# 2027 Preliminary Budget

August 18, 2026

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Grant PUD

Powering our way of life.

# 2027 Preliminary Budget

- State law requires Grant PUD to file a preliminary budget by the first Monday in September, making August the first formal Commission touchpoint
- Today's filing begins a multi-month review through refinement, public hearing, and final adoption in November
- **Recommendation:** approve the resolution to file the preliminary budget

# 2027 Preliminary Budget

## Budget at a Glance

| Category | 2026 Budget | 2027 Budget | Change ($) | Change (%) |
|---|---|---|---|---|
| O&M | $264.0M | $302.1M | +$38.1M | +14.4% |
| Capital | $347.6M | $329.3M | -$18.3M | -5.3% |
| Debt Service | $67.1M | $154.6M | +$87.5M | +130.4% |
| Taxes | $24.5M | $25.0M | +$0.5M | +2.0% |
| **Total Gross Expenses** | **$703.3M** | **$811.0M** | **+$107.7M** | **+15.3%** |

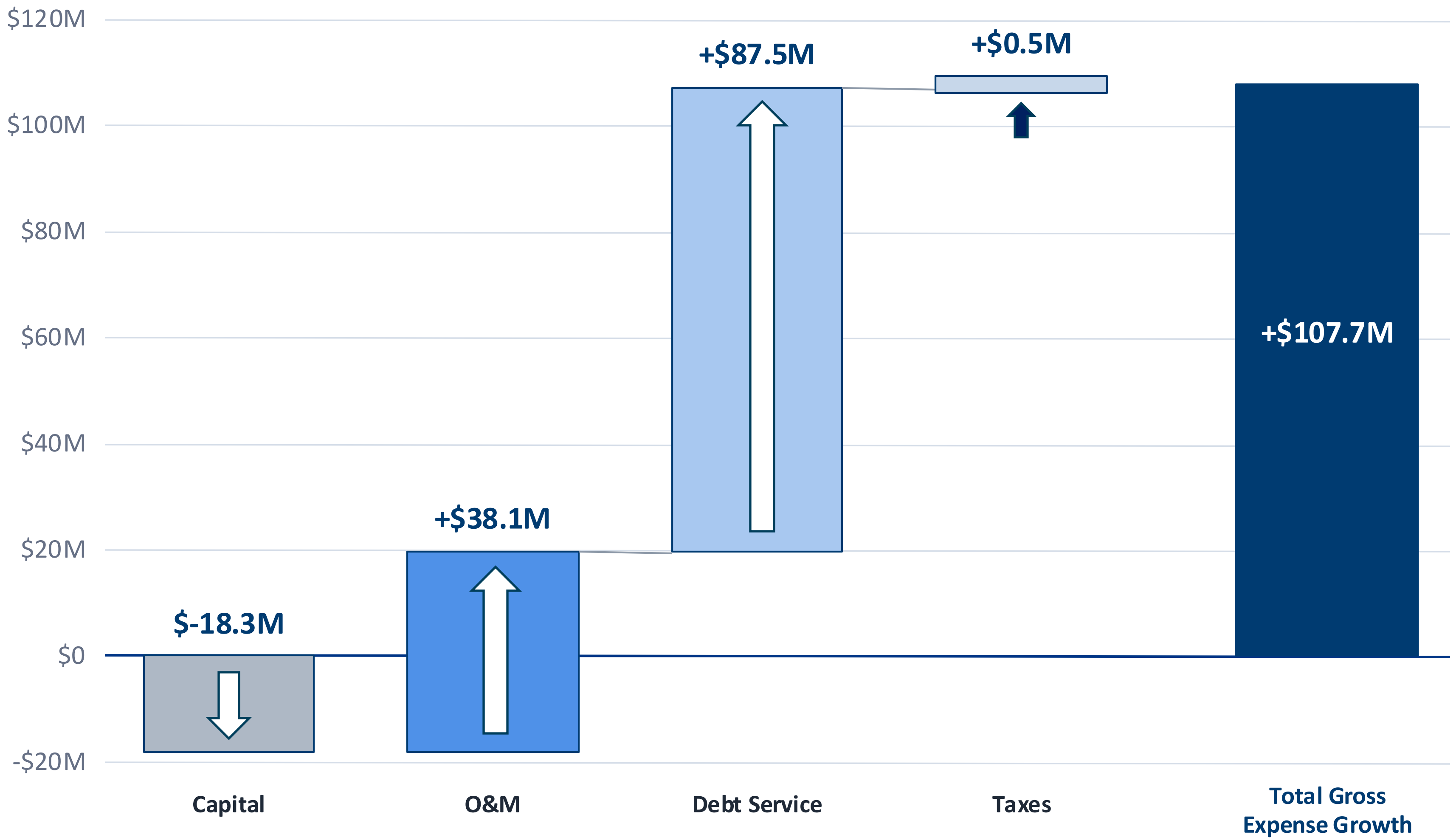
*Note: Dollar amounts are shown in millions ($M) and are rounded to the nearest $0.1 million. Totals and percentages may not sum due to rounding.*

Note: Debt Service for 2027 is higher due to the $90M CREBs bullet maturity payment.
Funds have been set aside in sinking funds and annually included in the Debt Service Coverage calculation.

# 2027 Preliminary Budget

## Breakdown of Gross Expense Growth

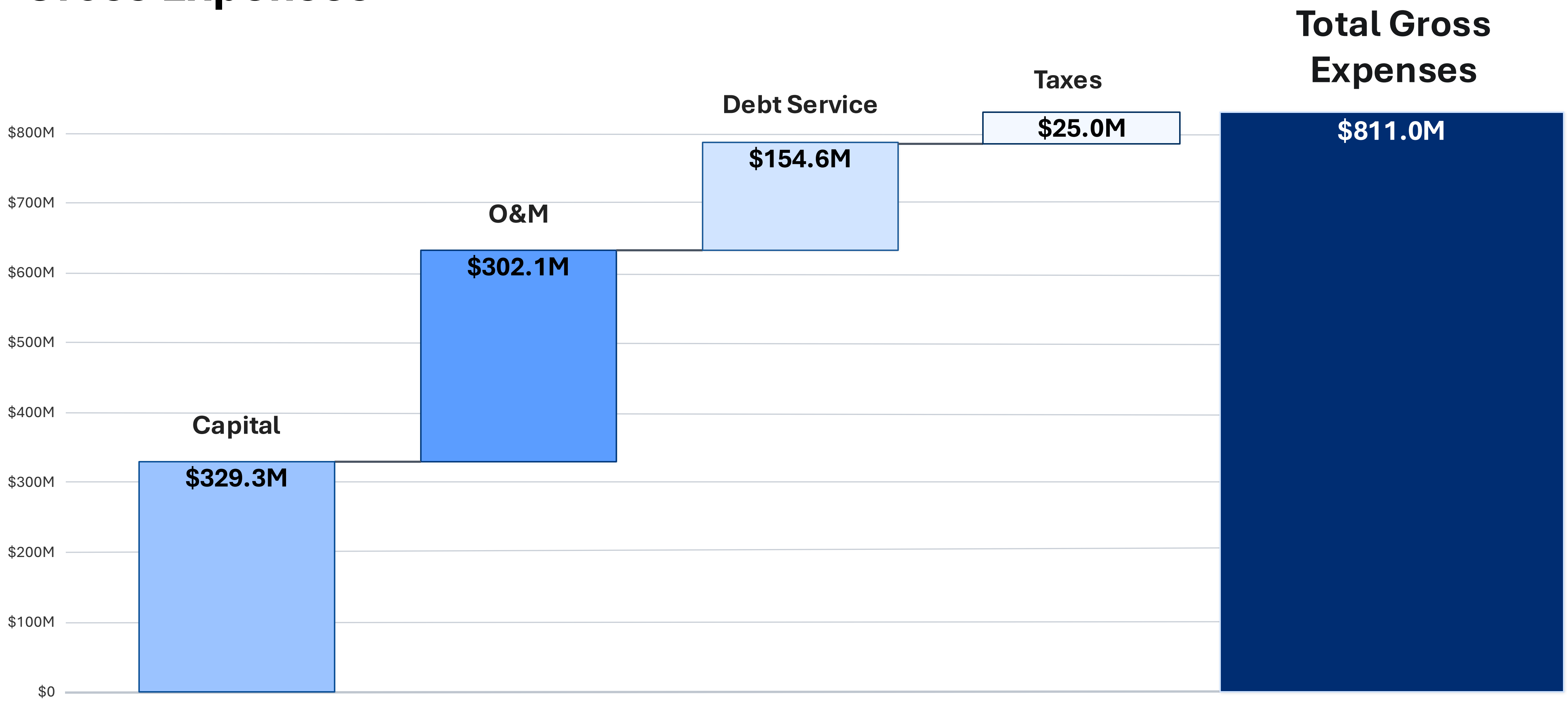
Change from the 2026 budget to the 2027 preliminary budget




*Growth is concentrated in O&M and the planned debt repayment, partially offset by lower capital spending.*

# 2027 Preliminary Budget

## 2027 Gross Expenses



# 2027 Preliminary Budget

## O&M

Strategic energy investments, labor costs, and TEA membership are the primary areas of growth.

2027 O&M

**$302.1M**

Operations & Maintenance

**+$38.1M**

**Increase from 2026 Budget**

PRIMARY COST DRIVERS

**+$18.2M** — **SMR & Geothermal Exploration & Discovery**

X-Energy, Geothermal and TerraPower

**+$15.5M** — **Salaries, Wages, and Benefits**

Labor cost increase, workforce growth

**+$4.9M** — **The Energy Authority**

Power marketing, market participation, and energy risk management services

**Growth is concentrated in strategic energy work, labor, and TEA membership.**

# 2027 Preliminary Budget

## Capital

Capital investments remain focused on District priorities while improving alignment to project timing.

### Total of Top Four Projects

| PROJECT / PROGRAM | PHASE | 2027 BUDGET |
|---|---|---|
| QTEP Program | Planning | $117.8M |
| FMPI - PDF_PD Facilities-SC1 | Execution | $104.0M |
| Turbine/Generator Program | Execution | $48.9M |
| PR Spillway Stability Improvements | Execution | $35.4M |

2027 CAPITAL

### Budget Overview

**$329.3M**

Total Capital Budget

**-$18.3M**

**Decrease from 2026 Budget**

*Amounts rounded to the nearest $100,000.*

# 2027 Preliminary Budget

## Debt Service Drivers

Debt service includes the planned $90M CREBs cash payment in 2027.

**2027 DEBT SERVICE**

**$154.6M**

Debt Service Budget

**+$87.5M**

**Increase from 2026 Budget**

**PRIMARY COST DRIVER**

**$90M**

### CREBs Bond Maturity Payment

The payment for 2027 is included in the 2027 debt service (total debt payments). Annual sinking fund payments have been set aside and included in the Debt Service Coverage calculation (per bond covenants).

# 2027 Preliminary Budget

## Budget Roadmap & Commission Touchpoints

BUDGET DEVELOPMENT

| | | |
|---|---|---|
| JAN–JULY<br>**PLAN**<br>Build budget | AUGUST<br>**FILE**<br>Preliminary filing | SEPTEMBER<br>**REFINE**<br>Leadership review |
| OCTOBER<br>**REVIEW**<br>Public + Commission | LATE OCT–NOV<br>**UPDATE**<br>Budget updates | NOVEMBER<br>**ADOPT**<br>Final approval |

## COMMISSION

### Key Dates

| | |
|---|---|
| AUG 18 | Preliminary Presentation |
| AUG 25 | Preliminary filing |
| OCT 13 | Proposed Budget Presentation |
| OCT 20 | Proposed Budget Q&A |
| OCT 27 | Additional Review Prior to Hearing |
| OCT 27 | **Public Hearing \| 2pm & 6pm** |
| NOV 10 | Final Budget Presentation |
| NOV 17 | Final Budget Q&A |
| NOV 24 | **Final adoption** |

# Follow-Up Items

## Workforce Growth

The 2027 Preliminary Budget includes 39 planned position additions, primarily in Retail Operations (18), Administrative Services (16), and Power & Market Operations (5). These additions increase the planned workforce to 1,088 employees, with 23 additional positions planned in 2028. Potential workforce impacts associated with TEA membership are not included.

## CREBs Principal Repayment

Per the original terms of the bond issue, interest on the CREBs bond series (3 total) is paid bi-annually; principal is amortized and accrued monthly in a sinking fund with balloon payments due for the 2010 series bonds 1/1/27 ($90M), 2012 series bonds on 1/1/32 ($42M) and 2015 series bonds on 1/1/40 ($90M).

## CCA Funding

The Preliminary Budget reflects the full cost of planned activities. The District has a process to approve CCA Fund allocation and a framework to guide the strategic use of CCA funds in support of customer value, District priorities, and future opportunities. Funds are drawn down and accounted for as a revenue per accounting standards.

# Planned Workforce Growth

| BAC / BUDGET AREA | FTE |
|---|---|
| **ADMINISTRATIVE** | **16** |
| Executive | 1 |
| Finance | 2 |
| Human Resources | 1 |
| Legal, Reg & Govt Affairs | 1 |
| Technology | **11** |
| **POWER & MARKET OPS** | **5** |
| Business Advancement | 1 |
| Cultural Resources | 1 |
| Energy Supply & Markets | 1 |
| Environmental Affairs | 1 |
| Tx Strategy & Development | 1 |
| **RETAIL OPERATIONS** | **18** |
| Asset Management | 1 |
| Customer Experience | 2 |
| Power Delivery | **9** |
| Rates & Pricing | 1 |
| Shared Services | **4** |
| Telecom & Fiber Services | 1 |
| **TOTAL ENTERPRISE FTE** | **39** |

Positions are subject to final approval through budget refinement.

# 2027 CCA Funding Strategy

Confirmed funding for Goose Prairie, with a broader framework in development

STRATEGY IN DEVELOPMENT

## How should CCA funds be used for eligible work?

Treasury is developing a framework to determine when using CCA funds provides the best overall value.

DISTRICT PRIORITIES

TIMING

OTHER OPPORTUNITIES

CONFIRMED 2027 FUNDING

## Goose Prairie

**$13.4M**

**Climate Commitment Act proceeds**

The 2027 plan uses CCA funding to support the Goose Prairie project.

CCA-FUNDED IN 2027

**The preliminary budget reflects the full operating cost; CCA funding decisions are evaluated separately.**

# Closing Summary

- State law requires the preliminary budget be filed by the first Monday in September
- Approve the resolution to file the Preliminary Budget on August 25
- Refine, hold public hearing, and adopt the final budget through November

# Thank you!

# APPENDIX

# 2027 Preliminary Budget

## Exhibit A

| NET BUDGET | 2026 BUDGET | 2026 FORECAST | 2027 BUDGET | Budget Change ($) | Budget Change (%) |
|---|---|---|---|---|---|
| Operations & Maintenance (Includes adjustments) | $264.0 M | $261.4 M | $302.1 M | +$38.1 M | +14.4% |
| Taxes | $24.5 M | $24.1 M | $25.0 M | +$0.5 M | +2.0% |
| Total Capital | $347.6 M | $346.6 M | $329.3 M | -$18.3 M | -5.3% |
| Electric System Capital | $257.9 M | $255.8 M | $221.1 M | -$36.8 M | -14.3% |
| Priest Rapids Project Capital | $89.7 M | $90.9 M | $108.2 M | +$18.5 M | +20.6% |
| Debt Service | $67.1 M | $67.1 M | $154.6 M | +$87.5 M | +130.4% |
| **Total Gross Expenses** | **$703.3 M** | **$699.2 M** | **$811.0 M** | **+$107.7 M** | **+15.3%** |
| | | | | | |
| **EXPENSE OFFSETS** | | | | | |
| Contributions in Aid of Construction | ($13.2 M) | ($5.8 M) | ($4.4 M) | -$8.8 M | -66.7% |
| Sales to Power Purchasers at Cost | ($34.3 M) | ($28.8 M) | ($38.0 M) | +$3.7 M | +10.8% |
| Net Power (+ Expense, - Revenue) | ($235.8 M) | ($320.9 M) | ($174.6 M) | -$61.2 M | -26.0% |
| **Total Offsets** | **($283.4 M)** | **($355.6 M)** | **($217.0 M)** | **-$66.4 M** | **-23.4%** |
| **TOTAL EXPENSES AFTER OFFSETS** | **$419.9 M** | **$343.6 M** | **$594.0 M** | **+$174.1 M** | **+41.5%** |

*Expense Offsets: $ and % Change reflect the actual increase/decrease in each offsetting item.*

*Note: Dollar amounts are shown in millions ($M) and are rounded to the nearest $0.1 million. Totals and percentages may not sum due to rounding.*

# 2027 Preliminary Budget

## Exhibit B

| NET POSITION | 2026 BUDGET | 2026 FORECAST | 2027 BUDGET | Budget Change ($) | Budget Change (%) |
|---|---|---|---|---|---|
| **CONSOLIDATED OPERATIONAL PERFORMANCE** | | | | | |
| **REVENUE** | | | | | |
| Sales to Power Purchasers at Cost | $34.3 M | $28.8 M | $38.0 M | +$3.7 M | +10.8% |
| Retail Energy Sales | $314.4 M | $295.8 M | $337.2 M | +$22.8 M | +7.3% |
| Net Power (Net Wholesale + Other Power Revenue) | $235.8 M | $320.9 M | $174.6 M | -$61.2 M | -26.0% |
| Fiber Optic Network Sales | $14.1 M | $15.4 M | $14.4 M | +$0.3 M | +2.1% |
| Other Revenues | $4.1 M | $3.4 M | $4.1 M | $0.0 M | 0.0% |
| **EXPENSES** | | | | | |
| Operating Expenses | ($264.0 M) | ($261.4 M) | ($302.1 M) | +$38.1 M | +14.4% |
| Taxes | ($24.5 M) | ($24.1 M) | ($25.0 M) | +$0.5 M | +2.0% |
| **Net Operating Income or Loss Before Depreciation** | **$314.2 M** | **$378.9 M** | **$241.2 M** | **-$73.0 M** | **-23.2%** |
| Depreciation and amortization | ($90.3 M) | ($93.0 M) | ($92.5 M) | +$2.2 M | +2.4% |
| **NET OPERATING INCOME OR LOSS** | **$223.9 M** | **$285.8 M** | **$148.7 M** | **-$75.2 M** | **-33.6%** |
| | | | | | |
| **OTHER REVENUES OR EXPENSES** | | | | | |
| Interest, debt and other income | $10.7 M | $2.9 M | $0.1 M | -$10.6 M | -99.1% |
| CIAC (Money paid by customers to build infrastructure) | $13.2 M | $5.8 M | $4.4 M | -$8.8 M | -66.7% |
| **CHANGE IN NET POSITION (BOTTOM LINE)** | **$247.9 M** | **$294.6 M** | **$153.2 M** | **-$94.7 M** | **-38.2%** |

*Note: Dollar amounts are shown in millions ($M) and are rounded to the nearest $0.1 million. Totals and percentages may not sum due to rounding.*

# 2027 Preliminary Budget

## Metrics

| KEY METRICS | TARGET | 2026 BUDGET | 2026 FORECAST | 2027 BUDGET |
|---|---|---|---|---|
| **CHANGE IN NET POSITION** | | **$247.9 M** | **$294.6 M** | **$153.2 M** |
| **LIQUIDITY** (Measured at year end) | | | | |
| Elect System Liquidity (Rev + R&C) | $215.0 M | $251.3 M | $380.6 M | $359.7 M |
| Days Cash On Hand | >250 | 332 | 444 | 432 |
| **LEVERAGE** | | | | |
| Consolidated Debt Service Coverage | >1.8X | 5.45X | 6.35X | 4.50X |
| Consolidated Debt/Plant Ratio | ≤60% | 30.0% | 30.0% | 28.0% |
| **PROFITABILITY** | | | | |
| Cons. Return on Net Assets | >8.3% | 8.3% | 10.0% | 4.8% |
| Retail Op Ratio | ≤128% | 128.0% | 152.0% | 134.0% |

*Note: Dollar amounts are shown in millions ($M) and are rounded to the nearest $0.1 million. Totals and percentages may not sum due to rounding.*

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Grant PUD

# Financial Report

August 25, 2026

Bonnie Overfield, CFO
Angelina Johnson, Senior Manager Treasury & Financial Planning
Bryndon Ecklund, Manager Forecasting, Planning

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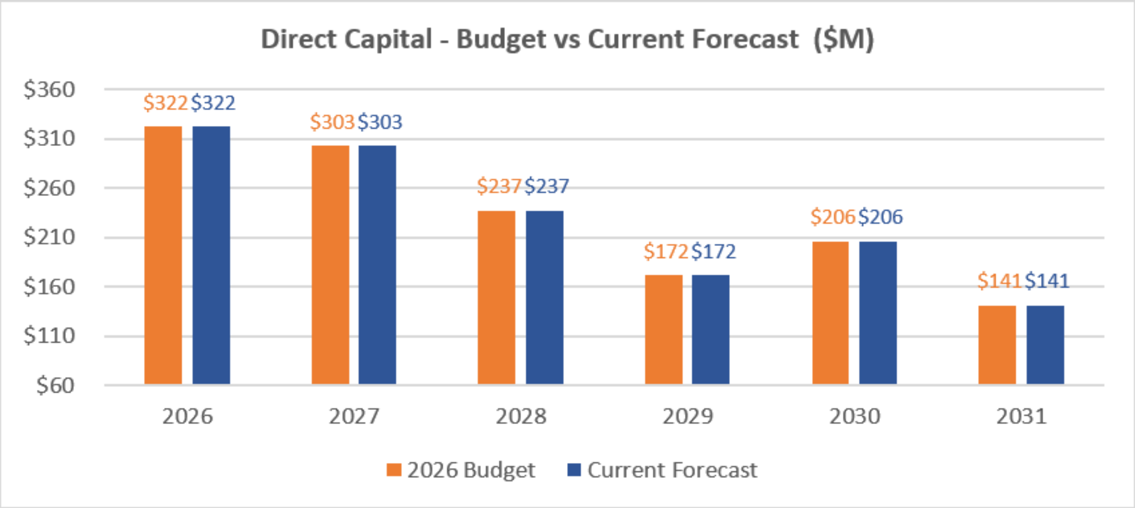
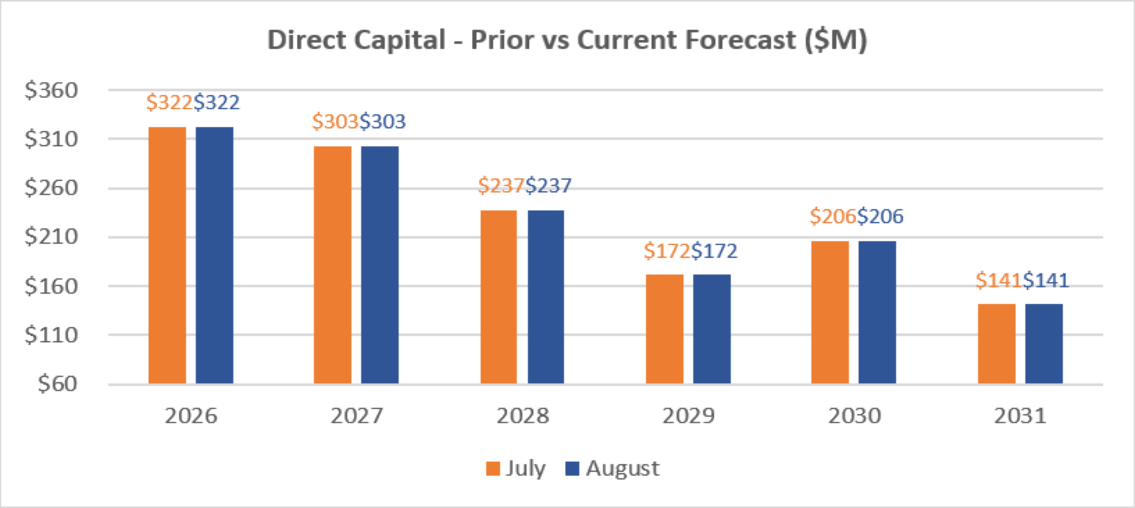
# Agenda

- **Key Updates**
  - Capital Plan
  - Net Wholesale
  - Retail Forecast
  - Interest Income
  - O&M Expense
- **Forecast Results**
  - Exhibit A – Summary of Budgetary Items
  - Exhibit B – Consolidated Operational Performance
- **Financial Metrics**
- **Financial Scenarios**
- **Key Takeaways**
- **Net Power Report**

# Capital Plan



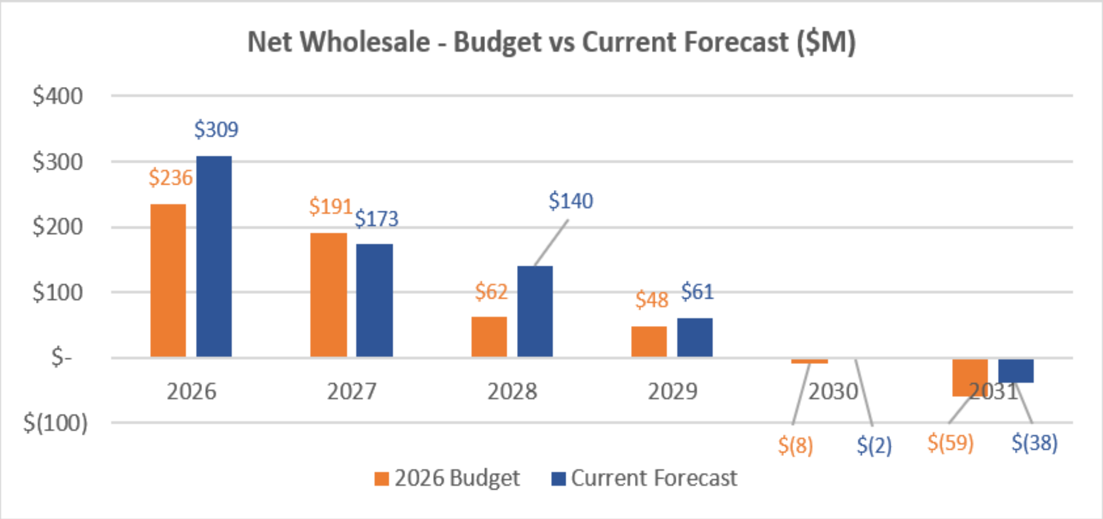

**2026 Budget vs Current**

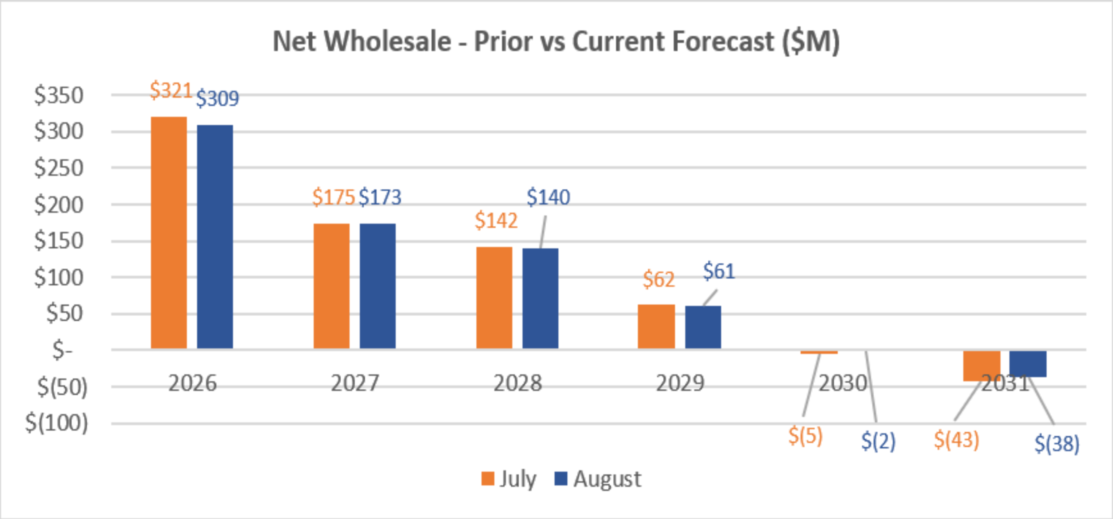
- 2026: Current 2026 Year End Projection for Capital Directs is $322M, +$0.0M (+0%) flat to 2026 Budget projections of $322M.
- 2027-2031: Current August forecast is -$0.0M (-0%) flat to 2026 Budget forecast on an average annual basis.

**Prior vs Current**

- 2026: Current 2026 Year End Projection for Capital Directs is +$0.M (+0%) flat to the July projection.
- 2027-2031: Current August forecast is +$0.0M (+0%) flat to the July forecast on an average annual basis.

# Net Wholesale



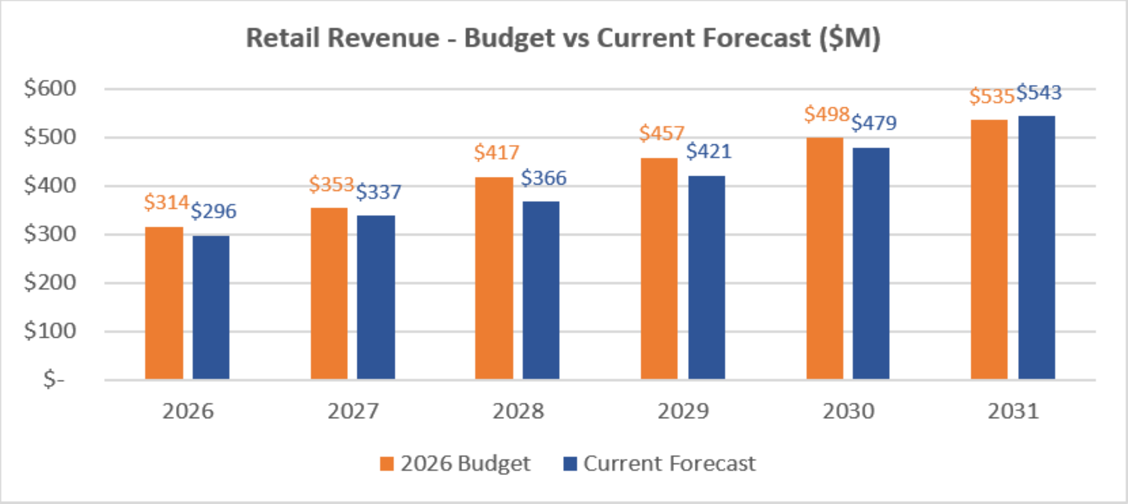

**2026 Budget vs Current**

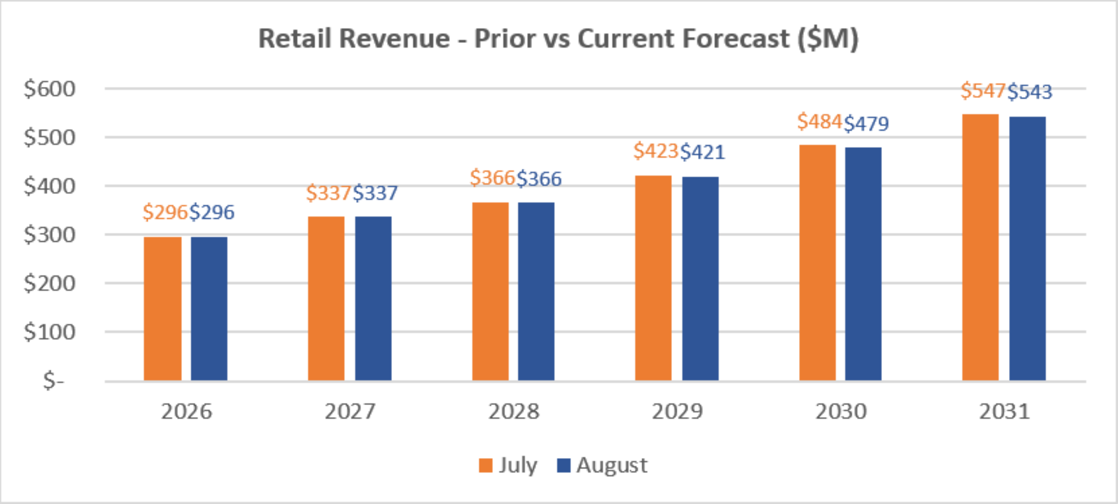
- 2026: Current 2026 Year End Projection for Net Power is $309.3M, +$73.5M (+31%) favorable to the 2026 Budget forecast of $235.8M.
- 2027-2031: Current August forecast is +$20.4M (+44%) favorable to the 2026 Budget forecast on an average annual basis.

**Prior vs Current**

- 2026: Current 2026 Year End Projection for Net Power is -$11.6M (-4%) unfavorable to the July projection.
- 2027-2031: Current August forecast is +$0.9M (+1%) favorable to the July forecast on an average annual basis.

# Retail Revenue




## 2026 Budget vs Current

- 2026: Current 2026 Year End Projection for Retail Revenue is $295.8M, -$18.7M (-6%) unfavorable to the 2026 Budget forecast of $314.4M.

- 2027-2031: Current August forecast is -$22.9M (-5%) unfavorable to the 2026 Budget forecast on an average annual basis.

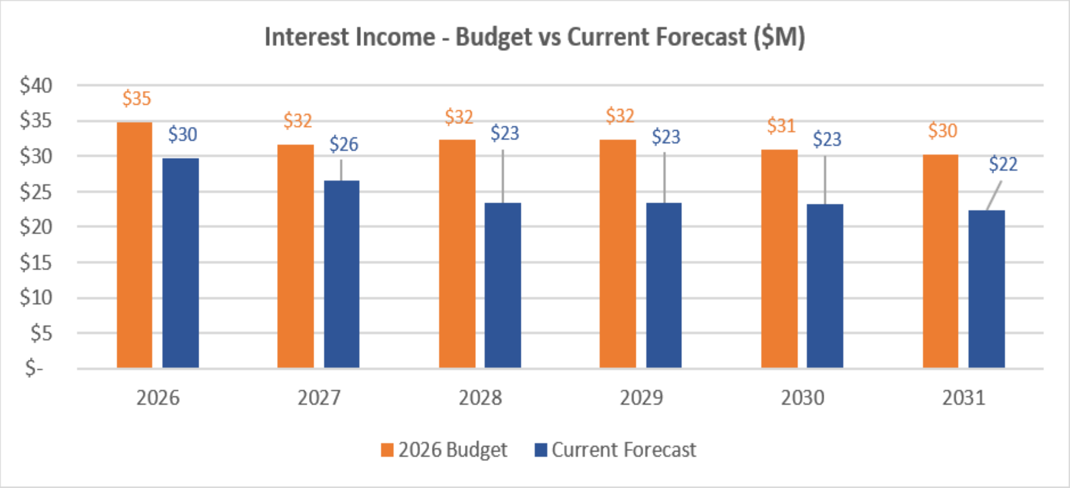
## Prior vs Current

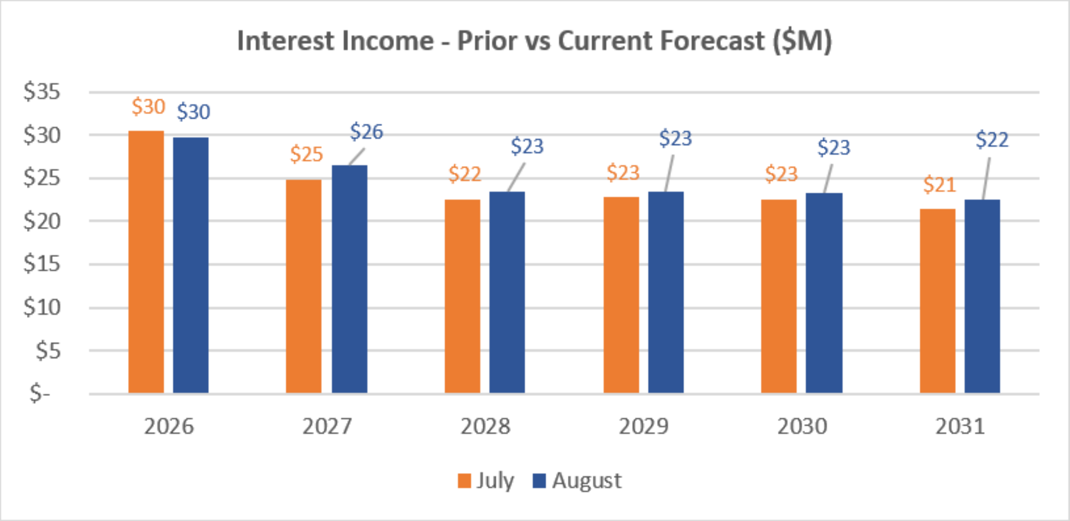
- 2026: Current 2026 Year End Projection for Retail Revenue is +$0.0M (+0%) flat to the July projection.

- 2027-2031: Current August forecast is -$2.4M (-1%) unfavorable to the July forecast on an average annual basis.

**2026-2031 Rates**: As adopted by Commission (2026 as adopted by commission as rate class - 2027-2031 set at 3.5% core and 9.5% noncore).

# Interest Income




**2026 Budget vs Current**

- 2026: Current 2026 Year End Projection for Interest Income is $29.7M, -$5.2M (-15%) unfavorable to the 2026 Budget forecast of $34.9M.

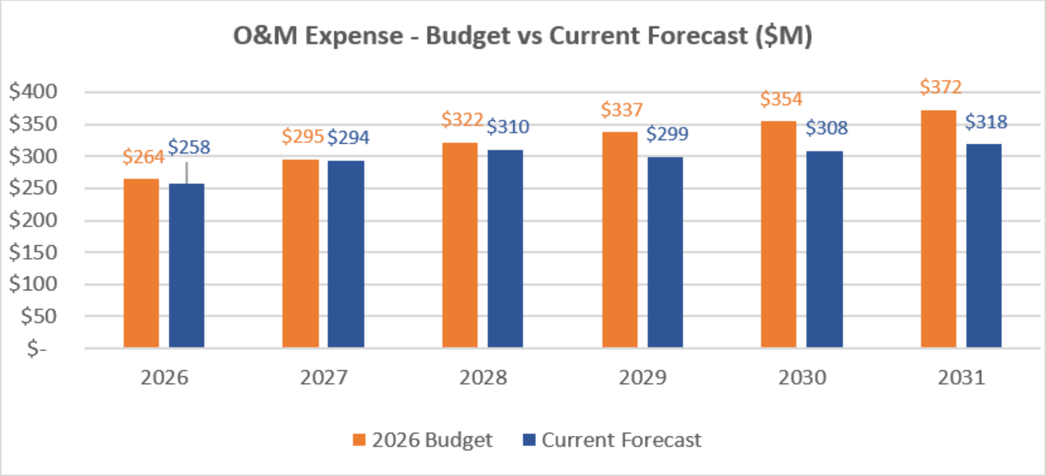
- 2027-2031: Current August forecast is -$7.7M (-25%) unfavorable to the 2026 Budget forecast on an average annual basis.

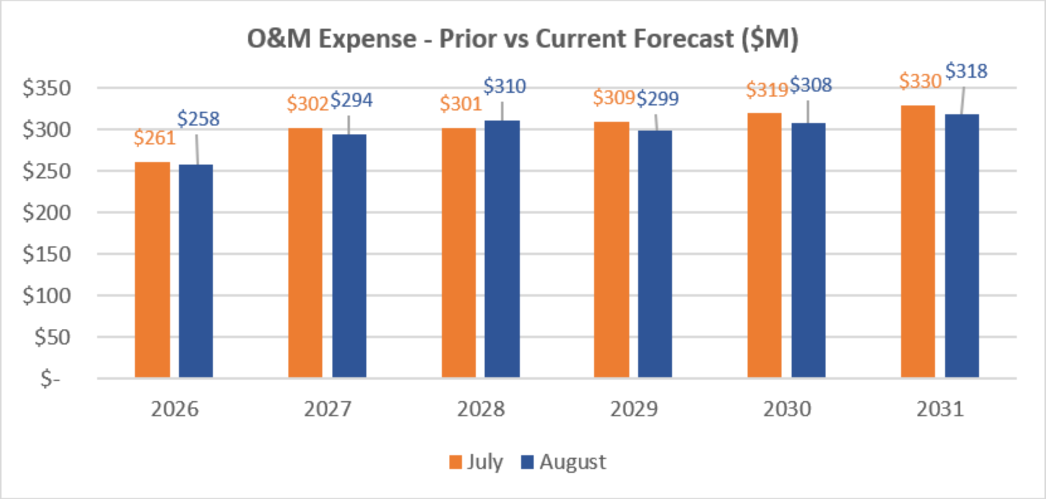
**Prior vs Current**

- 2026: Current 2026 Year End Projection for Interest Income is -$0.7M (-2%) unfavorable to the July projection.

- 2027-2031: Current August forecast is +$1.0M (+4%) favorable to the July forecast on an average annual basis.

# O&M Expense




**2026 Budget vs Current**

- 2026: Current 2026 Year End Projection for O&M Expense is $257.9M, -$6.1M (-2%) favorable to the 2026 Budget forecast of $264.M.
- 2027-2031: Current August forecast is -$29.9M (-9%) favorable to the 2026 Budget forecast on an average annual basis.

**Prior vs Current**

- 2026: Current 2026 Year End Projection for O&M Expense is -$3.5M (-1%) unfavorable to the July projection.
- 2027-2031: Current August forecast is -$6.5M (-2%) favorable to the July forecast on an average annual basis.

# Combined Financial Results

**Exhibit A - $ in thousands**

| Budgeted Items | Budget YTD 2026 | Actuals YTD 2026 | Budget 2026 | Forecast 2026 | Forecast 2027 | Forecast 2028 | Forecast 2029 | Forecast 2030 | Forecast 2031 |
|---|---|---|---|---|---|---|---|---|---|
| **Total O&M** | $ 128,471 | $ 111,843 | $ 264,034 | $ 257,909 | $ 293,721 | $ 310,381 | $ 298,555 | $ 308,289 | $ 318,457 |
| **Taxes** | $ 12,253 | $ 11,769 | $ 24,505 | $ 24,021 | $ 24,972 | $ 25,448 | $ 25,933 | $ 26,452 | $ 26,981 |
| **Electric Capital** | $ 128,876 | $ 70,710 | $ 257,922 | $ 255,710 | $ 221,079 | $ 175,667 | $ 130,077 | $ 138,409 | $ 94,512 |
| **PRP Capital** | $ 39,303 | $ 22,555 | $ 89,724 | $ 90,790 | $ 108,132 | $ 89,100 | $ 70,130 | $ 97,462 | $ 77,327 |
| **Total Capital** | $ 168,179 | $ 93,265 | $ 347,646 | $ 346,500 | $ 329,211 | $ 264,767 | $ 200,207 | $ 235,871 | $ 171,838 |
| **Debt Service - (net of Rebates)** | $ 44,434 | $ 44,400 | $ 67,136 | $ 67,102 | $ 154,587 | $ 79,519 | $ 84,382 | $ 90,618 | $ 92,806 |
| **Total Expenditures** | $ 353,336 | $ 261,275 | $ 703,322 | $ 695,533 | $ 802,491 | $ 680,116 | $ 609,077 | $ 661,230 | $ 610,083 |
| **Expenditures offsets for deduction** | | | | | | | | | |
| Contributions in Aid of Construction | $ 6,620 | $ 9,211 | $ 13,240 | $ 10,854 | $ 4,383 | $ 3,287 | $ 2,630 | $ 2,411 | $ 2,191 |
| Sales to Power Purchasers at Cost | $ 17,164 | $ 15,134 | $ 34,327 | $ 32,151 | $ 36,583 | $ 21,097 | $ 18,152 | $ 18,677 | $ 19,208 |
| Net Power (+ Expense, -Revenue) | $ 155,586 | $ 212,561 | $ 235,820 | $ 309,313 | $ 173,322 | $ 140,234 | $ 61,028 | $ (1,851) | $ (37,696) |
| Total Expenditures Offset | $ 179,370 | $ 236,905 | $ 283,387 | $ 352,318 | $ 214,288 | $ 164,618 | $ 81,810 | $ 19,236 | $ (16,297) |
| **Total Budgeted Expenditures** | $ 173,966 | $ 24,370 | $ 419,934 | $ 343,214 | $ 588,203 | $ 515,498 | $ 527,267 | $ 641,994 | $ 626,379 |

**Expenditures offsets for deduction**

- **CIAC** – Decrease of (-$2.4M) to 2026 budget
- **Sales to Power Purchasers** – Decrease of (-$2.2M) to budget

# Combined Financial Results

**Exhibit B - $ in thousands**

| CONSOLIDATED OPERATIONAL PERFORMANCE | Budget YTD 2026 | Actuals YTD 2026 | Budget 2026 | Forecast 2026 | Forecast 2027 | Forecast 2028 | Forecast 2029 | Forecast 2030 | Forecast 2031 |
|---|---|---|---|---|---|---|---|---|---|
| Sales to Power Purchasers at Cost | $ 17,164 | $ 15,134 | $ 34,327 | $ 32,151 | $ 36,583 | $ 21,097 | $ 18,152 | $ 18,677 | $ 19,208 |
| Retail Energy Sales | $ 147,156 | $ 140,275 | $ 314,449 | $ 295,781 | $ 337,206 | $ 366,199 | $ 420,699 | $ 478,737 | $ 542,790 |
| Net Power (Net Wholesale + Other Power Revenue) | $ 155,586 | $ 212,561 | $ 235,820 | $ 309,313 | $ 173,322 | $ 140,234 | $ 61,028 | $ (1,851) | $ (37,696) |
| Fiber Optic Network Sales | $ 7,034 | $ 8,601 | $ 14,069 | $ 15,635 | $ 14,350 | $ 14,637 | $ 14,930 | $ 15,229 | $ 15,533 |
| Other Revenues | $ 2,025 | $ 1,337 | $ 4,051 | $ 3,362 | $ 4,071 | $ 4,092 | $ 4,114 | $ 4,136 | $ 4,158 |
| Operating Expenses | $ (128,471) | $ (111,843) | $ (264,034) | $ (257,909) | $ (293,721) | $ (310,381) | $ (298,555) | $ (308,289) | $ (318,457) |
| Taxes | $ (12,253) | $ (11,769) | $ (24,505) | $ (24,021) | $ (24,972) | $ (25,448) | $ (25,933) | $ (26,452) | $ (26,981) |
| **Net Operating Income (Loss) Before Depreciation** | **$ 188,242** | **$ 254,296** | **$ 314,177** | **$ 374,313** | **$ 246,839** | **$ 210,430** | **$ 194,435** | **$ 180,186** | **$ 198,555** |
| Depreciation and amortization | $ (45,243) | $ (47,759) | $ (90,258) | $ (94,263) | $ (92,505) | $ (97,018) | $ (102,139) | $ (107,869) | $ (113,889) |
| **Net Operating Income (Loss)** | **$ 143,000** | **$ 206,537** | **$ 223,919** | **$ 280,050** | **$ 154,335** | **$ 113,412** | **$ 92,296** | **$ 72,317** | **$ 84,666** |
| Interest, debt and other income | $ 4,805 | $ (1,383) | $ 10,693 | $ 984 | $ 1,728 | $ (4,943) | $ (6,385) | $ (8,091) | $ (10,801) |
| CIAC | $ 6,620 | $ 9,211 | $ 13,240 | $ 10,854 | $ 4,383 | $ 3,287 | $ 2,630 | $ 2,411 | $ 2,191 |
| **Change in Net Position** | **$ 154,425** | **$ 214,364** | **$ 247,852** | **$ 291,888** | **$ 160,446** | **$ 111,756** | **$ 88,540** | **$ 66,637** | **$ 76,056** |

| Forecasted Debt | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|
| Electric | | | | | | |
| PRP | | $ 125,000 | $ 97,000 | $ 115,000 | | $ 94,000 |
| JLB | | | | | | |

**Net Operating Income (before depreciation)**
- Favorable impact of +$60.1M vs the 2026 Budget forecast.
  - Main driver is Net Power, reflecting increased wholesale activity and updated market assumptions, including the impact of excess energy sales into the market and incorporation of CCA-related revenues.

**Interest, debt and other income**
- CREBs 2010M Bullet Payment Matures 1/2027 ($90M)
  - Annual Interest that ends in 2026 ~$5M per year

# Combined Financial Results

| Financial Metrics - $ in thousands | Target | Budget 2026 | Forecast 2026 | Forecast 2027 | Forecast 2028 | Forecast 2029 | Forecast 2030 | Forecast 2031 |
|---|---|---|---|---|---|---|---|---|
| **Net Position** | | $ 247,852 | $ 291,888 | $ 160,446 | $ 111,756 | $ 88,540 | $ 66,637 | $ 76,056 |
| **Liquidity** | | | | | | | | |
| Elect System Liqidity (Rev + R&C) | **$215 M** | $ 251,308 | $ 381,172 | $ 362,039 | $ 340,543 | $ 347,225 | $ 328,598 | $ 368,887 |
| Days Cash On Hand | **> 250** | 332 | 433 | 435 | 403 | 396 | 335 | 320 |
| **Leverage** | | | | | | | | |
| Consolidated DSC | **>1.8x** | 5.44 | 6.37 | 4.62 | 4.59 | 4.18 | 3.91 | 4.10 |
| Consolidated Debt/Plant Ratio | **<= 60%** | 30% | 30% | 28% | 28% | 30% | 27% | 28% |
| **Profitability** | | | | | | | | |
| Consolidated Return on Net Assets | **>4%** | 8.3% | 9.9% | 5.1% | 3.3% | 2.6% | 1.9% | 2.1% |
| Retail Operating Ratio | **<=100%** | 128% | 152% | 133% | 134% | 123% | 119% | 118% |

**Dashboard - Financial Metrics/Performance**

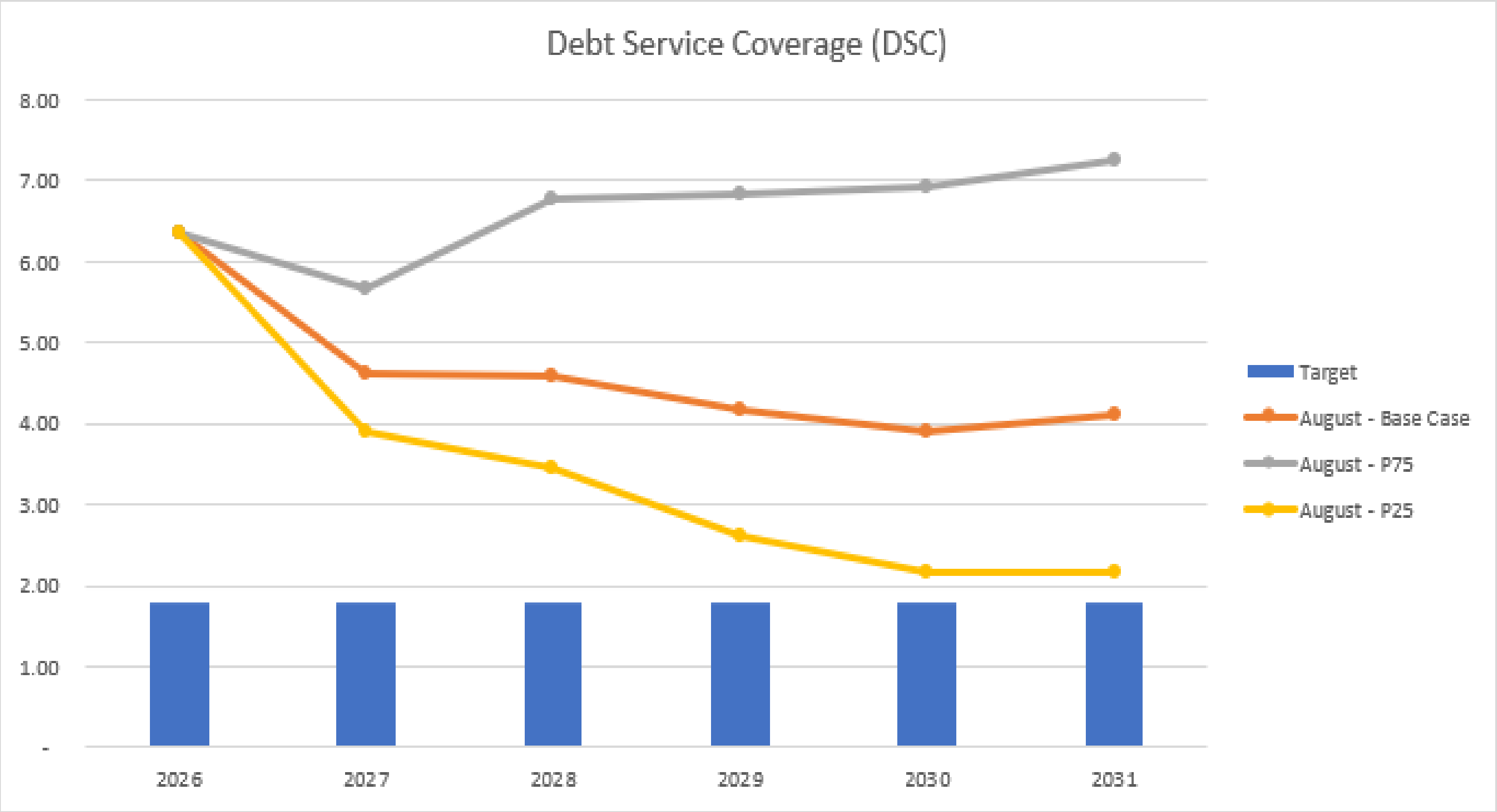
| | | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|
| Liquidity Metrics | Elect System Liquidity | + | + | + | + | + | + |
| | Days Cash On Hand | + | + | + | + | + | + |
| Leverage Metrics | Debt Service Coverage | + | + | + | + | + | + |
| | Debt-to-Plant Ratio | + | + | + | + | + | + |
| Profitability Metrics | Return on Net Assets | + | + | - | - | - | - |
| | Retail Operating Ratio | - | - | - | - | - | - |

**Electric System Liquidity**

- Climate Commitment Act (CCA) Allowance Fund: $327M (not included in Electric System liquidity balance)

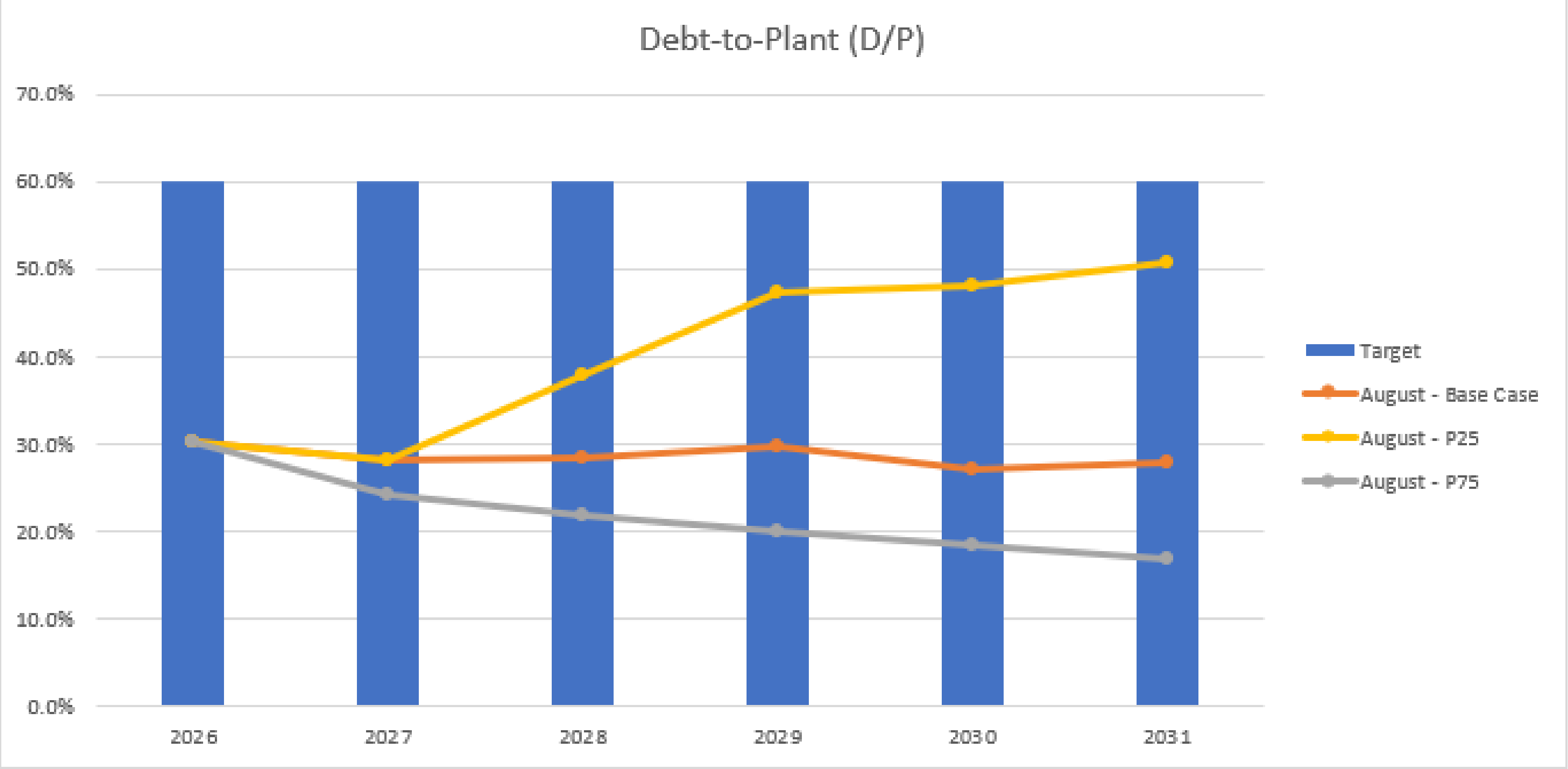
# Forecast Scenarios-DSC

| Debt Service Coverage (DSC) | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|
| Target | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 |
| August - Base Case | 6.37 | 4.62 | 4.59 | 4.18 | 3.91 | 4.10 |
| August - P75 | 6.37 | 5.66 | 6.77 | 6.84 | 6.92 | 7.24 |
| August - P25 | 6.37 | 3.89 | 3.46 | 2.61 | 2.15 | 2.16 |



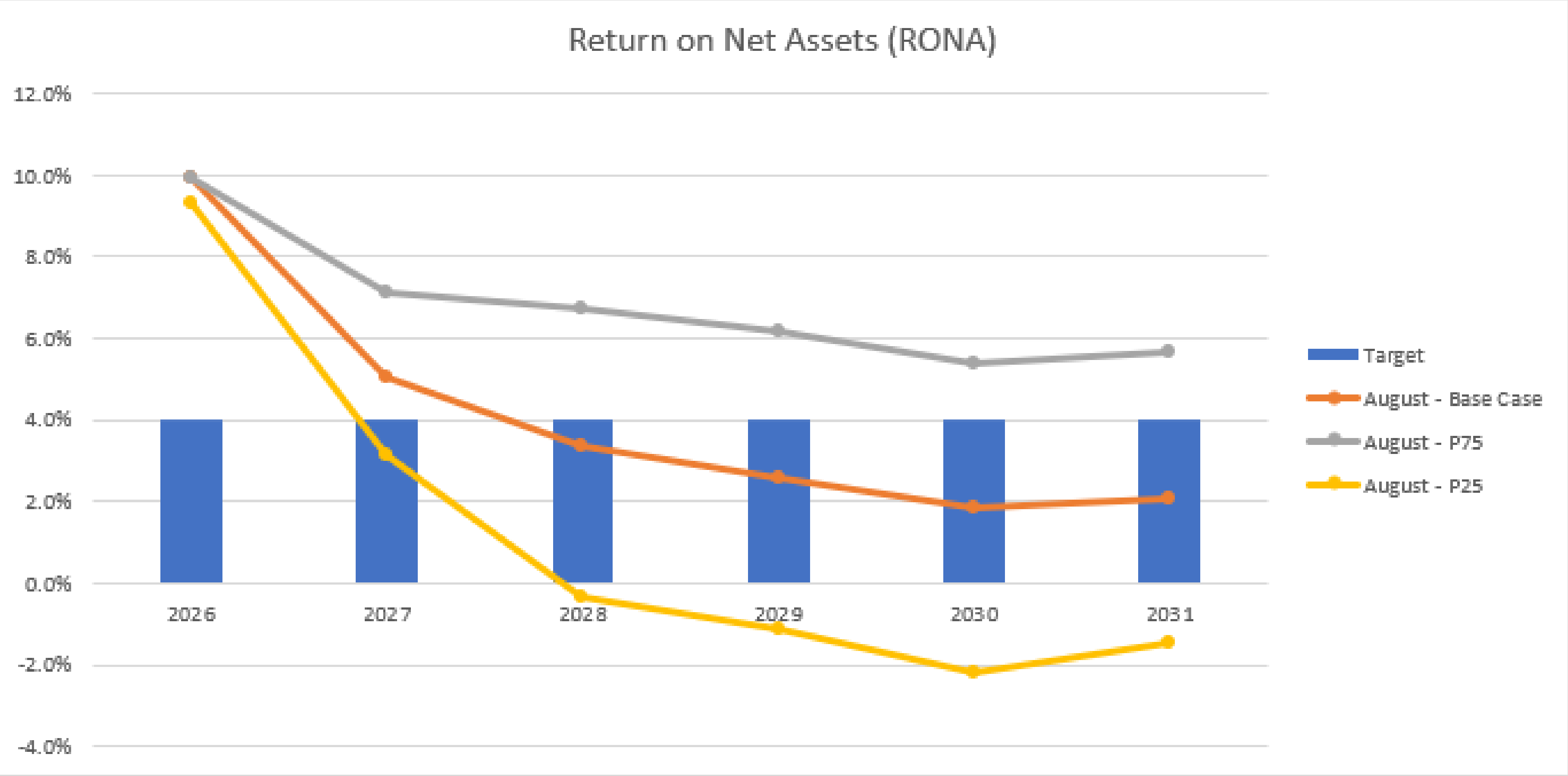
# Forecast Scenarios-D/P

| Debt-to-Plant (D/P) | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|
| Target | 60% | 60% | 60% | 60% | 60% | 60% |
| August - Base Case | 30.2% | 28.1% | 28.4% | 29.6% | 27.1% | 27.9% |
| August - P75 | 30.2% | 24.2% | 21.8% | 20.1% | 18.3% | 16.9% |
| August - P25 | 30.2% | 28.1% | 37.7% | 47.4% | 48.1% | 50.6% |



# Forecast Scenarios-RONA

| Return on Net Assets (RONA) | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|
| Target | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| August - Base Case | 9.9% | 5.1% | 3.3% | 2.6% | 1.9% | 2.1% |
| August - P75 | 9.9% | 7.1% | 6.7% | 6.2% | 5.4% | 5.7% |
| August - P25 | 9.3% | 3.1% | -0.3% | -1.1% | -2.2% | -1.5% |



# Financial Takeaways – Key Drivers

**Current Year (2026)**

The August forecast shows a strong current-year position, with Change in Net Position projected at $291.9 million, approximately $44.8 million favorable compared to the 2026 budget. The favorable position is primarily driven by Net Power, which is forecasted approximately $73.5 million above budget, while Retail Energy Sales are forecasted approximately $18.7 million below budget.

Compared to the prior forecast, 2026 Change in Net Position decreased approximately $2.7 million, driven primarily by June actuals. Lower wholesale market pricing reduced the value realized on available system length sold into the market, lowering the current-year Net Power forecast.

**Five-Year Outlook (2027–2031)**

Change in Net Position improved from the prior forecast, increasing approximately $5.5 million annually on average to roughly $100.7 million. The improvement is primarily driven by lower out-year O&M beginning in 2029, reflecting updated planning assumptions and inflation treatment within the forecast.

The primary offset is Retail Energy Sales, which decreased due to the load forecast update that shifted amounts previously reflected in Rate 94 back to Rate 15. This provides a more accurate long-term retail revenue outlook and will continue to be an important driver within the forecast as future load and rate assumptions are updated.

<u>Bottom line</u>: The District remains financially healthy, with 2026 forecasted above budget and the five-year outlook improving from the prior forecast. The key forecast drivers continue to be retail revenue, net power performance, and O&M planning assumptions.

# Net Power Report

August 2026

Powering our way of life.

# Net Power Reporting

## All Products – Dollars

| | 2026 Forecast | 2027 Forecast | 2028 Forecast | 2029 Forecast | 2030 Forecast | 2031 Forecast |
|---|---|---|---|---|---|---|
| **Resources** | | | | | | |
| ① Generation-ES Share | (188,906,569) | (211,167,843) | (245,052,328) | (252,467,846) | (259,779,659) | (267,191,961) |
| ③ LTF Purchases | (16,830,195) | (26,634,739) | (128,448,178) | (170,945,289) | (186,769,201) | (201,609,192) |
| ③ STF Purchases | (279,266,266) | (122,681,414) | (54,726,509) | (56,248,837) | (74,759,344) | (105,169,993) |
| ③ Transmission | 7,430,059 | 4,508,285 | 4,258,301 | 4,258,301 | 4,258,301 | 4,258,301 |
| **Requirements** | | | | | | |
| ② Retail Sales | 295,781,247 | 337,206,206 | 366,199,252 | 420,698,908 | 478,737,305 | 542,790,197 |
| ① PRP System Requirements | 221,057,232 | 247,750,352 | 266,148,926 | 270,620,234 | 278,456,278 | 286,400,016 |
| ③ Pooling/Slices/Exchanges | 178,924,848 | 54,235,018 | - | - | - | - |
| ③ STF Sales | 104,379,065 | 46,050,156 | 51,188,184 | 54,454,556 | 52,486,442 | 72,606,524 |
| ③ Other Financial | 314,675,951 | 217,845,080 | 267,962,275 | 229,509,206 | 202,932,709 | 192,217,935 |
| | | | | | | |
| ② Retail Sales | 295,781,247 | 337,206,206 | 366,199,252 | 420,698,908 | 478,737,305 | 542,790,197 |
| ① Sales to Power Purchasers at Cost | 32,150,663 | 36,582,509 | 21,096,598 | 18,152,388 | 18,676,619 | 19,208,055 |
| ③ Net Power | 309,313,463 | 173,322,385 | 140,234,072 | 61,027,937 | (1,851,093) | (37,696,425) |

Grant PUD

# Thank you!

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# APPENDIX

Grant PUD

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# District Financial Overview

## JUNE 2026

| O&M DIRECTS YTD | | | |
|---|---|---|---|
| YTD BUDGET | ACTUALS | YTD VARIANCE | YTD VAR % |
| $41,347K | $40,337K | ($1,011K) | -2.4% |

| O&M DIRECTS YE PROJECTION | | | |
|---|---|---|---|
| TOTAL BUDGET | YEP | YE VARIANCE | YE VAR % |
| $90,651K | $97,049K | $6,398K | 7.1% |

| LABOR YTD | | | |
|---|---|---|---|
| YTD BUDGET | ACTUALS | YTD VARIANCE | YTD VAR % |
| $68,677K | $64,830K | ($3,847K) | -5.6% |

| LABOR YE PROJECTION | | | |
|---|---|---|---|
| TOTAL BUDGET | YEP | YE VARIANCE | YE VAR % |
| $142,810K | $137,277K | ($5,533K) | -3.9% |

**O&M Directs YTD:** $1,011K Favorable | Inside of Target

**Labor:** $3,847K Favorable |Outside of Target; Hiring delays and continued vacancies.

Year-end O&M pressures from TEA membership & SMR and geothermal discovery are largely offset by favorable labor variances.

# District Capital Overview

## JUNE 2026

| Budget | YEP | Budget Variance |
|---|---|---|
| $317,909,996 | $318,613,670 | $703,674 |

| Budget | Approved Spend | Budget & Approved Spend Variance |
|---|---|---|
| $317,909,996 | $332,161,265 | $14,251,269 |

| Initiative | Approved Spend | YTD Actuals | Projections | YEP | Approved Spend Variance |
|---|---|---|---|---|---|
| IN410 - PDF_Power Delivery Facilities | $85,506,517 | $19,578,067 | $73,924,279 | $93,502,346 | $7,995,829 |
| IN813 - Transformers Capitalized | | $3,655,921 | | $3,655,921 | $3,655,921 |
| IN243 - QTEP - WAN-MT View 230kV Line | $8,936,380 | $901,863 | $4,356,687 | $5,258,550 | ($3,677,830) |
| IN773 - QTEP MTV-MH 230kV Line | $6,218,489 | $113,110 | $2,262,219 | $2,375,329 | ($3,843,160) |
| IN214 - PR Turbine Upgrade | $35,773,603 | $5,061,642 | $26,706,760 | $31,768,403 | ($4,005,200) |
| IN245 - QTEP - Monument Hill | $26,573,359 | $1,621,243 | $6,236,397 | $7,857,640 | ($18,715,719) |
| **Total** | **$163,008,348** | **$30,931,846** | **$113,486,342** | **$144,418,188** | **($18,590,160)** |

*The table displays only the largest variances; smaller variances are included in the total but not shown.*

# Key Assumptions

**Actuals Through:** June

| Drivers | Forecast Based on |
|---|---|
| O&M | July Year End Projections |
| Labor | July Year End Projections |
| Net Power | July Ascend Output - OATI Trades thru May |
| Net Power Scenarios | July Ascend Output - OATI Trades thru May |
| Interest Income | June Month End Portfolio |
| Retail Rev | July Load Forecast |
| Load Forecast Actual/Plan HLH and LLH | July Load Forecast |
| Capital | 2026 Budget |
| CIAC | January Forecast w/ YTD Actuals |
| Taxes | Actuals plus adder (2%) |
| CCA Revenues | Goose Prairie Solar Costs |
| Transmission Revenues (Avista Only and Legacy) | Actuals plus adder (2%) |
| Fiber Revenue | Actuals plus adder (2%) |
| Other Revenue | Actuals plus adder (2%) |
| Debt | Last Issuance - January |

# Enterprise to Budget Reconciliation (2026)

| Enterprise to Budget Reconciliation | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2026 Final Budget | | | | | August 2026 Financial Report | | | | | Delta | | | | |
| | | | | | 15.17% | = Labor-to-CAP (no benefits) | | | | 14.74% | = Labor-to-CAP | | | | -0.43% | = Labor-to-CAP |
| | | BU OP Budgets | Corporate | O&M | CAP | TOTAL | BU OP Budgets | Corporate | O&M | CAP | TOTAL | BU OP Budgets | Corporate | O&M | CAP | TOTAL |
| Labor | Salaries & Wages | $ 113,282,629 | | $ 113,282,629 | $ 17,092,794 | $ 130,375,423 | $ 103,854,365 | | $ 103,854,365 | $ 15,509,860 | $ 119,364,225 | $ (9,428,263) | $ - | $ (9,428,263) | $ (1,582,934) | $ (11,011,197) |
| | Overtime | $ 7,254,533 | | $ 7,254,533 | $ 1,310,704 | $ 8,565,237 | $ 8,070,649 | | $ 8,070,649 | $ 1,119,617 | $ 9,190,266 | $ 816,116 | $ - | $ 816,116 | $ (191,087) | $ 625,028 |
| | Benefits | $ - | $ 46,970,808 | $ 46,970,808 | $ 6,893,825 | $ 53,864,633 | $ - | $ 50,026,951 | $ 50,026,951 | $ 7,521,557 | $ 57,548,508 | $ - | $ 3,056,144 | $ 3,056,144 | $ 627,731 | $ 3,683,875 |
| | Leave Cashouts | $ - | $ 2,477,232 | $ 2,477,232 | $ - | $ 2,477,232 | $ - | $ 2,489,984 | $ 2,489,984 | $ - | $ 2,489,984 | $ - | $ 12,752 | $ 12,752 | $ - | $ 12,752 |
| | Other Labor | $ 785,945 | | $ 785,945 | $ - | $ 785,945 | $ 887,927 | | $ 887,927 | $ - | $ 887,927 | $ 101,983 | $ - | $ 101,983 | $ - | $ 101,983 |
| | **TOTAL** | **$ 121,323,107** | **$ 49,448,040** | **$ 170,771,146** | **$ 25,297,324** | **$ 196,068,470** | **$ 112,812,941** | **$ 52,516,935** | **$ 165,329,876** | **$ 24,151,034** | **$ 189,480,910** | **$ (8,510,165)** | **$ 3,068,896** | **$ (5,441,270)** | **$ (1,146,290)** | **$ (6,587,559)** |
| Directs | G&A | $ 12,506,450 | $ - | $ 12,506,450 | | $ 12,506,450 | $ 12,353,244 | $ - | $ 12,353,244 | | $ 12,353,244 | $ (153,206) | $ - | $ (153,206) | $ - | $ (153,206) |
| | Travel | $ 2,563,968 | $ - | $ 2,563,968 | | $ 2,563,968 | $ 2,085,717 | $ - | $ 2,085,717 | | $ 2,085,717 | $ (478,251) | $ - | $ (478,251) | $ - | $ (478,251) |
| | IT | $ 9,506,102 | $ - | $ 9,506,102 | | $ 9,506,102 | $ 8,074,979 | $ - | $ 8,074,979 | | $ 8,074,979 | $ (1,431,123) | $ - | $ (1,431,123) | $ - | $ (1,431,123) |
| | Operating Materials & Equipment | $ 12,398,496 | $ - | $ 12,398,496 | | $ 12,398,496 | $ 12,471,672 | $ 14,810 | $ 12,486,482 | | $ 12,486,482 | $ 73,176 | $ 14,810 | $ 87,987 | $ - | $ 87,987 |
| | Purchased Services | $ 42,045,941 | $ - | $ 42,045,941 | | $ 42,045,941 | $ 51,715,765 | $ - | $ 51,715,765 | | $ 51,715,765 | $ 9,669,824 | $ - | $ 9,669,824 | $ - | $ 9,669,824 |
| | Risk | $ 6,502,648 | $ - | $ 6,502,648 | | $ 6,502,648 | $ 8,603,080 | $ - | $ 8,603,080 | | $ 8,603,080 | $ 2,100,432 | $ - | $ 2,100,432 | $ - | $ 2,100,432 |
| | Transportation | $ 1,704,084 | $ - | $ 1,704,084 | | $ 1,704,084 | $ 2,067,792 | $ - | $ 2,067,792 | | $ 2,067,792 | $ 363,708 | $ - | $ 363,708 | $ - | $ 363,708 |
| | Utilities | $ 1,667,732 | $ - | $ 1,667,732 | | $ 1,667,732 | $ 1,308,116 | $ - | $ 1,308,116 | | $ 1,308,116 | $ (359,616) | $ - | $ (359,616) | $ - | $ (359,616) |
| | Water for Power | | $ 3,625,177 | $ 3,625,177 | | $ 3,625,177 | | $ 2,212,669 | $ 2,212,669 | | $ 2,212,669 | $ - | $ (1,412,508) | $ (1,412,508) | $ - | $ (1,412,508) |
| | Customer Accounts Uncollectible | | $ 810,000 | $ 810,000 | | $ 810,000 | | $ 816,000 | $ 816,000 | | $ 816,000 | $ - | $ 6,000 | $ 6,000 | $ - | $ 6,000 |
| | Yakama Settlement | | $ 5,000,000 | $ 5,000,000 | | $ 5,000,000 | | $ 753,268 | $ 753,268 | | $ 753,268 | $ - | $ (4,246,732) | $ (4,246,732) | $ - | $ (4,246,732) |
| | Corporate Other | | $ 5,356,773 | $ 5,356,773 | | $ 5,356,773 | | $ - | $ - | | $ - | $ - | $ (5,356,773) | $ (5,356,773) | $ - | $ (5,356,773) |
| | Capitalized A&G | | $ (4,438,935) | $ (4,438,935) | | $ (4,438,935) | | $ (4,264,182) | $ (4,264,182) | | $ (4,264,182) | $ - | $ 174,753 | $ 174,753 | $ - | $ 174,753 |
| | Other Reconciling Items | | | | | | | $ (977,234) | $ (977,234) | | $ (977,234) | $ - | $ (977,234) | $ (977,234) | $ - | $ (977,234) |
| | PRP CAP | | | | $ 82,243,238 | $ 82,243,238 | | | | $ 82,243,237 | $ 82,243,237 | | | | $ (1) | $ (1) |
| | ELEC CAP | | | | $ 240,105,694 | $ 240,105,694 | | | | $ 240,105,798 | $ 240,105,798 | | | | $ 104 | $ 104 |
| | **TOTAL** | **$ 88,895,420** | **$ 10,353,015** | **$ 99,248,435** | **$ 322,348,932** | **$ 421,597,367** | **$ 98,680,364** | **$ (1,444,669)** | **$ 97,235,695** | **$ 322,349,035** | **$ 419,584,730** | **$ 9,784,944** | **$ (11,797,684)** | **$ (2,012,740)** | **$ 103** | **$ (2,012,637)** |
| | **Enterprise Labor & Directs TOTALs** | **$ 210,218,527** | **$ 59,801,054** | **$ 270,019,581** | **$ 347,646,255** | **$ 617,665,837** | **$ 211,493,305** | **$ 51,072,267** | **$ 262,565,572** | **$ 346,500,069** | **$ 609,065,640** | **$ 1,274,778** | **$ (8,728,788)** | **$ (7,454,010)** | **$ (1,146,187)** | **$ (8,600,196)** |
| | *Balance Sheet & Other Activity Recon Total* | $ 5,985,799 | | $ (5,985,799) | | $ (5,985,799) | $ 4,656,461 | | $ (4,656,461) | | $ (4,656,461) | | | $ 1,329,338 | | $ 1,329,338 |
| | *Labor Reconciliation* | $ 2,841,754 | | $ (2,841,754) | | | $ 2,812,758 | | $ (2,812,758) | | | $ (28,996) | | $ 28,996 | | |
| | *Directs Reconciliation* | $ 3,144,045 | | $ (3,144,045) | | | $ 1,843,703 | | $ (1,843,703) | | | $ (1,300,342) | | $ 1,300,342 | | |
| | *Debt Service (net of rebates)* | | $ 67,136,341 | | | $ 67,136,341 | | $ 67,102,355 | | | $ 67,102,355 | | $ (33,986) | | | $ (33,986) |
| | *Taxes* | | $ 24,505,487 | | | $ 24,505,487 | | $ 24,021,278 | | | $ 24,021,278 | | $ (484,209) | | | $ (484,209) |
| | **Forecast Enterprise TOTALs** | **$ 216,204,326** | **$ 151,442,882** | **$ 264,033,782** | **$ 347,646,255** | **$ 703,321,866** | **$ 216,149,766** | **$ 142,195,899** | **$ 257,909,111** | **$ 346,500,069** | **$ 695,532,812** | **$ (54,560)** | **$ (9,246,983)** | **$ (6,124,672)** | **$ (1,146,187)** | **$ (7,789,053)** |
| | | | | **Exhibit A =** | | | | | **Exhibit A =** | | | | | **Exhibit A =** | | |

# Enterprise to Budget Reconciliation (2027)

| Enterprise to Budget Reconciliation | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2026 Final Budget | | | | | August 2026 Financial Report | | | | | Delta | | | | |
| | | | | | 14.87% | = Labor-to-CAP (no benefits) | | | | 14.29% | = Labor-to-CAP | | | | -0.59% | = Labor-to-CAP |
| | | BU OP Budgets | Corporate | O&M | CAP | TOTAL | BU OP Budgets | Corporate | O&M | CAP | TOTAL | BU OP Budgets | Corporate | O&M | CAP | TOTAL |
| Labor | Salaries & Wages | $ 124,031,033 | | $ 124,031,033 | $ 18,308,854 | $ 142,339,887 | $ 127,680,736 | | $ 127,680,736 | $ 18,594,451 | $ 146,275,188 | $ 3,649,703 | $ - | $ 3,649,703 | $ 285,598 | $ 3,935,301 |
| | Overtime | $ 7,455,511 | | $ 7,455,511 | $ 1,370,098 | $ 8,825,609 | $ 7,958,247 | | $ 7,958,247 | $ 902,636 | $ 8,860,883 | $ 502,735 | $ - | $ 502,735 | $ (467,462) | $ 35,273 |
| | Benefits | $ - | $ 53,561,861 | $ 53,561,861 | $ 7,645,803 | $ 61,207,664 | $ - | $ 47,920,602 | $ 47,920,602 | $ 6,864,640 | $ 54,785,241 | $ - | $ (5,641,259) | $ (5,641,259) | $ (781,164) | $ (6,422,423) |
| | Leave Cashouts | $ - | $ 2,630,072 | $ 2,630,072 | $ - | $ 2,630,072 | $ - | $ 2,623,975 | $ 2,623,975 | $ - | $ 2,623,975 | $ - | $ (6,098) | $ (6,098) | $ - | $ (6,098) |
| | Other Labor | $ 823,776 | | $ 823,776 | $ - | $ 823,776 | $ 820,166 | | $ 820,166 | $ - | $ 820,166 | $ (3,610) | $ - | $ (3,610) | $ - | $ (3,610) |
| | **TOTAL** | **$ 132,310,321** | **$ 56,191,933** | **$ 188,502,254** | **$ 27,324,755** | **$ 215,827,009** | **$ 136,459,149** | **$ 50,544,576** | **$ 187,003,726** | **$ 26,361,727** | **$ 213,365,452** | **$ 4,148,828** | **$ (5,647,357)** | **$ (1,498,528)** | **$ (963,028)** | **$ (2,461,556)** |
| Directs | G&A | $ 13,424,625 | $ - | $ 13,424,625 | | $ 13,424,625 | $ 13,236,433 | $ - | $ 13,236,433 | | $ 13,236,433 | $ (188,192) | $ - | $ (188,192) | $ - | $ (188,192) |
| | Travel | $ 2,563,509 | $ - | $ 2,563,509 | | $ 2,563,509 | $ 2,416,737 | $ - | $ 2,416,737 | | $ 2,416,737 | $ (146,772) | $ - | $ (146,772) | $ - | $ (146,772) |
| | IT | $ 9,953,917 | $ - | $ 9,953,917 | | $ 9,953,917 | $ 7,850,288 | $ - | $ 7,850,288 | | $ 7,850,288 | $ (2,103,629) | $ - | $ (2,103,629) | $ - | $ (2,103,629) |
| | Operating Materials & Equipment | $ 13,053,077 | $ - | $ 13,053,077 | | $ 13,053,077 | $ 13,296,647 | $ - | $ 13,296,647 | | $ 13,296,647 | $ 243,570 | $ - | $ 243,570 | $ - | $ 243,570 |
| | Purchased Services | $ 50,925,903 | $ 2,002,878 | $ 52,928,781 | | $ 52,928,781 | $ 60,904,263 | $ 3,153,446 | $ 64,057,709 | | $ 64,057,709 | $ 9,978,360 | $ 1,150,567 | $ 11,128,927 | $ - | $ 11,128,927 |
| | Risk | $ 7,436,472 | $ - | $ 7,436,472 | | $ 7,436,472 | $ 7,223,776 | $ - | $ 7,223,776 | | $ 7,223,776 | $ (212,696) | $ - | $ (212,696) | $ - | $ (212,696) |
| | Transportation | $ 1,818,011 | $ - | $ 1,818,011 | | $ 1,818,011 | $ 1,906,269 | $ - | $ 1,906,269 | | $ 1,906,269 | $ 88,258 | $ - | $ 88,258 | $ - | $ 88,258 |
| | Utilities | $ 989,809 | $ - | $ 989,809 | | $ 989,809 | $ 1,262,976 | $ - | $ 1,262,976 | | $ 1,262,976 | $ 273,167 | $ - | $ 273,167 | $ - | $ 273,167 |
| | Water for Power | | $ 3,625,177 | $ 3,625,177 | | $ 3,625,177 | | $ 3,625,177 | $ 3,625,177 | | $ 3,625,177 | $ - | $ - | $ - | $ - | $ - |
| | Customer Accounts Uncollectible | | $ - | $ - | | $ - | | $ 832,320 | $ 832,320 | | $ 832,320 | $ - | $ 832,320 | $ 832,320 | $ - | $ 832,320 |
| | Yakama Settlement | | $ 4,800,000 | $ 4,800,000 | | $ 4,800,000 | | $ 2,142,000 | $ 2,142,000 | | $ 2,142,000 | $ - | $ (2,658,000) | $ (2,658,000) | $ - | $ (2,658,000) |
| | Corporate Other | | $ 8,629,126 | $ 8,629,126 | | $ 8,629,126 | | $ - | $ - | | $ - | $ - | $ (8,629,126) | $ (8,629,126) | $ - | $ (8,629,126) |
| | Capitalized A&G | | $ (4,546,014) | $ (4,546,014) | | $ (4,546,014) | | $ (4,546,014) | $ (4,546,014) | | $ (4,546,014) | $ - | $ - | $ - | $ - | $ - |
| | Other Reconciling Items | | | | | | | $ - | $ - | | $ - | $ - | $ - | $ - | $ - | $ - |
| | PRP CAP | | | | $ 99,050,004 | $ 99,050,004 | | | | $ 99,050,004 | $ 99,050,004 | | | | $ 0 | $ 0 |
| | ELEC CAP | | | | $ 203,799,143 | $ 203,799,143 | | | | $ 203,799,143 | $ 203,799,143 | | | | $ (0) | $ (0) |
| | **TOTAL** | **$ 100,165,323** | **$ 14,511,167** | **$ 114,676,490** | **$ 302,849,148** | **$ 417,525,638** | **$ 108,097,389** | **$ 5,206,929** | **$ 113,304,317** | **$ 302,849,148** | **$ 416,153,465** | **$ 7,932,066** | **$ (9,304,239)** | **$ (1,372,173)** | **$ (0)** | **$ (1,372,173)** |
| | **Enterprise Labor & Directs TOTALs** | **$ 232,475,644** | **$ 70,703,100** | **$ 303,178,744** | **$ 330,173,903** | **$ 633,352,647** | **$ 244,556,538** | **$ 55,751,505** | **$ 300,308,043** | **$ 329,210,874** | **$ 629,518,917** | **$ 12,080,894** | **$ (14,951,595)** | **$ (2,870,701)** | **$ (963,028)** | **$ (3,833,729)** |
| | *Balance Sheet & Other Activity Recon Total* | $ 6,632,492 | | $ (6,632,492) | | $ (6,632,492) | $ 6,587,168 | | $ (6,587,168) | | $ (6,587,168) | | | $ 45,324 | | $ 45,324 |
| | *Labor Reconciliation* | $ 3,210,674 | | $ (3,210,674) | | | $ 3,235,991 | | $ (3,235,991) | | | $ 25,317 | | $ (25,317) | | |
| | *Directs Reconciliation* | $ 3,421,818 | | $ (3,421,818) | | | $ 3,351,177 | | $ (3,351,177) | | | $ (70,641) | | $ 70,641 | | |
| | *Debt Service (net of rebates)* | | $ 154,586,661 | | | $ 154,586,661 | | $ 154,586,661 | | | $ 154,586,661 | | $ 0 | | | $ 0 |
| | *Taxes* | | $ 24,972,277 | | | $ 24,972,277 | | $ 24,972,277 | | | $ 24,972,277 | | $ - | | | $ - |
| | **Forecast Enterprise TOTALs** | **$ 239,108,136** | **$ 250,262,038** | **$ 296,546,252** | **$ 330,173,903** | **$ 806,279,093** | **$ 251,143,706** | **$ 235,310,443** | **$ 293,720,875** | **$ 329,210,874** | **$ 802,490,688** | **$ 12,035,570** | **$ (14,951,595)** | **$ (2,825,377)** | **$ (963,028)** | **$ (3,788,405)** |
| | | | | **Exhibit A =** | | | | | **Exhibit A =** | | | | | **Exhibit A =** | | |

# Debt to Plant – Historic Cost vs Fair Market Value

**12/31/2025 Debt to Net Plant Illustrative Example - Historic Cost vs Fair Market Value**

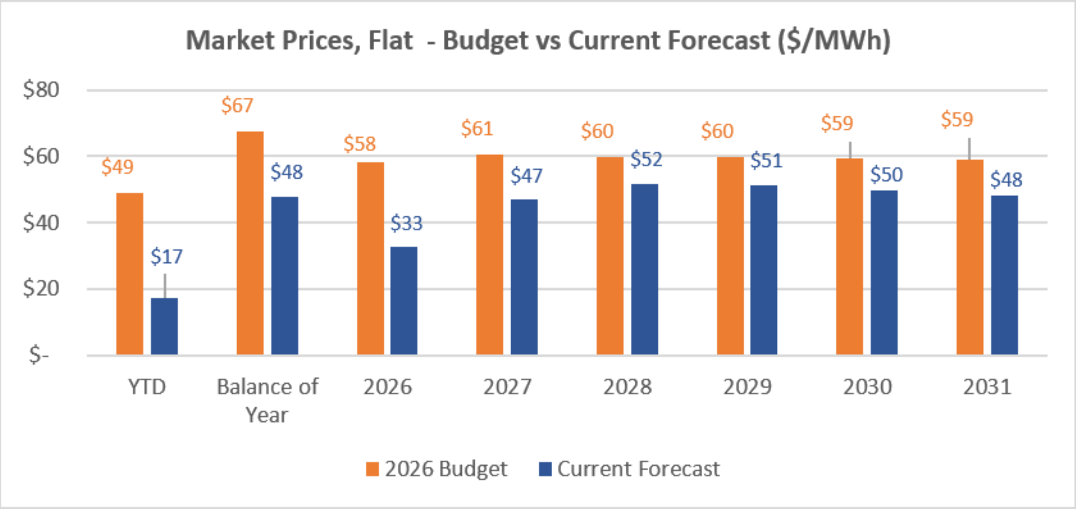
| **GASB - Historic Cost** | | | **Fair Market Value - *Example*** | | |
|---|---|---|---|---|---|
| *$'s in Billions* | | | | | |
| **Assets** | **Book Value** | | **FMV Organization Multiplier*** = 1.72** | **Est FMV** | |
| Distribution | $ | 1.0 | | $ | 1.6 |
| Production | $ | 1.7 | | $ | 2.8 |
| Net Plant** | | **$2.7** | Calculated Net Plant Multiplier = 1.6x | | **$4.4** |
| **Liabilities** | | | | | |
| Debt | | **$1.0** | 1.0 | | **$1.0** |
| **Metric -** | | | | | |
| Debt to Net Plant | | **36%** | | | **22%** |

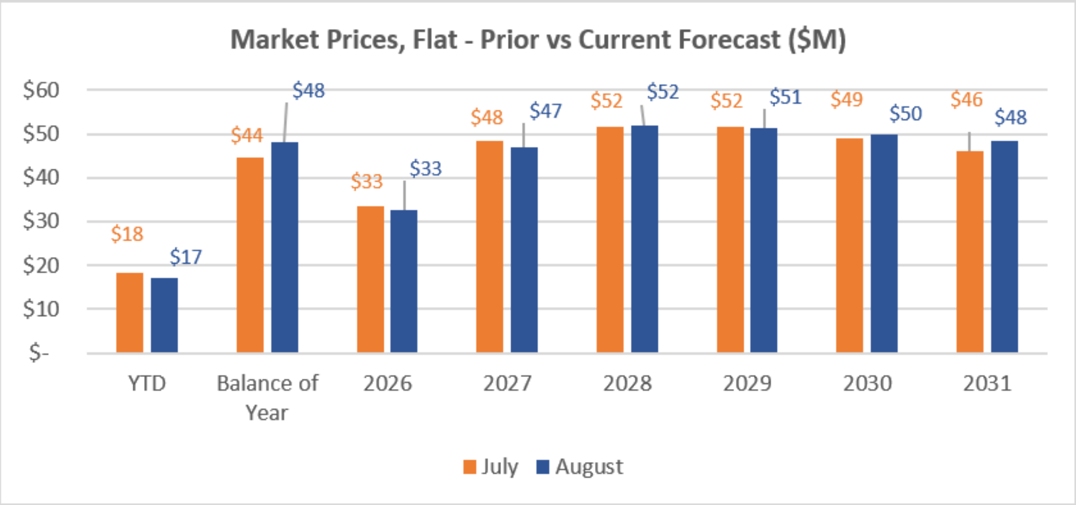
* Cap Asset Per 12/31/2025 Financial Statements

**Net of Accum Dep

*** Published CSImarket for Electric Utility Industry Fair Market Value Multiplier for entire organization rolling 4 Quarter Average (updated for 2026 Q2)

# Wholesale Market Prices



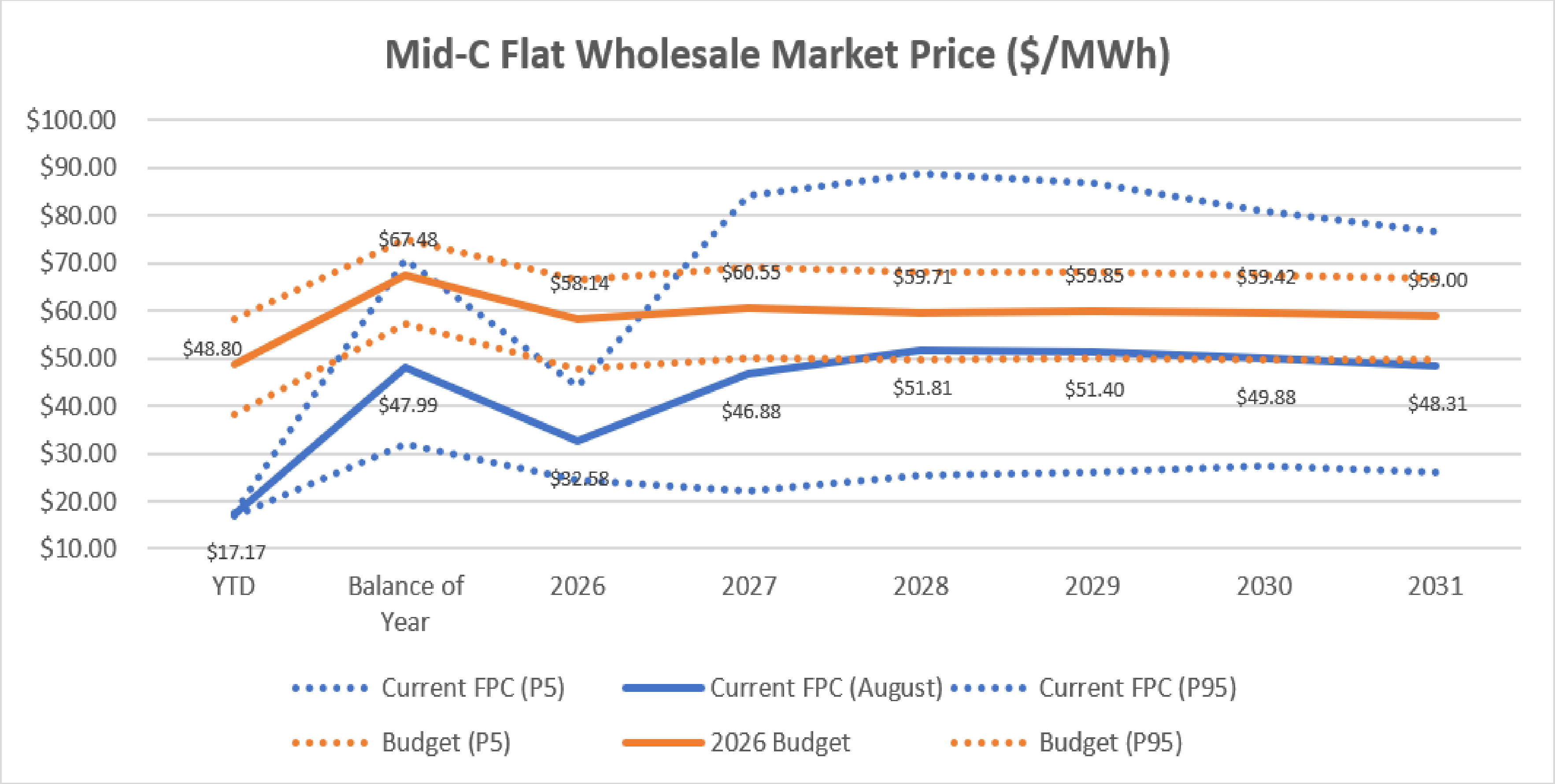

## 2026 Budget vs Current

- 2026: Current 2026 Year End Projection for Wholesale Prices, on a flat annual basis, are $32.58, -$25.56 (-44%) lower than 2026 Budget forecast of $58.14.
- 2027-2031: Current August forecast for Wholesale Prices, on a flat basis, are $49.66, -$10.05 (-17%) lower to 2026 Budget forecast of $59.71.

## Prior vs Current

- 2026: Current 2026 Year End Projection for Wholesale Prices are -$0.92 (-3%) lower than the July projections.
- 2027-2031: August forecast for Wholesale Prices, on a flat basis, are +$0.33 (+1%) higher than the July forecast.

# Wholesale Price Volatility




## Forward Price Curve (FPC) Comparison

2026 Average Actual Prices were below the Budget FPC

**-$25.56 or -44.0%**

2027 through 2031 shows decreased pricing pressure

**Avg -$10.05 or -16.8%**

# Exhibit A & B Delta

| Exhibit A - $ in thousands | Delta 2026 | Delta 2027 | Delta 2028 | Delta 2029 | Delta 2030 | Delta 2031 |
|---|---|---|---|---|---|---|
| Total O&M | $ (3,478) | $ (8,353) | $ 8,883 | $ (10,744) | $ (10,955) | $ (11,175) |
| Taxes | $ (73) | $ - | $ - | $ - | $ - | $ - |
| Electric Capital | $ (46) | $ (11) | $ (7) | $ (7) | $ (7) | $ (8) |
| PRP Capital | $ (71) | $ (98) | $ (105) | $ (109) | $ (113) | $ (117) |
| Total Capital | $ (117) | $ (108) | $ (112) | $ (116) | $ (120) | $ (124) |
| Debt Service - (net of Rebates) | $ (2) | $ - | $ - | $ - | $ - | $ - |
| **Total Expenditures** | **$ (3,670)** | **$ (8,461)** | **$ 8,771** | **$ (10,860)** | **$ (11,075)** | **$ (11,300)** |
| **Expenditures offsets for deduction** | | | | | | |
| Contributions in Aid of Construction | $ 5,082 | $ - | $ - | $ - | $ - | $ - |
| Sales to Power Purchasers at Cost | $ 3,307 | $ (1,425) | $ (54) | $ (45) | $ (45) | $ (45) |
| Net Power (+ Expense, -Revenue) | $ (11,636) | $ (1,258) | $ (1,310) | $ (843) | $ 2,752 | $ 4,969 |
| **Total Expenditures Offset** | **$ 3,247** | **$ (2,683)** | **$ (1,364)** | **$ (888)** | **$ 2,707** | **$ 4,923** |
| **Total Budgeted Expenditures** | **$ (423)** | **$ (5,779)** | **$ 10,135** | **$ (9,972)** | **$ (13,782)** | **$ (16,223)** |

| Exhibit B - $ in thousands | Delta 2026 | Delta 2027 | Delta 2028 | Delta 2029 | Delta 2030 | Delta 2031 |
|---|---|---|---|---|---|---|
| Sales to Power Purchasers at Cost | $ 3,307 | $ (1,425) | $ (54) | $ (45) | $ (45) | $ (45) |
| Retail Energy Sales | $ 19 | $ (35) | $ (216) | $ (2,324) | $ (5,274) | $ (4,380) |
| Net Power (Net Wholesale + Other Power Revenue) | $ (11,636) | $ (1,258) | $ (1,310) | $ (843) | $ 2,752 | $ 4,969 |
| Fiber Optic Network Sales | $ 254 | $ - | $ - | $ - | $ - | $ - |
| Other Revenues | $ (66) | $ - | $ - | $ - | $ - | $ - |
| Operating Expenses | $ 3,478 | $ 8,353 | $ (8,883) | $ 10,744 | $ 10,955 | $ 11,175 |
| Taxes | $ 73 | $ - | $ - | $ - | $ - | $ - |
| **Net Operating Income (Loss) Before Depreciation** | **$ (4,571)** | **$ 5,635** | **$ (10,463)** | **$ 7,531** | **$ 8,388** | **$ 11,719** |
| Depreciation and Amortization | $ (1,224) | $ - | $ - | $ - | $ - | $ - |
| **Net Operating Income (Loss)** | **$ (5,795)** | **$ 5,635** | **$ (10,463)** | **$ 7,531** | **$ 8,388** | **$ 11,719** |
| Interest, debt and other income | $ (1,965) | $ 1,618 | $ 861 | $ 530 | $ 651 | $ 994 |
| Contributions in aid of construction | $ 5,082 | $ - | $ - | $ - | $ - | $ - |
| **Change in Net Position** | **$ (2,678)** | **$ 7,252** | **$ (9,602)** | **$ 8,061** | **$ 9,040** | **$ 12,713** |

# Net Power Reporting

## Retail Sales

| | Year to Date | | | Balance of Year | | | Budget vs Current Fin Fx | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2026 Budget YTD | 2026 Actuals YTD | YTD Delta Actuals-Budget | 2026 Budget BOY | 2026 Current BOY | BOY Delta Current-Budget | Total 2026 Final Budget | Total August 2026 Current Scenario | Total Delta Current-Budget |
| **Dollars** | **147,155,679** | **140,040,051** | **(7,115,627)** | **167,293,149** | **155,452,995** | **(11,840,154)** | **314,448,828** | **295,493,047** | **(18,955,781)** |
| [+] Core | 55,703,008 | 51,063,720 | (4,639,289) | 61,092,020 | 61,838,052 | 746,032 | 116,795,028 | 112,901,772 | (3,893,256) |
| [+] Non Core | 90,260,617 | 88,636,970 | (1,623,647) | 98,109,402 | 93,614,943 | (4,494,459) | 188,370,019 | 182,251,913 | (6,118,106) |
| [+] Market | 1,192,053 | 339,362 | (852,692) | 8,091,727 | - | (8,091,727) | 9,283,780 | 339,362 | (8,944,419) |
| **Megawatt** | **3,269,181** | **3,043,501** | **(225,680)** | **3,636,380** | **3,385,079** | **(251,301)** | **6,905,561** | **6,428,580** | **(476,981)** |
| [+] Core | 980,044 | 870,765 | (109,279) | 1,109,307 | 1,090,489 | (18,818) | 2,089,352 | 1,961,255 | (128,097) |
| [+] Non Core | 2,265,284 | 2,172,736 | (92,548) | 2,433,491 | 2,294,590 | (138,901) | 4,698,775 | 4,467,325 | (231,449) |
| [+] Market | 23,853 | - | (23,853) | 93,581 | - | (93,581) | 117,435 | - | (117,435) |

| Key Takeaways | Core | Non Core | Rate 94 Market |
|---|---|---|---|
| Overall Revenue Performance: | Actual/Forecast revenue was below, -$3,893,256 budget. | Actual/Forecast revenue was below, -$6,118,106 budget. | Actual/Forecast revenue was below, -$8,944,419 budget. |
| Primary Driver of Variance: | Forecasted MWh changes were the primary driver of revenue variance. | Forecasted MWh changes were the primary driver of revenue variance. | Forecasted MWh changes were the primary driver of revenue variance. |
| Price Impact: | Rates were above Budget, impacting revenue by +$3,116,478. | Rates were above Budget, impacting revenue by +$3,195,039. | Rates were above Budget, impacting revenue by +$339,362. |
| Volume Impact: | Forecasted MWh were below budget, impacting revenue by -$7,009,734. | Forecasted MWh were below budget, impacting revenue by -$9,313,145. | Forecasted MWh were below budget, impacting revenue by -$9,283,780. |
| Interpretation: | Forecasted MWh had a larger effect on revenue performance than Rates. | Forecasted MWh had a larger effect on revenue performance than Rates. | Forecasted MWh had a larger effect on revenue performance than Rates. |

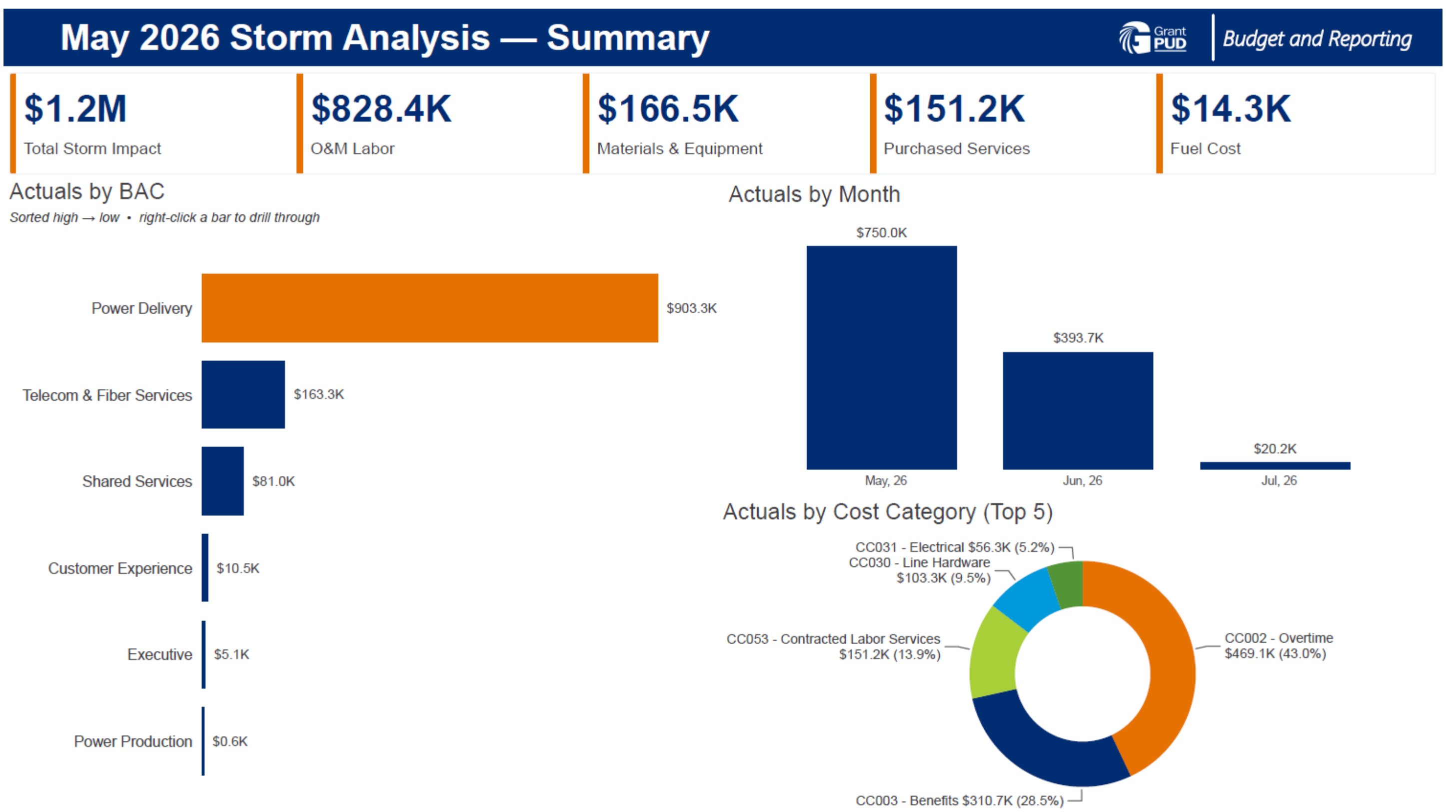
# Executive Summary: May Wind Storm Financial Impact

The late May wind storm resulted in a **total financial impact of approximately $1.2 million**, with costs recorded primarily in May ($750K, 64%) and June ($394K, 34%), while only $20K (2%) was recorded in July. The timing of these expenditures does not necessarily align with restoration activities. **Most restoration work was completed within the first few days following the storm**, with later expenditures largely reflecting the receipt and payment of vendor invoices related to the response and recovery effort.

The storm response was **highly labor-intensive**, **internal labor costs totaled $828K (69% of total storm costs)**, reflecting the significant workforce mobilization required to respond to outages, assess system damage, and restore service. Overtime represented the largest individual cost category at **$469K**, highlighting the extensive effort required to support restoration activities. In addition, **contracted labor and purchased services totaled approximately $151K**, providing supplemental resources to accelerate response and recovery efforts.

**Power Delivery accounted for the majority of storm-related costs at $903K, representing approximately 75% of the total impact**, highlighting the concentration of restoration work within the electric system. Additional impacts were recorded in **Telecom & Fiber Services ($163K)** and **Shared Services ($81K)**, while all other BACs collectively represented less than 2% of total storm costs.

Non-labor costs totaled approximately **$332K**, including **$167K in materials and equipment**, **$151K in purchased services**, and **$14K in fuel**. Overall, the financial impact of the event was driven primarily by labor and restoration activities within Power Delivery, with the majority of expenditures incurred immediately following the storm to support rapid service restoration and system recovery.



# Enterprise Balanced Scorecard

August 25, 2026

John Mertlich, General Manager/CEO
Julie Pyper, VP Business Advancement & Strategy
Executive Leadership Team

Powering our way of life.

# Agenda

- Overall Performance Review
- Insights
- Review Performance
- Resources

# ENTERPRISE STRATEGY & BALANCED SCORECARD

Grant PUD

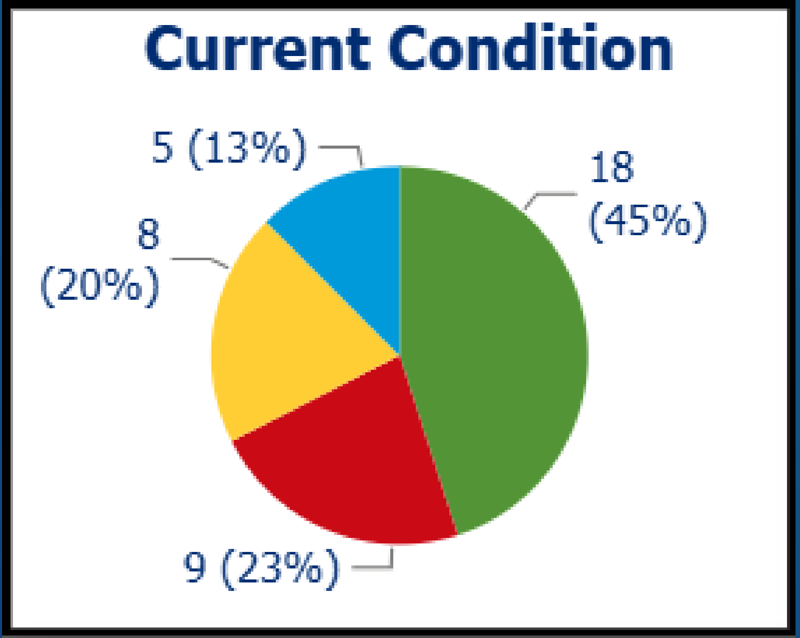
**MISSION** *Our purpose*: To safely, efficiently and reliably provide electric power and fiber optic broadband services to our customers.

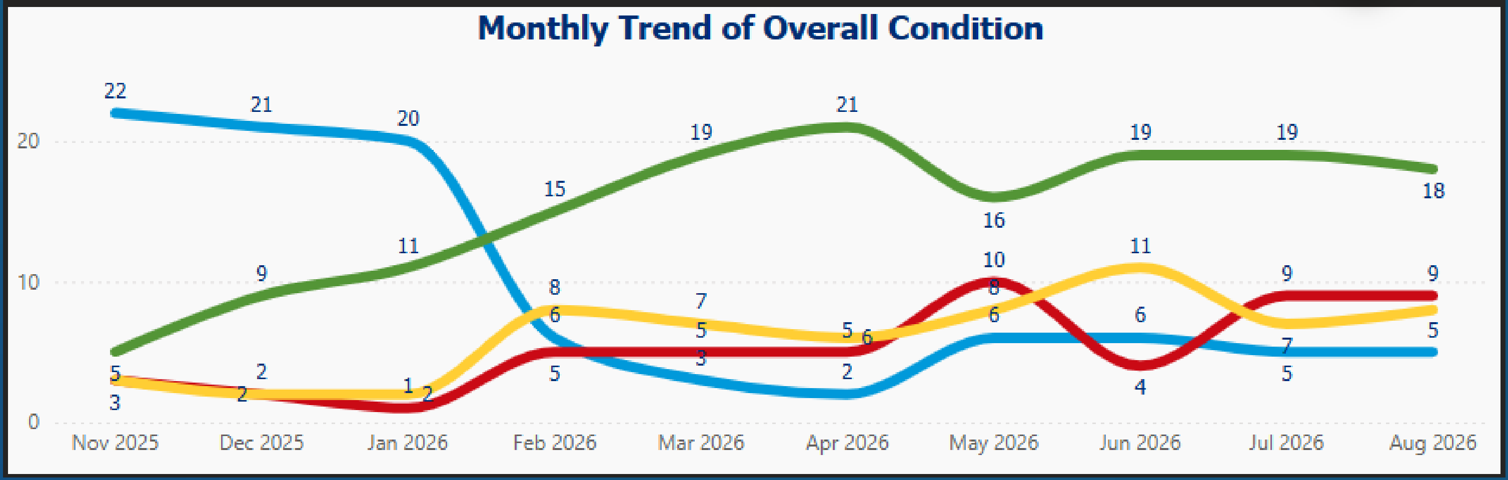
**VISION** *Our aspiration*: Excellence in Service & Leadership. We continually ask how we can improve safety, service quality, reliability and stewardship of our resources in the most cost-effective manner.

**VALUES** *Principles and beliefs*: Safety | Innovation | Service | Teamwork | Respect | Integrity | Heritage

| PERSPECTIVES *Organizational Performance Categories* | PEOPLE, LEARNING & CULTURE | PROCESS & TECHNOLOGY | CUSTOMER & STAKEHOLDER | FINANCIAL |
|---|---|---|---|---|
| **OBJECTIVE** *What must we achieve strategically?* | Develop and support a safe and rewarding work environment that attracts, retains, and engages talent to advance Grant PUD's strategic objectives | Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance | Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders | Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks |
| **GOALS** *What does success look like in the next 1-3 years?* | **G1:** Gallup Q12 >=4.3 | **G6:** Resilient systems, 21% reliability improvement | **G12:** >=90% customer satisfaction sustained | **G16:** 100% actual and forecasted results |
| | **G2:** Talent Attraction Effectiveness Score (TAES) of 82 | **G7:** Mature, 100% mapped internal processes | **G13:** 20% higher stakeholder engagement | **G17:** >=9% average capital portfolio ROI |
| | **G3:** Workforce Stability Score (WSS) of 58 | **G8:** 60% automated digital workflows | **G14:** 50% higher customer engagement | **G18:** 100% major business decisions evaluated |
| | **G4:** Zero incidents, recordable rate 1.0 | **G9:** 100% regulatory readiness | **G15:** 10% higher perceived service reliability | **G19:** 100% rate trajectory met |
| | **G5:** Increase interdepartmental service 15% | **G10:** 100% cybersecurity threats mitigated | | |
| | | **G11:** >6% outage driven revenue reduction | | |

# August Reporting Overview




**ON TRACK**

Met or exceeding target

**MONITOR**

Below target; improvement underway or performance trending toward target; team actively managing and aware

**INTERVENTION NEEDED**

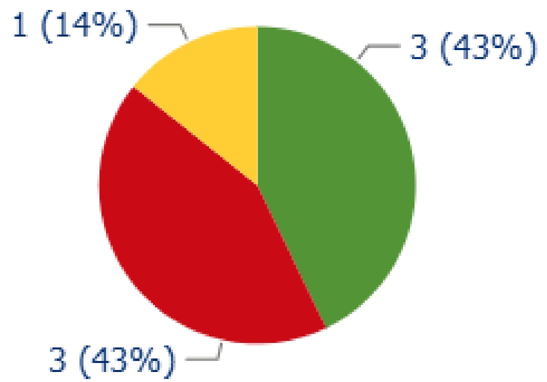
Below target; additional support or focus needed

**DEVELOPING**

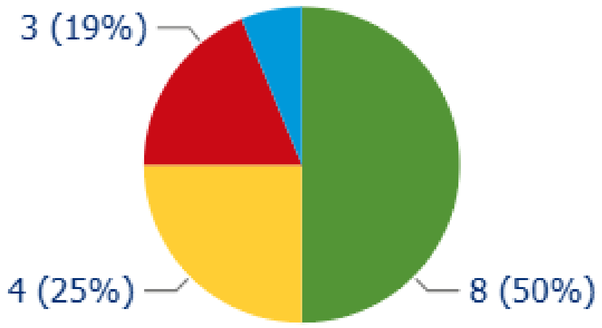
Measure under development

# August Reporting Perspectives

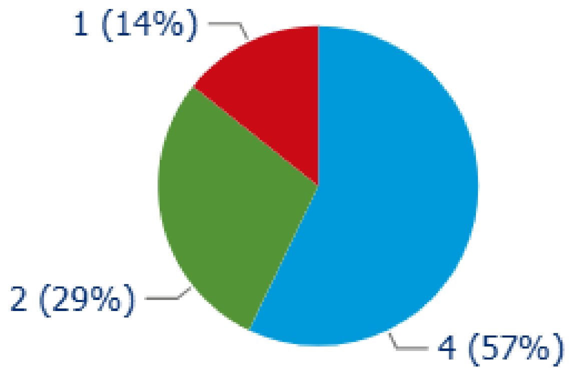
## People, Learning & Culture



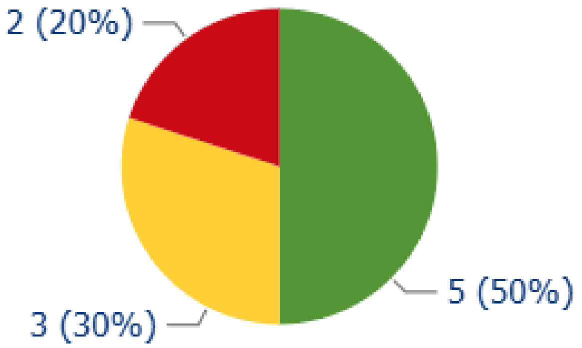

## Process & Technology




## Customer & Stakeholder




## Financial




**ON TRACK**
Met or exceeding target

**MONITOR**
Below target; improvement underway or performance trending toward target; team actively managing and aware

**INTERVENTION NEEDED**
Below target; additional support or focus needed

**DEVELOPING**
Measure under development

# Insights

# Perspective Performance Rankings

Overall standing — ranked best (1) to lowest (4)

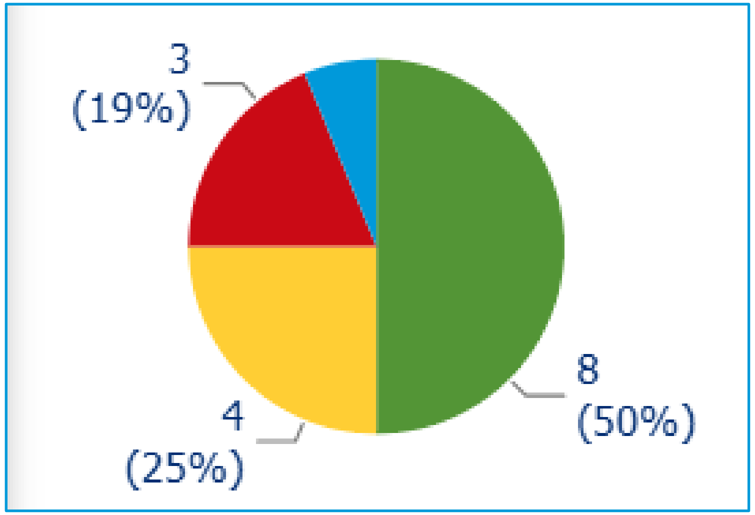
| Rank | Perspective | Score |
|---|---|---|
| 1 | Process & Technology | 64.7 |
| 2 | Finance | 64.5 |
| 3 | People, Learning & Culture | 48.6 |
| 4 | Customer & Stakeholder | 44.3 |

*40 measures ranked using Red-status persistence, current direction, target gap, and enterprise impact | (Green % × 100) + (Yellow % × 50) + (Blue % × 25) + ((Up − Down) ÷ Measures × 5) | Pulled 8/14/2026*

# Process & Technology

**OBJECTIVE | Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance.**

**PERFORMANCE RANKING | 1**




**KEY INSIGHTS** | Process documentation, network uptime, inventory standards, and dam availability remain dependable. Leadership attention should focus on restoring electric reliability—outage duration and frequency—while accelerating department standards and invoice processing.

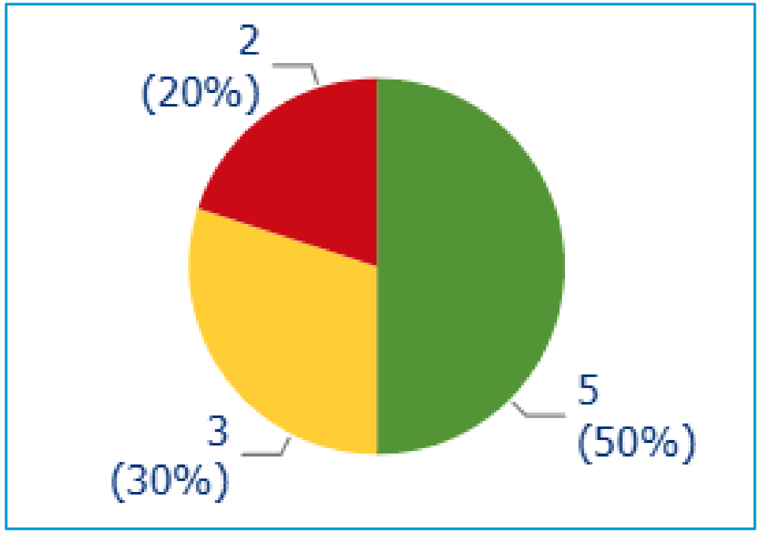
- 50% Green performance + positive momentum
- SPI improved this month
- SAIDI/SAIFI red due to Beverly fire & Avista outage

*40 measures ranked using Red-status persistence, current direction, target gap, and enterprise impact | (Green % × 100) + (Yellow % × 50) + (Blue % × 25) + ((Up − Down) ÷ Measures × 5) | Pulled 8/14/2026*

# Financial

**OBJECTIVE | Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks.**

**PERFORMANCE RANKING | 2**




**KEY INSIGHTS** | Remains fundamentally sound, supported by strong debt coverage and risk governance. However, worsening budget compliance and persistent RONA pressure require aligning RONA with the updated rate methodology and enforcing BBU-level recovery plans with clear monthly milestones and accountability.

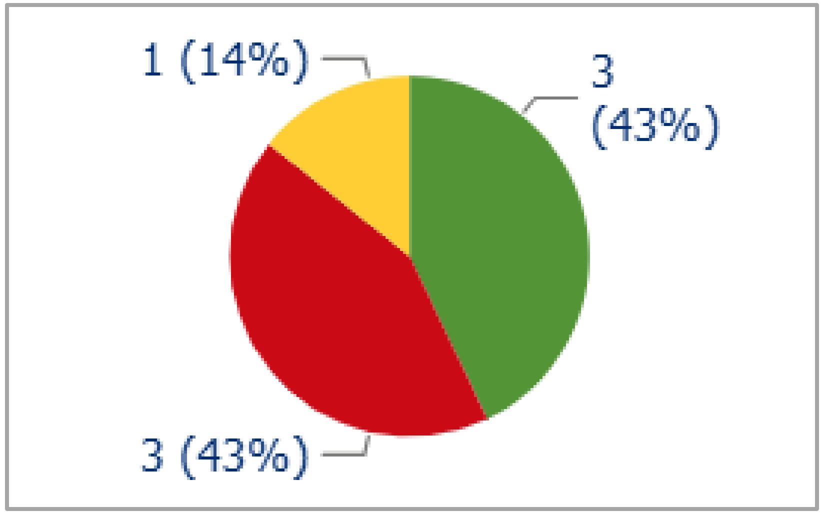
- 50% Green performance
- Debt service coverage & risk governance stable
- Budget compliance decreased & RONA remains "Red"

*40 measures ranked using Red-status persistence, current direction, target gap, and enterprise impact | (Green % × 100) + (Yellow % × 50) + (Blue % × 25) + ((Up − Down) ÷ Measures × 5) | Pulled 8/14/2026*

# People, Learning & Culture

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

**PERFORMANCE RANKING | 3**




**KEY INSIGHTS** | Improving in succession planning, safety, and talent stability, but challenges remain in employee authority, internal service dept meets needs, and JSR participation. Continued focus on clear decision rights, leadership expectations, and measurable service improvements is recommended.

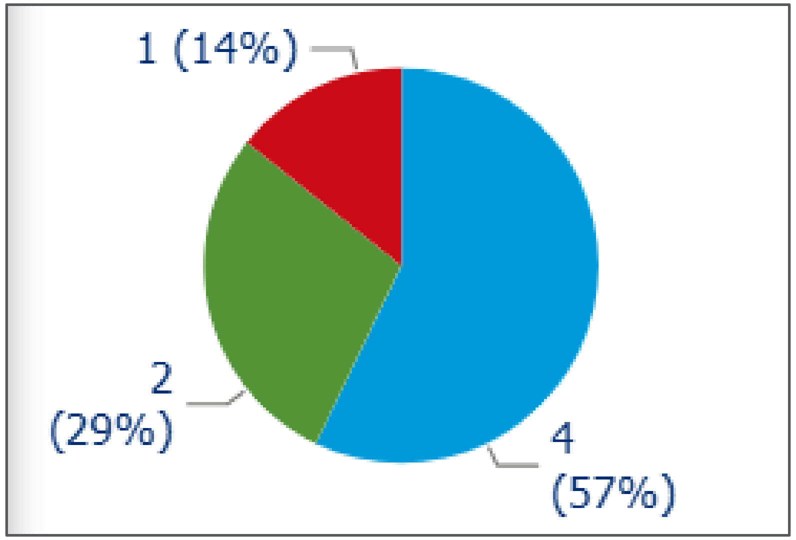
- 43% Green – improved overall this month
- Pulse Survey measures all trending "down"
  - Avg organizational Employee Engagement Q12 (Yellow)
  - Authority to Do Job (Red)
  - % Dept Needs Rate 5 (Red)
- Job site reviews Red, trending "down"

*40 measures ranked using Red-status persistence, current direction, target gap, and enterprise impact | (Green % × 100) + (Yellow % × 50) + (Blue % × 25) + ((Up − Down) ÷ Measures × 5) | Pulled 8/14/2026*

# Customer & Stakeholder

**OBJECTIVE | Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders.**

**PERFORMANCE RANKING | 4**




**KEY INSIGHTS** |Performance is stable and improving, with strong core satisfaction and engagement results. The priority is to operationalize the four developing measures and strengthen customer-awareness research to provide a more complete view of performance.

- Customer Sat Core - “Green”, trending “Up”
- % Participation in Recommended Engagements – “Green”, stable
- #4 ranking due to measurement maturity (4 out of 7 are “Blue”)

*40 measures ranked using Red-status persistence, current direction, target gap, and enterprise impact | (Green % × 100) + (Yellow % × 50) + (Blue % × 25) + ((Up − Down) ÷ Measures × 5) | Pulled 8/14/2026*

# Top 5 Performing vs. at Risk

Change from previous month

| Highest Performing | At Risk |
|---|---|
| 1 **Customer Sat – Core** (C&S)<br>✓ 100% Green for 8 months; stable satisfaction | 1 **#6-Year RONA in Target** (F)<br>✓ 100% Red record |
| 2 **#6-Year DSC Compliance** (F)<br>✓ Exceeds 1.8x target across all forecast years | 2 **% Budget Compliance YTD** (F)<br>✓ #3 At Risk last month, moved to #2 |
| 3 **% Engagement participation** (C&S)<br>✓ Exceeds target by 15% | 3 **JSR Targets % Complete** (PLC)<br>✓ #2 At Risk last month, moved to #3 |
| 4 **% Risk Assessment Plan Met** (F)<br>✓ Moved from #5 to 4; execution stable & repeatable | 4 **% Dept Needs Rate 5** (PLC)<br>✓ Red 6/8 months; trending “down” no August MAP |
| 5 **% Safety Concerns Closed** (PLC)<br>✓ Newly in top 5; 5.5% above target | 5 **Authority to Do Job %** (PLC)<br>✓ Red, trending “down”; 69% rolling avg |

*Ranked across 40 measures using Red-status persistence, current direction, target gap, and enterprise impact | Pulled 8/14/2026*

# Top 5 Measures at Risk

## 1 #6-Year RONA in Target

**Structural return gap**

Red 8/8 months - only 2 of 6 forecast years meet the 4% target

**Why**: declining wholesale premiums and the current rate trajectory leave a long-term return gap

**Recommended Action**: align the measure with the WACC-based rate methodology and decide whether to revise or replace it

## 2 % Budget Compliance YTD

**Systemic budget non-compliance**

21% vs. 70% target – Red 7/8 months – trending down

**Why**: labor 35% and non-labor O&M 7% compliant; timing, vacancies, and misaligned allocations

**Recommended Action**: correct allocations across affected BBUs – strop repeat variance explanations

## 3 JSR Targets % Complete

**Persistent accountability gap**

47 reviews vs. 90 monthly target – Red 7 months – trending down

**Why**: communication has not changed behavior, participation reporting incomplete

**Recommended Action**: close reporting gaps and hold leader-level accountability by name

## 4 % Dept Needs Rate 5

**Internal service breakdown**

28% vs. 50% target – Red 6/8 months – trending down

**Why**: cross-functional service issue w/no MAP leaving problem without a clearly documented recovery path

**Recommended Action**: publish a documented recovery plan with owner and target dates

## 5 Authority to Do Job %

**Declining authority to act**

0.69 rolling result – 5 Yellow months now 2 consecutive Red

**Why**: emerging delegation and decision-rights gap

**Recommended Action**: set an operational action plan clarifying decision rights – not discussion alone

*Ranked across 40 measures using Red-status persistence, current direction, target gap, and enterprise impact | Pulled 8/14/2026*

# Management Action Plan (MAP) Summaries

Grant PUD

Powering our way of life.

# PEOPLE, LEARNING & CULTURE

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

| GOAL | STRATEGY | MEASURE | QUESTION |
|---|---|---|---|
| **G1:** A highly engaged workforce, achieving and sustaining >= 4.3 grand mean score on the Gallup Q12 employee engagement survey | 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." | Do employees feel empowered to do their jobs? |
| | Grow leaders who strengthen employee engagement while meeting objectives | Avg organizational Employee Engagement Q12 Survey Question total score | How engaged do employees feel overall? |
| **G2:** Improve overall talent attraction effectiveness by achieving a Talent Attraction Effectiveness Score (TAES) of 82 by FY2029 | Improve recruitment, retention, and succession planning | % critical roles with a formal succession plan | Are key roles prepared for future transitions? |
| **G3:** Workforce Stability Score (WSS) of 58 by FY2029 | Improve recruitment, retention, and succession planning | Talent Stability Index | Are employees staying with us long term? |
| **G4:** A safer workplace, reducing lost time and restricted duty recordable safety incidents to 0 and reduce our overall recordable safety incident rate to 1.0 | Sustain our safety culture | % completed versus established Job Site Review targets | Are job site reviews occuring as planned? |
| | | % of safety concerns closed by due date | Are safety concerns resolved promptly? |
| **G5:** Increase interdepartmental service level fulfillment by 5% per year (15% in 3 years) | Improve interdepartmental collaboration and service | % of Target Service Providing Departments rating 5 on "Our Internal Service Providers understand and meet our department's needs." | Do internal providers meet department needs effectively? |

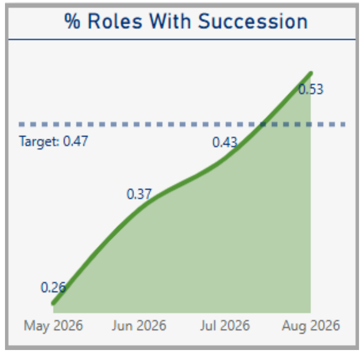
# Measures Meeting Target

## PEOPLE, LEARNING & CULTURE

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

### % Roles With Succession — Measure Owner | Tod Ayers

- Target = 47
- Actual = 53

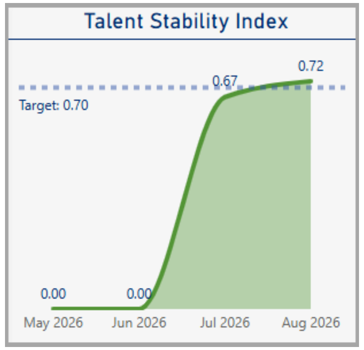



### % Safety Concerns Closed — Measure Owner | Tod Ayers

- Target = 85
- Actual = 91


### Talent Stability Index — Measure Owner | Tod Ayers

- Target = 0.70
- Actual = 0.72



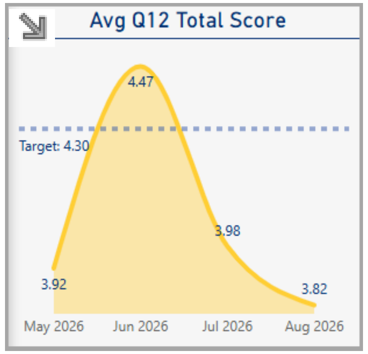
# Management Action Plan Summaries

## PEOPLE, LEARNING & CULTURE

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

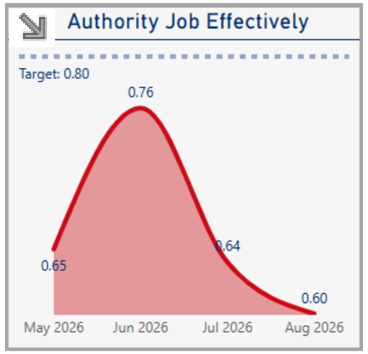
### Avg Q12 Engagement Score — Measure Owner | Tod Ayers

- YELLOW: trending away from target
- HR will work with Power Delivery leadership in August to create action plans for
  - Q03 – Opportunity to do one's best
  - Q01 – Clarity of expectations



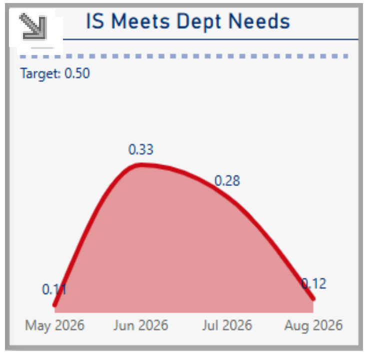

### % Top 2 Box Score on "Authority to Do Job Effectively" — Measure Owner | Tod Ayers

- RED: trending away from target
- 69% rolling average
- HR engaging with Power Delivery leadership to create a delegation action plan
- Continued executive discussions to address result




### % Rating 5 "Internal Service Provider Meets Dept Needs" — Measure Owner | Fallon Long

- RED: trending away from target
- Collecting monthly data to acquire a full data set to compare to next year's survey results (i.e. baseline data)
- Evaluating additional ways to view data collected (i.e. average of dept scores)
- Continue to mine comments provided for specific opportunities to service improvement with targeted monthly surveyed areas




Grant PUD

# Management Action Plan Summaries

**PEOPLE, LEARNING & CULTURE**

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

**% Completed vs. Established Job Site Review Targets** **Measure Owner** | Fallon Long

- RED: trending away from target
- Adding IT reporting for employee participation vs. discrete JSRs by 10/18
- Updated communication plan
- Maintaining leadership visibility

# PROCESS & TECHNOLOGY

**Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance**

| GOAL | STRATEGY | MEASURE | QUESTION |
|---|---|---|---|
| **G6:** More reliable and resilient systems (operation and business systems), improving service reliability outcomes by 7% year over year (cumulatively 21%) through business practice, operational and infrastructure improvements | Continually optimize key processes to improve efficiency, effectiveness and compliance | % compliance with GMS Phase II Implementation Workplan | Is GMS Phase II progressing as planned? |
| | | Ratio of Self-Identified to Externally-Identified compliance issues | Are we catching compliance issues before others? |
| | | % invoices paid within 30 days | How efficient is our District payment processing system? |
| | Strengthen data capture, governance, access, and analysis capabilities | % completion of Database Warehouse Plan | Is the data warehouse plan on track? |
| **G7:** Mature, mapped and repeatable internal processes at the business unit level, with 100% of critical business processes operating at a defined and measured maturity level | Continually optimize key processes to improve efficiency, effectiveness and compliance | % of targeted processes documented to plan | Are critical processes documented as planned? |
| | Establish and enforce standardized design and material specifications to improve quality and consistency | % of targeted Department standards transitioned to a standard design, product and work package template | Are departments adopting standard templates? |
| | | % of high value/high impact stock items reviewed for like inventory items District-wide | Are critical inventory items reviewed for duplication? |
| **G8:** Digitally enabled operations, identifying, automating, and digitizing 60% of high-volume, high-impact workflows, reducing cycle time, errors, and rework | Deploy technology and enterprise-wide systems to streamline business operations | Schedule performance indice (SPI) average critical business system projects | Are critical business system projects on schedule? |
| **G9:** Strong compliance and risk controls, maintaining 100% regulatory readiness for existing and upcoming requirements | Develop a system to monitor for changes to regulatory requirements and a tracking system to ensure compliance readiness by the effective date of any changes | Schedule variance from future enforcement workplans | Are enforcement workplans happening on schedule? |
| **G10:** Strong cybersecurity posture ensuring 100% of evolving threats are recognized, measured and appropriately mitigated | Strengthen resilience of enterprise technology assets against threats | % achievement of Cyber Security Control Plan | Are planned cybersecurity controls fully implemented? |
| **G11:** Reduce outage driven revenue >2% per year over 3 years (cumulatively >6%) | Optimize wholesale and retail systems operation performance | Network uptime - Wholesale Fiber | How reliable is our home fiber network? |
| | | Network uptime - Backbone | Is our core network consistently available? |
| | | System average interruption duration index (SAIDI) | How long do outages affect customers overall? |
| | | System average interruption frequency index (SAIFI) | How often do customers experience outages? |
| | | Wanapum Dam Unit Availability | Is Wanapum Dam generating power as expected? |
| | | Priest Rapids Unit Availability | Is Priest Rapids generating power as expected? |

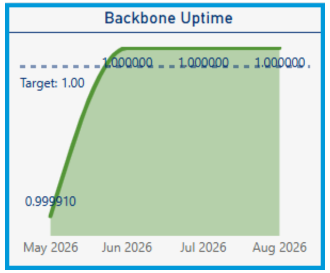
# Measures Meeting Target

## PROCESS & TECHNOLOGY

**Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance**

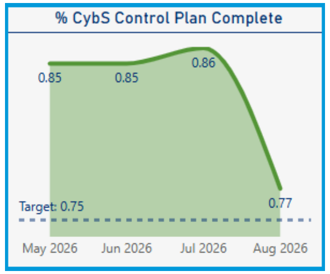
### Backbone Uptime — Measure Owner | Ty Ehrman

- Target = 1.00000
- Actual = 1.00000



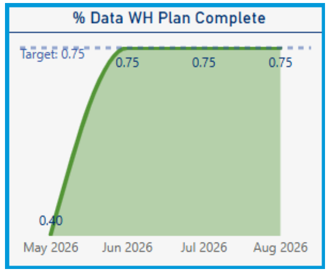

### % CybS Control Plan Complete — Measure Owner | Charles Meyer

- Target = 75
- Actual = 77



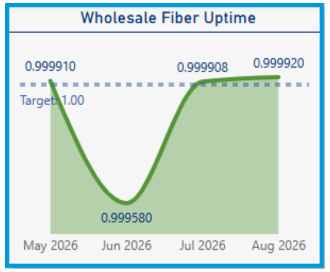

### % Data WH Plan Complete — Measure Owner | Charles Meyer

- Target = 75
- Actual = 75




### Wholesale Fiber Uptime — Measure Owner | Ty Ehrman

- Target =1.000000
- Actual = 0.999920



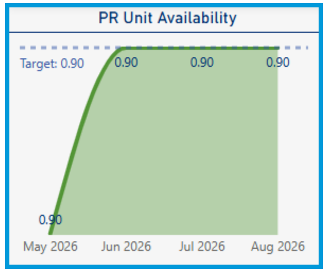
# Measures Meeting Target

**PROCESS & TECHNOLOGY**

**Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance**

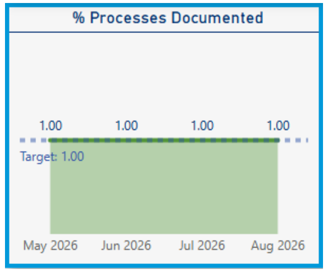
**PR Unit Availability** **Measure Owner** | Rey Pulido

- Target = 0.90
- Actual = 0.90



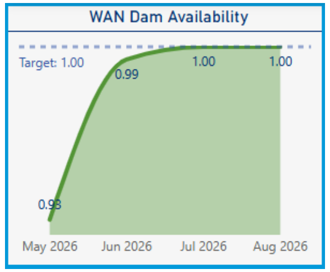

**% Processes Documented** **Measure Owner** | Julie Pyper

- Target = 100
- Actual = 100



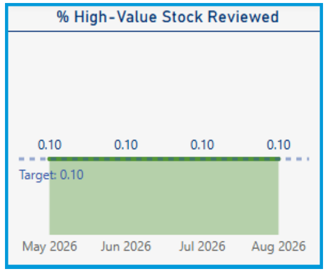

**WAN Dam Availability** **Measure Owner** | Rey Pulido

- Target = 1.00
- Actual = 1.00




**% High-Value Stock Reviewed** **Measure Owner** | Fallon Long

- Target = 10
- Actual = 10



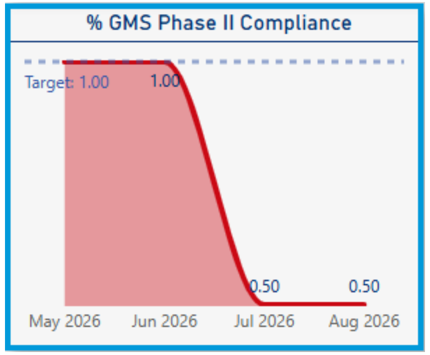
# Management Action Plan Summaries

## PROCESS & TECHNOLOGY

**Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance**

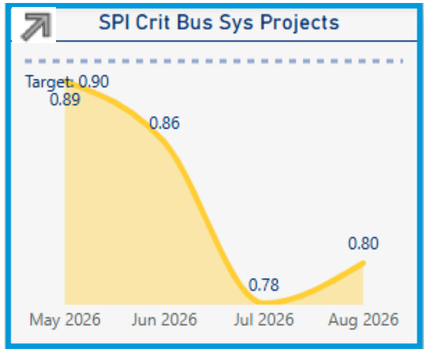
### % Growth Management Strategy Phase II Compliance — Measure Owner | Julie Pyper

- RED: trending flat
- August 5th kick-off
- Building milestone-owner workplan tool
- Re-baseline growth management strategy milestones before year-end



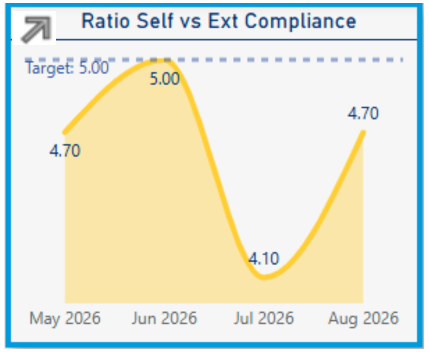

### Schedule Performance Index Avg - Crit Bus Sys Projects — Measure Owner | Jeff Grizzel

- YELLOW: trending towards target
- Manage ERP+ extension and re-baseline
- Sustain added SCADA staffing & parallel work
- Track EMS September milestone & Spring 2027 completion




### Ratio Self vs. Ext Compliance — Measure Owner | Glen Pruitt

- YELLOW: tending towards target
- Reliability compliance will perform complete reviews of 3 CIP standards by 12/31/2026
- Internal Audit will continue following 2026 internal audit schedule



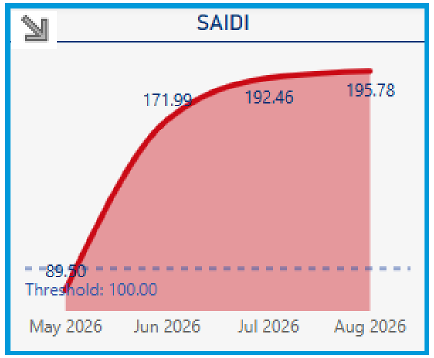
# Management Action Plan Summaries

## PROCESS & TECHNOLOGY

Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance

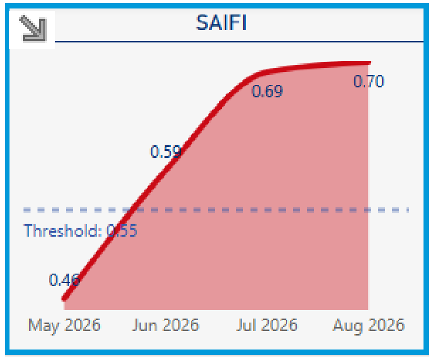
### System Avg Interruption Duration Index — **Measure Owner** | Ron Alexander

- RED: trending away from threshold
- Strengthen fire resistance on the replaced Beverly structures
- Continue system-resilience work following Beverly fire & Avista outage near Coulee



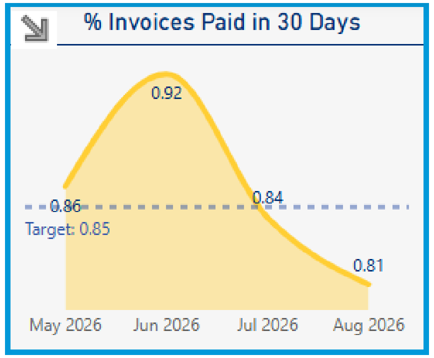

### System Avg Interruption Frequency Index — **Measure Owner** | Ron Alexander

- RED: trending away from threshold
- Strengthen fire resistance on the replaced Beverly structures
- Continue system-resilience work following Beverly fire & Avista outage near Coulee




### % Invoices Paid in 30 Days — **Measure Owner** | Bonnie Overfield

- YELLOW: trending away from target - efforts focused on reducing items > 90 days old
- IMOP recommendation implementation is being prioritized through a dedicated project plan
- Roll out & test the Purchase Price Variance policy in Medius
- Options are being evaluated to reduce bottlenecks caused by purchase orders requiring a review step



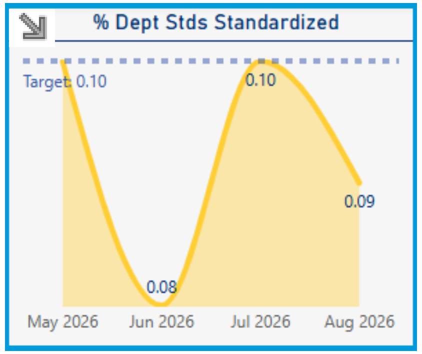
# Management Action Plan Summaries

## PROCESS & TECHNOLOGY

**Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance**

**% Department Standards Standardized** | **Measure Owner** | Fallon Long

- YELLOW: trending away from target
- Securing stakeholder approval of Power Delivery's first Construction Standard so the template can scale, while Burns & McDonnell advance the standard transmission design work.



# CUSTOMER & STAKEHOLDER

**Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders**

| GOAL | STRATEGY | MEASURE | QUESTION |
|---|---|---|---|
| **G12:** High and sustained customer trust, ≥90% overall satisfaction across customer segments | Continually optimize key processes to improve efficiency, effectiveness and compliance | % new service connection requests completed by Service Level Agreement (SLA) | Are new service connections completed on time? |
| | Enhance customer communication, education, and engagement | Overall customer satisfaction - core customer | What is overall satisfaction of core customers? |
| | | Overall customer satisfaction - non-core customer | What is overall satisfaction of non-core customers? |
| **G13:** Improve stakeholder engagement to increase relationship confidence scores by 20% for targeted government and industry trade groups | Advocate and engage with stakeholders (key players), regulatory and policy makers to enable Grant PUD's business objectives | % of Participation in Recommended Engagements (Commission, ELT or SME) | Are leaders engaging in recommended activities? |
| **G14:** Stronger customer engagement, increasing participation in surveys, public and customer segment forums, digital tools, and outreach efforts by at least 50% | Enhance customer communication, education, and engagement | % customer participation in individual surveys | How engaged are customers with survey efforts? |
| | | % of customers report they hear information about growth and rate impacts | Are growth and rate impacts reaching customers? |
| **G15:** 10% increase in customer perception of service reliability | Enhance customer communication, education, and engagement | Customer outage communication index (COCI) | How well do we keep customers informed on outages? |

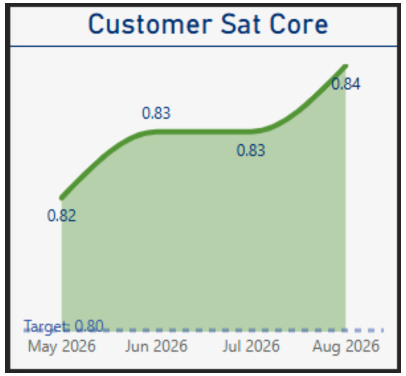
# Measures Meeting Target

## CUSTOMER & STAKEHOLDER

Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders

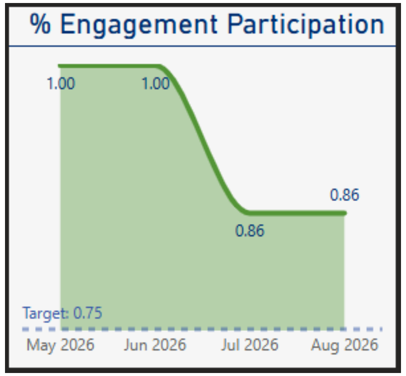
**Customer Sat – Core Customer** **Measure Owner** | Fallon Long/Ty Ehrman

- Target = 0.80
- Actual = 0.84




**% Engagement Participation** **Measure Owner** | Fallon Long/Ty Ehrman

- Target = 75
- Actual = 86




Grant PUD

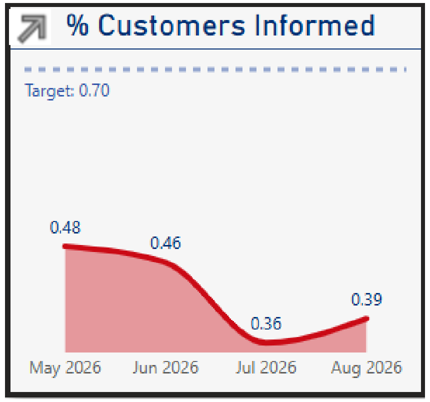
# Management Action Plan Summaries

**CUSTOMER & STAKEHOLDER**

**Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders**

**% Customers Informed on Growth & Rate Impact** **Measure Owner** | Fallon Long/Ty Ehrman

- RED: trending towards target
- Transitioning the current post-interaction survey to a scientific polling contractor once Customer Strategy completes vendor selection and contracting, creating a more representative customer-awareness sample.



# FINANCIAL

**Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks**

| GOAL | STRATEGY | MEASURE | QUESTION |
|---|---|---|---|
| **G16:** Achieving 100% actual financial results and forecasted outcomes for consolidated debt service coverage and liquidity financial metrics | Improve forecasting to accurately anticipate and meet future demand while ensuring affordability and rate stability (GMP) | % variance gross margin forecast accuracy | Are our key financial forecasts accurate? |
| **G17:** Improved capital investment performance, delivering a ≥9% average ROI on the capital project portfolio through standardized business cases and post-investment reviews | Optimize project-specific financial performance to ensure transparency and ROI capture | % of projects realizing hard benefits | Are projects delivering measurable benefits? |
| **G18:** Make risk-informed decision-making, with 100% of major Grant PUD business decisions evaluated using a consistent financial, operational, and regulatory risk framework | Advance proactive risk management | % of risk assessment plan being met | Are risk assessments on track to plan? |
| | Meet or exceed financial performance expectations | % acceptable enterprise financial forecast monthly variance year end projections | Are monthly forecasts within desired volatility range? |
| | | % compliance of Enterprise budgets within budget range (YTD) | Are budgets staying within approved limits? |
| | | # 6-year Debt Service Coverage (DSC) meeting target | Are we meeting Debt Service Coverage targets? |
| | | # 6-year Return on Net Assets (RONA) forecasted within target | Is Net Plant generating financial policy targeted returns? |
| **G19:** Managing to meet or outperform Board approved core/non-core rate trajectory 100% of the time | Develop and implement cost recovery strategy related to forecasted growth | % of total number megawatts utilized (Quincy) | What percentage of Quincy 230kV capacity is used? |
| | | % variance current forecast rate trajectory to target rate trajectory - core customer | Are core customer rates tracking to targets? |
| | | % variance current forecast rate trajectory to target rate trajectory - non-core customer | Are non-core customer rates tracking to targets? |

# Measures Meeting Target

## FINANCIAL

**Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks**

### # 6-Year DCS Compliance — Measure Owner | Bonnie Overfield

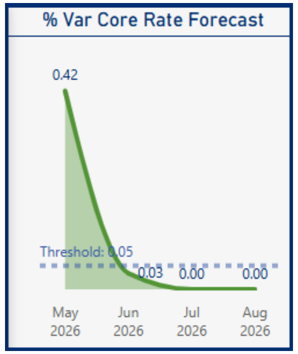
- Target = 6
- Actual = 6


### % Forecast Var Accepted — Measure Owner | Bonnie Overfield

- Target = 84
- Actual = 85


### % Var Core Rate Forecast — Measure Owner | Ty Ehrman

- Threshold = 5
- Actual = 0



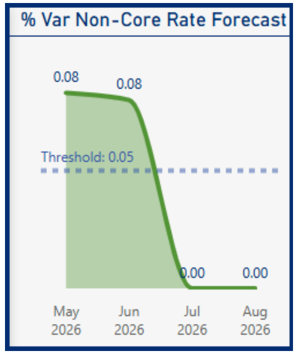
# Measures Meeting Target

## FINANCIAL

**Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks**

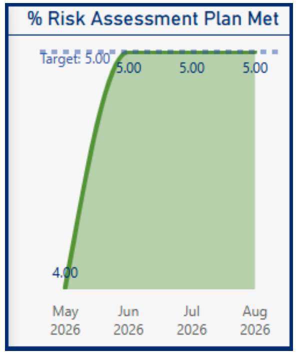
**% Var Non-Core Rate Forecast** **Measure Owner** | Ty Ehrman

- Threshold = 5
- Actual = 0




**% Risk Assessment Plan Met** **Measure Owner** | Bonnie Overfield

- Target = 5
- Actual = 5



# Management Action Plan Summaries

## FINANCIAL

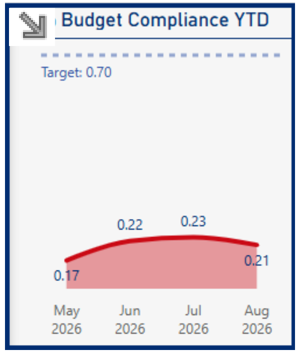
**Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks**

### 6-Year RONA in Target — **Measure Owner** | Bonnie Overfield

- RED: trending flat
- Evaluating the RONA measure with the updated rate trajectory and WACC-based return methodology, then will determine whether to retain, revise, or replace the current fixed 4% metric.

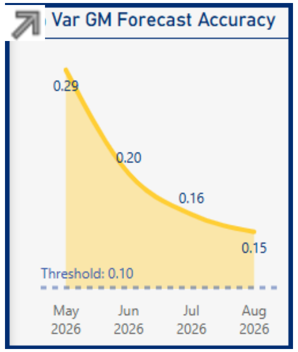

### % Budget Compliance YTD — **Measure Owner** | Bonnie Overfield

- RED: trending away from target
- Continue BBU-level variance review and realign budget timing and allocations to actual spending patterns, focusing on the 35% labor and 7% non-labor O&M compliance rates.




### % Variance Growth Margin Forecast Accuracy — **Measure Owner** | Bonnie Overfield

- YELLOW: trending closer to threshold (improving)
- Modify the gross-margin process to include CCA funds and associated offsets correctly, preventing double counting and clarifying the current $47.5M variance.



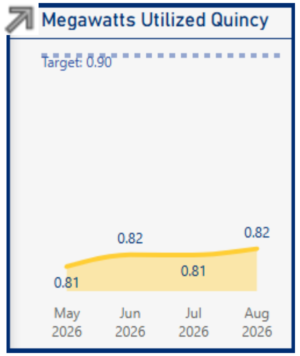
# Management Action Plan Summaries

## FINANCIAL

**Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks**

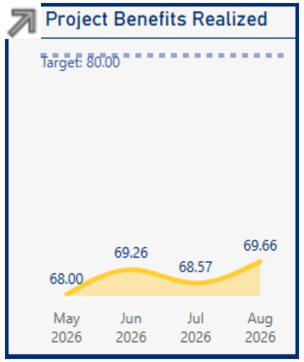
**% Megawatts Utilized Quincy** — **Measure Owner** | Fallon Long/Ty Ehrman

- YELLOW: trending towards target
- Continue developing Capacity Reservation contracts for the seven load-limit customers—the principal mechanism available to influence utilization toward the recalibrated 90% target.

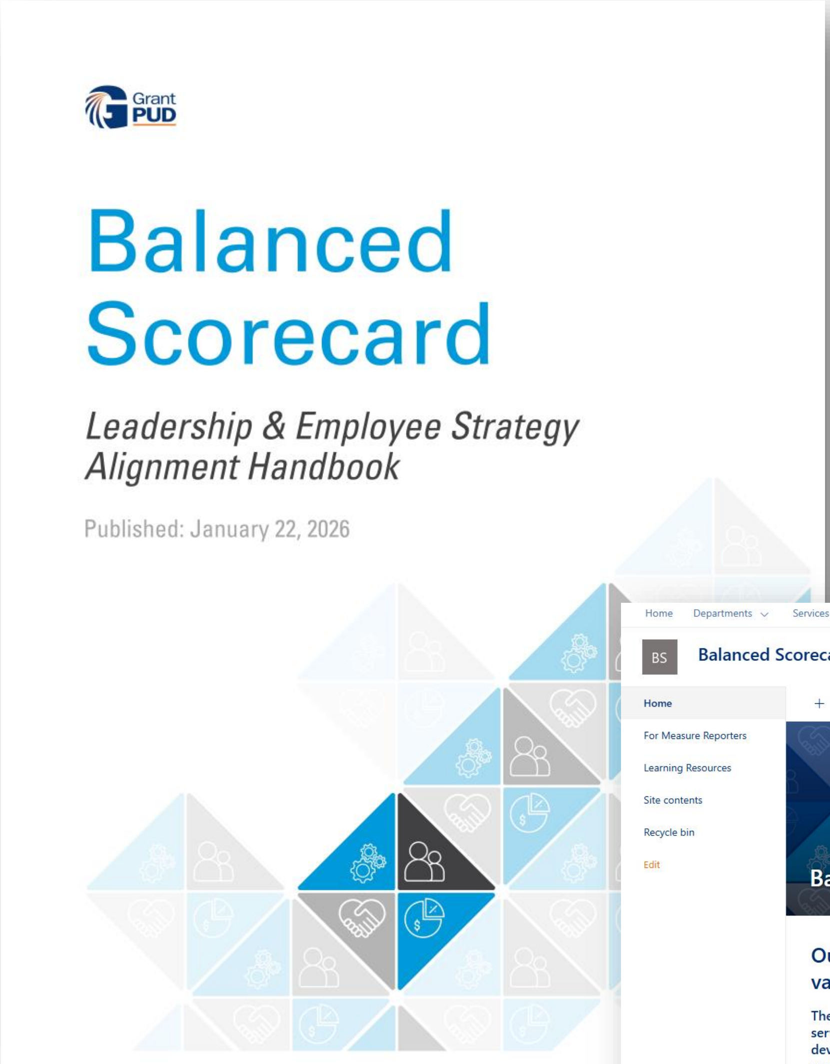


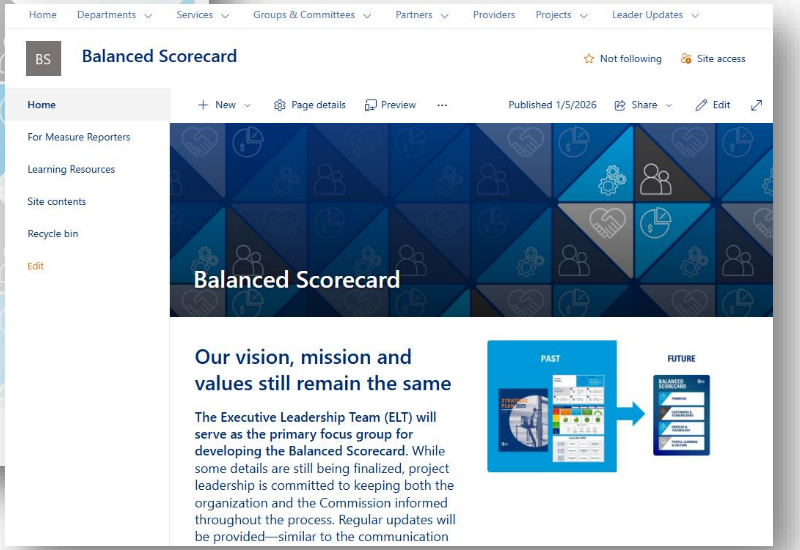

**% Projects w/Hard Benefits** — **Measure Owner** | Jeff Grizzel

- YELLOW: trending towards target
- Complete the remaining LPS Group 14 Technologies work with the customer and continue managing schedule, customer-timing, and adoption delays behind the $34.2M benefit gap.



# Resources




- **Leadership Summit topic – July 8**
- The Handbook – available on SP – update for the Leadership Summit
- The SP Site – what's coming up, how to engage, resources – check out the library!
- Updates via AEM, Leaderline and Working@Grant
- Executive Leadership Team

# Thank you!

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# APPENDIX

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# Our Strategies

The Corporate, Business Strategy and the Balanced Scorecard form a complete system connecting long-term vision to day-to-day work, ensuring our utility delivers value now while building for the future.

# Balanced Scorecard Structure

How does the Balanced Scorecard fit into the overall strategic planning process?


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# Balanced Scorecard Building Blocks

The Balanced Scorecard follows a hierarchy where each level answers a different question:

| | |
|---|---|
| OBJECTIVES | What must we achieve strategically? |
| GOALS | What does success look like in the next 1-3 years? |
| STRATEGIES | How will we achieve it? |
| MEASURES | How will we know if we are succeeding? |
| TARGETS | What level of performance are we aiming for? |
| INITIATIVES/ TACTICS | What work will we actually do on a daily basis? |

# Measure Status Criteria

The target is the minimum level of performance we've agreed equals success

```
Red      Yellow             | Green
--------|----------------|========
                Target (LOW)
```

## Standardized Color Logic

Measure status colors are assigned automatically based on precise, agreed target definitions for consistency and fairness.

## Green Status Criteria

Green status starts exactly at the target's **LOW** value, indicating achievement without exceptions or subjective interpretation.

## Yellow Status Meaning

Yellow status signals progress below target but with positive trends, reflecting momentum and ongoing improvement efforts. If we're trending towards the goal each month, we are progressing.

## Benefits of Automation

Automating color status removed subjectivity, prevents goalpost shifting, and supports trustworthy performance evaluation.

# Enterprise Goal Status

## GOAL STATEMENTS

Tangible outcomes within the next **3 years**

- ✓ **S**pecific
- ✓ **M**easurable
- ✓ **A**chievable
- ✓ **R**elevant
- ✓ **T**imebound

*"We want "**X**", to be "**Y**", by "**Z**" date"*

- v1 Goals complete
- Ensures measures align to specific & tangible outcomes
- Will support cascade process

# Division Measure Status


**3 Divisions**

- Power Market Operations
- Retail
- Administration

**Aligned under goals, strategies and enterprise measures*

# Government Affairs Strategy Update

August 25, 2026

Ryan Holterhoff, Manager Government Affairs
Matthew Harris, Senior Policy Analyst
Nikkole Hughes, Senior Policy Analyst

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# Agenda & Executive Summary

| | |
|---|---|
| **1** | Upcoming Strategic Engagements |
| **2** | Preparing for 2027 |
| **3** | Strategy Topic: Key Issues & Topics |

# Supporting the Strategic Focus

| GRANT PUD | COMMISSION |
|---|---|
| **MISSION**<br>To safely, efficiently and reliably provide electric power and fiber optic broadband services to our customers. | **MISSION**<br>To meet our customers' evolving utility (energy & broadband) needs while preserving our customer-owners' values. |
| **VISION**<br>EXCELLENCE IN SERVICE AND LEADERSHIP<br>We continually ask how we can improve safety, service quality, reliability and stewardship of our resources in the most cost-effective manner. | **VISION**<br>We collaborate with and inspire key partners (local, state, federal, etc.) to promote and perpetuate Grant PUD's legacy of premier utility services. |

# Upcoming Engagements & Strategy Topics

**Four balanced scorecard engagements (★) anchor the fall calendar; two dates remain to be confirmed.**

## Engagement Calendar — September to December 2026

| | ENGAGEMENT | WHO ATTENDS | STATUS |
|---|---|---|---|
| **SEP** | WPUDA Monthly Meeting | *TBD* | *Recurring* |
| **SEP** | **AWB Policy Summit — Spokane, WA (Sept. 15–17) ★** | *TBD* | **Confirmed** |
| **SEP–OCT** | Educational tours (possible) | *TBD* | *Date TBD* |
| **OCT** | Energy NW – Public Power Forum (Oct. 22) | *TBD* | **Confirmed** |
| **OCT** | **PPC FUEL Meeting — Portland, OR / Virtual Option ★** | *TBD* | *Date TBD* |
| **NOV** | **PPC & NWRP Annual Meetings — Portland, OR (Nov. 4–5) ★** | *TBD* | **Confirmed** |
| **DEC** | **Tri-Cities Region Legislative District Meetings ★** | *TBD* | *Date TBD* |
| **ONGOING** | Other association, member, and agency engagements | *TBD* | *As possible* |

## Recent & Upcoming Strategy Topics*

- Update on key government affairs issues
- Review of priorities and planning for 2027 engagements
- Wildfire policy discussions
- Policy discussions around day-ahead markets
- Other regional commercialization issues

★ *Balanced scorecard engagement.*
**Strategy topics are not all-encompassing and may adjust as other needs arise.*

# 2026 Priorities as Defined Last Year

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# Commission Rankings

2025 Survey Results

| | | |
|---|---|---|
| 1st Tier | • Resource development – Natural Gas | • Resource Development - Batteries<br>• **CETA – timing for compliance & potential risk to grid stability across the state<br>• Resource development – Natural Gas<br>• **Resource development - SMR |
| 2nd Tier | • Permitting process streamlining<br>• **CETA – timing for compliance & potential risk to grid stability across the state<br>• **Resource development – SMR<br>• Federal Regulation / Permitting Form (i.e. NEPA, ESA) | • Transmission procurement improvements<br>• Columbia River Treaty – Overall Agreement in Principle (International Issue)<br>• Hydropower tax incentives<br>• Permitting process streamlining |
| 3rd Tier | • Transmission application “shot clock” with state agencies<br>• State permitting reform (SEPA other environmental requirements)<br>• Land acquisition / and use (generation/transmission)<br>• Land mitigation requirements (i.e. land swaps)<br>• Hydropower Relicensing Reform | • Day-ahead energy markets<br>• Columbia River Treaty – CE allocation for Mid-Cs (Domestic Issue)<br>• Transmission application “shot clock” with state agencies<br>• Land mitigation requirements (i.e. land swaps) |

[yellow highlight] = Matching issue within tier

** = Top issue for both (different tier)

# Areas of Focus

As determined last year

**Resource Development**

**Improving Permitting**

**Regulatory Refinements**

# General Update: Key Issues & Topics

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# Key Priorities for Next Session

*Reliability, affordability, resilience, and implementation*

| | | |
|---|---|---|
| **Resource Adequacy Tradeoffs** | Balancing reliability, cost, flexibility, and compliance |
| **Managing Large Load Growth** | Planning for new demand while protecting customer affordability |
| **Wildfire Policies and Considerations** | Supporting resilience, mitigation, and practical utility operations |
| **Streamlined Permitting** | Improving timelines for critical infrastructure development |
| **Agency Priorities** | Aligning utility needs with state policy implementation |

# Other items of interest

## Federal Policy Priorities to watch

*Hydropower, permitting, and public finance*

### Hydropower Legislation

Improving licensing affordability, operational flexibility, and river restoration

H.R. 9337 / S. 5048 • H.R. 9806 / S. 3518 • H.R. 2160 / S. 1138

### Permitting Reform

Advancing the POWER Act and broader proposals to accelerate energy infrastructure development

### Tax and Finance

Protecting public power financing through private-use reform

# Other Issues to Watch



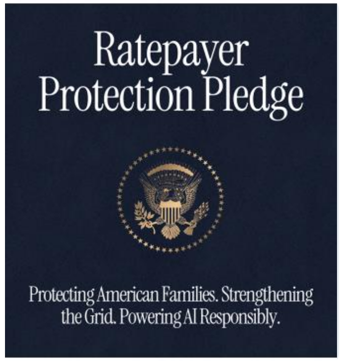
Developments to monitor through a public power lens

FEDERAL DIRECTION

## BPA Decisions and Leadership

Watch for new priorities and implementation signals affecting the energy sector.

MONITOR




AFFORDABILITY

## Ratepayer Protection Pledge

Track how the pledge is reflected in federal energy actions and public messaging.

MONITOR


BINATIONAL POLICY

## Columbia River Treaty

Monitor implementation developments and their relevance to the Columbia River system.

MONITOR


REGIONAL PLANNING

## Ninth Northwest Power Plan

Follow the draft plan and the assumptions shaping long-term regional resource planning.

MONITOR

**COMMISSION LENS** Affordability • Hydropower operations • Resource planning • Federal direction

# Key Mid-term Races: Handout

# Staying Connected

- Commission MS Teams channel – “Commission Strategy”
- Monthly Government Affairs Strategy updates
- Policy and issue paper reviews

To Date: Commissioner Meeting Involvement

| | Member meetings | Agency interactions |
|---|---|---|
| State level | 10 – Our Mtgs | 2 – meetings/tours |
| Federal level | 12 – Our Mtgs + APPA Rally | 2 – meetings |

# Work Product

### Reference Document

In depth analysis & industry insights.

Explains challenges, opportunities and strategies

### Position Paper

The utility stance on issue

Supports position and interest with various scenarios and evidence

### One Pager & Leave Behind

Quick reference for external stakeholders

Summarizes position and issue and may include visuals

*Not all encompassing and may adjust as other needs arise.

# Closing Summary

- Build upon learnings & engagements in 2026 build for 2027
- Identify who will participate in key balanced scorecard engagements for the remainder of the year
- GA to continue to monitor emerging legislative and regulatory developments and provide updates
- Next month: review 2027 priorities and outreach goals

# Thank you!

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