Grant PUD's Strategic Plan 2026-2028

November 10, 2026

Julie E. Pyper, Vice President – Head of Strategy

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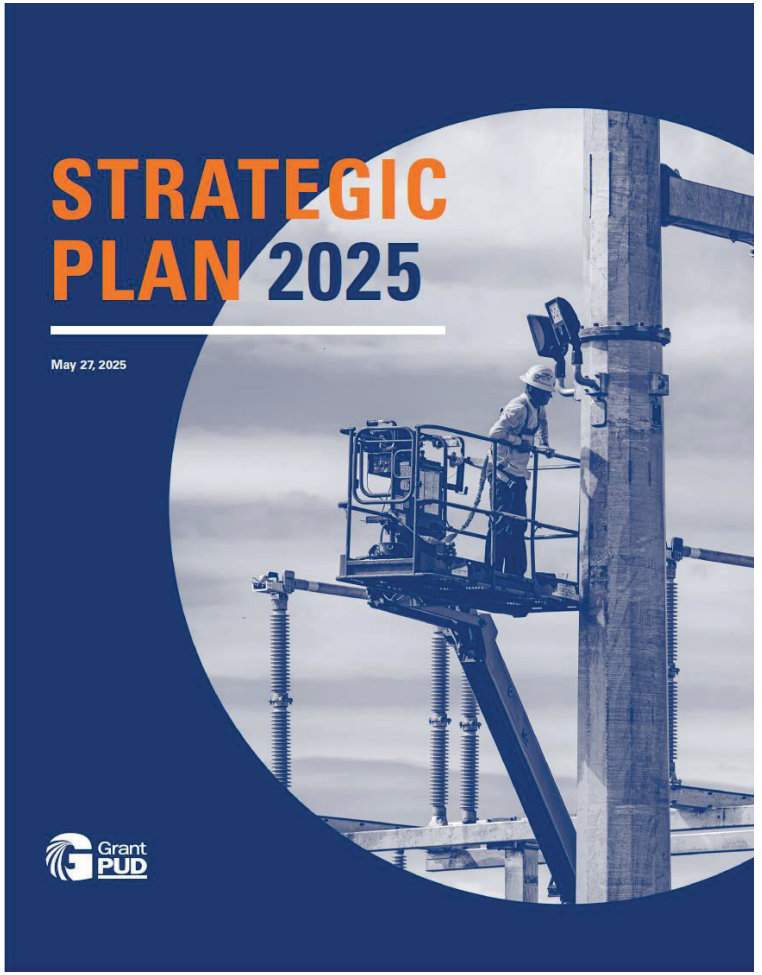
Executive Summary

- **Where we are:** the current Strategic Plan was adopted by Resolution on May 27, 2025.
- **The gap:** it does not reflect Grant PUD's approach to strategy or today's business climate.
- **Recommendation:** move to adopt Grant PUD's Strategic Plan 2026–2028.



Strategic Plan Background

- Current Strategic Plan was adopted May 27, 2025
- Since then, our environment has evolved:
  - Increased load growth
  - Customer portfolio
  - Transitioned to data driven performance
  - Organizational changes
  - New energy challenges
- The current plan's objectives, strategies and key metrics no longer reflect how the business is run or measured.



Strategic Plan Approach

- Align with our new strategy framework
  - Corporate Strategy
  - Business Strategy

- Stronger consideration for our external audience
  - Expanded context on who we are, who we serve, our Commission and leadership, our relationship with the Wanapum, and current business climate.



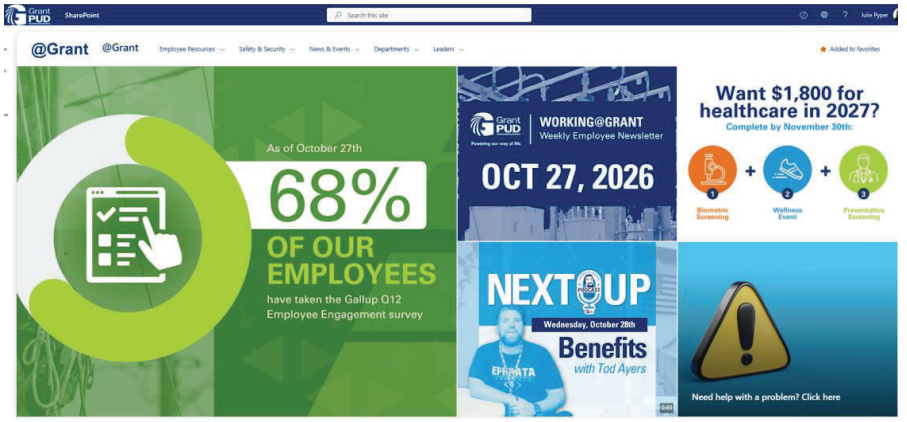




Strategic Plan Distribution

- Communication Plan to be implemented after Commission adoption
- Web based
- Print 8.5" X 11“ (By request only)
- Internal 11" X 17" poster





Conclusion

- **Adopt the 2026 – 2028 Grant PUD Strategic Plan**

Benefits:

- Gives Grant PUD one clear direction
- Aligns Corporate and Business Strategy
- Ties objectives and strategies to key metrics
- Provides a common roadmap

Thank you!

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Subject-Matter Expert (SME)

2027 Rates Proposal

November 10, 2026

Jeremy Stewart, Manager Rates & Pricing

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Agenda & Executive Summary

1	Rates Process	Overview of Grant PUD's customer segments and rate classes plus models used to develop the 2027 Rates Package.
2	Cost of Service Analysis	Review of how much it costs Grant PUD to provide services to customers, current bill structure vs. cost structure, and retail revenue as a percentage of cost to serve by rate class.
3	Rate Structure Proposals	• Remove evolving industry status for cryptocurrency. • Creating two new rate classes for data centers. • Move Rate 15 to Tier 1. • Move Rate 85 to Tier 2.
4	Rate Trajectory	Updated 10-year Rate Trajectory that includes higher incremental power costs and lower net wholesale revenue.
5	Rates Package	Rate change recommendations planned for Grant PUD Commission approval on December 15.

Rates Process

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Segments and Rate Classes

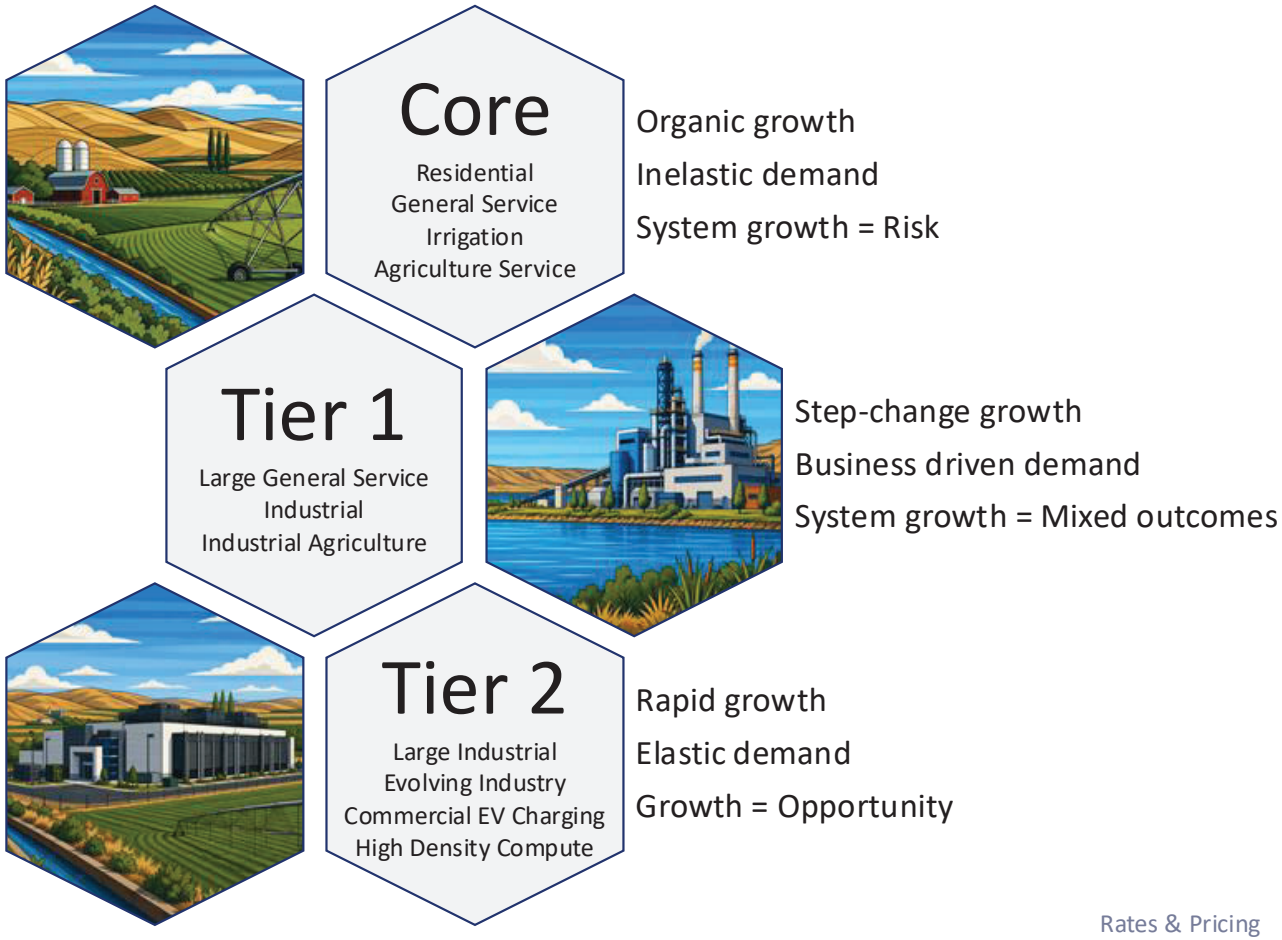
Retail Electric customers are organized into Segments and Rate Classes

Segments have similar:

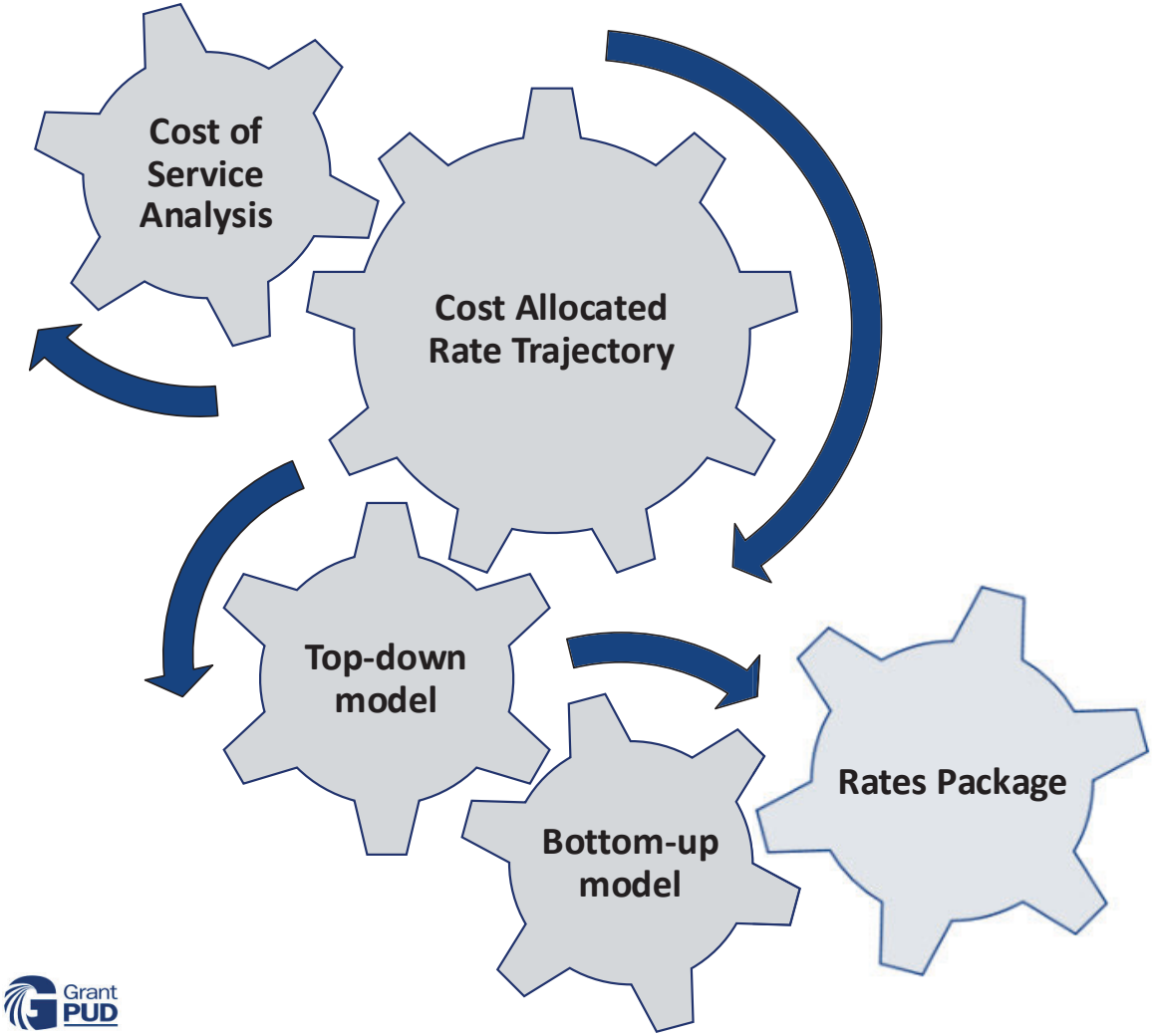
- Growth
- Price elasticity
- System growth risk

Rate Classes have similar:

- Load profiles
- Customer service needs
- Unique risk profiles



Rates Process Overview



Cost of Service Analysis

- Highest Detail – historic view
- Rates Package guidance

CART Trajectory

- Lowest detail – future looking
- Sets revenue target for segments

Top-down model

- Medium detail – future looking
- Models revenue by rate class

Bottom-up model

- High detail – historic looking
- Evaluates consistency within rate classes

Rates Package

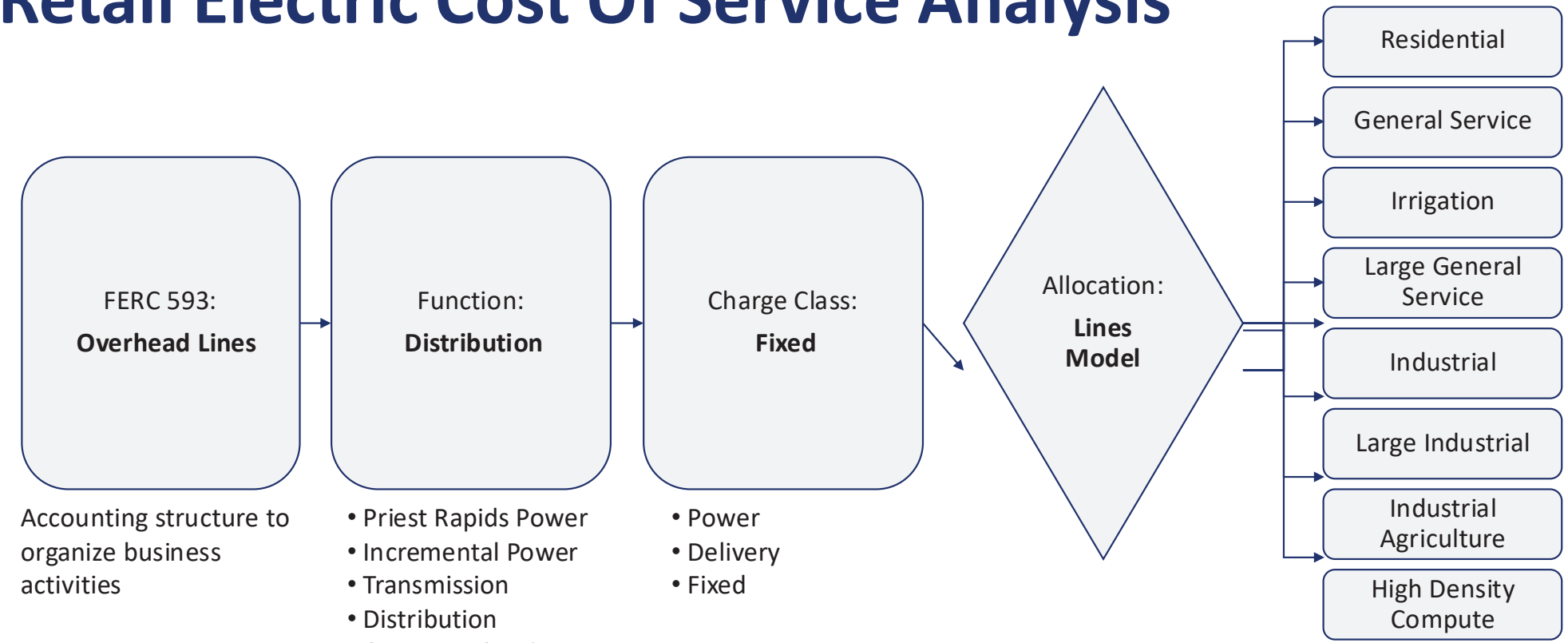
- Resolutions approved by Commission
- Costs paid by customers

Cost of Service Analysis

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Retail Electric Cost Of Service Analysis



Accounting structure to organize business activities

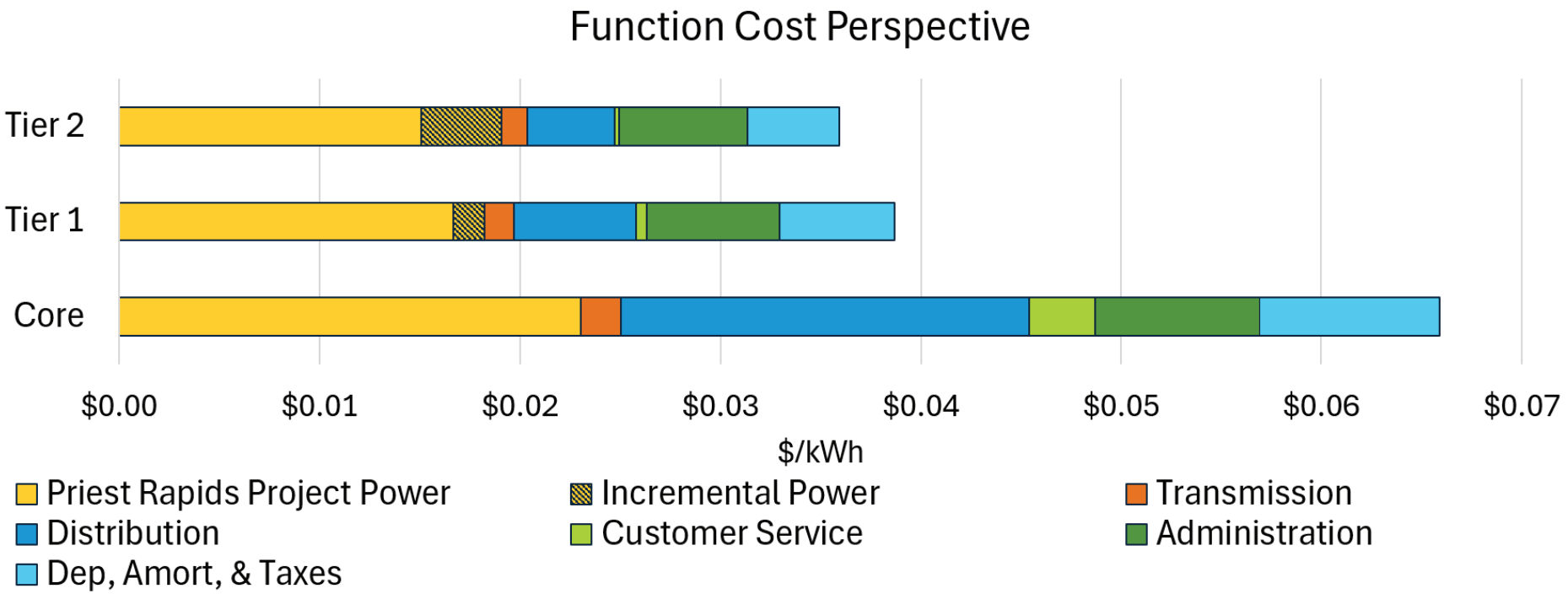
- Priest Rapids Power
- Incremental Power
- Transmission
- Distribution
- Customer Service
- Administration
- Depreciation, Amortization, Taxes, and Non-Operation

- Power
- Delivery
- Fixed

Functions

Recommendations:

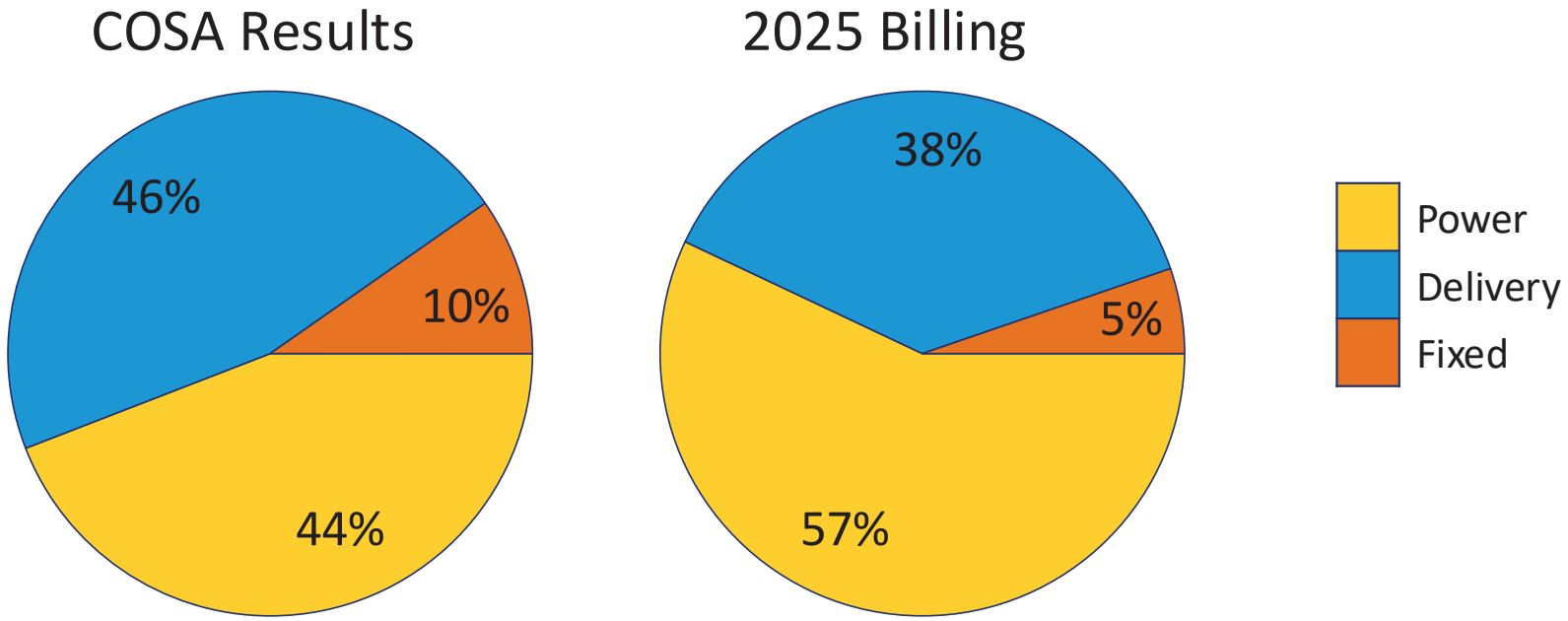
- **Review Tier 1/2 assignment to align incremental power costs and growth**
- **Update CART allocations**



Charges Perspective

Recommendations:

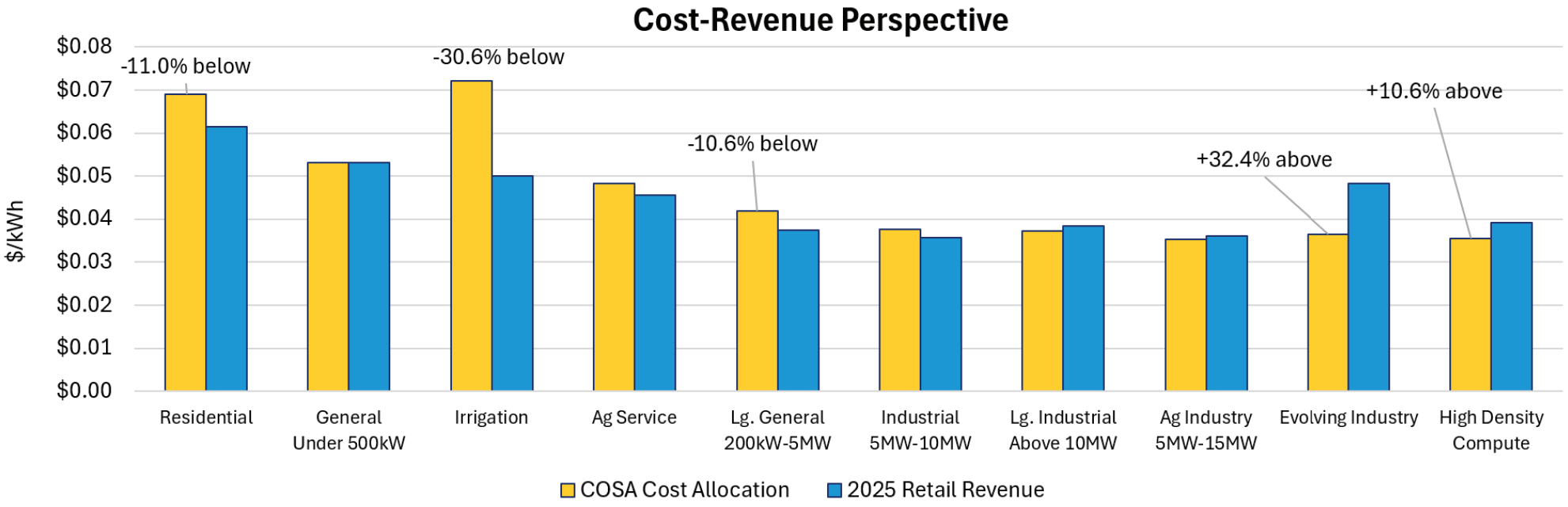
- **Improve alignment between power, delivery, and fixed charges**
- **Explore options to simplify rate structures in 2027**



COSA – Revenue

Recommendations:

- **Reclassify Cryptocurrency as High Density Compute**
- **Separate High Density Compute from Industrial rate classes**
- **Explore options to consolidate industrial size rate classes**



Rate Structure Proposals

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Revise Cryptocurrency Status

Recommend removing evolving industry status from cryptocurrency

- Cryptocurrency integrating with other compute loads
- Blockchain products becoming mainstreamed
- Business risk no longer exceeds Grant PUD's other industrial customers
- LPS load monitoring and transformer maximums have mitigated distribution asset risk

High Density Compute

Recommend creating two high density compute rate classes

"Required for facilities where 70% of power is used for processing, storage, management, transmission, or hosting of digital information using servers, computer equipment, networking equipment, and associated cooling and support systems."

- Data processing
- Data storage
- Cloud computing
- Crypto currency
- Block chain validation
- Artificial intelligence
- Machine learning
- Colocation

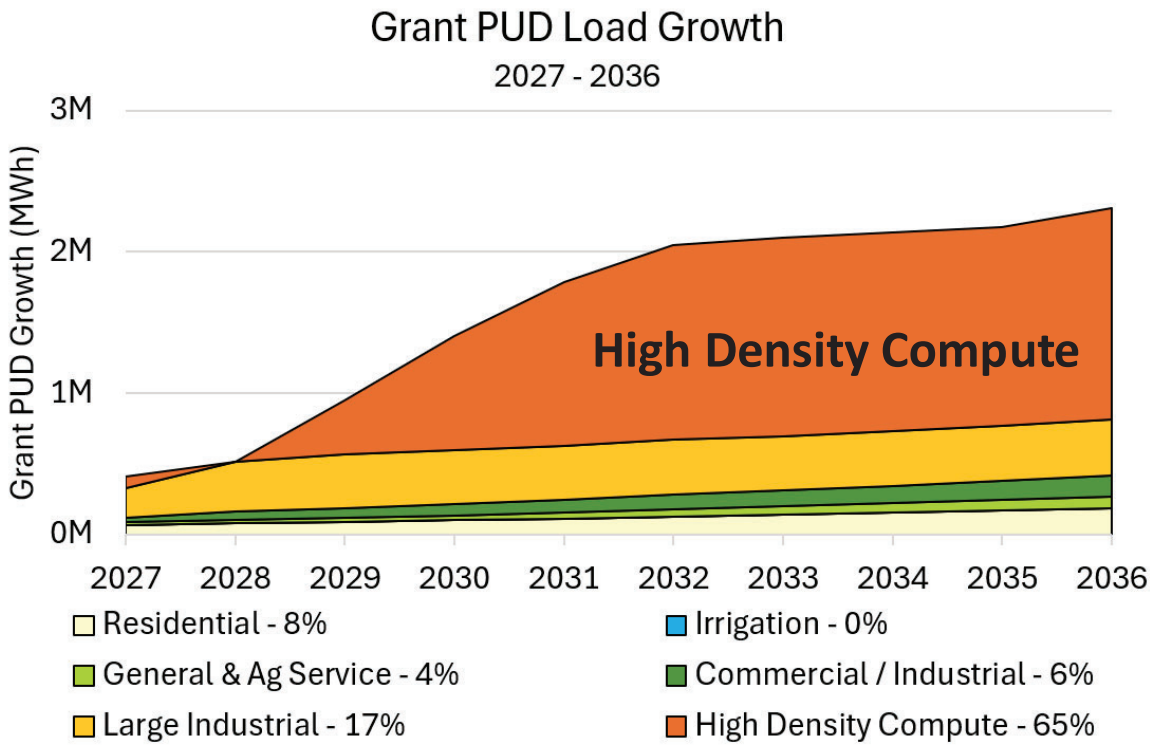
High Density Compute is Driving Grant PUD Growth

Reasons to create new rate classes:

- 65% of forecasted growth
- Spread across five rate classes
- Risk of legislative intervention

Proposal – Two Tier 2 rate classes

- Rate 20 - demand below 10MW
- Rate 21 – demand above 10MW



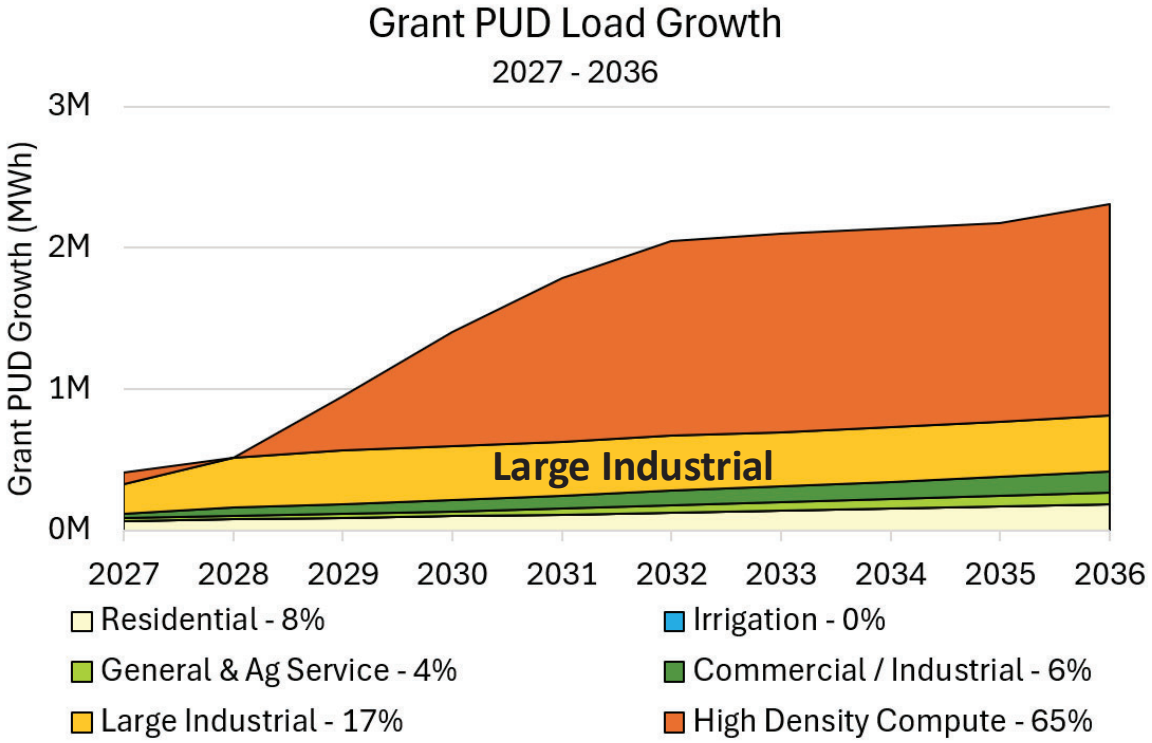
Reclassify Rate 15 to Tier 1

Recommend moving Rate 15 to Tier 1 Power Cost Allocation

Large Industrial

- 17% of forecasted growth
- Modest growth

Removal of data centers has substantially reduced large industrial growth projections



Reclassify Rate 85 to Tier 2

Recommend moving Rate 85 to Tier 2 Power Cost Allocation

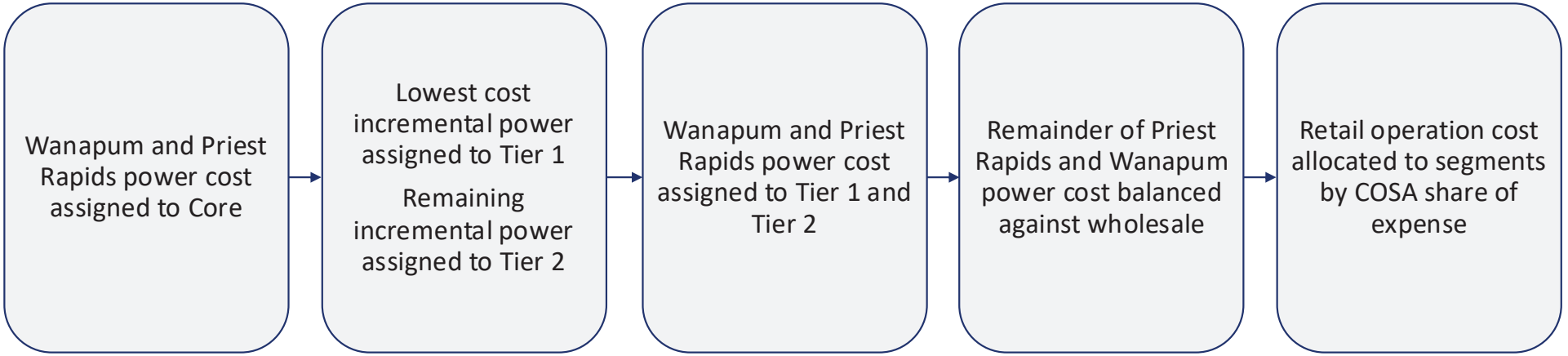
- No expected load within 10-year forecast
- Actual load growth would occur at incremental system cost
- Would align costs if customer decided to take load

Rate Trajectory

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Cost Allocated Rate Trajectory – Allocation Process



Core customers have first right to power from Priest Rapids and Wanapum dams

Assignment of incremental power before power from Priest Rapids and Wanapum dams isolate cost of growth to Tier 1 and Tier 2 customers

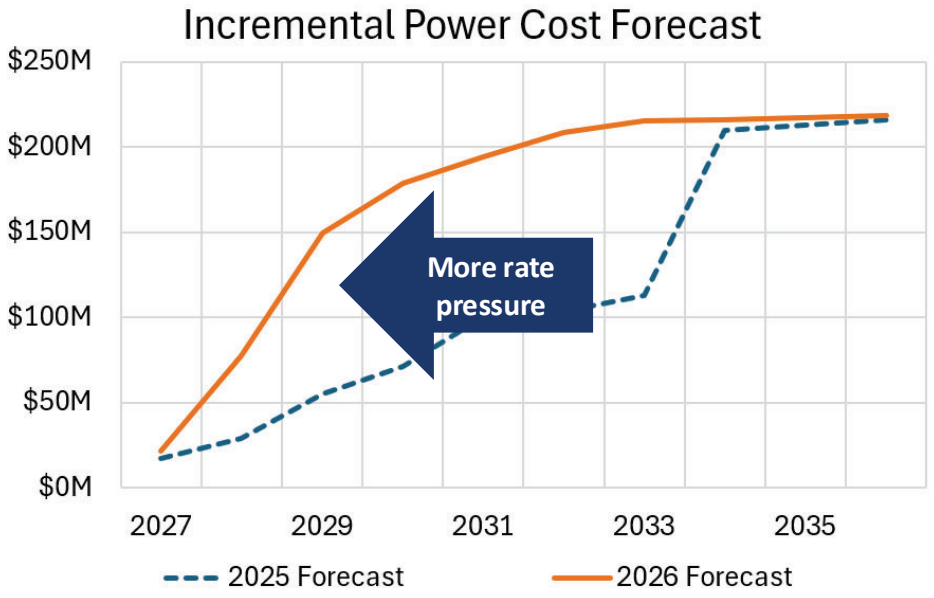
Creates a low-cost blended power portfolio for Tier 1 and Tier 2 customers

Wholesale activity are necessary to balance system load and generation

Profit from wholesale activity is used to keep rates low by reducing overall revenue requirement

Transmission, distribution, customer service, and administration costs.

Higher Expected Incremental Power Costs



Three power purchase agreements start 2028

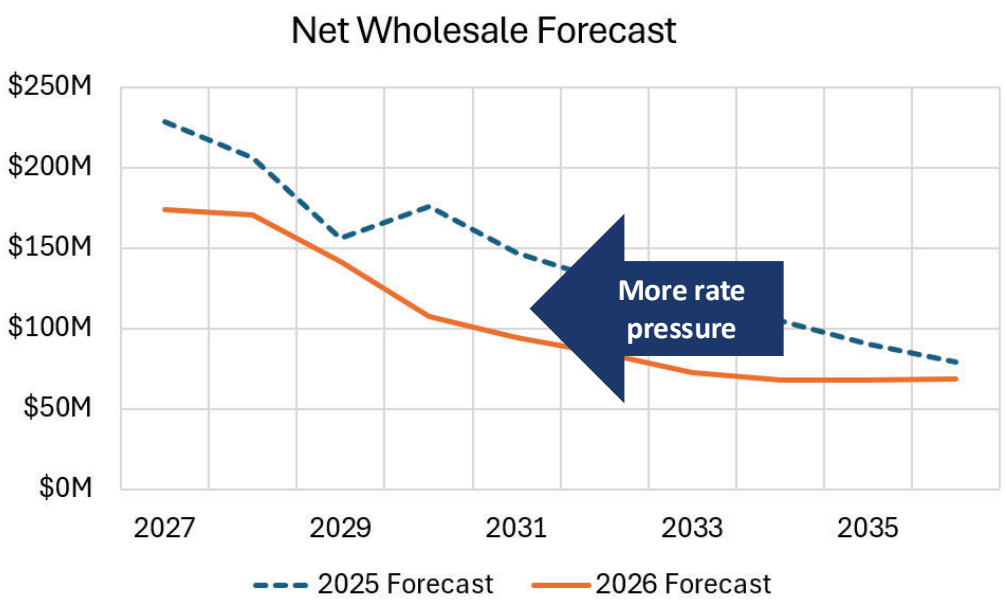
- Quincy Solar
- BPA Tier 1
- Royal Slope

Significant capacity cost uncertainty

- Shifting WRAP capacity requirements
- Upcoming RFP for capacity resources

Forecast Year	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
2025	$17 M	$29 M	$55 M	$71 M	$100 M	$104 M	$113 M	$210 M	$213 M	$216 M
2026	$22 M	$78 M	$150 M	$179 M	$194 M	$208 M	$215 M	$216 M	$217 M	$218 M
Change	+26%	+165%	+171%	+152%	+94%	+101%	+90%	+3%	+2%	+1%

Lower Expected Wholesale Revenue

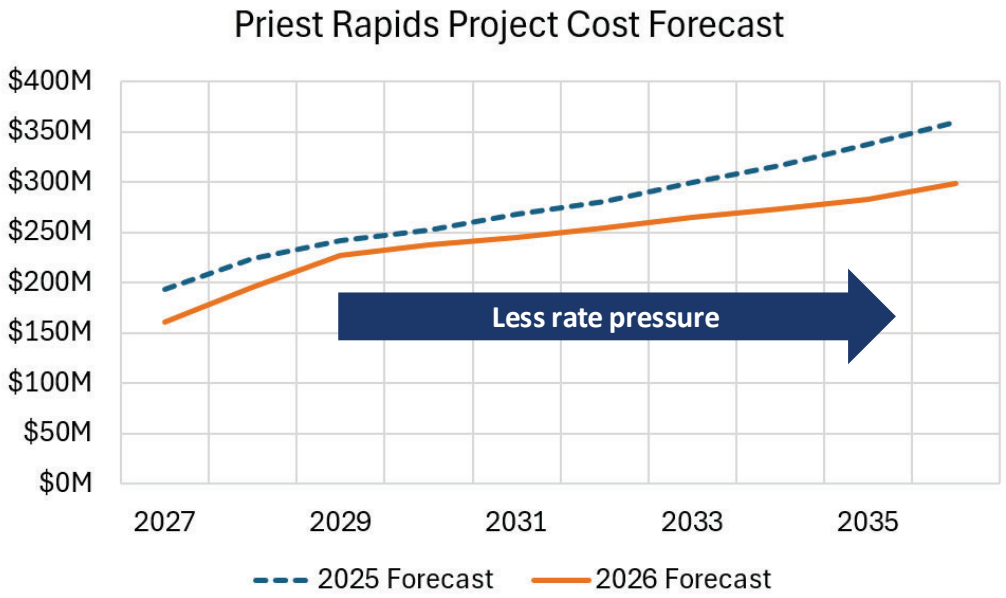


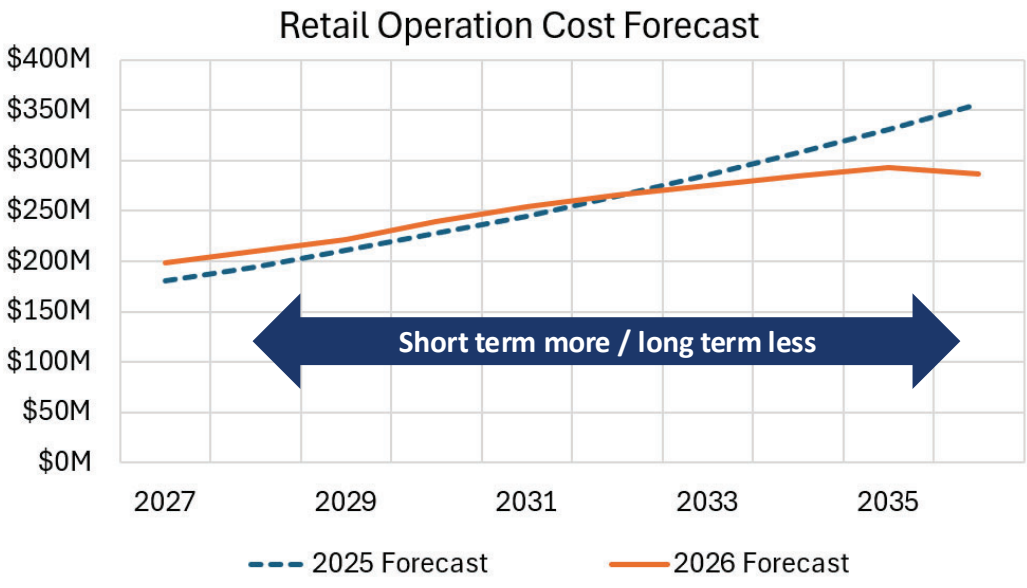
Wholesale power benefits trending lower

- EUDL / Reasonable Portion
- Unallocated PRP
- Net market sales

Forecast Year	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
2025	$228M	$206M	$156M	$176M	$147M	$130M	$115M	$105M	$90M	$79M
2026	$174M	$171M	$142M	$107M	$94M	$85M	$73M	$68M	$68M	$71M
Change	-24%	-17%	-9%	-39%	-36%	-35%	-37%	-35%	-25%	-10%

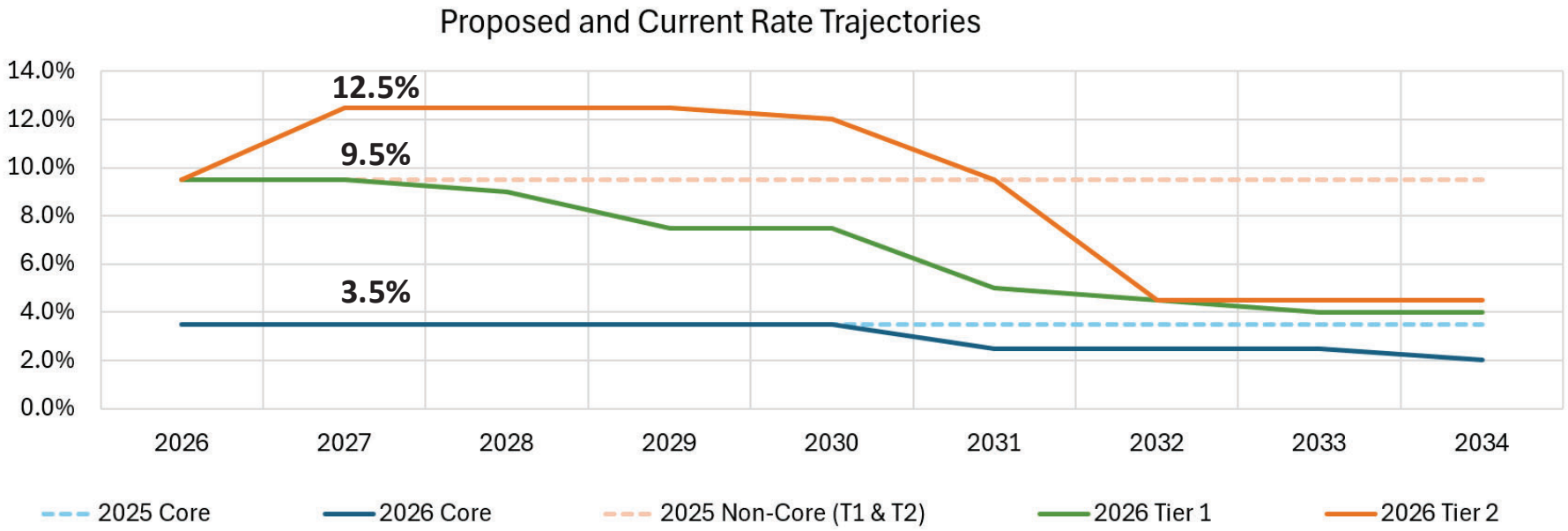
Priest Rapids and Retail Operations Forecast





Forecast Year	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
2026	$359M	$371M	$383M	$400M	$414M	$426M	$436M	$445M	$454M	$448M
2025	$374M	$389M	$405M	$422M	$439M	$459M	$480M	$501M	$525M	$550M
Change	-4%	-4%	-5%	-5%	-6%	-7%	-9%	-11%	-13%	-19%

Recommended Rate Trajectory



- Tier 2: Expect higher short-term rate increases over the 2025 model
- Tier 1: Expect short-term rate increases to decline gradually compared to the 2025 model
- Core: Small rate increases expected to align with the 2025 model
- All customers post 2030: Expect rate increases to stabilize at a pace lower than 2027-2030

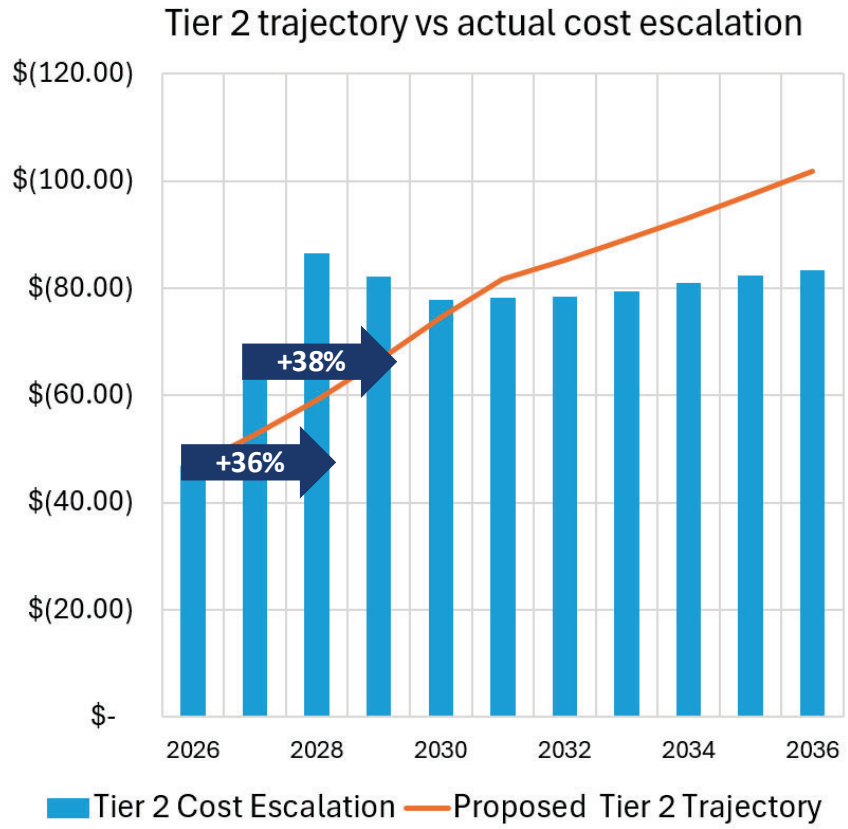
Temporary Stabilization Adjustment

2027 – 2028 costs increase in step changes

- 36% increase 2027
- 38% increase in 2028

Temporary Stabilization Adj prevents rate shock

- May be credits or charges
- Discount on current bill – **not cash refunds**
- Accumulate in revenue fund – **no storage**



Rates Package

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2027 Core Retail Rates

Rate Class	2026 $/kWh	Overall Change	2027 $/kWh
Rate 1 Residential	$0.0647	+3.4%	$0.0669
Rate 2 General Service Up to 500kW	$0.0552	+3.3%	$0.0570
Rate 3B Agriculture Service	$0.0455	+3.1%	$0.0469
Rate 3 Irrigation	$0.0515	+3.4%	$0.0532
Rate 6 Street Lighting	$0.2568	+3.5%	$0.2658

Rate 1: Residential

+3.4% Overall Increase

Rate 1-Residential			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$18.60	$20.00	+7.5%
PRP Energy	kWh	$0.02548	$0.02548	+2.6%
Delivery	kWh	$0.02616	$0.02748	
Minimum	Month	$20.00	*removed*	

Propose removing minimum charge

Propose converting Basic Charge to Monthly format

Residential - Sample Rate 1 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$0.62	30	Daily	$18.60
PRP Power	$0.02548	1,700	kWh	$43.32
Delivery	$0.02616	1,700	kWh	$44.47
			Total	**$106.39**

Residential - Sample Rate 1 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic Charge	$20.00	1	Month	$20.00
PRP Power	$0.02548	1,700	kWh	$43.32
Delivery	$0.02748	1,700	kWh	$46.72
			Total	**$110.03**
			Change	**+3.4%**

Rate 2: General Service

+3.3% Overall Increase

Rate 2 - General Service			Proposed	
Determinate	Units	2026	2027	% Change
Basic Single Phase	Month	$24.00	$25.80	+7.5%
Basic Three Phase	Month	$35.70	$38.40	+7.6%
PRP Power	kWh	$0.02548	$0.02548	+2.8%
Delivery	kWh	$0.02273	$0.02409	
Minimum	kW Max	$4.19	$4.86	+16.0%
Minimum applicable to loads of 100 kW and above				

Propose converting Basic Charge to Monthly format

General Service - Sample Rate 2 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic Charge Single Phase	$0.80	30	Daily	$24.00
PRP Power	$0.02548	4,000	kWh	$101.92
Delivery Charge	$0.02273	4,000	kWh	$90.92
			Total	**$216.84**

General Service - Sample Rate 2 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic Charge Single Phase	$25.80	1	Month	$25.80
PRP Power	$0.02548	4,000	kWh	$101.92
Delivery	$0.02409	4,000	kWh	$96.36
			Total	**$224.08**
			Change	**+3.3%**

Rate 3B: Agriculture Service

+3.1% Overall Increase

Rate 3B - Agriculture Service			Proposed	
Determinate	Units	2026	2027	% Change
Basic Single Phase	Month	$24.00	$25.80	+7.5%
Basic Three Phase	Month	$35.70	$38.40	+7.6%
PRP Power	kWh	$0.02548	$0.02548	+2.3%
Delivery	kWh	$0.01549	$0.01642	
Minimum	kW Max	$4.19	$4.86	+16.0%

Minimum applicable to loads of 100 kW and above, but not less than the Basic Charge.

Propose converting Basic Charge to Monthly format

Agriculture Service - Sample Rate 3B Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic Three Phase	$1.19	30	Days	$35.70
PRP Power	$0.02548	5,000	kWh	$127.40
Delivery	$0.01549	5,000	kWh	$77.45
			Total	**$240.55**

Agriculture Service - Sample Rate 3B Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic Three Phase	$38.40	1	Month	$38.40
PRP Power	$0.02548	5,000	kWh	$127.40
Delivery	$0.01642	5,000	kWh	$82.10
			Total	**$247.90**
			Change	**+3.1%**

Rate 3: Irrigation

+3.4% Overall Increase

Rate 3 - Irrigation			Proposed	
Determinate	Units	2026	2027	% Change
Basic Single Phase	Month	$33.35	$35.85	+7.5%
Basic Three Phase	Month	$47.61	$51.18	+7.5%
PRP Power	kWh	$0.02548	$0.02548	+2.3%
Delivery	kWh	$0.00723	$0.00799	
Capacity	HP	$2.99	$3.14	+5.0%
Capacity	HP	$2.74	$2.88	+5.1%

Basic and Capacity collected April - October only

Irrigation - Sample Rate 3 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic Charge Three Phase	$47.61	1	Month	$47.61
PRP Power	$0.02548	18,000	kWh	$458.64
Delivery	$0.00723	18,000	kWh	$130.14
Capacity: First 75 HP	$2.99	75	HP	$224.25
Capacity: 75+ HP	$2.74	23	HP	$63.02
			Total	**$923.66**

Irrigation - Sample Rate 3 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic Charge Three Phase	$51.18	1	Month	$51.18
PRP Power	$0.02548	18,000	kWh	$458.64
Delivery	$0.00799	18,000	kWh	$143.82
Capacity: First 75 HP	$3.14	75	HP	$235.50
Capacity:75+ HP	$2.88	23	HP	$66.24
			Total	**$955.38**
			Change	**+3.4%**

Rate 6: Street Lighting

Measure	2026 Rate	Proposed 2027 Rate	% Change
Conventional Group 1	$ 10.97	$ 11.35	3.5%
Conventional Group 2	$ 14.85	$ 15.37	3.5%
Conventional Group 3	$ 20.98	$ 21.71	3.5%
Conventional Standards 25-30	$ 6.42	$ 6.64	3.5%
Conventional Standards 35-40	$ 8.88	$ 9.19	3.5%
Decorative Unit 1	$ 48.95	$ 50.66	3.5%
Decorative Unit 1A	$ 26.06	$ 26.97	3.5%
Decorative Unit 2	$ 50.32	$ 52.08	3.5%
Decorative Unit 2A	$ 29.18	$ 30.20	3.5%
Options Reflectors	$ 3.47	$ 3.59	3.5%
Options Power <35Wx2	$ 0.91	$ 0.94	3.2%
Options Power 36W-70W x2	$ 1.69	$ 1.75	3.7%
Options Power 71W-150W x2	$ 3.47	$ 3.59	3.5%

Flat 3.5% increase across Rate 6 line items

- Deviation from 3.5% due to rounding to nearest whole cent

2027 Tier 1 Retail Rates

Rate Class	2026 $/kWh	Overall Change	2027 $/kWh
Rate 7 Large General Service 200kW to 5MW	$0.0416	+11.7% (+18.9% w/o stabilization)	$0.0464
Rate 14 Industrial Service 5MW to 10MW	$0.0389	+9.1% (+15.9% w/o stabilization)	$0.0425
Rate 15 Large Industrial Service Greater than 10MW	$0.0435	+2.2% (-3.4% w/o stabilization)	$0.0445
Rate 16 Industrial Agriculture Service 5MW to 15MW	$0.0399	+9.2% (+14% w/o stabilization)	$0.0436

Rate 7: Large General

+11.7% Overall Increase

Rate 7 - Large General Service			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$166.63	$ 208.29	+25.0%
PRP Power	kWh	$0.02548	$ 0.02548	
Incremental Power	kWh	$0.00072	$ 0.00592	+12.8%
Temp. Stabilization	kWh	(0.00082)	(0.00278)	
Demand	kW	$5.57	$ 5.85	+5.0%
Minimum	Month	$166.63	*removed*	

Propose removing minimum charge

Large General Service - Sample Rate 7 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$166.63	1	Month	$166.63
PRP Power	$0.02548	515,000	kWh	$13,122.20
Incremental Power	$0.00072	515,000	kWh	$370.80
Temp. Stabilization	($0.00082)	515,000	kWh	($422.30)
Demand	$5.57	800	kW	$4,456.00
			Total	**$17,693.33**

Large General Service - Sample Rate 7 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$208.29	1	Month	$208.29
PRP Power	$0.02548	515,000	kWh	$13,122.20
Incremental Power	$0.00563	515,000	kWh	$2,899.45
Temp. Stabilization	($0.00179)	515,000	kWh	($921.85)
Demand	$5.57	800	kW	$4,456.00
			Total	**$19,764.09**
			Change	**+11.7%**

Rate 14: Industrial

+9.1% Overall Increase

Rate 14 - Industrial			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$726.44	$908.05	+25.0%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00072	$0.00563	+8.5%
Temp. Stabilization	kWh	$0.00024	($0.00243)	
Demand	kW	$5.96	$6.56	+10.1%
Minimum	75% of highest billing demand over rolling 12 months			

Industrial - Sample Rate 14 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$726.44	1	Month	$726.44
PRP Power	$0.02548	3,500,000	kWh	$89,180.00
Incremental Power	$0.00072	3,500,000	kWh	$2,520.00
Temp. Stabilization	$0.00024	3,500,000	kWh	$840.00
Demand	$5.96	8,000	kW	$47,680.00
			Total	**$140,946.44**

Industrial - Sample Rate 14 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$908.05	1	Month	$908.05
PRP Power	$0.02548	3,500,000	kWh	$89,180.00
Incremental Power	$0.00563	3,500,000	kWh	$19,705.00
Temp. Stabilization	($0.00243)	3,500,000	kWh	($8,505.00)
Demand	$6.56	8,000	kW	$52,480.00
			Total	**$153,768.05**
			Change	**+9.1%**

Rate 15: Large Industrial

+2.2% Overall Increase

Rate 15 - Large Industrial			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$1,061.08	$1,326.35	+25.0%
PRP Energy	kWh	$0.02548	$0.02548	
Incremental Energy	kWh	$0.00260	$0.00563	-0.2%
Temp Stabilization	kWh	$0.00520	$0.00210	
Demand	kW	$6.03	$6.63	+10.0%
Minimum	75% of highest billing demand over rolling 12 months			

Large Industrial - Sample Rate 15 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$1,061.08	1	Month	$1,061.08
PRP Power	$0.02548	12,000,000	kWh	$305,760.00
Incremental Power	$0.00260	12,000,000	kWh	$31,200.00
Temp. Stabilization	$0.00520	12,000,000	kWh	$62,400.00
Demand	$6.03	19,600	kW	$118,188.00
			Total	**$518,609.08**

Large Industrial - Sample Rate 15 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$ 1,326.35	1	Month	$1,326.35
PRP Power	$ 0.02548	12,000,000	kWh	$305,760.00
Incremental Power	$ 0.00563	12,000,000	kWh	$67,560.00
Temp. Stabilization	$ 0.00210	12,000,000	kWh	$25,200.00
Demand	$ 6.63	19,600	kW	$129,948.00
			Total	**$529,794.35**
			Change	**+2.2%**

Rate 16: Industrial Agriculture

+9.2% Overall Increase

Rate 16 - Industrial Agriculture			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$726.44	$908.05	+25.0%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00072	$0.00563	+11.5%
Temp. Stabilization	kWh	$0.00000	($0.00191)	
Demand	kW	$5.98	$6.28	+5.0%
Minimum	75% of highest billing demand over rolling 12 months			

Agricultural Processing - Sample Rate 16 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$726.44	1	Month	$726.44
PRP Power	$0.02548	2,010,000	kWh	$51,214.80
Incremental Power	$0.00072	2,010,000	kWh	$1,447.20
Temp. Stabilization	$0.00000	2,010,000	kWh	$0.00
Demand	$5.98	5,210	kW	$31,155.80
			Total	**$84,544.24**

Agricultural Processing - Sample Rate 16 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$908.05	1	Month	$908.05
PRP Power	$0.02548	2,010,000	kWh	$51,214.80
Incremental Power	$0.00563	2,010,000	kWh	$11,316.30
Temp. Stabilization	($0.00191)	2,010,000	kWh	($3,839.10)
Demand	$6.28	5,210	kW	$32,718.80
			Total	**$92,318.85**
			Change	**+9.2%**

2027 Tier 2 Retail Rates

Rate Class	2026 $/kWh	Overall Change	2027 $/kWh
Rate 17 Evolving Industry	$0.0529	n/a	n/a
Rate 19 Commercial EV Charging	$0.1717	+13.3% (+14.2% w/o stabilization)	$0.1945
Rate 20 High Density Compute Less than 10MW	$0.0335 Rate 7[1] $0.0363 Rate 14[1] $0.0529 Rate 17	+31.5% to Rate 7 +23.8% Rate 14 -14.9% Rate 17 (+6% to +44% w/o stab.)	$0.0450
Rate 21 Large High Density Compute Greater than 10MW	$0.0423 Rate 15[1]	+12.5% to Rate 15 (+32% w/o stabilization)	$0.0476
Rate 85 Agriculture Food Boiler	n/a No expected 2026 load	25%	n/a No expected 2026 load

[1] $/kWh based on customers moving – high load factor creates a different $/kWh from other customers in the original rate class

Rate 19: Commercial EV Charging

+13.3% Overall Increase

Rate 19 -Commercial EV Charging			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$54.30	$67.88	+25.0%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00260	$0.02031	+66.0%
Temp. Stabilization	kWh	$0.00200	-$0.00018	
Demand	kW	$9.95	$10.45	+5.0%
Minimum	Month	$461.87	$522.50	+13.1%

EV Charging - Sample Rate 19 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$54.30	1	Month	$54.30
PRP Power	$0.02548	15,250	kWh	$388.57
Incremental Power	$0.00260	15,250	kWh	$39.65
Temp. Stabilization	$0.00200	15,250	kWh	$30.50
Demand	$9.95	220	kW	$2,189.00
			Total	**$2,702.02**

EV Charging - Sample Rate 19 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$67.88	1	Month	$67.88
PRP Power	$0.02548	15,250	kWh	$388.57
Incremental Power	$0.02031	15,250	kWh	$309.73
Temp. Stabilization	($0.00018)	15,250	kWh	($2.74)
Demand	$10.45	220	kW	$2,299.00
			Total	**$3,062.43**
			Change	**+13.3%**

Rate 20: High Density Compute (Rate 14 Migration)

+23.8% Overall Increase

Rate 20 - High Density Compute			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$726.44	$1,250.00	+72.1%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00072	$0.02031	+25.2%
Temp. Stabilization	kWh	$0.00024	($0.01268)	
Demand	kW	$5.96	$7.15	+20.0%
Minimum	75% of highest billing demand over rolling 12 months			

High Density Compute- Sample Rate 14 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$726.44	1	Month	$726.44
PRP Power	$0.02548	3,750,000	kWh	$95,550.00
Incremental Power	$0.00072	3,750,000	kWh	$2,700.00
Temp. Stabilization	$0.00024	3,750,000	kWh	$900.00
Demand	$5.96	8,000	kW	$47,680.00
			Total	**$147,556.44**

High Density Compute - Sample Rate 20 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$1,250.00	1	Month	$1,250.00
PRP Power	$0.02548	3,750,000	kWh	$95,550.00
Incremental Power	$0.02031	3,750,000	kWh	$76,162.50
Temp. Stabilization	($0.01268)	3,750,000	kWh	($47,550.00)
Demand	$7.15	8,000	kW	$57,200.00
			Total	**$182,612.50**
			Change	**+23.8%**

Rate 20: High Density Compute (Rate 17B Migration)

-14.9% Overall Decrease

Rate 20 -High Density Compute			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$1,000.00	$1,250.00	+25.0%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00260	$0.02031	+0.1%
Temp. Stabilization	kWh	$0.00500	($0.01268)	
Demand	kW	$12.90	$7.15	-44.6%
Minimum	75% of highest billing demand over rolling 12 months			

High Density Compute- Sample Rate 17 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$1,000.00	1	Month	$1,000.00
PRP Power	$0.02548	228,488	kWh	$5,821.87
Incremental Power	$0.00260	228,488	kWh	$594.07
Temp. Stabilization	$0.00500	228,488	kWh	$1,142.44
Demand	$12.90	400	kW	$5,160.00
			Total	**$13,718.38**

High Density Compute - Sample Rate 20 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$1,250.00	1	Month	$1,250.00
PRP Power	$0.02548	228,488	kWh	$5,821.87
Incremental Power	$0.02031	228,488	kWh	$4,640.59
Temp. Stabilization	($0.01268)	228,488	kWh	($2,897.23)
Demand	$7.15	400	kW	$2,860.00
			Total	**$11,675.23**
			Change	**-14.9%**

Rate 21: High Density Compute (Rate 15 migration)

+12.5% Overall Increase

Rate 21 - Large High Density Compute			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$1,061.08	$1,875.00	+76.7%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00260	$0.02031	+10.5%
Temp. Stabilization	kWh	$0.00520	($0.00901)	
Demand	kW	$6.03	$7.25	+20.2%
Minimum	75% of highest billing demand over rolling 12 months			

Large High Density Compute- Sample Rate 15 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$1,061.08	1	Month	$1,061.08
PRP Power	$0.02548	14,700,000	kWh	$374,556.00
Incremental Power	$0.00260	14,700,000	kWh	$38,220.00
Temp. Stabilization	$0.00520	14,700,000	kWh	$76,440.00
Demand	$6.03	19,600	kW	$118,188.00
			Total	**$608,465.08**

Large High Density Compute - Sample Rate 21 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$1,875.00	1	Month	$1,875.00
PRP Power	$0.02548	14,700,000	kWh	$374,556.00
Incremental Power	$0.02031	14,700,000	kWh	$298,557.00
Temp. Stabilization	($0.00901)	14,700,000	kWh	($132,447.00)
Demand	$7.25	19,600	kW	$142,100.00
			Total	**$684,641.00**
			Change	**+12.5%**

Rate 85: Agriculture Food Boiler

+25% Overall Increase

Rate 85 - Agriculture Food Boiler			Proposed	
Determinate	Units	2026	2027	% Change
Basic	Month	$1,549.50	$1,936.88	+25.0%
PRP Power	kWh	$0.02548	$0.02548	
Incremental Power	kWh	$0.00072	$0.02031	+74.8%
Temp. Stabilization	kWh	$0.00000	$0.00000	
Demand	kW	$6.61	$7.27	+10.0%
Minimum	75% of highest billing demand over rolling 12 months			

Agriculture Food Boiler - Sample Rate 85 Bill at 2026 Rates				
Description	Current Rate	Qty	Unit	Monthly Cost
Basic	$1,549.50	1	Month	$1,549.50
PRP Power	$0.02548	-	kWh	$0.00
Incremental Power	$0.00072	-	kWh	$0.00
Temp. Stabilization	$0.00000	-	kWh	$0.00
Demand	$6.61	-	kW	$0.00
			Total	**$1,549.50**

Agriculture Food Boiler - Sample Rate 85 Bill at Proposed 2027 Rates				
Description	Rate	Qty	Unit	Monthly Cost
Basic	$1,936.88	1	Month	$1,936.88
PRP Power	$ 0.02548	-	kWh	$0.00
Incremental Power	$ 0.02031	-	kWh	$0.00
Temp. Stabilization	$ -	-	kWh	$0.00
Demand	$7.27	-	kW	$0.00
			Total	**$1,936.88**
			Change	**+25.0%**

Thank you!

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Subject-Matter Expert (SME)

Transmission System Capacity and Expansion Update

November 10, 2026

Susan Manville, Director Transmission Strategy & Development

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Executive Summary

Grant PUD is building a coordinated, long-range approach to transmission capacity, system expansion and regional readiness.

1	**CUSTOMER CLARITY** Heat map enables earlier feasibility decisions.
2	**LONG-RANGE INVESTMENT** Defined investments to serve forecasted growth.
3	**CAPACITY GROWTH** Expansion projects add capacity and interconnections.
4	**REGIONAL READINESS** Positioned for emerging transmission and market changes.

Transmission System Capacity

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Capacity Outlook

Capacity headroom in priority areas of the current Long-Range Plan

Service area	Capacity (MW)	Current Peak Load (MW)	2031 Peak Load[2] (MW)
Moses Lake	**380**	**194**	**353**
Quincy	**372/750[1]**	**372**	**750**
Warden	**50**	**18**	**30**
George/Frenchman Hills/White Trail	**109**	**105**	**109**

Source: BIMA High Forecast for Core Load and LPS Load Limits Rev.1 for Large Industrial

1. Post-QTEP Completion including Mt. View and MH capacitor banks
2. 2031 Peak Load does not reflect all expressed interest

Capacity Transparency (Heat Map)

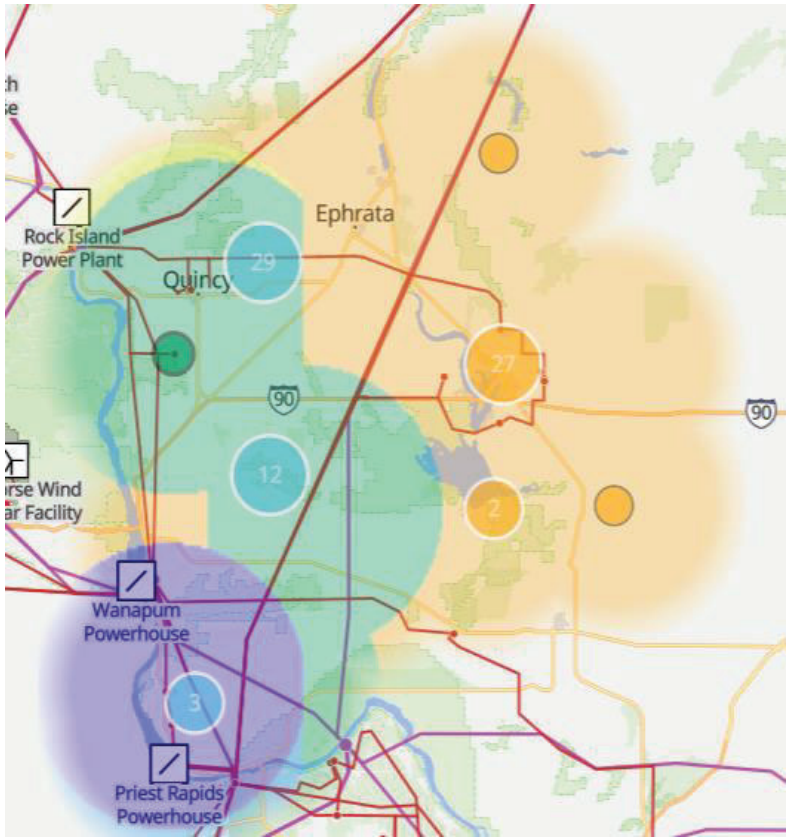
The Grant PUD Transmission System Capacity Heat Map gives customers and stakeholders early, transparent visibility into transmission capacity.

- **Informs decisions:** a snapshot of system capacity based on the best available load forecast data
- **Screens early:** initial feasibility for load service and generation interconnection, including the impact of added load or generation
- **Available now:** live for stakeholder and customer use

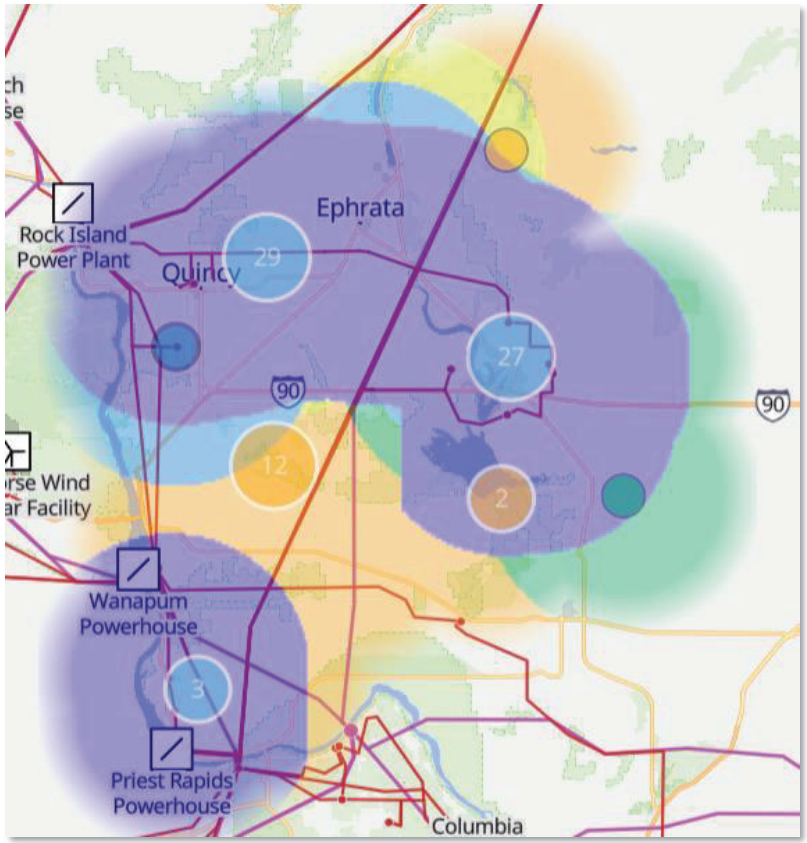
Points of interconnection heatmap | PowerGEM

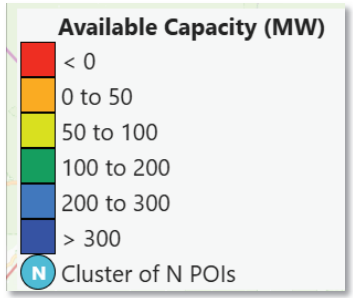
Heat Map Overview – 2031 Base Case

Load

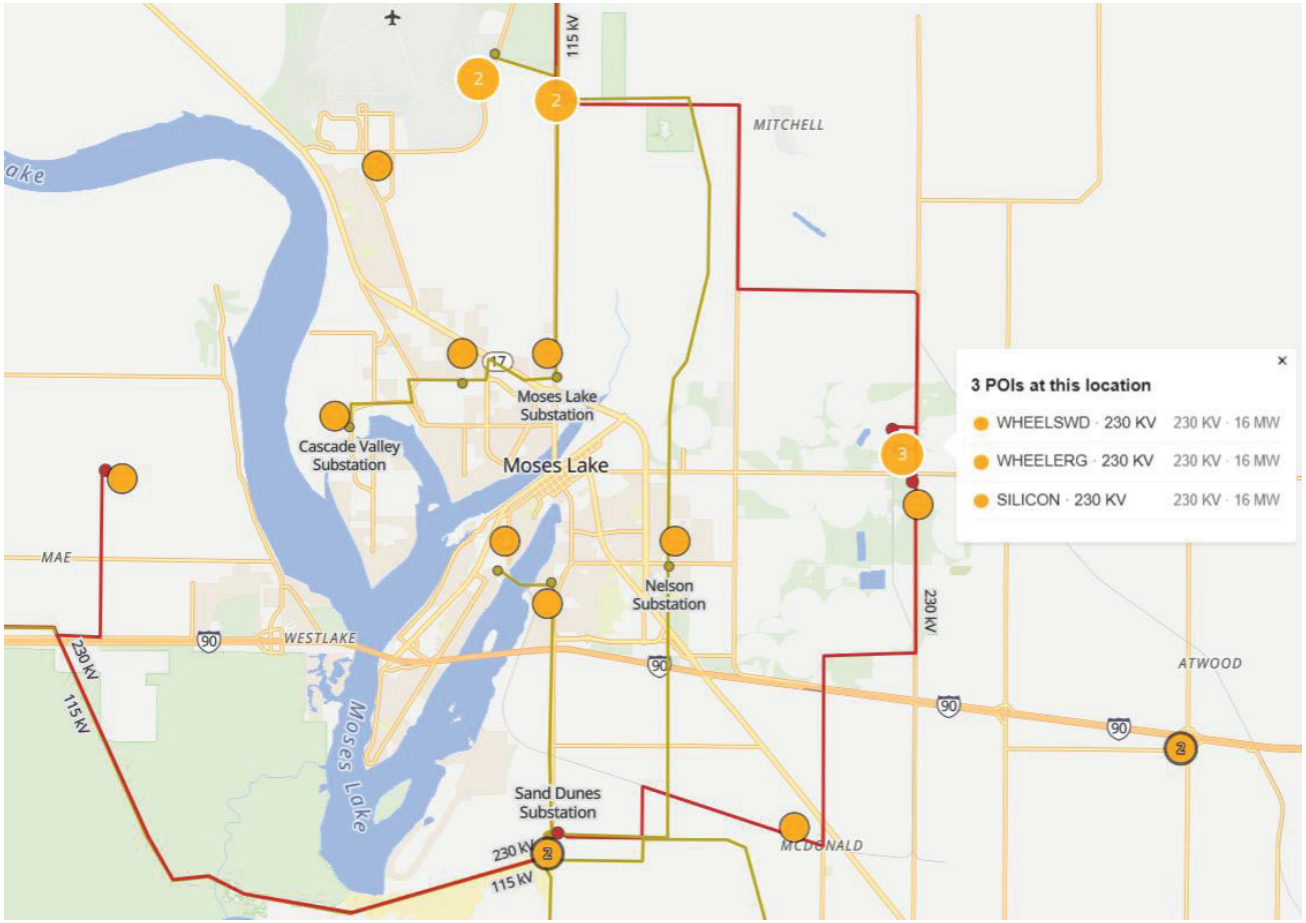


Generation





Heat Map – 2031 Moses Lake Load Service



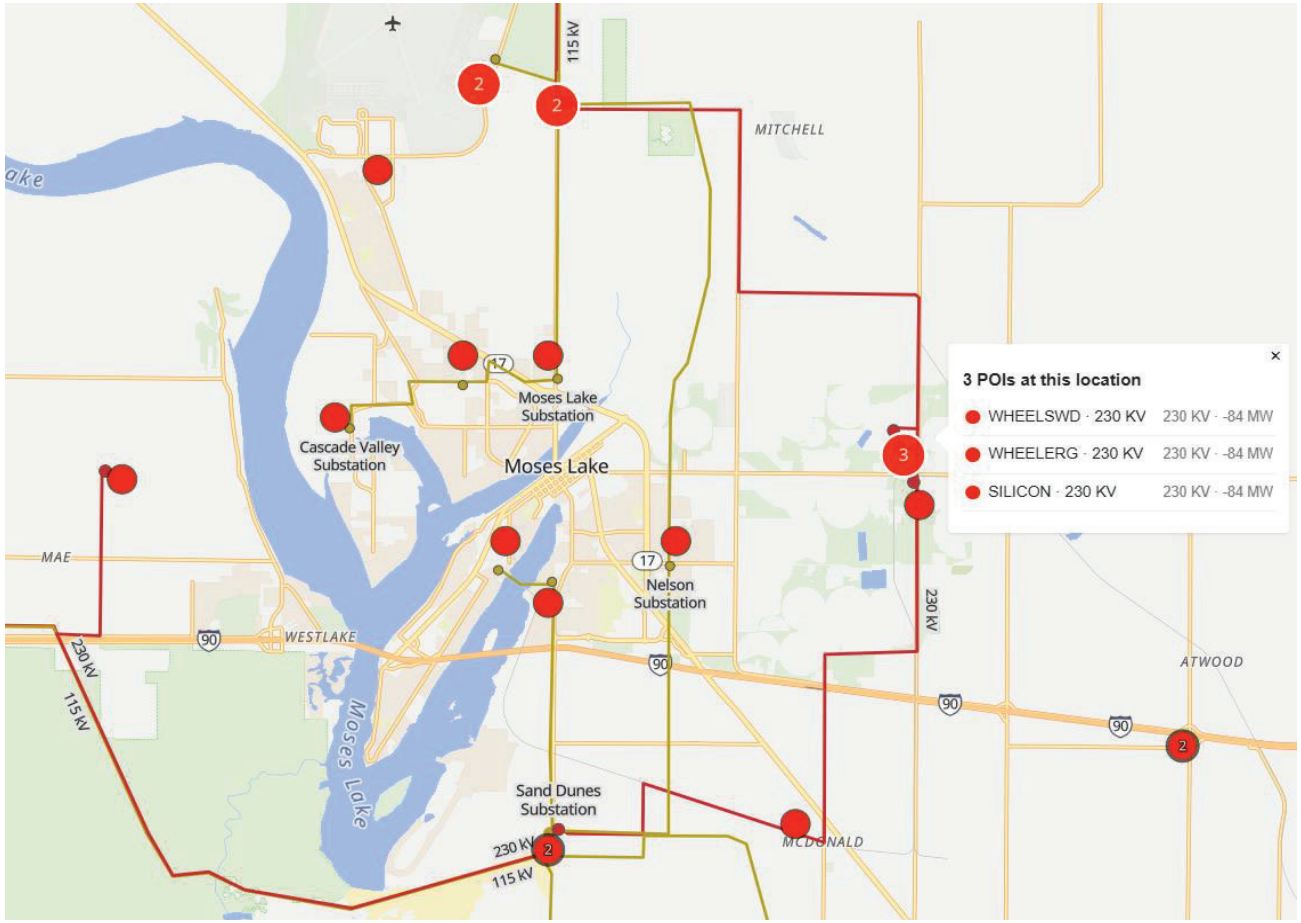
Remaining load service capacity in 2031, after accounting for:

- Existing customer demand
- Forecast core customer load growth through 2031
- Committed industrial load expected by 2031

Shows capacity for additional load service at each location, evaluated independently.

Assumes the existing transmission system, with no future improvements, such as MTEP

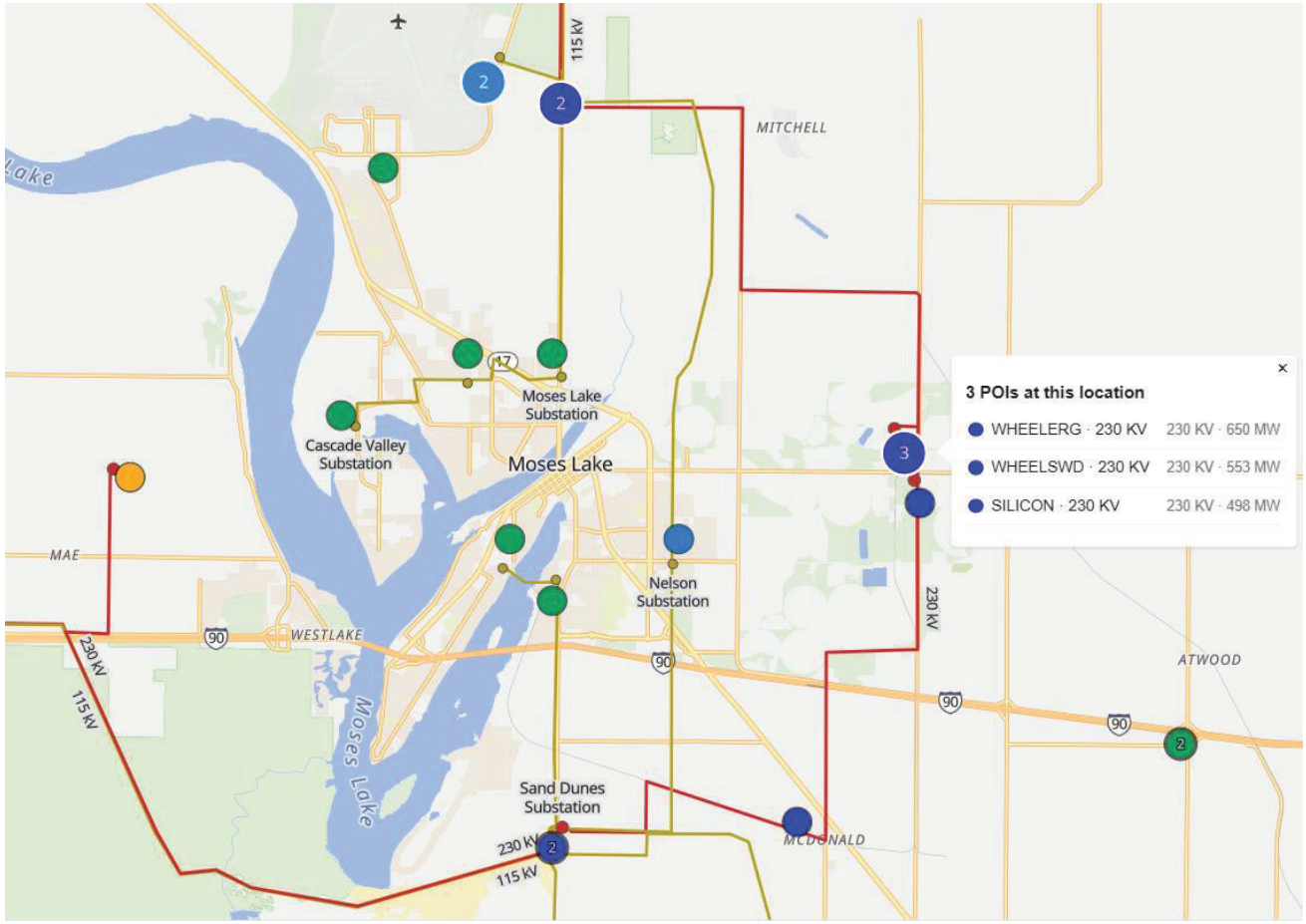
Heat Map – 2031 Moses Lake Load Service



Impact of adding 100 MW of load at individual locations

- Uses the same 2031 load and existing-system assumptions as the previous slide
- Evaluates a 100 MW addition at each bus, **one location at a time**
- Results represent separate scenarios; load additions are **not cumulative**

Heat Map – 2031 Moses Lake Generation



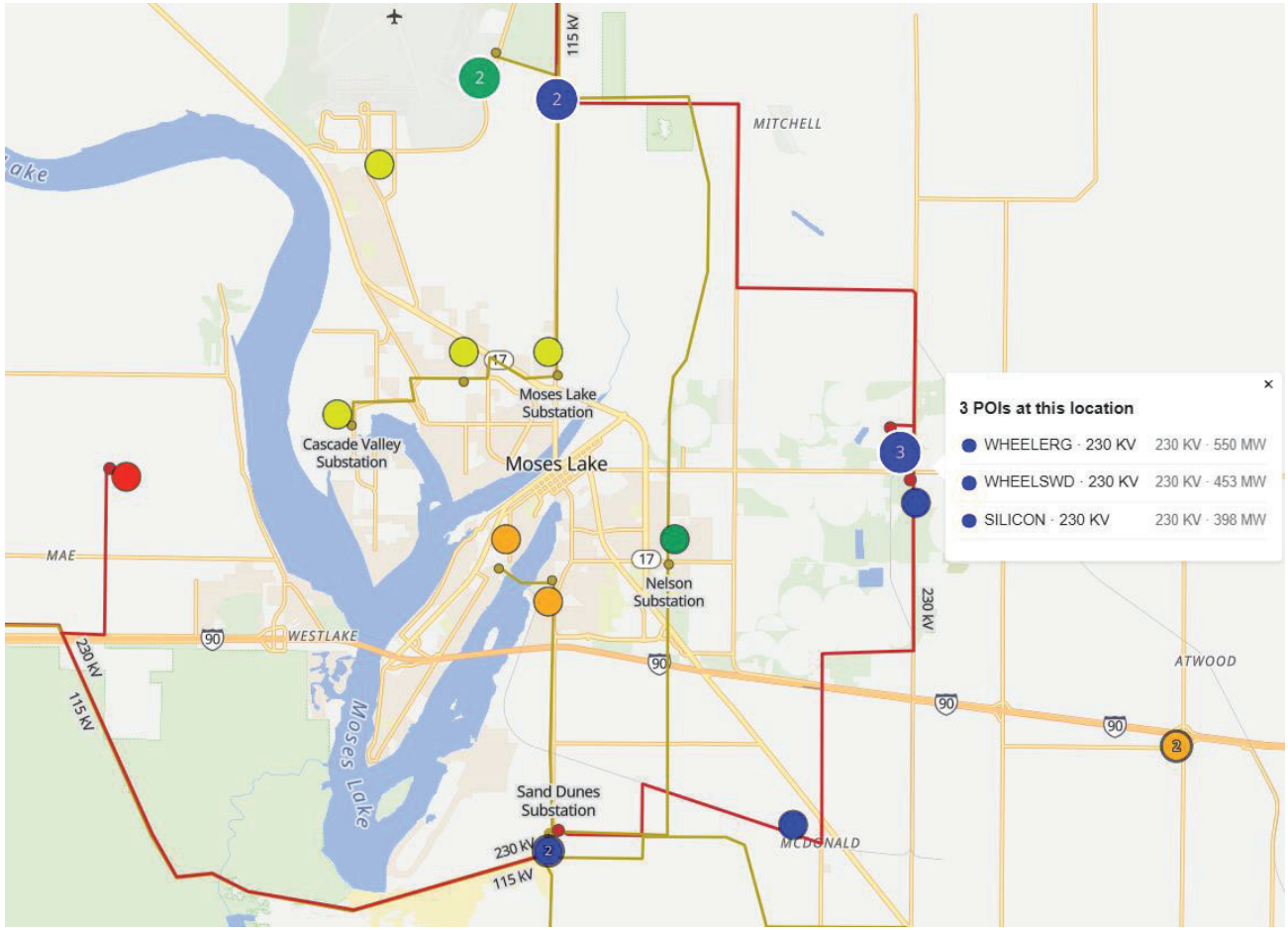
Generation interconnection capacity available in 2031, accounting for:

- Existing customer demand
- Forecasted generation projects in service
- Forecast core customer load growth through 2031
- Committed industrial load expected by 2031

Shows capacity for additional generation injection at each location, evaluated independently.

Assumes the existing transmission system; excludes future improvements such as MTEP.

Heat Map – 2031 Moses Lake Generation



Impact of interconnecting 100 MW of generation at individual locations

- Uses the same 2031 assumptions as the previous slide
- Evaluates a 100 MW generation addition at each bus, **one location at a time**
- Shows remaining generation interconnection capacity; additions are **not cumulative**

System Planning and Expansion

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Three Pathways to Capacity Expansion

Planning anchors the system; requests trigger investment.

1 PLANNING

Plan the backbone

20-year horizon

Reliability sets the floor.

ACTIVE PORTFOLIO

AL–FH Rebuild • MTEP

2 LARGE CUSTOMERS

Build to demand

Customer studies

Studies define the upgrades.

INVESTMENT TRIGGER

Large-customer request

3 GENERATION

Connect supply

Cluster process

Generation near load strengthens the grid.

CURRENT PIPELINE

2 in construction
4 agreements
4 cluster applications

STRATEGIC OUTCOME | Plan ahead. Respond to demand. Add capacity.

Long-Range Plan

Initial study focus

- Areas nearing capacity
- BIMA High Forecast
- LPS Load Limits

Capacity expansion analysis

- George / Ancient Lakes / Frenchman Hills
- Moses Lake
- Warden
- Quincy, post-QTEP

Analysis complete by the end of November 2026

Cluster Process

The first Grant PUD cluster study process for evaluating generation interconnection projects is OPEN!

- Window closes November 15
- Applications for interconnection only accepted during cluster windows
- Opportunity to evaluate projects at a system level to ensure the most efficient design
- Current cluster status:

Technologies	# Apps	MW Total	Locations
Solar Only	1	150	Warden
Solar + BESS	4	840	Odessa, Quincy, Rocky Ford, Wheeler
BESS Only	6	1196	Rocky Ford, Wanapum
**Anticipated Number of Applications: 16			

Moses Lake Transmission Expansion Project Update

MTEP remains on schedule with the timeline presented in July 2026

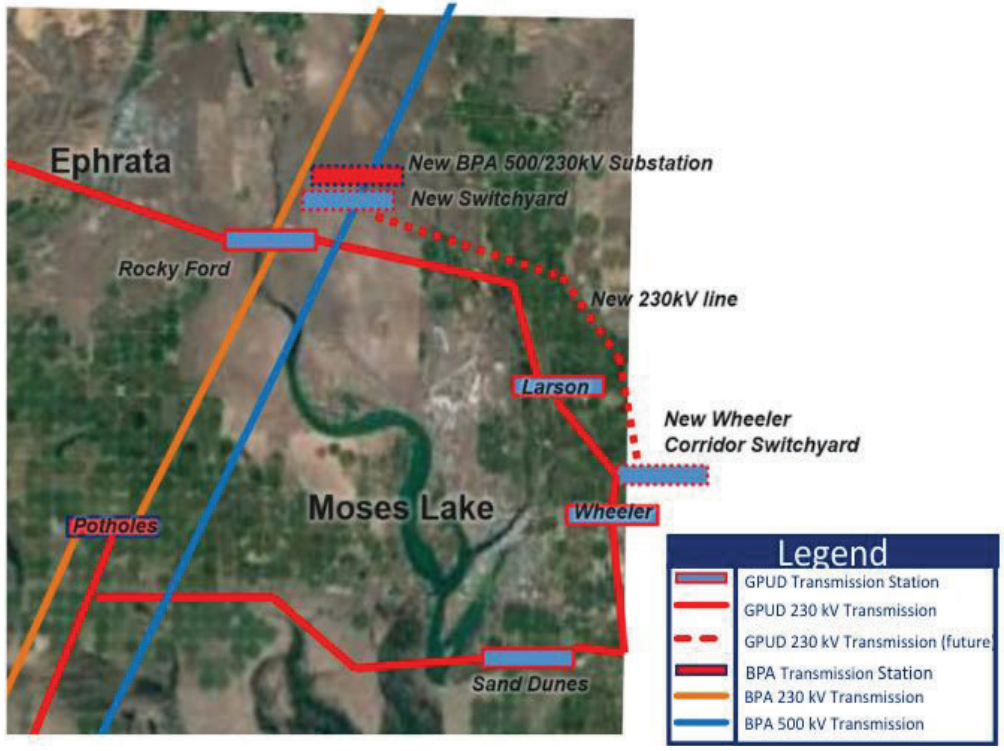
- MTEP is expected to add approximately 445 MW of capacity (from approximately 380 to 825 MW)

BPA interconnection

- System impact study complete.
- BPA is initiating its facility study to refine cost and schedule estimates.

District focus

- Property evaluation for switchyards in the Rocky Ford area and Wheeler Corridor.
- Prospective routes for a new Rocky Ford–Wheeler 230 kV transmission line.



Regional Participation

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Regional Participation

Regional forums shaping transmission planning and policy

1

The Western Transmission Expansion Coalition (WestTEC)

Industry-led West-wide planning of 10- and 20-year transmission needs.

2

The Western Transmission Consortium (TWTC)

Member-owned interregional transmission development across the West.

3

Markets+ Transmission Working Group

SPP Markets+ advisory group on transmission capacity and cost policy.

4

PGP Energy Policy Task Force - Transmission Subgroup

NW regional transmission policy development for resource adequacy and reliability.

5

LPPC Transmission, Reliability and Markets Task Force

Executive-level team that monitors FERC and advocates positions in rulemakings.

6

Northern Grid

Transmission planning association for the Pacific Northwest and Intermountain West.

Closing Summary

Expanding transmission at the pace our customers need requires internal execution and regional alignment to move together

- **Sustain delivery capacity –** Maintain the people, studies, property and route work, and project coordination that move priority projects from identified need to construction.
- **Enable timely investment decisions –** Provide direction and approvals as scope, cost, schedule, contracts, and funding needs mature for internal transmission projects.
- **Strengthen regional leadership –** Continue active engagement in regional forums so Grant PUD priorities are reflected in interconnection, planning, interstate buildout, and market decisions.

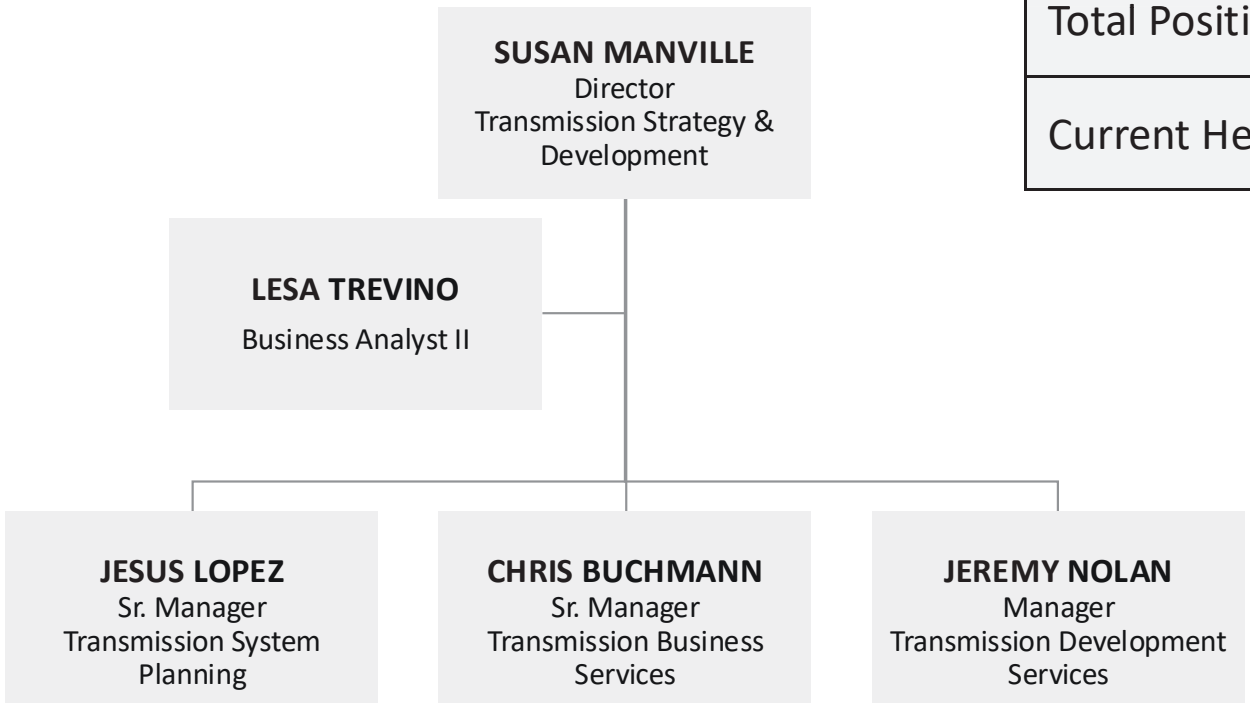
Thank you!

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Team

Total Positions in Org	1 8
Current Headcount	1 5



Staff Updates:

- Brook-Lyn Grady joined the Transmission Business Services team as a new Transmission Services Analyst

Executive Financial Overview

SEPTEMBER 2026

O&M DIRECTS YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$240K	$161K	($80K)	-33.2%

O&M DIRECTS YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$321K	$295K	($25K)	-7.8%

LABOR YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$1,802K	$1,586K	($216K)	-12.0%

LABOR YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$2,544K	$2,243K	($301K)	-11.8%

COST CATEGORY TYPE	YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
Purchased Services	$117,136	$40,113	($77,022)	-65.8%
Total	**$240,340**	**$160,606**	**($79,734)**	**-33.2%**

This table reflects the largest variance cost category types only.

Purchased Services: $77K Favorable | Outside of Target; YTD underspend due to vendor delay of completion of engineering study.

Labor: $216K Favorable | Outside of Target; Labor savings driven by vacancies

Subject-Matter Expert (SME)

Environmental Affairs Update

November 10, 2026

Lorie Butterly, Senior Manager of Environmental Compliance and Land Resources
Tom Dresser, Senior Manager Fish, Wildlife, & Water Quality

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Agenda & Executive Summary

1 2027 Recreation Resource Management Plan Update

2 2026 Shoreline Management Update

3 2026 Survival Evaluation Overview

Recreation Management Update

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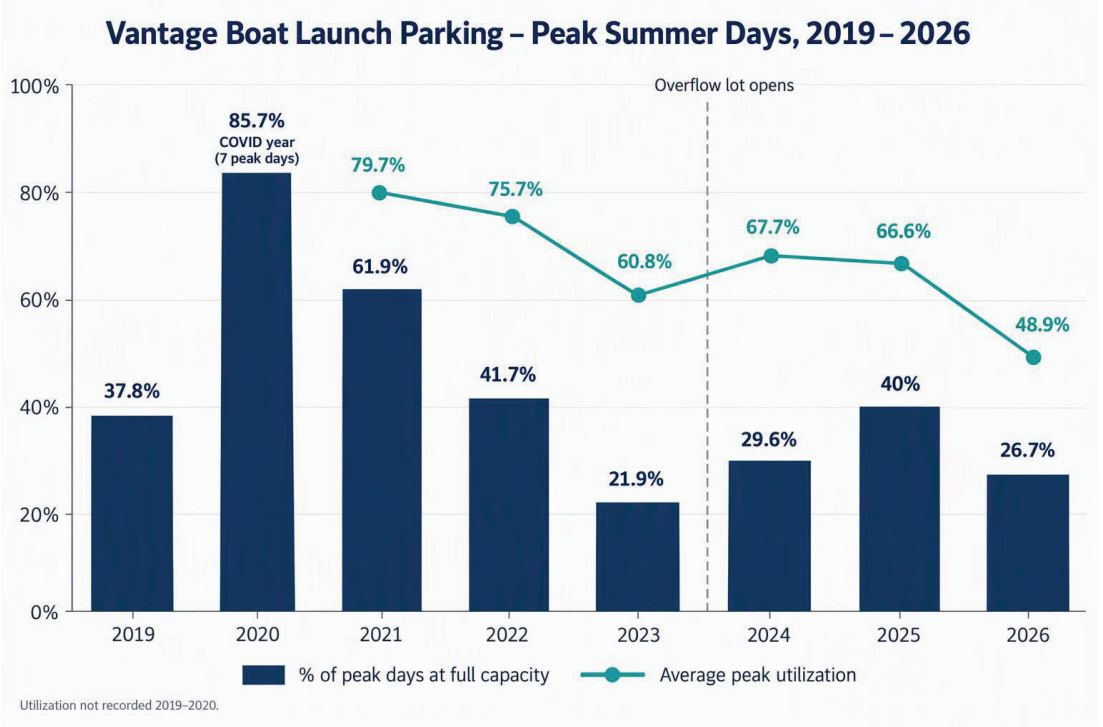
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FERC Approval Requests

1. Approve the recreation O&M measures and the monitoring plan
2. Approve the updated recreation facility and amenity tables
3. End two single-site reporting requirements:
   a. Priest Rapids Recreation Area campground
   b. Vantage Boat Launch parking
4. Add day-use area to the Vantage Boat Launch requirement and rename

Vantage Boat Launch Parking Lot Report

- **What FERC asked:** Report on Vantage visitor use every three years to decide whether the site needs changes (2019 Order).
- **What we did:** Went beyond requirement and collected peak-season parking data every year since 2019 and filed results every 3 years.
- **What the data shows:** The share of peak days the lot was full fell from 85.7% (2020) to 26.7% (2026).Average peak utilization fell from 79.7% (2021) to 48.9% (2026).
- **Why the report isn't needed:** The lot fills only on a few holiday and Gorge concert weekends, and the overflow lot built with Kittitas County handles those days. No changes to the site have been needed.



Vantage Boat Launch Change Requests



- Add day-use area to requirement
- Rename

2026 Stakeholder Outreach

Organization	Date
Kittitas County Recreation	Feb 12, 2026
RRMP/SMP Annual Stakeholder Meeting	Mar 10, 2026
Kittitas County Public Works	Mar 18, 2026
Crescent Bar Condos HOA	Sat, Apr 25, 2026
Crescent Bar South Park HOA	May 2, 2026
Kittitas County / Vantage stakeholders	May 26, 2026
Crescent Bar North Park HOA	June 6, 2026
Bryan Stockdale/Vantage stakeholder	June 10, 2026
Kittitas County Public Land Advisory Committee	Jul 15, 2026
Sunland Estates Homeowners Assoc.	Aug 8, 2025
Kittitas County Public Works	Sep 28, 2026

RRMP UPDATE: Next Steps



- Stakeholder outreach ✓
- 2026 Recreation Monitoring ✓
- Draft Recreation Resources Management Plan (RRMP) Amendment
- January 2027 – Consultation review and 30-day comment period
- Finalize Plan – Final review with stakeholder comments
- April 2027 - Submittal to Federal Energy Regulatory Commission (FERC)

Shoreline Management Update

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Shoreline Management

Procedure and Standards Manual (PSM) November 2026 Update

Why we are updating

- **Purpose:** Implements the Shoreline Management Plan (SMP) for third-party uses of Project lands and waters
- **Intent:** A clear public resource for applicants, not a staff guide

What is changing

- **Clearer use categories:** Exempt, authorizable, and prohibited
- **Streamlined application process:** Eligibility rules, 60-day completeness decision, fees online, use transfer process developed
- **Stronger standards & enforcement framework:** Engineer-designed structures and clearer, more complete submittal requirements
- **PRDP authority:** GM approves amendments after 20-day Commission notice

Next step: 20-day Commission notice, then General Manager approval

Closing Summary

- FERC approval requested for four items: O&M measures and monitoring plan, updated facility tables, ending two single-site reports, and a Vantage day-use area and rename.
- Data supports ending the reports: Priest Rapids campground full on 12 of 77 non-peak weekends (15.6%); Vantage full peak days down from 85.7% (2020) to 26.7% (2026).
- Vantage is more than a boat launch: resting, concerts and swimming are top activities.
- RRMP amendment: consultation and 30-day comment period in January 2027, FERC submittal in April 2027.
- Will be back to share in-person survey and recreation use survey results in Q1.

2026 Survival Evaluation Overview

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Juvenile Salmon & Steelhead Performance

STUDY AREA

58 river miles

Mid-Columbia reach including Wanapum and Priest Rapids Dams

EVALUATION CYCLE

Every 10 years

Survival study required once per decade

PERFORMANCE STANDARD

86.49%

Combined survival: 93% per reservoir and dam (93% × 93%)

SPECIES IN SCOPE

Yearling Chinook
Juvenile steelhead
Sockeye

LOOKING AHEAD

Expanded study scope

Grant PUD will be required to study Coho and summer subyearling Chinook at some point in the future.

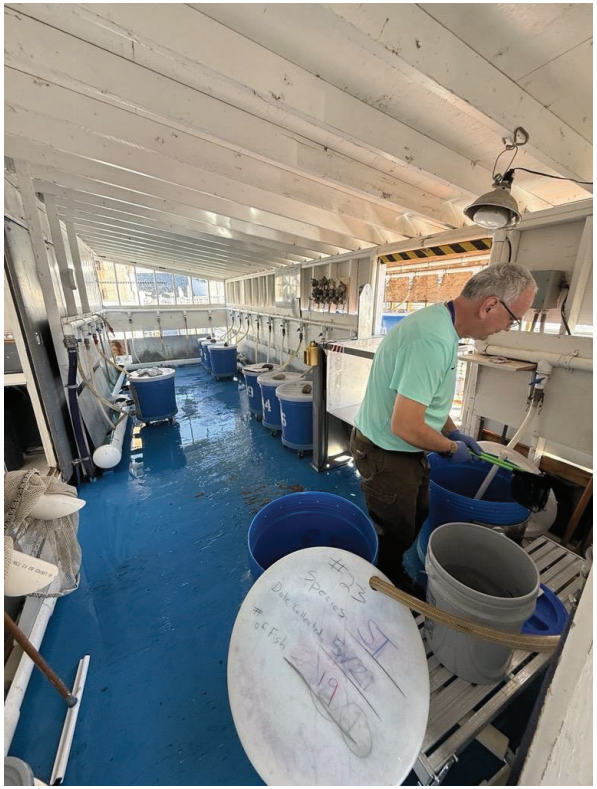
Pre-Tagging Process



Sorting facility



Fish collection at Rock Island



Pre tag holding

Wanapum Fish Town



Tagging Process



JSATS acoustic and PIT tags





Fish surgery



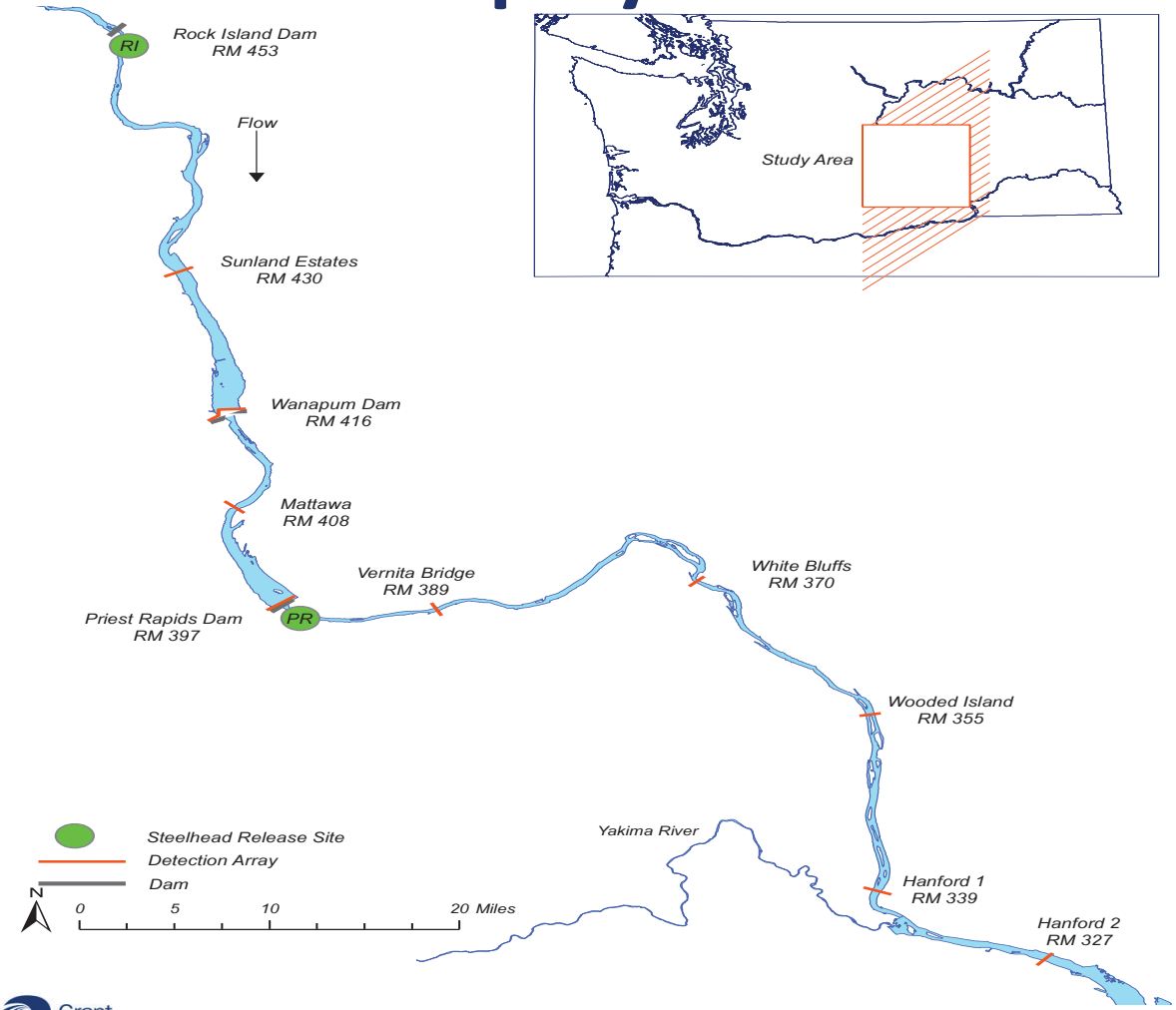


Fish tagging process

Helicopter Releases



Receiver Deployment Locations





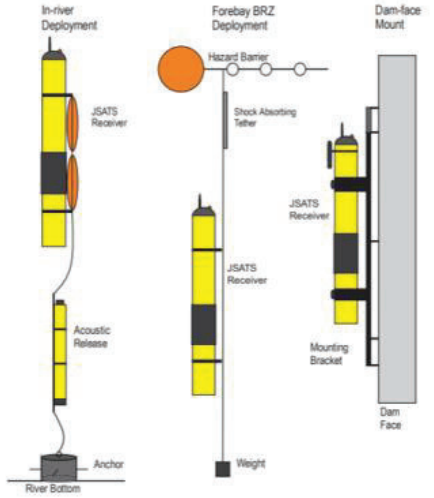
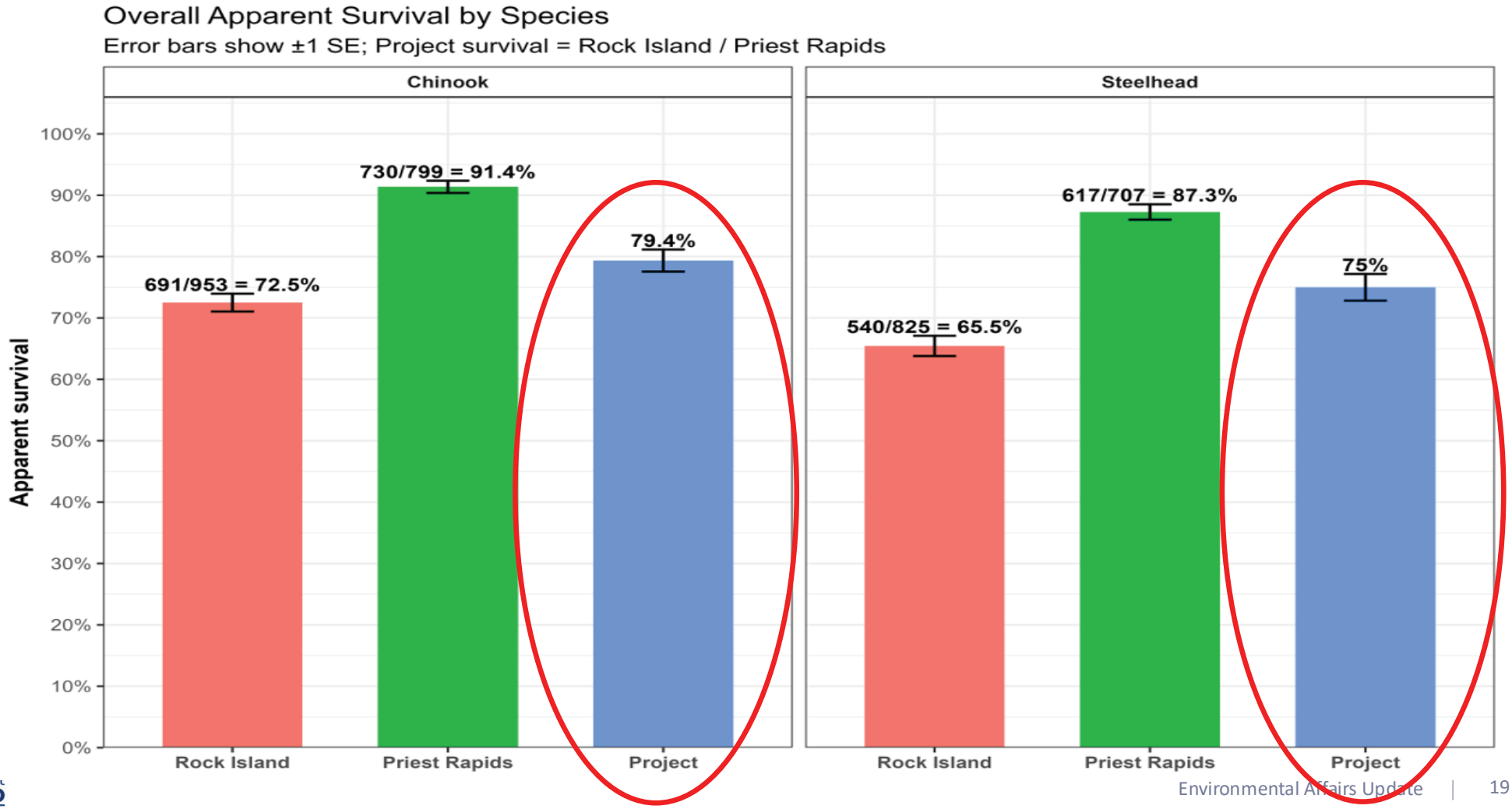


Figure A.1. Deployment schematic of JSATS receivers fixed to the river bottom with an acoustic release (left), attached to the hazard barrier of the BRZ at Wanapum and Priest Rapids dams (center), and attached to the face of Wanapum and Priest Rapids dams (right) (similar to Hatch et al. 2015).

Preliminary Survival Estimates



Data Review/Next Steps

- Data Review
  - Study Assumptions
  - Study Logistics
  - Tag Loss
  - Tag Detection
  - Fish Health
  - Handling & Tagging Effects
  - Environmental Conditions
  - Predation
  - Project Operations
- Next Steps
  - Data review will drive next steps

Potential Risks

- Near-term
  - Non-compliance with terms and conditions of BiOP and Settlement Agreement
  - Retests required over multiple years
  - Additional studies to determine cause
  - Operational changes

- Long-term
  - Increased mitigation (e.g., hatchery production, NNI contributions, etc.)
  - Additional monitoring and evaluation programs
  - More frequent survival evaluation check-ins (e.g. 10-year to 5-year)
  - Increased fish spill
  - Explore other bypass alternatives

Potential Risks

NEAR-TERM

Compliance and retest exposure

- Non-compliance with terms and conditions of BiOP and Settlement Agreement
- Retests required over multiple years
- Additional studies to determine cause
- Operational changes

LONG-TERM

Increased cost and oversight

- Increased mitigation (e.g., hatchery production, NNI contributions, etc.)
- Additional monitoring and evaluation programs
- More frequent survival evaluation check-ins (e.g. 10-year to 5-year)
- Increased fish spill
- Explore other bypass alternatives

Closing Summary

- Over next couple of months, Grant PUD will need to work with Priest Rapids Coordinating Committee to determine a consensus based next steps forward.
- High likelihood that yearling Chinook and juvenile steelhead juvenile survival evaluations will be repeated in 2027 to validate these results.
- High likelihood that additional evaluations will be needed over next several years to determine cause(s) for lower-than-expected survival.
- Return to the Commission around this same time next year with updated findings.

Thank you!

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Quarterly Business Review (QBR)

Environmental Affairs

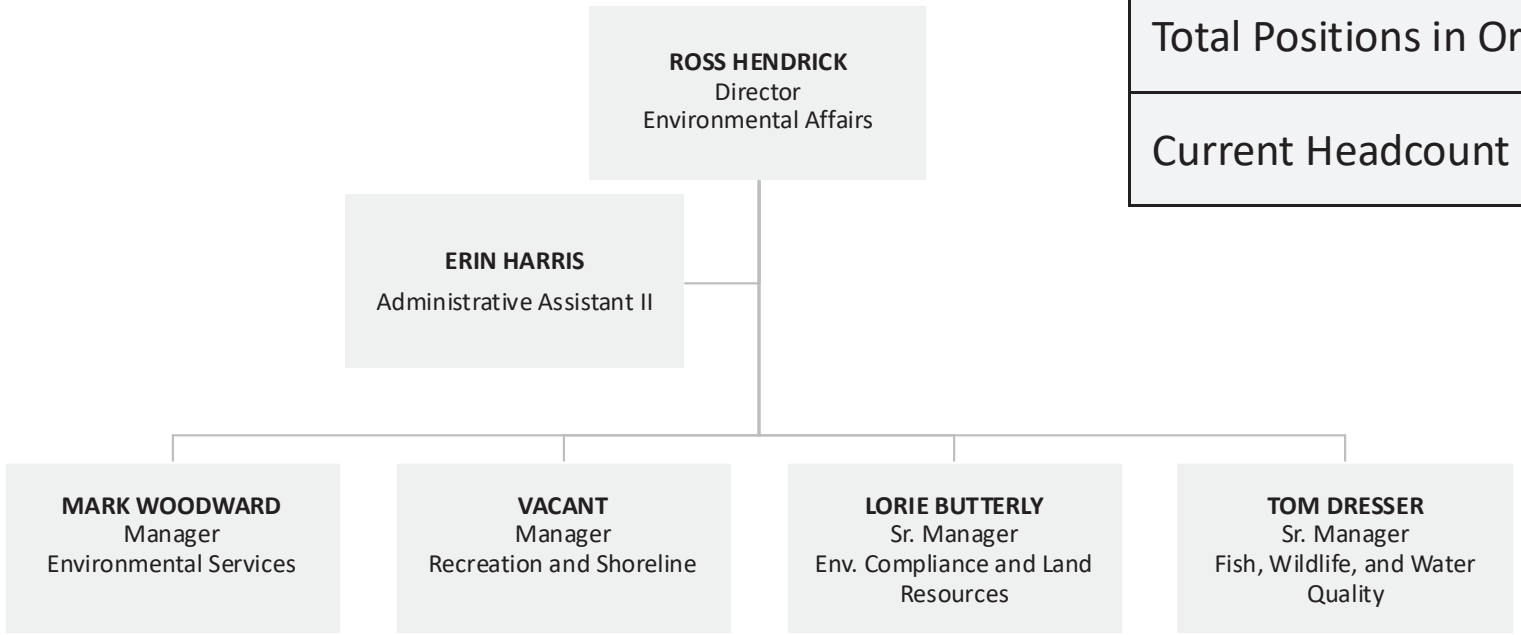
November 10, 2026

Ross Hendrick, Director

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Team



Total Positions in Org	5 4
Current Headcount	4 8

Staff Updates:

- Lorie Butterly Promoted to Sr. Manager of Environmental Compliance and Land Resources (backfilling Shannon Lowry's position)
- Lorie's former position (Manager of Environmental Programs, Recreation & Shorelines) is currently posted

Executive Financial Overview

SEPTEMBER 2026

O&M DIRECTS YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$12,726K	$13,393K	$667K	5.2%

O&M DIRECTS YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$20,195K	$21,326K	$1,131K	5.6%

LABOR YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$4,161K	$4,058K	($103K)	-2.5%

LABOR YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$5,481K	$5,357K	($123K)	-2.3%

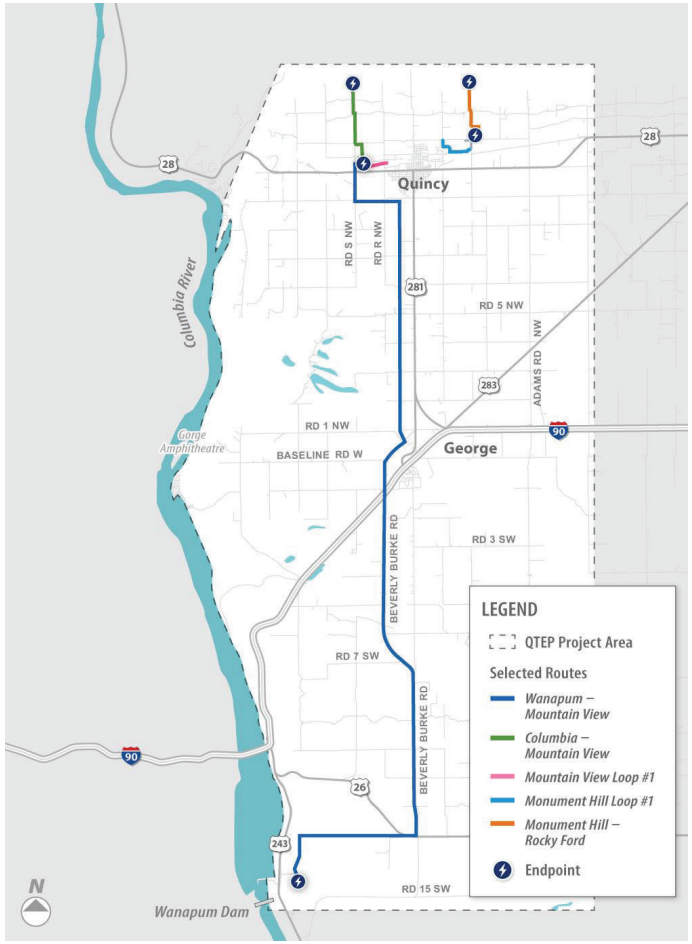
COST CATEGORY TYPE	YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
Operating Materials & Equipment	$1,248,357	$1,783,169	$534,812	42.8%
Purchased Services	$8,290,662	$8,428,278	$137,617	1.7%
Total	**$12,726,127**	**$13,392,722**	**$666,596**	**5.2%**

This table reflects the largest variance cost category types only.

Operating Materials & Equipment: $535K Unfavorable | Outside of Target; Unplanned early purchase for PIT tags ($396K) for survival studies and hatchery programs, and acoustic tag costs for survival study were $37K higher than anticipated.

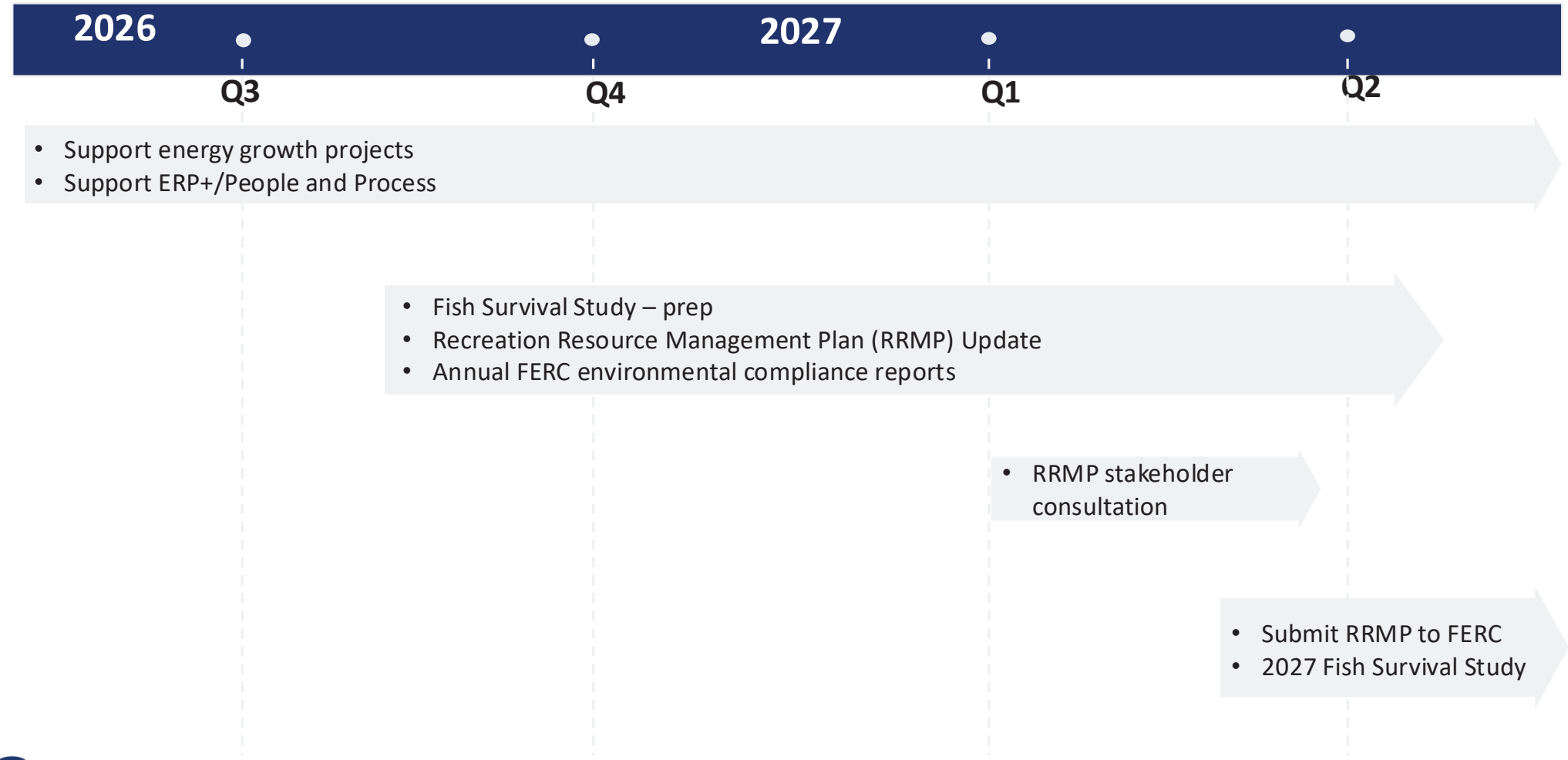
Purchased Services: $138K Unfavorable | Outside of Target; Unplanned underwater dive services for survival study ($136K)

Management Focus:

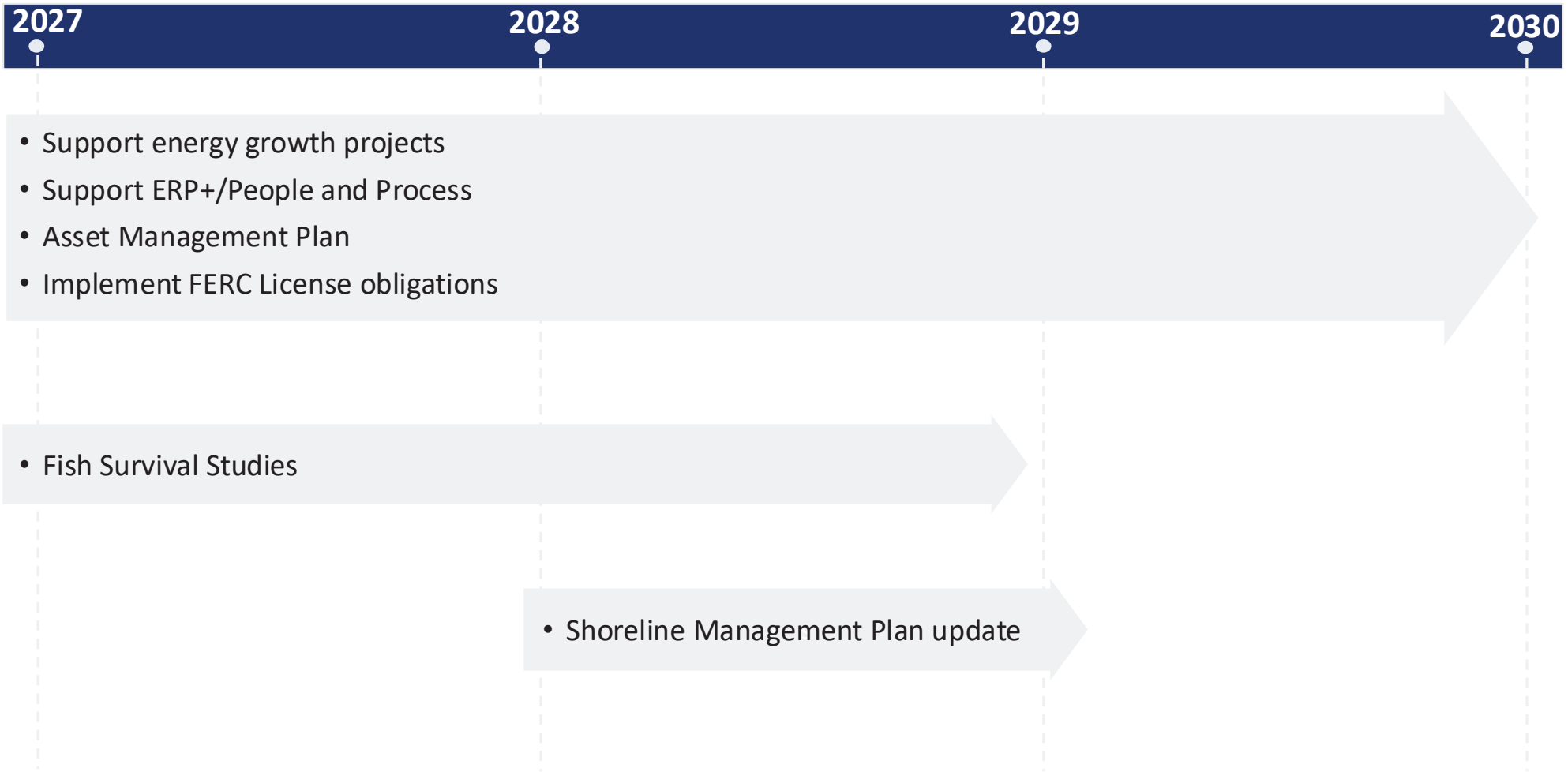


- **Fish Survival Study results and next steps**
- **Quincy Transmission Expansion Plan – WAN-Mountain View:**
  Environmental Permitting on-going
- **Support of ERP+; Focus Groups:**
  Work Management
  Asset Management
  Warehouse
- **Recreation Resource Management Plan (RRMP) – final draft and upcoming stakeholder consultation**

Near-Term Business Plan



Long-Term Business Plan



Closing Summary

- Key near-term issue: backfilling Recreation/Shoreline Management position
- Recreation Resource Management Plan Update – Submittal in April 2027
- Fish Survival Studies and QTEP will continue to be major priorities for EA in 2027
- Sunland Public Recreation Development Plan (PRDP) – submitted to Sunland HOA President (awareness)
- On-going discussions with Kittitas County Vantage recreation group (awareness)

Thank You!

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Quarterly Business Review (QBR)

EPMO/EAMO/EPPM

November 10, 2026

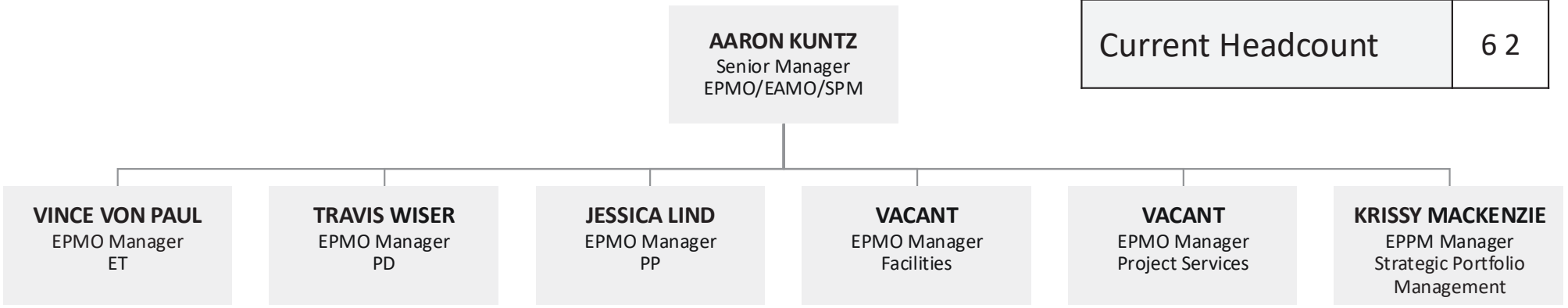
Aaron Kuntz, Senior Manager EPMO/EAMO/EPPM

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Team - PMO

Total Positions in Org	6 4
Current Headcount	6 2



New Hires

Darren Case Project Manager
Backfill for JT Wallace (transfer to Accounting)

Josh Kalalau Project Manager
Backfill for Kaitlyn Neill (transfer to OCM)

Billy Harrell Project Manager
Backfill for Jessica Lind (promotion to EPMO Manager)

Mark Lieberman Sr. Project Manager
Backfill for John Borell (transfer to ET)

Jennifer Kaleohano Project Coordinator
Backfill for Austin Walker (transfer to Asset Management)

Promotions and Transfers

Jessica Lind
Promotion to EPMO Manager PP

Vince Von Paul
Transfer to EPMO Manager ET
Backfill for Ken Smith (retirement)

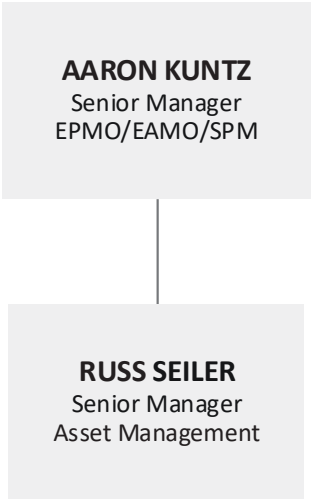
Andrew Martinez
Transferred to Telecom Fiber

Dustin Bennett
Transferred to LPS

David Pettit
Ended Employment

Team – Asset Management

Total Positions in Org	1 3
Current Headcount	1 2



New Hires

Jacob Scalise Senior Asset Management Specialist
Backfill for Ryan Mana (transfer to PDE)

Ginny Fuerst-Kinnebrew Business Analyst III

Justin Piturachsatit Manager of Asset Data and Information

Promotions and Transfers

Ryan Mana
Transferred out to Engineering Manager role

Enterprise Balanced Scorecard

% of projects realizing hard benefits	Schedule performance index (SPI) average for critical business system projects
73.72%	*0.84*
Yellow	Yellow

- Hard Benefits Target = 80%
  - Continuing to trend upward since initial measurement in May
- Schedule Performance Target = 0.90
  - Overall, there has been an upward trend the last 3 months

Executive Financial Overview – Business Advancement

SEPTEMBER 2026

O&M DIRECTS YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$649K	$629K	($20K)	-3.1%

O&M DIRECTS YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$781K	$785K	$4K	0.5%

LABOR YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$5,742K	$5,489K	($254K)	-4.4%

LABOR YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$7,778K	$7,413K	($365K)	-4.7%

This table reflects the largest variance cost category types only.

Labor: $254K Favorable | Outside of Target; driven by vacancies

Executive Financial Overview – Asset Management

SEPTEMBER 2026

O&M DIRECTS YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$571K	$380K	($190K)	-33.3%

O&M DIRECTS YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$788K	$709K	($80K)	-10.1%

LABOR YTD			
YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
$1,255K	$1,174K	($80K)	-6.4%

LABOR YE PROJECTION			
TOTAL BUDGET	YEP	YE VARIANCE	YE VAR %
$1,703K	$1,626K	($77K)	-4.5%

COST CATEGORY TYPE	YTD BUDGET	ACTUALS	YTD VARIANCE	YTD VAR %
Purchased Services	$511,987	$342,294	($169,693)	-33.1%
Total	**$511,987**	**$342,294**	**($169,693)**	**-33.1%**
Total	**$570,602**	**$380,484**	**($190,118)**	**-33.3%**

This table reflects the largest variance cost category types only.

Purchased Services: $170K Favorable | Outside of Target; driven by invoice timing for PM support (10K), People and Processes (50K), GIS (50K), with costs expected to post in October and November.

Labor: $80K Favorable |Outside of Target; driven by a vacancy (1 FTR).

Management Focus

Asset Management

Operationalize Asset Management Program

Strategic Portfolio Management

Leverage Realignment Tasks to Increase Value Add for the Business

- Improve data set completeness and accuracy

EPMO

Focused Enhancements

- Project manager performance
- Project delivery efficiency and quality

Near-Term Business Plan



- ERP+ Phase 1 – Develop and execute SOW
- Asset Sustainment – Deliver 2027 plans
- Project Management – Assess performance

- Work Management – Standardize processes across business areas
  - Power Delivery, Fiber Telecom, Power Production, Environmental Affairs, and Facilities
- Procurement – Leverage Design-Build approach on key projects
  - Moses Lake Transmission Expansion P, Substation Replacement, and other proposed projects

- Resource Management Data Improvements
- Simplify Low-complexity Project Process
- Strategic Portfolio Management Finance
  - Develop workflows and document processes

Long-Term Business Plan



- Asset Sustainment – Maintain long-term plans by sub-portfolio

- Strengthen accountability and consistency in three priority areas:
  - Quality Management – Define clear QA/QC plan requirements and quality roles to ensure consistent outcomes
  - Project Controls – Standardize schedule development for predictability
  - Procurement Documentation – Clarify roles and responsibilities and advance contract language to reduce risk

- Strengthen data quality and analytics to support executive decision-making:
  - Portfolio Data Quality – Expand the data set and improve input consistency and accuracy
  - Analytics – Expand Power BI capabilities to enable predictive reporting and trend analysis

- ERP Migration – Move EPMO, EPPM, & EAMO onto ERP

Closing Summary

- ERP+ Phase 1 Execution Contract – Q1 2027

Thank You!

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