

Enterprise Balanced Scorecard

April 2026

John Mertlich, General Manager/CEO



Powering our way of life.

Agenda

- Structure Review
- Review April 2026 performance
- Goal Status
- Resources
- Takeaways



Balanced Scorecard Structure

How does the Balanced Scorecard fit into the overall strategic planning process?



Balanced Scorecard Building Blocks

The Balanced Scorecard follows a hierarchy where each level answers a different question:

OBJECTIVES What must we achieve strategically?

GOALS What does success look like in the next 1-3 years?

STRATEGIES How will we achieve it?

MEASURES How will we know if we are succeeding?

TARGETS What level of performance are we aiming for?

**INITIATIVES/
TACTICS** What work will we actually do on a daily basis?

BSC Development Update



Powering our way of life.

The Rollout



Changing Approach

- Feedback about too many competing priorities
- Not enough capacity of some individuals
- Shifting focus from cascading down to the functional area by July to only enterprise and divisions
- Will re-evaluate cascading process (including timeline) to functional areas, business units and departments after enterprise and division balanced scorecards complete and operational
- **General Manager/CEO, Senior Vice Presidents and Vice President of Business Advancement and Strategy will finalize enterprise scorecard, create and finalize division scorecard**

Why the change in the balanced scorecard development process?

Organizational Structure



*Focused
near-term
development*

Goal Statements

- Tangible results in next 3 years
- **Specific, measurable**, achievable, relevant & **timebound** (SMART)
- Defines success of an objective
- *We want “x”, to be “y”, by “z” date*



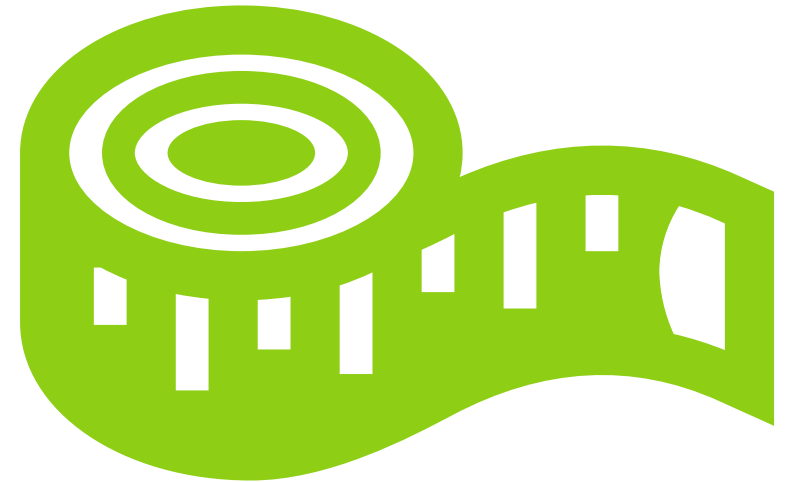
Measures

What is a measure?

- Quantifies progress toward the target → goal
- Clearly signals whether a strategy is working

Simple rules

- Directly tied to a specific enterprise goal
- Outcome-focused
- Clearly defined
- Actionable - leaders can influence the result
- Comparable over time - trend-based
- One-line test: *If this measure moves, would leadership know whether strategy is succeeding or failing?*



Targets

What is a target?

- A specific performance level we aim to achieve for a measure within a set time
- How “*good*” is a good enough number
- Targets make the scorecard actionable. Without targets, measures are just data

Guidance

- Stretch the organization but achievable
- Benchmarked where possible
- Reviewed and recalibrated quarterly and then annually



Measures & Targets: Common and Team specific

Common Measures & Targets

- Some measures and or targets will be common to everyone in the organization
- Example: Budgets within budget range, Gallup Q12

Team Specific

- Some measures will be specific to each team's contributions to advancing the enterprise goals





ENTERPRISE STRATEGY & BALANCED SCORECARD

MISSION *Our purpose*

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

VISION *Our aspiration*

Excellence in Service & Leadership. We continually ask how we can improve safety, service quality, reliability and stewardship of our resources in the most cost-effective manner.

VALUES *Principles and beliefs*

Safety | Innovation | Service | Teamwork | Respect | Integrity | Heritage

PERSPECTIVES



OBJECTIVE *What we are trying to achieve*

Develop and support a safe and rewarding work environment that attracts, retains, and engages talent to advance Grant PUD's strategic objectives

Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance

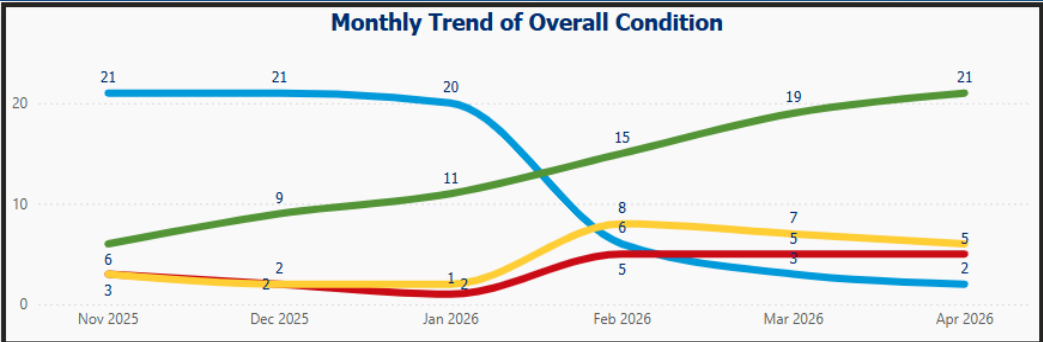
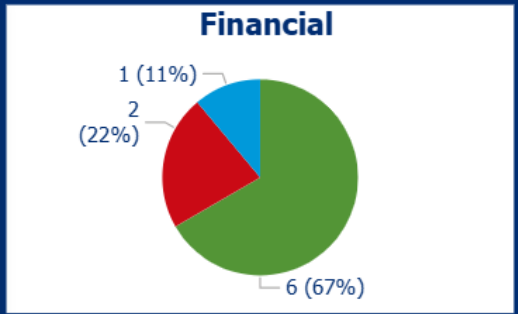
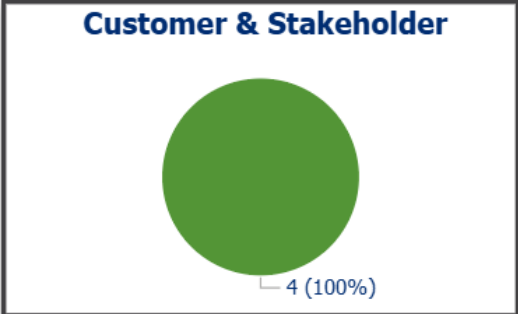
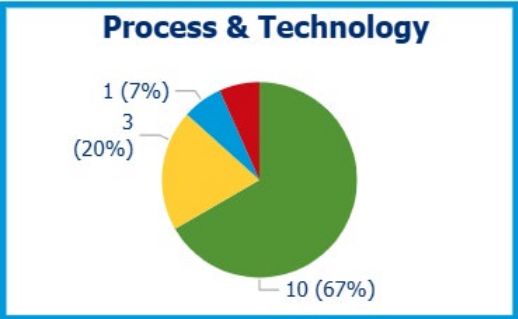
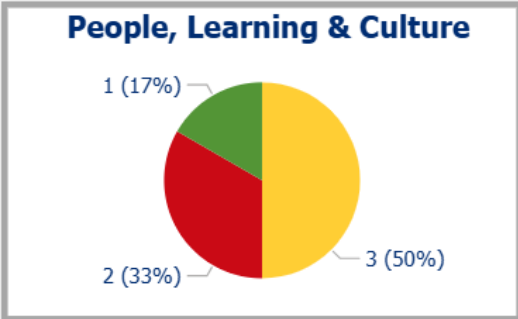
Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders

Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks

STRATEGIES *Paths required to achieve objective*



April Reporting Overview



- GREEN** On Track – Met or exceeding target
- YELLOW** Monitor – Below target; improvement underway or performance trending toward target; team actively managing and aware
- RED** Intervention Needed – Below target; additional support or focus needed
- BLUE** Developing - Measure under development



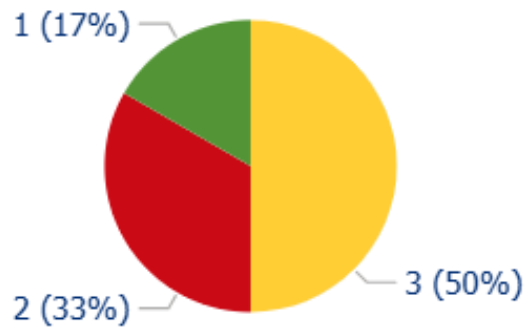
PEOPLE, LEARNING & CULTURE

Develop and support a safe and rewarding work environment that attracts, retains, and engages talent to advance Grant PUD's strategic objectives

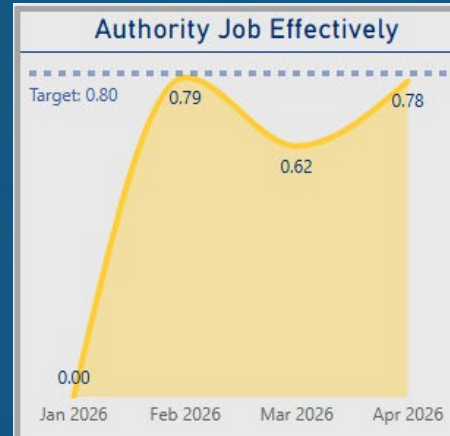
STRATEGY	MEASURE	QUESTION
Empower decision-making at the lowest appropriate level, closest to the issue, while ensuring safety and compliance.	% employees rating top two box score on survey response: "I have the authority I need to do my job effectively."	<i>Do employees feel empowered to do their jobs?</i>
Grow leaders who strengthen employee engagement while meeting objectives	Avg organizational Employee Engagement Q12 Survey Question total score	<i>How engaged do employees feel overall?</i>
Improve interdepartmental collaboration and service	% of Target Service Providing Departments rating 5 on "Our Internal Service Providers understand and meet our department's needs."	<i>Do internal providers meet department needs effectively?</i>
Improve recruitment, retention, and succession planning	% critical roles with a formal succession plan	<i>Are key roles prepared for future transitions?</i>
Sustain our safety culture	% completed versus established Job Site Review targets	<i>Are job site reviews occurring as planned?</i>
	% of safety concerns closed by due date	<i>Are safety concerns resolved promptly?</i>



PEOPLE, LEARNING & CULTURE



- All 6 measures trending closer to targets than previous month (improving)
- Safety concerns closed by due date consistently over the last 3 months
- Opportunity to improve #JSR and interdepartmental collaboration & service





PROCESS & TECHNOLOGY

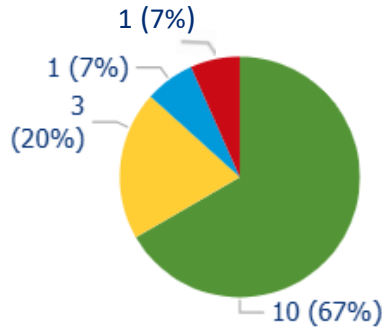
Deploy business processes and technology solutions that continuously improve business operations, resiliency, system reliability and compliance

STRATEGY	MEASURE	QUESTION
Continually optimize key processes to improve efficiency, effectiveness and compliance	% of targeted processes documented to plan	<i>Are critical processes documented as planned?</i>
	% compliance with Growth Management Strategy Phase II Implementation Workplan	<i>Is GMS Phase II progressing as planned?</i>
	Ratio of Self-Identified to Externally-Identified compliance issues	<i>Are we catching compliance issues before others?</i>
Deploy technology and enterprise-wide systems to streamline business operations	% compliance to critical business system implementation plan	<i>Are we following the system implementation plan?</i>
Establish and enforce standardized design and material specifications to improve quality and consistency	% of targeted Department standards transitioned to a standard design, product and work package template	<i>Are departments adopting standard templates?</i>
	% of high value/high impact stock items reviewed for like inventory items District-wide	<i>Are critical inventory items reviewed for duplication?</i>
Optimize wholesale and retail systems operation performance	Network uptime - Wholesale Fiber	<i>How reliable is our home fiber network?</i>
	Network uptime - Backbone	<i>Is our core network consistently available?</i>
	System average interruption duration index (SAIDI)	<i>How long do outages affect customers overall?</i>
	System average interruption frequency index (SAIFI)	<i>How often do customers experience outages?</i>
	Wanapum Dam Unit Availability	<i>Is Wanapum Dam generating power as expected?</i>
	Priest Rapids Unit Availability	<i>Is Priest Rapids generating power as expected?</i>
Strengthen data capture, governance, access, and analysis capabilities	% completion of Database Warehouse Plan	<i>Is the data warehouse plan on track?</i>
Strengthen resilience of enterprise technology assets against threats	% achievement of Cyber Security Control Plan	<i>Are planned cybersecurity controls fully implemented?</i>

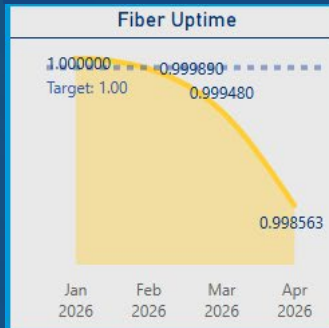
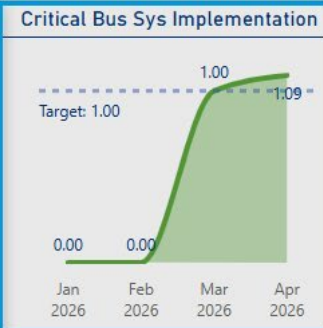
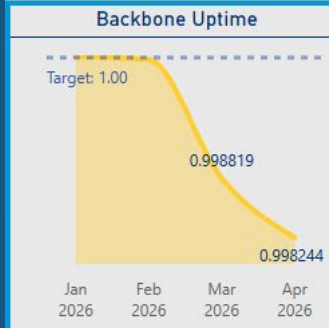
**New measure: % Invoices paid within 30 days How efficient is our District payment processing system?*



PROCESS & TECHNOLOGY



- ~50% of P&T measures trending closer to targets than previous month (improving)
- Data Warehouse Plan: resource constraints/competing priorities
- Cyber Security Control Plan blocked by unresolved policy approvals, not technical capability





CUSTOMER & STAKEHOLDER

Provide an intentional customer experience that drives engagement, satisfaction and trust for both our customers and stakeholders

STRATEGY

Advocate and engage with stakeholders (key players), regulatory and policy makers to enable Grant PUD's business objectives

Enhance customer communication, education, and engagement

Optimize rate structures and fees to insulate "core" customers from adverse growth impacts

MEASURE

% of Participation in Recommended Engagements (Commission, ELT or SME)

% of customers report they hear information about growth and rate impacts

Overall/composite Customer Satisfaction attribute survey

% of total number megawatts under-utilized

QUESTION

Are leaders engaging in recommended activities?

Are growth and rate impacts reaching customers?

How satisfied are customers overall?

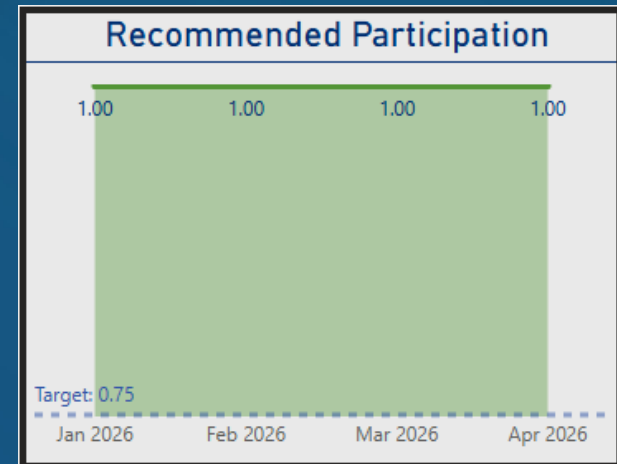
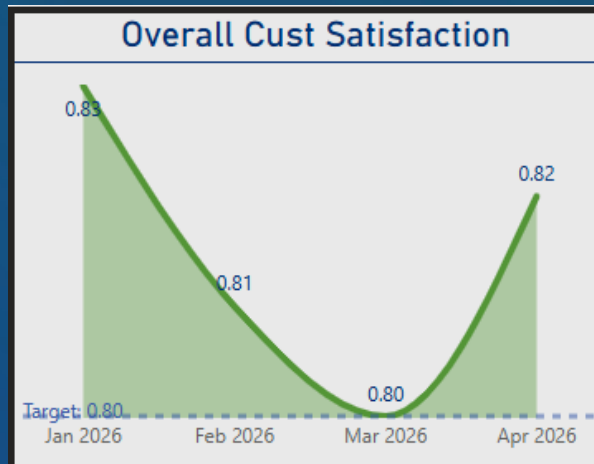
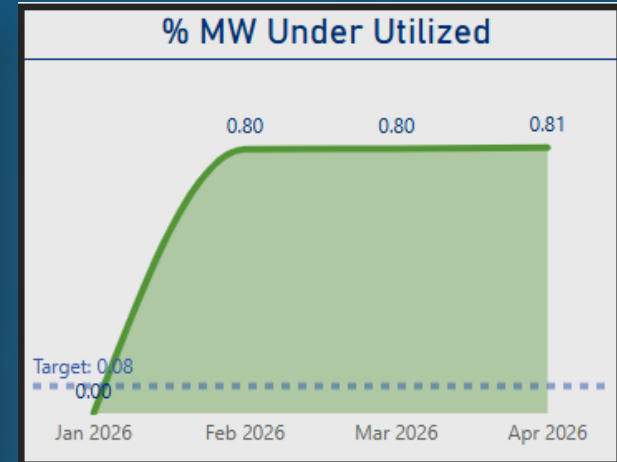
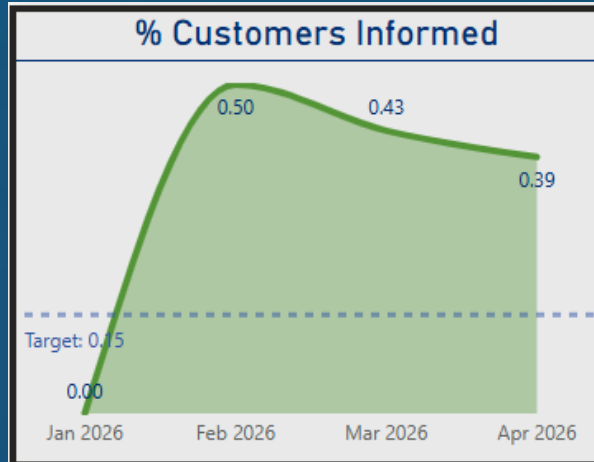
Are we using our energy capacity efficiently?



CUSTOMER & STAKEHOLDER



- Acceptable megawatts utilized in Quincy
- Customers Satisfied with their Grant PUD experience (small sample size)
- High participation in recommended engagements (Commission/ELT/SME)





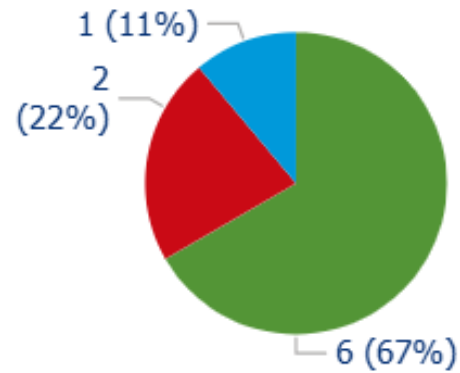
FINANCIAL

Ensure long-term financial sustainability by making prudent investment and financial management decisions while proactively managing risks

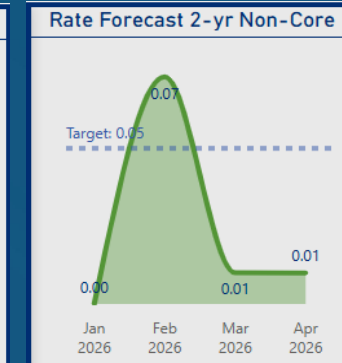
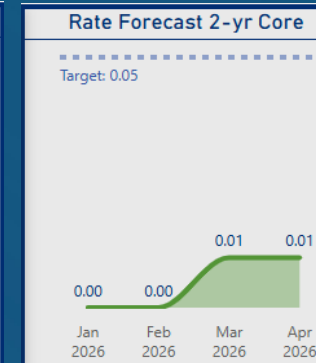
STRATEGY	MEASURE	QUESTION
Advance proactive risk management	% of risk assessment plan being met	Are risk assessments on track to plan?
Develop and implement cost recovery strategy related to forecasted growth	% variance current forecast rate trajectory to target rate trajectory - core customer	Are core customer rates tracking to targets?
	% variance current forecast rate trajectory to target rate trajectory - non-core customer	Are non-core customer rates tracking to targets?
Improve forecasting to accurately anticipate and meet future demand while ensuring affordability and rate stability (GMP)	% variance gross margin forecast accuracy	Are our key financial forecasts accurate?
Meet or exceed financial performance expectations	% compliance of Enterprise budgets within budget range (YTD)	Are budgets staying within approved limits?
	% acceptable variance Enterprise projections (forecast) to meet year end projection	Are monthly forecasts within desired volatility range?
	# 6-year Debt Service Coverage (DSC) meeting target	Are we meeting debt service coverage targets?
	# 6-year Return on Net Assets (RONA) forecasted within target	Is Net Plant generating financial policy targeted returns?
Optimize project-specific financial performance to ensure transparency and ROI capture	% of projects realizing hard benefits	Are projects delivering measurable benefits?



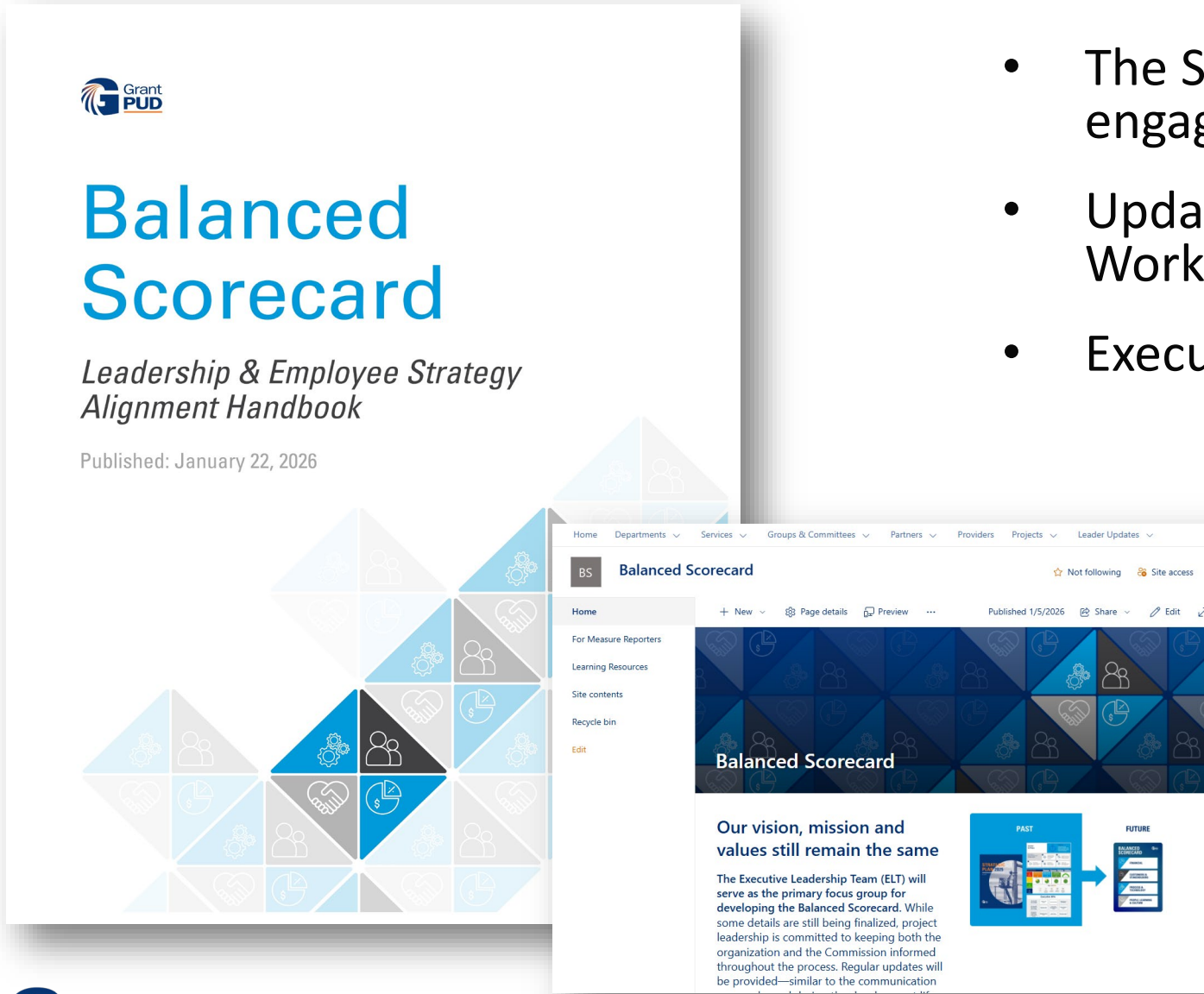
FINANCIAL



- 33% meeting target
- Considering RONA target update; target is dated from 2012
- Enterprise budgets not within budget range
- Risk Assessments are on track to plan



Resources



- The Handbook – available on SP
- The SP Site – what’s coming up, how to engage, resources – check out the library!
- Updates via AEM, Leaderline and Working@Grant
- Executive Leadership Team

Key Takeaways

- Month 4 of Enterprise Monthly Balanced Scorecard Reporting
- 1 Measure went “Live” in Process & Technology this month and was actively reported on
- Finalizing goals – defining success for our objectives in the next 1-3 years – a clear target of what we are achieving through work on our measures
- Division measures in development
- Multiple resources available for employees



Thank you!

The Columbia River Treaty Modernization

April 28, 2026

Jeff Grizzel, SVP Power & Market Operations



Treaty History & Background

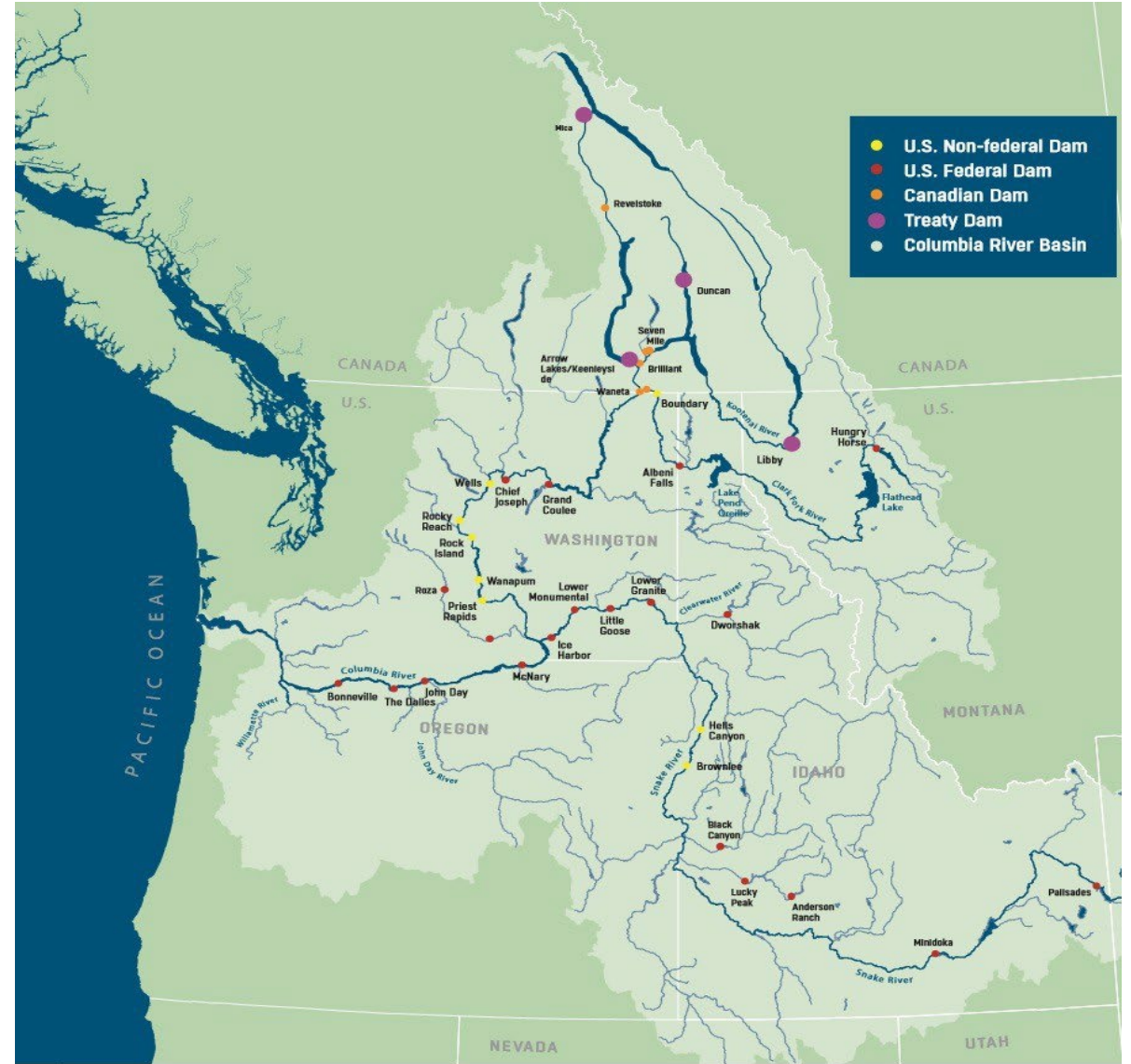
Signed by U.S. and Canada in 1961; entered into force in 1964 with Entities designated for implementation (U.S. = BPA + Corps; CAN = BCH)

Facilitated shared water resource management to maximize benefits to U.S. & Canada primarily for hydropower & flood risk management (FRM)

Two drivers for Treaty modernization – (1) post-2024 FRM and (2) better addressing ecosystem function

2013 – U.S. Entity Regional Recommendation released to guide U.S. negotiations with Canada for Treaty modernization

for Treaty modernization
released to guide U.S. negotiations with Canada
2013 – U.S. Entity Regional Recommendation



Overview & Status

- 2018 - Formal negotiations to modernize the Treaty between U.S. & Canada began
- 2024 – After 18 rounds of negotiations over 6 years, the U.S. & Canada reached an Agreement in Principle (AIP)
- 2025 - Trump Administration paused negotiations on Treaty amendment
- 2027 – Interim FRM provisions terminate (sooner if a modernized Treaty is negotiated)
- 2044 – Power provisions were established for twenty years



Flood Risk Management

- September 16, 2024: the CRT 60-year "Assured Annual Flood Control" storage (8.45 MAF) provisions expired
- Agreement in Principle calls for 3.6 MAF preplanned storage until 2027
- U.S. can exercise "*called upon*" storage after 3.6 MAF is used, but must utilize storage in U.S. reservoirs first
- FRM requirements must be harmonized with ESA, CWA, NHPA, instream flows, and FERC License requirements

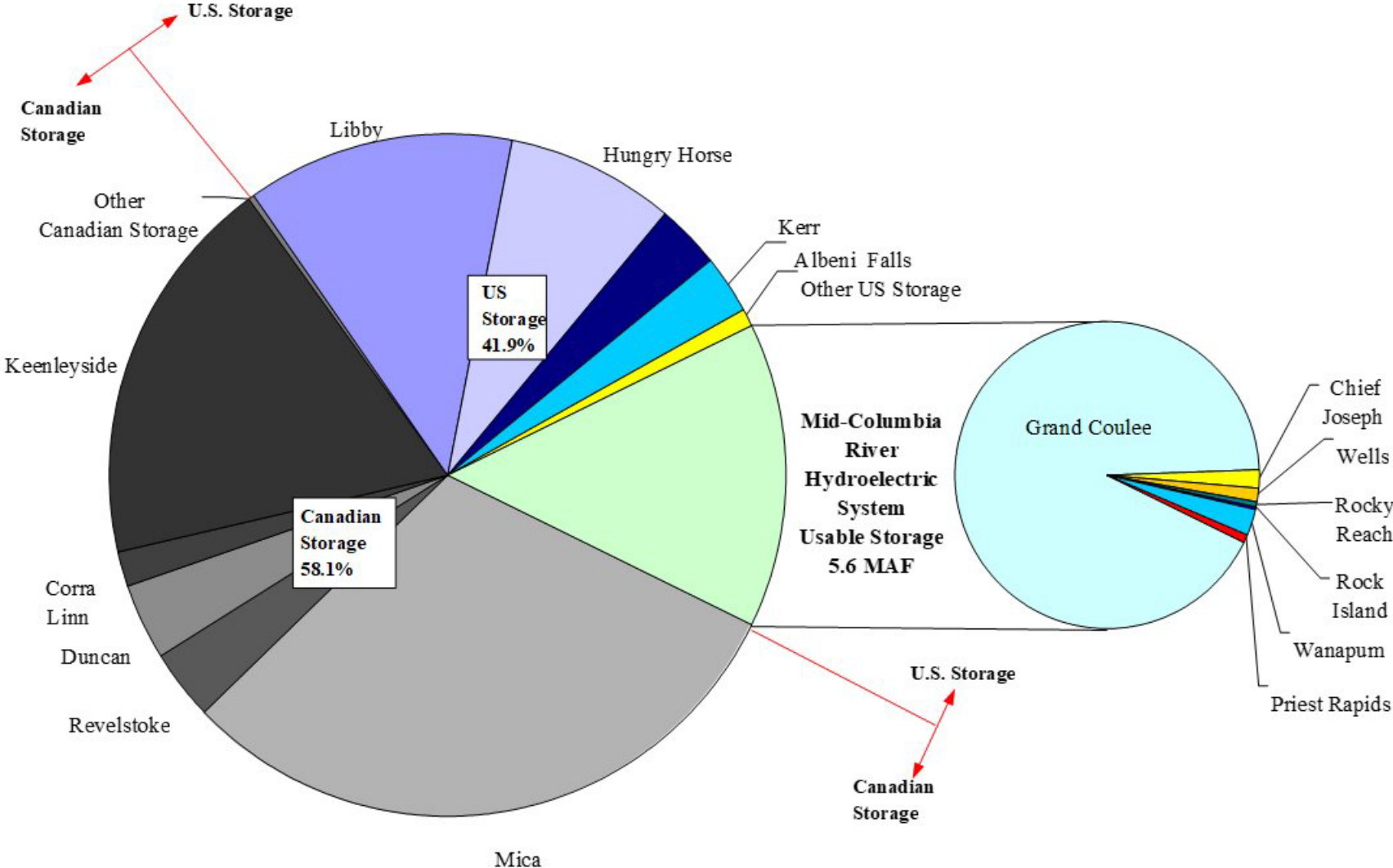


Flood Risk Management – Grant PUD

- U.S. Army Corps developed "Water Control Plan" (WCP)
- WCP addresses required U.S. storage under "called upon" conditions
- WCP calls for drawdown of Priest Rapids and Wanapum prior to calling upon CA
- FERC License requires Grant PUD to provide up to 500k AF of flood storage when requested by Corps
- FERC License says Grant PUD must be compensated
- Corps says they have no mechanism for compensating Grant PUD



Grant PUD's Contribution to FRM



Where From Here?

- Unclear where the Trump administration stands on the AIP
- No indication that the AIP will be moving forward in its current form
- Considerable uncertainty as to if or when a final agreement will be reached



Thank you!



Government Affairs Strategy Update

April 28, 2026

Ryan Holterhoff, Senior Policy Analyst
Matthew Harris, Senior Policy Analyst



Powering our way of life.

Agenda

- Strategic Engagement Review
- Upcoming Topics
- GA Strategy Topics

Supporting the Strategic Focus

GRANT PUD

MISSION

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

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.

COMMISSION

MISSION

To meet our customers' evolving utility (energy & broadband) needs while preserving our customer-owners' values.

VISION

We collaborate with and inspire key partners (local, state, federal, etc.) to promote and perpetuate Grant PUD's legacy of premier utility services.

Spring/Summer Balanced Scorecard Items

2025/26 Key Events Planner



		Tom	Larry	Judy	Nelson	Terry	Staff	John	Ty	Jeff
Apr-26 1 Event <input type="checkbox"/> Mid-C Clean Energy Expo - Wenatchee, WA (Scheduled for April 22)		x		x	x	x	x			x
May-26 No Events										
Jun-26 1 Event <input type="checkbox"/> APPA National Conference - Boston, MA (June 26- July 1)										
Jul-26 No Events										
Aug-26 No Events										

Engagements: Tours and the Summit



Add photos from the Summit

Other Near-Term Engagements

Potential engagements not specifically tied to the balanced score card:

- WPUA Annual Meeting – Suquamish, WA (April)
- Central Washington Energy Summit – Moses Lake, WA (May)
- NWPPA Annual Meeting – Spokane, WA (May)
- Tours with members or staff (Time TBD)
- Other engagements with associations and other member and agency interactions where possible

Issue Engagement Framework



Key categories from rankings

Resource development- As Grant PUD explores new generation resources what are the key asks and/or information we want to share with policy makers and regulators to support development and accelerate approvals.

Improving permitting- What efforts are needed to making permitting of infrastructure efficient, transparent, and predictable by such actions including reducing delays, clarifying requirements, streamlining coordination among agencies, and enhancing stakeholder engagement.

Regulatory refinements- Identify changes that can help refine state and federal policy goals to allow for better accelerate project timeliness improve financial planning, and build upon system reliability.

Upcoming GA Strategy Topics

Not all encompassing and may adjust as other needs arise:

Columbia River Treaty (Today)

E3 study review and discussion of key insights

The political economy surrounding data centers

Policy discussions around day-ahead markets

EOY: Pre and Post election summary

Work Product

Reference Document



In depth analysis & industry insights.

Explains challenges, opportunities and strategies

Position Paper



The utility stance on issue

Supports position and interest with various scenarios and evidence

One Pager & Leave Behind



Quick reference for external stakeholders

Summarizes position and issue and may include visuals

Balanced Scorecard Year-End Engagements

2025/26 Key Events Planner

		Tom	Larry	Judy	Nelson	Terry	John	Ty	Jeff
Aug-26 No Events									
Sep-26 1 Event	<input type="checkbox"/> AWB Policy Summit - Spokane, WA (Sept. 15-17)								
Oct-26 1 Event	<input type="checkbox"/> PPC FUEL Meeting - Portland, OR (Exact timing TBD)								
Nov-26 1 Events	<input type="checkbox"/> PPC and NWRP Annual Meetings - Portland, OR (November 4- 5)								
Dec-26 1 Event	<input type="checkbox"/> Tri-Cities Region Legislative District Meetings (Exact timing TBD)								

Thank you!



Columbia River Treaty

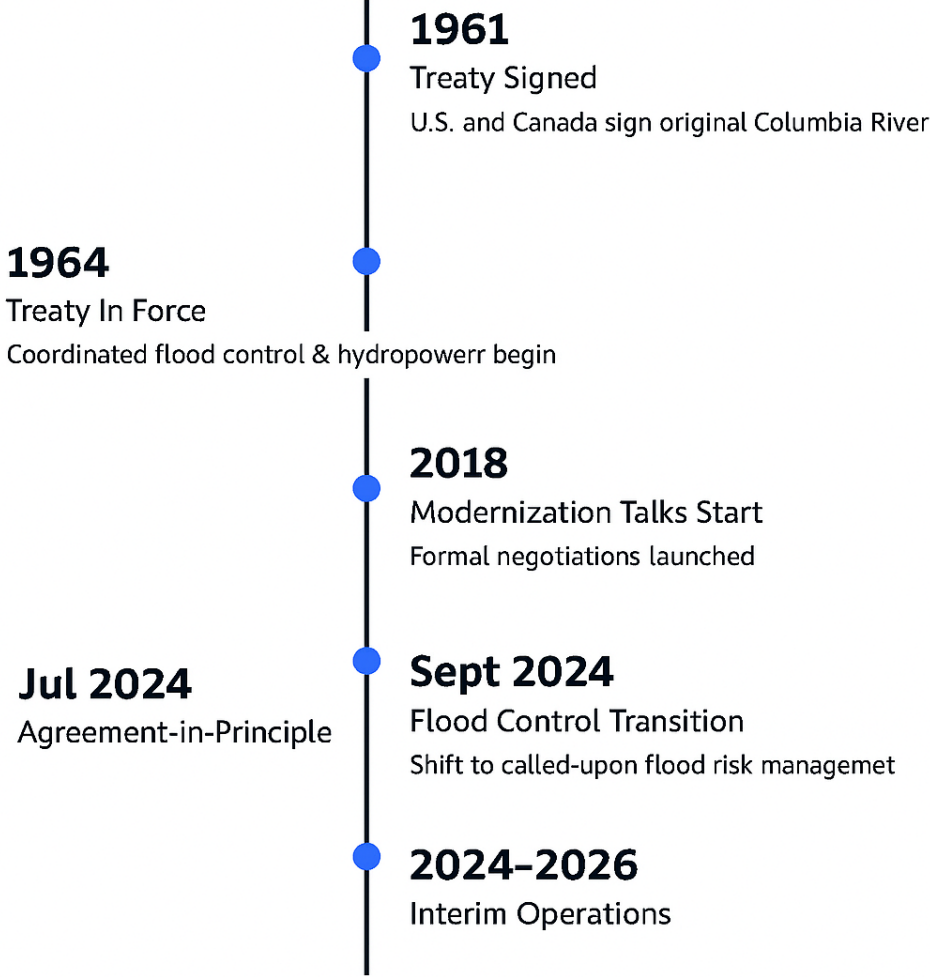
Columbia River Treaty

- Canada & U.S. have been working since 1940s on Columbia River issues
- Treat signed in 1961, ratified in 1964
- Governs hydropower operations and flood risk



President Eisenhower and Canadian Prime Minister Diefenbaker sign the Columbia River Treaty

Columbia River Treaty – Timeline



If the Agreement-in-Principle is NOT ratified:

- Original Columbia River Treaty remains in force
- Flood control stays in called-upon mode (post-2024)
- Power & flood operations continue via interim agreements
- No binding ecosystem or indigenous governance provisions
- No modernization certainty; higher long-term risk

Columbia River Treaty – Path through the Senate



The high-level AIP is converted into precise legal text (still awaiting)

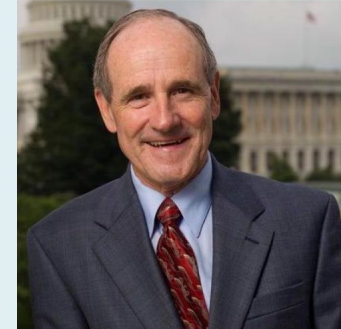


Awaiting submission to the Senate Foreign Relations Committee but eventually two-thirds majority of the entire Senate is required for consent.



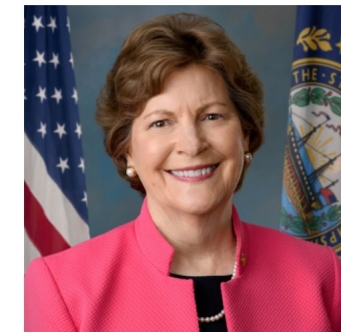
Canada has its own process

MAJORITY 11 Republicans



CHAIRMAN
JAMES E. RISCH
Republican - Idaho

MINORITY 9 Democrats



RANKING MEMBER
JEANNE SHAHEEN
Democrat - New Hampshire