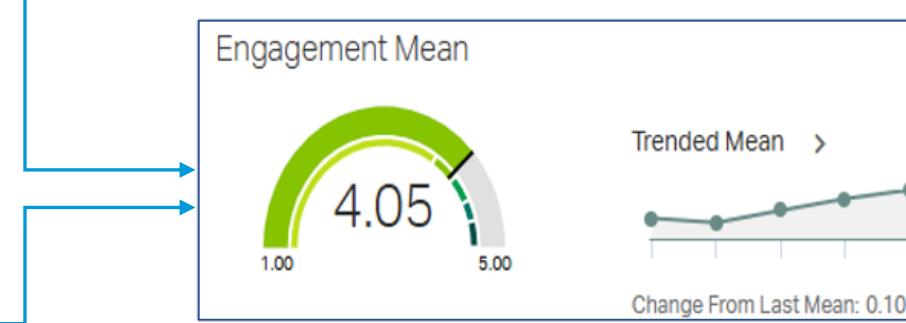
Staff Updates:

- 38% of HR staff has less than 2 years of experience at Grant PUD.
- Currently have a HR Consultant position (Benefits) under active recruitment.
- Adding 2 additional positions in '26

Enterprise Balanced Scorecard



STRATEGY	MEASURE	QUESTION
Empower decision-making at the lowest appropriate level, closest to the issue, while ensuring safety and compliance.	% employees rating top two box score on survey response: "I have the authority I need to do my job effectively."	<i>Do employees feel empowered to do their jobs?</i>



Data not yet available. Q1 target to begin

Grow leaders who strengthen employee engagement while meeting objectives	Avg organizational Employee Engagement Q12 Survey Question total score	How engaged do employees feel overall?
Improve recruitment, retention, and succession planning	% critical roles with a formal succession plan	Are key roles prepared for future transitions?

People, Learning & Culture

'25 Turnover

54

Total Separations

5.9%

Turnover of FTR Employees Only

1%

First-Year Turnover

Time to Fill Rate
(as of 12/01/25)
<42 days

Internal Mobility
(as of 12/01/25)
18%

Edu. Reimbursement

17

In Progress

50

Programs Completed

76%

Completion Rate

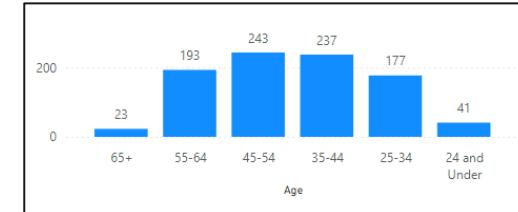
36%

Promotion Rate

87%

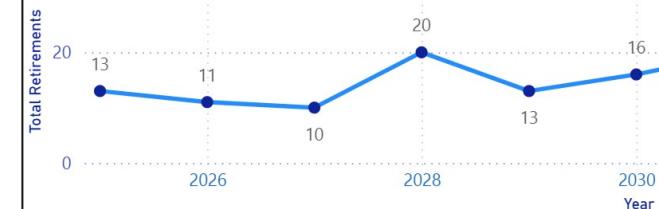
Retention Rate

Employee Age Distrib.



Full Retirement Age by Year

>= 65 years of age



Attract

Hire

Onboard

Develop

Engage

Retain

Separate

Executive Financial Overview

(As of Nov 25, 2025)

NOVEMBER 2025

NON-LABOR

LABOR

YEAR-TO-DATE

YEAR-TO-DATE

BUDGET	ACTUALS	VARIANCE	VAR %
\$1,377K	\$1,023K	(\$355K)	-25.8%

BUDGET	ACTUALS	VARIANCE	VAR %
\$3,327K	\$3,180K	(\$146K)	-4.4%

YEAR-END PROJECTION

YEAR-END PROJECTION

BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$1,439K	\$1,205K	(\$235K)	-16.3%

BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$3,674K	\$3,533K	(\$141K)	-3.8%

O&M Detail

(As of Nov 25, 2025)

NOVEMBER 2025

Cost Category Type	Total Budget	Total YEP	Variance	Var %	Variance Category
Labor	\$3,674,382	\$3,533,263	(\$141,120)	-3.8%	
Cost Category Type	Total Budget	Total YEP	Variance	Var %	Variance Category
G&A	\$263,766	\$97,813	(\$165,953)	-62.9%	Other
IT	\$0	\$2,950	\$2,950		Other
Operating Materials & Equipment	\$181,842	\$104,459	(\$77,383)	-42.6%	Other
Purchased Services	\$993,500	\$999,290	\$5,790	0.6%	

Near-Term Business Plan

PERSPECTIVES



PEOPLE, LEARNING & CULTURE

OBJECTIVE

What we are trying to achieve

STRATEGIES

Paths required to achieve objective

Develop and support a safe and rewarding work environment that attracts, retains, and engages talent to advance Grant PUD's strategic objectives

- ▶ Empower safe, compliant decision-making
- ▶ Grow leaders
- ▶ Improve interdepartmental collaboration & service
- ▶ Improve recruitment, retention, succession planning
- ▶ Sustain our safety culture

HR Strategy '25-'27

**ENGAGED.
ENABLED.
EMPOWERED.**



1.] PEOPLE-PROCESSES

Maximize HRIS capabilities, automate processes, and strengthen data integrity, compliance, and support through a ticketing system.

2.] KNOWLEDGE MANAGEMENT

Capture and organize HR knowledge in a central repository with clear accountability and regularly updated resources.

3.] EMPLOYEE INSIGHTS

Provide leaders with accurate, privacy-compliant dashboards by advancing analytics, predictive tools, and AI integration.

4.] HR TALENT DEVELOPMENT

Identify skill gaps and deliver targeted development of the HR team through training plans, cross-training, and clear progression paths.

5.] EXPECTATION MANAGEMENT

Define and communicate clear standards through updated competencies, job descriptions, and leadership development programs.



6.] CONSISTENT EMPLOYEE LIFECYCLE

Standardize each moment that matters in the employee lifecycle to create seamless, repeatable, and retention-focused experiences.

7.] EMPLOYEE SELF-SERVICE

Invest in the development of an intuitive self-service platform that enables employees to manage their information and access to HR support with minimal staff intervention.

Long-Term Business Plan

- Succession planning for all senior level roles.
- Student intern program conversions to FTRs.
- Pre-apprenticeship program formalization (High school).
- Workforce forecasts and talent acquisition sourcing strategies.
- AI-enabled employee self-service functionality.
- Formalized and centralized HR procedures.

Commission Support: Key Asks

- Attend Careers in Energy Days April 22, 2026 | 9:00 A.M. – 2:30 P.M. (Location: Ephrata).
- Invited to Leadership Summit on January 22nd at Big Bend Community College

Questions?



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Department Name:	Executive and Key Presenters:	Date:
Human Resources	Tod Ayers	01/05/2026

LAST QUARTER RECAP

Quarterly Goals	<ul style="list-style-type: none"> • Workforce Development Plan Completed and critical roles identified • Hydro Mechanic Apprenticeship Program redesign complete • 2026 recruiting plan developed • Position control V1 implemented • Annual Q12 survey administered & action planning underway • Collective Bargaining negotiations kicked off
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NEAR-TERM PLANS (NEXT QUARTER)

Project Updates	<ul style="list-style-type: none"> • Succession planning pilot complete and full succession planning commence • ERP process mapping & support • Policy review and approvals • HR team progression paths adopted • HR strategic KPIs identified and tracked • Monthly engagement pulse surveys launched
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LONGER-TERM STRATEGY

Roadmap	7 key areas of focus for the HR team over the next 3 years: 1.) Automate and simplify core processes, 2.) Document critical knowledge in central repository, 3.) Employee insights and people-data integrity, 4.) HR team talent development, 5.) Expectation management for the organization, 6.) Consistent administration of key moments in the employee lifecycle, 7.) Employee Self-Service through the use of AI technologies.
Strategy	<p>Human Resources plays a strategic role in advancing the organization's mission by aligning workforce planning, recruitment, and talent strategies with organizational objectives. Through competitive compensation and benefits, effective benefits and leave administration, wellness initiatives, and targeted learning and development, HR supports employee engagement, retention, and operational excellence.</p> <p>Data-driven insights and engagement efforts strengthen organizational alignment and culture, while a strong focus on HR compliance, policy governance, and risk management ensures adherence to employment laws and supports a fair, compliant, and high-performing workplace.</p>

COMMISSION SUPPORT: KEY ASKS

Specific Requests	<ul style="list-style-type: none"> • Invitation to Leadership Summit on January 22nd at BBCC. • Invitation to careers in energy days on April 22, 2026 in Ephrata.
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