Grant PUD

STRATEGIC PLAN 2026-2028

POWERING OUR WAY OF LIFE



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Executive Summary

John Mertlich
CEO & General Manager

Grant PUD is entering one of the most significant periods of change in its history. Rapid growth in electricity demand, evolving clean-energy requirements, and increasing reliability expectations are reshaping the energy industry. Demand within Grant County, driven primarily by large industrial and high-density compute customers, is projected to nearly double by 2032. At the same time, Washington State's clean-energy requirements and the growing need for resource adequacy are creating new challenges for utilities across the region. Grant PUD must prepare for a future in which customer demand exceeds the capacity of its existing hydroelectric resources while continuing to provide reliable, affordable service.

For more than 60 years, the Priest Rapids and Wanapum hydroelectric facilities have served as the foundation of Grant PUD's power system and customer value proposition. While these resources remain central to the utility's future, meeting tomorrow's needs will require additional investments in generation resources, transmission infrastructure, regional partnerships, and organizational capabilities. No single initiative can address these challenges. Success will require a coordinated strategy that balances growth, reliability, affordability, regulatory compliance, and long-term financial sustainability.



Over the next three years, Grant PUD will focus on five corporate strategic priorities:

- Develop and mature critical business capabilities, including merchant operations and transmission planning.
- Expand the energy resource portfolio through new technologies, resource acquisitions, and long-term planning.
- Increase regional coordination through organized energy markets and resource adequacy programs.
- Pursue large-load partnerships that enable responsible growth while protecting existing customer owners.
- Proactively engage in energy policy discussions that affect the future of public power and our customer owners.

Achieving these priorities requires more than infrastructure investments. It also requires organizational excellence. Grant PUD's Business Strategy provides the framework for execution through the Balanced Scorecard methodology. By focusing on People, Learning & Culture; Process & Technology; Customer & Stakeholder; and Financial performance, the utility will align employees, resources, technology, and decision-making to measurable outcomes that advance its strategic objectives.

The purpose of this plan is simple: prepare Grant PUD for the future while protecting what matters most today – continuing to deliver reliable, affordable energy and services while creating long-term value for the customer owners and communities we serve. We achieve this through disciplined planning, thoughtful investments, strong partnerships, and operational excellence.



Introduction

After local farmers, ranchers and members of the Adrian Grange led the effort to bring the initiative to the ballot, Grant County citizens took a leap of faith on November 8, 1938, voting to create their own public utility: Public Utility District No. 2 of Grant County. That decision led to Priest Rapids Dam beginning power generation in 1959 and Wanapum Dam following in 1963. Together, these hydroelectric facilities remain the foundation of the power we provide to our customer owners.

Since that innovative beginning, Grant PUD is experiencing some of the fastest energy demand growth among public power utilities in the nation and earned a reputation as a pioneering leader in publicly owned energy services.

Much has changed during Grant PUD's 88-year history. The communities and industries we serve continue to grow, customer expectations are evolving, and technology is advancing rapidly. Over the next three years, we must respond intentionally to changing technological, environmental, economic, political, and social conditions. This need led us to refresh Grant PUD's Strategic Plan.

This refreshed plan builds on the strengths of the previous plan while narrowing our focus to the work that will have the greatest impact. Covering 2026–2028, it continues our tradition of innovation by anticipating future conditions, renewing our commitment to employees and customer owners, and continuously improving how we operate.

Our Strategic Plan Purpose

We are focused on our future. Grant PUD's 2026–2028 Strategic Plan defines the utility's direction. Anchored in our mission, vision, values, corporate strategy, and business strategy, the plan guides how we will safely provide energy and associated services while preparing for the future.





Our Strategic Foundation

Our strategic foundation is our highest statement of purpose. It guides our decisions, culture and long-term direction. Our strategic foundation consists of our mission, vision and values.

Our Mission

To safely, efficiently, and reliably provide electric power and fiber optic broadband services to our customers.

Our Vision

EXCELLENCE IN SERVICE AND LEADERSHIP
We continually ask how we can improve safety, service quality, reliability, and stewardship of our resources in the most cost-effective manner.

Our Values

Safety
We believe that employee and public safety is paramount.

Innovation
We make decisions that best serve present and future generations.

Service
We are committed to excellent customer service.

Teamwork
We are one team with the same mission.

Respect
We honor the rights and beliefs of those we work with and serve.

Integrity
We hold ourselves and others accountable to be professional in our actions and words.

Heritage
We protect, preserve, and perpetuate both the spirit of the Grant PUD and the Wanapum relationship.

Continuous improvement is an ever-present expectation for all employees every day.

CODE OF EXCELLENCE

Grant PUD confirmed its strong relationship with the International Brotherhood of Electrical Workers (IBEW) Local 77 by formalizing its commitment to the IBEW's Code of Excellence in 2021. The code calls for a shared commitment between IBEW members and employers of high standards and mutual respect. The commitment emphasizes the vision of "One team, one family, better together."







Our History

In 1920, private utilities concentrated electric service in Washington State's densely populated towns and cities, leaving many rural communities unserved. At the Washington State Grange's 1924 convention, public-power advocate Homer T. Bone—later a U.S. senator—urged delegates to champion rural electrification. His call to grant rural counties the same authority as cities to establish public electric systems galvanized delegates and made public power a central legislative priority for the Washington State Grange.

In 1928, the Grange worked closely with Bone to draft comprehensive legislation intended to bypass the heavily lobbied state legislature. In 1929, Grange volunteers collected signatures to submit Initiative No. 1 to the legislature. When lawmakers declined to act, the measure advanced to the November 1930 general-election ballot. The Washington State Grange championing of Initiative No. 1, is the reason for the 1930 Public Power Law now codified as RCW 54, authorizing voters to establish customer-owned public utility districts.

Within Grant County, by 1938, members of the Adrian Grange in Adrian, Neppel, Wilson Creek, Stratford, and Soap Lake had secured sufficient support to petition the county commissioners for a public utility district encompassing all of Grant County. On November 8, 1938, voters approved the creation of Grant County Public Utility District No. 2 by a decisive 3-to-1 majority.

This pioneering spirit of local-control and customer-owned utility service is the beating heart of Grant PUD—same today as at the time of its founding. As successors to the utility's founders and original investors, our customer-owners continue to share in the value of that investment through our core-customer rates—rates that tie directly to low cost hydro power from the Priest Rapids Project.







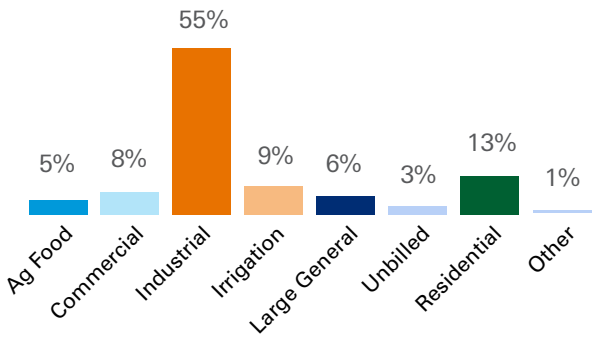
Our Utility At A Glance

Grant PUD is a not-for-profit, community-owned public power utility that generates and delivers safe, reliable, environmentally responsible, and financially sustainable energy and services to Grant County, Washington, while also participating in the broader western energy market.

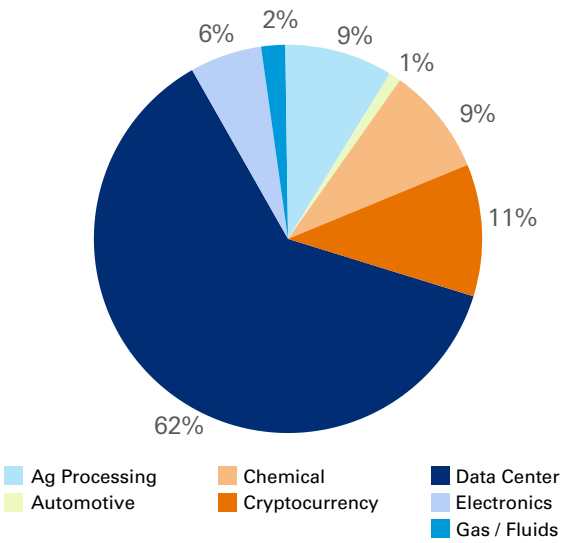
We also provide high-speed fiber infrastructure to residents and businesses throughout Grant County, helping them stay connected with confidence through the speed and stability of our fiber network.

Our headquarters is located in Ephrata, with local offices in Moses Lake, Quincy, and Royal City. Our hydroelectric generation facilities are located along the Columbia River near Beverly, Washington.

2025 Retail energy Sales by Customer Class
Percent of total retail energy sales (GWh)



2025 Industrial Energy Use by Industry
Percent of total Industrial load (aMW)
2025 aMW = 756.86



Capacity and Energy

Substations

52 DISTRIBUTION

5 TRANSMISSION

2 TRANSMISSION SWITCHYARD

Active Meters

RESIDENTIAL **43,160**

INDUSTRIAL **313**

COMMERCIAL **8,208**

IRRIGATION **5,072**

56,753 TOTAL ACTIVE METERS

Electric System

OVERHEAD DISTRIBUTION LINES
2,811 MILES

UNDERGROUND DISTRIBUTION LINES
1,189 MILES

OVERHEAD TRANSFORMERS
25,149

230KV TRANSMISSION LINES
210 MILES

115KV TRANSMISSION LINES
286 MILES

PADMOUNT TRANSFORMERS
11,110

High Speed Network

715 BACKBONE MILEAGE

High capacity, core network fiber cabling that connects Grant PUD facilities, substations, hubs, and colocation sites.

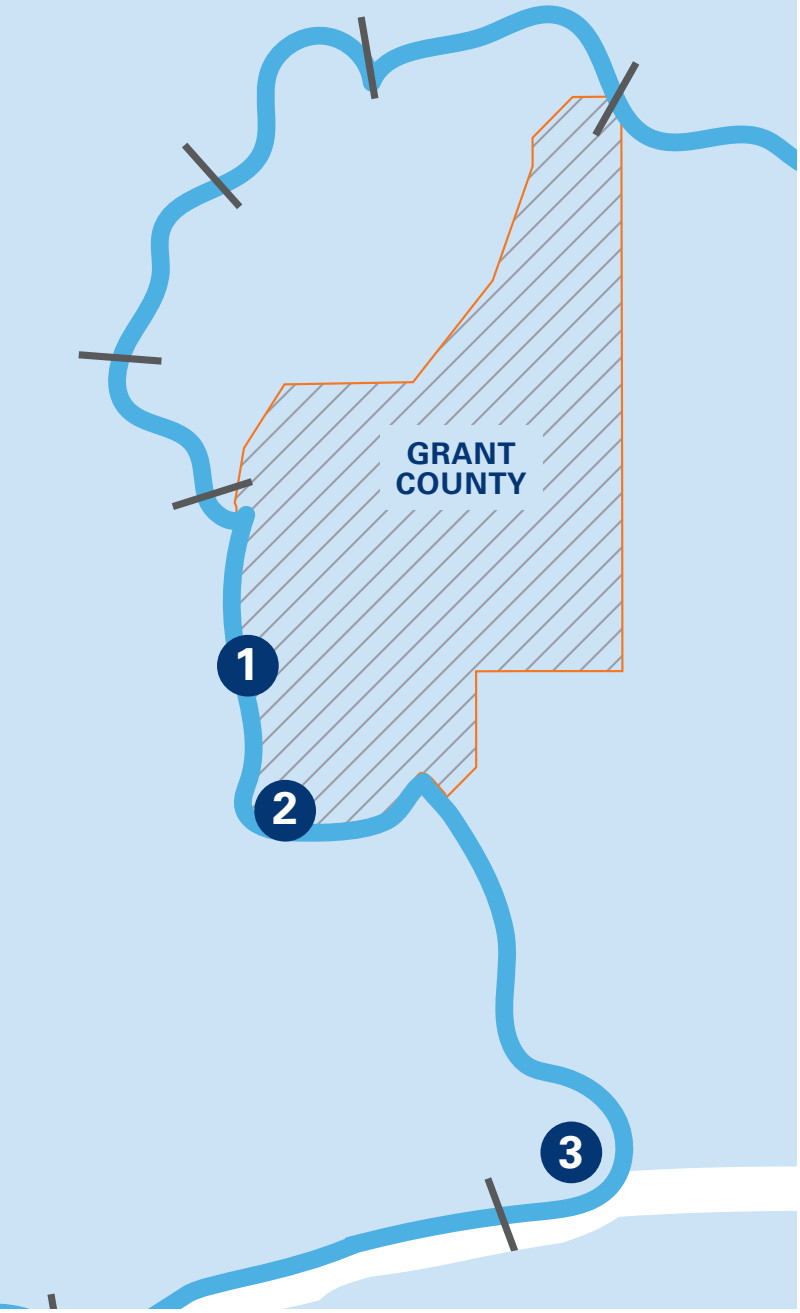
3,213 WHOLESALE FIBER CONNECT THE CUSTOMER MILEAGE

Individual fiber cables that connect customers to the hub.

***Disclaimer:** All Power System and Network statistics are as of Dec. 31, 2025

Our Power Portfolio

Our generating power portfolio has a capacity of more than 2,100 MW of carbon-free generation.



1 WANAPUM DAM



Generation Units. **10**
Rated Capacity . . . . . **1,222 MW**
Concrete/Earthfill Length . . . . . **8,637 FT**
Rated Head . . . . . **80 FT**
Construction Started **1959**
First Power Generation **1963**

2 PRIEST RAPIDS DAM



Generation Units. **10**
Rated Capacity . . . . . **950 MW**
Concrete/Earthfill Length . . . . . **10,103 FT**
Rated Head . . . . . **78 FT**
Construction Started **1956**
First Power Generation **1959**

3 NINE CANYON WIND PROJECT

12.5% of Project Peak Capacity . . **12 MW**
First Power Generation **2003**

Statistics as of Dec. 31, 2025



Who We Serve

Guided by our vision to continually improve safety, service quality, and reliability, Grant PUD strives to be engaged with the communities and customer owners it serves.

Our Customer Owners

As a community-owned public utility, Grant PUD serves more than customers. The people we serve are the ultimate beneficiaries of the utility's assets and decisions through their elected commissioners. For that reason, we may refer to our customers as customer-owners when discussing long-term stewardship, governance, and the future of the utility.

The Communities

Grant County is home to more than 105,000 people who live, work, and build their communities across a diverse mix of cities, towns, agricultural areas, and growing commercial and industrial centers.

Grant PUD serves over 56,750 meters across Coulee City, Ephrata, George, Grand Coulee, Marlin, Mattawa, Moses Lake, Quincy, Royal City, Soap Lake, Warden, and surrounding areas. Our customer owners and communities are at the center of the decisions we make as we plan for the county's continued growth and changing energy needs.

We also work alongside organizations that help strengthen the communities and economy of Grant County, including the Grant County Economic Development Council and the ports of Ephrata, Mattawa, Quincy, Royal Slope, and Warden. These partnerships help us understand emerging opportunities, respond to customer needs, and support thoughtful growth across the county.

CORE CUSTOMERS	NON-CORE CUSTOMERS	
RESIDENTIAL	LARGE GENERAL SERVICE	EVOLVING INDUSTRY
GENERAL SERVICE/SMALL BUSINESS	INDUSTRIAL	COMMERCIAL EV CHARGING
IRRIGATION	LARGE INDUSTRIAL	HIGH DENSITY COMPUTE
AGRICULTURAL	AG INDUSTRIAL	LARGE HIGH DENSITY COMPUTE



Our Commission

Commissioners each represent a defined area of the county. Two commissioners-at-large each serve four-year terms. The remaining three commissioners serve six-year terms. The terms are staggered so that two members of the board are elected every two years.

As the Commissioners' terms advance, they serve in different roles on the Board – President, Vice President and Secretary.

Current information about Grant PUD Commissioners, including the areas they represent and their Board roles, is available at grantpud.org/commissioners.

Our Executive Leadership Team

Grant PUD operates under the direction of a general manager who serves at the direction and guidance of the Commissioners. The general manager is the chief executive officer with full responsibility for planning, operations and the administrative affairs of Grant PUD.

Our executive leadership team has substantial experience in the utility industry. The utility has ten Vice Presidents and two Senior VPs.

Current information about Grant PUD's Executive Leadership Team is available at grantpud.org/leadership.



The Wanapum

Grant PUD has worked with the Wanapum for more than 60 years to protect, preserve and perpetuate the culture of the Wanapum People. Through decades of communication and collaboration, we've developed a mutual understanding of the past and a shared commitment to honoring the Wanapum way of life our and our region's rich cultural heritage.

We value our relationship with the Wanapum. They have been a vital partner to our successes to date and are critical to our future successes.



Our Current Strategic Situation

As energy demand, energy regulations and the needs of our customers evolve, so must we.

Our hydroelectric facilities - Wanapum and Priest Rapids - have long served as the backbone of the utility's power generation system, while the transmission and distribution networks were expanded and sized around those resources. Today, both the generation portfolio and the delivery system require additional investment to meet growing customer demand while ensuring resiliency.

Building utility resources in the 21st century requires Grant PUD to navigate three interrelated forces:

Accelerated Load Growth

Our utility continues to experience an increasing demand of power. Demand, driven primarily by large industrial and high-density compute customers is projected to nearly double by 2032. This projected demand will soon exceed the power produced by our hydroelectric facilities.

Carbon Goals

Washington State has established clean energy – energy produced without carbon emissions – and carbon reduction requirements that utilities must plan for and comply with. Washington State's Clean Energy Transformation Act calls for 100% clean electricity – energy produced without carbon emissions - by 2045, while the Climate Commitment Act targets a 95% reduction in economy-wide carbon emissions by 2050.

Resource Adequacy

Load growth and decarbonization create new energy reliability challenges. We are committed to ensure our customer owners have the power they need, when they need it, while meeting required regulations. Carbon free renewable energy generation are generally variable in nature and thus must be integrated with dependable capacity resources to support the grid when needed.

No single initiative can address these closely connected challenges. Grant PUD must remain adaptive and agile, pursuing opportunities that protect core customer owners, residential, small commercial, and irrigation rate classes while delivering cost-effective service to non-core customers, primarily large commercial and industrial users.



Our Corporate Strategy Initiatives

Our corporate strategy initiatives define our long-term focus as a utility.

To meet accelerated load growth, carbon goals, and resource adequacy needs, Grant PUD will focus on five corporate strategic priorities over the next three years:

- Develop and mature specific business capabilities
- Expand our energy resource portfolio with new technologies
- Regional coordination
- Large load partnerships
- Policy Engagement



Develop and Mature Business Capabilities

As the energy industry evolves, Grant PUD must continue strengthening the organizational skills and practices needed to deliver its work effectively. Developing these business capabilities will help the utility remain responsive, improve how work is performed, and create lasting value for customer owners. Two capabilities require particular focus:

- Merchant operations
- Transmission planning

Merchant Operations

Merchant operations comprise Grant PUD's wholesale energy-market and portfolio-management functions. These activities include managing the portfolio of generation resources and contractual products used to serve load reliably and cost-effectively; procuring, selling, scheduling, and settling wholesale energy transactions; participating in organized regional markets; and optimizing the utility's power-supply portfolio across operational and planning horizons. As customer demand increases and regulatory and resource-adequacy obligations become more stringent, continued development of this capability is essential to maintaining reliable service, managing market exposure, and controlling power-supply costs.

We started developing this capability further in late 2023 by establishing an Energy Supply and Markets function – a dedicated team of employees to proactively meet this growing need for our utility. Our continued investment in this area of the utility ensures that we are well poised to address the future merchant operations challenges our utility will face.

In addition to expanding internal capabilities, Grant PUD engaged external market expertise. In early 2026, the utility became a member of The Energy Authority (TEA), a public-power-owned organization that provides energy trading, portfolio management, and market-risk services to participating utilities. This membership will accelerate the development of Grant PUD's wholesale-market capabilities and strengthen the optimization of its generation and transmission assets through integrated portfolio management, market analytics, and energy-trading services.

While we've made significant progress on maturing our merchant operations, we continue to seek opportunities to ensure we can manage the utility's wholesale energy market functions to meet the needs of our customer owners today and into the future.

Transmission Planning

As electricity demand increases within Grant County and across the Western Interconnection, Grant PUD must ensure that sufficient transmission and distribution infrastructure is planned, constructed, and maintained to serve forecasted load growth reliably. The bulk electric transmission system functions as the high-capacity backbone for moving power across long distances, analogous to Interstate 90, while the distribution system delivers electricity from transmission substations to individual communities and customer facilities through lower-voltage feeder networks.

A resilient, adequately sized, and strategically planned transmission system will enable Grant PUD to accommodate forecasted load growth, maintain system reliability, and meet the evolving service requirements of both core and non-core customer owners.

To support these objectives, Grant PUD began expanding its internal transmission-planning and wholesale-transmission capabilities in 2025. Fully staffing and operationalizing these functions over the next five years will strengthen the utility's ability to anticipate system needs, evaluate infrastructure alternatives, and make risk-informed investment decisions by:

- Identifying where incremental transmission capacity and system reinforcements are required to serve existing customer owners and forecasted load growth.
- Determining where redundant transmission paths and contingency capability are necessary to meet reliability criteria and maintain continuity of service.
- Collaborating with communities to identify areas suitable for future development while minimizing infrastructure constraints, stranded-asset exposure, and financial risk.



New Energy Technology Adoption

Expansion of our energy resource portfolio is necessary for our future. We will accomplish this through near-term procurement and long-term research and development.

Near-term Procurement: Starting the expansion — Grant PUD's 2024 Integrated Resource Plan identified a need for approximately 500 MW of renewable generation and 210 MW of battery storage before 2030. In late 2024, the utility issued a request for proposals to understand and evaluate possible generation resources to fill this need. By the end of the first quarter of 2026, Grant PUD had procured 460 MW of solar generation and 260 MW of battery storage, with the potential to add another 120 MW of battery storage in the near term. These resources introduce new technologies to the utility's portfolio that we will continue to build upon.

Research and Development: To support long-term resource diversification, Grant PUD continues to invest staff expertise, funding, and technical resources in evaluating small modular reactor technology. Current activities include acquiring property to support preliminary engineering, site characterization, and pre-investment feasibility analyses. Grant PUD is also collaborating with Chelan and Douglas County public utility districts on an enhanced geothermal exploration initiative to assess the technical and economic viability of this resource in Washington state.

Regional Coordination

To meet current and future customer needs, Grant PUD coordinates with other utilities and energy organizations.

Working together helps us plan for future energy needs, respond to changing conditions, and provide reliable energy to our customers all in a more cost effective way. Two regional coordination strategic initiatives Grant PUD is pursuing are: Participating in Southwest Power Pool's Markets+ initiative and the Western Power Pool's Western Resource Adequacy Program (WRAP).

Southwest Power Pool's Markets+

The Western Interconnect is the large power grid that connects utilities across the western United States, including parts of Canada and Mexico, allowing electricity to flow across the region as needed.

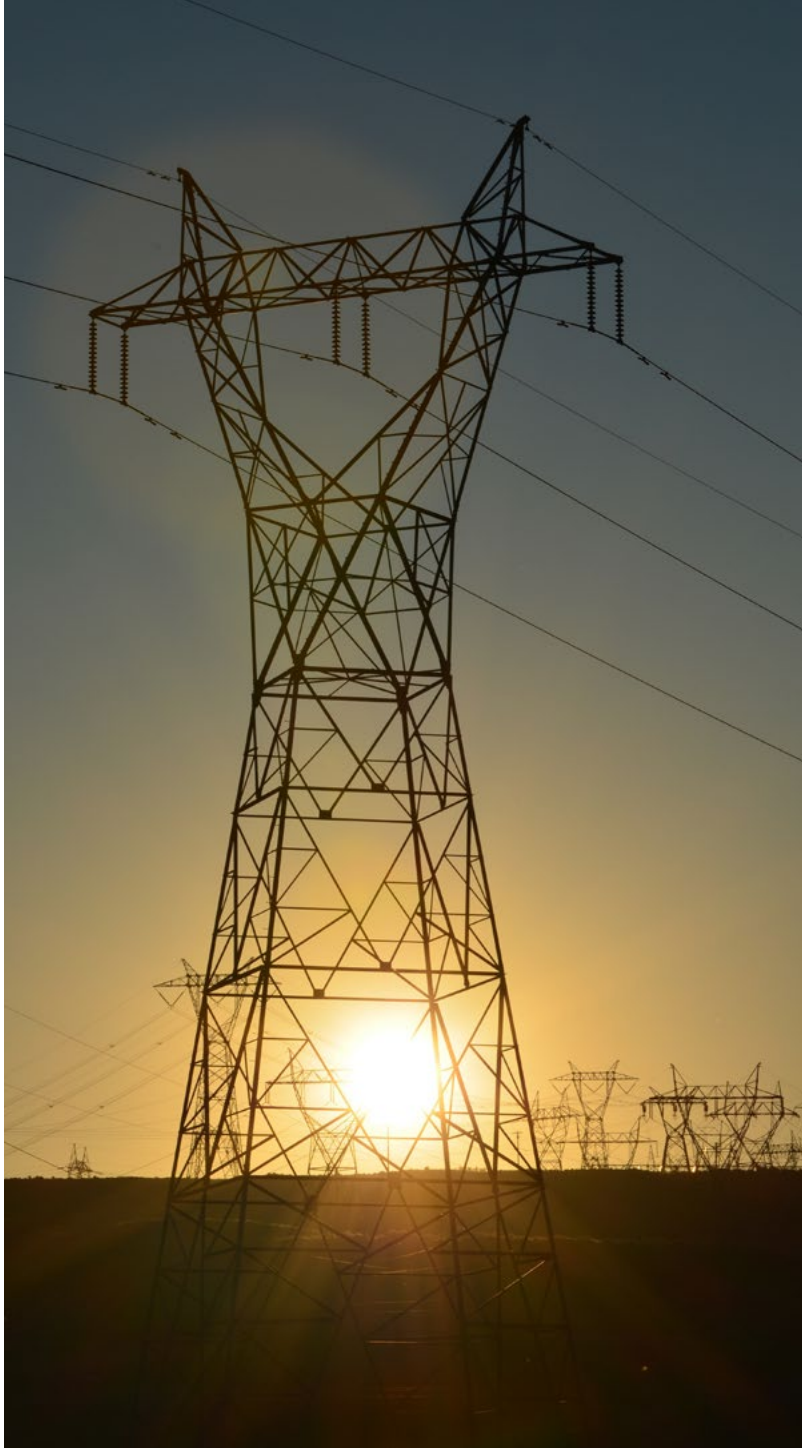
Currently the Western Interconnection is undergoing its most significant transformation since deregulation in the late 1990s and early 2000s. This transformation is driven by the same three forces identified before: Accelerated Load Growth, Carbon Goals, and Resource Adequacy. Power demand is rising and more of the resources to meet that demand are coming from intermittent variable renewable energy sources like wind and solar. In turn, this has driven the demand to change wholesale power markets across the west.

Two regional organized market platforms have emerged in the Western Interconnection to facilitate coordinated day-ahead operations and financial settlement among participating utilities. These platforms calculate scheduled and metered energy transactions, determine settlement positions, and allocate associated charges and credits in accordance with established market rules.

- CAISO Extended Day-Ahead Market (EDAM)
- Southwest Power Pool's Markets+ (SPP Markets +)

EDAM went live on May 1, 2026 and SPP Markets + is scheduled to launch in October 2027. Both promise optimization and diversification benefits, but they also require substantial investments in technology, staff time, and new business processes.

Grant PUD has chosen to be a partner in SPP Markets+. We chose this entity because of its market design, operational independence, and strong stakeholder governance. We expect this partnership to allow for more efficient and effective coordination with other utilities.



Western Resource Adequacy Program

Although the Western Power Pool's WRAP is independent of SPP Markets+, participation is required for SPP Markets+ membership.

WRAP provides an independent reliability standard within the market design. Grant PUD views the independent standard as both a core market principle and a prudent operational tool for addressing resource adequacy. We are committed to participating in both programs as key components of our efforts to strengthen regional coordination and support future reliability needs.



Large-Load Partnerships

Beyond broad electrification, large industrial and high-density compute customers which included reshored manufacturing and data centers – are the major drivers of accelerated load growth. Large loads create several distinct challenges:

- Demand increases occur in large step changes rather than gradually
- High-density compute customers require exceptionally high levels of reliability
- Speed to market is a persistent priority for large customers

Partnerships offer the most effective way to protect Grant PUD core customer owners (residential, small commercial, and irrigators – none of which are cost causers for this load growth) while meeting large-load customers' expectations. These arrangements should incorporate customer demand and resource flexibility through power-supply and capacity-reservation agreements that provide clear, firm service commitments.

We will pursue large-load partnerships that provide value to the utility, protect existing customer owners from costs they did not cause, and establish clear expectations for capacity, reliability, and service commitments.

Policy Engagement

Rapid changes in the energy industry make proactive policy engagement essential to Grant PUD's future. Creating and delivering energy has been our core business for 88 years. As the industry evolves to meet customer, regional, and national expectations, Grant PUD will advocate for practical policies that support safety and preserve our founding purpose: providing affordable, reliable power to Grant County residents.

Grant PUD has made proactive engagement in county, state, and federal policy making a priority at both the Commission and staff levels. We educate decision-makers about our business, concerns, and opportunities while offering practical, industry-supported solutions. Given today's changing political and regulatory environment, Grant PUD has dedicated both Commission and staff resources for proactive engagement on the issues that will influence our future.



Our Business Strategy

Grant PUD's corporate strategy defines the long-term choices that shape where the utility will focus. Our Business Strategy defines how we will deliver affordable and reliable power to our customer owners with clearly defined goals, measurements and targets. These are organized around four perspectives - People, Learning & Culture, Process & Technology, Customer & Stakeholder, and Financial - that guide performance over the next three years. This allows us to make intentional operational choices in the best interests of our customer owners.

People, Learning & Culture

We continue to build the foundation for long-term strategic execution through capability development of our employees.

In what ways can we empower our employees to grow while building a strong culture aligned with our values?

Objective Statement: We are developing and supporting a safe and rewarding work environment that attracts, retains, and engages talent.

Over the next three years, from 2026 through 2028 we will expect to:

- Increase our employee engagement with the intention to increase productivity
- Improve our talent attractiveness and encourage positional movement within our utility
- Create a safer workplace
- Increase interdepartmental collaboration and services



Process & Technology

We are identifying critical processes for innovation, quality and efficiency that support strategic objectives and goals.

How do we excel? What strategies, systems and technologies can we implement to maximize operational excellence and innovation?

Objective Statement: We deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance.

Over the next three years, from 2026 through 2028 we will expect to:

- Create more reliable and resilient operational and business systems
- Map our critical business processes
- Digitally enable our operations to decrease time and increase quality of daily work to increase productivity
- Increase our regulatory readiness
- Protect our cybersecurity posture
- Increase our market availability of generating, electric and fiber systems

Customer & Stakeholder

We are aligning our strategy – our work - to be a steady source of knowledge, solutions and service to our customers and stakeholders.

How are we perceived by our customers and stakeholders?

How can we enhance the way we serve our customers and stakeholders? Are our customers and stakeholders satisfied with the value and experience we provide?

Objective Statement: We provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders.

Over the next three years, from 2026 through 2028 we will expect to:

- Further our customers' trust in us
- Improve stakeholder engagement
- Create stronger customer engagement
- Increase customer perception of our service reliability

Financial

We ensure that our strategic initiatives continue to contribute to profitability, growth and sustainability.

Are we delivering strong financial results while securing long-term stability and value for our customers?

Objective Statement: We are ensuring long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks.

Over the next three years, from 2026 through 2028 we will expect to:

- Better align our actual and forecasted financial results
- Improve our capital investment ROI performance
- Refine our risk-informed decision making
- Meet or outperform our rate trajectories

Notes

Grant PUD publishes this Strategic Plan to communicate the corporate and business strategies guiding the utility. The plan reflects Grant PUD's current strategic direction and the priorities established by its leadership with the approval of the Grant PUD Commission.

Please visit grantpud.org to view:

- Current adopted budget
- Annual Report
- Integrated Resource Plan
- Wanapum Heritage Center hours of operation
- Recreation site information
- Employment Opportunities
- How to Work With Us
- Other news, reports and plans









POWERING OUR WAY OF LIFE



STAY CONNECTED

GrantCountyPUD | @GrantPUD | GrantCountyPUD | GrantCountyPUD

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