

# Strategy: Workforce Development

## Gallup Q12 Employee Engagement 2025 report

January 20, 2026

Tod Ayers, VP Human Resources



Powering our way of life.

# AGENDA

- Big Picture
- Data Review
- Recommendations

# Big Picture

Gallup Q12 Employee Engagement 2025 report



Powering our way of life.

# Executive Summary

- Survey occurred in Q4 2025
- Gallup Q12 used by Grant PUD since 2020
- Results reveal incremental improvement year over year in all facets.
- Currently focusing on translating data into departmental actions for improvement. Shifting toward monthly pulse surveys by department in 2026.
- Ongoing balanced scorecard indicator (People & Culture Quadrant). Targeting 4.30-5.00 engagement mean. As of '25 survey administration organization sits 4.05 overall.

# Core Team

**Tod Ayers**

CHRO, Executive  
Sponsor

**Thomas  
Stredwick**

Sr. Mgr. Talent &  
Org Dev

**Scott Sundberg**

Org. Dev.  
Supervisor

**Orlene Hahn**

Employee  
Experience  
Specialist

Gallup provides ongoing support for administration of survey and debrief of results following survey administration. Grant PUD team provides org wide report out and ongoing support relative to action planning

# Project/Program Purpose

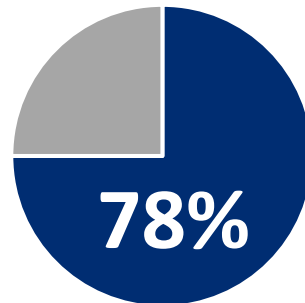
1. Provide consistent employee feedback mechanisms.
2. Provide consistent paths to acting based on feedback requested.



# Response Rate Comparison

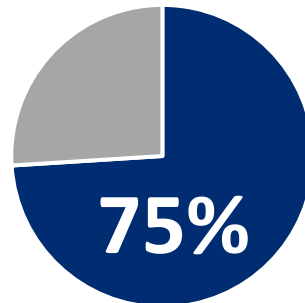
2025

704 EMPLOYEES



2024

629 EMPLOYEES



# Data Review

Gallup Q12 Employee Engagement 2025 report



Powering our way of life.



# Average Score

2025

Engagement Mean



Trended Mean >



Change From Last Mean: 0.10

Percentile Rank

46<sup>th</sup>

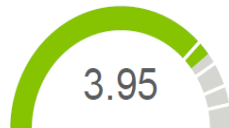


The mean is greater than 46% of those in the Gallup Overall database.

Balanced  
Scorecard Target:  
**4.30**

2024

Engagement Mean



Trended Mean



Change From Last Mean: 0.13

3.73 | 3.68 | 3.82 | 3.95

Percentile Rank

38<sup>th</sup>



The mean is greater than 38% of those in the Gallup Overall database.

# Engaged Employees

2025



- **53%** engaged (past 48%)
- **36%** not engaged (past 38%)
- **11%** actively disengaged (past 14%)

2024



- **48%** engaged (past 42%)
- **38%** not engaged (past 42%)
- **14%** actively disengaged (past 16%)

# Engagement Index by Management Level

## Executives



- 61% engaged (past \*)
- \* not engaged (past \*)
- \* actively disengaged (past \*)

## Sr. Managers



- 66% engaged (past \*)
- 31% not engaged (past \*)
- 3% actively disengaged (past \*)

## Managers



- 51% engaged (past \*)
- 38% not engaged (past \*)
- 11% actively disengaged (past \*)

## Supervisors



- 44% engaged (past \*)
- 38% not engaged (past \*)
- 18% actively disengaged (past \*)

# 2025 Individual Questions

Engagement Mean



Trended Mean



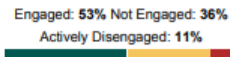
Mean Percentile Rank - Gallup Overall

46

Respondents

703

Engagement Index



	Company Overall Total N	Current Mean	Frequency Distribution 1 2 3 4 5	Current Top Box	Gallup Overall Mean 25	Company Overall Mean Percentile Rank - Gallup Overall
<b>Q00:</b> On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?	694	4.02	1:3% 2:4% 3:14% 4:46% 5:33%	33	3.74	46
<b>Q01:</b> I know what is expected of me at work.	700	4.24	1:2% 2:3% 3:10% 4:38% 5:46%	46	4.19	29
<b>Q02:</b> I have the materials and equipment I need to do my work right.	700	4.07	1:4% 2:5% 3:15% 4:34% 5:42%	42	3.83	37
<b>Q03:</b> At work, I have the opportunity to do what I do best every day.	698	4.01	1:4% 2:5% 3:18% 4:33% 5:40%	40	3.79	38
<b>Q04:</b> In the last seven days, I have received recognition or praise for doing good work.	684	3.81	1:11% 2:8% 3:14% 4:23% 5:44%	44	3.26	51
<b>Q05:</b> My manager, or someone at work, seems to care about me as a person.	701	4.34	1:5% 2:3% 3:7% 4:22% 5:63%	63	3.91	49
<b>Q06:</b> There is someone at work who encourages my development.	698	4.08	1:7% 2:4% 3:13% 4:25% 5:50%	50	3.62	48
<b>Q07:</b> At work, my opinions seem to count.	701	3.85	1:8% 2:7% 3:13% 4:35% 5:37%	37	3.53	41
<b>Q08:</b> The mission or purpose of my company makes me feel my job is important.	698	4.01	1:6% 2:5% 3:15% 4:32% 5:43%	43	3.77	38
<b>Q09:</b> My coworkers are committed to doing quality work.	695	4.29	1:2% 2:3% 3:11% 4:32% 5:52%	52	3.81	55
<b>Q10:</b> I have a best friend at work.	661	3.80	1:8% 2:8% 3:18% 4:28% 5:38%	38	3.19	55
<b>Q11:</b> In the last six months, someone at work has talked to me about my progress.	678	3.95	1:9% 2:6% 3:14% 4:22% 5:49%	49	3.50	45
<b>Q12:</b> This last year, I have had opportunities at work to learn and grow.	678	4.20	1:5% 2:5% 3:10% 4:25% 5:55%	55	3.75	51



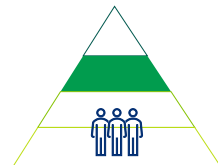
## BASIC NEEDS

What do I get?



## INDIVIDUAL

What do I give?



## TEAMWORK

Do I belong here?



## GROWTH

How can I grow?

# 2025 Individual Questions

## Results Summary

High/Low indicators are derived for teams based on an item's position in the engagement hierarchy and percentile in a Gallup database. Use these as starting points for conversations with your team. Note: High/Low indicators are not available when filtering by Reporting Groups. [Learn More](#)

Database: Gallup Overall

< 25<sup>th</sup>   25<sup>th</sup>-49<sup>th</sup>   50<sup>th</sup>-74<sup>th</sup>   75<sup>th</sup>-89<sup>th</sup>   >= 90<sup>th</sup>

LOW

Q01. I know what is expected of me at work. 4.24  
29th

[VIEW DETAILS](#)

LOW

Q02. I have the materials and equipment I need to do my work right. 4.07  
37th

[VIEW DETAILS](#)

Q03. At work, I have the opportunity to do what I do best every day. 4.01  
38th

[VIEW DETAILS](#)

Q04. In the last seven days, I have received recognition or praise for doing good work. 3.81  
51st

[VIEW DETAILS](#)

Q05. My manager, or someone at work, seems to care about me as a person. 4.34  
49th

[VIEW DETAILS](#)

Q06. There is someone at work who encourages my development. 4.08  
48th

[VIEW DETAILS](#)

Q07. At work, my opinions seem to count. 3.85  
41st

[VIEW DETAILS](#)

Q08. The mission or purpose of my company makes me feel my job is important. 4.01  
38th

[VIEW DETAILS](#)

HIGH

Q09. My coworkers are committed to doing quality work. 4.29  
55th

[VIEW DETAILS](#)

HIGH

Q10. I have a best friend at work. 3.80  
55th

[VIEW DETAILS](#)

Q11. In the last six months, someone at work has talked to me about my progress. 3.95  
45th

[VIEW DETAILS](#)

Q12. This last year, I have had opportunities at work to learn and grow. 4.20  
51st

[VIEW DETAILS](#)



## BASIC NEEDS

What do I get?



## INDIVIDUAL

What do I give?



## TEAMWORK

Do I belong here?



## GROWTH

How can I grow?

# Results by Tenure

## Percentile Rank in Gallup Overall Database

■ < 25th Percentile 
 ■ 25-49th Percentile 
 ■ 50-74th Percentile 
 ■ 75-89th Percentile 
 ■ >= 90th Percentile

Teams	Variables	Variable Values	Total Respondents	Q12 Mean	Q00. Overall Satisfaction	Q01. Know What's Expected	Q02. Materials and Equipment	Q03. Opportunity to do Best	Q04. Recognition	Q05. Cares About Me	Q06. Development	Q07. Opinions Count	Q08. Mission/Purpose	Q09. Committed to Quality	Q10. Best Friend	Q11. Progress	Q12. Learn and Grow
Overall	Overall	Overall	704	4.05	4.02	4.24	4.07	4.01	3.81	4.34	4.08	3.85	4.01	4.29	3.80	3.95	4.20
Overall	Tenure	0mo - 6mo	50	4.40	4.57	4.35	4.47	4.52	4.17	4.76	4.56	4.45	4.56	4.53	3.57	4.28	4.61
Overall	Tenure	6mo - 3 yr	242	4.15	4.17	4.24	4.10	4.02	3.96	4.52	4.30	3.88	4.10	4.30	3.84	4.19	4.41
Overall	Tenure	3yr - 5yr	65	4.00	3.96	4.22	3.91	3.94	3.74	4.14	4.02	3.84	3.86	4.32	3.83	4.06	4.14
Overall	Tenure	5yr - 10yr	110	4.06	3.97	4.24	4.03	4.02	3.73	4.45	4.05	3.84	3.97	4.29	3.99	3.86	4.27
Overall	Tenure	10yr - 20 yr	151	3.99	3.81	4.29	4.02	3.95	3.76	4.17	3.91	3.80	3.95	4.37	3.81	3.81	4.04
Overall	Tenure	20yr+	86	3.73	3.71	4.13	4.00	3.85	3.43	3.84	3.58	3.55	3.68	3.99	3.47	3.41	3.68

# Additional Questions

**“My team participated in an effective action planning session following the last Employee Engagement Survey.”**

Respondents

584

Last Mean

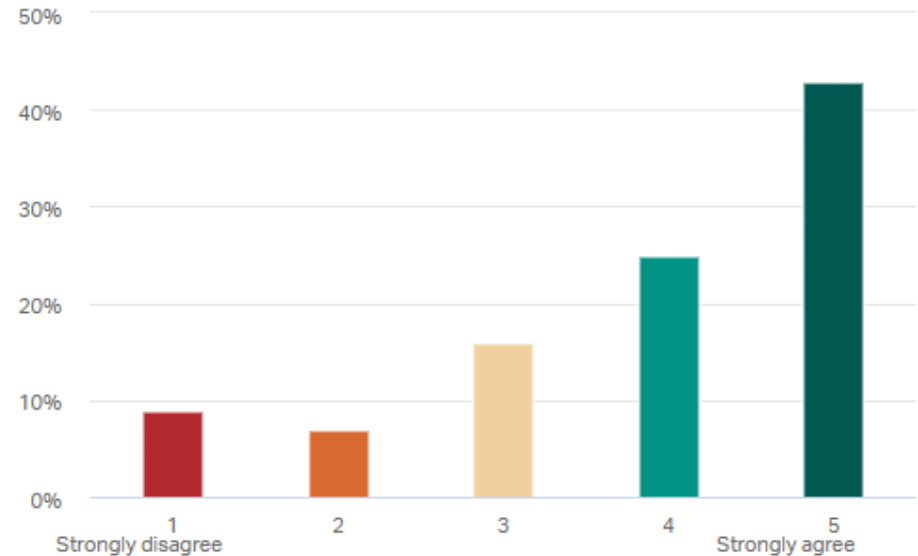
3.86

Frequency Distribution

Current Mean

Change

0.00



# Additional Questions

**“My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.”**



Respondents

557

Last Mean

3.61

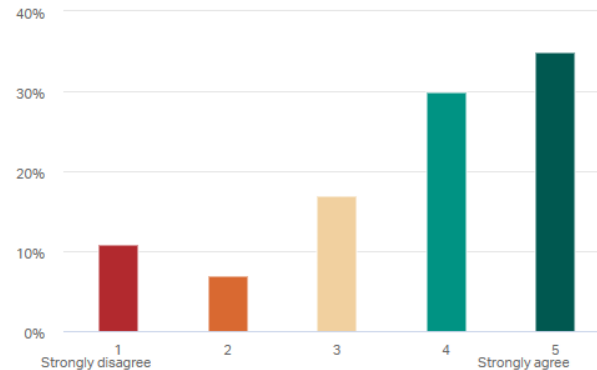
Current Mean

Change

0.11



Frequency Distribution



Insight: There is a .77 difference in scores between departments that made meaningful progress on an action plan compared to departments that did not.



# Additional Questions

**“If you had to make ONE change at Grant PUD to make it a great place to work, it would be: (Please be as specific as possible)”**

## Themes:

- Enhance career development opportunities
- Implement strategic action plans
- Improve management and promotion practices
- Foster employee engagement and accountability
- Exchange communication and work flexibility

Respondents

439

Sentiment Distribution



41% - Positive, 19% - Negative, 32% - Neutral, 8% - Mixed

# Additional Questions

**“What is the most important action your People Leader could take to positively impact your engagement?”**

## Themes:

- Enhance career development transparency
- Foster team growth and communication
- Promote inclusive decision-making process
- Recognize and support remote work
- Improve managerial listening and action

Respondents

432

Sentiment Distribution



58% - Positive, 8% - Negative, 31% - Neutral, 3% - Mixed

# Actions & Recommendations

Gallup Q12 Employee Engagement 2025 report



Powering our way of life.

# Key Actions by HR Team

1

Create/enhance  
**organizational**  
**programs** that align  
with our strategy



Program Category	Initiatives	Gallup Q12 Questions
Organizational Development	Organizational Competency Map	Q01: I know what is expected of me.
	Districtwide Mentorship Program	Q06: Someone at work encourages my development.
	Advanced Leadership Development Program	Q12: Opportunities to learn and grow.
Apprenticeship & Workforce Development	Succession Planning Program	Q06: Encourages my development.
	Learning Path Development	Q11: Talked about my progress. Q12: Opportunities to learn and grow.
Talent Acquisition	Interviewer Training	Q01: I know what is expected of me.
	Grant PUD Career Day	Q08: Mission & purpose of my company

# Key Actions by Departments

2

Co-creating **action plans** that align with meeting employee needs



Provides **clarity** around employee needs



Engages Employees in identifying potential **solutions**



Helps create shared responsibility for meaningful **change**



A **designated goal** will be incorporated into every People Leader's goal plan

# Next Steps



1. ELT Report out: 11/10/25
2. People Leader Q&A Session: 11/13/25
3. Org-wide Report-out: 11/20/25 & 12/05/26
4. Departmental Consults: Q1 2026

# Questions?



# Grid Optimization

January 20, 2026

Ron Alexander, VP Power Delivery

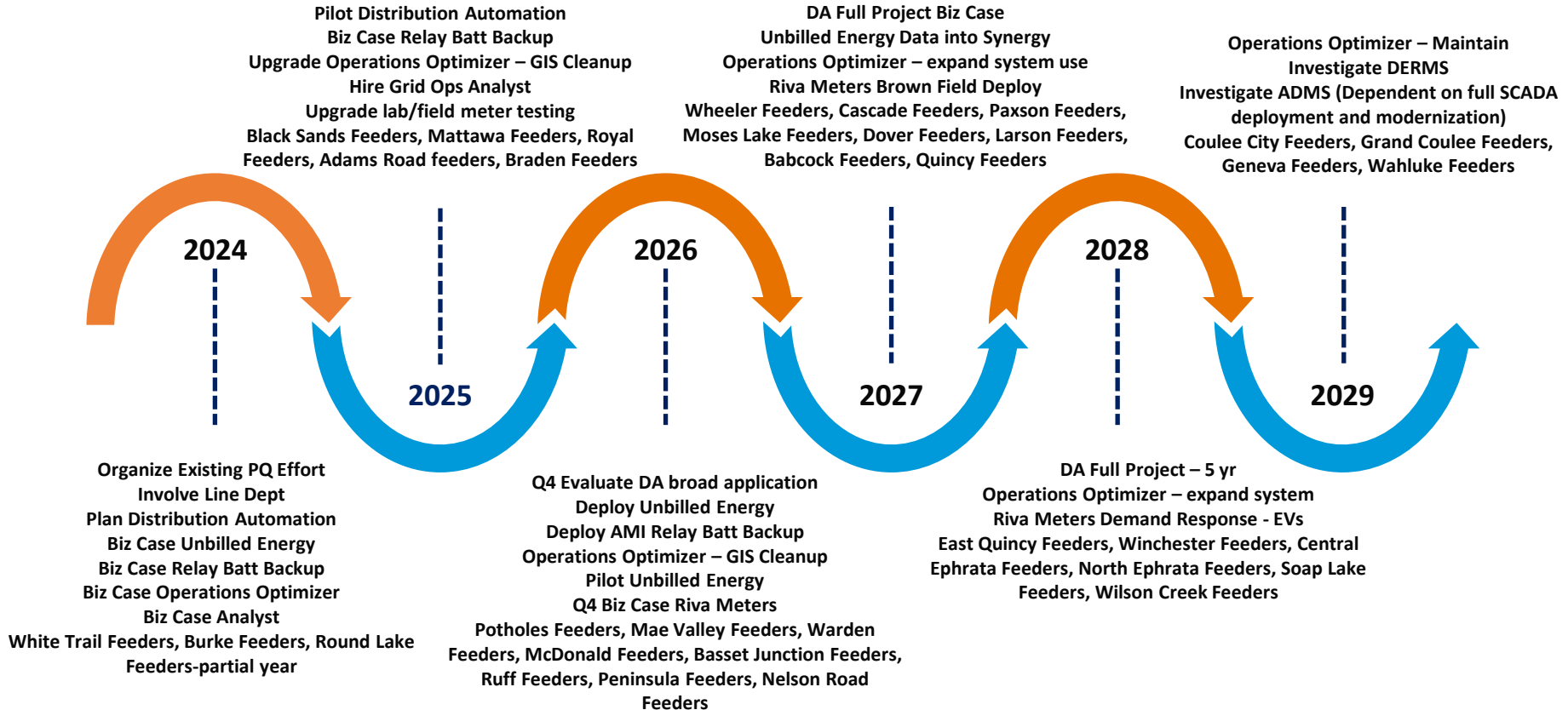
Adam Schwab, Grid Optimization Manager



Powering our way of life.



# Roadmap



# Itron Distribution Automation

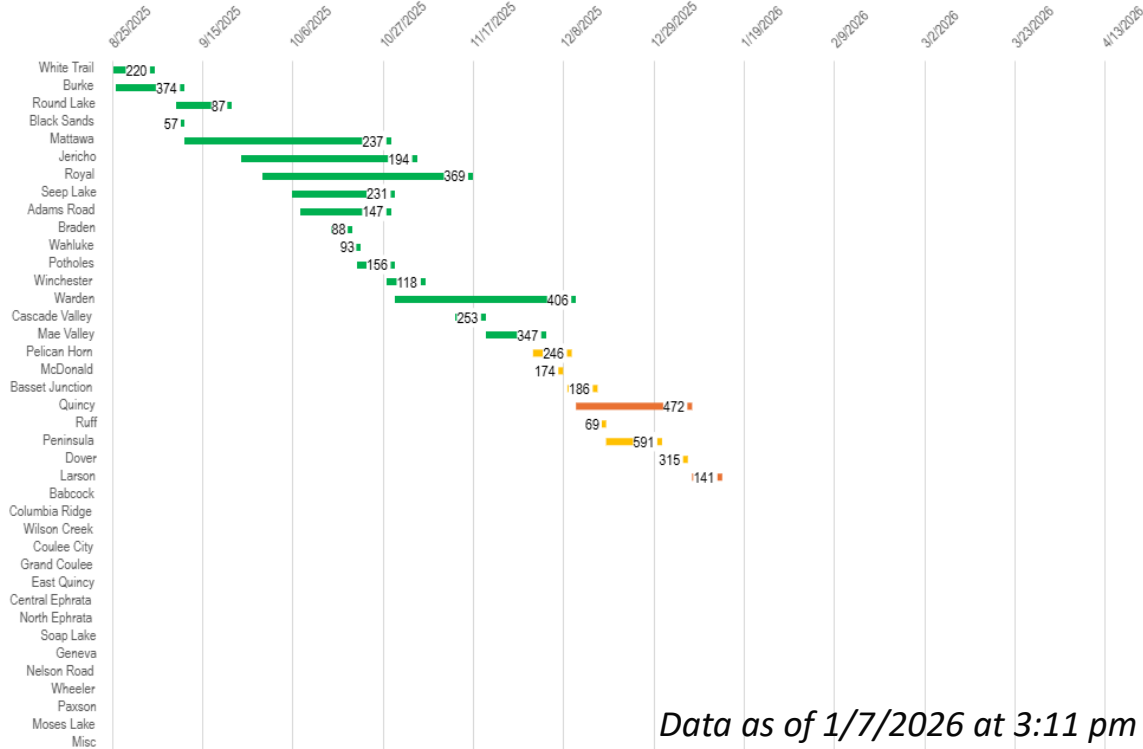
- Itron's Distribution Automation (DA) work is currently being deployed on three Soap Lake feeders.
- The DA platform leverages our existing Advance Metering Infrastructure (AMI).
- It provides real-time visibility into core customer feeder performance
- It lays the foundation for and accelerates future Advanced Distribution System (ADMS) deployment.
- Project completion is targeted for Q4 2026.



# GIS\* Service Point Connectivity Cleanup

GIS Feeder Fix Progress

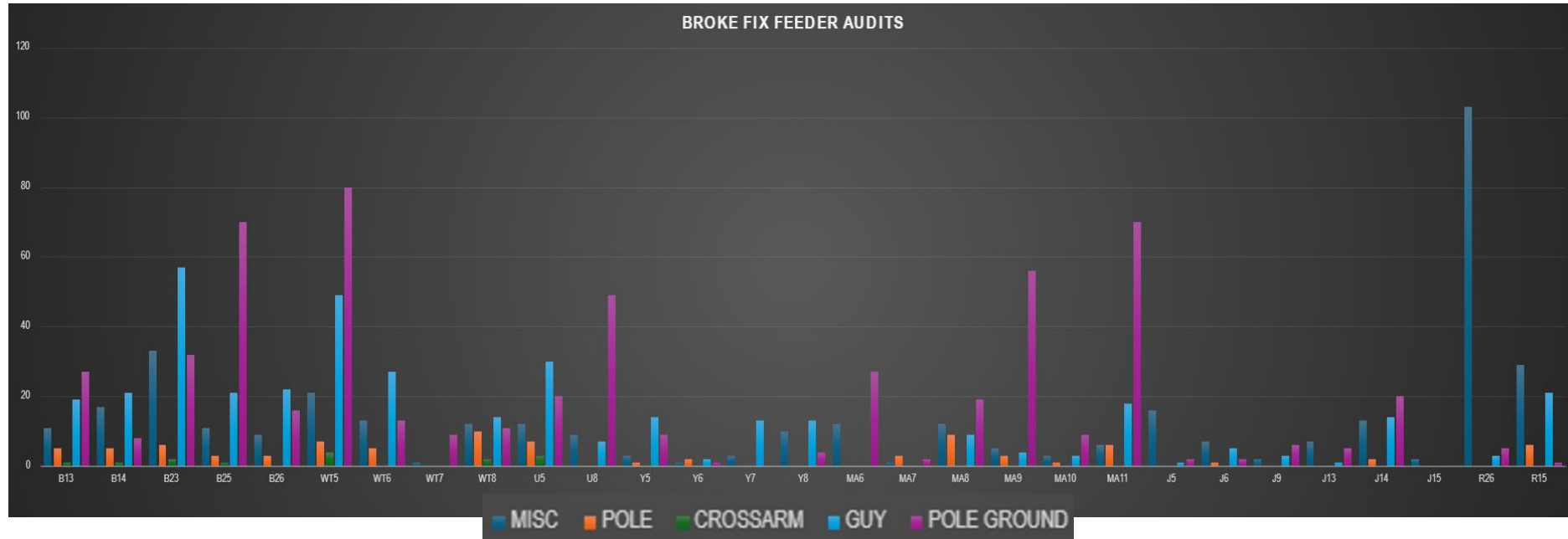
Green = Complete/Live , Yellow = Complete/Not Live , Orange = In progress/Not Live  
The # inside each bar represents the number of service points fixed on particular Substation



Data as of 1/7/2026 at 3:11 pm

Disconnected SPs Start Count	10,000
Service Points Fixed (Approx)	5,672
Transformers (Approx)	119
Electrical Feeders Complete	100
Field WOs Complete	107
Pending Field WOs	3

# Distribution Feeder Audits

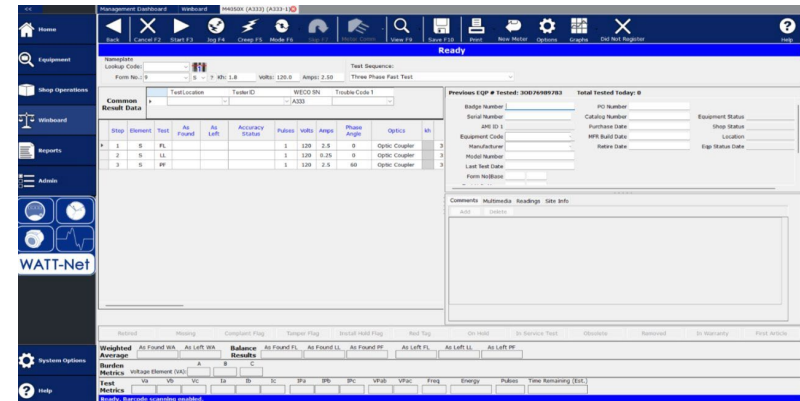


*Progress has slowed the last 3 months due to coordinating work with a borrowed resource from the Line Crew.*

# Meter Testing Modernization

- Enhanced Safety Posture

- RW30 – 3-Phase Site Analyzer
- WECO 405X – Bench Test Set
- WECO 310 – Warm Up Station
- New Meter Farm
- New Watt-Net software



# Operations Optimizer

- **Current Challenges**

- Geographic Information System (GIS) data shows instances of meters linked to multiple service points.
- Similar data quality issues exist in Customer Information System (CIS)

- **Capabilities**

- Operations Optimizer provides enhanced functionality for data-driven decision-making.
- Riva Meters and Itron modules integrate seamlessly as field replacement occur.

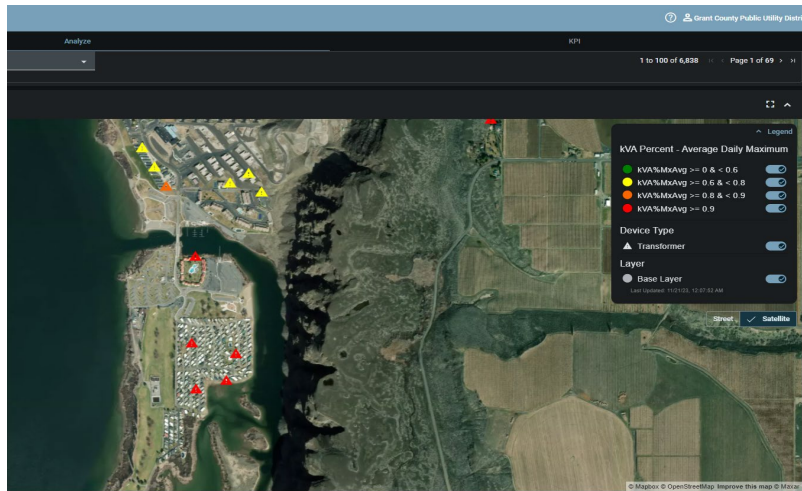
- **System Background**

- Operations Optimizer has been part of the Grant PUD since AMI implementation
- The recent upgrade focuses on the Grid Operations bundle, improving meter and transformer accuracy.

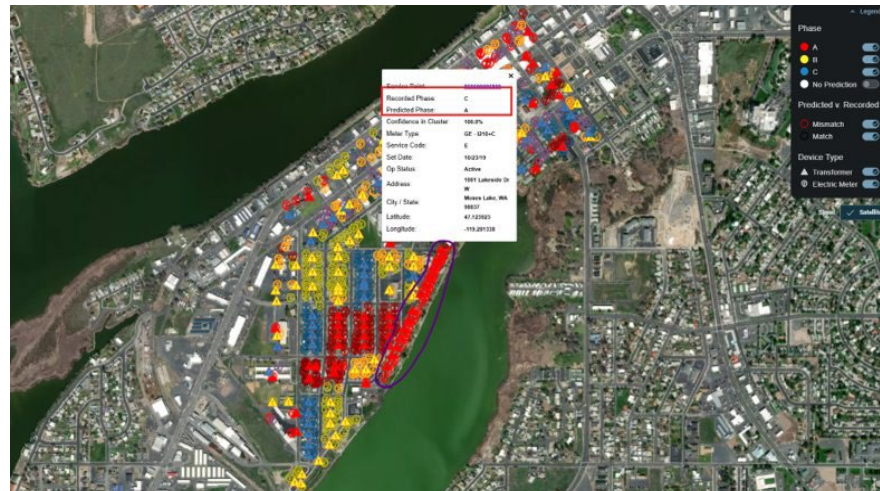
- **Why GIS Accuracy Matters**

- Enterprise Resource Planning (ERP)+ systems, Customer Information System (CIS), Meter Data Management (MDM), Outage Management System (OMS), and Customer Portal) depend on accurate GIS data.

# Operations Optimizer – *Grid Ops Module Update*



Overloaded Transformers Portion of  
Operations Optimizer



Phase ID Aspect of Operations Optimizer

# Operations Optimizer – *Grid Ops Module Update*

Query

Select view  
M2T Suggestions

EDIT QUERY

Search

Search type  
Service Point

Enter search text\*

Analyze

<input type="checkbox"/>	ServicePt	CurrTrans	SuggTrans	SuggScr	DomMethod	DistCurrTrans	DistSuggTrans	PCCurrTrans	PCSuggTrans	ConfCurrB	ConfHistB	OppCurrB	OppHi
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/>	762022346300	T21704	T39045	100	Voltage Correlation	24	24	0.897	0.982	1	2	0	
<input type="checkbox"/>	036974581700	T21704	T39045	100	Voltage Correlation	17	29	0.894	0.982	1	2	0	
<input type="checkbox"/>	203400030200	T7274	T50916	100	Voltage Correlation	16	25	0.282	0.981	1	2	0	
<input type="checkbox"/>	013627218400	T38426	T38432	100	Voltage Correlation	24	28	0.917	0.980	1	2	0	
<input type="checkbox"/>	232316561300	T49051	T49078	100	Voltage Correlation	24	15	0.940	0.979	1	2	0	
<input type="checkbox"/>	565710056500	T19049	T27850	100	Voltage Correlation	26	55	0.911	0.979	1	2	0	
<input type="checkbox"/>	461396197700	T39750	T39749	100	Voltage Correlation	31	38	0.908	0.979	1	2	0	
<input type="checkbox"/>	362940731200	T39750	T39749	100	Voltage Correlation	31	38	0.910	0.978	1	2	0	
<input type="checkbox"/>	829517105800	T39156	T39161	100	Voltage Correlation	15	20	0.880	0.978	1	2	0	
<input type="checkbox"/>	794757736000	T42468	T44154	100	Voltage Correlation	47	47	0.865	0.977	1	2	0	

Select page size  
10

1 to 10 of 1,220 Page 1 of 122

Changing this value applies to all views

M2T (Meter to Transformer) portion of Operations Optimizer. **200 work orders issued to date.**



# Operations Optimizer –Itron

## Next Steps

- **Upgrade to the Advanced Bundel + Power Quality**
  - Network Operations
  - AMI Operations (*partially enabled through the Grid Operations upgrade*)
  - Revenue Assurance (*partially enabled through the Grid Operations upgrade*)
  - Power Quality
  - Includes the separately purchased Grid Operations bundle
- **Integrate with ERP+ Mobile Workforce Management (Service Link)**

# ***RIVA Meters - Distribution Intelligence***

The Riva Meter enhances customer analytics

- Reduces number of software programs currently used at PUD
- Active Transformer Load Management
- Active Temperature Monitoring
- Bellwether Monitoring
- High Impedance Fault Detection
- Meter Bypass (Theft) Detection
- EV Demand Response Enablement



**Gen5 Riva Meter**

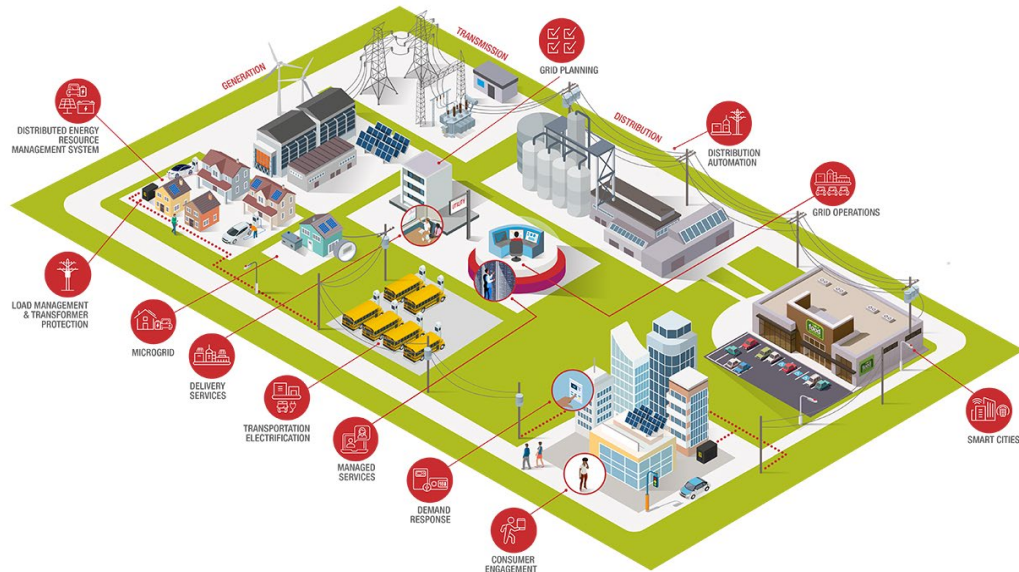


**Gen5 Riva Polyphase Electric Meter**

## *Un-billed Energy Project - Feeder Metering*

- \$200k approved by PWG to support project assessment.
- Two distribution feeders selected to establish the base case.
- Builds on initial work with Paul Dietz (ESM) to identify energy losses and feeder improvements that could increase grid capacity.
- Phase 1 completion targeted for Q3 2026.

# Itron Grid-Edge – Future Integration



[grid-edge-intelligence-portfolio](#)



AMI photocells are currently in production to expand the AMI network through additional hop points.

# Commission Support: Key Asks

- Ongoing engagement with irrigators and core customers as we audit and strengthen the Distribution Grid.
- Recognition of the extensive collaboration across Customer Experience, Geographic Information System (GIS), Power Delivery Construction and Maintenance (PD C&M), Energy Supply Management (ESM), and Enterprise Technology teams.
- Awareness that AMI meters are approaching end-of-life and that failure-rate analysis is actively underway.

Thank you.

# Questions?



# Strategy: Bulk Power Ops

January 20, 2026

Mike Frantz, Sr Mgr Power Portfolio

Susan Manville, Director Transmission Strategy



Powering our way of life.

# AGENDA

Updates:

- Open Access Transmission Tariff (OATT)
- 2026 Integrated Resource Plan (IRP)



# Acronyms

<b>ARS</b>	Automated Resource Selection; a function of PowerSIMM; determines least cost capacity expansion options to meet future load and planning constraints
<b>BESS</b>	Battery Energy Storage System
<b>CCA</b>	Climate Commitment Act
<b>CETA</b>	Clean Energy Transformation Act
<b>ELCC</b>	Effective Load Carrying Capability; a metric that measures how much a power source can reliably contribute to grid stability, particularly during peak demand, by assessing its availability and timing relative to system needs

<b>QCC</b>	Qualifying Capacity Contribution; the amount of dependable capacity a resource contributes to reliability
<b>SME</b>	Subject Matter Expert
<b>WebTrans</b>	web-based software application designed for the North American energy industry to manage the full lifecycle of transmission scheduling and reservations.
<b>WebOASIS</b>	An Open Access Same-Time Information System (OASIS) services for the North American electric energy industry, allowing transmission providers and users to manage and access critical transmission information.
<b>WRAP</b>	Western Resource Adequacy Program

# Open Access Transmission Tariff - Update

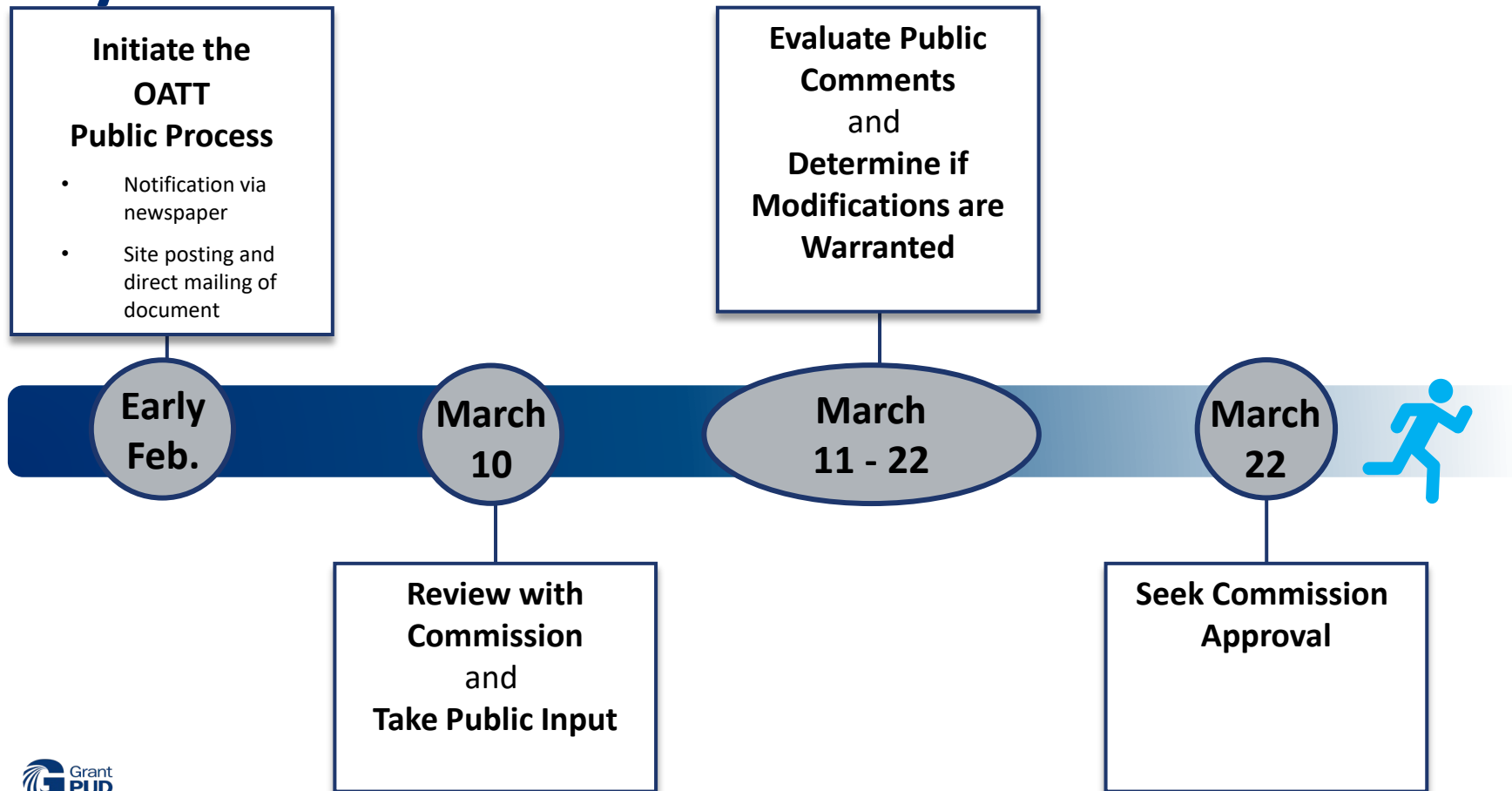


Powering our way of life.

## **WebTrans and WebOASIS (Open Access Same-time Information System) Update**

- System configuration and data population in the development environment are complete.
- The production environment is scheduled to be operational by **January 9, 2026**, followed by vendor-led training.
- Processes and procedures for daily, weekly, and monthly system interactions are currently being developed to support targeted and efficient training.
- Full system launch will occur once all required training has been completed.

# Key OATT Commission Dates



# 2026 Integrated Resource Plan - Update



Powering our way of life.

# IRP Project Purpose and Goals

## Project Purpose

- Develop an actionable resource plan that ensures long-term affordable rates, service reliability, and regulatory compliance for the period 2027-2046

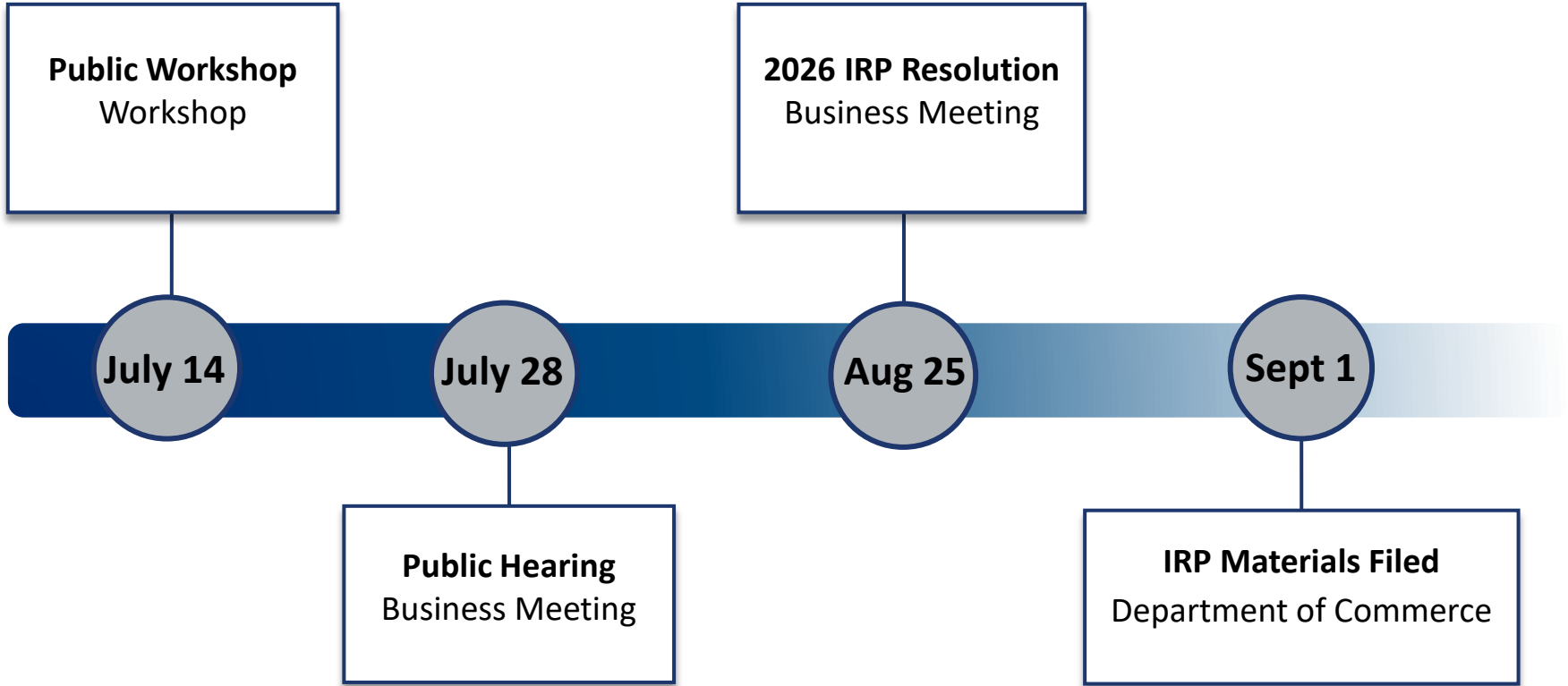
## Key Goals

- Identify resource strategies aligned with Grant PUD's Growth Management Strategy
- Develop quantitative reliability metrics and incorporate them into resource decisions
- Evaluate financial impacts of future resource decisions
- Incorporate stakeholder feedback through public engagement and Commission review
- Deliver a final IRP for adoption and submission to the WA Dept of Commerce before September 1, 2026

# Q1 IRP Work Initiatives

- Finalize assumptions surrounding ELCC degradation, WRAP capacity constraints, limits on number of in-county candidates that may be selected, etc.
- Work with Ascend consultants as they set up the reference case model
- Validate and calibrate model inputs and outputs
- Kickoff reference case ARS modeling
- Iterate on assumptions as needed
- Identify SMEs to provide written contributions to IRP document

# Key IRP Commission Dates





# Questions?



# Strategy: The Energy Authority Membership vs Partnership

January 20, 2026

John Mertlich, CEO/General Manager



Powering our way of life.

# AGENDA

- The Energy Authority (TEA) Overview
- Why TEA for Grant PUD?
- Membership vs Partnership: Overview
- Membership vs Partnership: Analysis
- Membership: Results
- Membership vs Partnership: Next Steps
- Questions and Discussion

# The Energy Authority Overview

- TEA is a nonprofit corporation dedicated to public power
  - Governed by six member utilities (all public power)
  - Offices: Jacksonville, FL & Bellevue, WA
  - Nationwide services for public utility partners
  - Core services offered:
    - Portfolio Management & Energy Trading
    - Advanced Analytics
    - Resource Solutions
    - Advisory Solutions

# Why TEA for Grant PUD?

Participated in Grant PUD's 2024/2025 Indicative Request for Proposal (RFP) Process

- Sought a replacement for the Morgan Stanley Pooling Agreement
  - Included a 33% slice of the Priest Rapids Project (PRP)
  - Morgan provided portfolio management and energy trading services for Grant PUD's merchant function
  - Evolving market and environmental required:
    - Retaining PRP output for Grant PUD's load
    - Advanced expertise in real-time and day-ahead energy markets

**TEA was evaluated and identified as the best fit for Grant PUD's needs post-Morgan.**

## Why TEA? *(cont.)*

### TEA Services Identified in RFP:

- Portfolio and power management
- Energy trading
- Markets Plus integration
- Energy risk management

### Additional TEA Membership Benefits:

- Access to all TEA services
- Accelerated implementation of full Energy Supply Management (ESM) capacity

# Membership vs Partnership: Overview

## Membership

- One-time membership fee
- Provides working capital support for TEA
- Access to all TEA power services for a monthly fee
- Voting rights on the TEA Board and influence over TEA's future direction

## Partnership

- Monthly charges for each service utilized
- Additional one-off charges for ad-hoc services (e.g., Integrated Resource Management support)
- No voting rights or influence over TEA's future direction

# Membership vs Partnership: Analysis

- Comprehensive governance and legal review
  - State law
  - Bond compliance
- Economic evaluation
  - District consistent cost/benefit analysis (member vs partnership)
    - Multiple stress-test scenarios
    - Sensitivity to key variables
- Assessment of organizational culture fit with Grant PUD
  - Engagement in multiple visits (in-person and virtual)
  - Discussions with internal and external stakeholders



# Membership: Results

- Strong Business Case
  - TEA Membership offers durable ROI and reduces or replaces several current recurring third-party (and internal) services.
- Governance & Legal Review
  - TEA Membership is permitted under WA State law and does not risk bond compliance.
- Enhanced Organizational Capabilities
  - TEA membership provides access to advanced portfolio modeling, risk analytics, hedging strategies, market trading, and advisory services, reducing the need for significant internal investment.
- Strategic Fit
  - TEA aligns well with Grant PUD's organizational culture.

# Membership vs Partnership: Next Steps

## February 10: Commission Workshop

- Staff presents recommendation on TEA Membership
- Full presentation and memos supporting recommendation provided
- TEA leadership on-site to answer questions

## February 27: Commission Business Meeting

- Commission decision on staff recommendation

# Questions and Discussion

# Employee Recognition

1/20/2026

Clint Wolther  
Andy Martin



Powering our way of life.

# Clint Wolther

## Introduction

- Senior System Operator (Ephrata Headquarters)
- Length of Service Award – 20 years
- Current Supervisor – Chris McDarment

## Background

- Clint joined Grant PUD in 2006 as a Lineman Trainee, advanced to Journeyman Lineman in 2009, moved into leadership as Line Crew Foreman in 2016 and Supervising Foreman in 2019, and transitioned to System Operations in 2020, becoming a Senior System Operator in 2021.

# Andy Martin

## Introduction

- Hydro Mechanic (Wanapum Dam)
- Length of Service Award – 20 years
- Current Supervisor – Bill Anderson

## Background

- Andy began his career at Grant PUD in 2006 as a Hydro Mechanic.

# Finance

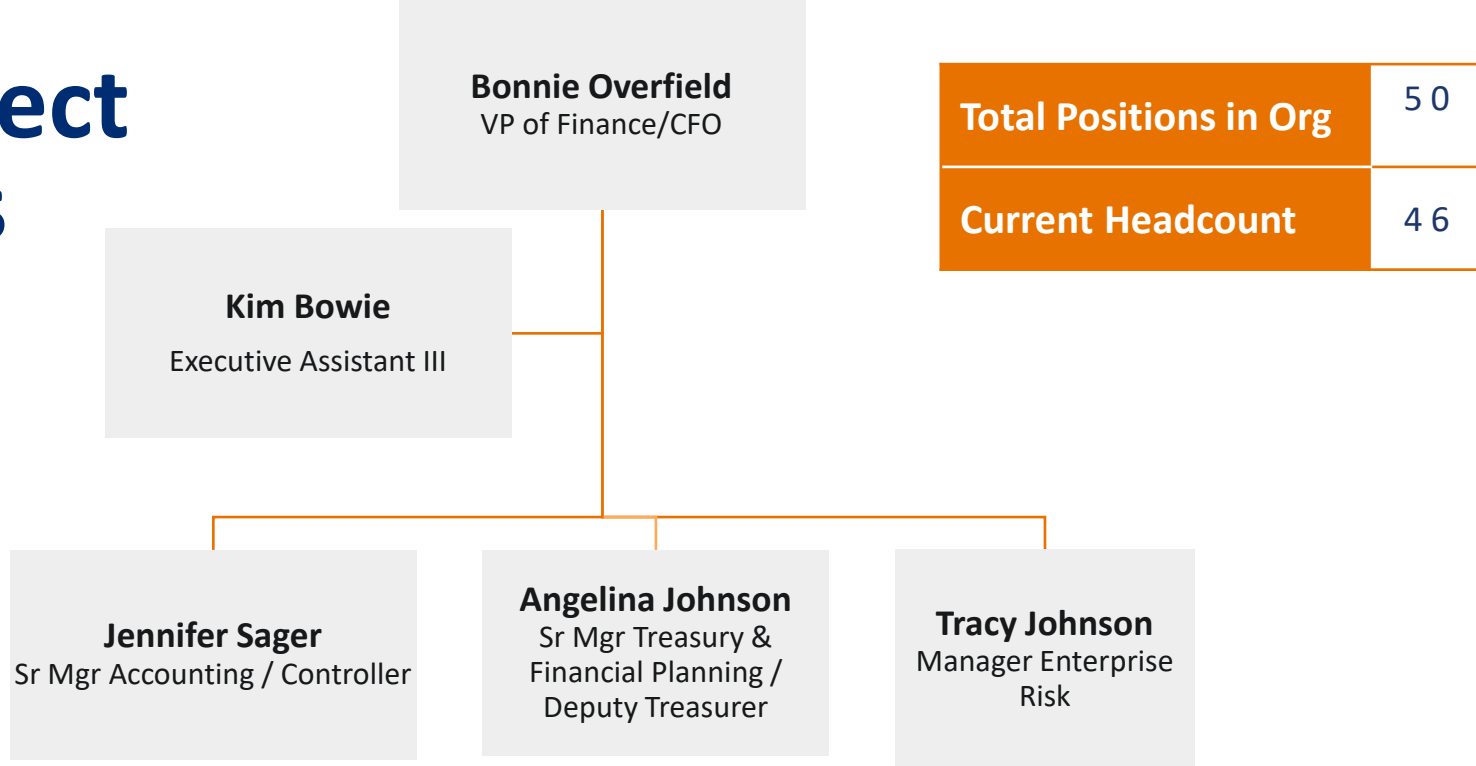
January 20, 2026

Bonnie Overfield, VP Finance



Powering our way of life.

# CFO Direct Reports



## Staff Updates:

- Currently 4 positions in active recruitment (Payroll Supervisor, Accounts Payable Supervisor, FP&A Analyst, and Accounting Systems Analyst)



# Enterprise Balanced Scorecard

Compliance to Budget	Forecast Variance	# 6-Year DSC Compliance	# 6-Year RONA in Target	Risk Assessments
Measures Total Depts "in compliance" range of -4% / +1% to adopted budget	Measures Monthly Forecast Line-Item Variances >10%	Measures Financial Forecasted Results over next 6 years to achieve debt service compliance > 1.8x	Measures Financial Forecasted Results over next 6 years to achieve return on net assets > 4% annually	Measures Total Depts with risk assessments completed compared to annual plan
*Measure begins Jan '26	Nov 2025 = 75% (yellow)	Nov 2025 = 6/6 (Green)	Nov 2025 = 3/6 (Red)	** Measure begins Jan '26

\*this metric was measured in 2025  
however the calculation will be updated  
from a focus on year end performance  
to year-to-date budget / actuals  
performance

\*this metric is intended to  
prioritize this work as in 2025  
progress was difficult

- Finance owns/reports 5 of 32 Enterprise Balanced Scorecard (BSC) Measures
- Several other Enterprise measures finance is directly or in-directly involved in
- Finance leadership working thru detailed cascaded measures for executive area

# Executive Financial Overview

(As of Nov 25, 2025)

NON-LABOR				LABOR			
YEAR-TO-DATE				YEAR-TO-DATE			
BUDGET	ACTUALS	VARIANCE	VAR %	BUDGET	ACTUALS	VARIANCE	VAR %
\$6,214K	\$5,604K	(\$611K)	-9.8%	\$4,498K	\$4,407K	(\$91K)	-2.0%
YEAR-END PROJECTION				YEAR-END PROJECTION			
BUDGET	ACTLS/YEP	VARIANCE	VAR %	BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$6,985K	\$6,219K	(\$766K)	-11.0%	\$4,941K	\$4,859K	(\$82K)	-1.7%

- Non-labor variance due to timing of invoice payments relative to budget
- Year end actuals within accountability range to budget (-1%)

# Near-Term Business Plan

- 2025-year end financial close process
- Enterprise Resource Program (ERP)
- Accounts payable / invoicing focus
- RFP financial auditor contract (current auditors Baker Tilly)
- Insurance program related activities
- Financing /Treasury activities:
  - Private business use analytics
  - Potential refunding/next debt issue
  - External Funding – 3 applications submitted. Evaluating additional opportunities
  - Prepay power financing analysis
  - CCA Fund

# Long-Term Business Plan (3-5 years)

- Long term financial stability
  - New resources, capital, revenue requirements
  - Financing opportunities and strategies
  - Focus on budget performance
- Enterprise risk program maturation
- ERP functionality / strategic utilization to best meet business needs/efficiencies
- Process improvements
  - Invoice management, claims processing / tool, accounting processes resulting from ERP

# Commission Support: Key Asks

- Awareness of financial position and key initiatives
- More information to come as specific work efforts move forward that may need commission approval (i.e., debt/financing)

# Questions?



Department Name:	Executive and Key Presenters:	Date:
Finance	Bonnie Overfield	January 13, 2026

## LAST QUARTER RECAP

### Quarterly Goals

- Successful debt defeasance
- 2026 budget process
- Transition to new banking platform
- External funding application
- Insurance program focus (renewals, claims)

## NEAR-TERM PLANS (NEXT QUARTER)

### Updates

- 2025 year-end financial close
- Focus on Enterprise Resource Program (ERP)
- Accounts payable / invoicing focus
- RFP financial auditor contract
- Financing/Treasury activities (private business use analysis, refunding analysis, external funding, prepay power financing analysis, CCA fund utilization)

## LONGER-TERM STRATEGY

### Roadmap

- Enterprise Risk Program maturation
- ERP functionality / strategic utilization
- Process improvements

### Strategy

- Focus on long term financial stability (resources, capital, revenue)

## COMMISSION SUPPORT: KEY ASKS

### Specific Requests

- No current asks
- General awareness of financial position/key initiatives
- More information to come as specific work efforts in the analysis phase move forward

# Power Delivery Operations

January 20, 2026

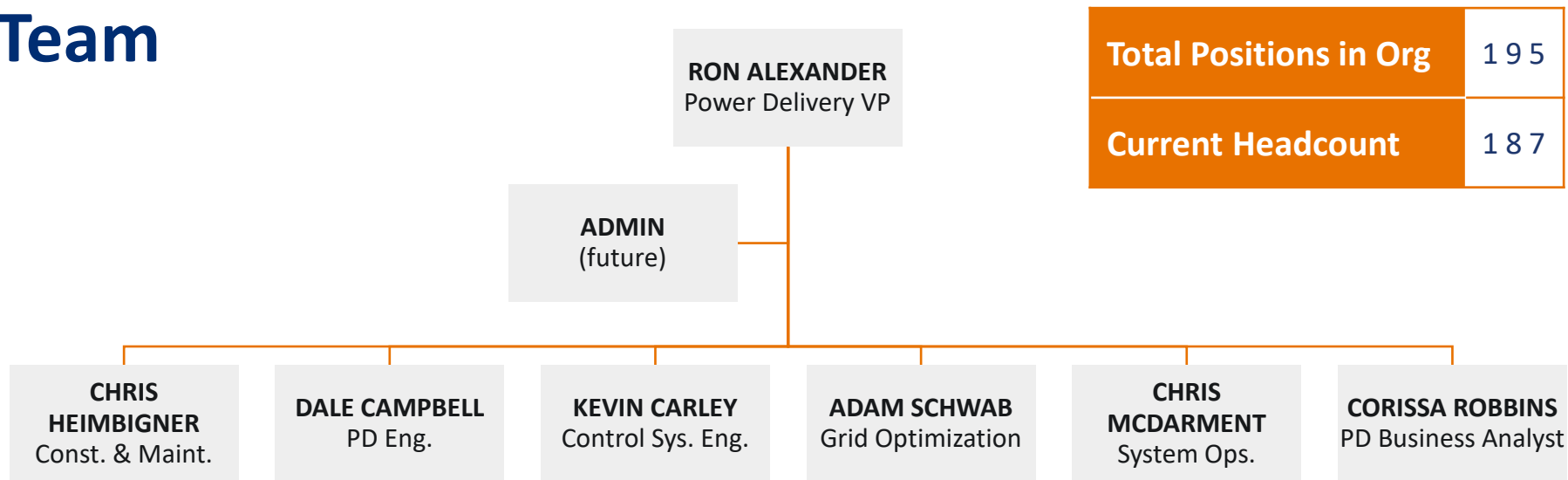
Ron Alexander, VP Power Delivery



Powering our way of life.



# Team

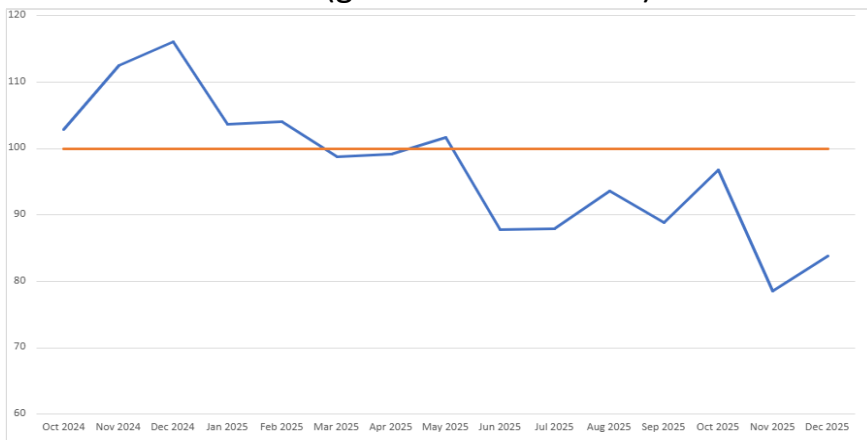


## Staff Updates:

- Noah Petersen – Engineer II (CSE: Cyber/Infrastructure)
- Luke Turner – Lineman
- Luke Rumble – Line Groundman
- Gunner Falsted – PSE
- Ryan Nixon – PSE (from PP Hydro)
- Don Lester – promoted to CSE Manager of Cyber/Infrastructure

# Enterprise Balanced Scorecard

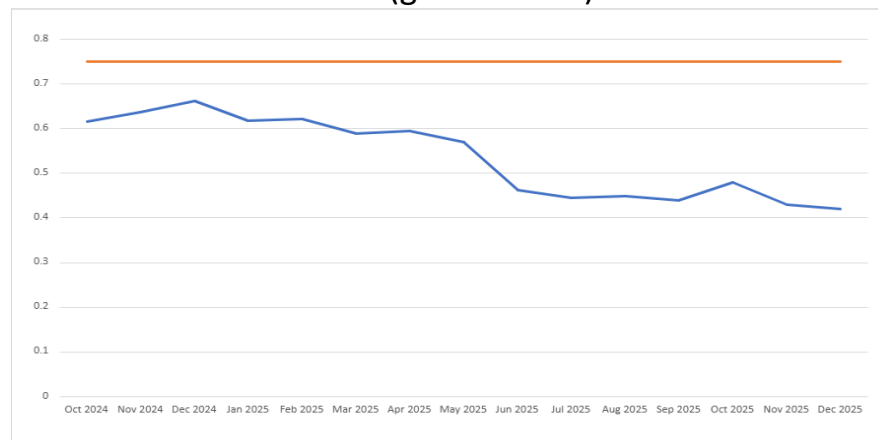
SAIDI (goal &lt;= 100 minutes)



Month	SAIDI
Jan 2025	103.646
Feb 2025	104.049
Mar 2025	98.789
Apr 2025	99.202
May 2025	101.714
Jun 2025	87.738
Jul 2025	87.873
Aug 2025	93.59
Sep 2025	88.911
Oct 2025	96.837
Nov 2025	78.588
Dec 2025	83.867

SAIDI and SAIFI will continue as operations measures within our new Enterprise Balanced Scorecard strategy.

SAIFI (goal &lt;= 0.75)



Month	SAIFI
Jan 2025	0.618
Feb 2025	0.622
Mar 2025	0.588
Apr 2025	0.594
May 2025	0.569
Jun 2025	0.462
Jul 2025	0.445
Aug 2025	0.449
Sep 2025	0.439
Oct 2025	0.48
Nov 2025	0.43
Dec 2025	0.421

# Executive Financial Overview

(As of November 2025)

NON-LABOR				LABOR			
YEAR-TO-DATE				YEAR-TO-DATE			
BUDGET	ACTUALS	VARIANCE	VAR %	BUDGET	ACTUALS	VARIANCE	VAR %
\$5,878K	\$4,383K	(\$1,496K)	-25.4%	\$26,636K	\$26,134K	(\$501K)	-1.9%
YEAR-END PROJECTION				YEAR-END PROJECTION			
BUDGET	ACTLS/YEP	VARIANCE	VAR %	BUDGET	ACTLS/YEP	VARIANCE	VAR %
\$6,933K	\$5,473K	(\$1,460K)	-21.1%	\$29,151K	\$28,752K	(\$399K)	-1.4%

Labor – Favorable within target

Non-Labor – Favorable out of target.

- Material and Equipment effort to transfer costs from O&M to Capital
- Lack of training/travel by staff due to workload
- PDE IT due to miscode for asset belonging to TS
- Purchase service from WECC arrived late this year

# Capital Portfolio Overview

(As of November 2025)

## Current Year Metrics



CAP Approved Spend

**\$114.7M**



CAP District Budget

**226M**



CAP Directs

**\$60.8M**



CAP YEP

**\$85M**

CAP VAR



**(\$30M)**

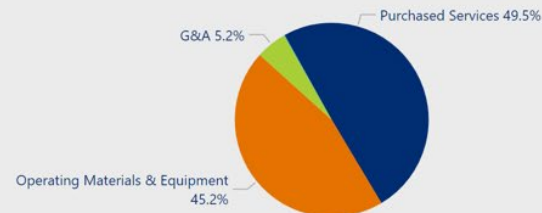
## Current Year Actuals By Project

Project Name	CAP CY Actuals
DB2 Red Rock Transmission.xlsm	\$15,052,577
QTEP WAN MT View 230kV Line.xlsm	\$8,528,680
System RENEW.xlsm	\$3,972,569
IQ5 SR Quincy Valley.xlsm	\$3,772,312
LAR-STRAT 115kV Relocation.xlsm	\$3,761,976
DB2 South Ephrata Substation.xlsm	\$3,480,950
Customer CARE.xlsm	\$3,296,297
QTEP MT View Breaker & Half.xlsm	\$3,216,324
Soap Lake Substation Fire Rebuild.xlsm	\$2,409,721
FAST Pole Replacement.xlsm	\$2,351,831
IQ3 ECBID 22.1 Ruff Substation.xlsm	\$2,193,778
QTEP COL-MTV 230kV Line.xlsm	\$1,753,722
K5 Rebuild.xlsm	\$1,726,475
DB2 Microsoft MWH06.xlsm	\$1,659,562
DB2 Mountain View Cap Bank.xlsm	\$1,557,943
QTEP Monument Hill.xlsm	\$765,146
QTEP MH-RF 230kV Line.xlsm	\$489,184
QTEP Local Loop Mt. View.xlsm	\$424,905
IQ1 Invenergy.xlsm	\$350,724
LPS Project Rainier.xlsm	\$290,882
Transmission P&C.xlsm	\$202,682
PD MC Fitness Equipment.xlsm	\$197,540
DB2 Baird Springs Substation.xlsm	\$194,854
PD MC Fitness Substation.xlsm	\$177,323
<b>Total</b>	<b>\$60,798,806</b>

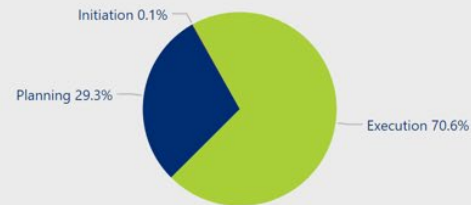
## Total Capital Portfolio (Direct Capital)

CAP YTD Actuals	CAP Approved Spend	Cap YEP	CY Approved Spend Var	CAP CY Variance %
\$60,798,806	\$114,716,352	\$84,756,283	(\$29,960,068)	-13.3%

## 2025 by Cost Category Type



## 2025 by Phase



# Near-Term Business Plan

- Transition PEC/Quincy Chute
- NERC Audit Work
- OASIS, WestTrans and WebAccounting Production Release
- Appropriate Team Resourcing

- Distribution Feeder Meter Project Initiation

2026

Q1

Q2

Q3

Q4

- Operations Optimizer
- Itron Distribution Automation – Phase 1
- Sapere Strategy Planning

- Transmission Structure Wildfire Prevention Strategy



# Long-Term Business Plan

- PDE effort in 2026 to standardize designs and materials to expedite project development
- Limiting test and commissioning work to three projects at one time in 2026 due to people constraints to meet project safety and quality.
- Strategic effort to review and balance feeder loading on distribution grid begins in Feb. 2026
- Strategy planning with Sapere in Q2 will help define Power Delivery structure to more effectively meet Growth Management and customer needs.

# Commission Support: Key Asks

- Awareness of the Mountain View Expansion labor contract. Going out for rebid this month, allowing more construction time due to safety impacts. Should be in front of the Commission April of 2026.
- Continued support for broad SCADA and DC Plant replacement work beginning this year.
- Continued support for appropriate people resourcing of the organization to facilitate Power Delivery's ability to meet our customer growth and maintenance needs.

# Questions?





Department Name:	Key Presenters:	Date:
Power Delivery	Ron Alexander	January 2026

Presenters, please fill out the following information and provide it to Commissioners as a supplement to your presentation.

## LAST QUARTER RECAP

<b>Quarterly Goals</b>	<ul style="list-style-type: none"> <li>Labor favorable, within target.</li> <li>Non-Labor O&amp;M favorable, out of target. WECC invoice for \$460k arrived a month late.</li> <li>Capital construction underspent.</li> <li>NERC Audit work started for various CIP standards.</li> </ul>
------------------------	--

## NEAR-TERM PLANS (NEXT QUARTER)

<b>Project Updates</b>	<ul style="list-style-type: none"> <li>Itron Distribution Automation project, phase 1 with Soap Lake feeders will be completed in Q2.</li> <li>Unbilled Energy / Feeder Meter project initiated in Q2.</li> <li>Work in support of Transmission Service Provider (TSP) registration with NERC.</li> <li>Grid Optimization department is growing to support core customers and Power Quality.</li> <li>Transmission Wood Pole structure Wildfire Protection strategy initiated.</li> </ul>
------------------------	---

## LONGER-TERM STRATEGY

<b>Roadmap</b>	<ul style="list-style-type: none"> <li>Design standardization effort beginning in 2026 for PD Engineering.</li> <li>Limit of three (3) construction projects at any time for Power Delivery due to people constraints.</li> <li>Strategic effort in Q1 of 2026 to begin distribution feeder load balancing.</li> </ul>
<b>Strategy</b>	<p>Power Delivery 5 Year Strategy starting in 2025:</p> <ul style="list-style-type: none"> <li>Asset Stewardship (Power Demand Strategy)</li> <li>Work Management (LT Affordable Rates; Accurate and Responsive CS; Power Demand Strategy)</li> <li>Workforce Development (LT Affordable Rates; Engaged, Empowered and Enabled Employees; Accurate and Responsive CS)</li> <li>Grid of Tomorrow (LT Affordable Rates; Power Demand Strategy)</li> </ul> <p>Sapere Contracting – Strategic effort starting in Q1 of 2026 to help define Power Delivery structure to be more effective in Growth Management and customer needs.</p>

## COMMISSION SUPPORT: KEY ASKS

<b>Specific Requests</b>	<ul style="list-style-type: none"> <li>Continued support for SCADA/DC Monitoring project, work beginning this year.</li> <li>Awareness of Mt View Expansion labor contract to arrive at Commission in April.</li> <li>Continued support of appropriately resourcing the organization for Power Delivery to meet growth and maintenance needs on the grid.</li> </ul>
--------------------------	--

# **Absher Construction Co 430-11765 GMP Amendment**

January 20, 2026

Sheila Wald, Project Manager  
Nick Bare, Facilities Supervisor



Powering our way of life.

# Power Delivery Facilities Project –SC1

## Project Team



**Turner Townsend**  
Owner Advisor  
Construction Manager



**Grant PUD Project Team**  
Sheila Wald, Project Manager  
Nick Bare, District Rep/Facilities SME  
Donna Parkhurst, Project Coordinator  
Maria Wren, IT/Telecom SME  
Fallon Long, Business Owner



**Design Build Team**  
Absher  
Integrus  
Huitt Zollars

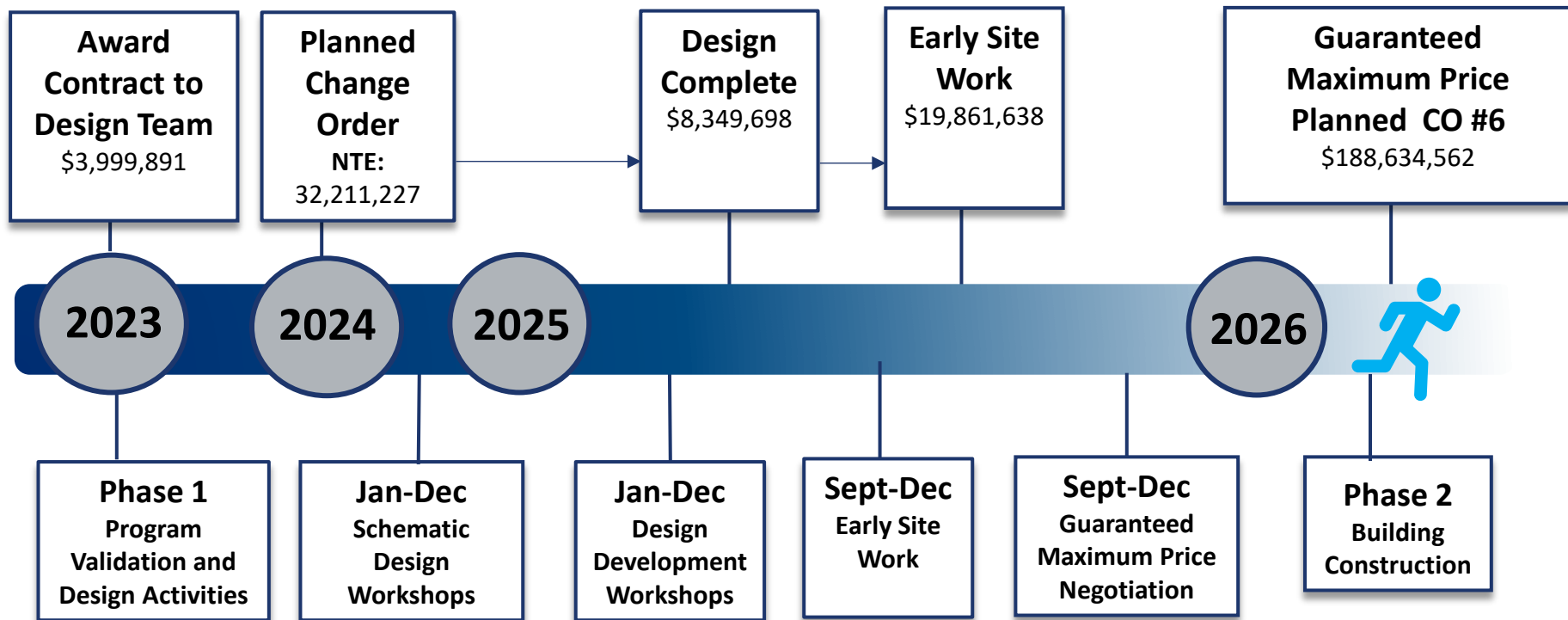
# Power Delivery Facilities Project –SC1

## New Ephrata Service Center

### Executive Summary

- Progressive Design Build Contract for Construction of the New Ephrata Service Center
- Facilities Master Plan identified the need for two new Services Centers (SC1 & SC2) and Headquarters
  - Current facilities are 30 years old, inefficient, crowded, lack adequate storage, restrooms, parking or capacity to expand
  - Not in compliance with District Safety Standards or State and Federal requirements requiring extensive upgrades to avoid fines and penalties

# Power Delivery Facilities Project –SC1



# Power Delivery Facilities Project –SC1

## New Ephrata Service Center

### Executive Summary

- Completion of Phase 1 Validation and Design
  - New facilities are more cost efficient and functional
    - Provide adequate storage, parking, restrooms, conference rooms and co-location of essential employees for efficient collaboration
    - Meet long term future growth to meet organization objectives and customer needs
- Without Phase 2 - Construction
  - Current Facilities will require backlogged deferred maintenance to be completed at significant cost
  - Unable to complete work already started at site
  - Additional leased spaces will be required, further reducing collaboration
  - Fail to meet Grant PUD's Code of Excellence for our Customers and Employees

# Power Delivery Facilities Project –SC1

## New Ephrata Service Center

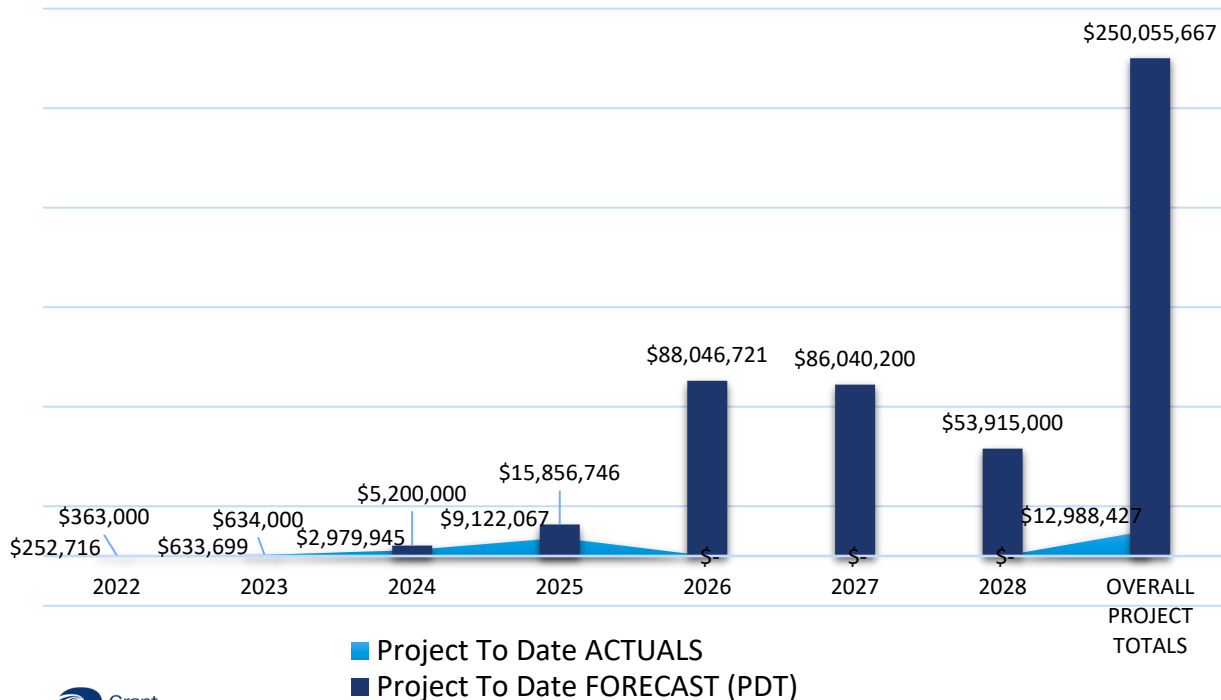
### Executive Summary

- Commission Approval to Execute CO#6 to Contract 430-11765 with Absher Construction Co for the Guaranteed Maximum Price \$188,634,562 to execute Phase 2 for construction as designed

# SC1 Financial Overview

## New Ephrata Service Center

### PDF-ESC Project To Date Actuals Vs Forecast



### 2025

- Budget \$15,856,746
  - Actuals \$15,222,067\*
- \*includes accruals

### Forecast

- 2026 -88,046,721
- 2027 – 86,040,200
- 2028 – 53,915,00

### Total Project Cost

- \$250,055,667



# Questions?

