

Safety Report

March 2024



Safety@Grant



Our Commitment to Safety

*We believe that a safe workplace and community is founded upon an environment where **all voices can and will speak up, ask questions, and be heard without reprisal.***

We will provide and maintain the proper training, tools, job layout, equipment and employees to perform work safely.

Injuries Reported

Date	Body Part	Description & Response
2/6	Shoulder Blades & Lower Back	<p style="text-align: center;">Desk Chair Broke at Base</p> <p>Employee sat in desk chair, leaned back and heard a pop. The back of the chair went backwards and tilted at an angle. Employee was able to brace themselves and pull forward. Neck is sore due to previous injury, shoulder blades and lower back sore. Self administered Tylenol. This chair has been removed from service and will be replaced with a more suitable model. Similar chairs in the area will also be addressed.</p>
2/7	Left Palm	<p style="text-align: center;">Punctured Left Palm</p> <p>While removing old, rusted wire rope from a hoist, a broken wired punched through employee's glove and punctured their left hand. Self-administered first aid was done onsite. Employee may need a tetanus shot. When working with frayed cables consider the use of puncture proof gloves. Great example of using the CR/Injury reporting system to document injury, regardless of how minor they appear to be.</p>
2/27	Forearm Pain	<p style="text-align: center;">Forearm Pain</p> <p>While typing, employee started to feel pain in left forearm, extending to pinky finger. Employee stopped and did stretches provided by Dr. Jill and continued to do so throughout the day. Pain is not significant enough to do anything other than taking breaks and stretching. Employee also scheduled an ergonomic assessment. Be aware of your desk set up and utilize the Safety Dept for ergonomic assessments. View the Safety SharePoint page for more information.</p>

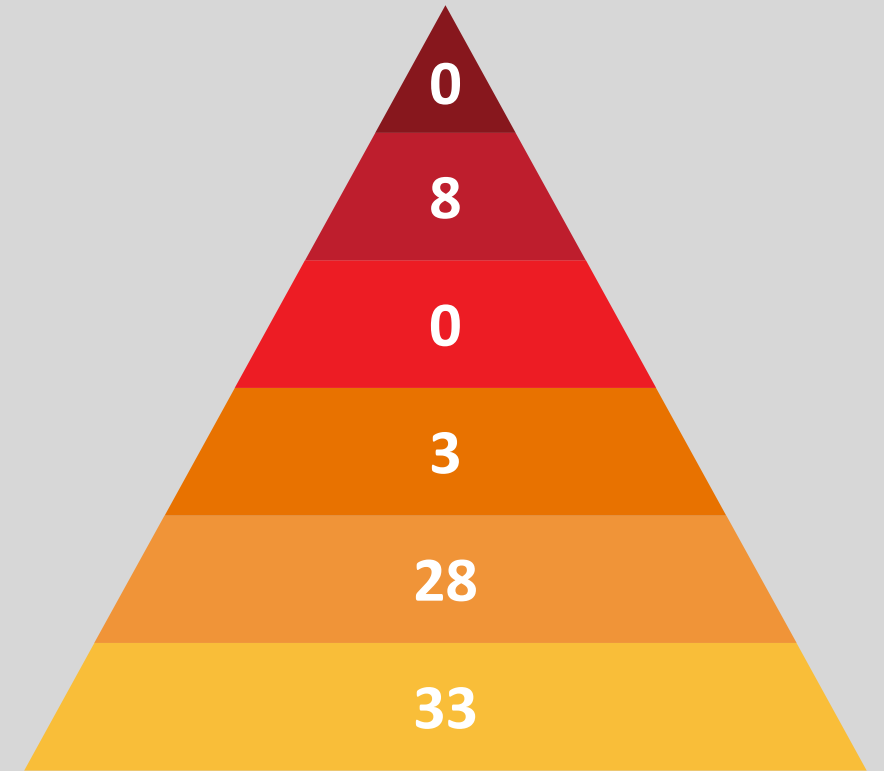
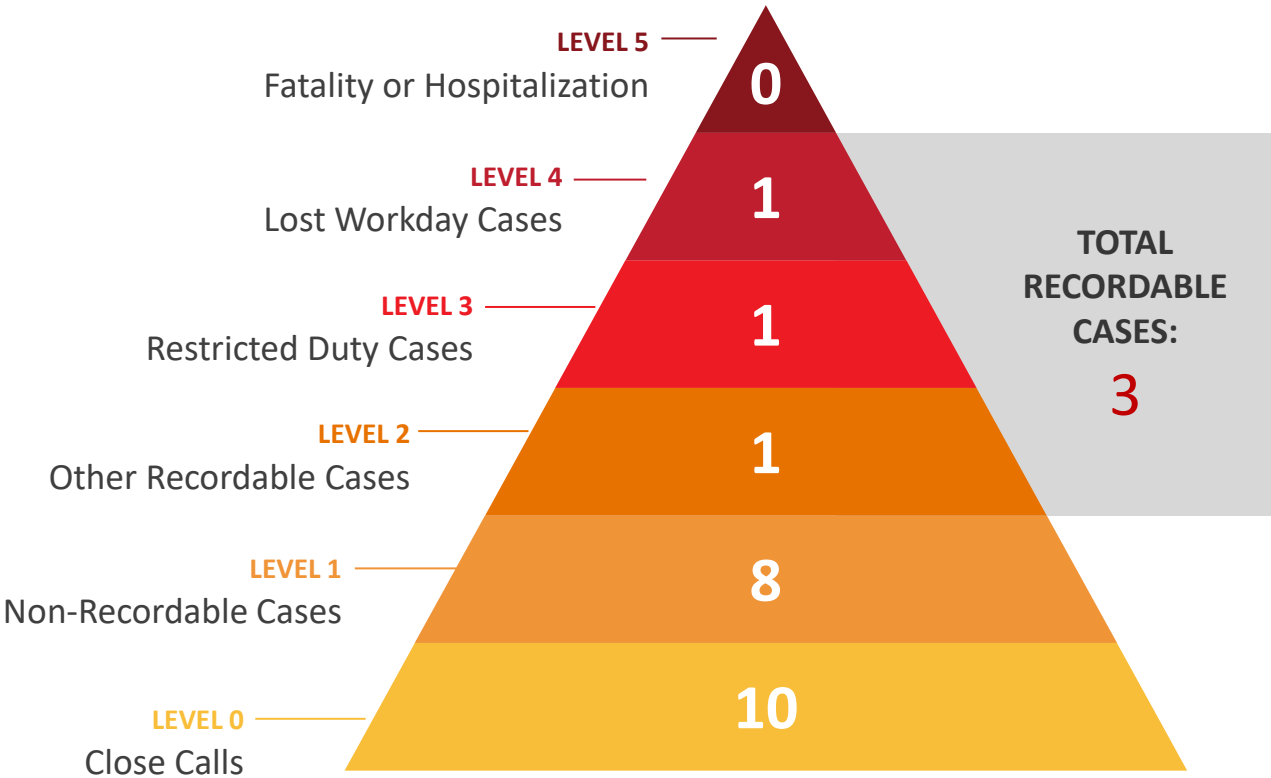


	Last Month	Year-to-Date
Total Injuries Reported	3	8
Other Recordable Case(s)	0	1
Restricted Duty Case(s)	0	1
Lost Workday Case(s)	0	1

2024 Incidents Summary

VS

2023



Close Calls

Date	Overview	Location	Description & Response
2/7	Tripping Hazard	EHQ Annex	Cords extending from cubicles into the hallway along the office which creates a tripping hazard. Facilities will disposition any identified hazards.
2/15	Near Miss	Grape Drive Roundabout	Employee in PUD vehicle was almost sideswiped by another driver in the roundabout. The other driver was moving too fast for winter conditions and began to fishtail while in the circle, next to the employee. Employee was almost struck twice by the other driver. Reminder to pay attention to other drivers at all times, especially during adverse weather conditions.
2/21	Fell out of Chair	PRD	Employee bent sideways in office chair and over balanced the chair causing it to tip out from underneath the employee. They broke their fall by stretching out their arm and landed on their right wrist. No immediate pain. Reminder to use good situational awareness. Arrange and manage your workspace to limit the possibility of injury.

Close Calls

Date	Overview	Location	Description & Response
2/21	Failed Loading Ramp	ESC Warehouse	<p>Employee unloaded an electric cabinet and was in the process of placing it on dunnage. When the front tire of the forklift was solely on the hydraulic ramp, the ramp lowered, the front of the forklift lowered and employee lost the cabinet. Employee was able to get off the ramp without further incident and notified Foreman, Supervisor and Facilities. This ramp has been placed out of service and a certified company has been contacted to investigate and repair.</p>

Vehicle Incidents

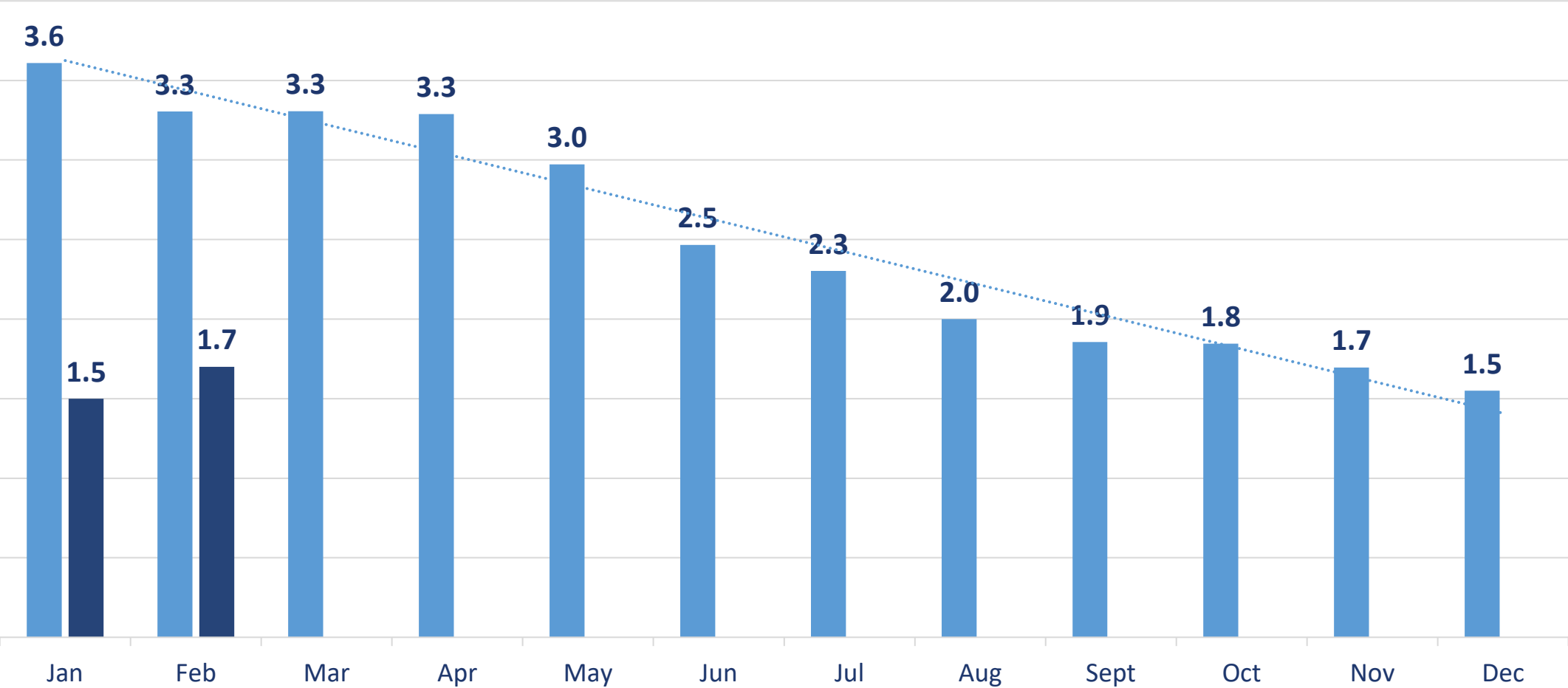
Date	Location	Description & Response
2/1	Mattawa	<p>While unloading the backhoe the dual brake pedals weren't locked together. Employee started backing up and applied light pressure to the brakes. As employee started down ramps, they began applying more pressure to the brakes, unknowingly applying to only one side. The backhoe began sliding off the side and made contact with the crummy. Reminder-Before operating any equipment, take a moment to ensure the conditions and configuration of the equipment is as you expect them to be.</p>
2/4	Desert Aire	<p>While driving District vehicle, employee encountered sun glare on the frosted windshield and was temporarily blinded. Employee lost sight of the road, braked, left roadway and stuck a large landscaping boulder. Airbag did not deploy, employee was wearing a seatbelt and reported no injuries. Damaged to front bumper, license plate was torn off, but vehicle remained drivable. Employee continued to destination. Reminded to allow proper time for vehicle to defrost and perform a 360 walk around. Report all accidents to supervisor. Documentation is in every glovebox to inform employee what to do in case of an accident.</p>

Vehicle Incidents

Date	Location	Description & Response
2/8	PRD Main Gate	<p>While exiting PRD lot, a Fed Ex truck pulled through the gate and stopped. Employee waited to see if driver would move forward. They did not so employee proceeded to the card reader, swiped badge and slowly pulled the work vehicle between the badge reader and the Fed Ex truck. Employee heard a crack and saw the upper card reader had caught the edge of the ladder rack and broke off. Employee notified foreman. No damage to ladder rack. Security is unaware of any damage to the card reader. Reminder to ensure the path is clear even if it means waiting for conditions to change. Act of tailgating is not permitted. Driver of inbound truck should have waited outside of the gate for their escort.</p>
2/12	ESC	<p>While digging a pole hole in tight conditions and next to a metal fence, the backhoe shifted into the fence causing the left fender to break into pieces. Remain aware of your surrounding and in consideration of the environment where the work is taking place. Have a backout plan in the event something doesn't go as expected.</p>
2/15	MLSC Yard	<p>Employee pulled into yard and started backing up, hitting the corner of the trailer. Bent the corner of the bumper. Backup camera unable to be used due to slush build up. Reminder that the backup camera is a secondary tool. Check path prior to backing and use a spotter if necessary.</p>

Leading & Lagging Indicators

12 Month Rolling – Recordable Injury Rate – 2023 vs 2024



Recordable Injury Projection



Total number of recordable incidents × 200,000
Total number of hours worked by all employees

At the current injury rate, we
will likely record

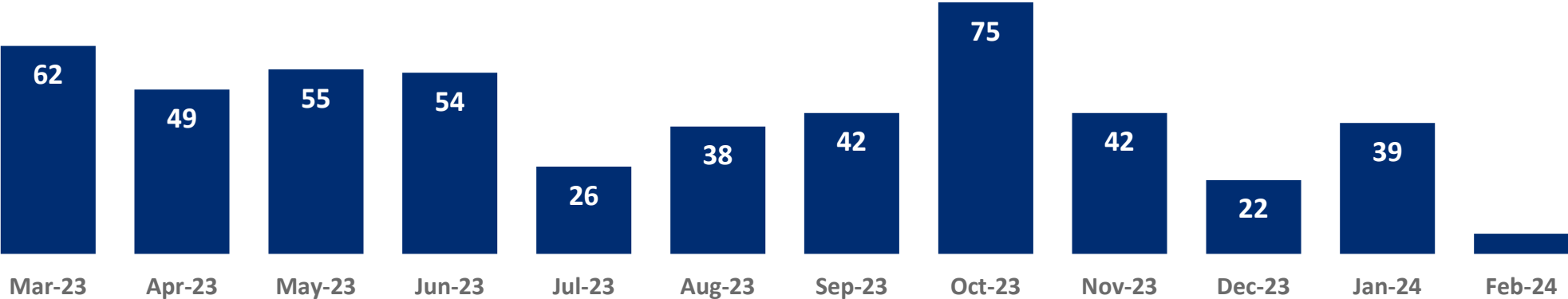
13

injuries on our OSHA Logs by
the end of 2024.

← The “recordable injury rate” is a calculation that describes the number of employees per 100 full-time workers or per 200,000 hours worked that have been involved in an injury or illness that requires medical treatment beyond first-aid.

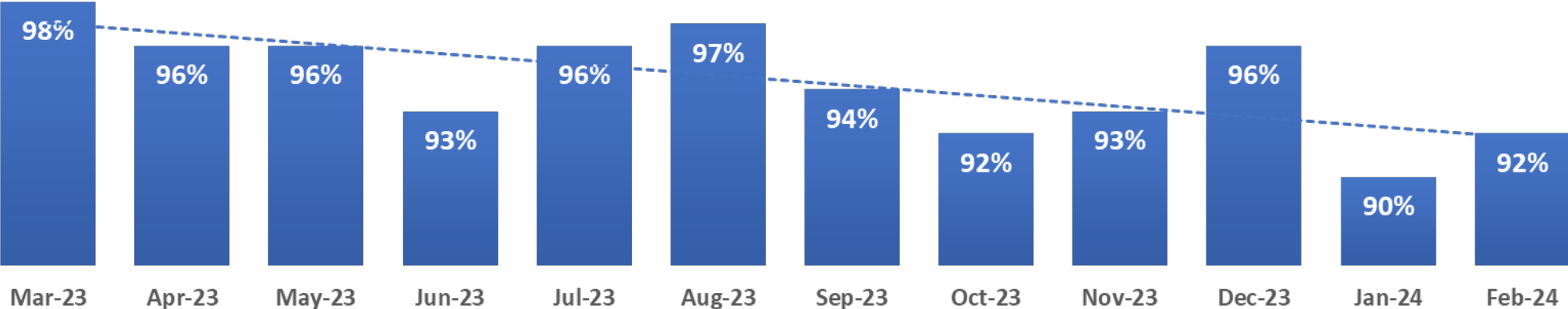
Leading & Lagging Indicators

Jobsite Reviews Conducted



*Due to the rollout of the new JSR program, February 2024 is not reflective of actual reviews performed

Safety Meeting Attendance



Open Safety Action Items

Over 60 Days Old

As of January 2024	As of February 2024
Year 2018 = 2	Year 2018 = 2
Year 2019 = 1	Year 2019 = 1
Year 2020 = 3	Year 2020 = 3
Year 2021 = 5	Year 2021 = 5
Year 2022 = 3	Year 2022 = 3
Year 2023 = 5	Year 2023 = 5
Year 2024 = 0	Year 2024 = 0
Month Total = 20	Month Total = 20

**None recorded
for February
2024!**

What's an Action Item?

These are safety concerns that can be brought up anytime, including during a safety meeting.



They usually require some sort of further investigation or resolution, so they are assigned and tracked to make sure they're followed up on.

EMERGENCY?



**Make the
right call!**



IF CALLING FROM...

- Ephrata Headquarters
- Ephrata Annex
- Ephrata Service Center
- Bureau of Reclamation
- Moses Lake Service Center
- Offices in Moses Lake, Quincy, Royal City



1

CALL 911 via CELL PHONE

Provide Physical Location Address to 911 Operator

Notify District Security Operations Center (DSOC) at (509) 766-2538

IF CALLING FROM...

**PRIEST RAPIDS OR
WANAPUM DAM AREAS**



1

CALL 3911 via LANDLINE

Inform Control Room of Emergency. They will call 911 and dispatch plant's Emergency Response Team (ERT)



2

Landline unavailable?

Use CELL PHONE to reach respective control room

Priest Rapids (509) 754-5006

Wanapum (509) 754-5007

JSR Awareness



March ELT Talking Points

Work Life and Personal Life
Complement



Balancing your work life and personal life is unique to everyone, it is not a one-size fits all.



Establishing an environment that complements your work and personal life if your responsibility.



Randomly pulse check yourself to see if you have balance.

Here are some questions to ask yourself:

- Are you using your time at work to be most effective?
- Are you organized?
- Do you have the right tools, materials or skill-sets to perform the task or job?
- Are you providing feedback to your supervisor if you are facing challenges or constraints?
- Have you established boundaries? This can also be done with how you interact with co-workers.
- Are you separating your work time and personal time?
- Are you rotating after-hours/on-call responsibilities with your team?
- Are you addressing single-threaded concerns or sharing information with the team?
- Are you taking your personal leave and not working during it?

How can this impact safety?

It can cause stress

Workplace or
homelife burnout

Low productivity

Errors in work or
home tasks

Cutting corners

Emotional, mental
and physical
exhaustion

What are some things you can do to ensure your work life and personal life complement each other?



Thank You!



Safety@Grant

Safety

Safety Update – Q1 2024



Powering our way of life.



My Team

We have a great team and I look forward to the Continuous Improvement of our safety programs and culture.

2023 Goals & Programs

- **Contractor Safety Program**
- **Job Hazard Analysis**
- Update the JSR Program
- Stay at Work Program (working with HR)
- Update of Safety Policies and Procedures
 - Electrical Safety Procedure
 - Crane Safety Program
 - Confined Space Procedure
 - Hearing Conservation Program



Contractor Safety Program

Project Description:

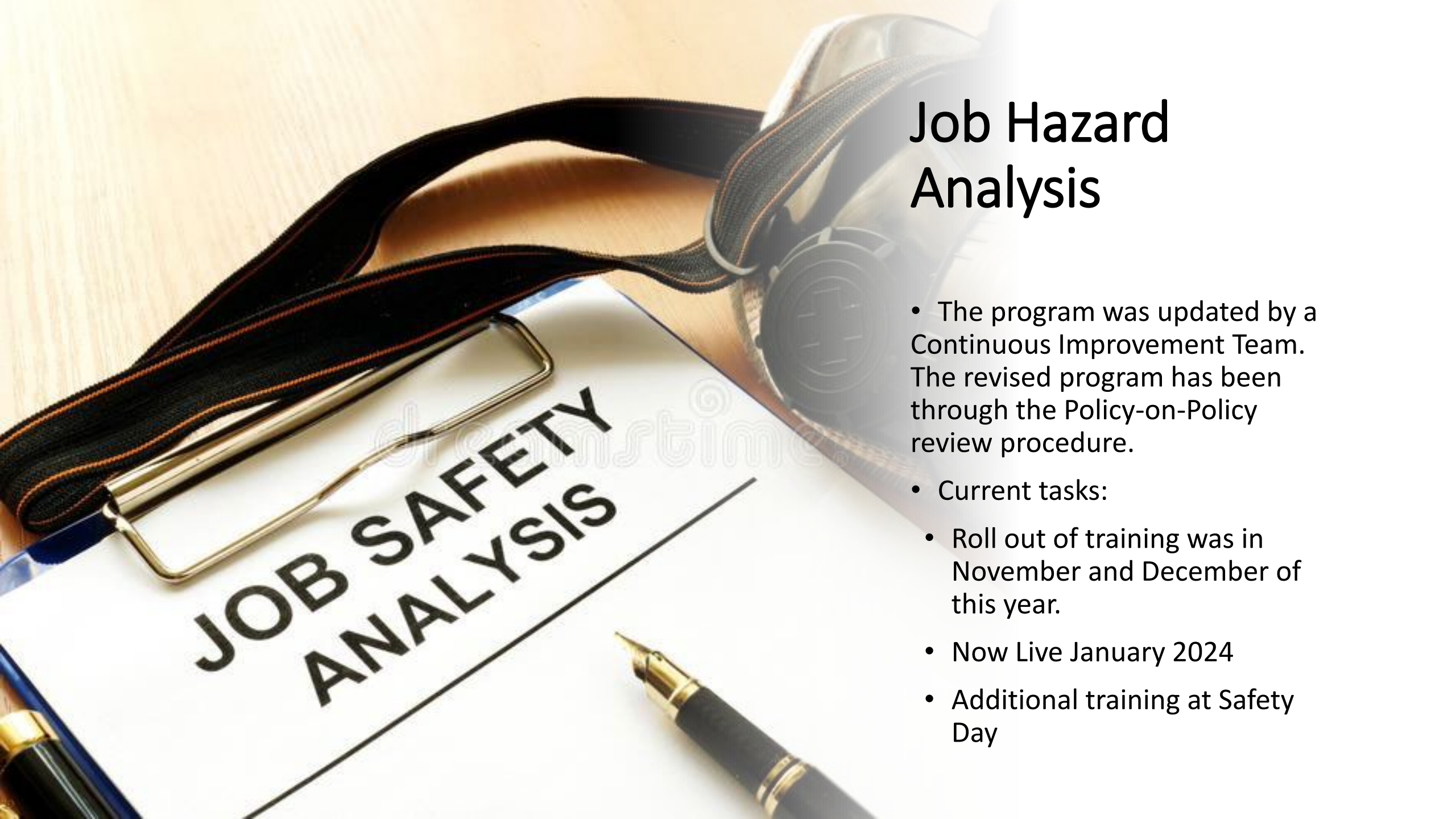
Update and implement a structured program which will provide guidance, expectations and process for applying GPUD safety standards and requirements to contractors working on our projects.



The program is live,
and we are getting
excellent
participation. A
special thanks to Pat
Bishop and his team
for their consistent
and thoughtful
support.

We will be doing
some training and
Q&A at Safety Day





Job Hazard Analysis

- The program was updated by a Continuous Improvement Team. The revised program has been through the Policy-on-Policy review procedure.
- Current tasks:
 - Roll out of training was in November and December of this year.
 - Now Live January 2024
 - Additional training at Safety Day

Stay at Work Program

The Safety Department is working in partnership with HR to update and maintain the required documents for LNI's - employees Stay at Work program, after reporting an injury which results in restricted work activities. We have completed the following items:

- Safety continues to work with HR and Operations on placement of Light Duty Workers
- Reviewing options for light duty work from all Supervisors in all Departments.
- Using results from 2016 L&I Vocational Rehab documents and comparing to current light duty documents for any necessary updates.
- A draft of a Stay at Work Policy has been shared with HR.
- Our goal is to have a draft Policy to send to managers for their stakeholder review in January of 2024.
- The resulting policy will be sent to labor management for input and refinement
- Documents will be uploaded to HR platform once finalized.



Safety Policy Review Efforts



We continue to review and update Safety Policies in PolicyTech.

Several Policies are under review in 2024 to ensure full LNI compliance and stakeholder training:

- Crane Policy
- Lock Out Tag Out Program
- Electrical Safety Program
- Lead Compliance Program
- Respirator Protection Program



Job Site Review

- The program was updated by a Continuous Improvement Team. The revised program is going through the Policy-on-Policy review procedure.
- Current tasks::
 - Roll out of training in 1Q 2024.
 - New JSR Program is live.
 - Additional training at Safety Day



SAFETY DAY

June 13th Grant County Fairgrounds
Ephrata Middle School

This will replace your JUNE SAFETY MTG.



Powering our way of life.

PUBLIC POWER / INDUSTRY OUTREACH ACTIVITY REPORT

Commission Presentation
March 26, 2024

Chuck Allen, Senior Manager
External Affairs & Communications

Annette Lovitt, Public Affairs



Powering our way of life.

01

Leveraging our relationships

**Hydro and public power unity
makes us stronger**

Industry Memberships (Unified Voice)



APPA-WPUDA D.C. Legislative Rally

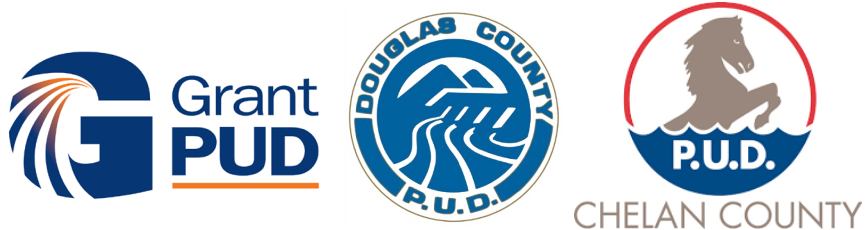
Ty Ehrman and Ryan Holterhoff joined WPUDA members at APPA's Legislative Rally. During the Rally, WPUDA members met with members and staff of Washington's Congressional Delegation where they advocated for several issues including:

- Supporting the Federal Columbia River Operating System, including the Lower Snake River Dams
- Streamlining the federal grant process for PUD's
- A modernized and equitable Columbia River Treaty
- Support for the Bonneville Power Administration



Ryan Holterhoff in action at
WPUDA/APPA D.C. fly-in

Mid-C collaboration



- LSRD Issue
- Mid-C Clean Energy Expo
- Aligned industry voice



Opinion | Kirk Hudson, Gary Ivory and Rich Wallen: Hydropower reliability affordability stewardship

By Kirk Hudson, Gary Ivory and Rich Wallen
Mid-Columbia general managers

Feb 2, 2024




John Mertlich, managing director of Energy Supply Management, speaking at Clean Energy Exp.



Columbia River Treaty

Power Group providing a unified voice

- The 2024 Workplan for the Power Group has been finalized and outlines tactics that will best position the U.S. to rebalance the treaty to better represent the downstream benefits
- Some of the recent key activities include:
 - In December the Power Group, in conjunction with the Pacific Northwest Waterways Association sent a letter to the Northwest's Congressional Delegation as a reminder has been 10 years since the Regional Recommendation was finalized.
 - In January, representatives from the Army Corp of Engineers met virtually with the Power Group to discuss real-time operation issues federal water planners are contemplating as the flood control provision Treaty changes later this year.

 Columbia River Treaty Power Group

December 11, 2023

Dear NW Congressional Delegation,

As another year ends, we are writing to express again our fundamental and significant concern over the delay in negotiations to modernize the Columbia River Treaty. As major stakeholders in the power, navigation, and flood control operations of the federal systems operating throughout the Columbia River basin, we believe that modernization and revision of this major Treaty is now years overdue and our members, representing the majority of the residents of the Pacific Northwest, are paying an excessive price for the failure to achieve an urgently needed change to this treaty.

On December 13th of this year, it will be 10 years since the Regional Recommendation was forwarded to the State Department by the U.S. Entity. The Regional Recommendation was the product of several years of collaborative work in the Northwest by nearly all major stakeholders with significant interests in the Treaty. We are well past the deadline suggested in the Regional Recommendation. **In fact, the Regional Recommendation, which is attached, requested that Treaty revisions be accomplished by 2015 or look to other options by 2016, which was seven years ago.** Notably, the Regional Recommendation says at some point the U.S. should consider "other options" if we cannot reach agreement with Canada. If there is no breakthrough in the negotiations, these other options should be considered and invoked.

Canadian officials have recently acknowledged that the Canadian Entitlement is presently worth more than \$300 million per year with higher energy prices likely to continue this increased value of the Canadian Entitlement for years. There are additional costs to U.S. ratepayers related to transmission costs and operational costs related to capacity and Canadian flexibility to call upon the U.S. for energy deliveries. We believe strongly that there is no continuing obligation to deliver a windfall to Canada in future years, particularly if the result is that our members need to buy back that US-generated renewable energy at even higher prices.

As you know, the Biden Administration and our states have serious and significant climate change objectives and renewable energy requirements. We need this power to meet state renewable energy standards and the Administration's climate goals. We hope and believe that the State Department has as a priority to keep the renewable energy generated in the Pacific Northwest rather than delivering it to Canada. But, we are looking at yet another year of delivering this power to Canada unnecessarily.

In addition to our power needs, we express our significant concerns over the failure of the Administration to provide a clear plan for preserving domestic flood control protections before the "called upon" requirements of the existing Treaty become effective in September of next year, less than a year away. Our communities need more certainty of operations before that time, and river interests depending on navigation certainty require more detailed planning for operations. **If the failure to modernize the Treaty by September 2024 results in default to the Called Upon system, the Corps of Engineers must provide the river communities and us more information so that our constituents can plan for September 2024.** It is not enough to issue vague warnings without giving our constituents an

www.crtpowergroup.org

- Benton County PUD
- Chelan County PUD
- Cowitz County PUD
- Douglas County PUD
- Eugene Water & Electric Board
- Grant County PUD
- Idaho Consumer-Owned Utilities Association
- Mason County PUD #3
- Northwest Requirements Utilities
- Pacific Northwest Waterways Association
- PNGC Power
- Portland General Electric
- Puget Sound Energy
- Public Power Council
- Seattle City Light
- Snohomish County PUD
- Tacoma Power
- Washington PUD Association

Public Generating Pool

Working for a common interest



- Made up of nine Public Power generating utilities in the NW, serving approximately 1.4 million customers in Washington and Oregon.
- Several staff members participate in PGP's various committees and task forces
- PGP provides a unified voice around technical issues related to wholesale markets and other regional energy issues including:
 - Carbon legislation
 - Power market evaluation
 - Resource adequacy
 - Day-ahead markets and Regional Transmission Organizations
 - Electricity markets rulemaking

NW RiverPartners

Northwest RiverPartners chooses new director

Capital Press Mar 4, 2024



Listen to this article now

Powered by **Trinity Audio**

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Clark Mather will begin as executive director of Northwest RiverPartners April 1.



Clark Mather

[LinkedIn](#)

Heather Stebbings, who has served as interim executive director since Kurt Miller's departure Dec. 1, will assist in the transition, according to the association.

Northwest RiverPartners serves not-for-profit, community-owned electric utilities in Oregon, Washington, Idaho, Montana, Utah, Nevada and Wyoming.



Rich Wallen, NW RiverPartners Board Chair on Clark Mather new RiverPartners Executive Director:

"We're excited to welcome Clark to the organization, as he comes to us with a depth of knowledge and expertise. At such a critical time for hydropower in our region, Northwest RiverPartners needs to focus on promoting and protecting our hydropower assets. We have found a leader who can do exactly that, and I look forward to the work ahead with Clark and to building the organization's success under his direction."

NW Hydro Association

- Dale Campbell is a member of the NWA board of directors
- Chris Steinmetz was on a Dam Safety Panel at NWA Conference in February sharing information about the Priest Rapids Right Embankment Project.
- David Parkhurst, Luis Sanchez, Shannon Kellem and Dale Campbell participated in NWA hiring for hydro career fair.



Chris Steinmetz giving presentation at NWA conference

National Hydro Association

Sharing our knowledge,
learning from others.

- GM Rich Wallen is an advisory member to the NHA Board of Directors.
- Clean Currents coming to NW in October in Portland

The screenshot shows the homepage for Clean Currents 2024. At the top, there is a navigation bar with links for ABOUT, POWER PRODUCERS, HOTEL, CALL FOR SPEAKERS, EXHIBITORS DIRECTORY, and EXHIBITOR SERVICES. Below this is a secondary navigation bar with links for REGISTRATION INFORMATION, SCHEDULE AT A GLANCE, WHY EXHIBIT?, CC CENTRAL FLOOR PLAN, and HOTEL INFORMATION. The main content area features a large banner with a cityscape background. The text on the banner reads "HERE FOR THE HYDRO" in large white letters, with "IN PORTLAND, OREGON" below it. To the right of the main text, there is a graphic with a water splash and the text "OCTOBER 7-10 PORTLAND, OR". Below this graphic is a smaller image of a sign that says "Portland Oregon OLD TOWN". At the bottom of the page, there is a dark blue footer with the text "SUPPORT YOUR INDUSTRY AND MOVE WATERPOWER FORWARD IN OCTOBER 2024" and "Plan To Join Us For Clean Currents 2024 In Portland, Oregon".

CLEAN CURRENTS 2024
Where Waterpower Moves Forward | Powered by NHA

Questions regarding Clean Currents 2024? [Email our event team](#) or call **+1-816-588-4639**

ABOUT | POWER PRODUCERS | HOTEL | CALL FOR SPEAKERS | EXHIBITORS DIRECTORY | EXHIBITOR SERVICES

REGISTRATION INFORMATION | SCHEDULE AT A GLANCE | WHY EXHIBIT? | CC CENTRAL FLOOR PLAN | HOTEL INFORMATION

HERE FOR THE HYDRO
IN PORTLAND, OREGON

OCTOBER 7-10
PORTLAND, OR

Portland Oregon
OLD TOWN

SUPPORT YOUR INDUSTRY AND MOVE WATERPOWER FORWARD IN OCTOBER 2024

Plan To Join Us For **Clean Currents 2024** In Portland, Oregon



FWEE hydro education

- THREE Hydro STEM Academies planned for 2024! And interest for more!
- Electricity Production Teacher Training & Kits (NWAHA funding partner).

02

More Powerful Together

Public Power Resources

NWPPA Training and Support

- **New director, Kurt Miller, brings strong hydro background**
- **Training opportunities for variety of specialties:**
 - Leadership Development
 - Customer Service
 - Power Delivery
 - Power Production
 - Finance
 - Human Resources

NWPPA

Northwest Public Power Association

TRAINING AND EVENT CATALOG



WEI

- Education
- Collaboration
- Training
- Networking



Large Public Power Council

28 OF THE LARGEST U.S. PUBLIC POWER SYSTEMS

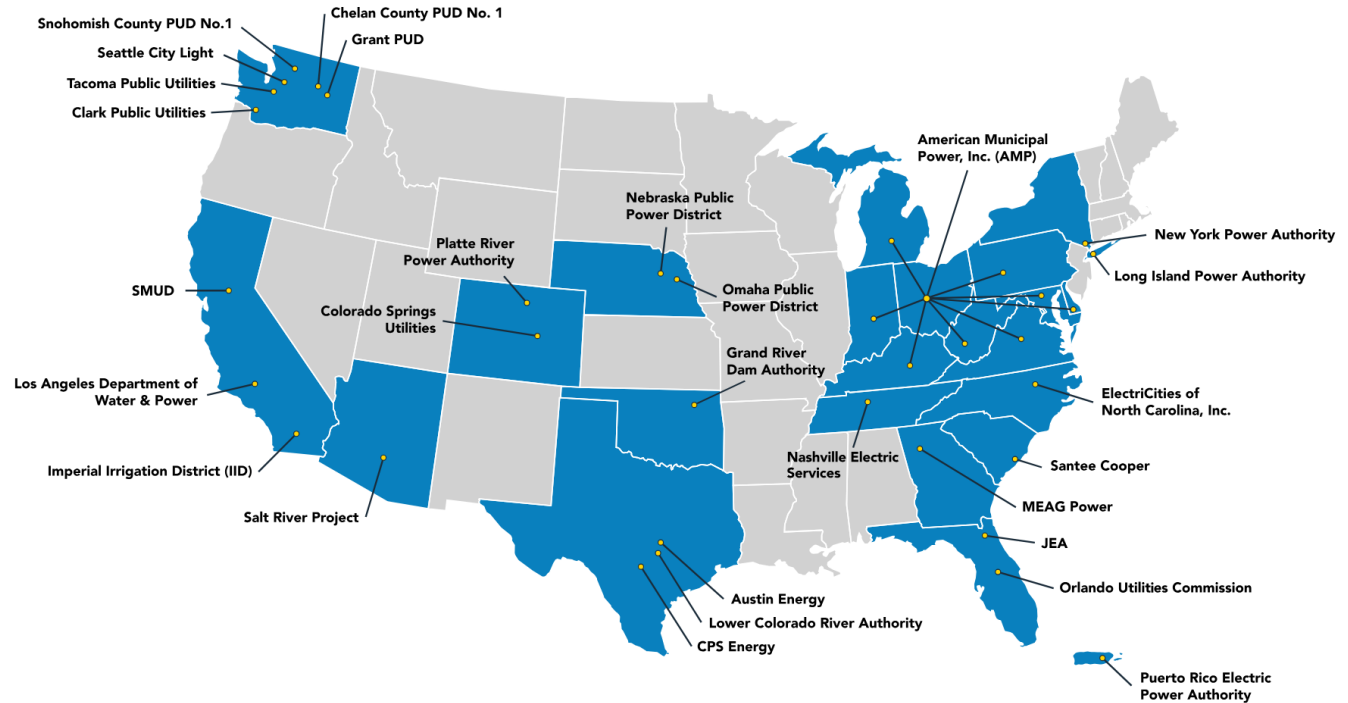
80 THOUSAND+ MEGAWATTS OF GENERATION CAPACITY

40 THOUSAND+ CIRCUIT MILES OF HIGH-VOLTAGE TRANSMISSION LINES

30.5 MILLION AMERICAN CUSTOMERS

22 STATES AND PUERTO RICO

- Dozens of Grant PUD staffers members involved with LPPC task forces and working groups



CLIMATE

LPPC members offer some of the cleanest energy generation portfolios in the U.S.



TRANSPORTATION ELECTRIFICATION

Public power is playing an essential role in the decarbonization of America's transportation sector.



RELIABILITY

Public power offers the most reliable electric power in the U.S.



INFRASTRUCTURE

LPPC members invest millions annually in infrastructure upgrades and clean energy technologies.

WPUDA – Advocating for PUDs in WA

- In January Liz Anderson assumed her role as the Executive Director of the Association
- During the session WPUDA hosts “PUD” Day in Olympia. PUDs have displays in the Rotunda and in the Capitol Room where lunch is provided for legislators, staff and agency personnel.
- Other support and collaboration:
 - Bill Tracking Reports
 - Issue Papers
 - Legislative update conference calls
 - Providing testimony on behalf of the membership
 - Lobbying team
 - Advocacy on federal issues



Chuck Allen at PUD Day

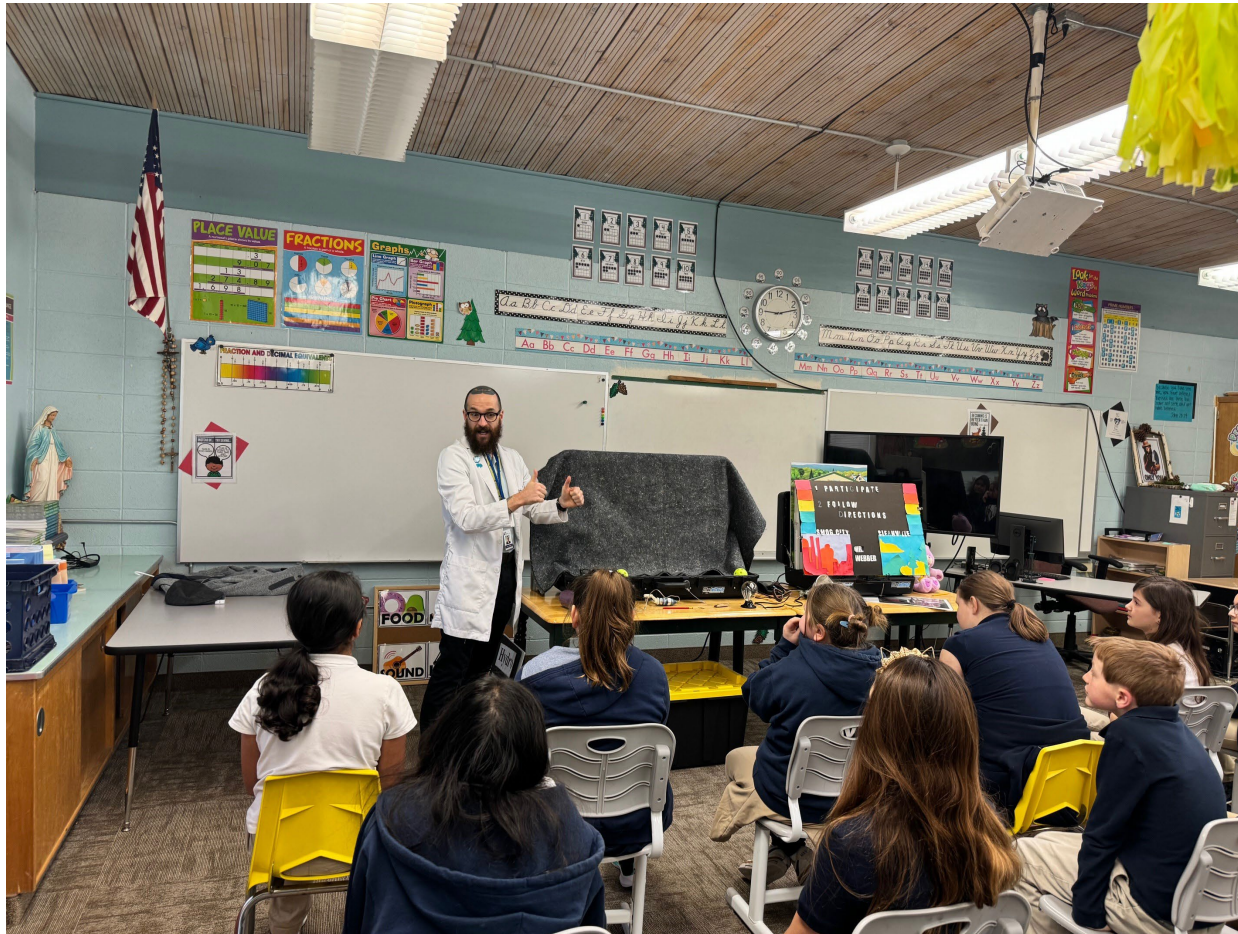
03

Telling our story

Public Power Message

NCESD hydro and safety education

Our on-going partnership with the North Central Educational Service District (NCESD) and its “Science Cadre” provides grade level appropriate and required materials for electrical safety, hydropower generation and power delivery. The Program is developed in collaboration with Mid-Columbia PUD’s and evolves with current science curriculum.



“James came in with so much enthusiasm. He makes learning about hydropower and science so much fun!” – Mr. Jon Lane, St. Rose of Lima Catholic School former principal



Powering our way of life.



Employee Experience QBR

Q1 2024

Agenda

- 1. Organizational Linkage**
- 2. 2024 Priorities**
- 3. In-Flight Programs/Projects**
- 4. Ongoing Performance Metrics**

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

- Reinforce commitment to the Code of Excellence
- Recruit, develop and retain a best-in-class workforce
- 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
- Establish a holistic approach to employee wellness



02

2024 Priorities

Employee Experience



2024 Employee Experience Workplan

Apprenticeship Program Maturity	Diversity, Equity, Inclusion & Belonging (DEIB)	Leadership Development Paths	Orange & Blue U (Emergent Leadership Program)
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03

In-flight programs/projects

Apprenticeship Program Development

- Casey Raab Intro
- Current Priorities:
 - Establishing governance documentation
 - Updating apprentice hours with both Labor and Industries and the Department of Veterans Affairs
 - Reviewing standards of Hydro Mechanic Apprenticeship Program
 - Streamlined experiences relative to apprentice progression tracking



Apprenticeship Program Development

(Current Highlights)

Program	On the Job Training (OJT)
Electronics Technician	6000 Hours
Fiber Network Technician	4000 Hours
Fleet Service Technician	6000 Hours
Hydro Electrician	6000 Hours
Hydro Mechanic	6000 Hours
Lineman	6000 Hours
Meter Relay Technician	6000 Hours
Power Plant Operator	6000 Hours
Power System Electrician	6000 Hours

Name	Apprenticeship	Step	Scheduled Completion Date
★ Dakota Delong	Power System Electrician	6	03/31/2024
★ Blake Reeves	Power System Electrician	6	03/31/2024
★ Shane Melseth	Power System Electrician	6	03/31/2024
★ JD Bowkett	Electronics Technician	6	05/09/2024
★ Jacob Firestone	Power Plant Operator	5	10/04/2024
★ Brandon Harrington	Power Plant Operator	5	10/04/2024
★ Ethan Peterson	Lineman	5	12/05/2024
★ David Keyser	Power Plant Operator	5	12/19/2024
★ David Baumgardner	Power Plant Operator	5	12/19/2024
Sheldon Kosa	Lineman	4	07/10/2025
Daniel Schroyer	Lineman	4	07/10/2025
★ Abel Medina	Fiber Network Apprentice*	3	12/04/2024
Craig Wood	Power System Electrician	3	02/05/2026
Jesse Paszkeicz	Lineman	2	07/06/2026
Ryan McDaniel	Lineman	2	07/06/2026
Aaron Lindell	Power System Electrician	2	07/06/2026

★ Indicates 2024 graduation

Diversity, Equity, Inclusion, Belonging (DEIB)

▪ What is DEIB?

- **Diversity:** The traits and characteristics that make people unique.
- **Equity:** Fair treatment, access, and advancement for each person.
- **Inclusion:** The act of designing an environment that makes people feel welcome, respected, and valued.
- **Belonging:** The ability to not just “fit in”, rather to show up as one’s authentic self without feeling the need to hide or withhold.

▪ Executive Team Desired Outcomes:

- Support a more diverse workforce that is reflective of the demographics of Grant PUD’s service territory.
- Build DEIB competencies across all levels of the organizational structure (i.e. communication, empathy, etc.).
- Audit existing organizational systems, structures, strategies, skills, styles, shared values through a DEIB-informed lens to inform ongoing organizational improvement opportunities.

Diversity, Equity, Inclusion, Belonging (DEIB)

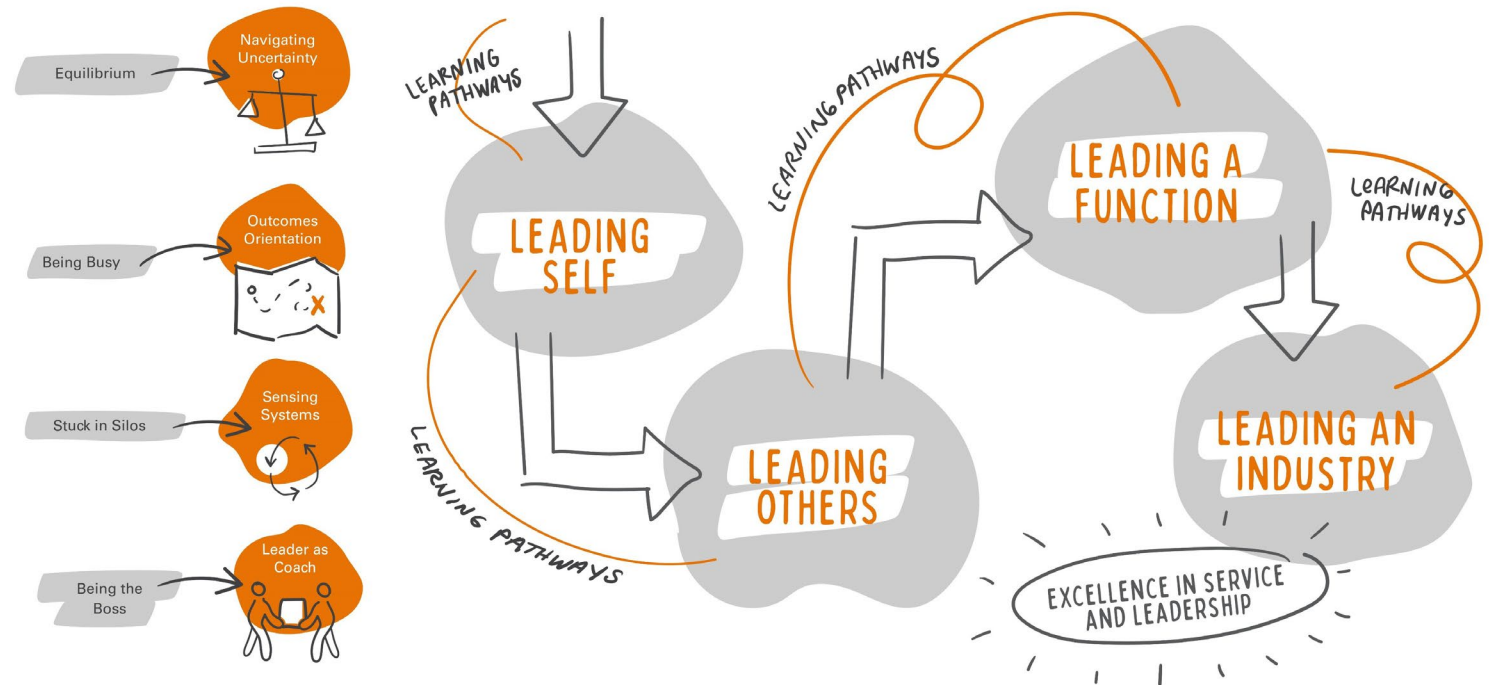
- Executive Leadership Team workshop focused on DEIB complete in March
- Next step to include:
 - Finalization of communications plan in partnership with Organizational Change Management (OCM)
 - Development & distribution of organizational survey focused on perceptions/opportunities relative to DEIB
 - Launch of organizational focus groups focused on perceptions/opportunities relative to DEIB
 - Strategy to be finalized in June-July timeframe

Leadership Development Paths







■ What is it?

- A structured approach to learning & development
- A consistent set of expectations and tools available to train toward those expectations

UNLOCKING **LEADERS** THE FUTURE NEEDS MOST



Leadership Development Competencies

<p>Leader as Coach</p> 	<p>Navigating Uncertainty</p> 	<p>Outcomes Orientation</p> 	<p>Sensing Systems</p> 	<p>Interpersonal Understanding</p> 	<p>Technical Expertise & Usage</p> 
--	---	--	--	--	--



Trainings

Prerequisite: Leading Self



Supervisors,
Managers



Complete within
2 years



100 hours
total

Time Estimate

Leading@Grant		20 hrs
MARC Labor Relations		24 hrs
Crucial Conversations		8 hrs
*Fundamentals of Managerial Finance		8 hrs
*Change Management		24 hrs
*HR Handbook		8 hrs
*Inclusive Leadership		8 hrs

**Content TBD, as such, time estimates may shift*



LEADING
OTHERS



Supervisors,
Managers

Leadership Tasks & Responsibilities

1. Facilitates staff hiring/onboarding/offboarding/knowledge transfer
2. Develops & approves staff workplans in single departments
3. Facilitates staff performance development activities (monthly 1:1, recognition, compensation adjustments, evals, goals, IDPs)
4. Recommends &/or delivers promotions, recognition, discipline, compensation adjustments, transfers
5. Is available for routine staff guidance & meetings
6. Supports dev. of long-term dept. strategy, priorities & associated changes
7. Monitors & reports department KPIs & metrics
8. Proposes & monitors departmental budget & resource needs
9. Oversees creation & monitoring of contract, purchase order, & P-Cards
10. Adapts leadership to diverse staff needs, in alignment with Code of Excellence
11. Supports staff through the process of change
12. Actively engages in sponsorship activities
13. Builds partnerships among supervisor & manager peer groups
14. Enforces & recommends policy & procedure creation, use & adherence
15. Ensures compliance with agreements outlined in the Collective Bargaining Agreement & subsequent letters of agreement
16. Actively supports & participates in all aspects of safety & compliance programs

Emergent Leadership Program

- Launched in January
- 2024 candidates include:
 - Peter Graf (River Coordinator)
 - Josh Johnston (Hydro Mechanic)
 - Jeff Jones (Service Desk Specialist I)
 - Brian Saunders (Senior Program Specialist with CAP)
 - Andrew Sept (CSR III)
 - Josh VanHeusden (Sr. IT Infrastructure Engineer)
- Mentorship & coaching sessions underway.

Learning & Development Updates: Foremen Learning Path (Pilot)

Prerequisite: Leading Self



Supervising Foreman, General Foreman, Chiefs, Seniors, Foreman & Foreman Pool



Complete within 2 years



62 hours total

		Time Estimate
*Foreman@Grant w/NWPPA		16 hrs
MARC Labor Relations		24 hrs
Office 365 LMS Modules (Digital Literacy)		10 hrs
Crucial Conversations		8 hrs

Organizational Development Updates

- **WSU Power Practicum:** 8 engineering students onsite from WSU.
- **Lead by:** Luis Sanchez and Ron Alexander
- **Instructors included:** Justin Heilman, Aaron Kuntz, John Kemman, Scott Jonas, Sean Couture, Dan Niehenke, Glen Pruitt, Kevin Carley, Mike Stussy, Ian Jones, Eric Lauver, Dale Campbell, May Le, Lela Buck
- **Experience included:**
 - Intro to project management
 - Safety Overview
 - How to land your first job out of college
 - Site visits to Mountainview Transmission Station, Power Production, Dispatch, PR Hatchery, New Wanapum Heritage Center
 - Compliance in modern utilities
 - Power Planning
 - Maintenance Engineering



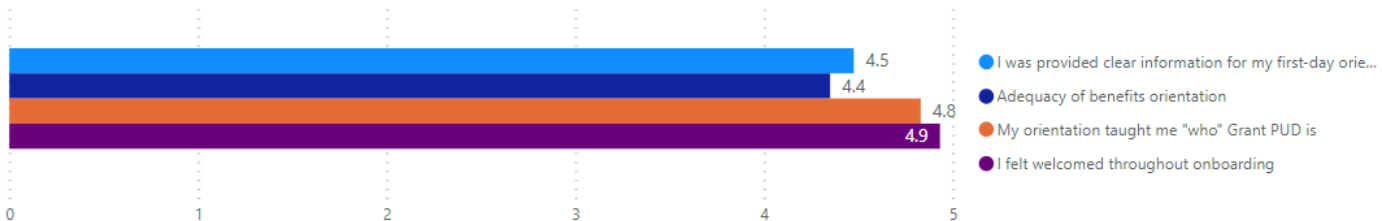
04

Ongoing Performance Metrics

Year End 2023

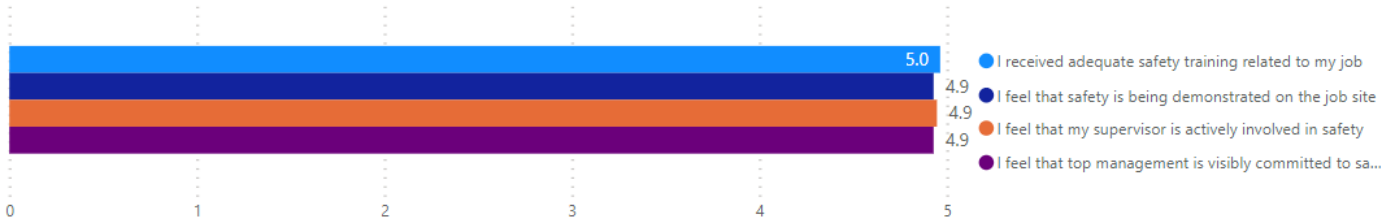
Training & Onboarding

New Hire Orientation Experience



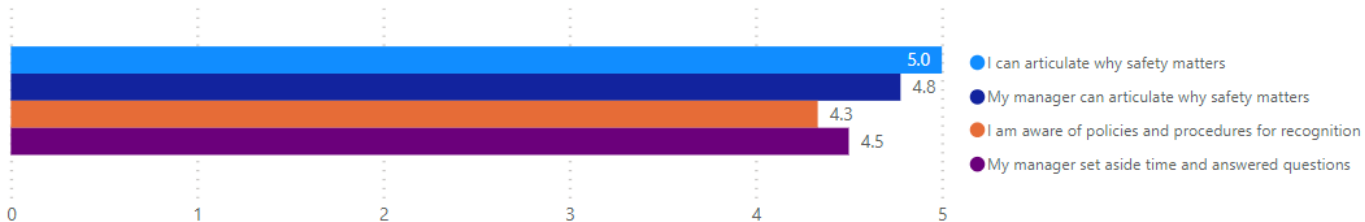
108 Total Participants
61 Total Responses
4.8 Net Promoter Score

Onboarding Peer Experience



144 Total Participants
56 Total Responses
4.6 Net Promoter Score

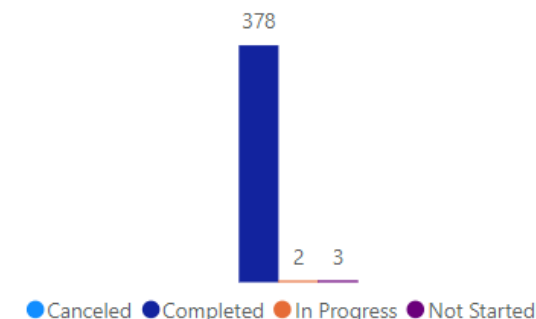
People Leader Onboarding Experience



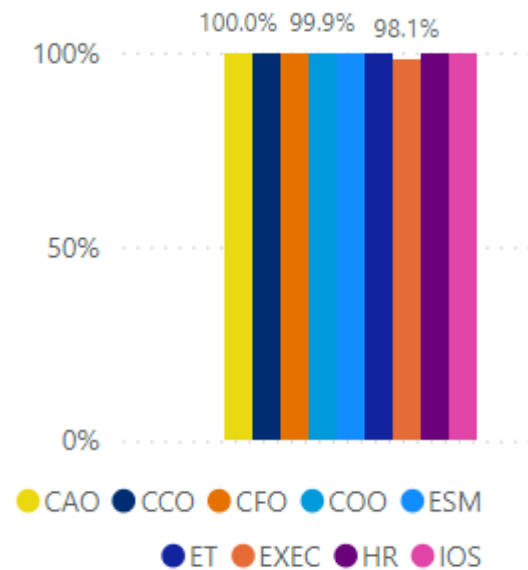
9 Total Participants
9 Total Responses
4.3 Net Promoter Score

2023

Year-End Evaluation Counts



TRAINING COMPLIANCE



Separation Data

5

Total # Involuntary Separations

7

Total # Voluntary Resignations

8

Total Retirements

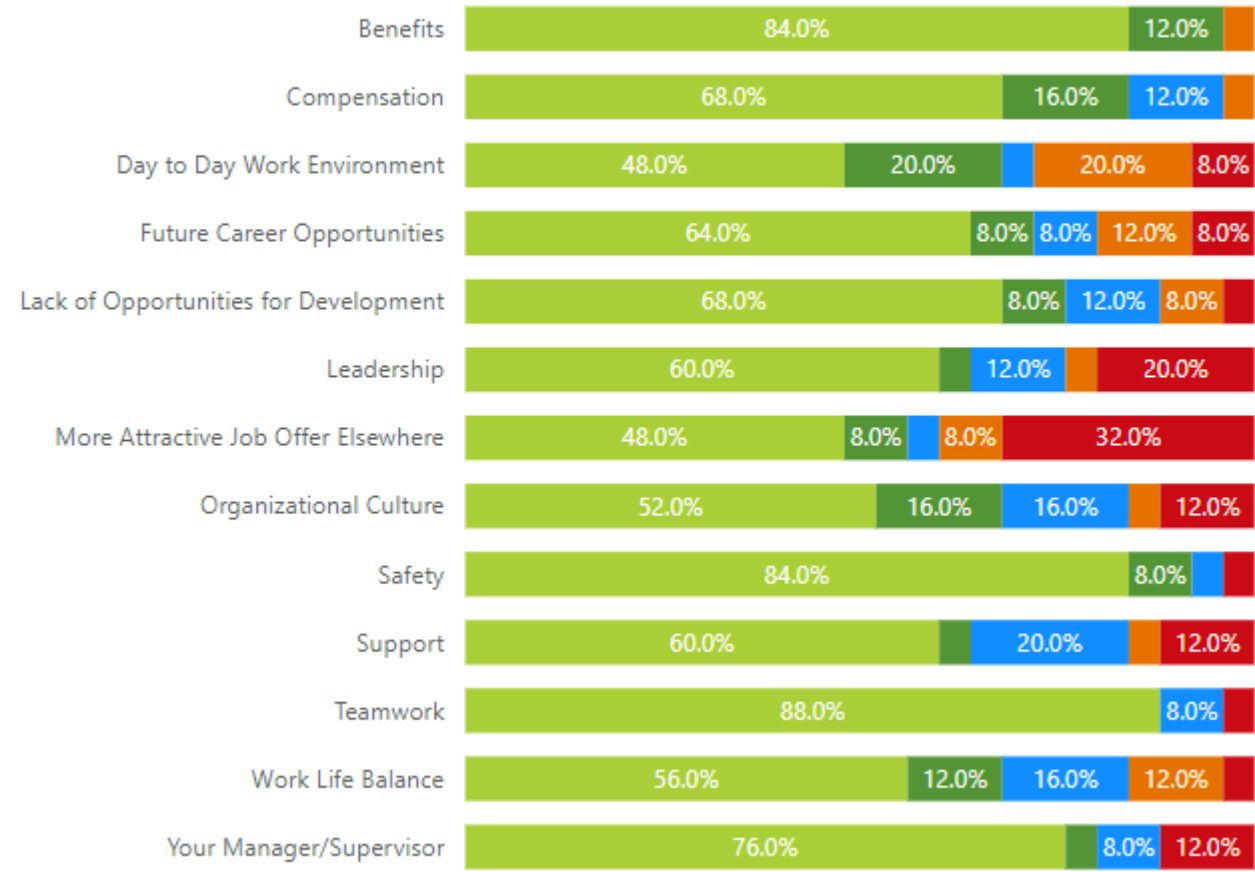
0.9%

% First Year Attrition

5.7%

Total Turnover of Full-Time Regular Employees Only

Exit Interviews



● None ● A Small Extent ● A Moderate Extent ● A Great Extent ● A Very Great Extent

25

Total # Respondents

43.9%

Total Respondants

20

Total Separations

Education Reimbursement

Education Reimbursement Program

26
In Progress

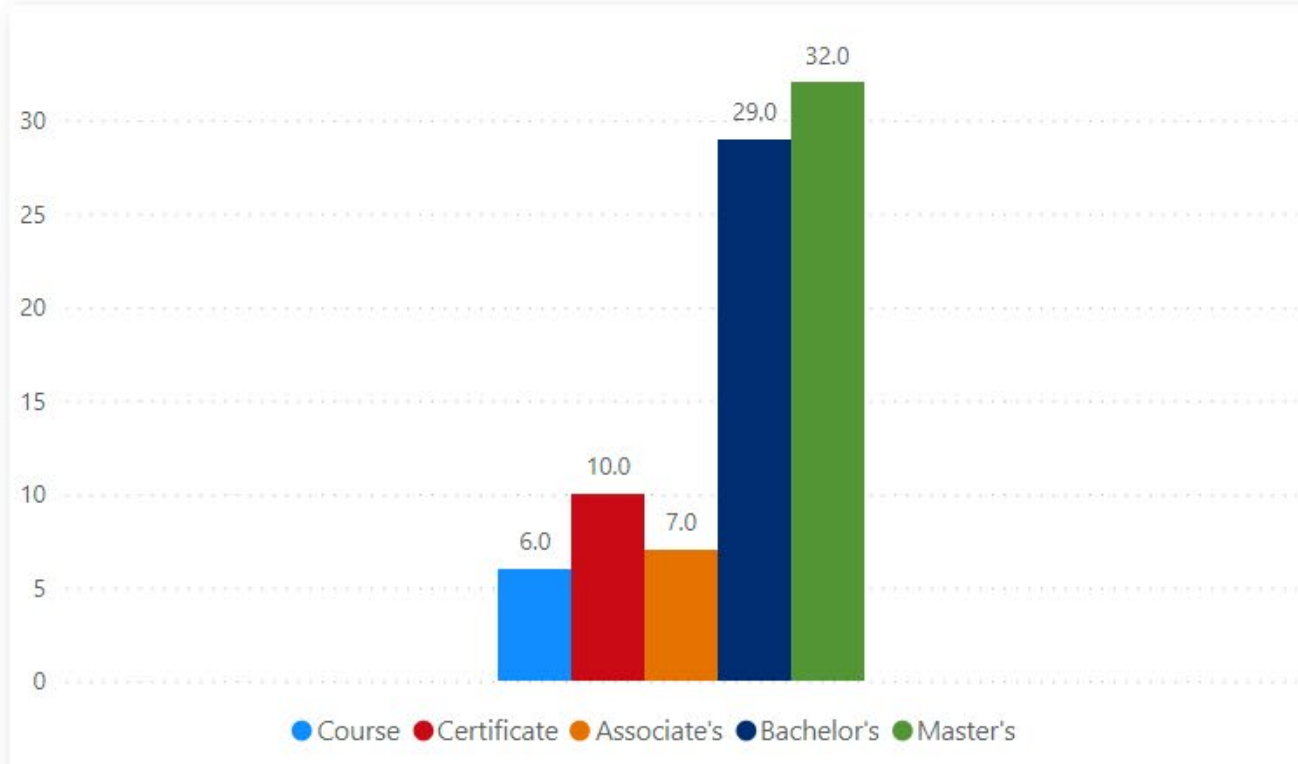
37
Programs Completed

84%
Completion Rate

35%
Promotion Rate

81%
Retention Rate

Type of Education Pursued



Questions?

Integrated Operational Services

Quarterly Commission Report

March 13, 2023



Powering our way of life.

Agenda

INTEGRATED OPERATIONAL SERVICES

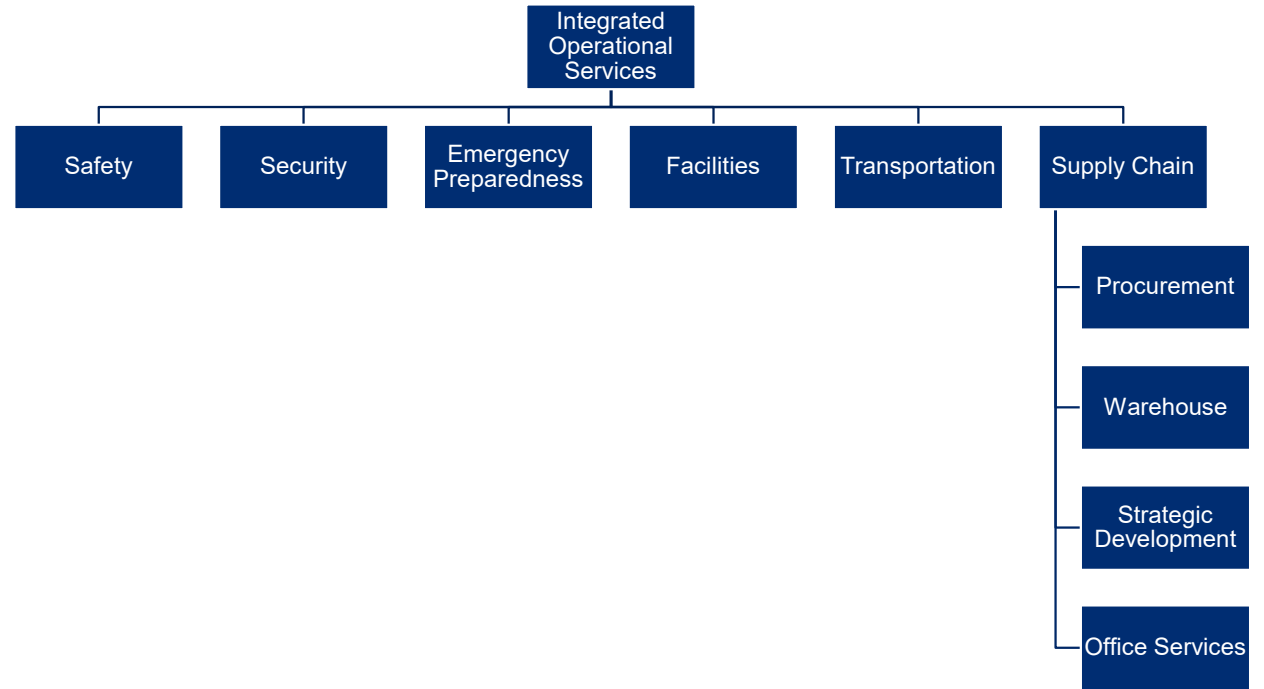


Introduction to
Integrated Operational
Services



Department
Summaries

Integrated Operational Services



Procurement & Strategy Updates

Strategy Development and Procurement:

- Development of contract boilerplate language to meet CFR requirements to support External Funding efforts
- Development of the Federal Procurement Handbook to support External Funding efforts (90% complete)
- Development of the Supplier Diversity Handbook to support External Funding efforts and new State requirements (under internal review)
- Development of Green Purchasing Handbook (to be released for internal review in two weeks)
- Development of the Davis Bacon and Build America Buy America handbooks to support External Funding efforts (100% complete)
- Review of existing policies and procedures to identify changes required to support External Funding efforts in the warehouse and procurement areas
- Development of new boilerplate language to address recent State Legislative changes related to Small Works process and Supplier Diversity requirements
- Working with Enterprise Technology to identify tools needed to support External Funding efforts:
 - Inventory barcoding to identify and segregate material designated for projects supported by grants
 - Forecasting project tool to support supplier outreach
 - Replacement of existing eSourcing platform to support supplier outreach and supplier diversity
 - Incorporate a supplier diversity platform which will provide metrics needed to report on utilization and project spend

Warehouse & Other Updates

Warehouse:

- Working with Safety to develop the PPE Committee to review all new PPE requests – more information will be provided at future Safety Meetings
- Focusing heavily on identifying obsolete materials (Michelle has been a huge help)
- Joint focus with Procurement on solving supply chain issues. Primarily distribution transformers.
- Focus on standardizing processes amongst all warehouse operations
- New warehouse at Priest Rapids has been operational for one year now with good reports
- Working Continuous Improvement on standardization of a District wide program for forklift for training and certifying of forklift operators
- Joint focus with Procurement on working with Standards to provide updated information on electric and fiber system components. The absence of a Standards program on the Power Production side is a barrier.
- Working with Enterprise Technology and other stakeholders to implement bar coding of stock material (heavily influenced by External Funding efforts)

Other:

- Supporting PDF efforts by evaluating needs and visiting other service center operations
- Initial stages of developing the Vendor Management program. Stakeholder interviews will begin in April 2024

Transportation Department Highlights



WANDU — Internal resources being used for cabinets and shelving. WANDU is going to be wrapped and ready for Safety Days.



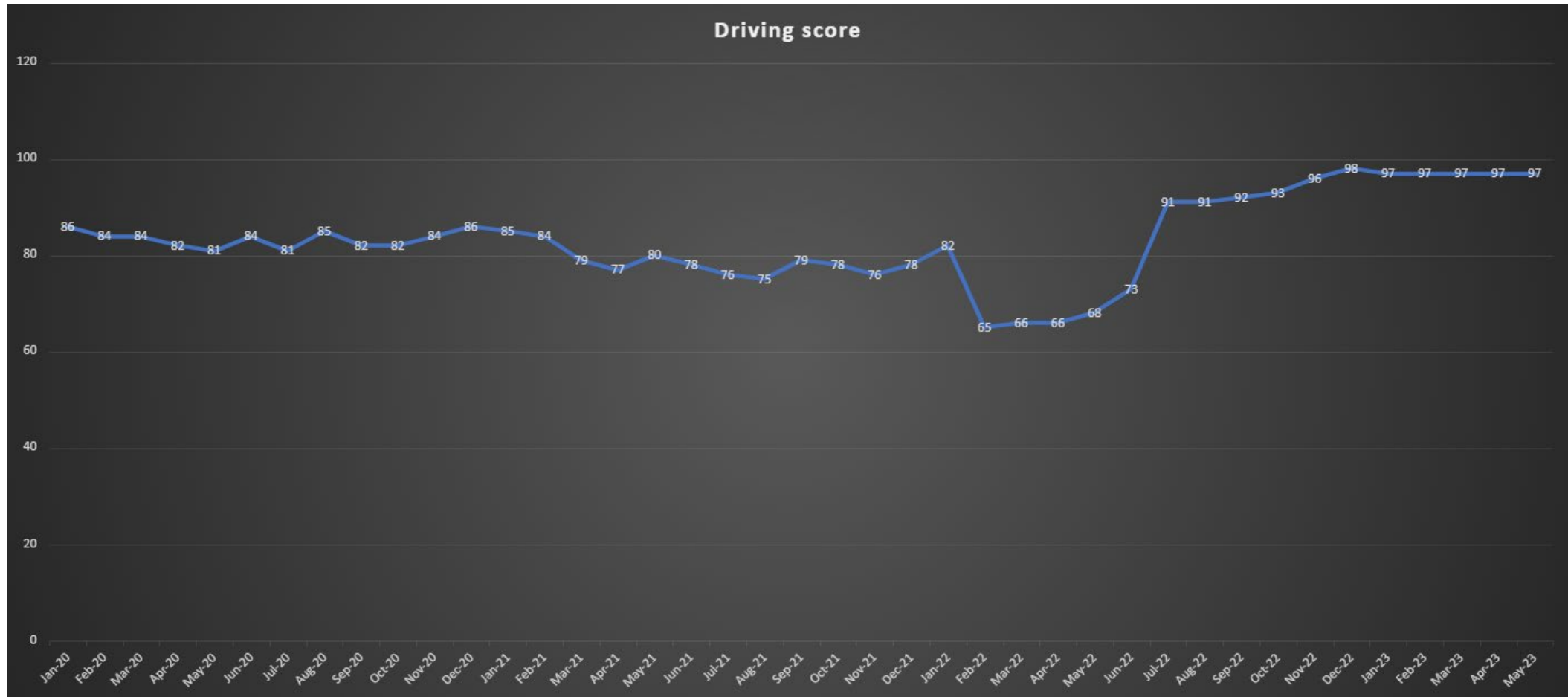
Fleet Apprenticeship-
Two new apprentices started this month for the 3-year apprenticeship program.



Vehicle Safety Program



Vehicle Safety Program





Facilities Highlights



How about that weather?

The weather was strange this winter and our team was prepared for it! We had the right level of staff, equipment and support to keep parking lots cleared, sidewalks and walkways were shoveled and prepped with a liquid de-ice and salt application.

Recently Completed Work

ESC & MLSC Warehouse Air Conditioning — Two trailer mounted portable AC units were purchased and ductwork installed to reduce the very high summer temperatures inside both warehouses. Facilities found two brand new Carrier AC units in North Carolina that were offered for sale at half price. The savings to the District was in the neighborhood of \$70k.

EHQ & ESC Private Offices- A private office was constructed on the first floor of EHQ for the District Auditor. A space at the ESC was divided into two private offices. One is for the Line Crew Supervising Foreman and the other for the Materials Specialist Foreman.

Line Crew Foreman's Office— Facilities set up an office trailer for the Line Crew Foreman at the Ephrata Port facility that is being leased by the District.

Current Projects

EHQ Fire Alarm System Replacement

The existing 30-year-old fire alarm system will be replaced. Currently it is operating on 3 separate systems.

Parts are no longer available to maintain the system. This project will be posted for Bid early in March.

Grand Coulee Telecom Relocation

The objective of the project is to relocate the Grand Coulee Local Office internal network and commercial services fiber infrastructure.

ESC Electronic Shop Remodel

The current plan is to construct an open office area for the Fiber Crew and two private offices in the existing Shop/Storage area for Management.

PDF Project Stakeholder Engagement

Furnishing, fixtures and equipment standards, energy direction, SME support, etc.

Security Department Updates



TEAM INTRODUCTIONS



SECURITY'S MONTHLY
NEWSLETTER



UPCOMING

Team Introductions



George Hainer

Manager Security



Dean Hallatt

Security Supervisor

EHQ

Ephrata Headquarters



Jerry Martinez
Security Specialist

HOB

Hydro Office Building



Cody Slaughter
Security Specialist

DSOC

District Security Operations Center



Loren Harbachuk
Security Specialist



Allen Allbee
Security Specialist



Seth Potter
Security Specialist



Lane Tincher
Security Specialist

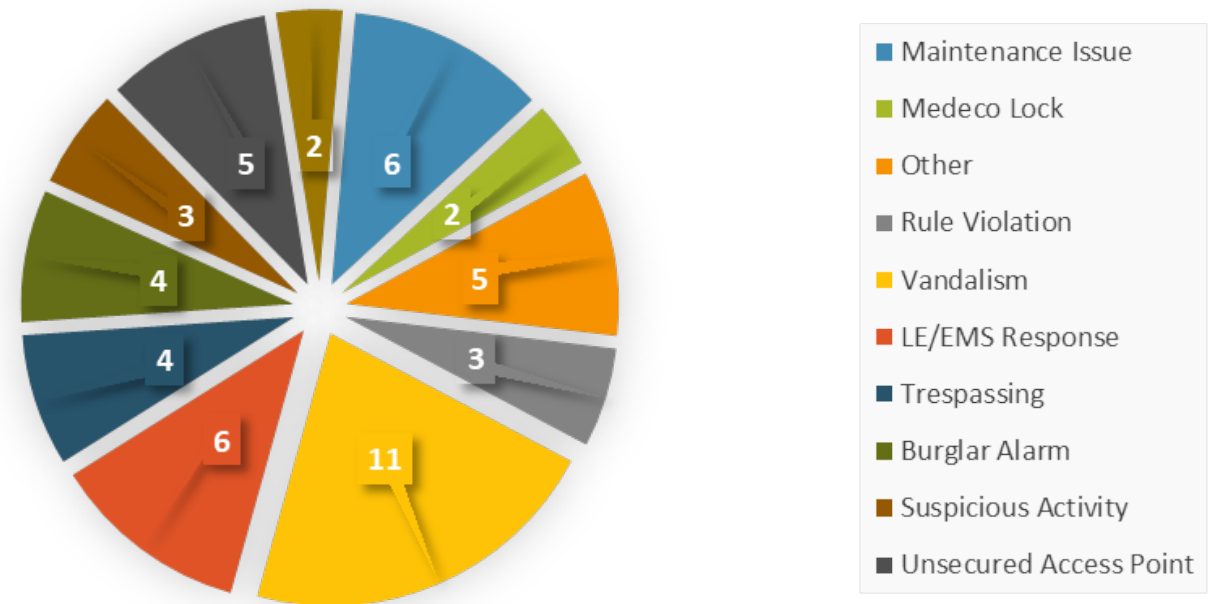


Kevin Cecil
Security Specialist

Security Incidents

This section summarizes the physical security incidents that occurred throughout February. Grant PUD Security addressed 51 physical security incidents throughout the utility. Malicious Mischief in the form of graffiti seems to be one of the challenges this past month with the warmer weather. Substations and Recreational sites are common targets of this nuisance offense causing extra workload not only on security but facilities and work crews to clean up the messes left.

Incident Types



February only

Substation Incidents

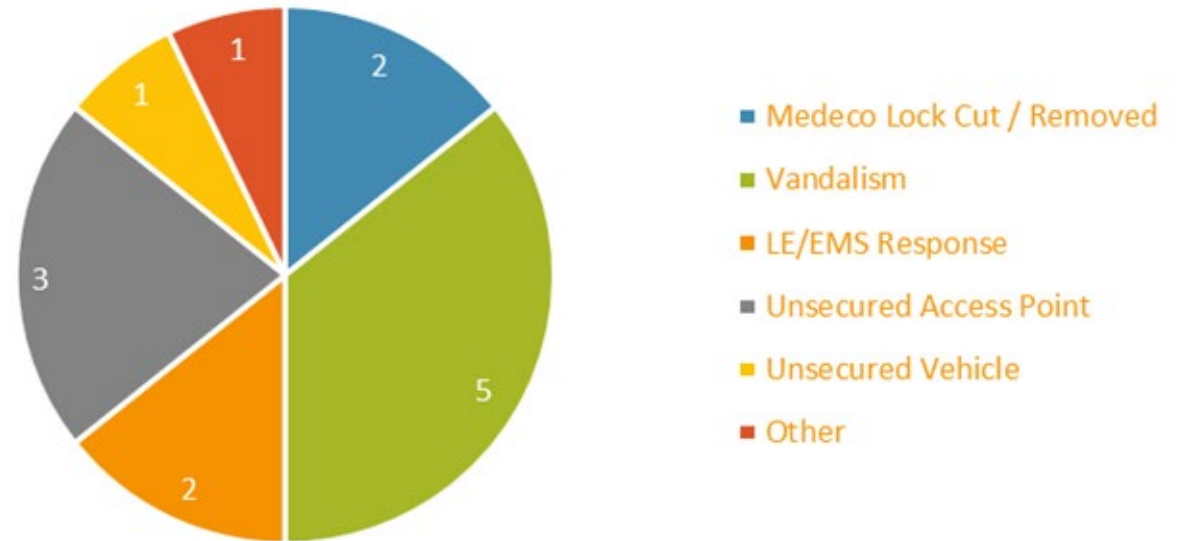
Security continues to monitor each substation within the utility, checking for any damage, ensuring the gates are secured, and auditing the locks.

Recently, security did have to blacklist a lost medeco key which meant having to re-program all the substation locks.

Fortunately, this was an electronic key and not a brass key.

Security has also been providing additional security during the Soap Lake Substation re-build project overnight and on weekend. Our contract security officers have stepped up and have been working additional hours, some in excess of 40 hours weekly to meet our needs.

Types of Substations Incidents



Recreation Sites

This has posed some challenges due to the remote area. Leaning on the value of Innovation, we have been utilizing some wireless game cameras, sending photos back to DSOC via cellular, to have them review immediately in hopes of catching some bad actors.

Water activities for dogs seem to be prevalent at Sand Hallow, on and off leash. Don't tell Kate though.



Families enjoying the safe areas in our enhanced recreational areas.



A nice evening stroll.





Powering our way of life.



OPERATIONAL EXCELLENCE

Commission Update
March 2024

Presented by
Chris Roseburg, Senior Manager
Operational Excellence



Powering our way of life.

Today's Topics



Culture and Functions



Executive Summary



Operational Excellence Mission and Vision



**Operational Excellence Strategy Update
Dashboard**



Internal Communications Transition



Wrap Up

Our Culture

We lead with overarching responsibility to



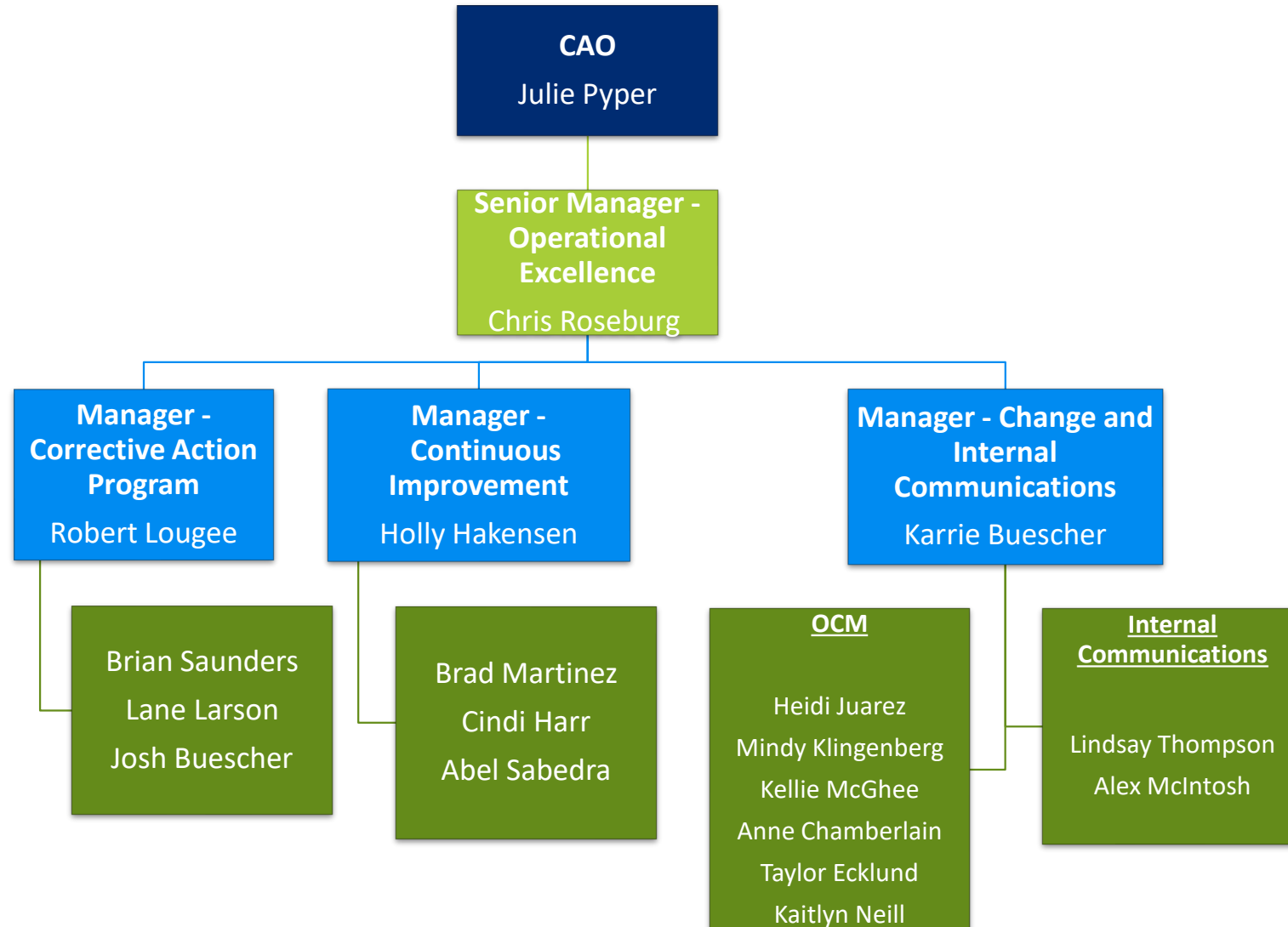
Our employees, contractors and customers.

We embody our organization's values to do what is right for people. We care about people's perspectives and are intentional on how we treat each other.

We manage our work to these priorities:

- #1 SAFETY** 
- #2 QUALITY** 
- #3 EFFICIENCY** 

Organizational Structure



Executive Summary



Highlights

- The standup of the Internal Communications department and integration with the COM team is proceeding according to schedule.
- Program strategies and roadmaps for Operational Excellence departments are being executed and reviewed regularly for progress.
- Safety CI Team 6, Job Site Review improvements have been trained and rolled out. Business engagement with the Continuous Improvement team is rapidly increasing.
- OCM is supporting many of the “Big Four in ‘24” initiatives and many departmental projects.
- CAP has filled its two open positions and is rolling out program improvements.



Concerns

- Portfolio of projects for CAP, CI, Communications, and OCM continues to grow and is highly constrained by headcount. Prioritization and sequencing is being applied to the portfolios to aid in resolving constraints, but many requests will be deferred.
- Corrective Action Program has a new and largely inexperienced team with a large volume of work and an extensive backlog. CAP leadership capacity to advance and optimize the program will be limited until the needed proficiency of the new team is attained.
- Demand for Continuous Improvement team is rapidly increasing and is projected to outpace available capacity by Q2.
- Delivery timelines for all services are dependent on the capacity, priority, and readiness of the business partners. All teams are working to improve onboarding and clarify expectations upfront to minimize the impact.

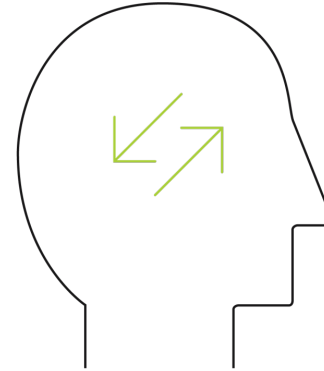
Mission, Vision, and Purpose

PURPOSE: We provide tools, techniques, and guidance to the business to correct and improve safety, quality, and efficiency, and effectively communicate and manage change.

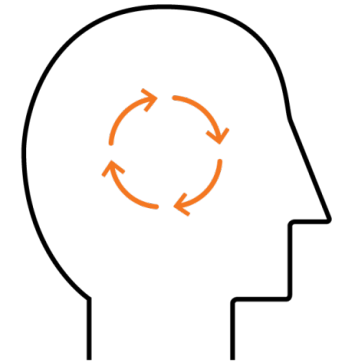
Mission: Operational Excellence seeks to develop a workplace culture where critical thinking, teamwork, standardization, objective measurements of performance, and effective leadership are valued and result in the continual improvement of the organization.

Vision: We achieve this mission by keeping our employees engaged, skilled, and empowered, through building and maintaining strong relationships, and always striving to be the best at what we do.

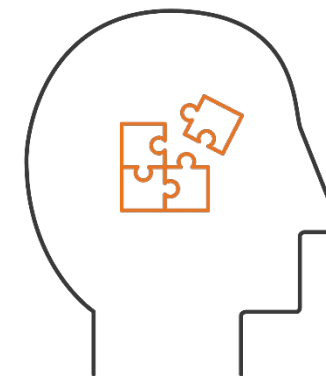
Continuous Improvement
Corrective Action Program
Change and Internal Communications



Change@Grant



Improving@Grant



Resolving@Grant

Value and Benefits



We advance Grant PUD with these products and services:

- **CHANGE MANAGEMENT** The discipline that guides how we prepare, equip and support individuals to successfully adopt change to drive organizational success and outcomes.
- **INTERNAL COMMUNICATIONS** We facilitate relevant, timely, and transparent communication to enhance the Grant PUD employee experience
- **CONTINUOUS IMPROVEMENT** We provide guidance and coaching to the business on methods and practices to improve and stabilize business processes and outcomes
- **CAUSE ANALYSIS** We collaborate with the business to determine at the underlying reasons why something adverse occurred and recommend corrective actions to prevent recurrence
- **CONDITION REPORTING SYSTEM** Provides employees a mechanism for reporting operational or safety related issues and concerns that is analyzed for correction and utilized for analysis and trending
- **ENGAGE** our employees through seeking their thoughts and expertise on how to manage change, identify and correct errors, and improve our processes
- **ANALYZE** data to improve business performance, identify trends, and celebrate progress
- **DEVELOP** a culture of transparency, teamwork, trust, and empathy to improve business outcomes

Program Strategy Update

Background: The CAO set out in 2023 to develop a process for strategic planning, identification of business capabilities, and construction of roadmaps of initiatives to drive long term success. Time-tested tools and methods were drawn from to construct the process and drive the necessary activities to complete this task.

The pilot process completed in December 2023, and achieved the stated goal. In 2024 we are now executing those plans.

Program Strategy Update

Why did we develop program strategies and multiyear roadmaps?

- To facilitate forward progress, drive improved engagement of management and staff.
- Critical to establishing the discipline required to consistently improve the maturity and capability of the CAO functions.
- Align priorities and goals with the Grant PUD Strategy, Anchor, and Pillars, and within the CAO.
- Identification of upstream and downstream dependencies between projects and initiatives that are required for success.
- Increased accountability due to the improved visibility of the status of the work.
- Leadership can monitor progress and respond as needed to correct course.

Executive Strategy Summary Operational Excellence exists to develop the business capabilities and culture needed to improve and support the safety, quality, efficiency, and success of the District's programs, projects, and operations. It accomplishes this by partnering directly with the business and utilizing leading methods in Change Management and Internal Communications, Continuous Improvement, and a Corrective Action Program to improve and sustain business outcomes.

Time Horizon for Completion: 2024-2025

Top Strategic Initiatives:

1. Execute and sustain program strategies and roadmaps and the management system for all OE departments.
2. Develop CI team skills and methodologies for improving business outcomes and workforce development.
3. Successfully launch the Internal Communications function and integrate it with OCM to improve internal alignment, awareness, and the employee experience.
4. CAP data is used to identify areas of progress and trend business improvement opportunities.

Capability Targeted & Primary Success Indicator:

Capability	Indicator
Corrective Action	Reduce to zero the backlog of A and B cause evaluations older than 6-months by 12/31/24.
Change Management	Establish a method for measuring ADKAR throughout a projects lifecycle and pilot the method on 1 project by 12/31/24.
Continuous Improvement	Implement specific measurable outcome metrics for each CI project in 2024 to ensure objective improvements were achieved.
Internal Communications	Transition of Internal Communications Functions complete by 3/31/24. 3-year Roadmap Complete by 6/30/24.
Strategic Planning	Multi-year roadmaps drive priorities and are updated monthly, with an annual strategy refresh complete by 6/30/24

Key Functions & Responsibilities:

Corrective Action Program – Identify off-normal conditions and return them to the desired state through detailed cause evaluations, corrective actions, and the analysis of aggregated data.
Continuous Improvement – Improve and stabilize business processes and outcomes via application of industry leading CI methodologies.
Internal Communications – Facilitates relevant, timely, and transparent communication to enhance the Grant PUD employee experience.
Organizational Change Management – Improve business outcomes and project success by effectively managing and sustaining the people side of change.

Risks & Dependencies:

1. OE Capabilities require support and accountability from management to realize value.
2. Lack of understanding of OE capabilities and their value can slow adoption.
3. Insufficient OE human resources to accommodate the demand for OE capabilities.

Connection to Strategic Objectives

- Objective 1: Achieve and Maintain a Zero-Incident Workplace**
- a. Ensure rigorous root cause analysis and formal corrective action tracking programs exist.
 - b. Develop a strong “see something, say something” culture.
 - c. Employ a Lean management approach.
- Objective 2: Design and Sustain an Engaging & Fulfilling Grant PUD Culture**
- Objective 3: Maintain a Strong Financial Position**
- a. Increase process & method standardization.
 - b. Achieve cost efficiencies.

Reference Artifacts:

1. [Roadmap Status Dashboard](#)
2. [Operational Excellence SharePoint Site](#)
 - a. [Change and Internal Communications](#)
 - b. [Continuous Improvement](#)
 - c. [Corrective Action Program](#)

Underlying Beliefs & Assumption Considerations:

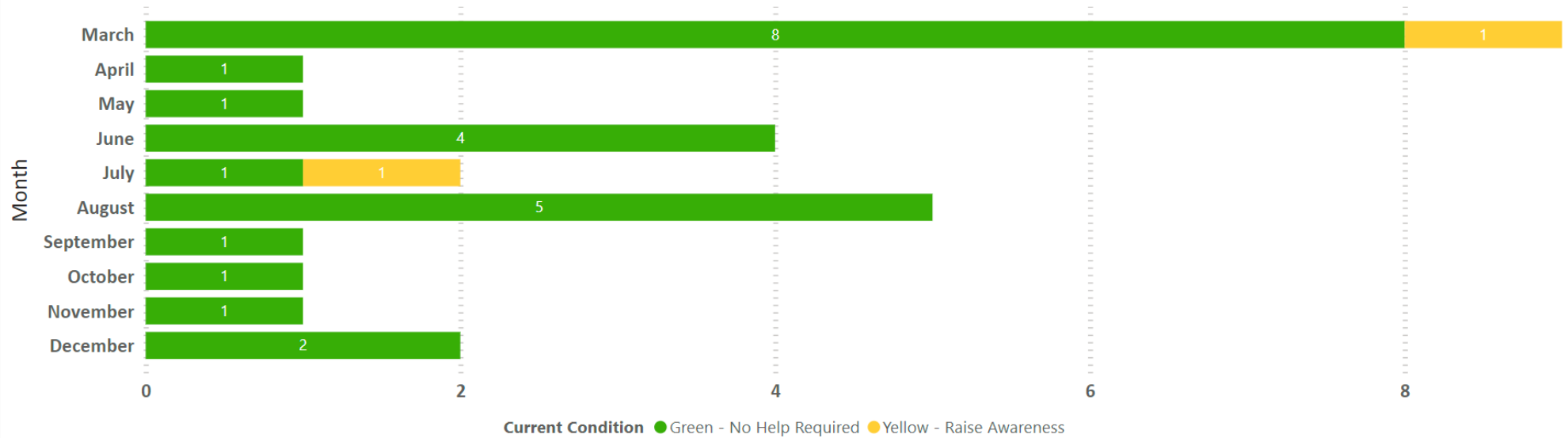
1. The capabilities of OE are essential for long term success of Grant PUD.
2. Support for OE capabilities and functions at the executive level exists and staffing will be adequate to meet the needs of the organization.
3. Management and staff understand the value of OE and its functions and how to request assistance.
4. OE competencies are essential for leaders to attain.

Program Strategy Dashboard

CAO Strategy

Year: 2024 | Strategic Pillar: All | Goal: All | CAO Group: OPEX | Individual Accountable: All

Active Objectives by Expected Completion Month



Q1

- CAP Program Strategy and Roadmap
- CI Program Strategy and Roadmap
- Job Description Requirements & Expectations
- OCM Continual Feedback Plan
- OCM Program Strategy and Roadmap
- OCM Toolkit Review Plan

Q2

- Align OE Program with CAO and Grant PUD Objectives
- CI Project Documentation Standards Workbook
- District Wide CI Marketing
- New Reports and Dashboards for OE Business

Q3

- Adhere to Monthly Leadership Chain Status Reports
- Establish Cadence of Check-Ins During Project
- External CI Industry Network
- Intervention Coaching and Reflection Questions

Q4

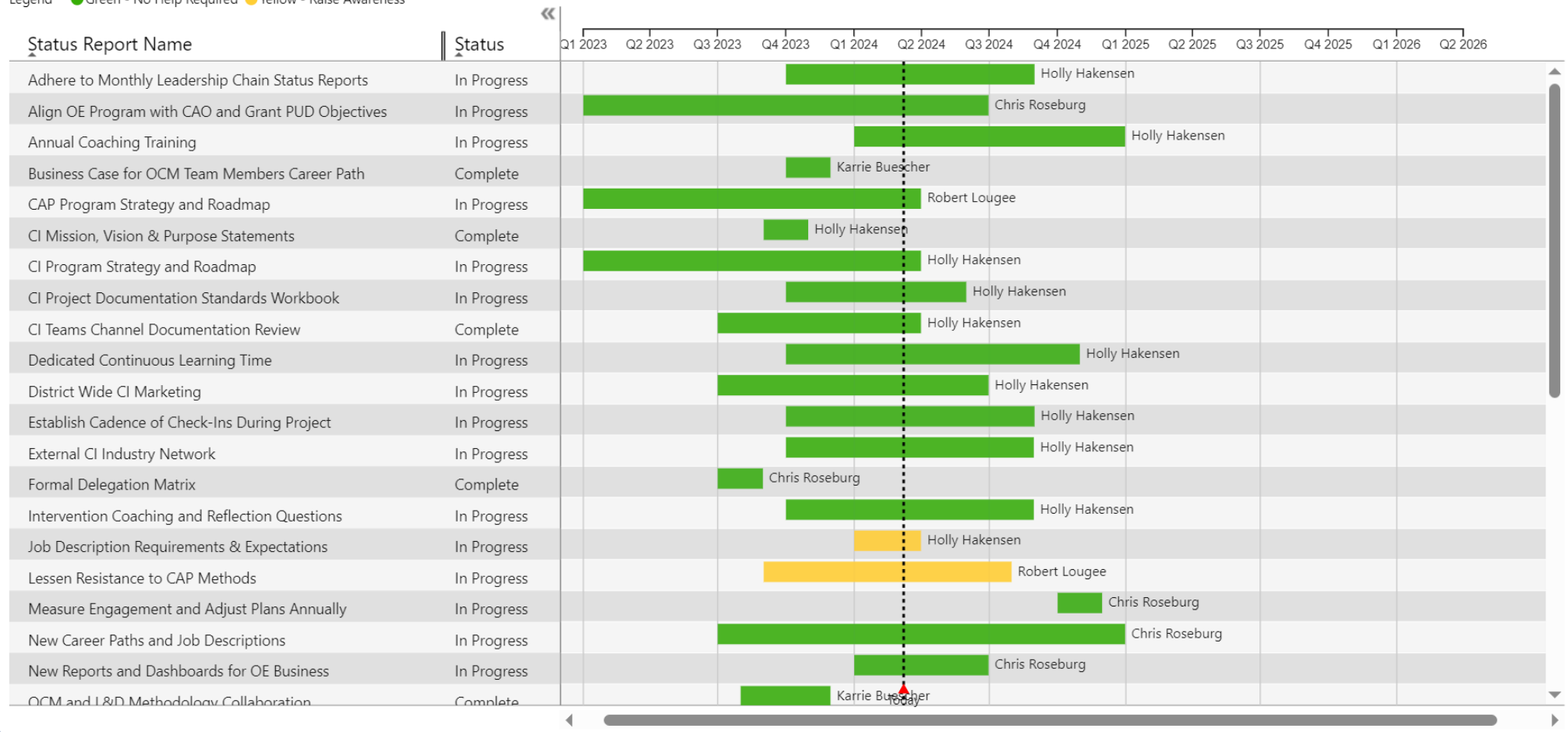
- Annual Coaching Training
- Dedicated Continuous Learning Time
- Measure Engagement and Adjust Plans Annually
- New Career Paths and Job Descriptions

Program Strategy Dashboard

CAO Roadmap

Strategic Pillar:
 Goal:
 Theme:
 CAO Group:
 Individual Accountable:
 Status:

Legend ● Green - No Help Required ● Yellow - Raise Awareness



- Background
- Mission & Purpose Statement
- Transitioned Duties
- Roadmap



Internal Communications Program Rollout

Background



Strategy workshop with Align Org completed May 2023



This process identified a need for more focus on **customer communications** along with an increased emphasis on **employee engagement** through internal communications.



Decision made to move Internal Communications work from Public Affairs to existing OCM department, now called ***Change & Internal Communications***.



Two staff members hired to support Internal Communications function – Lindsay Thompson (from OCM), and one FTR headcount transfer from Public Affairs (hired Alex McIntosh).



Top 4 of 2024 initiative – “Develop enhanced internal communications strategy – expanding scope and detail.”

Mission and Purpose



MISSION: To enhance employee dialogue to ensure employees are informed and equipped with the knowledge needed to be successful in their roles within Grant PUD.

PURPOSE: We facilitate relevant, timely, and transparent communication to enhance the Grant PUD employee experience.

- We identify different employee groups & tailor messages to their specific needs
- We maintain consistency in messaging to avoid confusion
- We streamline communications
- We support change communication
- We encourage feedback and open dialogue
- We equip employees with knowledge to be advocates for Grant PUD

Work Transitioned from Public Affairs

Maintaining templates (for internal use) - PowerPoints, Word Docs, etc.

Development of materials/documents/photos/videos for project/portfolio support

Systemwide emails to internal audience

Systemwide email approvals and support including Employee Association emails

Promotion of Human Resources activities and initiatives

Organizational Development communications support (minus recruiting)

Production and notification support for GM forums and District-wide events

Internal Safety initiatives

Supervisor Teams channel

Screensaver production

Signs/Posters for internal audiences

Videos developed for internal audiences

Weekly Employee Newsletter Production

Intranet and Sharepoint support - Front page, dept. graphics/design help

Departmental logos and graphics

Coworker-to-Coworker Podcast

Transition
completed
March 1



Key Milestones

Q4
2023

- Identified tasks** to transition from Public Affairs

Q1
2024

- Began transition** of duties Jan. 1
- Completed transition** of duties Mar. 1

Q2-Q4
2024

- Assess current state**/make incremental changes as needed to support work
- Develop roadmap** for department strategy
- Employee outreach** to gather feedback to inform strategy
- Begin implementation** of roadmap

Wrap Up

Internal Communications rollout is proceeding according to plan

Teams are executing on 50+ projects and initiatives across CAP, CI, and OCM

Updated Mission and Vision for Operational Excellence

Departmental roadmaps, strategies, and resource loaded portfolios are driving activities for 2024



Powering our way of life.

Appendix



**Supplementary Reference
Information**

What is Operational Excellence?

Operational Excellence is a culture of the workplace where problem-solving, teamwork, standardization, measurements of performance, and effective leadership results in the continuous improvement of an organization.

The process involves focusing on the customers' needs, keeping the employees positive and empowered, effectively managing change, and continually improving the activities in the workplace.



Strategic Alignment

Operational Excellence programs directly contribute to the success of the following Key Objectives and Strategies in the Grant PUD Strategic Plan:

- **Objective 1: Achieve and Maintain a Zero-Incident Workplace**
 - Ensure rigorous root cause analysis and formal corrective action tracking programs exist
 - Develop a strong “see something, say something” culture
 - Employ a Lean management approach
- **Objective 2: Design and Sustain an Engaging & Fulfilling Grant PUD Culture**
 - Articulate and reinforce our desired leadership culture
- **Objective 3: Maintain a Strong Financial Position**
 - Enhance project prioritization and project selection
 - Increase process & method standardization
 - Achieve cost efficiencies

... and we can support the success of the rest of the Key Objectives through application of our skills and expertise in partnership with the business.

Operational Excellence Functions

Corrective Action Program (CAP)

Identify off-normal conditions and return them to the desired state through detailed cause evaluations, corrective actions, and the analysis of aggregated data.

Continuous Improvement(CI)

Improve and stabilize business processes and outcomes via application of industry leading CI methodologies.

Organizational Change Management (OCM)

Support our employees and customers through effectively managing the people side of change.

Internal Communications

Facilitates relevant, timely, and transparent communication to enhance the Grant PUD employee experience.

We provide support, consulting, and services to the entire District