Incidents Reported

<table>
<thead>
<tr>
<th>DATE</th>
<th>INJURY</th>
<th>DESCRIPTION</th>
<th>CAUSES</th>
<th>PREVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No injuries to report for the month of August.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Monthly and Year to Date

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>Month</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Incidents Reported</td>
<td>0</td>
<td>0</td>
<td>18</td>
</tr>
<tr>
<td>Recordable Case(s)</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Restricted Duty Case(s)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Lost Workday Case(s)</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>
## Vehicle Incidents

<table>
<thead>
<tr>
<th>Date</th>
<th>Vehicle</th>
<th>Driver’s Account:</th>
<th>Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/4/2020</td>
<td>449</td>
<td>Individual was backing and watching a post in camera, however the exposed concrete around base of post was highly eroded and exposed, and bumped into the tailgate.</td>
<td>Utilize a spotter if available. Cameras do not provide a reliable perception of depth.</td>
</tr>
<tr>
<td>8/5/2020</td>
<td>R15</td>
<td>While backing a backhoe between a dumpster and a shrub the shrub hooked the window on left and slammed closed, busting window.</td>
<td>Use of a spotter or assess the area prior to backing up.</td>
</tr>
<tr>
<td>8/6/2020</td>
<td>191</td>
<td>Wanapum Dam by 9th Floor entrance. When existing vehicle a high wind gust caught door and swung open beyond its normal limits damaging the door and front quarter panel.</td>
<td>Situational awareness</td>
</tr>
<tr>
<td>8/16/2020</td>
<td>419</td>
<td>Crew member struck a bollard at Sand Hollow while driving on campground road. His water jug fell off the center console and he bent down to pick it up, taking his eyes off the road. He hit a bollard with the side fender, door and step rail of the truck.</td>
<td>Stop vehicle prior to taking eyes off the roadway.</td>
</tr>
</tbody>
</table>
## Vehicle Incidents

<table>
<thead>
<tr>
<th>Date</th>
<th>Vehicle</th>
<th>Driver’s Account:</th>
<th>Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/21/2020</td>
<td>485</td>
<td>Employee was driving down alley behind EHQ and pulled into a spot to turn around. Misjudged power pole and bumped it while trying to miss car while backing up.</td>
<td>Use a spotter if available. Stop, get out and assess the area prior to backing up if alone.</td>
</tr>
</tbody>
</table>
# Close Calls

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/4/2020</td>
<td>Wanapum Indian Village</td>
<td>Rattlesnake inside door of Connex. Slithered off into deeper recesses of Connex</td>
</tr>
<tr>
<td>8/7/2020</td>
<td>Moses Lake</td>
<td>We had a faulted cable needed to take a clearance. Got permission to isolate and hang tags. With multiple things going on. Crew showing up, locate people calling lots of times, thumper truck showing up, long hours of work with little sleep and a shift change at dispatch. I got distracted and forgot to call back in and except my clearance. Everything else was done per WAC. Dispatch called an hour later to check on us and reminded me I forgot to call back in. We immediately ceased worked and I accepted my clearance.</td>
</tr>
<tr>
<td>8/13/2020</td>
<td>SR 243</td>
<td>Tread on trailer tire separated from tire while in use</td>
</tr>
<tr>
<td>8/19/2020</td>
<td>SR 243</td>
<td>Employee driving truck #419 had to administer brakes quickly due to a car pulling out in front of them on Highway 243/Beverly Burke intersection, causing the ABS to activate. No other cars were in close proximity.</td>
</tr>
<tr>
<td>8/24/2020</td>
<td>Highway 26</td>
<td>Blow out on bucket truck #309. Inside rear dual had a blow out driving down highway. Les Schwab mechanic stated he had recommended the tires on truck #309 to be replaced during a earlier inspection. He said he had been told that we were getting new trucks at the end of year and that we would just make the tires work.</td>
</tr>
</tbody>
</table>

Note: Additional “Close Calls” were reported, however, information was insufficient and not therefore meaningful for this report.
### Contractor Close Calls & Incidents

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/6/2020</td>
<td>Rocky Ford</td>
<td>Power Strike - no injury or outage was caused. A PUD Contractor, North Sky Communications, struck an underground power line while excavating.</td>
</tr>
<tr>
<td>8/20/2020</td>
<td>Moses Lake</td>
<td>While removing trees the contract tree removal crew had a tree branch make contact with an energized primary line. The removal crew removed a large branch from tree which caused the tree to sway the opposite direction and contact the energized line. The crew stopped work immediately and called GCPUD line patrolman. The MLSC was contacted and a crew was dispatched to the location, crew deenergized the line and the branch was removed.</td>
</tr>
</tbody>
</table>
What is it???

Think before you act!

Ask yourself – would this incident or close call have been prevented if only I used the STAR method???
2020 incidents Year to Date Summary

**Employee Safety**

- **Level O - Other – Close Call**
- **Level 1 – Serious Close Call**
- **Level 2 – First Aid Case(s)**
- **Level 3 – Recordable Injury Case(s)**
- **Level 4 – Restricted Duty Case(s)**
- **Level 5 – Lost Work Day Case(s)**
- **Level 6 – Fatality or Hospitalization**

**2020**

- 51 incidents
- 7 Recordable Cases TTL.

**2019**

- 67 incidents
- 20 Recordable Cases TTL.
Leading & Lagging Indicators

Recordable Injury Rate

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>2.9</td>
<td>3.0</td>
<td>2.7</td>
<td>3.2</td>
<td>2.9</td>
<td>2.9</td>
<td>3.2</td>
<td>3.1</td>
<td>2.7</td>
<td>2.7</td>
<td>2.6</td>
<td>2.7</td>
</tr>
</tbody>
</table>

Jobsite Reviews Conducted

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>82</td>
<td>78</td>
<td>82</td>
<td>72</td>
<td>79</td>
<td>71</td>
<td>68</td>
<td>39</td>
<td>34</td>
<td>40</td>
<td>41</td>
<td>28</td>
<td>61</td>
</tr>
</tbody>
</table>

Safety Meeting Attendance

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance</td>
<td>96%</td>
<td>96%</td>
<td>95%</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
<td>87%</td>
<td>91%</td>
<td>97%</td>
<td>97%</td>
<td>94%</td>
<td>96%</td>
</tr>
</tbody>
</table>
12 MONTH ROLLING - RECORDABLE INJURY RATE - 2019 VS. 2020

January 2019: 3.0, February 2019: 2.9, March 2019: 3.3, April 2019: 3.4, May 2019: 3.4, June 2019: 3.6
August 2020: 2.9, September 2020: 3.0, October 2020: 2.7, November 2020: 2.7, December 2020: 3.2

Linear (2019):
COVID-19 – How are we doing compared to others?

Note: The Grant County data includes ALL positive COVID-19 cases. Seasonal worker population data is not available, therefore not included within the dataset.

Data Source: United States Census Bureau – population
Washington State Department of Health - case data
Safety Action Item Critical Success Factors

### Incident Reporting (Date of Entry into System vs Data of Distribution Systemwide)

- Number of Close Calls in August = 11
- Number of Close Calls sent Next day after being entered into the system = 3

### Number of Open Action Items over 60 days old

<table>
<thead>
<tr>
<th>Year</th>
<th>As of July 2020</th>
<th>As of August 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2017</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Year 2018</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Year 2019</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Year 2020</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Month Total</td>
<td>58</td>
<td>58</td>
</tr>
</tbody>
</table>

Net - August 2020: 0
### Incident Reporting (Date of Incident vs. Date of Entry into System) for August 2020

<table>
<thead>
<tr>
<th>Injuries</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Total Number of Injuries = 0</td>
</tr>
<tr>
<td>• Total Number of Injuries Which Date of Incident and Date Entered into System Match = 0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Total Number of Mobile Incidents = 8</td>
</tr>
<tr>
<td>• Total Number of Mobile Incidents that Date of Incident and Date Entered into system match = 1</td>
</tr>
</tbody>
</table>
Thank You!

Powering our way of life.
CAP, CI and HPI

Quarterly Commission Update 9/22/2020
Continuous Improvement

Powering our way of life.
What is Continuous Improvement?

• The never-ending strive for perfection in everything we do utilizing a mixture of methodologies, (i.e., Lean, Six Sigma, Root Cause Analysis, HPI, ADKAR etc.).

• Seeks to improve every process in Grant PUD by focusing on enhancing the activities that generate the most value for our customer (both internal and external) while removing as many waste activities as possible.

• CI is a resource to help employees who do the work by actively engaging them in implementing the improvements that matter to them.
What is Continuous Improvement?

- Monitor and measure processes and outputs against policies, objectives and requirements for the outputs, and report the results.
- Take actions to continually improve the process.
- Implement the process.
- Working with the people who do the work to support the changes they want to see.
- Establish the objectives and processes necessary to deliver results in accordance with customer requirements and Grant PUD policies.
- Monitor and measure processes and outputs against policies, objectives and requirements for the outputs, and report the results.

Plan

Do

Act

Check
What CI is Not

• Doing more with less – it takes the same effort to do a wasteful process as an effective one, the latter just happens to result in getting a lot more done.

• Reducing Jobs – CI does not work to get rid of people, we facilitate and work with the people doing the job to help implement their ideas for improvement.

• Just for the Shop Floor – CI can be applied to office settings and processes as well as Power Generation and Delivery activities.

• Random Changes – CI does not randomly implement change initiatives on its own. Requests for CI come from the group wanting to explore the possibilities of CI and involves the people who actually do the work.
Mission:
Support employee efforts to enhance work practices and deliver business excellence to internal and external customers.

Vision:
Engage and provide employees with a resource for implementing their ideas for improving their work practices through the elimination of non-value-added work, utilizing creative and innovative ways to sustainably increase-quality and organizational performance.
Continuous Improvement Department

Rey Pulido- Continuous Improvement Manager
Brad Martinez- Continuous Improvement Sr. Program Specialist
Cindi Harr- Administrative Assistant
Abel Sagedra- Continuous Improvement Sr. Program Specialist
Tyler O’Brion- Sr. Safety Coordinator
CI Accomplishments

• Trained all of Power Production Leadership
• Improvement events completed:
  • Priest Rapids Scheduling and Planning Standardized
  • Priest Rapids Clearance Request Process Enhancements
• Visual boards and huddles
• 2020 Power Production Strategic Planning
• Departmental standard work developed
• Departmental onboarding complete
Current Projects
• District System Load Mapping
• Wanapum Scheduling and Planning
• PR Project Management Admin Functions
• Finalization of Clearance Request Process at Priest Rapids

Potential Projects
• Confined Space Program Improvement
• Power Production Scheduling and Planning
• ARCOS Warehousing and inventory allocations improvements
• MV90 improvement
• System Load Data Validation
Corrective Action Program
Where do we start?

- Starts with issue identification
- Captured in the Condition Reporting System
- Screened to determine significance and necessary actions required to address the issue
- Evaluation performed, or appropriate process is engaged for problem resolution
- Management review for significant issues (did we address the right issue and were the right actions proposed?)
- Actions tracked to completion and reviewed for effectiveness/sustainability
Program Accomplishments

• Ongoing Development of a Condition Reporting System
  • Go Live Q4 2020 (On track for successful completion)
• CAP Procedure Development ~50% CPL
• Established a Formal CAP Screening Process
• Tightly Integrated Collaboration with Human Performance Improvement and Continuous Improvement
Completed Investigations and Corrective Actions

• Quincy Chute Hydro-Project unexpectedly taken offline multiple times due to reoccurring equipment malfunctions

• Affected customers of a planned outage at Jericho Substation did not receive prior notification which resulted in a service interruption for which they were not prepared
Quincy Chute Hydro-Project: Unpanned Outages

Cause: Inadequate work process communication path for critical manufacturers service life recommendations.

Corrective Actions to Address Cause:

- Working from a list of components, expand the Asset Management Database in Maximo to include serviceable components for improved life cycle tracking

Other Actions to address contributing factors:

- Engage the Continuous Improvement Team to Optimize the preventative maintenance (PM) schedule to ensure all eligible PMs are deferred to off peak times.
Jericho Substation
Planned Outage:
Failure to notify customers

Cause: No documented process exists to notify customers of upcoming, planned outages.

Corrective actions to address the cause:

- Implement a planned outage, customer notification process with clearly defined expectations, roles, and responsibilities for each department and individual involved

Other actions to address contributing factors:

- Engage the Human Performance Improvement Team to foster improvement communications by means of human performance tool use
Human Performance Improvement

Mark Beattie
Human Performance Manager
What is Human Performance Improvement?

A structured process using interventions or techniques, processes and tools that help organizations, leaders and workers manage risks associated with the jobsite, human behavior and actions, flawed defenses and latent conditions.

By identifying these gaps, weaknesses and their possible solutions this approach offers the ability to measure, evaluate success of efforts and continuously improve.
We all make errors; it’s a matter of when, not if.
• These errors follow a recurring pattern which are predictable and preventable.
• Curiosity drives us to examine our practices and learn from our errors.
• As employees, we are the solution, not the problem.
• Safety is not the absence of accidents, but the presence of defenses.
Error Precursors

Task Demands – Time pressure, high workload, simultaneous/multiple tasks, repetitive actions or monotony, critical steps, unclear goals, lack of or unclear standards.

Work Environment – distractions, interruptions, changes to routine, confusing displays or controls, workarounds, out of service instrumentation, unexpected equipment conditions, personality conflicts.

Individual Capabilities – unfamiliar with or first-time performing task, lack of knowledge, new technique not used before, imprecise communication habit, unsafe attitudes for critical tasks, inappropriate values.
Four Core Human Performance Tools

1. Situational awareness – The on-going assessment of the environment and conditions surrounding a worker as work is performed.

2. Questioning attitude – Fosters awareness of uncertainty, assumptions, risk factors and the significance of a decision or action before proceeding.

3. Take-a-minute – Used to improve an employee’s situational awareness, when first arriving at a jobsite, when interruptions to work occur or when moving to the next job-related task.

4. Stop work – Be aware of your knowledge limitations, stop when unsure and seek help when work variations occur.
Five Types of Human Performance Tools

1. Job Briefings: Pre-Job Brief, Post-Job Brief
2. Stop, Think, Act, Review (STAR)
3. Verification Practices: Peer-Checking, Independent Verification
5. Procedure Use and Adherence: Procedure Use, Place-Keeping
HPI Model

**Analysis Phase**
Determine gaps in individual, process and organizational performance

**Solution Phase**
Focus on internal and external factors that can affect human performance

**Change Phase**
Develop strategies to guide the organization through the transition from a current state to the desired state

**Implementation Phase**
Implement changes by following the strategies developed in change phase

**Evaluation Phase**
Use data to understand further alignment opportunities

HPI* begins

Align & Sustain
Current State of Grant HPI:

Assessment Completion: Q3 2020
Identification Completion: Q3 2020
Initial Training Completion: Q4 2020
Alignment Completion: Q4 2020
Solutions Completion: Q4 2020
Change Completion: Q4 2021
Resources:

- Human Performance Leaders
- Change Champions
- External Training
Commitment:
- Senior Management Support
- Manager/Supervisor Support
- Employee Engagement
Thank you!

• Questions for HPI, CAP, or CI?
Powering our way of life.
Internal Services
Procurement Overview

September 22, 2020

Powering our way of life.
Agenda

- Technology Roadmap Initiatives
- Procurement Efficiencies
- Day In the Life of Procurement/Warehouse Department
- Questions
Procurement Overview

Our Mission

To achieve the highest standard of professional public procurement through integrity, trust and ethical practices.
Data Optimization

• Created detailed attributes and changes to our systems and processes including inventory, purchase orders, and invoices.

Contracts 365

• Cloud-Based Solution
• Improved Workflows
• Remote/Mobile Access
• Metrics
Automating the PO Process

- Implement Smart Connect which connects PO checklists to GP, eliminating purchase order manual data entry.
- Next step: Automate PO requests within Contracts 365.

Invoice Workflows

- New and improved workflows for invoice processing.
- Purchase Order workflow consistent with other A/P workflows.
Technology Roadmap

Procure To Pay (A/P & Procurement)
- Provide proposal for an updated delegation of authority system.
- Investigate direct and PCard purchases with a goal of reducing these types of transactions.
- Investigate improvements in the invoice tracking/retainage process.

Future Initiatives
- Barcoding in the Warehouses.
Procurement Efficiencies

Strategic Alliance Partnerships
- A-L Gas Faber
- CED Moses Lake Steel

Alliances have been in place for several years. Plan to release an RFP in Q4 2020 or Q1 2021.

Benefits
- Markup is agreed to in the Agreement.
- Invoices are audited to ensure correct pricing.
- Partnership = a relationship of good customer service.
- Inventory storage for agreed upon material.

These alliances have proven very beneficial during COVID-19.
Procurement Efficiencies

2019 Changes in Procurement RCWs

- Labor/Services increased from $25k to $50k
- Materials (Like Item) increased from $60k to $120k
- Quoting requirement increased from $15k to $30k
- Allows purchase orders to be used more often requiring less resource time.
- Competitive Bidding per these RCWs Leads To Best Pricing (examples next slide).
Procurement Efficiencies

Competitive Bidding – Best Pricing

Wanapum Village Lagoon Decommissioning
• Eight Bids Received
  • Low compliant bid - $438,500
  • High bid - $961,675

Wanapum Switchyard Road Improvement
• Three Bids Received
  • Low compliant bid - $383,682.00
  • High bid - $549,301.00

Moses Lake Local Office Reroof
• Three Bids Received
  • Low compliant bid - $322,081.00
  • Highest bid - $935,000.00
Procurement Efficiencies

DES Energy Savings Performance Based Contracting (ESPC) Method for Facilities Upgrades

- Reduction in Procurement resource time.
- Reduction in construction document requirements.
- Reduction in actual project costs, guaranteed pricing, fewer change orders.
- Higher level of contractor involvement which potentially reduces internal staff time.
- Reduced maintenance in deliverable due to ongoing monitoring and tuning to optimize systems.
Procurement Efficiencies

Cooperative Purchasing – Cost Savings and Resource Efficiency

Taking advantage of Cooperative Purchasing that meets our requirements provides for discounts and reduces resource time to develop specs, solicit contracts, advertise, and in some cases, manage the contracts. Some examples are:

- **Washington State Department of Enterprise Services - IT purchases**
  - 5-10% savings on Dell computers and software licensing
- **Sourcewell - Vehicle and Equipment Purchases**
  - 63 vehicles/equipment purchased since December 2019
- **KCDA - Crescent Bar Recreation Area Office Building & PR Trailers**
  - Cost Savings plus KCDA manages the contracts
Procurement Efficiencies

Grainger Keep Stock Program - Facilities
• Maximizes storage space
• Strategically manages critical inventory
• Improves ordering efficiency
• Allows resources to be used higher value work
• Improves purchasing control of small dollar items

Resource Efficiencies
• Partnering with PD to improve inventory control at the Royal City warehouse.
• Partnering with Internal Services to have Kimberly Willard, IS Admin, collect contractor Certificates of Insurance allowing Procurement Officers to focus on contracts and POs.
• Partnering with Accounts Payable to cross-train Claudia Tillman in Procurement to temporarily fill an unexpected absence.
• Partnering with Office Services for purchase of office supplies.
# Day In the Life of Procurement

<table>
<thead>
<tr>
<th>Year</th>
<th>Purchase Order Lines</th>
<th>Purchase Order Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 to date</td>
<td>5,472</td>
<td>$20,174,654</td>
</tr>
<tr>
<td>2019</td>
<td>8,832</td>
<td>$14,623,817</td>
</tr>
<tr>
<td>2018</td>
<td>11,399</td>
<td>$14,150,841</td>
</tr>
<tr>
<td>2017</td>
<td>11,868</td>
<td>$13,994,399</td>
</tr>
<tr>
<td>2016</td>
<td>5,659</td>
<td>$8,274,512</td>
</tr>
<tr>
<td>2015</td>
<td>8,139</td>
<td>$27,504,301</td>
</tr>
</tbody>
</table>
## Day In the Life of Procurement

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Contracts</th>
<th>Contract Value</th>
<th>No. of Change Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 to date</td>
<td>49</td>
<td>$89,932,949</td>
<td>111</td>
</tr>
<tr>
<td>2019</td>
<td>153</td>
<td>$76,877,613</td>
<td>224</td>
</tr>
<tr>
<td>2018</td>
<td>153</td>
<td>$85,844,593</td>
<td>228</td>
</tr>
<tr>
<td>2017</td>
<td>108</td>
<td>$56,416,813</td>
<td>196</td>
</tr>
<tr>
<td>2016</td>
<td>134</td>
<td>$130,520,693</td>
<td>Not available</td>
</tr>
<tr>
<td>2015</td>
<td>159</td>
<td>$191,749,288</td>
<td>Not available</td>
</tr>
</tbody>
</table>
Day In the Life of the Warehouse

End of Q2 Data

- Inventory Value: $17,751,137
- PD Work Orders completed: 300
- Power Delivery Issues/Returns: 16,186
- Power Delivery Receipts: 1,725
- Power Production Issues/Returns: 5,339
- Production Receipts: 1,559
- Warehouse Cycle Count Accuracy 90.23% Avg.
Questions?
Powering our way of life.
CCS Project Commission Update

Dave Churchman – Executive Sponsor
Terry McKenzie – Business Unit Owner
Chris Roseburg – IT PMO Leader
Derin Bluhm – Technology Roadmap Owner
Agenda

• CCS Project Overview
• Enterprise Technology Roadmap
• MDM Benefits
• Zone of Uncertainty
• Project Challenges
• Success Dashboard
• Project Impacts
Oracle Utilities CCS Project Overview

Our Customer Information System (CIS) is a mission critical application used to bill all electrical and fiber services. Grant PUD is currently using version 2.4 of Oracle’s Customer Care & Billing (CC&B) product.

Opportunity:

- CC&B has not been upgraded since initial deployment in 2015 due to cost and complexity preventing access to product improvements
- Oracle ends Version 2.4 “Extended Support” on November 2020, discontinuing security, feature or regulatory patches for the product
- CCS includes Meter Data Management (MDM) solution that can interface with our current Advanced Metering Program (AMP)
- MDM allows us to validate customer demand, identify tamper, integrate field work for Customer Service Visibility, remote turn off, etc.

Initial Duration Estimate: 12 months (August 2020 Go-Live)

Key Roles:

- Team Grant: Customer Solutions, Power Delivery, IT and PMO
- Product Vendor: Oracle Utilities
- System Implementer / Project Management: TMG Consulting
Enterprise Technology Roadmap

The CCS project covers 5 separate strategic projects on the CCO portion of the Tech Roadmap in one focused effort.

- **17-6 Oracle CCB-C2M Upgrade**: $5.25M, 10/2020
- **10-6 CIS Functionality Assessment**: $170K, 3/2019
- **10-2 AMP Integration with CIS**: $427K, 10/2020
- **4-3 MDMS Implementation**: $4.1M, 11/2021
- **4-1 Meter Data Management System Evaluation**: $138k, 4/2019

**Oracle CCS**: $7.7M
11/2020

- Significant cost reduction
- Benefits Delivered sooner

5 Projects ~ $10M-$12M vs 1 Project ~8M
Benefits of Meter Data Management (MDM)

Adding MDM gives new advance capabilities for analytics, fieldwork automation, customer service insights and more.

- The technological advances of AMI/MDM networks and meters will allow Grant PUD to collect richer data than ever before
  - Prior to MDM we received daily meter reads for billing
  - CCS provides 15 minute read data with Validation, Editing and Estimation (VEE)
- MDM enables advanced analytics to identify demand trends, equipment failure, tamper, etc.
- Remote disconnects will be fully automated using our Customer Information System (CIS)
- The MDM can aid in the early detection of meter tampering and energy theft by the analytics and functionality of:
  - Detect usage on inactive service points
  - Identify meters with excessively high number of tamper alarms
  - Detect meters with sudden increase/decrease in consumption
Project Estimation – “Zone of Uncertainty”

New product implementations have high inherent uncertainty and risk. We knew this was aggressive when we started.

Key Schedule and Cost Drivers:

- Product and Environment Readiness
- Partner and Staff Availability and Experience
- Planning Gaps – “We don’t know what we don’t know”
- Execution “misses”
Project Challenges

As expected, we have faced challenges to meet the aggressive timeframes with this new product implementation. The team has worked hard to mitigate the challenges and minimize the impacts.

COVID - “Didn’t see that one coming”

- Typically, we would want to pull the team into a “war room” to maximize communication, interpersonal support and information sharing to maintain focus and hold schedule.
- Cross-functional and group coordination requires more effort without proximity.
- Individual work environments have varying degrees or efficiency/availability

Resources

- Single threaded resources force work stream serialization
- Cultural preference to avoid impacting personnel planned time off

Early Adopter Challenges – All parties are learning as we go.

- Oracle is having to coordinate across multiple business units and is still stabilizing the platform, which has cost the project several weeks of delays.
- TMG resources are spread thin with 3 separate implementations in flight. Assigned PM and Test Manager roles have underperformed. Both were replaced.
- Grant PUD has no experience with MDM capabilities and operations which needed additional Power Delivery resources
Significant New Interface Complexity

New interfaces are required to enable field service, meter automation and finance automation benefits.
**Billing Success Dashboard**

We have identified key success criteria to ensure our “go-live” delivers the required quality and benefits

<table>
<thead>
<tr>
<th>Event</th>
<th>Goal</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Data Conversion</td>
<td>100% accuracy with allowable contingency plans. Fully audited and approved.</td>
<td>October 26, 2020</td>
</tr>
<tr>
<td>End to End Testing</td>
<td>Run Rate of 100% and Pass Rate of 95% and Run Rate of 100% with bugs that will be completed and tested by (date)</td>
<td>September 8 – October 5, 2020</td>
</tr>
<tr>
<td>Parallel Bill Testing</td>
<td>Run Rate of 100% and Pass Rate of 99.5%</td>
<td>August 31 – October 12, 2020</td>
</tr>
<tr>
<td>Interfaces</td>
<td>100% Complete and Tested</td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td>90% Customer Service &amp; Field Crews Trained 100% Operational Readiness for Core Functions</td>
<td></td>
</tr>
</tbody>
</table>
**Timeline Impacts**

- **October**
  - TMG PM and Oracle PM replaced
  - Decision to Target 9/21 as go-live
  - TMG Test lead replaced, internal and external resources added

- **Parallel Billing and Quality Assurance vendors added**

---

**September Go-Live**

- TMG Resources Added
- Power Delivery Resources added

**November Go-Live**

- TMG PM and Oracle PM replaced
- Decision to Target 9/21 as go-live
- TMG PM and Oracle PM replaced
- TMG Resources Added
### Cost Summary | Financial Impacts

#### Go-Live 10/19/2020

<table>
<thead>
<tr>
<th>Total Implementation Costs</th>
<th>Oracle</th>
<th>TMG</th>
<th>Arch</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Per Contracts/CRs, Internal</td>
<td>$3,434,613</td>
<td>$1,290,180</td>
<td>$-</td>
<td>$1,637,757</td>
<td>$6,362,550</td>
</tr>
<tr>
<td>Spent to Date</td>
<td>(2,697,567)</td>
<td>(1,062,601)</td>
<td>(56,487)</td>
<td>(1,164,223)</td>
<td>(4,980,877)</td>
</tr>
<tr>
<td>Balance Available</td>
<td>737,046</td>
<td>227,579</td>
<td>(56,487)</td>
<td>473,534</td>
<td>1,381,673</td>
</tr>
<tr>
<td>Remainder as Forecasted</td>
<td>(729,097)</td>
<td>(303,320)</td>
<td>(162,906)</td>
<td>(573,778)</td>
<td>(1,769,101)</td>
</tr>
<tr>
<td>Δ Favorable</td>
<td>(Unfavorable)</td>
<td>$ 7,949</td>
<td>$(75,741)</td>
<td>$(219,392)</td>
<td>$(100,244)</td>
</tr>
</tbody>
</table>

| Total Implementation (As Forecasted) | $3,426,664 | $1,365,921 | $219,392 | $1,738,001 | $6,749,977 |
| % overrun from original contracts, Internal | 5.9% | 5.9% | N/A | 6.1% | 9.5% |

#### Summary Results (Based on Original Contract Amounts)

- **Net Present Value (NPV):** $7,512,843
- **Internal Rate of Return (IRR):** 154.4%
- **Payback begins in Year:** 4
- **Profitability Index:** 4.47
- **Total 10-Year Cost:** $13,438,989

#### Go-Live 11/16/2020

<table>
<thead>
<tr>
<th>Total Implementation Costs</th>
<th>Oracle</th>
<th>TMG</th>
<th>Arch</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Labor</td>
<td>$254,410</td>
<td>$77,628</td>
<td>$84,626</td>
<td>$115,673</td>
<td>$532,336</td>
</tr>
<tr>
<td>Δ Favorable</td>
<td>(Unfavorable)</td>
<td>$(246,460)</td>
<td>$(153,369)</td>
<td>$(304,018)</td>
<td>$(215,917)</td>
</tr>
</tbody>
</table>

| Total Implementation (As Forecasted) | $3,681,073 | $1,443,549 | $304,018 | $1,853,674 | $7,282,314 |
| % overrun from original contracts, Internal | 13.8% | 11.9% | N/A | 13.2% | 18.1% |

#### Summary Results

- **Net Present Value (NPV):** $6,436,879
- **Internal Rate of Return (IRR):** 80.0%
- **Payback begins in Year:** 1
- **Profitability Index:** 3.90
- **Total 10-Year Cost:** $13,017,200

#### Go-Live 12/7/2020

<table>
<thead>
<tr>
<th>Total Implementation Costs</th>
<th>Oracle</th>
<th>TMG</th>
<th>Arch</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Labor</td>
<td>$178,515</td>
<td>$50,360</td>
<td>$79,626</td>
<td>$113,288</td>
<td>$421,789</td>
</tr>
<tr>
<td>Δ Favorable</td>
<td>(Unfavorable)</td>
<td>$(424,976)</td>
<td>$(203,729)</td>
<td>$(383,643)</td>
<td>$(329,206)</td>
</tr>
</tbody>
</table>

| Total Implementation (As Forecasted) | $3,859,589 | $1,493,909 | $383,643 | $1,966,962 | $7,704,103 |
| % overrun from original contracts, Internal | 19.3% | 15.8% | N/A | 20.1% | 25.0% |

#### Summary Results

- **Net Present Value (NPV):** $6,042,684
- **Internal Rate of Return (IRR):** 64.9%
- **Payback begins in Year:** 4
- **Profitability Index:** 3.69
- **Total 10-Year Cost:** $13,438,989
Thank You
Governance Structure / Steering Committee

CCS Migration & MDM Project Governance Structure

- Project Quality Assurance (Monthly)
- Change Control (Monthly)
- Project Support by TMG (Daily or Weekly)
- Core Team
  - Extended Stakeholders / SMEs
  - Organizational Change Management (OCM)
  - Conversion / Migration
  - Testing
- Steering Committee

Decisions

Project Status Reports

Issues / Risks / Dependencies

Stakeholders / Key Decisions

Change Requests
Security Incidents YTD

**Significant Incidents in Q3**

- 7/23 Firearm discharge at CB golf course
- 7/24 Missing women found deceased at CB (Teal Beach)
- 7/24 Boating accident
- 8/18 Level 1 Evacuation Notice for Wanapum Village
Grant PUD would like to improve its security-related policies and procedures by understanding and defining the current and desired state of the security program.

**SCOPE OF SERVICE**


**Current Status:**

Working with Procurement for RFP.

Timeline: Selection completion October 15\textsuperscript{th}, 2020

Date of Completion Target: December 31\textsuperscript{st}, 2020
QBR by Department

View in Power BI

Last data refresh:

Downloaded at:
# Budget Versus Actuals

## FD3 - IS Security QBR Year-to-Date July, 2020

### Operating Unit
- FD - Internal Services
- FD3 - IS Security

### Budget vs Actuals (Including Cap Labor)

<table>
<thead>
<tr>
<th>Cost Category Type/Cost Category</th>
<th>Budgeted</th>
<th>Actuals</th>
<th>Budget Var</th>
<th>Budget Var %</th>
<th>Consumed %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Labor</strong></td>
<td>$506,959</td>
<td>$603,238</td>
<td>$96,279</td>
<td>19.0%</td>
<td>119.0%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$334,537</td>
<td>$371,506</td>
<td>$36,969</td>
<td>11.1%</td>
<td>111.1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>$141,531</td>
<td>$211,227</td>
<td>$69,696</td>
<td>49.2%</td>
<td>149.2%</td>
</tr>
<tr>
<td>Other Labor</td>
<td>$15,841</td>
<td>$11,566</td>
<td>-$4,275</td>
<td>-27.0%</td>
<td>73.0%</td>
</tr>
<tr>
<td>Overtime</td>
<td>$15,050</td>
<td>$8,940</td>
<td>-$6,110</td>
<td>-40.6%</td>
<td>59.4%</td>
</tr>
<tr>
<td><strong>Purchased Services</strong></td>
<td>$655,214</td>
<td>$426,553</td>
<td>-$228,661</td>
<td>-34.9%</td>
<td>65.1%</td>
</tr>
<tr>
<td>Operating Materials &amp; Equipment</td>
<td>$71,202</td>
<td>$24,151</td>
<td>-$47,051</td>
<td>-66.1%</td>
<td>33.9%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>$16,456</td>
<td>$15,005</td>
<td>-$1,451</td>
<td>-8.8%</td>
<td>91.2%</td>
</tr>
<tr>
<td>IT</td>
<td>$12,600</td>
<td>$5,153</td>
<td>-$7,447</td>
<td>-59.1%</td>
<td>40.9%</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,057</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,263,488</td>
<td>$1,074,100</td>
<td>-$189,388</td>
<td>-15.0%</td>
<td>85.0%</td>
</tr>
</tbody>
</table>

- Capital Labor is a subset of the Labor above
- Net Actuals vs Budget = Gross Actuals minus Capital Labor
## Capital Budget Versus Actuals

<table>
<thead>
<tr>
<th>Type</th>
<th>Capital Project</th>
<th>Budget</th>
<th>PWG Approved Spend</th>
<th>Actuals</th>
<th>YEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>CANCELLED</td>
<td>Security Improvement Pool</td>
<td>$100,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Project - Level 1</td>
<td>CIP-014 Improvements</td>
<td>$460,000</td>
<td>$460,000</td>
<td>$0</td>
<td>$306,668</td>
</tr>
<tr>
<td>Project - Level 3</td>
<td>9.1 Physical and Cyber Security Access Control - Genetec</td>
<td>$1,440,000</td>
<td>$1,947,667</td>
<td>$239,430</td>
<td>$859,521</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,000,000</strong></td>
<td><strong>$2,407,667</strong></td>
<td><strong>$239,430</strong></td>
<td><strong>$1,166,189</strong></td>
</tr>
</tbody>
</table>

### YTD Actuals

- **Actuals**: $239K
- **YEP**: $980,077
- **YEP + Labor**: $307K

**Capital Project**
- 9.1 Physical and Cyber Security Access Control - Genetec
- CIP-014 Improvements
## Genetec Project Update

<table>
<thead>
<tr>
<th>Milestone/Deployment</th>
<th>Target Dates</th>
<th>Actual Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coulee City</td>
<td>Dec-18</td>
<td>1/11/19</td>
<td>Site is 100% complete including CO.</td>
</tr>
<tr>
<td>Royal City</td>
<td>February 4 – 8, 2019</td>
<td>2/12/19</td>
<td>Site is 100% complete. CO Warehouse CR install on punch list scheduled to complete 9/8 week.</td>
</tr>
<tr>
<td>Ephrata Annex</td>
<td>March 4 - 8, 2019</td>
<td>3/8/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>Quincy Local Office</td>
<td>March 18 – 22, 2019</td>
<td>3/22/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>Moses Lake Local Office</td>
<td>April 8 – 12, 2019</td>
<td>4/26/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>Wanapum Maintenance Center</td>
<td>April 15 – May 2019</td>
<td>6/14/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>Moses Lake Service Center</td>
<td>Jul-19</td>
<td>10/11/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>HOB</td>
<td>June 10 – 21, 2019</td>
<td>7/12/19</td>
<td>100% complete.</td>
</tr>
<tr>
<td>Ephrata Service Center</td>
<td>Jul-19</td>
<td>5/22/20</td>
<td>Original scope is 100% complete.</td>
</tr>
<tr>
<td>Heritage Center</td>
<td>Aug-19</td>
<td>11/12/19</td>
<td>Original scope is 100% complete. CO &amp; Punch list delayed due to Covid-19. All tasks will be completed during PRD implementation.</td>
</tr>
<tr>
<td>Ephrata Dispatch</td>
<td>Oct-20</td>
<td></td>
<td>CIP policies &amp; procedure being developed 90% complete. Issue identified during CIP procedure testing. Hardware refresh required to meet compliance requirements. This is critical path task to EDC &amp; MLBDC implementation. 10/2020. CIP control panels installed.</td>
</tr>
<tr>
<td>MLSC Dispatch</td>
<td>Oct-20</td>
<td></td>
<td>CIP policies &amp; procedure being developed 90% complete. Issue identified during CIP procedure testing. Hardware refresh required to meet compliance requirements. This is critical path task to EDC &amp; MLBDC implementation. 10/2020. CIP control panels installed.</td>
</tr>
<tr>
<td>Priest Rapids Maint Buildings</td>
<td>Nov-20</td>
<td>In progress</td>
<td>Site prep complete. Will progress to implementation in 2 weeks upon network installation.</td>
</tr>
<tr>
<td>Quincy Chute</td>
<td>Sep-20</td>
<td></td>
<td>Network routing must be verified to minimize outage window during implementation.</td>
</tr>
<tr>
<td>Potholes East Canal</td>
<td>Sep-20</td>
<td></td>
<td>Network ready for Genetec implementation.</td>
</tr>
<tr>
<td>Phase 2: Hydro Dams</td>
<td></td>
<td></td>
<td>Dates may be delayed due to COVID-19 setback.</td>
</tr>
<tr>
<td>Wanapum Dam PH</td>
<td>11/30/2020</td>
<td></td>
<td>Dates may be delayed due to COVID-19 setback.</td>
</tr>
<tr>
<td>Priest Rapids Dam PH</td>
<td>11/30/2020</td>
<td></td>
<td>Dates may be delayed due to COVID-19 setback.</td>
</tr>
<tr>
<td>Project close</td>
<td>12/30/2020</td>
<td></td>
<td>Delay due to COVID-19 setbacks.</td>
</tr>
</tbody>
</table>
CIP 014 Improvements

Project Scope

Wanapum Switchyard has been identified as a critical station/substation under NERC CIP-014-2. As a result the District must conduct a physical security assessment and plan to protect critical assets within the switchyard. As this yard is a shared facility with Bonneville Power Administration. Our goal is to develop a comprehensive security solution for the site.

CIP-014 also requires a threat and vulnerability assessment of Ephrata Dispatch and implementation of mitigating measures to address identified vulnerabilities. The scope of work would include the increased security measures at Ephrata Dispatch.

UPDATE September 2020:

• Access control implementation week of 9/14

• CIP-014 FLOR cameras will be installed week of 9/14
NERC/CIP Audit Update

CIP-006-6

There were no findings for CIP-006-6

CIP-014

CIP-014 was not a part of the most recent CIP audit. We are to expect WECC to perform an audit in 2021 or when COVID restrictions are lifted. WECC would like to perform audit on-site.

CIP-004

CIP-004 was not included in recent audit.

Improvements have been made to improve our training and expectations. All individuals with PSP access are required to participate in a new training prior to access being granted.

• Update:

  Working with R&C to restructure and improve the process for CIP-004
Incident Management Team (IMT)

33 employees received basic and advance level ICS training prior to the onset of our COVID-19 Pandemic Response.

There are 20 IMT members directly involved in current COVID-19 response with an additional 10 to 15 employees working behind the scenes to support our response. This team is using the FEMA ICS model in our response.

Though our response requirement has been reduced, as most of the heavy lift has been completed, we still meet on a regular and ongoing basis. These meetings include Section Teams meetings as well as Executive Briefings.

There is no anticipated date of standing down our response or the IMT. It is expected we will be in some form of response for several months to come. We continue to develop policy and plans that keep our employees and the community safe as we continue to find ways to bring people back to work.

UPDATE: Emergency Management Development

A team of 24 GPUD employees and 7 external partners has been established to oversee the development of our Comprehensive Emergency Operations Plan (CEOP) and our Continuity of Operations Plan (COOP).

The external partners include four consultants from Davis Logic Inc., DBA All Hands Consulting, and three representatives of the Grant County Sheriff’s Office Division of Emergency Management.

The pandemic has delayed our ability to get the preliminary assessment work off the ground but through MS Teams we are now meeting on a regular basis and the assessment is well underway.

A framework of the draft CEOP and associated plans has been developed and is moving forward.
Weekly the Incident Management Team meets Mondays and Thursdays to review the Situation Report. We cover the following reports:

- COVID case updates (Grant County, neighboring counties and State)
- Incident criticality levels and objectives.
- Operational objectives for the current period
- General awareness updates

**Section Reports:**
- Liaison Officer
- Intelligence & Investigations
- Planning
- Operations

**Planning Section Report:**
- Logistics
- Finance & Administration
- Information Technology
- Safety
- Communications
Powering our way of life.
Update on Safety Department Staff

• Nichole R. Bortle’s start date is 9/14/2020
• A graduated from Central Washington University in the Safety and Health Management Program
• With over 8 years working in safety and health.
• Most recently as a Safety Affairs Specialist for a chemical manufacturing facility that employs approximately 380 people
  • Her responsibilities included:
    • A member of the Emergency Response Team including elevated work and confined space rescue
    • Hazardous materials response
Safety Team

Senior Manager Safety & Industrial Training

Craig Bressan

Senior Safety Coordinators

Nichole Bortle  John Price  Ron Roth  Mike Miland  RJ Fronsman

Safety Support
Data Analyst

Jessica Ziegler
Today’s Goal
Provide an insight into the recently formed PPE Committee

I would like to share the following:
• Who is on the PPE Committee?
• What is its goal?
• Who does the PPE Committee Report to?
• What tasks are currently with the PPE committee?
Who is on the PPE Committee?

- A team composed of union and nonunion GCPUD employees
  - 4 managers/supervisors
  - 4 hourly employees
- The team was recommended by the Safety Steering Team (SST) in consultation with the Union through Human resources
- Additions and replacements to the team will be recommended and approved by the SST
What is the goal of the PPE Committee?

The intent of this committee is to have a team composed of union and nonunion GCPUD employees to evaluate the Districts PPE needs, concerns and questions. The committee is limited in scope to specific items of PPE. This structure will help ensure communication and input from the employees wearing the PPE in the field.

This Committee will make recommendations to the Management Safety Committee (MSC) for consideration. The MSC will make final determinations on approval and implementation.
What tasks are currently with the PPE committee

Currently the PPE Committee is evaluating the following:

- Reflective Clothing Requirements
- Hearing protection alternatives
- Anti-Fogg safety glasses options with face masks
### Operating Unit

**EE - Safety and Industrial Training**

### Budget vs Actuals (Including Cap Labor)

<table>
<thead>
<tr>
<th>Cost Category Type/Cost Category</th>
<th>Budgeted</th>
<th>Actuals</th>
<th>Budget Var</th>
<th>Budget Var %</th>
<th>Consumed %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor</td>
<td>$971,743</td>
<td>$720,453</td>
<td>-$251,290</td>
<td>-25.9%</td>
<td>74.1%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$670,175</td>
<td>$462,837</td>
<td>-$207,338</td>
<td>-30.9%</td>
<td>69.1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>$283,524</td>
<td>$251,701</td>
<td>-$31,823</td>
<td>-11.2%</td>
<td>88.8%</td>
</tr>
<tr>
<td>Other Labor</td>
<td>$18,044</td>
<td>$5,915</td>
<td>-$12,129</td>
<td>-67.2%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>$141,382</td>
<td>$116,057</td>
<td>-$25,325</td>
<td>-17.9%</td>
<td>82.1%</td>
</tr>
<tr>
<td>Operating Materials &amp; Equipment</td>
<td>$34,314</td>
<td>$92,230</td>
<td>$57,916</td>
<td>168.8%</td>
<td>268.8%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>$30,639</td>
<td>$36,476</td>
<td>$5,837</td>
<td>19.1%</td>
<td>119.1%</td>
</tr>
<tr>
<td>IT</td>
<td></td>
<td>$2,939</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,170,078</td>
<td>$968,155</td>
<td>-$209,923</td>
<td>-17.8%</td>
<td>82.2%</td>
</tr>
</tbody>
</table>

### Gross Actuals Vs. Budget

- **$968.2K** -17.8%

### Capital Labor Actuals Vs. Budget

### Net Actuals Vs. Budget

- **$968.2K** -17.8%

- Capital Labor is a subset of the Labor above
- Net Actuals vs Budget = Gross Actuals minus Capital Labor
Powering our way of life.
Public Power/Industry Outreach Activity Report – Agenda:

I. Vision and Goals
II. Memberships
III. Leadership
IV. Recent Activities
V. Recent Awards

Powered by...
Vision & Goals

Trusted & Reliable Utility Leader
2020 Goals  

External Affairs & Communications

1. Increase Revenue Opportunities
   a) $50M for Fiber by 2021
   b) $100M for PP/PD by 2021
   c) Increase Fiber take rate by 500/Qtr.

2. Top 5% Utility in Communications Excellence
   a) 5 Industry Awards by 2021
   b) ≥ 95% GCPUD brand compliance by 2021
   c) Implement 2-3 actions that increase CS by 2021.

3. Operational & Compliance Excellence
   a) Implement Information Gov. by 2021.
   c) Implement PRA Software by Q2 2020.

Operating Unit Goals align/support GCPUD Strategic Plan Objectives.
Industry Memberships

Unified Voice
Industry Memberships (Unified Voice)
Industry Leadership
Powerful Voice
Industry Leadership (Powerful Voice)

- Board of Directors – Tom Flint
- President of Board of Directors – Chuck Allen
- Environmental Task Force CEO Sponsor – Kevin Nordt
- Board of Directors – Andrew Munro
Industry Leadership (Powerful Voice)

Board of Directors – Kevin Nordt

Executive Committee – Kevin Nordt

Board of Directors – Dale Walker

Communications Committee – Chuck Allen
04 Recent Activities
Collaboration in time of COVID-19
Northwest River Partners

Participated in “Our Power is Water” social media campaign
Department of Health

Participated in the “staysafewa.com” mask promotion campaign.
Big Bend Community College

Participated in Virtual Vikings Summer STEAM Camp
Career Connect Washington

Participated in Career Connect at Home program with Grant PUD employees:

• Mary Tasson – HR
• Dan Beierman – Line Dept.
• Justin Piturachsatit - Fiber
• Annette Lovitt – Public Affairs
Grant County Food Banks

Used Pay-it-Forward funds for $11,000 in grants to local food banks through the Columbia Basin Foundation

• Pay-it-Forward funds donated by Microsoft

• Columbia Basin Foundation administers funds.
Wifi Hotspot Collaboration

Partnered with State Broadband Office to provide 13 Drive-in WiFi hotspots in Grant County.
FWEE

• Collaborating on Following Nature’s Current publication update for 2020s.

• Planning a Virtual Hydro Appreciation Day event on Social Media.
Powering our way of life.
Agenda

1. Why We Exist
2. Ongoing Performance Metrics
3. Looking Forward
Why we exist

Our Focus
Our Focus

**VISION**

To reinforce a people-centric culture where employees acknowledge problems, focus on possibilities and share responsibility for their growth.

**MISSION**

We exist to support organizational health by creating clarity around how we lead, train and treat people at Grant PUD.
Ongoing Performance Metrics
Letting Data Tell The Story
In-Flight Educational Reimbursements

8

McKinsey OHI

2019 Overall Organizational Health Index

Benchmark: Top Decile, Top Quartile, Second Quartile, Third Quartile, Bottom Quartile

Training Completion

- PUD Total: 80, 779, 10681
- Current: 10681 (92.5%)
- Delinquent: 80 (0.7%)
- In Training Window: 779 (6.8%)

Orientation Satisfaction

- 5 stars
- 17 responses since May

Employee Engagement

TBD Q3 2020

Training Effectiveness

- 5 stars with a single star
Organizational Training Data

Training Hours: 17.46K
Avg. Hours by EE: 31.41
Training Dollars: $1.78M

Hours by Location:
- Remote Location
- General District-Wide
- Hydro Office Building
- Wanapum Maintenance
- Wanapum Dam
- Ephrata HQ - Construction
- Ephrata HQ

(Ass of August 31, 2020)
Budget Versus Actuals

Cost Category vs Actuals (Including Cap Labor)

<table>
<thead>
<tr>
<th>Cost Category Type/Cost Category</th>
<th>Budgeted</th>
<th>Actuals</th>
<th>Budget Var</th>
<th>Budget Var %</th>
<th>Consumed %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor</td>
<td>$300,396</td>
<td>$572,674</td>
<td>$272,278</td>
<td>90.6%</td>
<td>190.6%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$210,013</td>
<td>$367,869</td>
<td>$157,856</td>
<td>75.2%</td>
<td>175.2%</td>
</tr>
<tr>
<td>Benefits</td>
<td>$88,850</td>
<td>$202,285</td>
<td>$113,435</td>
<td>127.7%</td>
<td>227.7%</td>
</tr>
<tr>
<td>Other Labor</td>
<td>$1,533</td>
<td>$2,520</td>
<td>$987</td>
<td>64.4%</td>
<td>164.4%</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>$269,400</td>
<td>$156,442</td>
<td>$112,958</td>
<td>-41.9%</td>
<td>58.1%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>$29,157</td>
<td>$21,982</td>
<td>$7,175</td>
<td>-24.6%</td>
<td>75.4%</td>
</tr>
<tr>
<td>IT</td>
<td>$3,000</td>
<td>$3,036</td>
<td>$36</td>
<td>1.2%</td>
<td>101.2%</td>
</tr>
<tr>
<td>Operating Materials &amp; Equipment</td>
<td>$8,757</td>
<td>$29</td>
<td>-$8,728</td>
<td>-99.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$610,710</strong></td>
<td><strong>$754,163</strong></td>
<td><strong>$143,453</strong></td>
<td><strong>23.5%</strong></td>
<td><strong>123.5%</strong></td>
</tr>
</tbody>
</table>

Gross Actuals Vs. Budget

$754.2K +23.5%

Capital Labor Actuals Vs. Budget

$2,788

Net Actuals Vs. Budget

$751.4K +23.0%

Headcount and Budget by Month & Year

- Capital Labor is a subset of the Labor above
- Net Actuals vs Budget = Gross Actuals minus Capital Labor
Looking Forward
Key Actions
# Meeting our Business Strategy Commitments

<table>
<thead>
<tr>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exec Convore:</strong> Org priorities &amp; resource impacts (People-manager time)/Stop-do</td>
</tr>
<tr>
<td><strong>Senior Leadership Coaching:</strong> Engagement (10) employee onboarding recommendation &amp; refresh Leading@grant one-pager &amp; call</td>
</tr>
<tr>
<td><strong>Values to behaviors (role clarity):</strong> Code of excellence &amp; Leadership Philosophy</td>
</tr>
<tr>
<td><strong>Employee association launch:</strong> coalition, purpose &amp; discovery Grant PUD Code of Conduct/Excellence Adopted Training Dept Transition (TBD) Working@Grant training (24 day) all emps Introduce stock training rotation For Frontline (7 habits, crucial conversations, speed of trust)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021—Growth Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduce enterprise-wide coordination calendar &amp; admin coordination calls</strong></td>
</tr>
<tr>
<td>MARC Labor Relations Training Introduced for people-managers (sup on up)</td>
</tr>
<tr>
<td><strong>Enterprise training and development strategy complete</strong>: Org Behaviors survey Org Talent Inventory Change Mgmt. Transition re-evaluation (TBD)</td>
</tr>
<tr>
<td><strong>Career guided pathways, development plans, and workforce pipeline partnerships</strong> Org Talent Inventory (continued from '2020)</td>
</tr>
<tr>
<td><strong>Org Succession Plan Development and Execution</strong>: Workforce Development Position Onboarding and Strategy</td>
</tr>
</tbody>
</table>
Onboarding guide

- Called out as a key strategy in Strategic Plan Objective #2
- In principle, “Welcome into our living room” and minimize anxiety & unknowns early
- Ensures early alignment & awareness of organizational culture, values, norms, etc.
- Increases speed to productivity
- Will eventually be integrated and automated with HCMS workflows.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec Conv re: Org priorities &amp; resource impacts (People-manager time)</td>
<td>Stop-do</td>
</tr>
<tr>
<td>Senior Leadership Coaching</td>
<td></td>
</tr>
<tr>
<td>Engagement (10)</td>
<td></td>
</tr>
<tr>
<td>Employee onboarding recommendation &amp; refresh</td>
<td></td>
</tr>
<tr>
<td>Leading@grant one-pager &amp; call</td>
<td></td>
</tr>
<tr>
<td>Values to behaviors (role clarity)</td>
<td></td>
</tr>
<tr>
<td>Code of excellence &amp; Leadership Philosophy</td>
<td></td>
</tr>
<tr>
<td>Employee association launch, coalition, purpose &amp; discovery</td>
<td></td>
</tr>
<tr>
<td>Grant PUD Code of Conduct Excellence Adopted</td>
<td></td>
</tr>
<tr>
<td>Training Dept Transition (TBD)</td>
<td></td>
</tr>
<tr>
<td>Working@Grant training (24 day) all emps</td>
<td></td>
</tr>
<tr>
<td>Introduce stock training rotation</td>
<td></td>
</tr>
<tr>
<td>For Frontline (7 habits, crucial conversations, speed of trust)</td>
<td></td>
</tr>
</tbody>
</table>
THE THREE PHASES OF ONBOARDING

At Grant PUD, we believe that the onboarding experience truly begins as soon as a potential employee recognizes this as a place that they want to work. It continues on until the employee has received the knowledge, skills, and understanding needed to thrive here. This visual illustrates the three phases of our onboarding experience and is reflected in the form of the subsequent checklist.

1. PRE-ORIENTATION
   This phase includes all of the logistics and begins with the details that need to be completed prior to the employee's first day.

2. ORIENTATION
   Covered by Organizational Development and Human Resources. For new employees only.

3. POST-ORIENTATION
   Continued onboarding efforts lasting up to a year after the employee's start date.
Onboarding guide

2 ORIENTATION
Covered by Organizational Development and Human Resources (no action from Hiring Manager)

☐ LOG-IN We’ll make sure that your employee has logged into the necessary resources (Network, LMS, myHR) deemed appropriate for any new hire.

☐ INTRO Public Affairs gives an introduction to Grant PUD, who we are, and what we value.

☐ BENEFITS Our Benefits Professional provides an exclusive and informative review of the impressive benefits package offered here at Grant PUD.

☐ SAFETY The Safety Department provides a detailed overview of Safety at Grant.

☐ SECURITY The Security Department provides a detailed overview of Security at Grant.

☐ POLICIES An overview of the policies you'll have, key points that a new hire must know, and an opportunity to learn more and ask questions.

☐ myHR Employees will learn how to update direct deposit & emergency contacts info and fill out a timesheet.

☐ LMS Your employee will become familiar with our LMS and will begin completing their list of required initial training.

New Employees Only

3 POST-ORIENTATION

Employee’s first day:
Send out a welcoming email to the work area regarding the employee.

Employee’s first week:
Provide Emergency Evacuation overview (evacuation routes, fire extinguishers, AED, first aid kits, and procedures for other potential hazards)

Provide the employee with a general tour of their work area (office supplies, location, water fountains, mail room, etc.)

Introduce employee to department staff and key personnel

Demonstrate navigation of job-specific safety webpages

In-person visit to local warehouse location and possible additional PPE needs in the future

Review the PPE Policy

Demonstrate location of SDS online and hard copies

Provide Accident Prevention Program overview

Enter contact information into Employee system and then email public affairs for emergency notification text alerts.

Identify frequent contacts and support points and have new leaders call with questions

Review org. chart and identify chains of command

Provide mentorship overview

Introduce employee to resources

Schedule check-ins for yourself and/or your selected mentor to support a healthy mentorship

Review the current department’s business plan goals and how they connect to overall strategic direction

Review job description and ensure understanding of position (sign when session is complete)

Discuss delegation of authority
### Gallup Q12 Employee Engagement Survey

<table>
<thead>
<tr>
<th>Questions</th>
<th>Total N</th>
<th>Current Mean</th>
<th>Frequency Distribution 1% 2% 3% 4% 5%</th>
<th>Current Topbox</th>
<th>Company Overall Mean</th>
<th>Percentile Rank - Administration</th>
<th>Administration Mean Percentile Rank</th>
<th>Mean Percentile Rank - Gallup Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q00: Overall Satisfaction</td>
<td>104</td>
<td>4.08</td>
<td>1:2 2:6 3:13 4:42 5:38</td>
<td>38</td>
<td>73</td>
<td>51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q01: Know What's Expected</td>
<td>104</td>
<td>4.09</td>
<td>1:2 2:8 3:13 4:38 5:40</td>
<td>40</td>
<td>27</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q02: Materials and Equipment</td>
<td>103</td>
<td>3.90</td>
<td>1:2 2:10 3:18 4:36 5:34</td>
<td>34</td>
<td>50</td>
<td>35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q03: Opportunity to do Best</td>
<td>104</td>
<td>3.96</td>
<td>1:1 2:10 3:16 4:38 5:35</td>
<td>35</td>
<td>56</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q04: Recognition</td>
<td>102</td>
<td>3.90</td>
<td>1:3 2:10 3:21 4:34 5:32</td>
<td>32</td>
<td>82</td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q05: Cares About Me</td>
<td>104</td>
<td>3.89</td>
<td>1:4 2:6 3:22 4:40 5:28</td>
<td>28</td>
<td>49</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q06: Development</td>
<td>104</td>
<td>3.87</td>
<td>1:2 3:12 4:30 5:30</td>
<td>30</td>
<td>69</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q07: Opinions Count</td>
<td>102</td>
<td>3.85</td>
<td>1:2 2:9 3:23 4:38 5:35</td>
<td>28</td>
<td>72</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q08: Mission/Purpose</td>
<td>103</td>
<td>3.90</td>
<td>1:2 2:8 3:23 4:38 5:35</td>
<td>32</td>
<td>59</td>
<td>34</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q09: Committed to Quality</td>
<td>104</td>
<td>4.00</td>
<td>1:1 2:5 3:22 4:38 5:35</td>
<td>35</td>
<td>64</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10: Best Friend</td>
<td>102</td>
<td>4.08</td>
<td>1:1 2:7 3:15 4:38 5:39</td>
<td>39</td>
<td>87</td>
<td>59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q11: Progress</td>
<td>104</td>
<td>3.93</td>
<td>1:1 2:11 3:19 4:33 5:37</td>
<td>37</td>
<td>71</td>
<td>41</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Rewards & Recognition Policy Updates

• Streamlined policy under development. Will be presented to commission in coming months following internal stakeholder collaboration.

• Policy will reflect principles noted below:

  1. Specific & Relevant
  2. Timely
  3. Consistent
  4. Varied Choice Options
  5. Equity
Organizational Learning Strategy

• **Philosophy**: Every employee holds a shared responsibility for their career and growth. Toward that end, we exist to support employees as they take ownership for their professional growth and developmental goals.

• **Focus**: building both competencies & capacities. Technical skills as well as Capacities (i.e. mindsets, learning how to learn, values work)
Organizational Learning Strategy: Near-Term Activities

• Sr. Training Coordinator Outreach: establish baseline needs of the org. What’s required vs. what’s nice to have. Supports resource-loading and scheduling that supports the work.

• Standard microlearning offerings that align with org. competency map.

• Transition to HCMS - integrated LMS

• Establish recurring annual training calendar for 2021- onward
Organizational Learning Strategy: Org Competencies

• Supports hiring practices, training plans, succession planning, guided career growth pathways, etc.

• Reflects philosophy that:
  1. Leadership is for everyone. (It doesn’t matter what your role is in the organization)
  2. Leadership can be learned. (There are no natural-born leaders)
  3. Leadership is relational. (Tasks cannot get done without people)
Organizational Learning Strategy: Org Competencies

<table>
<thead>
<tr>
<th>Leadership Level</th>
<th>Core Competencies &amp; Capacities</th>
<th>Associated Upskill Training</th>
<th>Time Mgmt. Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Self (Frontline Contributor)</td>
<td>Job-specific/Technical Competencies: Fully proficient and/or superior technical KSAs (includes safety &amp; compliance POL/PRO).</td>
<td>- Code of Excellence</td>
<td>- Adaptive Transferable Technical</td>
</tr>
<tr>
<td></td>
<td>Transferable Capacities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communication (written and verbal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delivering quality results</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Digital Literacy (i.e. use of basic information technology tools such as office 365)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ethical-based decision making</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time/Priority Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Working collaboratively within a team</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adaptive Capacities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing and aligning own values with the Code of Excellence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Embracing a growth mindset &amp; development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Embracing flexibility &amp; change</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interpersonal effectiveness (i.e. feedback, communication, conflict, behavior styles)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sample
2021 Priority: Workforce Development

**Goal:** Ensure a long-term workforce pipeline for blue collar, white collar and new-collar jobs.

The function is focused on:

- Job Shadows & Internship programs
- Education Reimbursement ongoing program administration.
- Long Range Resource Planning
- Regional Workforce Development Partnerships
- Community, Technical College and University Program Partnerships
- Expansion and Enhancements of Apprenticeship & Skilled Trades Development Programs
- Succession Planning Program Development, Implementation & Administration
Questions?