

03

Safety Report

March 2022



Date	Injury	Description	Cause(s)
2/8	Wrist	<b>Wrist hurting after installing a meter</b> While installing a meter an employee's left wrist made a popping sound and started hurting.	Overexertion
2/14	Knee	<b>Hurt knee</b> While setting a pole an employee lost footing and fell, the knee overextended causing their foot to touch the back of leg.	Slip/Fall
2/16	Ankle	<b>Ankle Injury - Quincy Chutes</b> While stepping out of Porta Potty an employee rolled their left ankle and fell to the ground. CRT Details: Maintain situational awareness when exiting onto uneven terrain.	Situational Awareness
2/17	Finger	<b>Smashed finger</b> While driving a seal into a hub, driver slipped causing finger to be smashed by hammer.	Situational Awareness

# Injuries Reported



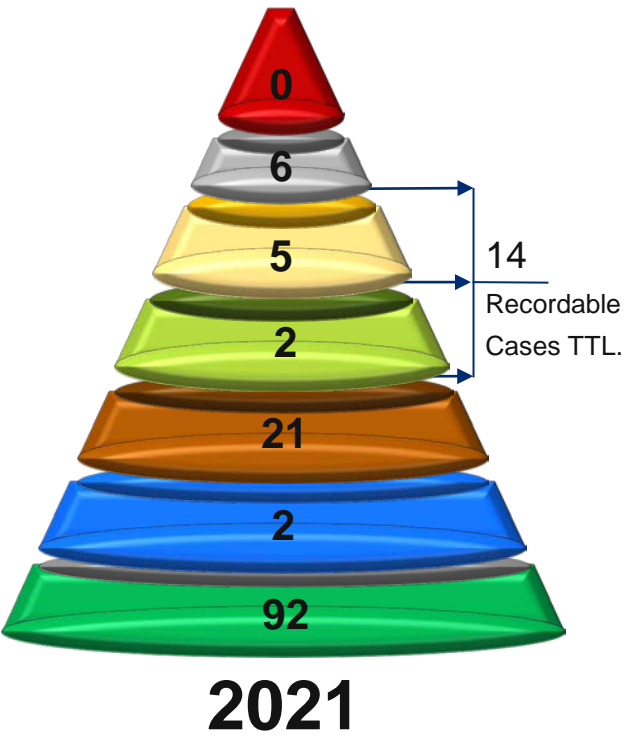
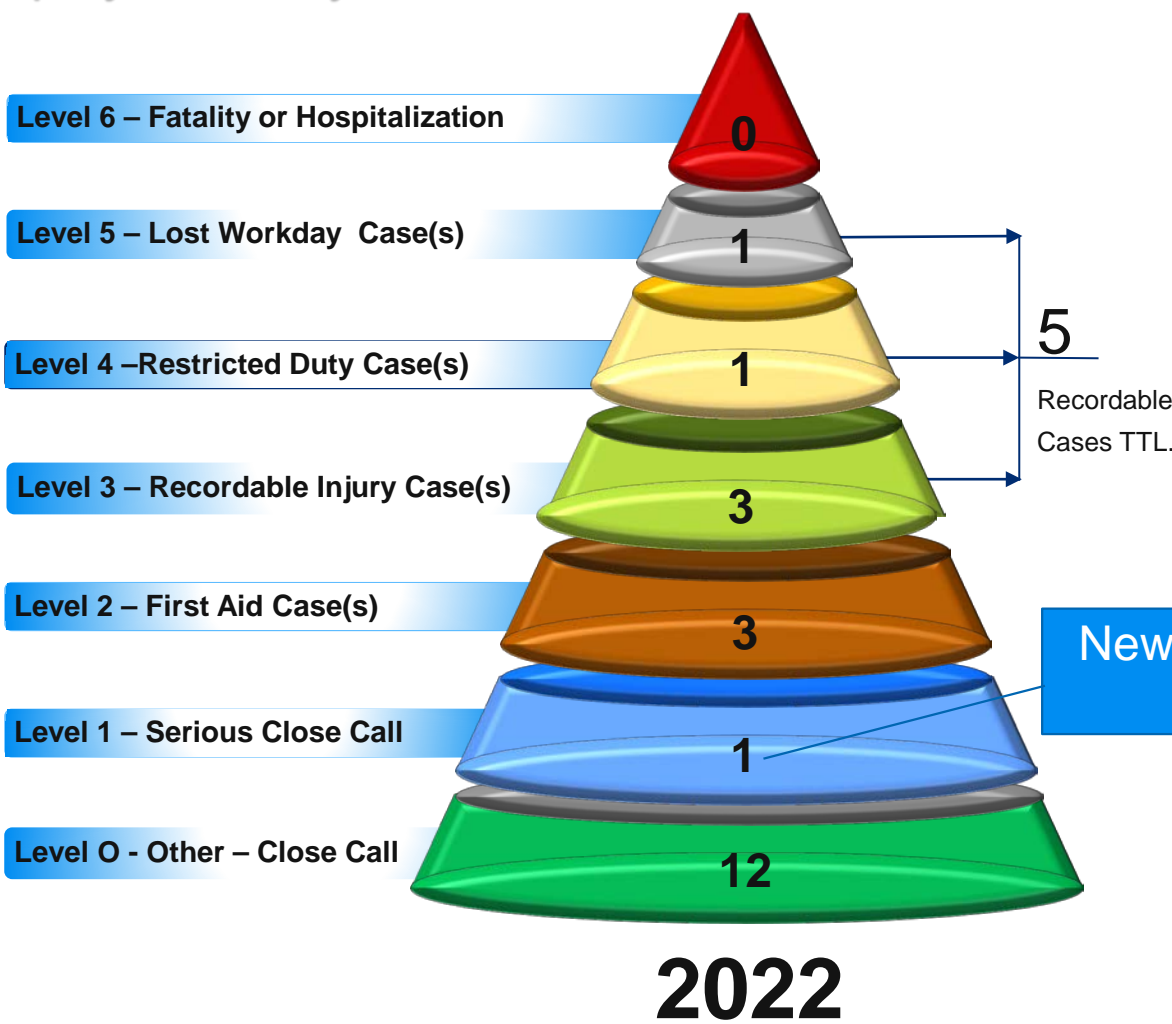
2022	Month	YTD
Total Incidents Reported	4	12
Recordable Case(s)	1	3
Restricted Duty Case(s)	1	1
Lost Workday Case(s)	0	1

## Monthly and Year to Date



# 2022 incidents Year to Date Summary

## Employee Safety





Date	Vehicle	Driver's Account:
2/14	#379	<p><b><u>Mobile crane/ vehicle incident While moving 90-ton Crane</u></b></p> <p>PRD: The crew performed a walk around and was using a spotter. As the crane passed by a second parked truck the flagger went to the roadside to confirm the oncoming traffic was clear of the crane. At this time, the crane operator started his turn behind the second truck not knowing there was a third vehicle. Just as the crane hit the vehicle, he was stopped by another person on the crew. Damage to the third vehicle was a small scrape approx. 8" long taking of the paint and a punctured rear tire.</p> <p>CRT Details: Learning opportunity to employ Human Performance tools for communication and stopping when unsure or when situations change.</p>
2/17	#487	<p><b><u>Unloading a truck</u></b></p> <p>While unloading a bunk of pipe a storm drain made a dip in the asphalt creating to an uneven surface causing the load to shift and fall off the forks, sliding into the back bumper of truck 487 causing no damage. The solution to this is being aware of surroundings and use as much room needed for loading and unloading. No product or machines were damaged.</p> <p>CRT Details: Plan your path of travel prior to loading or unloading materials. Inspect the surrounding area for potential hazards and mitigate them appropriately.</p>

# Vehicle Incidents



Date	Vehicle	Driver's Account:
2/22	#379	<p><u>Broken mirror</u></p> <p>When opening the door on 379 the wind ripped it out of an employee's hand. The door then swung open and hit the driver's side blind spot mirror and broke it. Transportation was notified could find a replacement.</p> <p>CRT Details: Reminder to slow down and maintain situational awareness when exiting a vehicle in windy conditions</p>

# Vehicle Incidents



Date	Location	Description
2/1	PRD	<p><b><u>Consultant Employee Tripped in PRREIP Excavation</u></b></p> <p>Consultant was walking in the base of the RCC embankment excavation to review foundation preparation requirements. While walking to a new area to inspect, consultant slipped on a sloped section of rock that was sloped and had loose rock on the surface. After the fall, staff checked to make sure consultant was uninjured. Slight mark on their face where the safety glasses hinge is, otherwise, no visible cuts or scrapes.</p> <p>CRT Details: Reminder to heighten your situational awareness when traversing uneven terrain.</p>
2/2	Burke Substation	<p><b><u>Slip on Ice</u></b></p> <p>While carrying supplies to work vehicle at end of shift at Burke substation, employee slipped and fell to the ground, landing on left side. No injury was observed. Winter work boots were worn, employee was aware of ice and walking appropriately for conditions. Ice melt had been applied in various high traffic areas throughout the substation earlier in the day. The area around where some vehicles were parked will get additional ice melt applied.</p> <p>CRT Details: Safety department checked in with employee who slipped. No injury, just surprised by the slick ice. Be aware of slick conditions in parking areas.</p>

# Close Calls



Date	Location	Description
2/9	Priest Rapids	<p style="text-align: center;"><b><u>Calculation Error Provided by Engineering Consultant</u></b></p> <p>An engineering consultant hired by Power Production completed a calculation to determine the capacity of the Mezzanine at Priest Rapids for a forklift. The calculation was checked by the consultant and District staff and approved. When the consultant was asked to analyze a new load case an error in the calculation was found by the consultant. The load capacity of the structure was reduced from 24 kips to 16 kips as a result of the error being found. The consultant shared with the District that the error was generated by picking a wrong value out of the FEA program and the checker verified the result using a heat map with interpolation. The lesson learned is for the checker to not interpolate from a heat map due to the lack of granularity in the data and for the checker to independently verify the entire results set.</p> <p>CRT Details: Power Production Engineering is working with this engineering firm to ensure this type of error does not occur in the future. Action has been taken to stop forklift operation on the mezzanine until the signage can be updated. Importance of self checking quality control.</p>

# Close Calls



Date	Location	Description
2/15	TG Building	<p><b><u>Forklift incident</u></b></p> <p>A pallet of 4 generator coolers was brought into the TG Building. When backing out to remove the forks from beneath the load, the top two coolers somehow caught on the forklift mast and were pulled far enough past the fulcrum point that one side of the coolers dropped 1 ½'-2' onto the forks. The operator said his vision was hampered by working in the transition zone from outside to inside the building (sunlight to darker). The incident could have been avoided if a spotter was used. Nobody was injured and no damage was found during cooler inspection.</p> <p>CRT Details: Inspect and secure materials prior to transport to ensure stability. Look for error precursors and Stop When Unsure. Request assistance prior to completing the task.</p>

# Close Calls





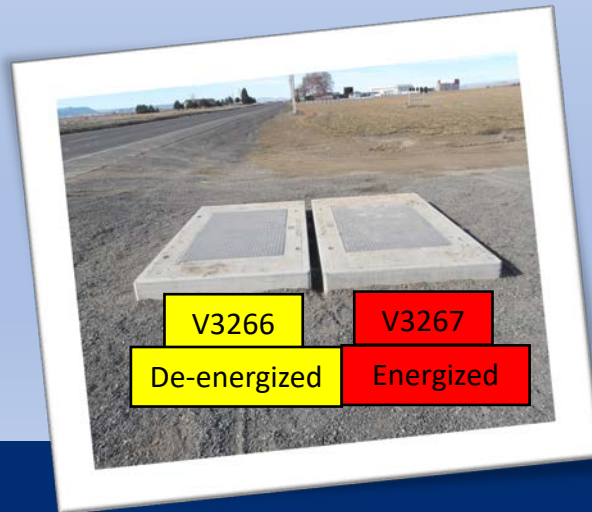
# Royal Substation - Contractor Serious Close Call

February 16<sup>th</sup>,

A Contract Utility crew requested to switch out a URD substation getaway and to de-energize a cable to facilitate safer entry into a splice vault V3266 to pull new conductors for future splicing.

After reviewing the clearance and switching procedures the Contractor proceeded to enter vault V3267 to pull in new conductors.

Sometime after entering the vault, they realized the vault was still **energized**. Contract employees exited the vault, reported that it may still be energized. The crew utilized the **“Stop Work”** authority once receiving the report that the cables inside the vault were indeed energized.



Note: The use of the STAR tool would have helped recognize the hazard and address the required protections.

Finding: Dispatch issued a switching/clearance order that was correct and accurate per request.

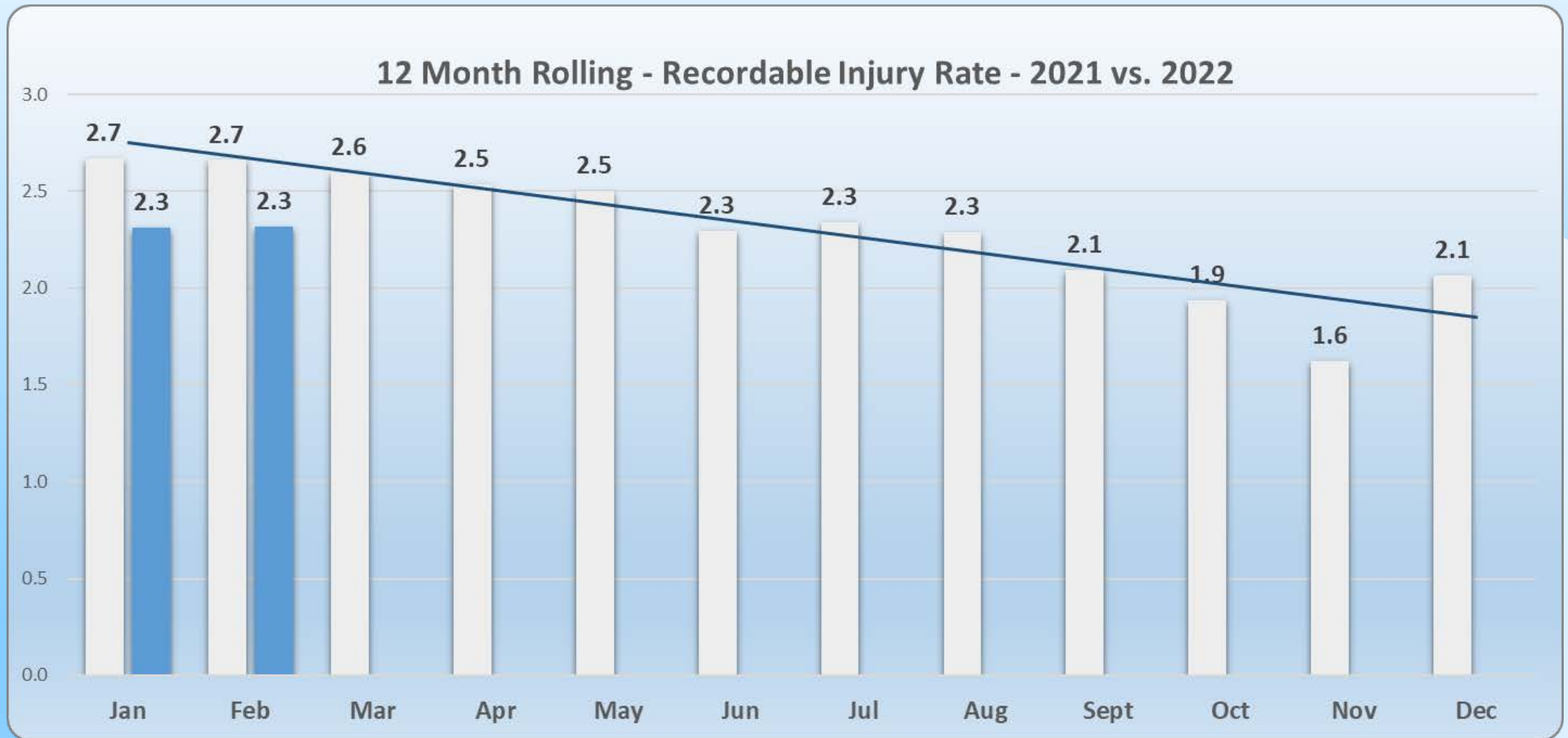
Finding: Physical verification of vault tags was not performed.

Finding: Contractors did not verify zero energy state of the vault being entered as required by WAC 296-45.

Finding: Stop work authority was executed once contractors realized the vault was live.

Action: Retraining of contract crew members on vault entry procedures and assure the proper tools are on-site to verify and test potential voltage.

# Leading & Lagging Indicators





# Leading & Lagging Indicators

2021- 2022 RECORDABLE INJURIES BY MONTH

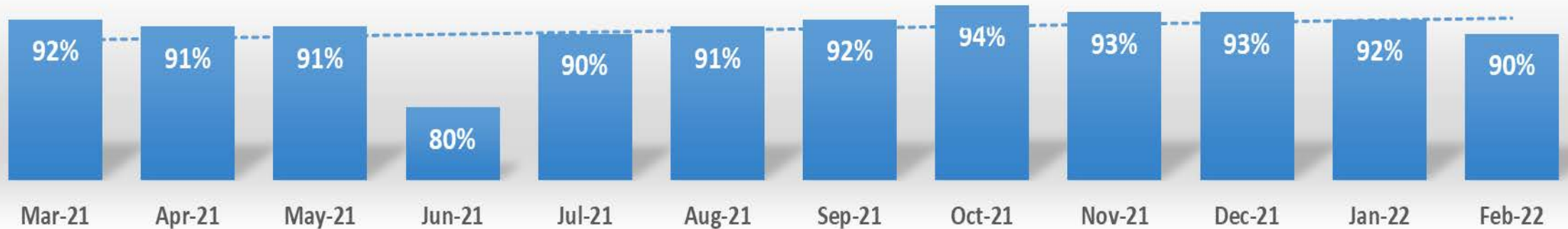


# Leading & Lagging Indicators

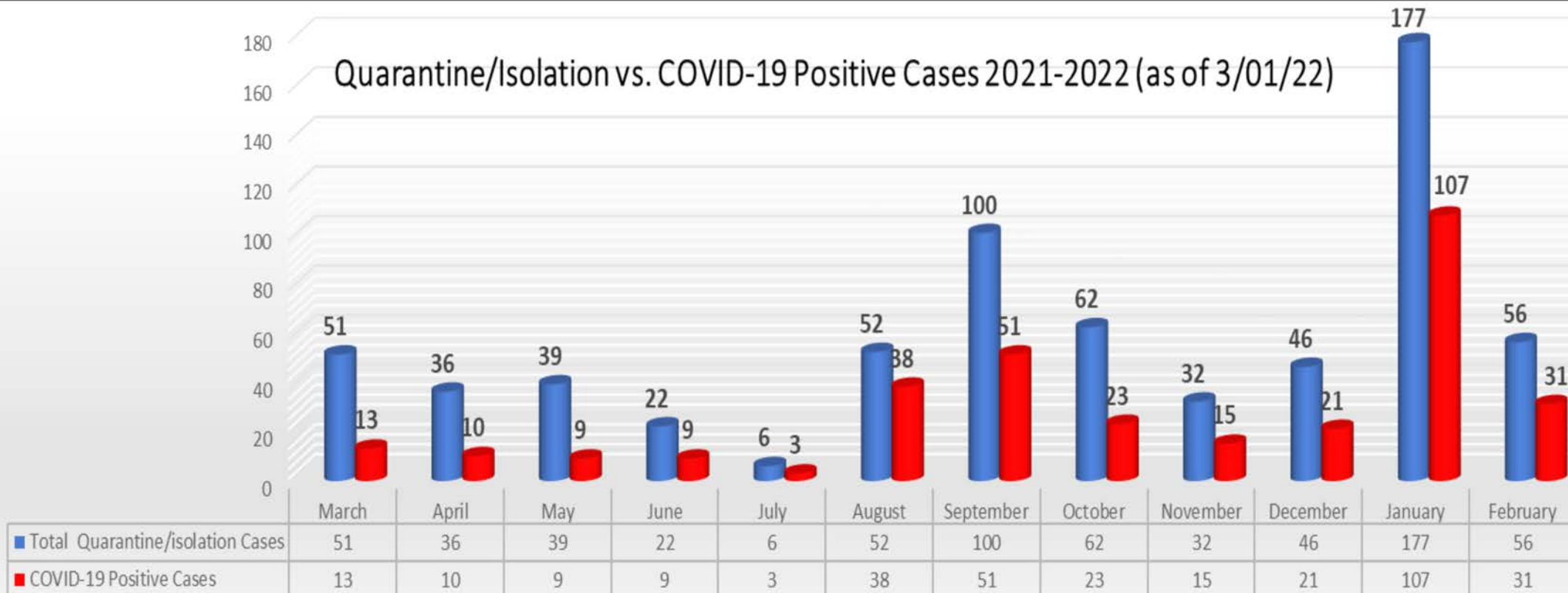
## Jobsite Reviews Conducted



## Safety Meeting Attendance



Quarantine/Isolation vs. COVID-19 Positive Cases 2021-2022 (as of 3/01/22)



Thirty-one COVID-19 cases were  
reported during the month of  
February

31

# Safety Action Item Critical Success Factors

## Incident Reporting

- Number of Close Calls in **February** = **7**
- Number of Close Calls Reported on Time = **6**

## Injuries

- Total Number of Injuries = **4**
- Total Number of Injuries Reported on Time = **4**

## Mobile

- Total Number of Mobile Incidents = **3**
- Total Number of Mobile Incidents Reported on Time = **3**

## Number of Open Action Items over 60 days old

As of <b>January</b> 2022	As of <b>February</b> 2022
Year 2017 = 3	Year 2017 = 4
Year 2018 = 12	Year 2018 = 15
Year 2019 = 8	Year 2019 = 9
Year 2020 = 5	Year 2020 = 6
Year 2021 = 8	Year 2021 = 8
Month Total = <b>36</b>	Month Total = <b>42</b>

**Net - February 2022 = +6**



# Workplace Injury - Now What???

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- First and foremost – Get the help you need; your well being is the priority.
- Inform your Supervisor or foreman of the injury as soon as reasonably possible. Your Supervisor or Foreman should contact the Safety Department. Why? We care! Employees are the District's most valuable asset. We want to provide support where we can during this time so you can focus on recovery.
- Complete the injury report with your Supervisor/foreman.
- Depending on the severity of the injury or incident, an investigation may be conducted to determine the root cause of the injury. Prevention is the goal, not blame.



# Drugs and Alcohol in the Workplace

## Some facts about alcohol in the workplace:

- Workers with alcohol problems were 2.7 times more likely than workers without drinking problems to have injury-related absences.
- A hospital emergency department study showed that 35 percent of patients with an occupational injury were at-risk drinkers.
- Breathalyzer tests detected alcohol in 16% of emergency room patients injured at work.
- Analyses of workplace fatalities showed that at least 11% of the victims had been drinking.
- Large federal surveys show that 24% of workers report drinking during the workday at least once in the past year.
- One-fifth of workers and managers across a wide range of industries and company sizes report that a coworker's on-or off-the-job drinking jeopardized their own productivity and safety.



## Some facts about drugs in the workplace:

- Workers who report having three or more jobs in the previous five years are about twice as likely to be current or past year users of illegal drugs as those who have had two or fewer jobs.
- 70% of the estimated 14.8 million Americans who use illegal drugs are employed.
- Marijuana is the most used and abused illegal drug by employees, followed by cocaine, with prescription drug use steadily increasing.



# Boot Reimbursement Policy



## Red Wing Boot Truck Visit

WMC- March ,2022

ESC- March ,2022

The boot form will soon be an electronic form. Training on the use of this form is being developed.

- According to 29 CFR 1910.132, PPE must be used whenever an employer's workplace hazard assessment determines that hazards that require PPE are present or are likely to be present. Per 29 CFR 1910.136(a), "Each affected employee shall wear protective footwear when working in areas where there is a danger of foot injuries due to falling or rolling objects, or objects piercing the sole, and where such employee's feet are exposed to electrical hazards." ASTM F2412-18 (Standard Test Methods for Foot Protection) and ASTM F 2413-17 (Standard Specification for Performance Requirements for Protective (Safety) Toe Cap Footwear) are the most current footwear consensus standards.

- At minimum sturdy leather footwear is required at all Grant PUD facilities except for administrative offices and areas open to public access. Cold weather work (ice and snow) and working in water will be exceptions to all leather portions of the footwear standard.

- The following job classifications are required to wear sturdy leather footwear with safety toe protection when performing tasks that require this PPE or areas requiring this PPE:

- Fleet Services, Warehouse, Electrical Shop, Fiber, Electronic Techs, Power Plant Operations & Maintenance, Facilities, Safety Coordinators, and Hazardous Waste Technicians.

- Grant PUD will provide up to a **\$300.00 REIMBURSEMENT EVERY TWO YEARS FROM DATE REIMBURSED** for sturdy leather boots with a safety toe with proof of purchase receipt for footwear purchased.

- On approval from their supervisor, other job classifications and positions may be reimbursed (up to \$300 via an expense report with receipt) for purchasing safety toe boots with a minimum of 5-inch sturdy leather support (measure from the ground to top of boot) with proof of purchase receipt for boots purchased to mitigate hazards and exposure in accordance with job duties. The needed safety toe boots with a minimum of 5-inch sturdy leather support will be established based on hazard assessments, the frequency of exposure, or a JSA review. The Manager of that department will evaluate if needed a replacement of damaged PPE (boots), except when the employee has lost or intentionally damaged the PPE.



# HI-VIS FR CONTROL 2.0 SHORT SLEEVE TEE - TYPE R CLASS 3



Replacement FR shirts for employees will now be in the following warehouse and must be checked out:

- Wanapum
  - Ephrata
  - Royal City
  - Moses Lake
- 
- An employee that received 5 shirts last year will be able to replace 1-2 shirts now, and then as needed. Not 5 brand new shirts!
  - Each employee must supply warehouse personnel with their Cost Center number.

# Thank You!



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# Safety

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SHIP Update – Q1 2022



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# Policy Activity in the last 4 Months

## Collaborate

Status	Title
	<a href="#"><u>Working On, Over, Or Near Water</u></a>
	<a href="#"><u>Accident Prevention Program</u></a>
	<a href="#"><u>Barricading A Temporary Hazard At Hydro</u></a>
	<a href="#"><u>Prescription Safety Eyewear Request</u></a>

## Approve

Status	Title
	<a href="#"><u>Respiratory Protection Program</u></a>
	<a href="#"><u>Machine Guarding Program</u></a>
	<a href="#"><u>Overhead and Gantry Crane Program</u></a>
	<a href="#"><u>Heat Stress Program</u></a>

# SHIP Update

The Safety Steering Team was formed in 2016:

- A mixture of frontline and management employees to drive change in Grant PUD's safety culture.
- Partnered with Caterpillar
  - Continuous improvement journey to help reshape our safety culture
    - Process improvements
    - The application of Lean/Six Sigma methodology.



# SHIP Update

The roadmap for success was very clear and was guided by the Safety Health Improvement Plan (SHIP). This has reached the end of its life cycle, as it was intended to guide our safety culture for the subsequent 5 years.

The District has matured in many facets during that last several years. The development and growth of:

- Safety
- Continuous Improvement
- Corrective Action Program
- Human Performance
- Organizational Development
- Organizational Change Management.

<b>Safety Support Groups</b>	<b>Representatives</b>
<b>MSC – Management Safety Committee</b>	Craig Bressan
<b>SST – Safety Steering Team</b>	Ryan Roeder, Chris Heimbigner, Kristi Van Diest
<b>Departmental Safety Meeting</b>	Craig Bressan, John Price
<b>PPSTF – Power Production Safety Task Force</b>	Ian Jones, Joseph Boitano
<b>CRT – Condition Review Team</b>	Robert Lougee
<b>PPE Committee</b>	Craig Bressan
<b>ESP – Electrical Safety Program Committee</b>	Ben Pearson, Ian Jones, Lia Gunderson
<b>CI – Continuous Improvement</b>	Brad Martinez
<b>HPI – Human Performance Improvement</b>	Mark Beattie
<b>CAP – Corrective Action Program</b>	Robert Lougee
<b>OD – Organizational Development</b>	Tom Stredwick
<b>OCM – Organizational Change Management</b>	Chris Roseburg



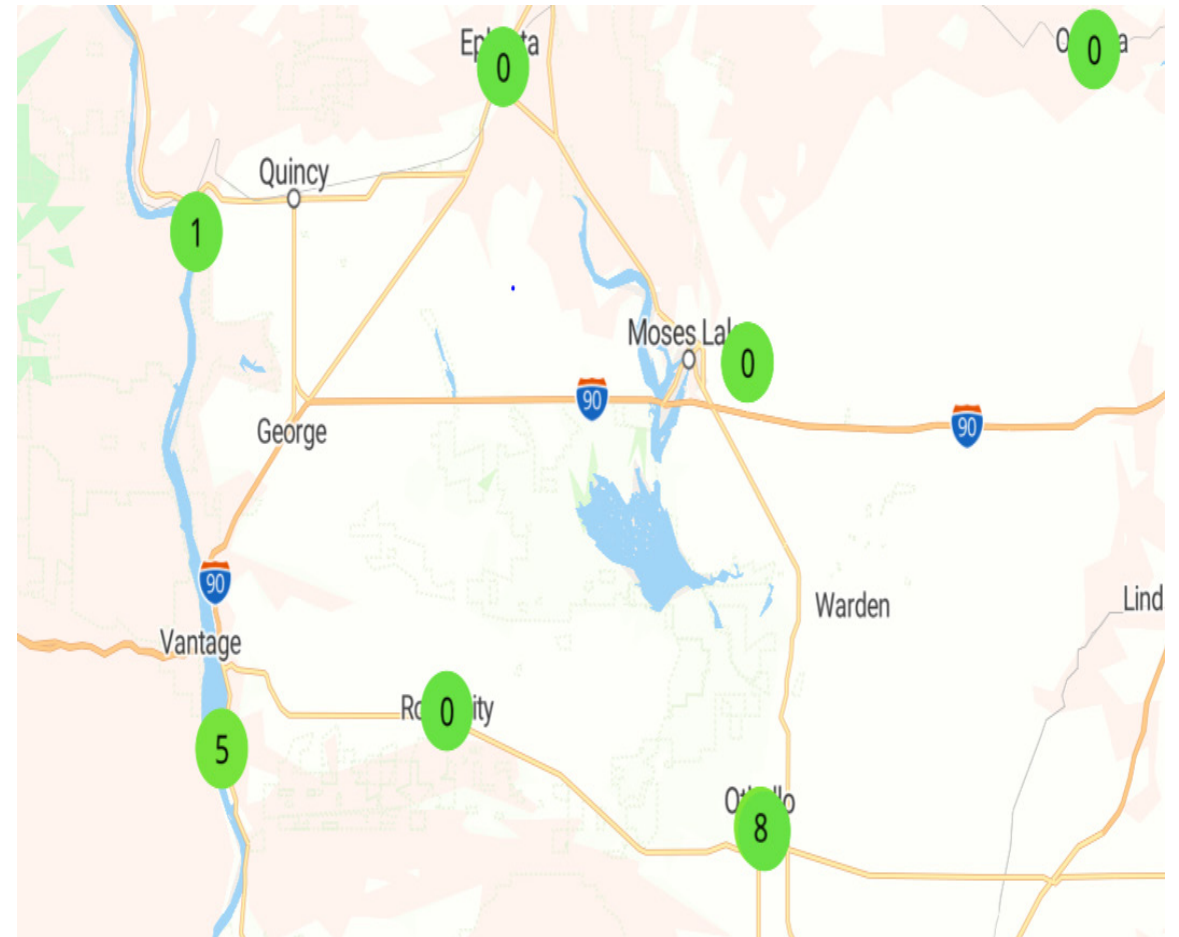
# Air Quality Data

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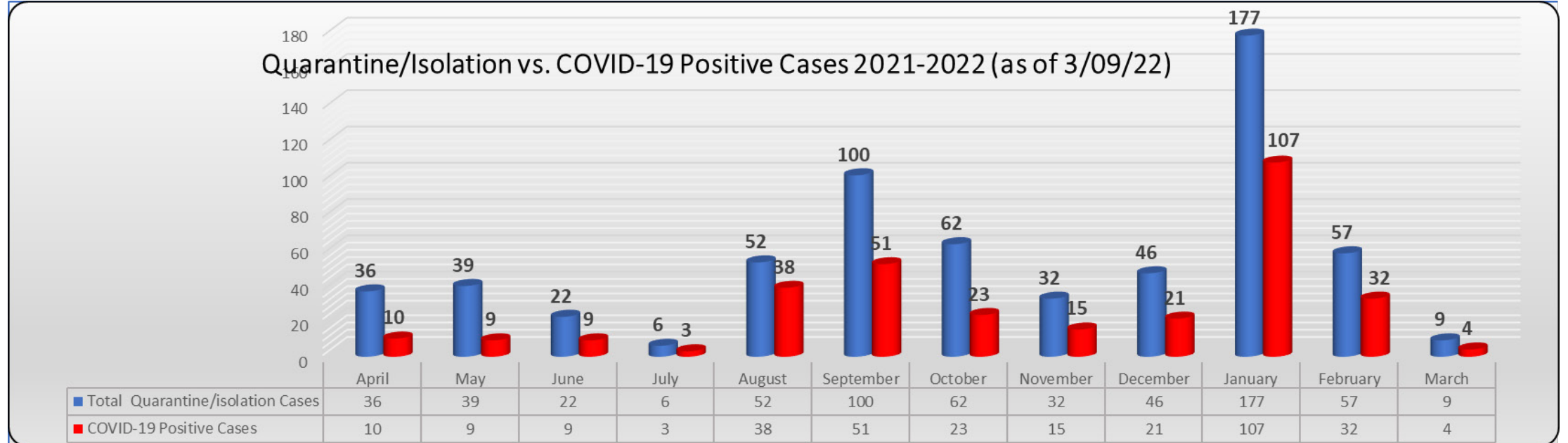
WAC 296-62-085 Wildfire smoke

Purpose and scope:

This standard applies to workplaces where the employer should reasonably anticipate that employees may be exposed to wildfire smoke;



# GCPUD Cases



## COVID Protective Measure Exit Roadmap

Tier	Protective Measure Removed	ICL level	Tentative Date
1	Approval for on-site meetings/training	Moderate	2/24/2022
1	Approval to enter powerhouse	Moderate	2/24/2022
1	CXO approval for domestic travel	Moderate	2/24/2022
1	Vaccinated Masking	Moderate	2/24/2022
1	New home office furniture/internet connectivity purchases	Moderate	2/24/2022
1	Return to Office	Moderate	2/1/2022
2	Unvaccinated Masking	Moderate	3/12/2022
2	Social distancing/Modified room capacities	Moderate	3/12/2022

## COVID Protective Measure Exit Roadmap

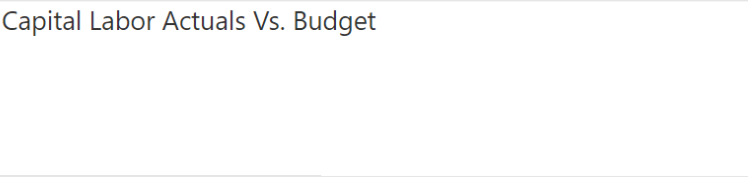
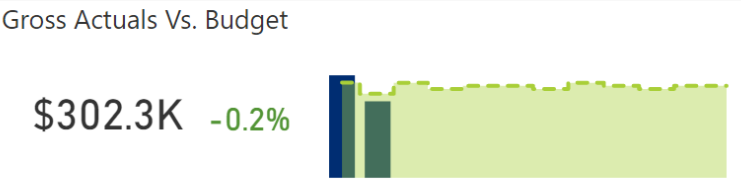
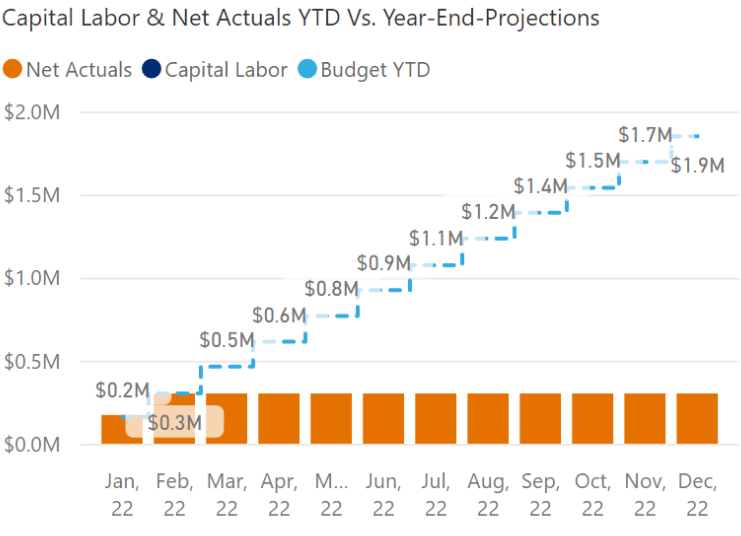
Tier	Protective Measure Removed	ICL level	Tentative Date
2	Antigen Testing	Moderate	3/12/2022
2	COVID-19 supply order process	Moderate	3/12/2022
2	In-person bid opening attendance	Moderate	3/12/2022
3	Installed temporary barriers Visitor Center Reopen	Normal	4/18/2022
2		Normal	4/18/2022
3	Health Screening Policy	Normal	4/18/2022
3	Contact Tracing	Normal	4/18/2022
3	CXO approval for international travel	Normal	4/18/2022
	Public Tours	Normal	TDB

# Lessons Learned from COVID-19 Efforts

- The District would benefit from a version of the COVID-19 Health Screening Policy in the future.
- The District would benefit from future CO2 monitoring to help address building ventilation needs

Operating Unit

EE - Safety and Industrial Training

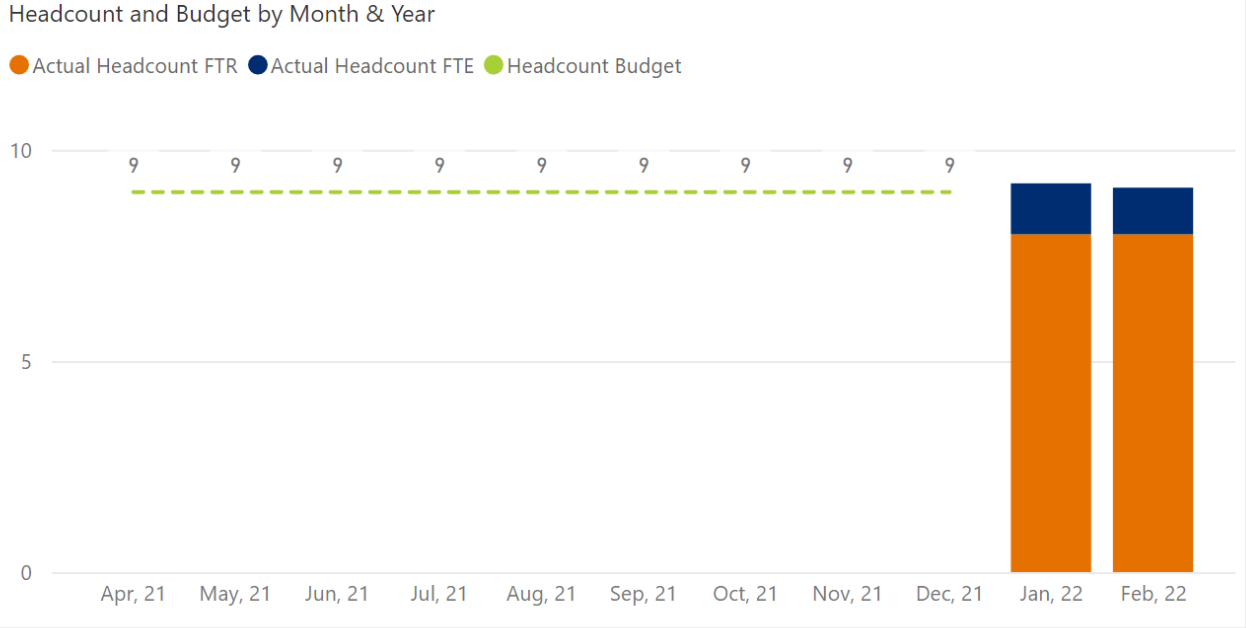
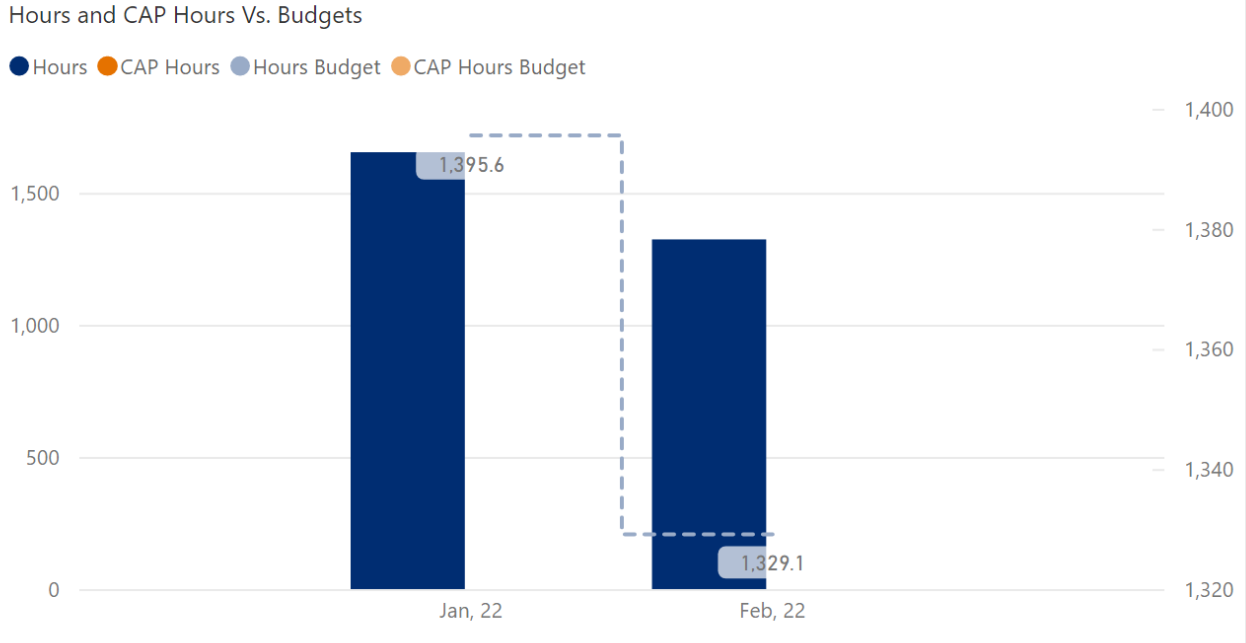
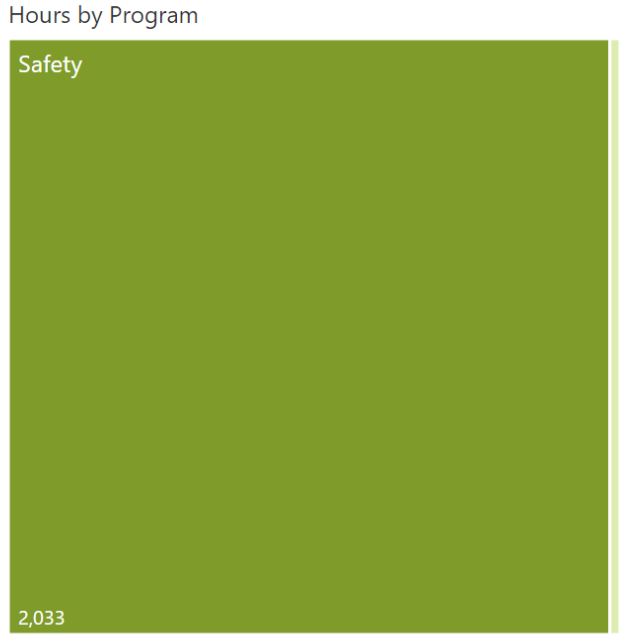
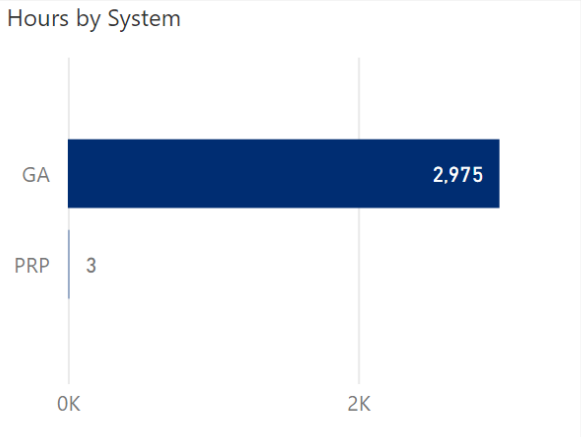


O&M Budget vs Actuals (Including Cap Labor)					
Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<input type="checkbox"/> Labor	\$229,567	\$215,684	-\$13,884	-6.0%	94.0%
Salaries & Wages	\$136,264	\$134,554	-\$1,710	-1.3%	98.7%
Benefits	\$73,248	\$78,108	\$4,860	6.6%	106.6%
Other Labor	\$17,555	\$805	-\$16,750	-95.4%	4.6%
Overtime	\$2,500	\$2,216	-\$284	-11.3%	88.7%
<input type="checkbox"/> Purchased Services	\$44,598	\$21,524	-\$23,074	-51.7%	48.3%
<input type="checkbox"/> Operating Materials & Equipment	\$22,217	\$48,610	\$26,393	118.8%	218.8%
<input type="checkbox"/> G&A	\$6,500	\$16,470	\$9,970	153.4%	253.4%
Total	\$302,882	\$302,287	-\$595	-0.2%	99.8%

Operating Unit

EE - Safety and Industrial Training

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# Internal Services

## Quarterly Commission Report

March 22, 2022



Powering our way of life.



# Agenda



Operating Unit  
Overview



Budget Review



Department  
Summaries



Regulatory  
Requirements



Key  
Initiatives/Programs



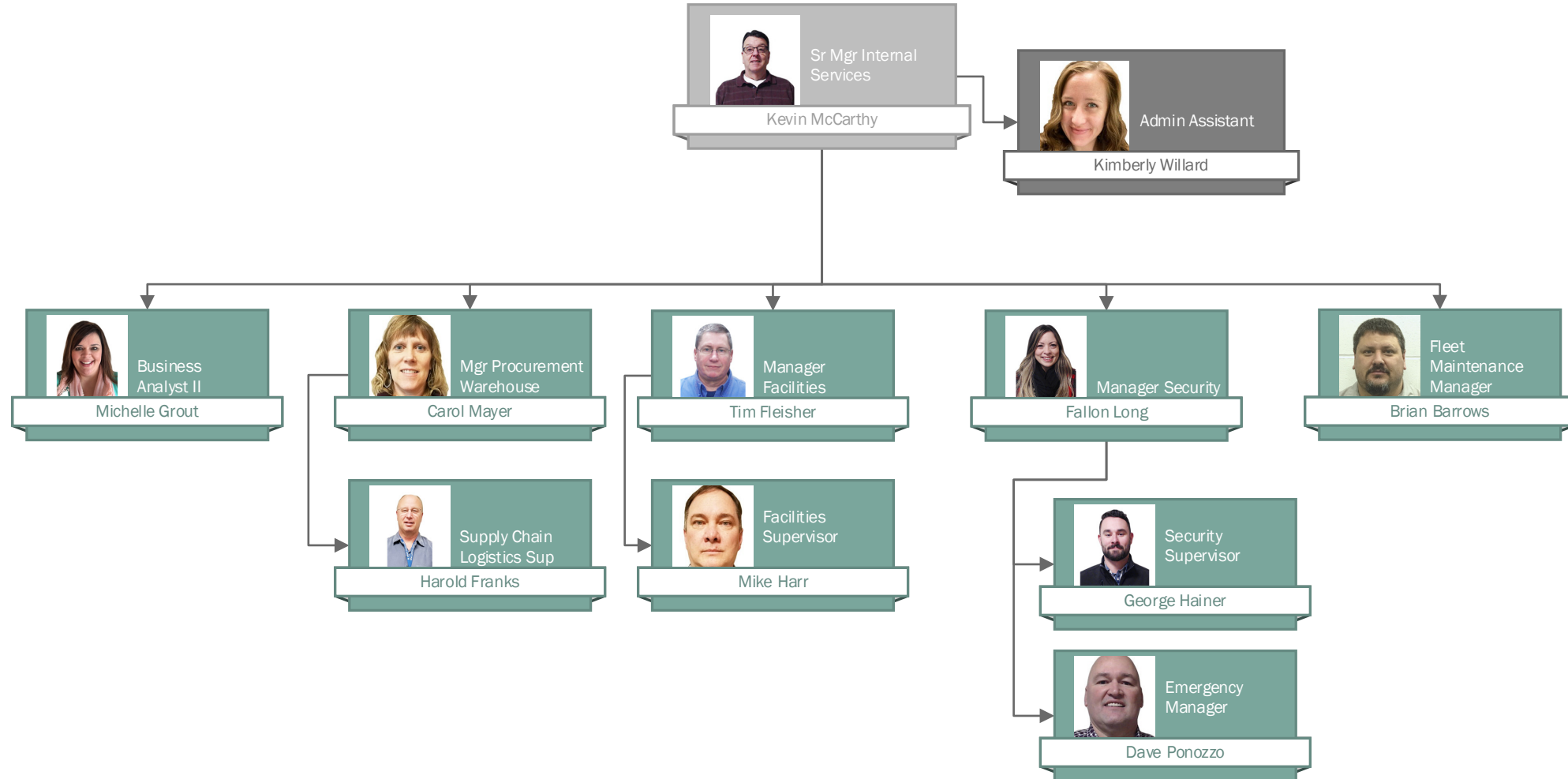
# OPERATING UNIT OVERVIEW

# Internal Services' Mission/Vision Statement

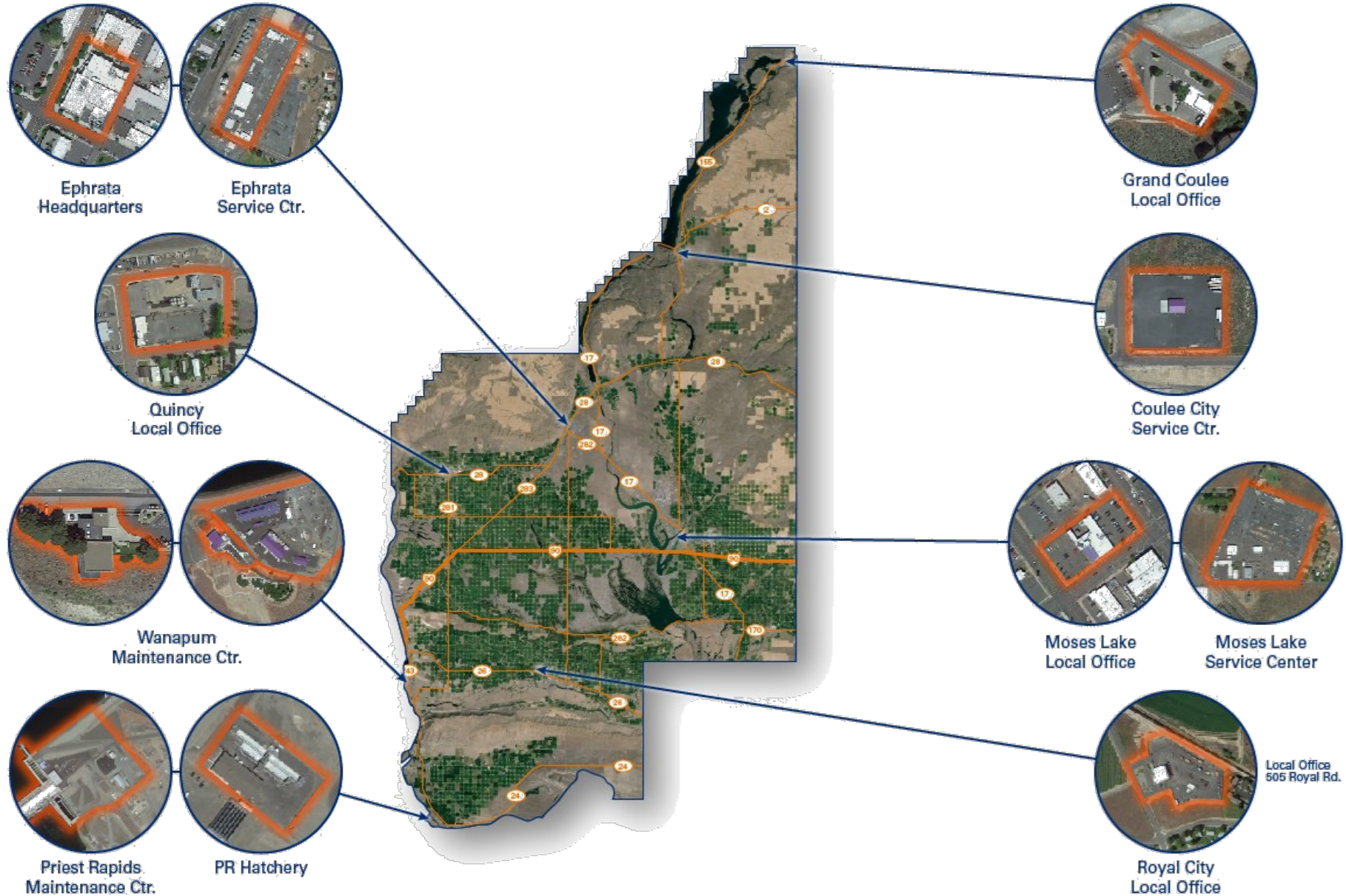
**Our Mission:** *Provide products, services and infrastructure to support the priorities of our business operations.*

**Our Vision:** *To be the provider of **choice** for internal clients.*

# Key Management



# Locations



## January & February Safety Data Report

### Kevin McCarthy

By Cost Center	Safety Mtg. No Attended	Safety Mtg. No Potential	Safety Mtg % Attended	# JSRs	# Close Calls	# Vehicle Incidents	Non Recordables
Department - FD0000 - Internal Services	6	6	100%				
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>100%</b>				

### Procurement/Warehouse

By Cost Center	Safety Mtg. No Attended	Safety Mtg. No Potential	Safety Mtg % Attended	# JSRs	# Close Calls	# Vehicle Incidents	Non Recordables
Department - FD1000 - IS Procurement Warehouse	2	2	100%				
Department - FD1100 - IS Procurement	24	24	100%				
Department - FD1300 - IS Warehouse	23	26	88%	8		1	
<b>Department Total</b>	<b>49</b>	<b>52</b>	<b>94%</b>	<b>8</b>		<b>1</b>	

### Facilities/Security/Transp.

By Cost Center	Safety Mtg. No Attended	Safety Mtg. No Potential	Safety Mtg % Attended	# JSRs	# Close Calls	# Vehicle Incidents	Non Recordables
Department - FD2000 - IS Facilities	42	42	100%			1	
Department - FD3000 - IS Security	7	10	70%		1		1
Department - FD4000 - IS Transportation	17	20	85%		2	1	1
<b>Department Total</b>	<b>66</b>	<b>72</b>	<b>92%</b>		<b>3</b>	<b>2</b>	<b>2</b>

### Recordables YTD

Injury Details	Date of Injury
Sprained Ankle - Jumped out of culvert (Facilities)	1/28/2022





# **BUDGET REVIEW**



# O&M Budget Versus Actuals

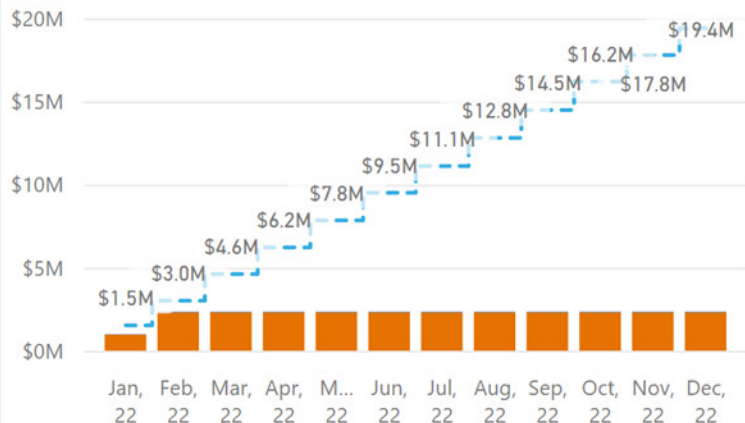
FD - Internal Services QBR Year-to-Date February, 2022

Operating Unit

FD - Internal Services

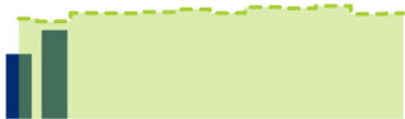
Capital Labor & Net Actuals YTD Vs. Year-End-Projections

● Net Actuals ● Capital Labor ● Budget YTD



Gross Actuals Vs. Budget

\$2.3M -22.4%



Capital Labor Actuals Vs. Budget

\$30.2K -39.6%



Net Actuals Vs. Budget

\$2.3M -22.1%



O&M Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<b>Labor</b>	<b>\$1,578,794</b>	<b>\$1,510,859</b>	<b>-\$67,935</b>	<b>-4.3%</b>	<b>95.7%</b>
Salaries & Wages	\$958,195	\$915,564	-\$42,632	-4.4%	95.6%
Benefits	\$522,672	\$519,559	-\$3,113	-0.6%	99.4%
Overtime	\$85,566	\$69,348	-\$16,218	-19.0%	81.0%
Other Labor	\$12,360	\$6,387	-\$5,973	-48.3%	51.7%
<b>Purchased Services</b>	<b>\$783,581</b>	<b>\$351,535</b>	<b>-\$432,046</b>	<b>-55.1%</b>	<b>44.9%</b>
<b>Transportation</b>	<b>\$233,417</b>	<b>\$163,724</b>	<b>-\$69,693</b>	<b>-29.9%</b>	<b>70.1%</b>
<b>Operating Materials &amp; Equipment</b>	<b>\$190,580</b>	<b>\$169,889</b>	<b>-\$20,691</b>	<b>-10.9%</b>	<b>89.1%</b>
<b>G&amp;A</b>	<b>\$188,741</b>	<b>\$110,474</b>	<b>-\$78,267</b>	<b>-41.5%</b>	<b>58.5%</b>
<b>Utilities</b>	<b>\$27,933</b>	<b>\$22,205</b>	<b>-\$5,728</b>	<b>-20.5%</b>	<b>79.5%</b>
<b>IT</b>		<b>\$1,760</b>			
<b>Risk</b>		<b>\$1,173</b>			
<b>Total</b>	<b>\$3,003,046</b>	<b>\$2,331,618</b>	<b>-\$671,427</b>	<b>-22.4%</b>	<b>77.6%</b>

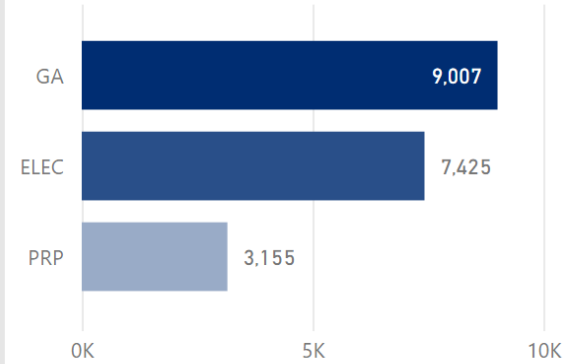
- Capital Labor is a subset of the Labor above

- Net Actuals vs Budget = Gross Actuals minus Capital Labor

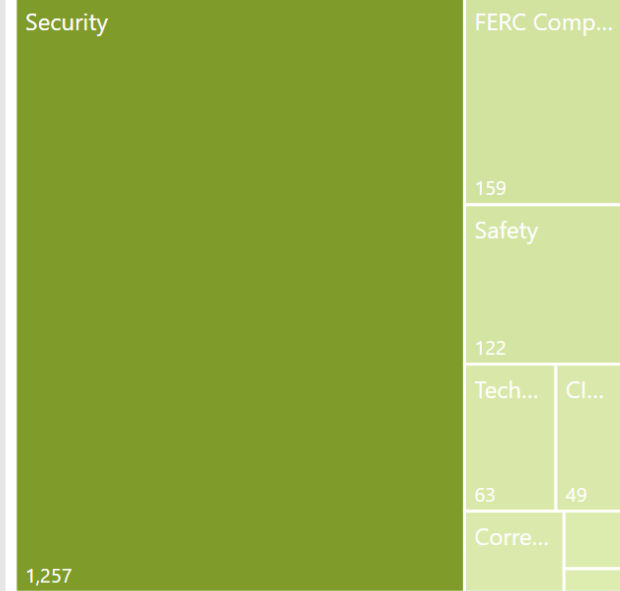
Operating Unit

FD - Internal Services

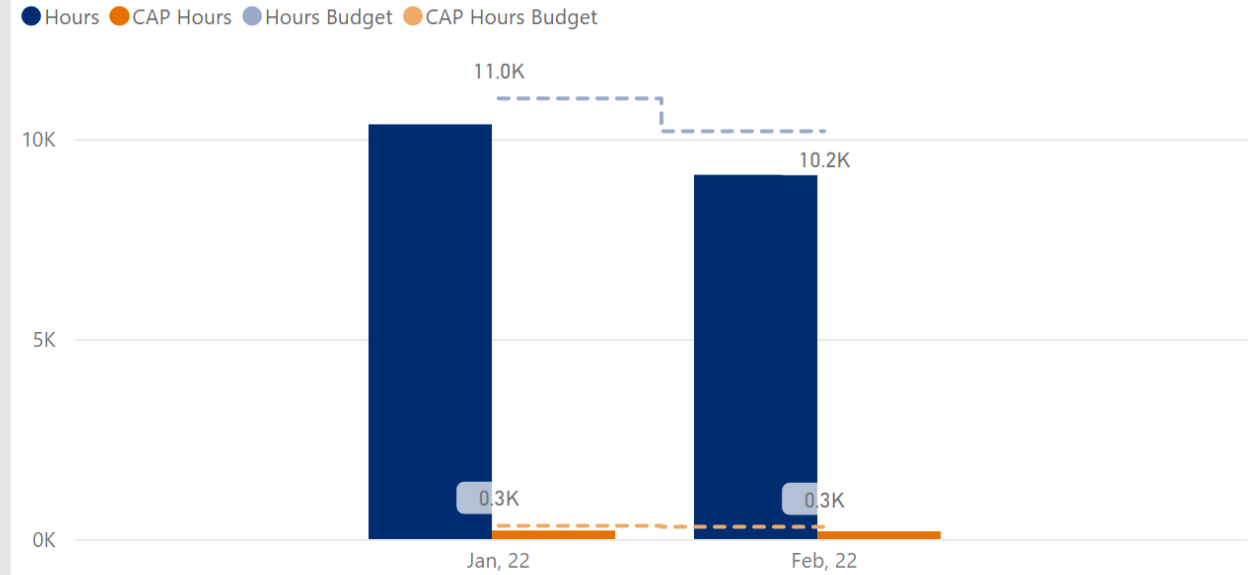
Hours by System



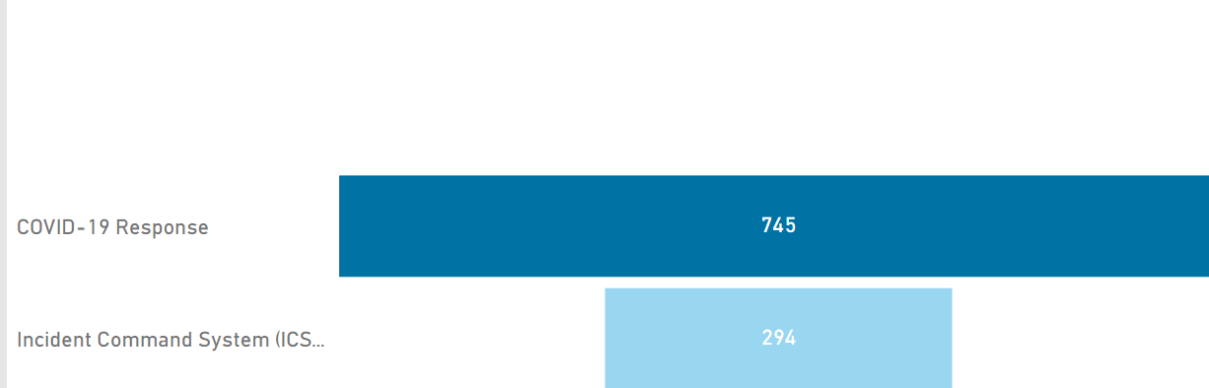
Hours by Program



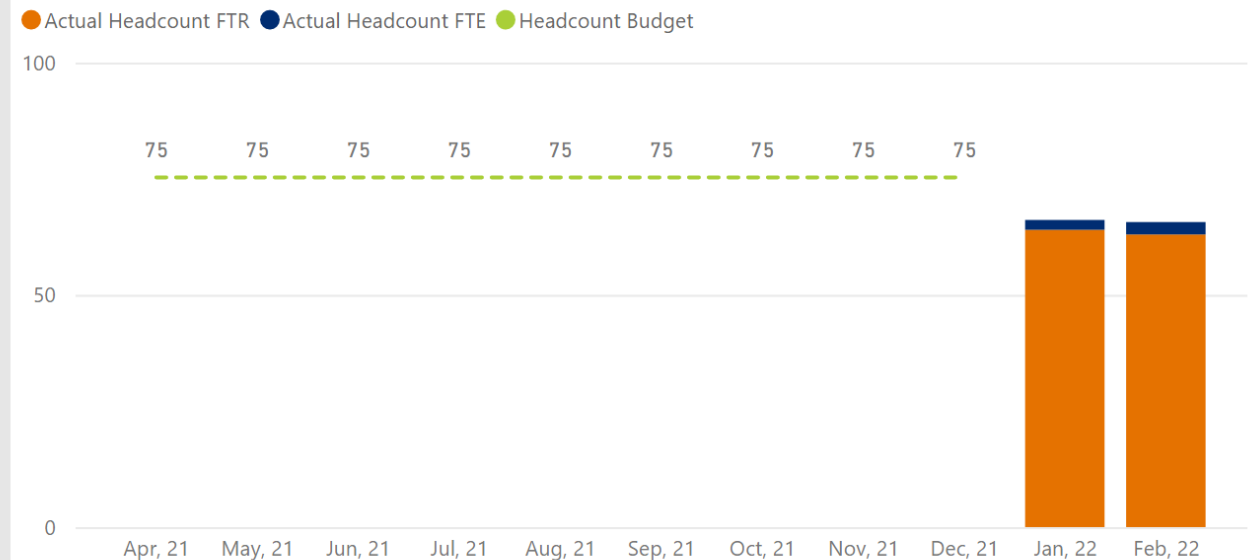
Hours and CAP Hours Vs. Budgets



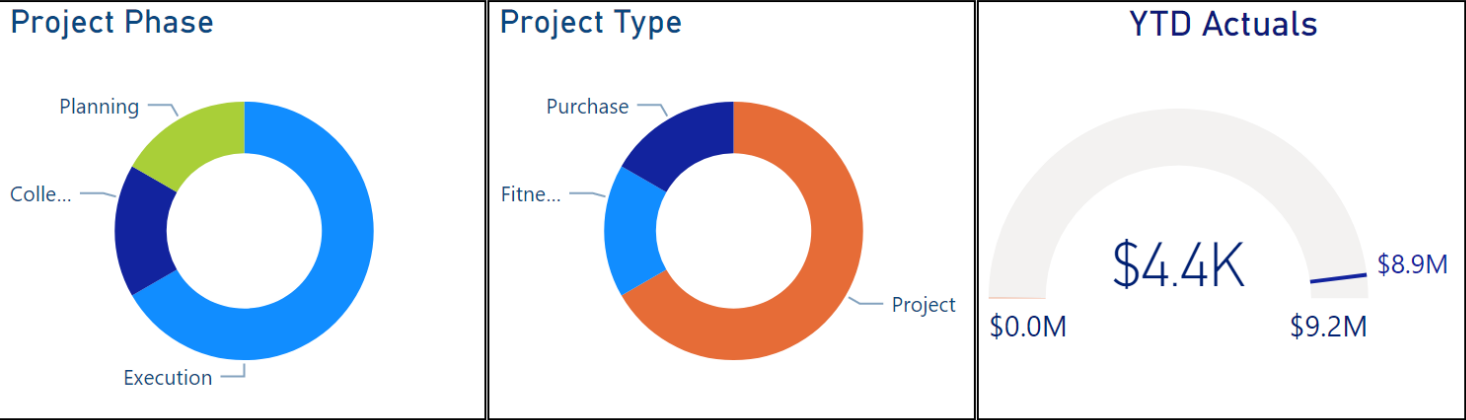
Hours by Initiative



Headcount and Budget by Month & Year



Initiative ID	Name	CY Scope	CY Schedule	CY Price	CY Variance	TP Scope	TP Schedule	TP Price	TP Variance
IN036	Physical Access System Control Modernization.xlsm	<div></div>	\$0 <div></div>	\$53,420 <div></div>	\$0 <div></div>	\$53,420 <div></div>	\$0 <div></div>	\$0 <div></div>	\$0 <div></div>
IN221	5.4 Fleet Management Assetworks.xlsm	<div></div>	\$0 <div></div>	\$0 <div></div>	\$6,420 <div></div>	\$6,420 <div></div>	\$0 <div></div>	\$0 <div></div>	\$0 <div></div>
IN227	Facility Capital Improvement Pool.xlsm	<div></div>	(\$44,828) <div></div>	(\$134,485) <div></div>	(\$268,970) <div></div>	(\$448,284) <div></div>	\$0 <div></div>	\$0 <div></div>	(\$1,948,284) <div></div>
IN265	Fleet Replacement Program.xlsm	<div></div>	\$0 <div></div>	\$0 <div></div>	\$0 <div></div>	(\$577) <div></div>	\$0 <div></div>	\$0 <div></div>	(\$577) <div></div>
IN270	RCLO Parking Lot Improvements.xlsm	<div></div>	\$0 <div></div>	\$0 <div></div>	(\$14,842) <div></div>	(\$14,842) <div></div>	\$0 <div></div>	\$0 <div></div>	(\$14,842) <div></div>
IN334	PR WMC Domestic Water Tank Maintenance.xlsm	<div></div>	\$0 <div></div>	\$0 <div></div>	\$0 <div></div>	\$47,571 <div></div>	\$0 <div></div>	\$0 <div></div>	\$0 <div></div>
Total		(\$44,828)	(\$81,065)	(\$277,393)	(\$356,292)	\$0	\$0	(\$1,963,703)	(\$1,856,272)

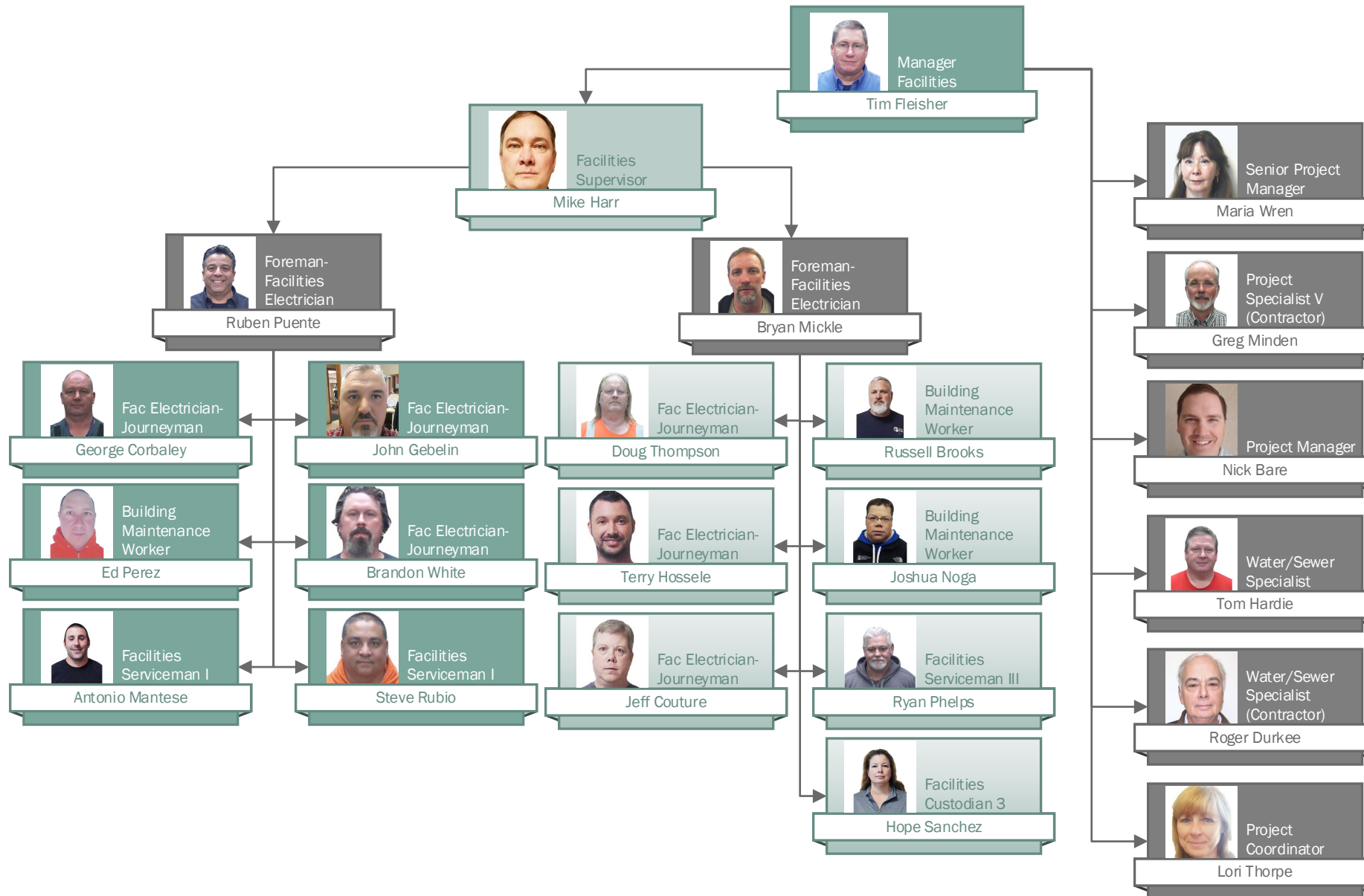


Initiative ID	Link	Name	CY Approved Spend	CY Actuals	BOY Fx	CY YEP
IN036	<a href="#">🔗</a>	Physical Access System Control Modernization.xlsm	\$167,814	\$1,234	\$220,000	\$221,234
IN221	<a href="#">🔗</a>	5.4 Fleet Management Assetworks.xlsm	\$4,825	\$245	\$11,000	\$11,245
IN227	<a href="#">🔗</a>	Facility Capital Improvement Pool.xlsm	\$2,716,171	\$2,887	\$2,265,000	\$2,267,887
IN265	<a href="#">🔗</a>	Fleet Replacement Program.xlsm	\$4,451,577	\$0	\$4,451,000	\$4,451,000
IN270	<a href="#">🔗</a>	RCLO Parking Lot Improvements.xlsm	\$1,070,645	\$0	\$1,055,802	\$1,055,802
IN334	<a href="#">🔗</a>	PR WMC Domestic Water Tank Maintenance.xlsm	\$800,000	\$0	\$847,571	\$847,571
Total			\$9,211,031	\$4,366	\$8,850,373	\$8,854,739



# DEPARTMENT SUMMARIES

# FACILITIES



# Core Function/Responsibilities

## FACILITIES

**FACILITIES DEPARTMENT:** *Provide safe, reliable, and functional buildings, grounds, and infrastructure that contribute to the Utilities Vision and Mission.*

Core Services	Quick Facts
<ul style="list-style-type: none"><li>• Building Maintenance &amp; Repair</li><li>• Grounds Maintenance &amp; Repair</li><li>• Infrastructure Maintenance &amp; Repair</li><li>• Hydro Domestic Water, Sanitary Sewer, Storm Water &amp; Irrigation Water Management (municipal level systems &amp; regulatory reqs)</li><li>• Garbage Services</li><li>• Janitorial Services</li><li>• Vegetation Services</li><li>• Pest Services</li><li>• Capital Improvements Planning &amp; Management</li><li>• Building Construction &amp; Remodel</li><li>• Interior Space Planning &amp; Standards</li><li>• Furnishings</li><li>• Staff Relocation</li><li>• Regulatory and Code Compliance (local, state, and federal regulations)</li><li>• Event Support</li><li>• Wanapum Heritage Center/Museum Systems Maintenance &amp; Repair</li><li>• Wanapum Indian Village Support</li><li>• Incident Management Support</li></ul>	<ul style="list-style-type: none"><li>• 72 Buildings (not including powerhouses, remote generation, and recreation facilities)</li><li>• 143 Substations, Radio Towers, and Fiber facilities (not budgeted or resourced by Facilities)</li><li>• 575,000sf of building space (including District-owned and leased buildings and grounds) (165,000sf increase since 2015)</li><li>• 60% of our facilities are over 30-years old without substantial capital investment (average service life is 30-years)</li><li>• 58% increase in Work Orders since the end of 2016</li><li>• Average Work Orders per Year = 4,400 (370/mo.)</li><li>• 35% of our services utilize contracted resources</li><li>• Anticipated 2022 Staff –<ul style="list-style-type: none"><li>&gt; 17 Union Represented Crew (incl. 2 pending backfill)</li><li>&gt; 6 Management</li></ul></li></ul>



# Facilities Projects

## Current:

- Return to Office Planning/Coordination
- Archeological Building Re-Roof
- ESC Column Replacement
- Genetec Contract Work
- Priest Rapids Warehouse
- Power Delivery Facilities Master Plan
- EHQ Crosswalk Improvements

## Upcoming:

- MLSC Dispatch Cubical & Furniture Workspace & Entry Improvements
- ESC Secondary Drainage
- Sentinel Peak Tower Site Re-Roof
- Beazley & Saddle Mountain Tower Site Building Re-Roof
- Priest Rapids Dam & Wanapum Maint. Center Domestic Water Supply Maint.
- Grand Coulee Local Office Exterior Maintenance
- Wanapum Longhouse Re-Skin Project
- Archeological Building Rework of Tile & Exterior Sealing

## Future:

- Wanapum Indian Village Fire Protection Improvements
- Wanapum Switchyard Well Intertie
- Wanapum Maintenance Center Lift Station Improvements
- Maximo Mobile Based Work Order Environment

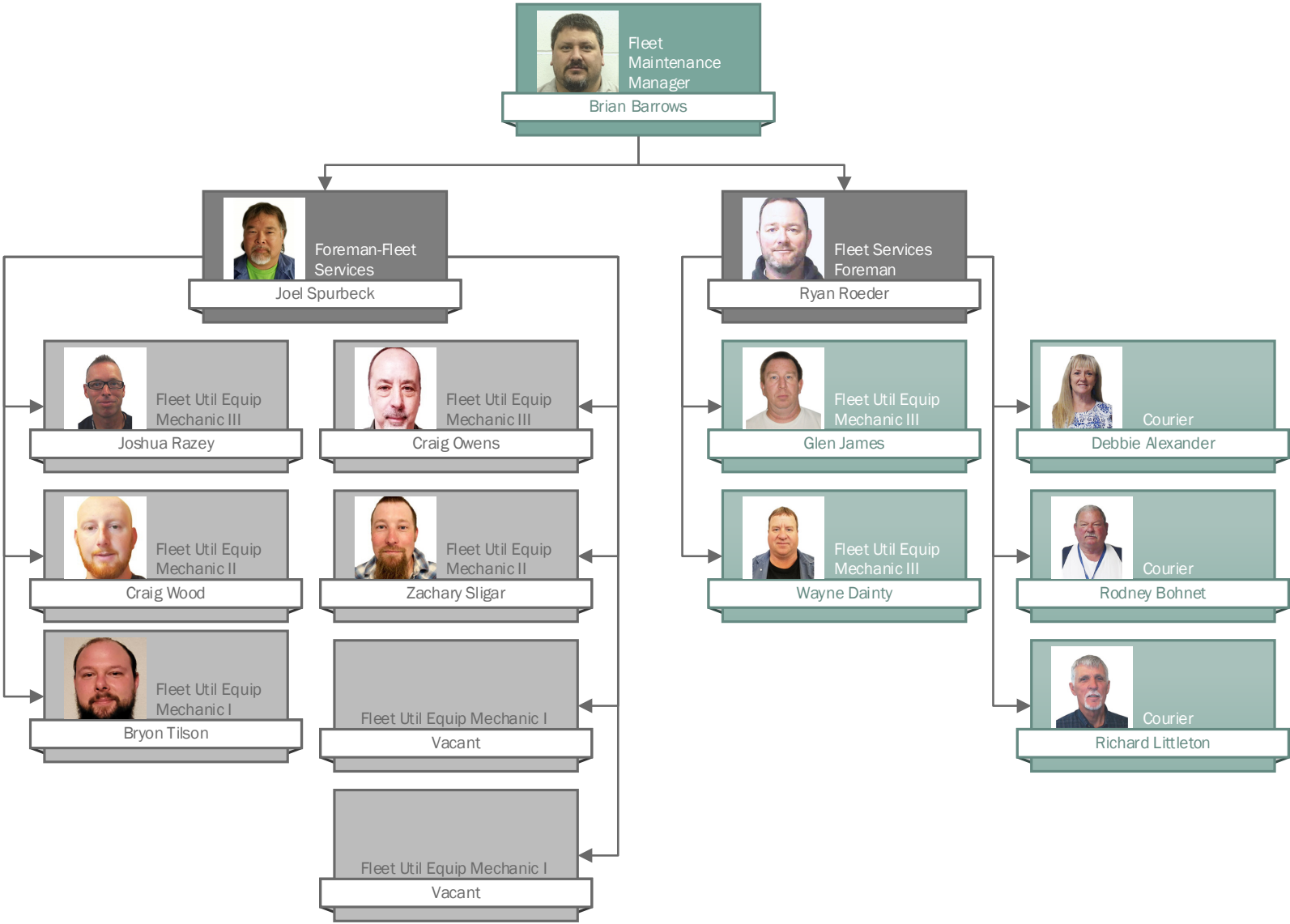
# Facilities Return to Office (RTO) Workload

- Placing employees in office spaces per RTO requests.
- Finding locations for new employees (39-45 hired since COVID).
- Sanitizing returned district chairs.
- Removing COVID barriers (plastic guards in cubicles, offices, etc).
- Coordinating with IT on RTO requests for smooth first-day functionality.
- Coordinating timing for gradual RTO requests (for consistent workload).

## Return to Office Requests

Date	Executive	CCO	COO	CFO
February 10, 2022	12 of 14	9 of 85	313 of 503	55 of 158
February 17, 2022	12 of 14	10 of 85	316 of 503	70 of 158
February 24, 2022	12 of 14	10 of 85	326 of 503	72 of 158
March 3, 2022	12 of 14	10 of 85	341 of 503	72 of 158

# TRANSPORTATION



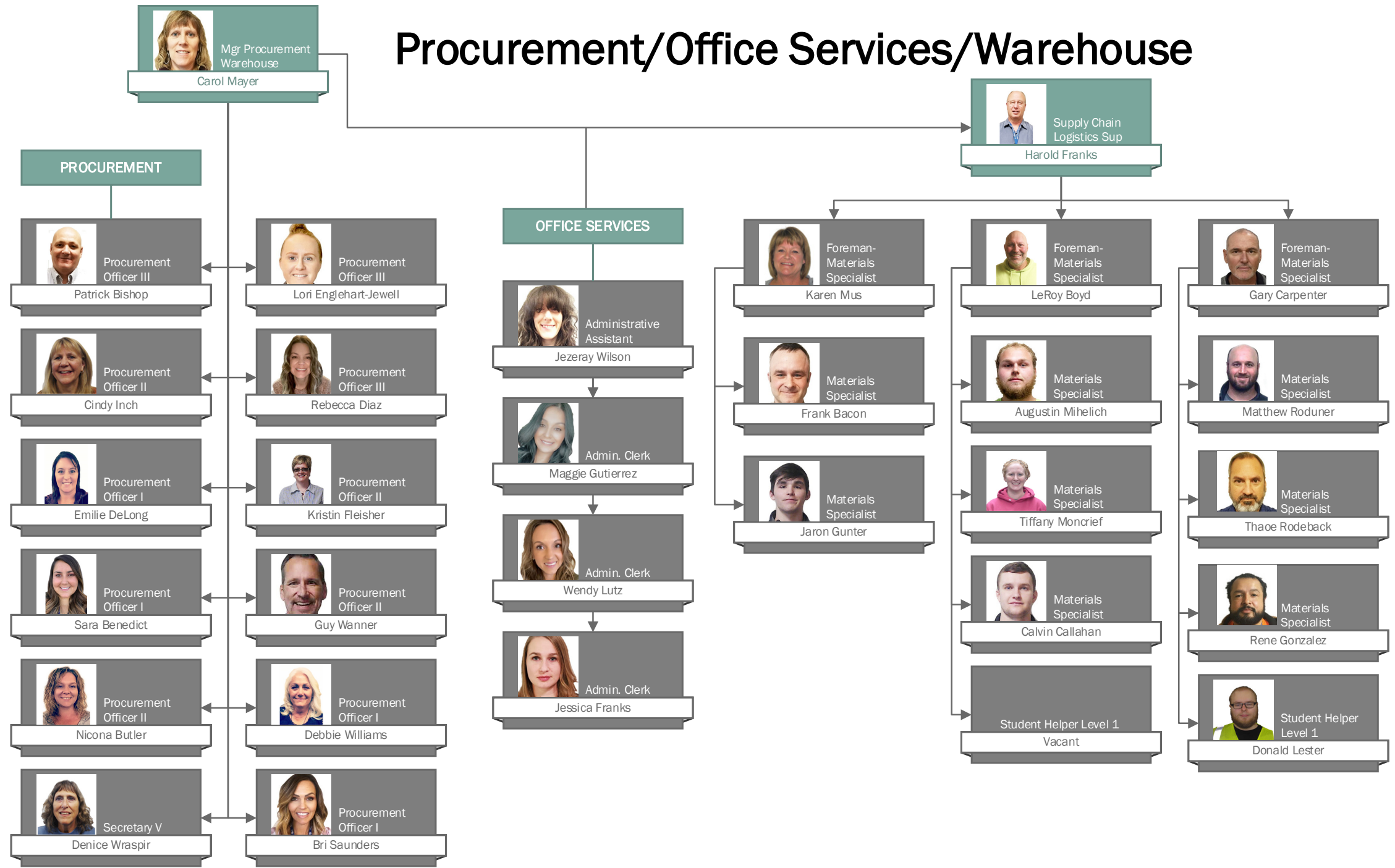
# Core Function/Responsibilities

## TRANSPORTATION

**TRANSPORTATION DEPARTMENT:** *Ensure the safety, reliability and cost-effectiveness of our overall fleet maintenance program.*

Core Services	Quick Facts
<ul style="list-style-type: none"><li>• Provide Plan, Budget and CAPEX input to procure, service and support new and/ or replacement vehicles and equipment as well as the necessary rental units when required.</li><li>• 90-day safety inspections for all heavy duty equipment and ‘annual’ for all others.</li><li>• Maintain ‘active’ certification for required equipment and personnel.</li><li>• Timely/cost-effective preventative maintenance and repair services for all District assets whether scheduled or non-scheduled service work.</li><li>• Fuel replenishment management at fuel dispensary locations.</li><li>• On-demand availability of pool vehicles at designated locations.</li></ul>	<ul style="list-style-type: none"><li>• 628 pieces of operating equipment to support our business<ul style="list-style-type: none"><li>○ 114 heavy-duty DOT Equipment</li><li>○ 243 Light Duty</li><li>○ 216 Trailers</li><li>○ 55 Pieces of Misc Equipment</li></ul></li><li>• 4 shop locations servicing</li><li>• 5 fueling locations servicing &amp; 8 operating facilities</li><li>• Service an average of 3500 work orders annually</li><li>• 3-couriers on-call to transport vehicles as and when required</li></ul>

# Procurement/Office Services/Warehouse



# Core Function/Responsibilities

## PROCUREMENT

**PROCUREMENT:** *Provide guidance and support for the procurement of goods and services, ensuring compliance with state laws and obtaining the best value for our ratepayers.*

### Core Services

- Manage the contract, change order and purchase order processes, including assisting customers with contract development.
- Ensure compliance with RCWs, L&I, Employment Security and Department of Revenue.
- First line of support for MSGP and C365 for users.
- PO and contract invoice quality assurance related to contract terms.
- Coordination and guidance to assist in solving issues for our internal customers and vendors for contract, purchase order, and invoicing issues.
- Surplus and dispose of obsolete supplies and assets.

### Quick Facts

- Approximately 300 open contracts at any time.
- We award approximately 100 contracts each year.
- Approximately 200 change orders are processed annually.
- About 2800 purchase orders are generated each year.
- Average of \$500,000 recovered through surplus sales each year.



# Purchase Authorization Table

EMPLOYEE LEVEL	*DIRECT AMOUNT (per invoice)	PCARD AMOUNT (per month)	PURCHASE ORDER AMOUNT	CONTRACT AMOUNT	CHANGE ORDER AMOUNT
	If purchase is over \$15k, contact Procurement.	Not To Exceed Monthly Totals Supervisor approval required at reconciliation	\$50k limit for services  \$120k/mo. limit for material (like items**)	Expenditure approvals authorized when contract is approved	Expenditure approvals authorized when change order is approved. *****
Level 0 - Board of Commissioners				>\$1M	>\$500,000
Level 1- GM/CEO or Interim GM/CEO	\$15,000 ***\$250,000	\$15,000	\$120,000	\$1M	\$500,000
Level 2 - Executive Management (CFO/COO/CCO/General Counsel/CLO) over Functional Areas	\$15,000	\$15,000	\$120,000	\$1M	\$500,000
Level 3a – Managing Directors, Senior Manager of Internal Services	\$15,000	\$15,000	\$120,000	\$500,000	\$500,000
Level 3b– Senior Managers and Acting Senior Managers****, Facilities Manager; Fleet Maintenance Manager; Plant Managers	\$15,000	\$15,000	\$120,000	\$150,000	\$100,000
Level 3c- Managers of the following departments: Fish &Wildlife Lands & Recreation License & Env. Compliance PMO Managers***** PD Engineering PP Engineering Procurement Warehouse Chief Dam Safety Officer	\$15,000	\$15,000	\$75,000	\$75,000	\$50,000
Level 4a – Managers over Departments not specified in 3c;	\$15,000	\$15,000	\$60,000	\$0	\$0
Level 4b – Supervisors over Departments	\$10,000	\$15,000	\$60,000	\$0	\$0
Level 5 – All Remaining Employees Not Identified in the Exception Table (see pgs. 3 & 4)	\$1,000	\$5,000 w/dept. manager approval	\$1,000	\$0	\$0

Employee Level	*DIRECT AMOUNT (per invoice)	PCARD AMOUNT (per month)	PURCHASE ORDER AMOUNT	CONTRACT AMOUNT	CHANGE ORDER AMOUNT	PURPOSE OF EXCEPTION
	If purchase is over \$15k, contact Procurement.	Not To Exceed Monthly Totals  Supervisor approval required at reconciliation	\$50k limit for services  \$120k/mo. limit for material (like items**)	Expenditure approvals authorized when contract is approved	Expenditure approvals authorized when change order is approved	
Acting Senior Manager of IT				\$250,000	\$250,000	Software license or maintenance renewals.
PD & PP Engineers, Telecom Engineers, Project Managers, PD & PP Maintenance Engineers, District Representatives specified in current contracts.	\$10,000	\$15,000	\$60,000	\$0	\$25,000 Immediate Need Labor Contract Change Orders Only (Note: DRs do not have authority for change orders that are not immediate need if expenditure approval level is zero.)	Project management
PD Engineer – Will Coe/John Kemman	\$15,000	\$15,000	\$60,000	\$0	\$0	C&M Support
Manager Dispatch – Leroy Patterson	\$30,000 NWPP Dues only	\$15,000	\$15,000	\$0	\$0	NWPP Dues
Administrative Assistants	\$5,000	\$15,000	\$0	\$0	\$0	Department support
Environmental Affairs – Jerri Mickle	\$15,000	\$15,000	\$60,000	\$0	\$0	Parks & Rec. O&M
Internal Services – Facilities Supervisor	\$10,000	\$15,000	\$60,000	\$50,000	\$50,000	Facilities project lead
Internal Services – Facilities Foremen, Facilities Project Coordinator, Facilities Project Manager, Water Sewer Specialist	\$10,000	\$15,000	\$60,000	\$0	\$0	Project leads
Internal Services – Fleet Coordinator	\$10,000	\$15,000	\$60,000	\$0	\$0	Purchase of equipment and tools for fleet operations
Internal Services – Parts Specialist	\$10,000	\$50,000	\$15,000	\$0	\$0	Purchase of parts and tools for fleet operations
Internal Services – Emilie Delong	\$20,000 postage only	\$50,000	\$0	\$0	\$0	Direct-postage meter PCard- office supplies
Administrative Assistant – IT	\$5,000	\$25,000	\$0	\$0	\$0	Department Support
Service Desk Supervisor	\$15,000	\$50,000	\$60,000	\$0	\$0	Department Support
Power Delivery – Supervising Foreman, Line Patrolman, Field Service Advisor, Engineering Technicians	\$10,000	\$5,000	\$10,000	\$0	\$0	Field purchases
Power Delivery – Toolman	\$10,000	\$50,000	\$10,000	\$0	\$0	Purchase of tools and supplies
Power Production Hydro Planners	\$5,000	\$15,000	\$60,000	\$0	\$0	Project & O&M purchases
Power Production – Foremen, Toolman, Project Specialist II – Construction Inspectors	\$5,000	\$15,000	\$25,000	\$0	\$0	Purchase of tools and supplies
Power Production – Vanessa Seldal	\$15,000	\$10,000	\$25,000	\$0	\$0	Project Mgmt.
Power Production – Eric Lauver	\$10,000	\$15,000	\$25,000	\$0	\$0	Hatchery O&M
C Suite – Executive Services Coordinator and Executive Assistant	\$5,000	\$15,000	\$25,000	\$0	\$0	Necessary department purchases
HR Generalist-Orlene Hahn	\$1,000	\$15,000	\$1,000	\$0	\$0	For OD & HR Support
Public Affairs Officer – Annette Lovitt	\$1,000	\$10,000	\$1,000	\$0	\$0	COVID Sequestration Support
Communications Specialist – Lindsay Thompson	\$1,000	\$10,000	\$1,000	\$0	\$0	Public Affairs Support

# Purchase Authorization Table

## (footnotes)

- All purchases must be compliant with RCWs and internal resolutions and policies and are exclusive of sales tax.
- (\$50k limit for services/\$120k limit per like item for materials\*\*)
- \*Direct labor purchases must be in accordance with prevailing wage laws.
- \*\*Direct purchases of like items of materials, equipment, or supplies shall not exceed \$15,000 in any calendar month.
- \*\*\*Trade Association dues up to \$250,000 per organization.
- \*\*\*\*The Senior Manager of Power Production Engineering has the authority to approve up to \$2 million for FERC and other associated licensing fees and up to \$40,000 for Organization Membership fees (e.g.: CEATI, etc.)
- \*\*\*\*\*PMO delegation requires written approval from the project sponsor.
- \*\*\*\*\*Only those employees with change order authority designated in this table are authorized to approve change orders.

# Non-Compliant Purchase Procedure

## IS-PU-PRO-002 – NON-COMPLIANT PURCHASES

District Representative	1.	Engages in a non-compliant purchase. This could be self-disclosed or discovered by District Representative's Chain of Command, Accounts Payable, Procurement, or Audit.
District Representative	2.	If self-disclosed, notifies Chain of Command, Procurement, Audit, and Accounts Payable.
Chain of Command, Procurement, Audit, or Accounts Payable	3.	Upon discovery, notifies Chain of Command, Procurement, Audit, and Accounts Payable.
District Representative	4.	Prepares Commission memo of explanation and request for approval of payment and submits to Chain of Command for review and approval.
Chain of Command and CXO	3.	Reviews and approves Commission memo and submits into Commission packet process.
Commission	5.	Approves payment.

# Core Function/Responsibilities

## OFFICE SERVICES

**OFFICE SERVICES:** *Coordination of mail and courier service, and also a variety of printing and related services to augment administrative support department.*

Core Services	Quick Facts
<ul style="list-style-type: none"><li>• Coordination of interoffice courier service, including pickup from local vendors and internal delivery.</li><li>• Large copy or printing projects.</li><li>• HUB for receiving, sorting and distributing mail internally.</li><li>• Postage center for outgoing USPS mail.</li><li>• Print, fold, stuff and mail daily customer correspondence to support Customer Solutions Operating Unit.</li><li>• Binding and laminating.</li><li>• Manage office supplies, including procurement, storage and surplus.</li></ul>	<ul style="list-style-type: none"><li>• Over 600 copy requests each year.</li><li>• District-wide courier routes.</li><li>• \$200k yearly spend in office supplies, paper, toner, customer billing supplies toner (supplies/paper/toner).</li><li>• 1,500 customer letters sent each week.</li></ul>

# Core Function/Responsibilities

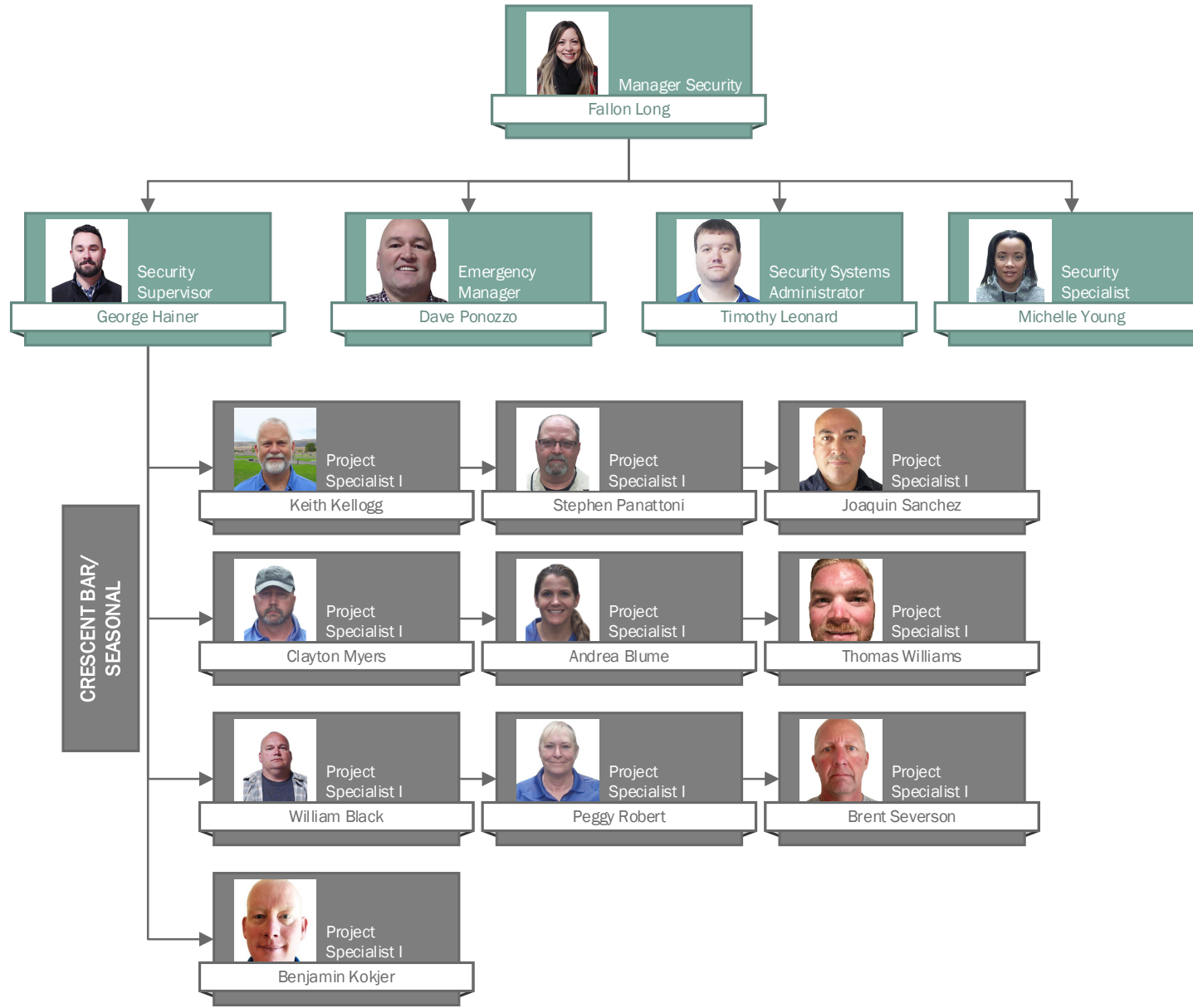
## WAREHOUSE

**WAREHOUSE:** *Store and account for inventory so Grant PUD has the right materials when they are needed, but our ratepayers do not incur unnecessary carrying costs due to excessive inventory levels.*

Core Services	Quick Facts
<ul style="list-style-type: none"><li>• Shipping and receiving of materials to support all Grant PUD functions and projects.</li><li>• Assemble material for all Power Delivery work orders, O&amp;M and projects.</li><li>• Support material needs for Power Production O&amp;M and projects.</li><li>• Accountability of materials for all Grant PUD O&amp;M and projects.</li></ul>	<ul style="list-style-type: none"><li>• Inventory value of \$20,645 (Q4 data).</li><li>• Completion of approximately 518 Power Delivery work orders.</li><li>• Completion of 592 SharePoint Power Delivery Material Request.</li><li>• Power Production–12,054 issues/425 returns.</li><li>• Power Delivery–27,882 issues/1,748 returns.</li></ul>



# SECURITY



# Core Function/Responsibilities

## SECURITY & EMERGENCY MANAGEMENT

**SECURITY:** *Protect our employees, guests, and assets through the deliberate deployment of risk-based solutions.*

**Emergency Management:** *Prepare the utility to respond to and recover from emergency incidents through comprehensive emergency management planning and the development of continuity of operations plans.*

Core Services	Quick Facts
<ul style="list-style-type: none"><li>• Physical security policies and procedures</li><li>• Management of access control system and video surveillance systems</li><li>• Point of contact for physical security incidents</li><li>• Responsible for business continuity and Incident Command System for District</li><li>• Responsible for the Emergency Action Plans (EAP) for both Priest Rapids and Wanapum Dams</li><li>• Implement security protection and risk mitigation measures</li><li>• Investigate security incidents or threats</li><li>• Manage professional security officer services</li><li>• Maintain relationships with local law enforcement</li><li>• Ensure FERC and NERC CIP compliance and provide SME support on other requirements</li><li>• Collect, correlate, and disseminate threat information</li><li>• Holistic security training</li><li>• UAS Operations</li></ul>	<ul style="list-style-type: none"><li>• 12 facilities/campuses</li><li>• 60+ substations/switchyards</li><li>• Over 700 employees</li><li>• 1400 physical access points</li><li>• Seasonal recreation security services</li></ul>



# REGULATORY REQUIREMENTS

# Regulatory Requirements

## Responsible for ensuring compliance of:

- **PROCUREMENT:** Public procurement laws as governed by Revised Code of WA (RCW), within our control.
- **TRANSPORTATION:** Federal Motor Carrier Safety Regulations (FMSCR), CDL/Commercial Motor Vehicle requirements, ANSI (American National Standards Institute) aerial inspections requirements.
- **SECURITY & EMERGENCY MANAGEMENT:** FERC physical security requirements, NERC Critical Infrastructure Protection (CIP) for District-critical assets, Chapter 6 of FERC's Owner of Dam Safety Program (ODSP) on Emergency Action Plans (EAP).
- **FACILITIES:** Local, County, State, and Federal regulations related to: **Grounds & Buildings** – International Building Code (IBC)/National Fire Protection Association (NFPA)/Washington Administrative Code (WAC)/Revised Code of WA (RCW)/Labor & Industries (L&I); **Accessibility** - Americans with Disabilities Act (ADA); **Water & Sewer Utilities** - Department of Health (DOH); and **Environmental Air Quality & Storm Water** - Environmental Protection Agency (EPA).



# **KEY INITIATIVES/PROGRAMS**

# Key Initiatives/Programs

*Initiatives & activities supporting Strategic Plan objectives*

1. Achieve and maintain a zero-incident industrial safety workplace.
2. Power Delivery Facilities Master Plan.
  - a. Added two commissioners to SteerCo.
3. Oversee baseline preventative and corrective maintenance for existing facilities.
4. Oversee baseline preventative and corrective maintenance for fleet operations.
5. Develop a centralized, holistic, and risk-based security program.
6. Develop and implement a loss prevention program.
7. Other programs planned for 2022:
  - a. Business Continuity & Incident Command Systems.
  - b. Automation of Purchase Order Request Process.
  - c. Contractor Safety Program.
  - d. Address security gaps identified in 2021 Risk Assessment.





**Powering our way of life.**

# Power Delivery Facilities Master Plan Update

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March 22, 2022



Powering our way of life.

# Power Delivery Facilities Master Plan Update

## Agenda

### ☐ Facilities Master Plan Team Status

### ☐ Steering Committee Status

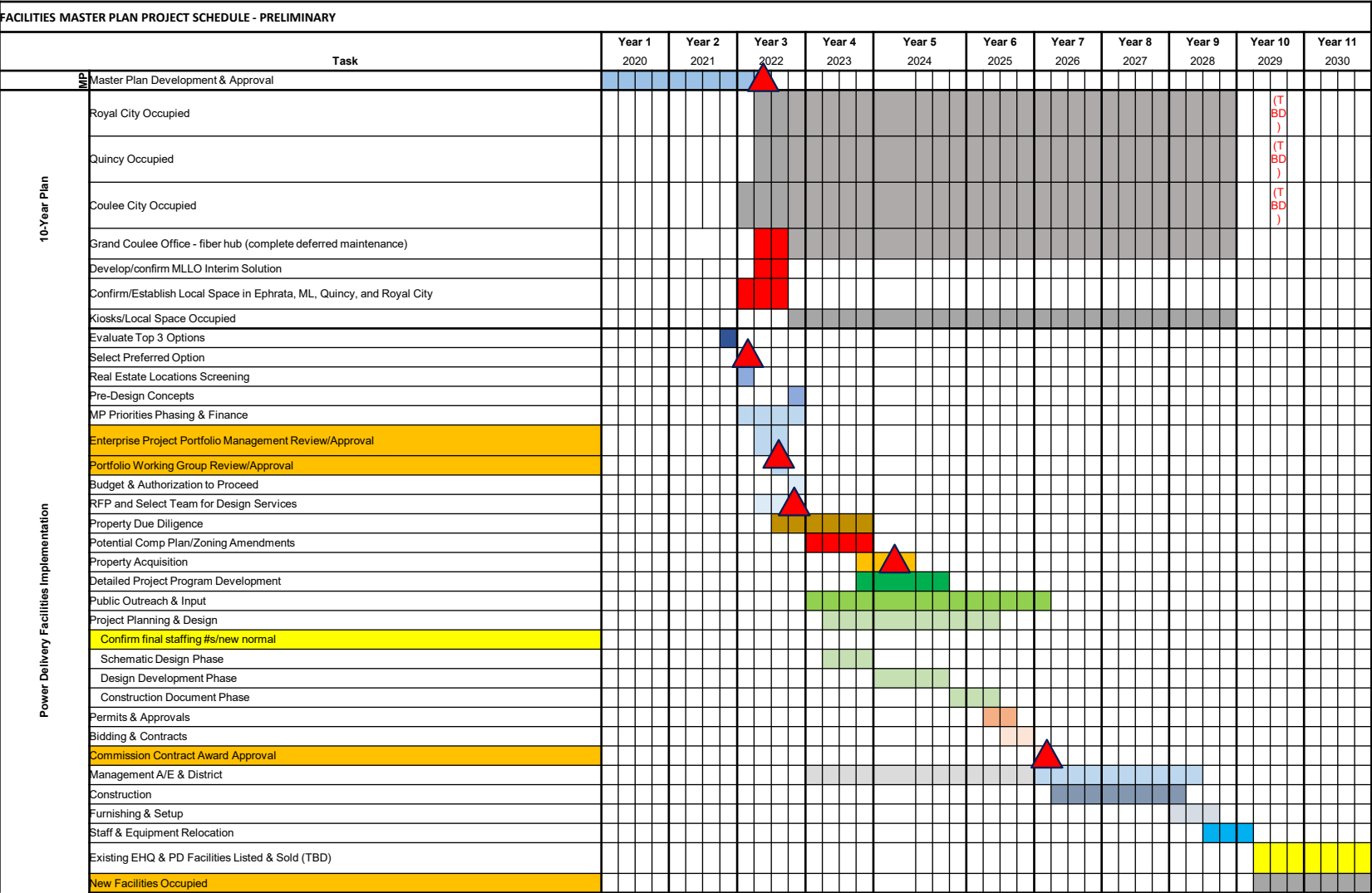
### ☐ Next Steps

#### *Purpose of a Facilities Master Plan*

- *A facilities master plan is a roadmap of where we want to go in the future with our facilities – what we need and where we need it*
- *That map guides both existing & new facilities*
  - *Provides guidance on timing of existing facilities maintenance & surplus*
  - *Provides guidance on timing of new facilities and the transition from existing facilities (phasing)*

# Facilities Master Plan Team

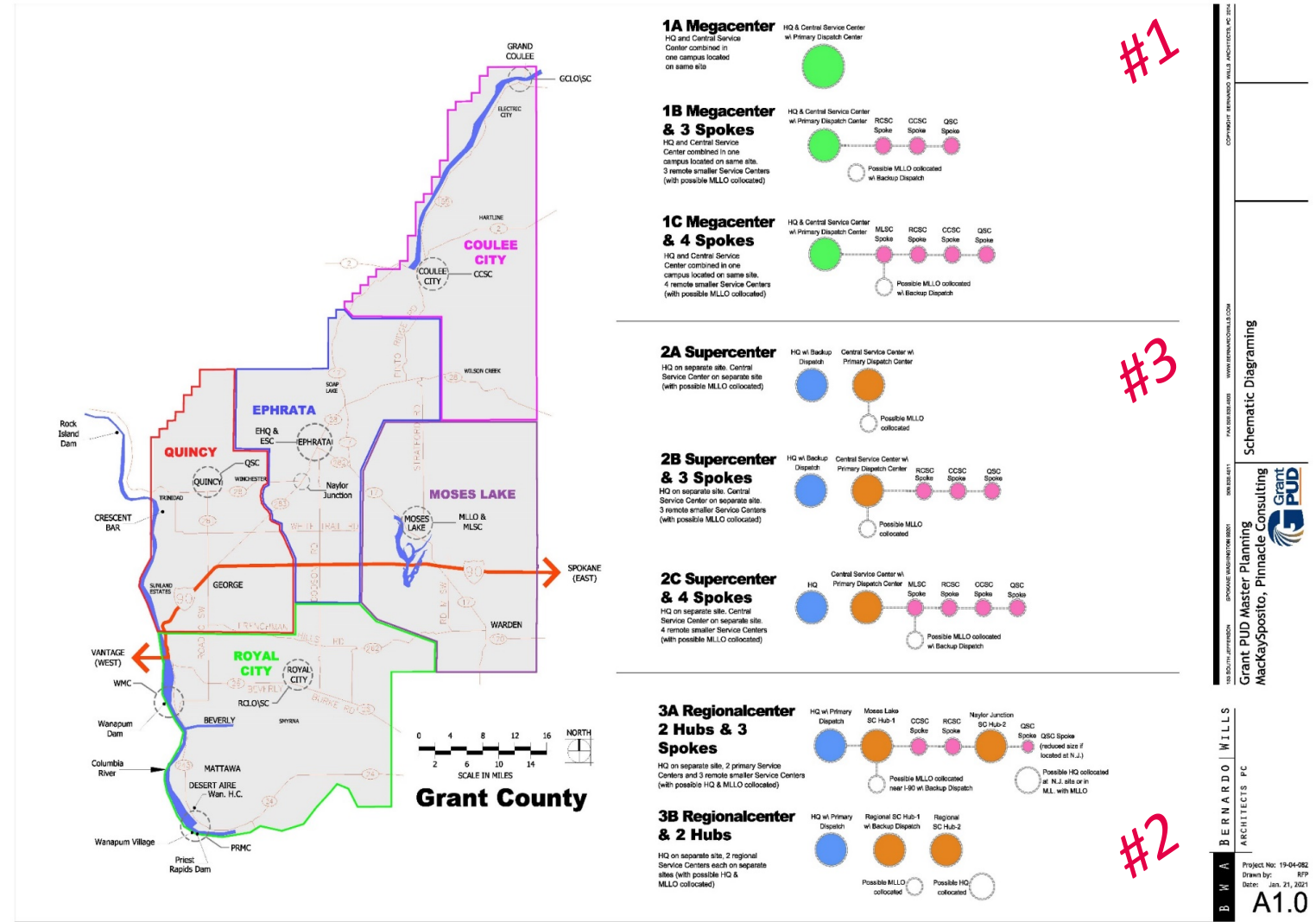
- ☐ Project Schedule
  - Areas of Impact
  - Project Delivery Method
- ☐ Final Data
  - Spokes / Satellites
  - Large Customer Impact
  - Rate Impact



Decision points

# Steering Committee

- ❑ Priorities
  - Data vs Preferences
- ❑ Balance of Value
  - Cost
  - Service



# **Next Steps**

- ☐ **Final Recommendation to Commission**
  - **Scenario Option Recommendation – SteerCo (3/30/22)**
  - **Commission Approval of Direction (4/26/22)**
  
- ☐ **Finalize FMP Recommendation Report**
  - **Transition to Power Delivery New Facilities (PDF) Team**
  
- ☐ **Finalize Project Charter & Review with Stakeholders**
  - **Communicate Direction**
  - **Input on Issues to be Addressed in Design Phase**
  
- ☐ **Design/Build Project Delivery Approach**
  - **Alternate Delivery Approach Approval – State Project Review Committee (PRC)**



# FMP Questions



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# Thank You



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# Quarterly Business Report

*(Leadership & Organizational Development)*

*March 2022*

*Thomas Stredwick*

# Agenda

1. Organizational Linkage
2. Progress Toward Objectives
3. The Year Ahead

# 01 Organizational Linkage

**Aligning the work of the team with  
the needs of the organization**

# Organizational Objective 2

## OBJECTIVE 2

### DESIGN AND SUSTAIN AN ENGAGING & FULFILLING GRANT PUD CULTURE

Workplace culture is the infrastructure that guides how we function. Business outcomes, such as safety, compliance, financial results, and operational excellence, all hinge on a healthy workplace culture that supports people. We continuously design our culture so every role has purpose and every employee has value. We make meaningful investments in our workforce. We encourage transparent and authentic communication, and engage our teammates with respect and empathy.

## STRATEGIES

- Recruit, develop and retain a best-in-class workforce
- Translate organizational values into actionable behaviors
- Deliver a rigorous onboarding experience
- Sponsor a vibrant employee association
- Establish a deliberate, continuous learning strategy aligned to business outcomes
- Implement the ADDIE instructional systems design framework for training
- Articulate and reinforce our desired leadership culture
- Deliver industry-leading educational reimbursement programs

## KEY METRICS

- Organizational Health Index
- Employee Engagement Assessment
- Educational Reimbursement Target
- Training Effectiveness Assessment





# Department Objectives



## 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.



# 02 Progress Toward Objectives

## Translating Data to Action

# Dashboard: Learning & Development

2022

Q1

Q2

Q3

Q4

1

2

3

4

5

6

7

8

9

10

11

12

To multi-select, hold the "Ctrl" key while selecting. To toggle a selection off, just click it again or click the eraser. This Training Dashboard is NOT real time. It updates every Monday at 8am. Data will show as Blank if it is null. Questions? Contact Katie Boswell on Teams. **Want to download data to Excel? Select any filters you want, hover over the compliance table, select the "..." icon, and click on "export data."**

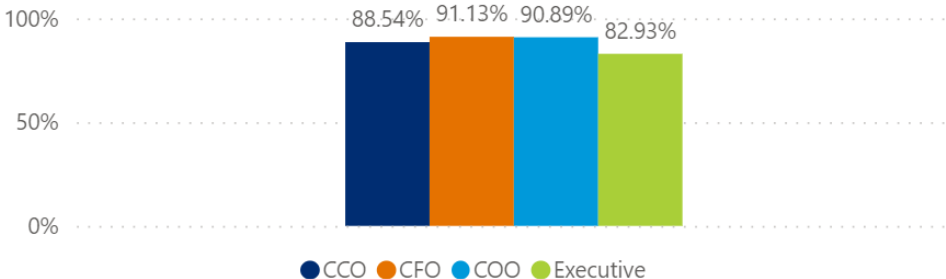
## Employee Training Satisfaction

Live Training	Score
Total	
Ladder Safety	4.22
Hazardous Driving Conditions	4.16
Social Engineering Red Flags	4.14
Lead Awareness	4.11
HIPAA Privacy and Security	3.94
Portable Fire Extinguishers	3.56
Heat Stress in the Workplace	3.44
Industrial Ergonomics	3.44
Wildfire Smoke	3.43
Bloodborne Pathogens	3.40
Hearing Conservation	3.38
Confined Space Entry Supervisor	3.18
Total	3.80

## Employee Training Compliance

Last, First	Course	Training Status
Albertson, Derik	2021 Power Production Switching and Clearance Makeup	On Time
Aldrich, Rob	2021 Power Production Switching and Clearance Makeup	On Time
Boswell, Jason	2021 Power Production Switching and Clearance Makeup	On Time
Gwynn, Stephen	2021 Power Production Switching and Clearance Makeup	On Time
Harper, Dan	2021 Power Production Switching and Clearance Makeup	On Time
Parmley, Glen	2021 Power Production Switching and Clearance Makeup	On Time
Weeda, Eric	2021 Power Production Switching and Clearance Makeup	On Time
Abell, Corey	2022 Social Engineering Red Flags - Cyber Awareness	On Time

Percentage Compliant by CXO



### CXO

- ☐ CCO
- ☐ CFO
- ☐ COO
- ☐ Executive

### Cost Center - Dept

- 
- ☐ AA0000 - Board of Comm...
  - ☐ BA0000 - Manager
  - ☐ CA0000 - Attorney
  - ☐ DA0000 - Chief Customer...
  - ☐ DB0000 - Customer Soluti...
  - ☐ DB2000 - CS Energy Servi...
  - ☐ DB3000 - CS Customer Bil...
  - ☐ DB4000 - CS Customer Se...
  - ☐ DC0000 - Large Power So...

### Last, First

- 
- ☐ Abell, Corey
  - ☐ Aguirre Carmona, Julio
  - ☐ Akbarpour, Sareh
  - ☐ Alberti, Anthony
  - ☐ Albertson, Angie
  - ☐ Albertson, Derik
  - ☐ Alderman, Jason
  - ☐ Aldous, Jeremy
  - ☐ Aldrich, Rob

90.40%

Completed On Time

5.97%

Completed Overdue

259

#Trainings Overdue

3.6%

% Currently Overdue

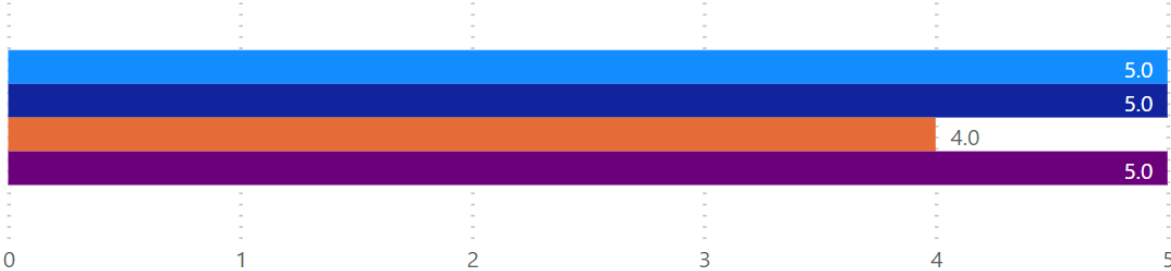
### Training Status

- ☐ Completed Overdue
- ☐ In Training Window
- ☐ On Time
- ☐ Overdue

# Dashboard: Onboarding Experience

2021	2022	Q1	Q2	Q3	Q4	1	2	3	4	5	6	7	8	9	10	11	12
------	------	----	----	----	----	---	---	---	---	---	---	---	---	---	----	----	----

## People Leader Onboarding Experience



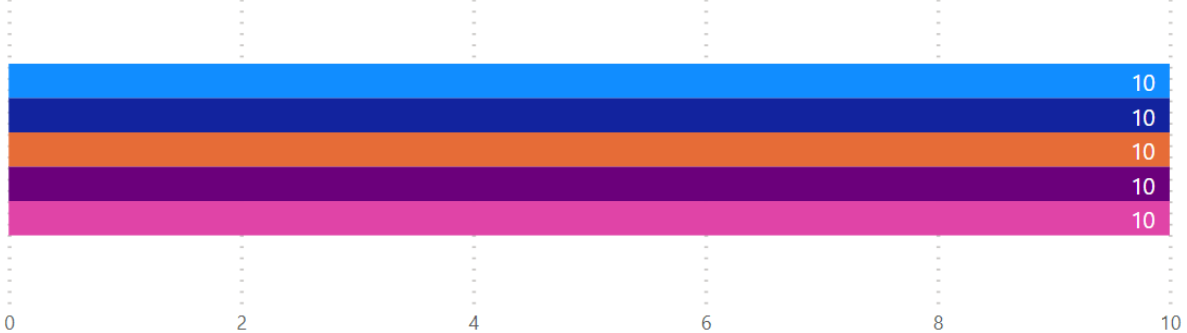
- I can articulate why safety matters
- My manager can articulate why safety matters
- I am aware of policies and procedures for recognition
- My manager set aside time and answered questions

1  
Total Participants

1  
Total Responses

5.0  
Net Promoter Score

## Onboarding Peer Experience



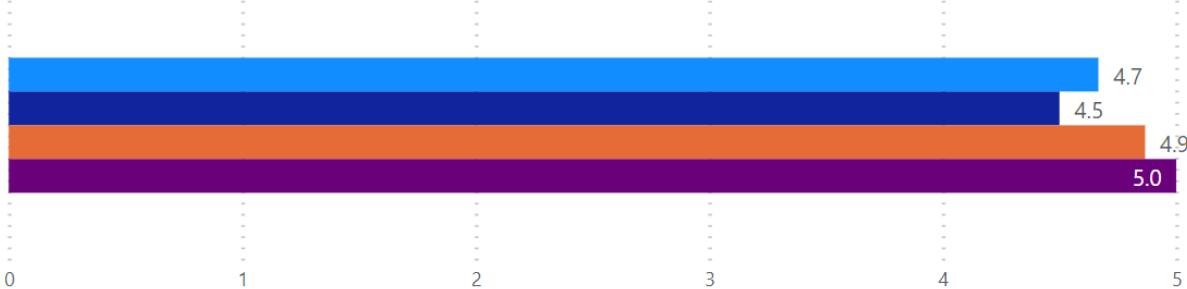
- Total # Responses
- I received adequate safety training related to my job
- I feel that safety is being demonstrated on the job site
- I feel that my supervisor is actively involved in safety
- I feel that top management is visibly committed to safety

33  
Total Participants

10  
Total Responses

4.9  
Net Promoter Score

## Virtual New Hire Orientation



- I was provided clear information for my first-day orientation
- Adequacy of benefits orientation
- My orientation taught me "who" Grant PUD is
- I felt welcomed throughout onboarding

22  
Virtual New Hire Total Participants

15  
Total Responses

4.73  
Net Promoter Score

# Dashboard: Employee Experience

2021

2022

Q1

Q2

Q3

Q4

1

2

3

4

5

6

7

8

9

10

11

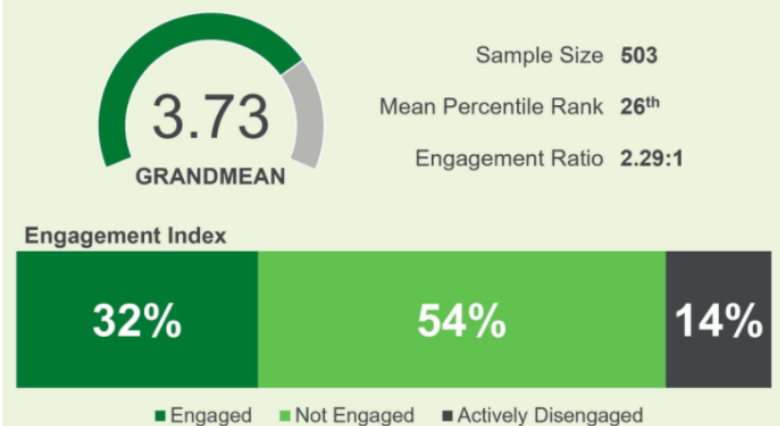
12

To multi-select, hold the "Ctrl" key while selecting. To toggle a selection off, just click on it again. **This page is not fully cross filtered. The dataset on this page refreshes once a quarter.**

## Employee Engagement Score by Department and Percentile

Department	<25th Percentile	25-49th Percentile	50-74th Percentile	75-89th Percentile	Total
Accounting		3.82			3.82
Accounts Payable			4.13		4.13
CS Customer Service	3.54				3.54
CTO Enterprise Systems	3.43				3.43
CTO Service Desk			4.30		4.30
CTO Software Engineering	2.97				2.97
CTO Telecom Network Servi	2.92				2.92
Total	3.29	3.88	4.19	4.52	3.73

## Employee Engagement Index



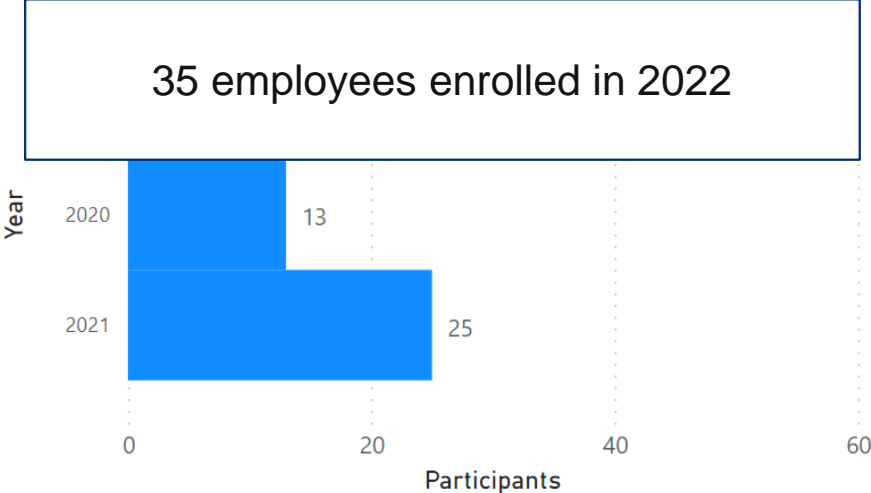
## Employee Turnover & Churnover Rates

Employee turnover/churnover data coming at Q2-3 QBR

## Separations

Employee separation data coming at Q2-3 QBR

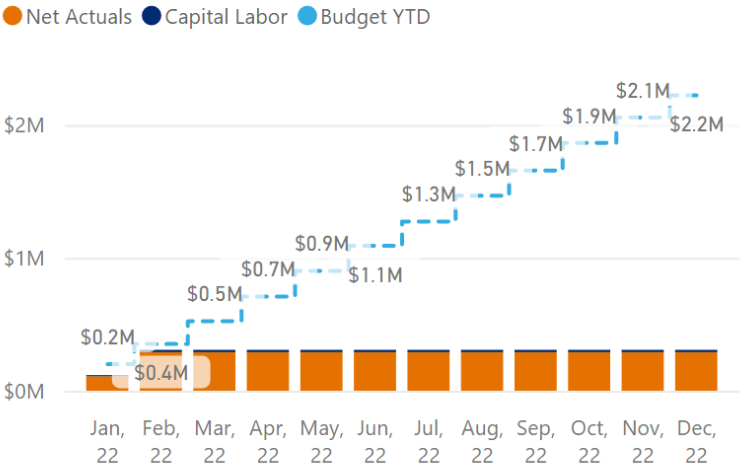
## Educational Reimbursement



Operating Unit

DH - Organizational Development

Capital Labor & Net Actuals YTD Vs. Year-End-Projections



Gross Actuals Vs. Budget



Capital Labor Actuals Vs. Budget



Net Actuals Vs. Budget



O&M Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<b>Labor</b>	<b>\$233,187</b>	<b>\$227,178</b>	<b>-\$6,009</b>	<b>-2.6%</b>	<b>97.4%</b>
Salaries & Wages	\$150,778	\$145,747	-\$5,032	-3.3%	96.7%
Benefits	\$81,335	\$80,533	-\$802	-1.0%	99.0%
Other Labor	\$1,074	\$841	-\$233	-21.7%	78.3%
Overtime		\$58			
<b>Purchased Services</b>	<b>\$94,026</b>	<b>\$75,326</b>	<b>-\$18,700</b>	<b>-19.9%</b>	<b>80.1%</b>
<b>Operating Materials &amp; Equipment</b>	<b>\$20,500</b>	<b>\$3,240</b>	<b>-\$17,260</b>	<b>-84.2%</b>	<b>15.8%</b>
<b>G&amp;A</b>	<b>\$3,500</b>	<b>\$1,081</b>	<b>-\$2,419</b>	<b>-69.1%</b>	<b>30.9%</b>
<b>IT</b>		<b>\$566</b>			
<b>Total</b>	<b>\$351,213</b>	<b>\$307,391</b>	<b>-\$43,823</b>	<b>-12.5%</b>	<b>87.5%</b>

- Capital Labor is a subset of the Labor above

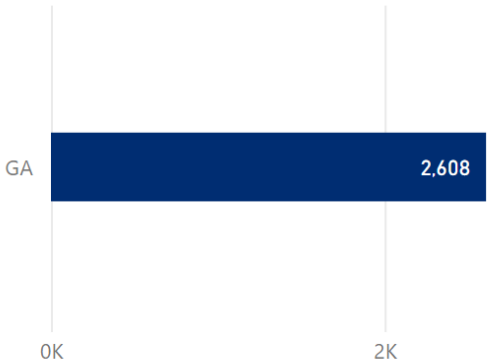
- Net Actuals vs Budget = Gross Actuals minus Capital Labor



Operating Unit

DH - Organizational Development

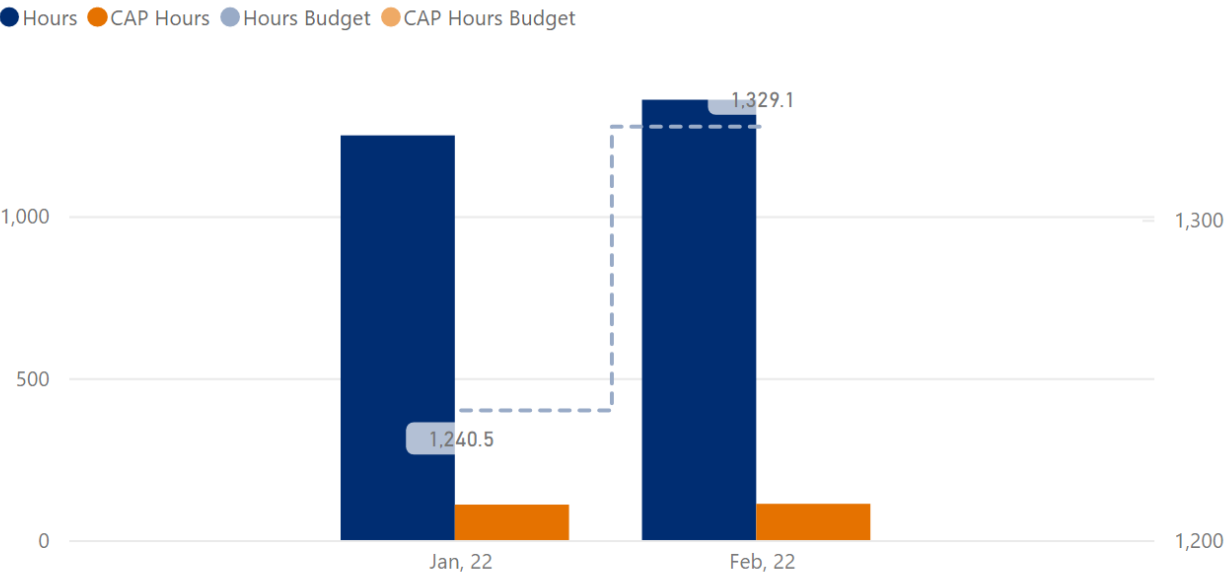
Hours by System



Hours by Program

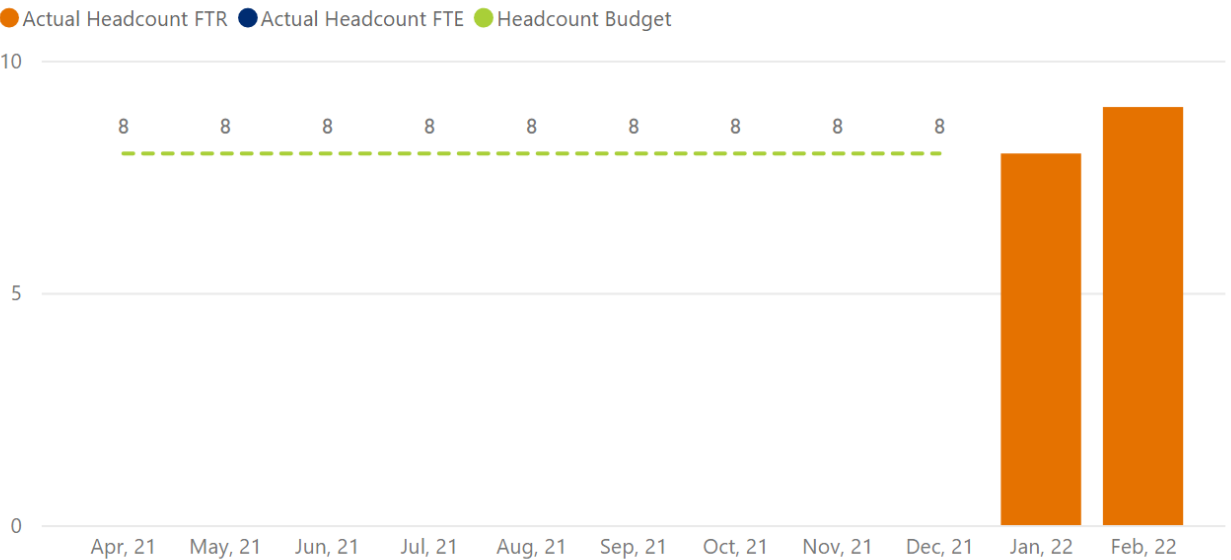


Hours and CAP Hours Vs. Budgets



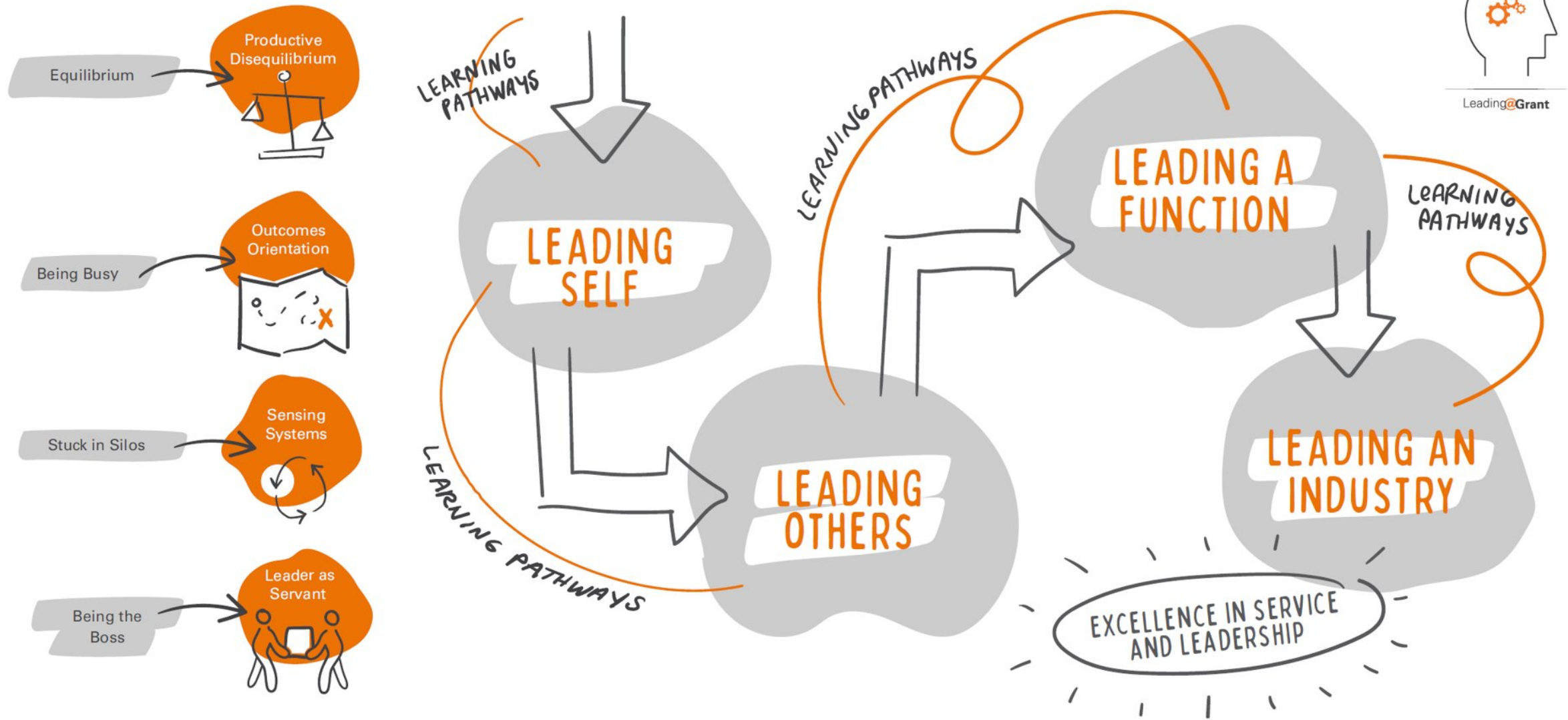
Hours by Initiative

Headcount and Budget by Month & Year



# Leadership Model

UNLOCKING **LEADERS** THE FUTURE NEEDS MOST



# Leadership Model

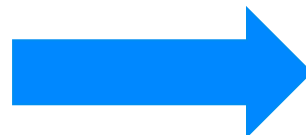
## Away

**Being the Boss:** Focused on authoritative management, concerned with being right and having all the answers, constantly fixing problems, enforcing accountability (aka control), marginal listening abilities.

**Stuck in Silos:** The problem is “out there”, overly focused on “my” team/project/needs, can only see what's in front of them.

**Being Busy:** Focused on doing things, chronic overwhelm, constant firefighting, overly involved in how things get done, divided attention & multitasking, I am stressed.

**Equilibrium:** Immunity to risk, change and difference, lacks urgency, we need to be nice, If-it-ain't-broke mentality, we stay because of the money, we rent our career V. own it.



## Toward

**Leader as Coach:** Focused on developing and distributing leadership, giving work away, staying curious a bit longer and not rushing in with advice to quickly, concerned with having the right questions, constantly focused on possibilities, a growth partner supporting self-accountability and interdependency among teams, listens first, clarity of intention and purpose.

**Sensing Systems:** How am I contributing to the problem/possibility?, Empathy and ability to hold multiple perspectives, able to “get on the balcony” and see around corners, understands how *my* team/project/needs fits into *The* team. Moves from events to mental models, structures and patterns of behavior.

**Outcomes Orientation:** Focused on doing the right things right, Jealous attention & focus, Articulates and empowers toward outcomes, disciplined attention & focus, Growing through productive levels of distress.

**Productive Disequilibrium:** Welcomes thoughtful risk, understands that people don't fear change they fear being without choice, resists homeostasis, celebrates difference and possibilities that come with change, we no longer stay because of the money alone, now it's

# Progress within Learning & Development

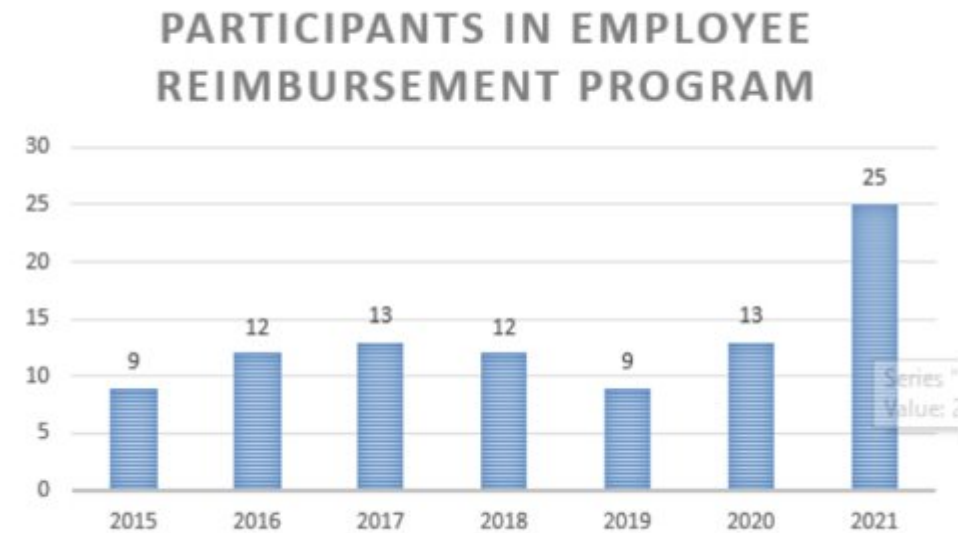
## Classes offered in 2022:

- Business writing (in-house instructor)
- 7 Habits (in-house instructor)
- Utility Finance for non-financial professionals
- MARC Labor Relations
- Speed of Trust (in-house instructor)
- Utility Basics
- Leading/Working@Grant (2.0 Versions) (in-house instructor)



# Education Reimbursement Program Updates Coming

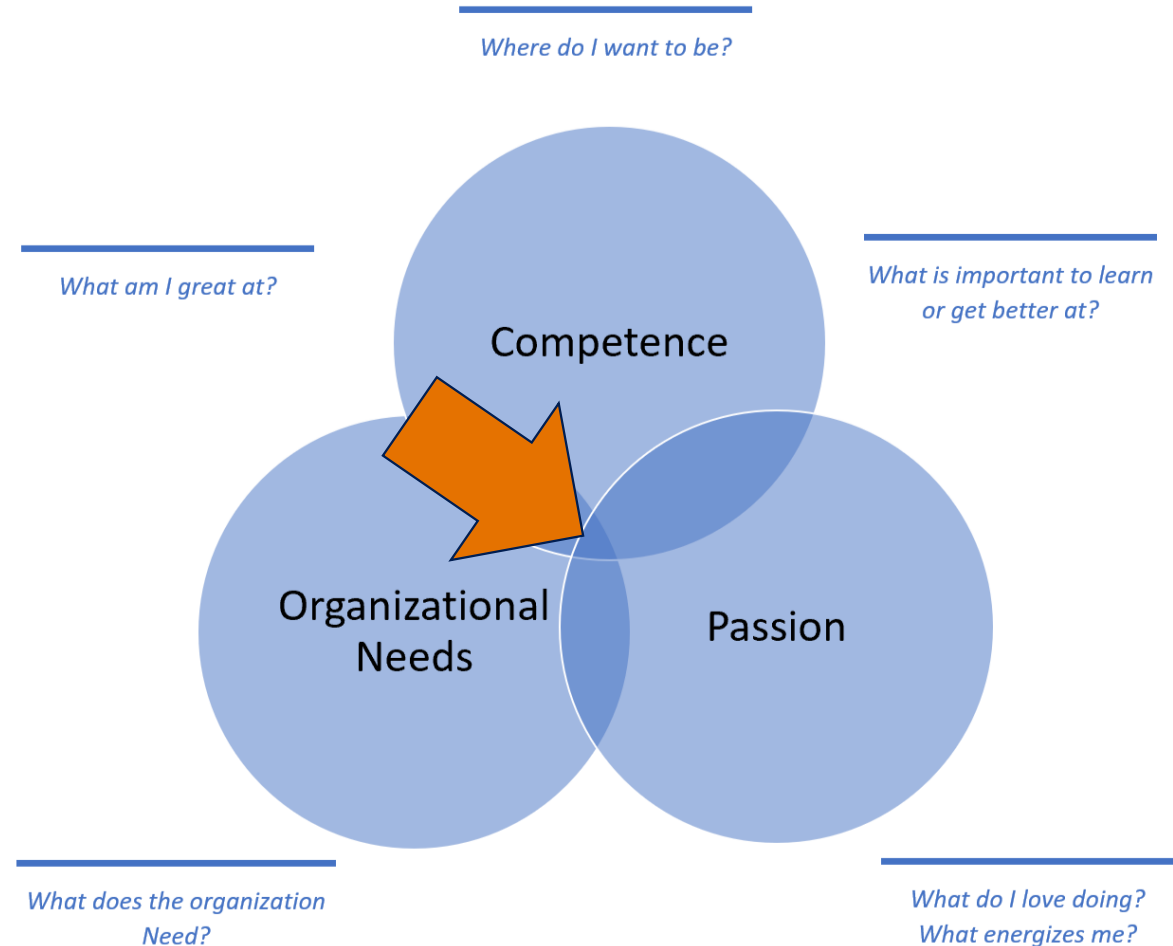
- **UPDATES UNDERWAY:** Enhancements coming to policy based on experience administering program and recommendations from audit.
- **DEMONSTRATING VALUE:** Data spanning back to 2013 indicates that of the 15 employees that completed a program of study, 100% remain employed with Grant PUD. Next data cycle looking into percentage promoted following completion.
  - Program experiences year-over-year utilization.



# From Strategy to Action: *Recruit, Develop & Retain*

Development begins by asking the right questions:

- Facilities electrician with interest in system operations.
- Development plan supported by Leadership & Org. Dev. And the employee's manager.
- Job shadow & training opportunities.





# 04 The Year Ahead

## Q2-Q4 Commitments



# HR & Organizational Development

## Merging: Why?

1. Better-align/integrate services & processes (i.e. recruitment & onboarding, wellness & employee development, rewards & recognition, UKG modules and administration, etc.).
2. Opportunities for cross-training within department for increased redundancy in expertise. Increased ability to shift resources to high priority projects.
3. Focus a resource (Tom) on an integrated long-term vision, strategy and objectives for both departments.

# Potential Risk Considerations

## STRATEGIC RISKS

- *External Strategic Risks:* Industry Risks, Economy Risks, Legal and Regulatory Risks
- *Internal Strategic Risks:* Reputation Risk, Strategic Planning Risk, Organizational Structure Risk, Commission Governance Risk,

## OPERATIONS RISKS

- *Process Operations Risks:* Business Interruption risk, Quality Risk, Resource Utilization Risk
- *Compliance Operations Risks:* Regulatory Risk, Litigation Risk
- *People Operations Risks:* Human Capital Risk, Performance Risk, Leadership Risk, Authority Risk,

## INFORMATION RISKS

- *Reporting Information Risks:* Taxation Risks, Financial Reporting Risks
- *Operational Information Risks:* Performance Measurement Risk, Operational Regulatory Reporting Risk,
- *Technological Information Risks:* Data Integrity Risk

# Immediate transition actions underway



1. Recruiting for HR Manager
2. Recruiting for Workforce Development Coordinator
3. Processing request for Payroll Supervisor
4. Knowledge-transfer sessions with Existing Sr. Mgr. and interim Sr. Mgr.
5. Listening sessions to identify long-term vision and service level expectations
6. HRIS Contractor support (Mosaic)
7. HR Generalist Contract Support (Trupp): Policies, HR Department Current-State Assessment
8. Initial merged-structure recommendations

# 2022 Leadership & Org Dev. Priorities

1. Orange & Blue U (Emergent Leadership)
2. Succession Management
3. Workforce Development Strategy

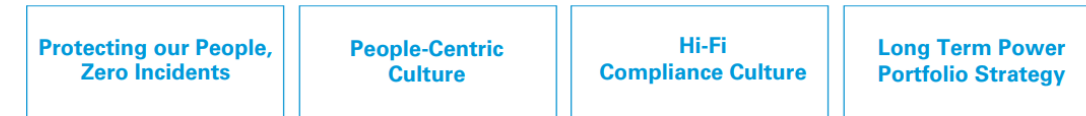
## 2022 GOALS PLANNING

### STRATEGIC PLAN OBJECTIVES (Set by Commissioners)



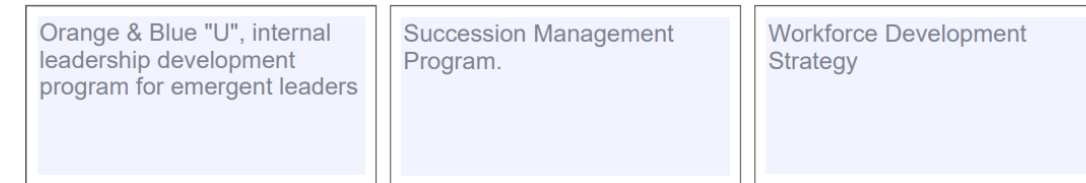
[View Full Strategic Plan for Details](#)

### 2022 KEY PRIORITIES (Set by Commission/GM/CXOs)

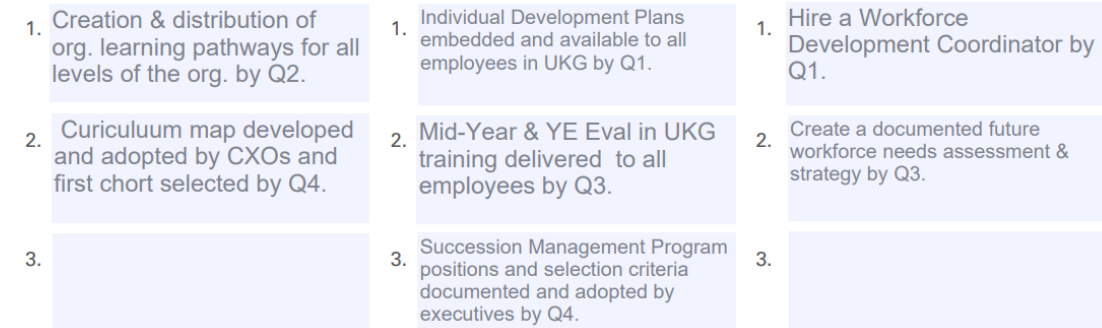


### DEPARTMENTAL OBJECTIVES Department Name: Leadership & Org. Dev.

**STEP 1** Identify the **top 3 objectives** that tie into the 2022 Key Priorities and/or the Strategic Plan Objectives (Example: "Attain NERC/WECC Compliance" or "Increase Fiber Utilization"):



**STEP 2** For each objective, include **2-3 measurable "Key Results"** that will determine success. (Example: "Complete all internal filings at least one week early" or "Add 500 new Fiber users quarterly")



**STEP 3** Create **2022 Individual Performance Goals** that tie into Departmental Objectives.

**Questions?**



# PUBLIC POWER / INDUSTRY OUTREACH ACTIVITY REPORT

---

Commission Presentation  
March 22, 2022

Andrew Munro, Senior Manager  
External Affairs & Communications

Chuck Allen, Supervisor  
Public Affairs



Powering our way of life.

# **Public Power/Industry Outreach Activity Report – Agenda:**

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



01

## **Vision & Goals**

**Trusted & Reliable Utility Leader**

# 2022 Goals

## External Affairs & Communications

### 1. Increase Revenue Opportunities

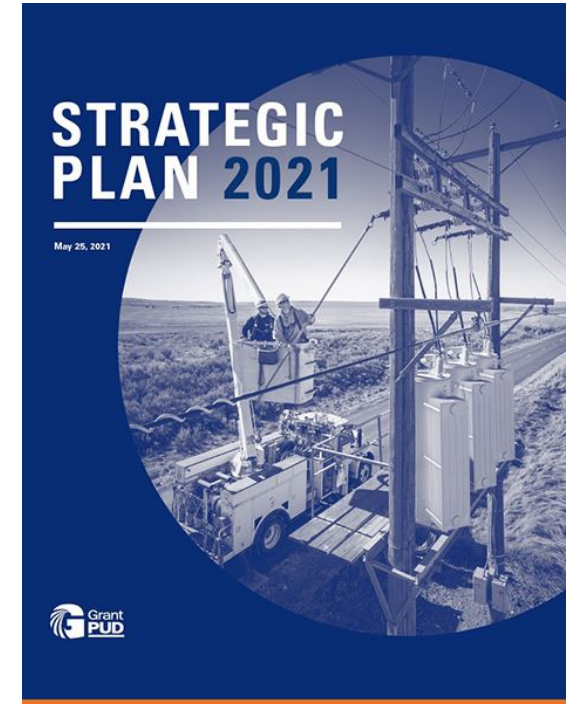
- \$50M for Fiber by end of 2023
- \$100M for infrastructure projects by 2023
- 5 WA carbon policy and/or rule-making wins in 2022

### 2. Top 5% Utility in Communications Excellence

- Communications audit by Q1 and Comms. Plan by Q2
- Update SMR communications, outreach and research strategy/tactics by Q2 2022.
- Recruit, develop and retain top talent during 2022 transitions in External Affairs.

### 3. Operational & Compliance Excellence

- Implement refreshed “Powering our Way of Life” in 2022.
- 100% Public Records Act compliance and 95% brand compliance.
- Successful implementations of Records and Policy-Tech projects.



Operating Unit Goals align/support  
GCPUD Strategic Plan Objectives.



# 02 Industry Memberships

## Unified Voice

# Industry Memberships (Unified Voice)





# 03 Industry Leadership

## Powerful Voice

# Industry Leadership (Powerful Voice)

Board of Directors – Tom Flint



Board of Directors – Chuck Allen



Vice chair of tax and finance committee – Bonnie Overfield



Past Chairman/President – Andrew Munro



Resource adequacy participants committee – Rich Flanagan



## (Continued)

Board Chair – Kevin Nordt



Board member – Kevin Nordt



Executive Committee Vice Chair – Kevin Nordt



Board of Directors – Terry Pyle



Vice Chair – Kevin Nordt

Communications Committee – Ryan Holterhoff



Communications Committee – Chuck Allen







# 04 Recent Activities

## Industry Collaboration & Outreach

# Public Power Celebration

Art of Dam Building exhibit at Moses Lake Museum and Art Center in October 2021



Grant PUD

Sep 22, 2021 · 🌐

🕒 Current

Join us for the gallery opening of The Art of Dam Building. From October 8 - November 11, the Moses Lake Museum and Art Center will feature historic photographs of the building of Wanapum Dam. Created by photographer Carl Lewis, these stunning photographs show the immense scale and degree of human ingenuity needed to build a structure large enough to hold back a mighty river.



Moses Lake Museum & Art Center ▶ Grant PUD

Oct 9, 2021

Lots of folks here tonight to learn more about the building of Wanapum Dam with Grant PUD.



[View more comments](#)



**Rosalie McDonald** The talk was exceptional and photography was inspired. Thanks for bringing this to our museum.

Oct 9, 2021



**Allison Williams** It is a beautiful exhibit! Thank you Grant County PUD!

Oct 9, 2021



**Colleen Long** Wonderful presentation! Is there a recording or video

Oct 18, 2021

[View more replies](#)



**Colleen Long** Moses Lake Museum & Art Center - Ok Thanks for the reply.

Oct 19, 2021

# FWEE & NWAHA

- Collaborated to provide more than 100 hydro power teacher kits and training to science teachers throughout the Northwest.



PowerWheel

## Electricity Production for Secondary Students

Middle and High School  
Virtual Teacher Training

The curriculum acts as an introduction to learning about engineering design, alternative energy, or physical science concepts. The PowerWheel was designed to be a foundational tool for the instruction of energy and physics.

Students will learn how decisions are made while considering tradeoffs and stakeholders. To do this, they will explore which form of energy best meets the needs for Dakota Brown, a fictitious environmental engineer looking to relocate to a new state.

### Available to Teachers at No Cost

- \$200 kit with PowerWheel for classroom activity
- Google Classroom access to:
  - Curriculum with teacher notes via PowerPoint
  - Video tutorials
- 90-minute training with WA OSPI clock hours offered October 12 or 14: 4:00 – 5:30 PM

### Supplies Limited, Apply Now

- Sign up for training at [\[insert PD Enroll link\]](#)
- Distribution will be First Come, First Serve
- Kits will be distributed after participant attends training

### Questions?

Contact Bob Bauer (509) 661-4939  
[Robert.bauer@chelanpud.org](mailto:Robert.bauer@chelanpud.org)

### Quality Assurance

- Written by Mechelle Lalanne, STEM Educational Consultant and former North Central ESD Managing Director of Science Education
- Aligned with Next Generation Science Standards
- Reviewed and supported by power generation providers

### Science Standard Alignment

#### Middle School

MS-ETS1-1: [nextgenscience.org/pe/ms-ets1-1-engineering-design](https://www.nextgenscience.org/pe/ms-ets1-1-engineering-design)

#### MS-ETS1-2:

[nextgenscience.org/pe/ms-ets1-2-engineering-design](https://www.nextgenscience.org/pe/ms-ets1-2-engineering-design)

#### MS-ETS1-3:

[nextgenscience.org/pe/ms-ets1-3-engineering-design](https://www.nextgenscience.org/pe/ms-ets1-3-engineering-design)

#### High School

HS-ETS1-1: [nextgenscience.org/pe/hs-ets1-1-engineering-design](https://www.nextgenscience.org/pe/hs-ets1-1-engineering-design)

HS-ETS1-2: [nextgenscience.org/pe/hs-ets1-2-engineering-design](https://www.nextgenscience.org/pe/hs-ets1-2-engineering-design)

HS-ETS1-3: [nextgenscience.org/pe/hs-ets1-3-engineering-design](https://www.nextgenscience.org/pe/hs-ets1-3-engineering-design)

HS-ETS1-4: [nextgenscience.org/pe/hs-ets1-4-engineering-design](https://www.nextgenscience.org/pe/hs-ets1-4-engineering-design)

#### With the PowerWheel

HS-PS3-3: [nextgenscience.org/pe/hs-ps3-3-energy](https://www.nextgenscience.org/pe/hs-ps3-3-energy)

HS-PS2-5: <https://www.nextgenscience.org/pe/hs-ps2-5-motion-and-stability-forces-and->

Sponsored by





# Columbia River Treaty Power Group



## Highlights include:

- **Action alerts for Power Group Members.**
- **Defining list of engagement opportunities for key Power Group members.**
- **Website and other branding material updates for the power group.**
- **Press releases and future op-eds to regional media.**

# SMR Technology

- Staff is working to develop awareness about our goals of exploration of SMR technology



**CleanTech Alliance** is with Perkins Coie LLP.

Oct 12, 2021

Washington State has mandated 100% #carbonfree electricity by 2045 and the #TRiEnergyPartnership with Energy Northwest, Grant PUD, and X-energy is helping to achieve #climategoals with #cleanenergy. Join us on Wednesday, October 20th from 8-9:30 AM PT to learn more. Register here: <https://bit.ly/30m8mep>

— The CleanTech Alliance —



**Perkins Coie Breakfast Series**



October 20 | 8-9:30 AM PT | Virtual

**TRi Energy Partnership**



**Jason Herbert**  
Energy Northwest



**Energy Northwest** ▶ Rep. Dan Newhouse, Nuclear Energy Institute, X-energy, Grant PUD, #advancednuclear, #cleanenergy, #energyfuture

Nov 17, 2021

Conservation, innovation, clean energy: Seattle Times op-ed by Rep. Dan Newhouse and Maria Korsnick, president and CEO of the Nuclear Energy Institute spotlights the future with insight into the safety, engineering and importance of the first-of-its-kind "pebble bed" advanced reactor under development by X-energy, Energy Northwest and Grant PUD. <https://bit.ly/3l6yhyf> #advancednuclear #cleanenergy #energyfuture



**Nuclear power: Fulfilling JFK's vision of conservation through innovation**

A new kind of nuclear power technology could take root at Hanford and play a role in U.S. energy leadership.



# Fish partnerships

- Using social media to demonstrate our commitment to working with stakeholders on fish programs.



Photos from CCA Tri-Cities Chapter's post

[View more comments](#)



**Lucas Gilbert** Candice Gilbert next year let's do it!  
Nov 4, 2021



**Melissa Leonard** Jason  
Nov 4, 2021



**Adamus JrLender** How do I sign up?  
Nov 5, 2021



Washington Department of Fish & Wildlife ▶ Grant PUD, Coastal Conservation Association, #fishwashington, #fallchinook, #fishing, #conservation, #columbiariver, #Columbia, #salmon

Nov 2, 2021

Check out these fall colors! The annual "King of the Reach" live salmon capture derby on the Columbia River near the Hanford National Monument was this past weekend. This derby is unique in that participants catch hundreds of salmon, then hand them over to WDFW- alive- to be used for brood stock for the production of fall Chinook to be raised and released at Priest Rapids Hatchery. WDFW partners with Grant PUD and the Coastal Conservation Association each year for this event. A huge thanks to all the volunteers and organizers who make this happen, as well as the many anglers who sign up more for the conservation aspect than the prizes and recognition that come with "regular" fishing derbies. #FishWashington #FallChinook #Fishing #Conservation #ColumbiaRiver #Columbia #Salmon



Photos from Washington Department of Fish & Wildlife's post



# 05 Looking ahead 2022 plans



# FWEE STEM Academy

- Returns after two-year hiatus
- Grant PUD Day at Crescent Bar is part of the Academy
- Open for Grant County students to apply

FLY YOUR OWN DRONE • EXPERIENCE A SOLAR  
CAR CHALLENGE • BUILD A HYDROELECTRIC MODEL

## FWEE HYDROPOWER AND STEM CAREER ACADEMY

---

### JUNE 20-24

ROCKY REACH DAM, WENATCHEE, WA.

---

LEARN FROM THE BEST IN THE INDUSTRY • DISCOVER  
HYDRO INDUSTRY CAREERS • EARN COLLEGE CREDIT  
APPLY NOW AT **FWEE.ORG/ACADEMY**

# Participation in industry events/training

- Returning to more in-person conferences/trainings

## Examples:

- NWAHA annual conference
- NHA Conference
- APPA Customer Connection Conference
- FEMA Advanced PIO Training
- NWPPA Conference
- WPUA roundtables





# Community outreach in 2022

- Parades
- Fair
- Community Festivals
- Tours (in coordination with management)
- Educational events





**Powering our way of life.**

# Commission QBR

## OPEX

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Daniel Blazquez, Senior Manager OPEX

March 22, 2022



Powering our way of life.



# OPERATIONAL EXCELLENCE



Daniel Blazquez  
OPEX Senior Manager

## Continuous Improvement



Brad Martinez  
Interim CI Manager

## Corrective Action



Robert Lougee  
CAP Manager

## Human Performance Improvement



Mark Beattie  
Project Spc. IX



Abel Sabedra  
Sr. Program Spc.



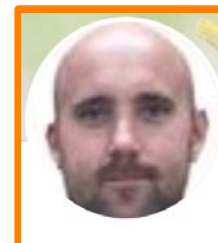
Tyler O'Brion  
Sr. Safety  
Coordinator



Brad Martinez  
Sr. Program Spc.



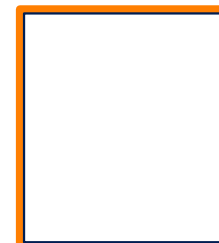
Cindi Harr  
Program Spc.



Brian Saunders  
Hydro Mech.



Danny Combs  
Program Spc.



TBD  
Project Coord.



Montague Meadows  
Lead Program Spc.



# OPERATIONAL EXCELLENCE

*Continuous Improvement*

**Brad Martinez**  
CI Interim Manager



#	Cause Evaluation Title/ Hyperlink	Category	Stage	Status
1	SST Current State Analysis	High	1	On Track
2	PP Confined Space Standardization	High	5	On Track
3	PD Fiber Workflow/Staffing	Med.	4	At Risk
4	PP Maintenance Planning & Scheduling	Med.	1	On Track
5	PD Outage Reporting Process	Med.	4	On Track
6	PP Clearance Request Process - Restart	Med.	5	On Track
7	Interconnection Agreements - Mapping	Low	Completed	Completed
8	PP Leadership Workload Assessment	Med.	Completed	Completed
9	PD SCA Work Order Request Process	Med.	Completed	Completed
10	District System Load	Med.	Completed	Completed





## OPERATIONAL EXCELLENCE

*Corrective Action Program*

**Robert Lougee**  
CAP Manager



#	Cause Evaluation Title/ Hyperlink	Category	Stage	Status
1	CR 13804 – AMM Failure	A	1	At Risk
2	CR 13867 – Network Failure	A	0	Not Started
3	CR 15020 – Active Shooter at PRD	A	0	Not Started
4	CR 15212 – PRD, Grounding Outside of Clearance Perimeter	A	1	On Track
5	CR 13817 – Metering Mistake	A	2	On Track
6	CR 13998 – Missed tagging a normal open	B	1	At Risk
7	CR 14080 – Contract RFP Issue	B	2	At Risk
8	CR 14786 - PRD Left Bank Fish Ladder Pump Failure	B	2	At Risk
9	CR 13063 - Fiber Outage	B	3	At Risk
10	CR 14266 – West Quincy Distribution Outage	B	1	At Risk
11	CR 14121 – Duplicate Expenditure of \$600k	B	2	On Track
12	CR 12047 – Receipt of Payment	B	Completed	Completed
13	CR 14057 – Larson Substation Outage	B	Completed	Completed



## 2022 Projects:

- Developed training for CAP WO process.
- CAP WO tracking process launched, organization wide on **2/28/2022**.
- Further refinement of the CAP procedures.
- Increased advocacy for organization adoption and participation in the CAP.





CR 10917 - P-8 Shear Pin Failure

## Department Future:

- Continued improvement (check and adjust) of the CAP and CRS.
- Introduction of a focused assessment process. Allowing every department to be pro-active in identifying areas for improvement, providing opportunity to correct these shortcomings before they manifest in a consequential event.
- Introduce more advanced concepts of causal analysis such as common-cause analysis.
- Integration of Service Desk Portal, Security events, Risk issues, to CRS to ensure that seamless transparency and standardization of problem-solving approaches can be utilized, and uniform data analysis can be performed.
- Develop in-house CAP training provide the organization the resources necessary to embrace and own CAP methodology internally to enable each department to meet established quality and timeliness standards.
- Leadership observation and trending program.



#	Cause Evaluation Title/ Hyperlink	Risk	Stage	Status
1	FME Program	High	4 of 5	On Track
2	Central Ephrata Switching Error	High	4 of 5	On Track
3	FERC Part 12 Dam Safety / Plant SOPs	High	4 of 5	On Track



## Condition Reports: Top Five Identified Issues

### Last six months – 46% Human Performance Related

1. Defective or Failed Part - 58
2. Weather or Ambient Conditions – 33
3. **Incorrect Performance due to Loss of Focus - 29 (HPI)**
4. Communication Between Work Groups LTA - 25
5. **Check of Work LTA - 16 (HPI)**

### Total Reports Reviewed – 38% Human Performance Related

1. Defective or Failed Part - 98
2. **Incorrect Performance due to Loss of Focus – 54 (HPI)**
3. **Check of Work LTA – 53 (HPI)**
4. Communication Between Work Groups LTA - 45
5. Weather or Ambient Conditions - 33

# 26 Projects as of 1Q2022

6 Closed in quarter

11 On Track

7 At Risk

2 Not Started

# Completed Projects as of 1Q2022

# Outcome (Benefit)

## **PP Leadership Workload Assessment**

Set standards for using communication tools, time allocations to categories of work, and decision-making responsibilities. Measure the allocation of time in work categories against estimated targets.

## **PD SCA Work Order Request Process**

Create a current state value stream map to establish a baseline process in which metrics can be established and future improvements can be made.

## **District System Load**

Value stream map process, define and document system load, border load and system losses to create greater visibility into the existing process.



## Completed Projects as of 1Q2022

## Outcome (Benefit)

**Interconnection Process Mapping  
and Standardization**

Develop a standard and baseline for performance metrics that the Department can use to later improve upon..

**CR 12047 – Receipt of Payment**

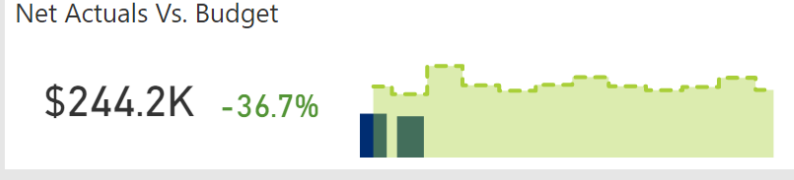
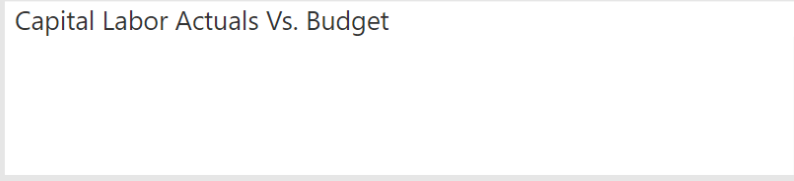
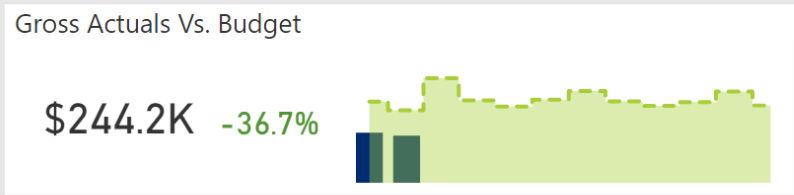
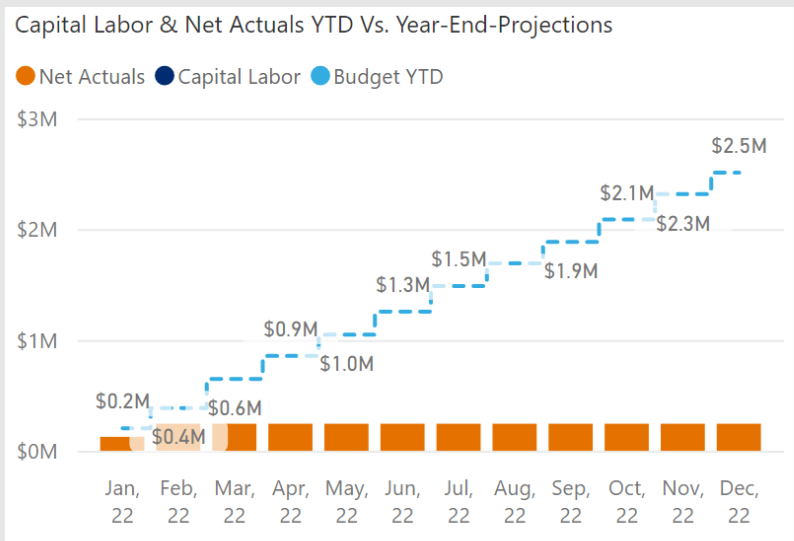
Quality and process controls were put into place to avoid future instances of potential lost payments which have no record of receiving.

**CR 14121 – Duplicate Expenditure of  
\$600K**

Quality of processed and controls improved to correct system issue related to operating systems and processes that include numerous exceptions. This will help avoid contract expenses being posted more than once.

Operational Unit

EF - Operational Excellence



Budget vs Actuals (Including Cap Labor)					
Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<input checked="" type="checkbox"/> Labor	\$337,322	\$243,851	-\$93,471	-27.7%	72.3%
Salaries & Wages	\$218,051	\$156,939	-\$61,112	-28.0%	72.0%
Benefits	\$117,112	\$86,221	-\$30,892	-26.4%	73.6%
Other Labor	\$2,158	\$691	-\$1,467	-68.0%	32.0%
<input checked="" type="checkbox"/> G&A	\$31,440	\$180	-\$31,260	-99.4%	0.6%
<input checked="" type="checkbox"/> IT	\$10,200	\$162	-\$10,038	-98.4%	1.6%
<input checked="" type="checkbox"/> Purchased Services	\$6,340				
<input checked="" type="checkbox"/> Operating Materials & Equipment	\$530				
Total	\$385,832	\$244,194	-\$141,638	-36.7%	63.3%

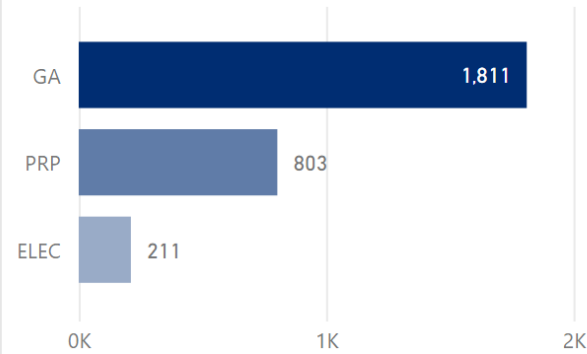
Variance Explanations:

- **Capital variance:**
  - No capital variances to report
- **Labor variance:**
  - -\$61,112 variance due to underspend in the CAP and CI programs
- **Headcount (HC) variance:**
  - One additional HC added in February as part as a six-month temporary assignment to CAP.
  - OPEX total HC is currently 10 employees, which is three under total approved (please see next slide).
- **G&A variance**
  - -\$31,260 total variance primarily due to:
    - -\$14,420 deferring Six Sigma Green Belt Certification training to March 2022.
    - -\$16,840 deferred spending in areas of Seminars/Conferences and Travel due to changing COVID restrictions.
- **IT variance:**
  - -\$10,038 variance due to deferred purchase of equipment for anticipated new employee and replacement of existing hardware.

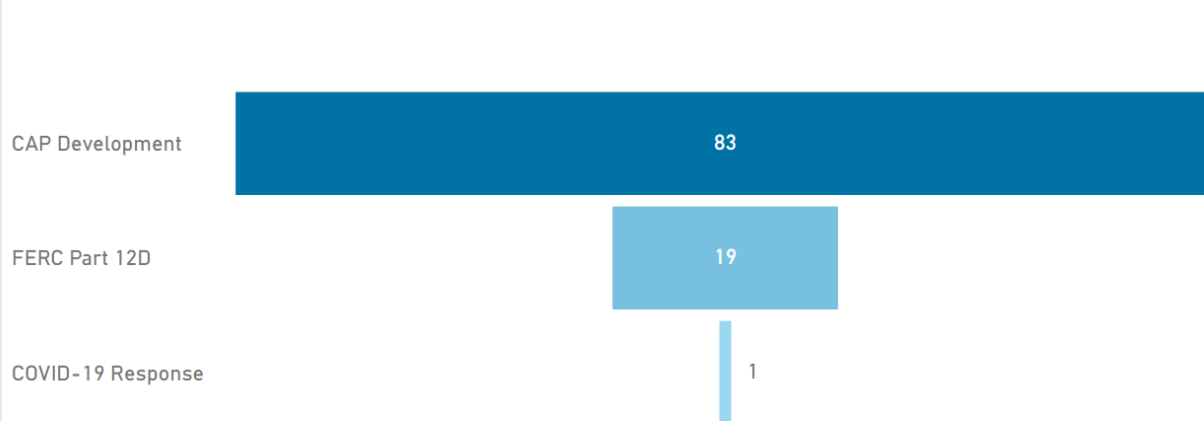
Operational Unit

EF - Operational Excellence

Hours by System



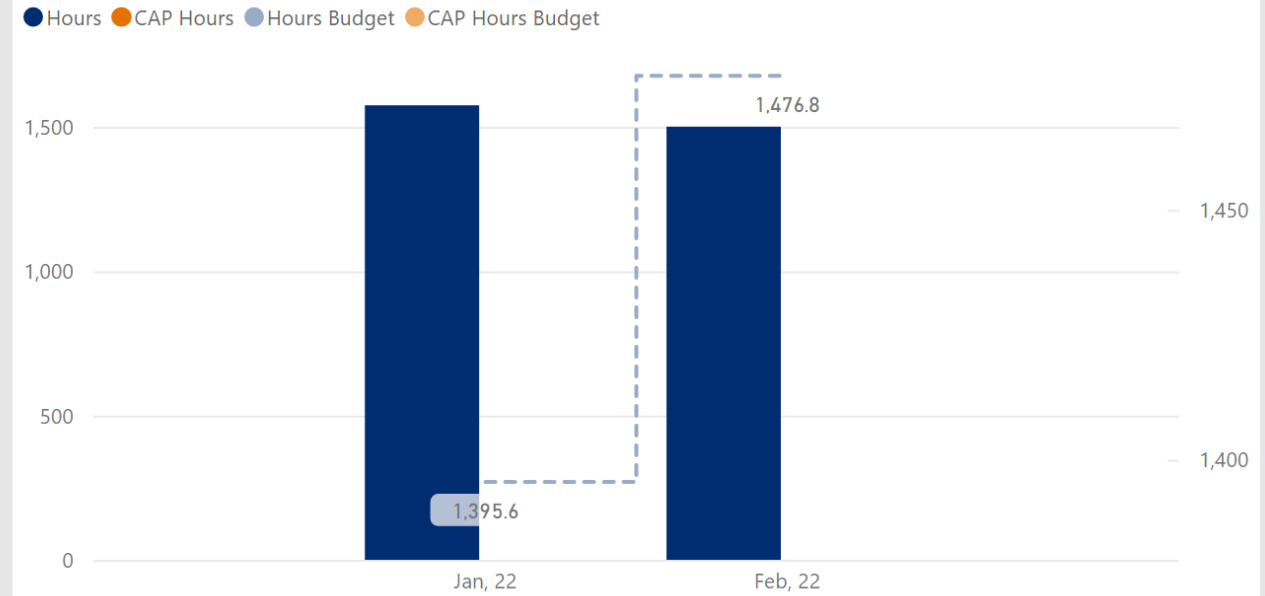
Hours by Initiative



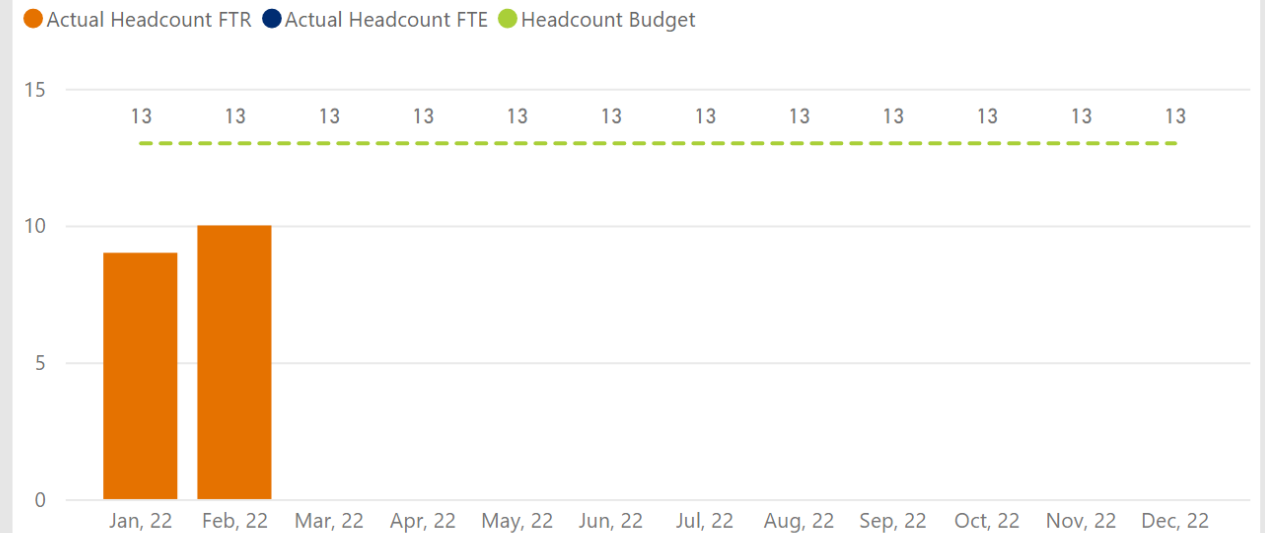
Hours by Program



Hours and CAP Hours Vs. Budgets



Headcount and Budget by Month & Year



# Thank You



Powering our way of life.





## OPERATIONAL EXCELLENCE

## Better Data for Better Decisions

*Market Differentiation*

### Understanding the Grant Competitive Essence

(What we're famous for)



“High Reliability”

Price	Quality	Performance	Customer Service
Comfort	Risk	Convenience	Efficiency
Capability	Location	Availability	Health

*Strategic Advantage*

### Formulate strategy to drive competitive essence throughout Grant PUD



#### Structural Advantage

- Assets
- Operating model
- Resources

#### Executional Advantage

- How we run the day to day
- Simplicity, Speed, Discipline

# Excellence@Grant

## Grant Program Alignment



Excellence@Grant



Projects@Grant



Safety@Grant



Change@Grant



Leading@Grant

