

QUARTERLY BUSINESS REVIEW

Enterprise Project Management Office

February 25, 2025



Powering our way of life.

Team Updates

EPMO

Power Delivery



Andrew Sept – FTR Backfill
Transfer from Customer Service
Project Coordinator/QTEP



Austin Blythe-Clark – FTR Backfill
External hire
Project Manager/DB2



Rebecca Grant - FTR Backfill
Transfer from HR
Project Coordinator/QTEP & DB2

Team Updates

EPMO

Power Production



Kris Noga – FTR Backfill
Transfer from Warehouse
Project Coordinator/T&G



Kaitlyn Neill– FTR Backfill
Transfer from OCM
*Project Manager/Control Room
Console Upgrade, Oil Room CO2
Replacement, Fire Alarm Upgrade*

Q4 Recap

EPMO Program

- Project Controls SOP Release
- All EPMO projects are now scheduled in Primavera
- Developed the Project Performance Report
 - Quantitative data focused on budget and schedule performance
- v5 Project Management Framework SOP Release

Q4 Recap

Projects

Facilities

- PDF Project Schematic Design completed under budget
 - Total savings of around \$1M

Power Production

- Completed 6th Unit upgrade of P01 at PRD
 - Completely on schedule and under budget
- Started 7th Unit upgrade of P05 at PRD on January 27, 2025
- WAN Station Service 1 completed on schedule
- WAN Station Service 2 underway and on schedule to be completed in March
- WAN Emergency Diesel Generator delivered
 - Installation scheduled in Q3 of 2025

Q4 Recap

Projects Continued

Power Production

- New design nearing completion for PR Hatchery Siphon Intake which will allow for a substantial schedule reduction
 - From 2 work windows to 1
- PR Spillway Stability Project completed labor contract pre-qualification
 - 3 applicants met requirements

Power Delivery

- The DB2 project began construction on the Red Rock Transmission Line, South Ephrata Substation, and Red Rock Substation
- QTEP wire reel laydown yard construction complete and deliveries have begun

Q4 Recap

Projects Continued

Power Delivery

- West Quincy T-line steel structure bid opening on Jan 29th
- Completed Closing Phase for the Fiber Build Out project
- Completed Execution Phase for West Canal and Quincy Foothills projects

Enterprise Technology

- The Information Governance (Records Management) project was closed and transitioned to operations
- All materials have been received for the Network Core Replacement project

Q4 Recap

Insights

- Improved focus on task level planning to address SPI
- Cost forecasting continues to improve

Key Metrics

Power Delivery Projects Overall

Cost Performance Index (CPI) = **0.90**

Schedule Performance Index (SPI) = **0.82**

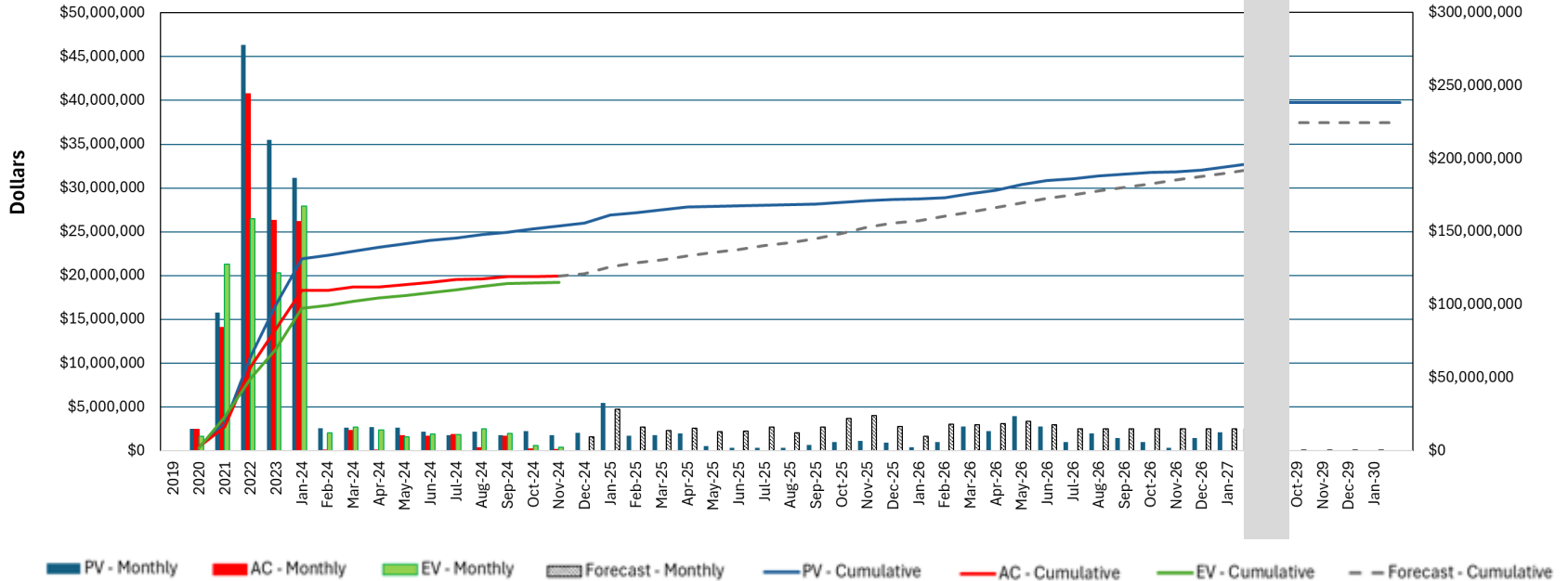
Power Production Projects Overall

Cost Performance Index (CPI) = **0.97**

Schedule Performance Index (SPI) = **0.74**

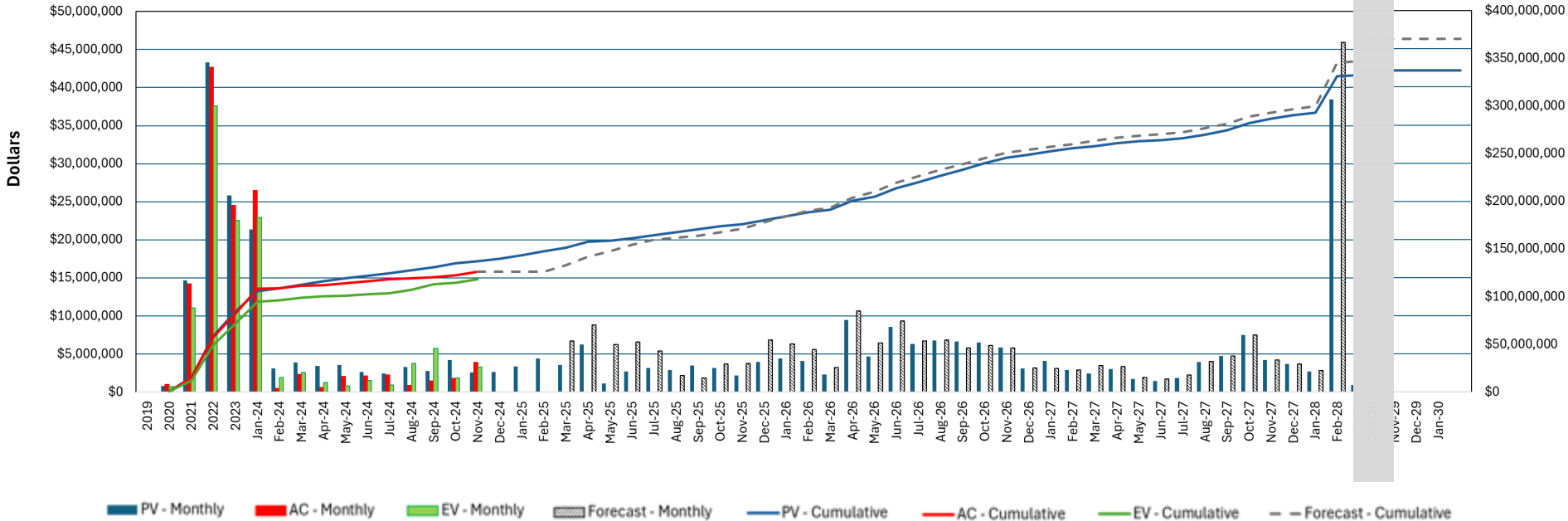
Q4 Recap

POWER PRODUCTION PORTFOLIO PROGRESS



Q4 Recap

POWER DELIVERY
PORTFOLIO PROGRESS



Q1 Outlook

- PRD Station Service 100% design expected end of February
- PR Spillway Stability Project is planning to begin community meetings with the Wanapum
- Network Core replacement will move into Execution
- PDF project is scheduled to close on Ephrata property on March 31st

Long-Term Strategy

OUTCOME	OBJECTIVE
Stronger project performance	Advancing Project Controls to improve our ability to provide quantitative data to the business regarding project performance
	Developing outcomes-based requirements and standards to measure Project Manager performance in a more quantitative manner
Procurement Alternatives	Investigating whether to pursue self-certification by the state for use of the progressive design build method
	Working with Power Delivery Engineering and Procurement to adjust procurement strategy on some projects to have the Labor contractor purchasing more materials for a project

Commission Support: Key Asks

- Mountainview Expansion labor contract (QTEP) Est. \$13 million
 - Contract development began this month, and the target award date is 7/1/25
- IQ5 Painted Hill labor contract Est. \$5 million
 - Contract development began this month, and the target award date is 8/28/25
- Commission workshop planned in March for additional project information regarding station service and substation work at Priest & Wanapum Dams

Questions?



Powering our way of life.

Thank you!



Department Name:	Key Presenters:	Date:
Enterprise Project Management Office	Aaron Kuntz	2/25/25

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

LAST QUARTER RECAP		
Quarterly Goals	<p>EPMO Program</p> <ul style="list-style-type: none"> Project Controls SOP Release All EPMO projects are now scheduled in Primavera Developed the Project Performance Report Quantitative data focused on budget and schedule performance v5 Project Management Framework SOP Release <p>Projects</p> <p>Facilities</p> <ul style="list-style-type: none"> PDF Project Schematic Design completed under budget <ul style="list-style-type: none"> Total savings of around \$1M <p>Power Production</p> <ul style="list-style-type: none"> Completed 6th Unit upgrade of P01 at PRD <ul style="list-style-type: none"> Completely on schedule and under budget Started 7th Unit upgrade of P05 at PRD on January 27, 2025 WAN Station Service 1 completed on schedule WAN Station Service 2 underway and on schedule to be completed in March WAN Emergency Diesel Generator delivered <ul style="list-style-type: none"> Installation scheduled in Q3 of 2025 New design nearing completion for PR Hatchery Siphon Intake which will allow for a substantial schedule reduction <ul style="list-style-type: none"> From 2 work windows to 1 3PR Spillway Stability Project completed labor contract pre-qualification <ul style="list-style-type: none"> 3 applicants met requirements <p>Power Delivery</p> <ul style="list-style-type: none"> The DB2 project began construction on the Red Rock Transmission Line, South Ephrata Substation, and Red Rock Substation QTEP wire reel laydown yard construction complete and deliveries have begun West Quincy T-line steel structure bid opening on Jan 29th Completed Closing Phase for the Fiber Build Out project Completed Execution Phase for West Canal and Quincy Foothills projects <p>Enterprise Technology</p> <ul style="list-style-type: none"> The Information Governance (Records Management) project was closed and transitioned to operations All materials have been received for the Network Core Replacement project 	
	<p>Power Delivery Projects Overall Cost Performance Index (CPI) = 0.90 Schedule Performance Index (SPI) = 0.82</p>	<p>Power Production Projects Overall Cost Performance Index (CPI) = 0.97 Schedule Performance Index (SPI) = 0.74</p>

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NEAR-TERM PLANS (NEXT QUARTER)

Project Updates	<ul style="list-style-type: none"> • PRD Station Service 100% design expected end of February • PR Spillway Stability Project is planning to begin community meetings with the Wanapum • Network Core replacement will move into Execution • PDF project is scheduled to close on Ephrata property on March 31st
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LONGER-TERM STRATEGY

Roadmap	<ul style="list-style-type: none"> • Advancing Project Controls to improve our ability to provide quantitative data to the business regarding project performance • Developing outcomes-based requirements and standards to measure Project Manager performance in a more quantitative manner • Investigating whether to pursue self-certification by the state for use of the progressive design build method • Working with Power Delivery Engineering and Procurement to adjust procurement strategy on some projects to have the Labor contractor purchasing more materials for a project
Strategy	<p>Top Strategic Initiatives:</p> <ol style="list-style-type: none"> 1. Enhance Project Controls Capabilities 2. Increase Project Performance Visibility 3. Enhance Project Manager Effectiveness 4. Expand & Enhance Project Services

COMMISSION SUPPORT: KEY ASKS

Specific Requests	<ul style="list-style-type: none"> • Mountainview Expansion labor contract (QTEP) Est. \$13 million <ul style="list-style-type: none"> ○ Contract development began this month, and the target award date is 7/1/25 • IQ5 Painted Hill labor contract Est. \$5 million <ul style="list-style-type: none"> ○ Contract development began this month, and the target award date is 8/28/25 • Commission workshop planned in March for additional project information regarding station service and substation work at Priest & Wanapum Dams
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QUARTERLY BUSINESS REVIEW

Operational Excellence

February 2025



Powering our way of life.

Team Updates

New Transfers



Nels Hanson
Change Manager I



Montague (Monte) Meadows
*Continuous Improvement
Specialist II*

Departed



Kaitlyn Neill
Project Manager

Q4 Recap

Quarterly Goals

- Departmental program strategies and roadmaps are being successfully executed and maintained. 57 goals and objectives completed in 2024.
- Detailed plans to optimize the Corrective Action Program (CAP) were completed and launched in January 2025.
- Continuous Improvement (CI), Organizational Change Management (OCM), and Internal Communications directly supported the majority of the Big Four in 2024 and Big 5 in 2025 initiatives.
- Internal Communications completed a large outreach to employees to assess satisfaction with District communications and inform their strategy. This included interviews with 22 employees and a survey of 136 bargaining unit employees.
- PowerBI dashboard to present data, metrics, and health status for OpEx projects and work items was launched. This supports data-driven decision making, collaboration, and transparency to the District.

Q4 Recap

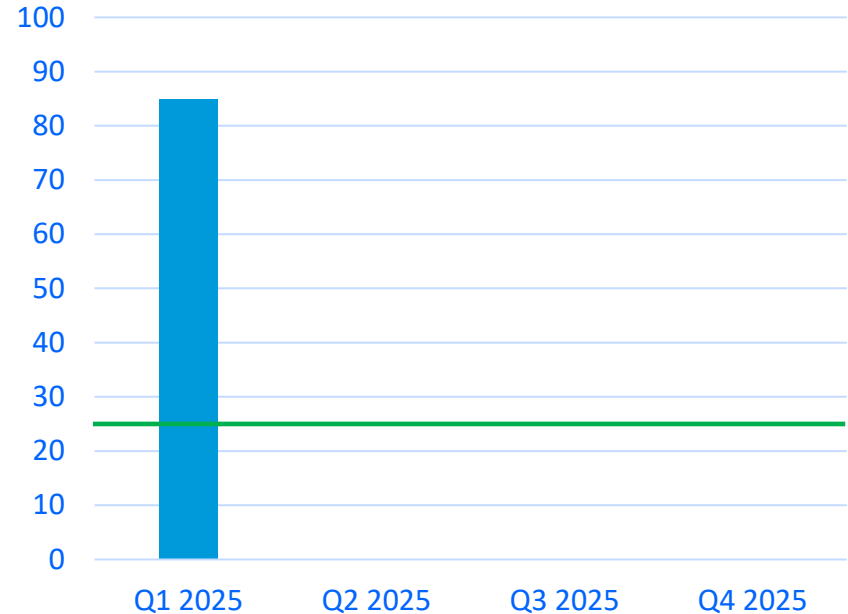
Key Metrics

% of Corrective Actions to Prevent Recurrence (CAPR's) that are Overdue.
Target is >25% .

Insights

CAPR's are the highest priority corrective actions from a root cause analysis. Significant improvement year on year in closure rate and totals, but average time to close is 464 days which needs improvement.

% of CAPR's Overdue



Q4 Recap

CAP Operational Improvements 2024

370 condition reports submitted by staff were screened by the CAP team in 2024

- **The team achieved our performance metric to screen each condition report within 10-minutes on average**

165 assigned corrective actions were completed in 2024

- **Each completed corrective action represents an improvement in safety, quality, or efficiency and a reduced risk of recurrence.**
- **64 were closed in 2023. 10 were closed in 2022. This is a positive sign of momentum.**

Delivery of a root cause analysis is now 90 days on average versus the historical average of 180 days. Team experience and process improvements have driven the gains.

Q1 Outlook

Near-Term Plans

- **Execute the CAP optimization plans. All aspects of the program will be addressed: Training, backlog reduction, overdue work orders, oversight committees, and processes for condition reporting and cause analysis.**
- **The CAP team is with the business to reduce the amount of open corrective actions and cause analyses. The goal is a 50% reduction in overdue CAP work orders by the end of Q2.**
- **Training in Corrective Action Program fundamentals for Managers, Supervisors, Foremen, and General Foremen.**
- **Safety CI Team 7, Fatigue Management Program, is on track and making good progress to a Q2 completion.**
- **OCM, CI, and Internal Communications teams will continue to directly support the Big 5 in 2025 initiatives.**
- **Engaging with industry peers in LPPC to develop a committee for Operational Excellence to evangelize its benefits, identify best practices, and facilitate shared learning.**

Long-Term Strategy

Develop of culture of excellence and continuous improvement at Grant PUD through education, value-added projects, leadership development, communication, well-managed changes, and employee engagement.

The Result

- Lower Costs and Reduce Lead Times
- Improve Safety, Quality, and Efficiency
- Reduce Risk and Waste
- Improved Customer Satisfaction

Commission Support: Key Asks

- **As we build for the future, we need to balance growth, maintenance, and improvements to minimize risk of safety and operational incidents that could degrade customer confidence and quality of service.**
- **Capturing and analyzing data on business process performance is difficult due to a lack of data, reporting, and integrations between systems. ERP+ should help improve this capability.**

Questions?



Powering our way of life.

Thank you!



Department Name:	Key Presenters:	Date:
Operational Excellence	Chris Roseburg	2/25/25

LAST QUARTER RECAP

Quarterly Goals	<ul style="list-style-type: none"> • Departmental program strategies and roadmaps are being successfully executed and maintained. 57 goals and objectives completed in 2024. • Detailed plans to optimize the Corrective Action Program (CAP) were completed and launched in January 2025. • Continuous Improvement (CI), Organizational Change Management (OCM), and Internal Communications directly supported the majority of the Big Four in 2024 and Big 5 in 2025 initiatives. • Internal Communications completed a large outreach to employees to assess satisfaction with District communications and inform their strategy. This included interviews with 22 employees and a survey of 136 bargaining unit employees. • PowerBI dashboard to present data, metrics, and health status for Operational Excellence projects and work items was launched. This supports data-driven decision making, collaboration, and transparency to the District.
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NEAR-TERM PLANS (NEXT QUARTER)

Project Updates	<ul style="list-style-type: none"> • Execute the CAP optimization plans. All aspects of the program will be addressed: Training, backlog reduction, overdue work orders, oversight committees, and processes for condition reporting and cause analysis. • The CAP team is with the business to reduce the amount of open corrective actions and cause analyses. The goal is a 50% reduction in overdue CAP work orders by the end of Q2. • Training in Corrective Action Program fundamentals for Managers, Supervisors, Foremen, and General Foremen. • Safety CI Team 7, Fatigue Management Program, is on track and making good progress to a Q2 completion. • OCM, CI, and Internal Communications teams will continue to directly support the Big 5 in 2025 initiatives. • Engaging with industry peers in LPPC to develop a committee for Operational Excellence to evangelize its benefits, identify best practices, and facilitate shared learning.
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LONGER-TERM STRATEGY

Roadmap	All operational excellence departments have multi-year program strategy roadmaps that aim to optimize service delivery and value to the organization and customers.
Strategy	<p>Develop of culture of excellence and continuous improvement at Grant PUD through education, value-added projects, leadership development, communication, well-managed changes, and employee engagement.</p> <p>The Result:</p> <ul style="list-style-type: none"> • Lower Costs and Reduce Lead Times • Improve Safety, Quality, and Efficiency • Reduce Risk and Waste • Improved Customer Satisfaction

COMMISSION SUPPORT: KEY ASKS

Specific Requests

- As we build for the future, we need to balance growth, maintenance, and improvements to minimize risk of safety and operational incidents that could degrade customer confidence and quality of service.
- Capturing and analyzing data on business process performance is difficult due to a lack of data, reporting, and integrations between systems. ERP+ should help improve this capability.

QUARTERLY BUSINESS REVIEW

Enterprise Technology

February 25, 2025



Powering our way of life.

Team Updates



Joshika Suresh

*Software Engineer (transfer
from Quality Assurance)*



Kevin Hutchins

Business Systems Architect



Vacancy in Quality Assurance

Software Test Engineer (backfill)

Q4 2024 Recap

Quarterly Goals

- Development and release of OperLog v3 for Lock Out Tag Out project
- Exceed industry standard Service Level Agreement targets
- Timely Patching Management (within 30 days of release)
- Keep cyber security score above industry standard (MS Score)

Q4 2024 Recap

Key Metrics

Service Desk completed 1505 tickets in Q4 with % of requests within SLA: 91% (up from 88%)

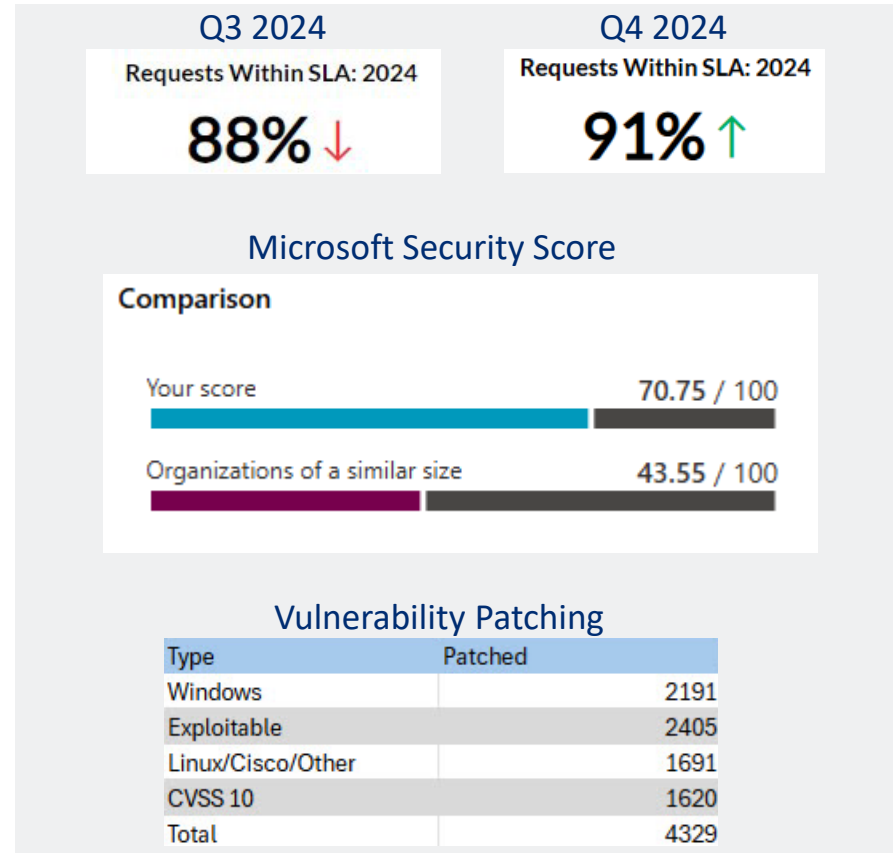
Microsoft Security Score is still looking great

Vulnerability program metrics are significantly above industry standards

Insights

Operations is meeting KPIs

Working on developing more KPIs



Q1 Outlook

Near-Term Plans

- Medius selected for AP Automation tool. Need to get contract in place prior to implementation. Expect a large OCM effort for this project. (Projected Q4 go live)
- Kick Off Meetings held for:
 - DDI (Combines multiple core IT infrastructure tools into one seamless platform)
 - AvePoint (Data Governance tool, Prep data for AI)
- Commission Room AV bid acceptance (completion by 5/09/25)
- Purchase hardware for Server Infrastructure life cycling
- Technology portfolio process improvements

Long-Term Strategy

- Create detailed Disaster Recovery Plan for the District
- Review and Update Incident Response Plan
- Six projects approved to move forward in the Portfolio pipeline by ELT
- ERP+
- Annual feature enhancements to Operlog application (LOTO)

Commission Support: Key Asks

Outline Support Required from the Commission

- UKG Change Order 6 (2/25/25 meeting)
- VMware Enterprise Licensing Agreement (may require Commission approval)
- Will need support for costs associated with buildout of Disaster Recovery
- Staffing to implement and on-going support of the 6 projects from ELT

Questions?



Powering our way of life.

Thank you!



Department Name:	Key Presenters:	Date:
Enterprise Technology	Charles Meyer	February 25, 2025

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

LAST QUARTER RECAP

Quarterly Goals	<p>Recap goals set for the previous quarter and their outcomes:</p> <ul style="list-style-type: none"> Development and release of OperLog v3 for Lock Out Tag Out project - Completed Exceed industry standard Service Level Agreement targets - On target Timely Patching Management (within 30 days of release) - Met Keep cyber security score above industry standard (MS Score) - Exceeded
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NEAR-TERM PLANS (NEXT QUARTER)

Project Updates	<p>Vendor selection phase:</p> <ul style="list-style-type: none"> AP Automation tool. Need to get a contract in place prior to implementation. Expect a large OCM effort for this project. (Projected Q4 go live) <p>Contract out for bid:</p> <ul style="list-style-type: none"> Commission Room AV bid acceptance (completion due date 5/09/25) <p>Entering Implementation phase:</p> <ul style="list-style-type: none"> DDI (Combines multiple core IT infrastructure tools into one seamless platform) AvePoint (Data Governance tool, Prep data for AI) <p>Other:</p> <ul style="list-style-type: none"> Purchase hardware for Server Infrastructure life cycling Technology portfolio process improvements
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LONGER-TERM STRATEGY

Roadmap	Discuss strategic initiatives and projects on the longer-term roadmap:
Strategy	<ul style="list-style-type: none"> Create detailed Disaster Recovery Plan for the District Review and Update Incident Response Plan Six projects approved to move forward in the Portfolio pipeline by ELT ERP+ Annual feature enhancements to Operlog application (LOTO)

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COMMISSION SUPPORT: KEY ASKS

Specific Requests

- UKG Change Order 6 (2/25/25 meeting)
- VMware Enterprise Licensing Agreement (may require Commission approval)
- Will need support for costs associated with buildout of Disaster Recovery
- Staffing to implement and on-going support of the 6 projects from ELT

Safety Report

February 2025



Safety@Grant



Our Commitment to Safety

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

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

Injuries Reported

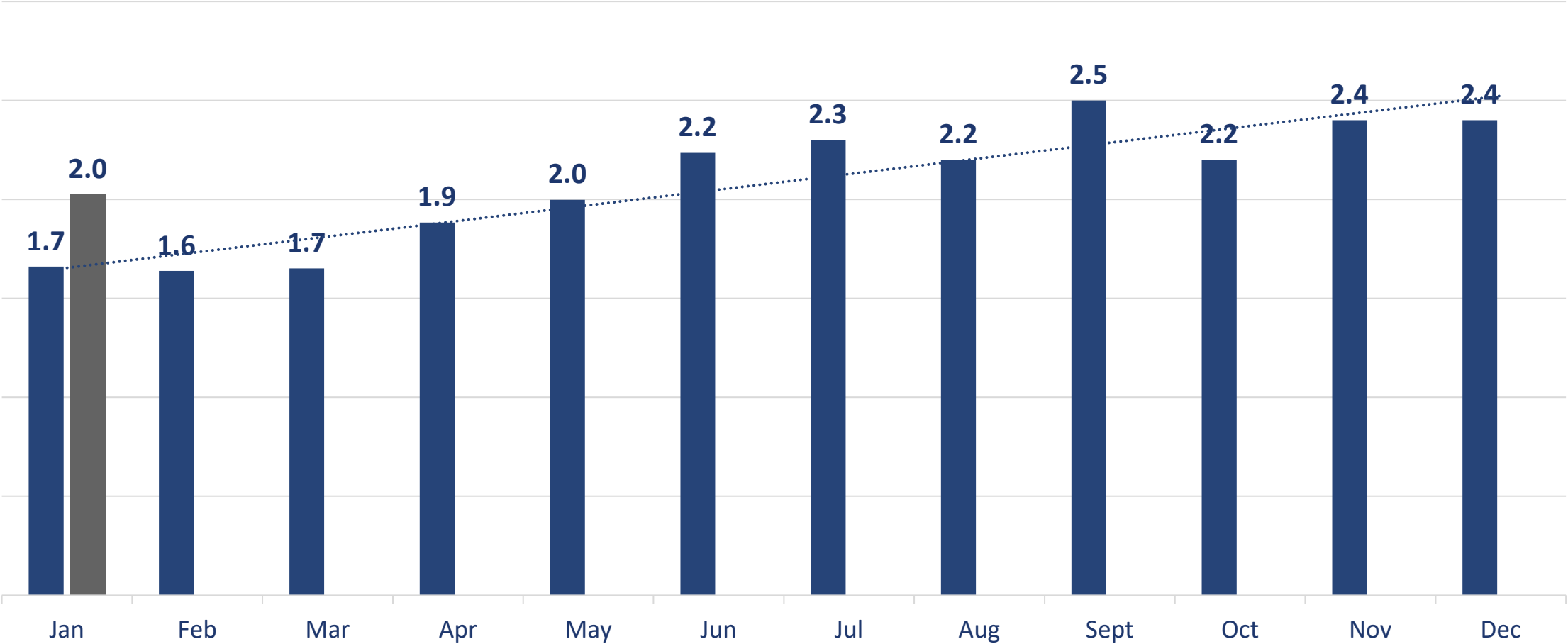
Date	Body Part	Description & Response
1/9	Back Strain	<p style="text-align: center;">Back Strain</p> <p>Employee was involved in a vehicle accident and sought medical care for possible back strain. Employee was evaluated at the ER and was prescribed medications and released back to work 3 days later. Reminder to please follow up with Safety and HR if additional medical care is needed.</p>
1/13	Eye	<p style="text-align: center;">Material in Eye</p> <p>While working to remove a countertop, employee stopped for a break, removed safety glasses and rubbed their eye. They felt something in their eye and reported it to their supervisor. Foreman drove employee to the ER. Employee went to the eye doctor, and they removed a small piece of material from their eye. Reminder to continue to keep work areas clear of debris and use of PPE. Please ensure you are filling out the injury form when your CR is in response to an injury.</p>



	Last Month	Year-to-Date
Total Injuries Reported	2	2
Other Recordable Case(s)	0	0
Restricted Duty Case(s)	0	0
Lost Workday Case(s)	1	1

Leading & Lagging Indicators

12 Month Rolling – Recordable Injury Rate – 2024 vs 2025



New Safety Action Items

Safety Concern CR #	Date	Summary	Response	WO #
29933	1/27/25	WANDAM OIL STORAGE ROOM #2[Fire] Doors failed to close	This fire door has been addressed and has been verified to be working as designed. To address the extent of condition a WO has been assigned to the Priest Rapids plant engineer to ensure operation of a similar set of fire doors.	374962
29986	1/29/25	Confined Space Permit Confusion at PRD UNIT 5 Lower Air Housing	WO created for safety to work with applicable work groups to identify improvements to the confined space program at power production. At a minimum action should include improvements to communication with contractors, better availability to confined space list, evaluation of how we will identify these spaces.	375040

Completed Safety Action Items

Safety Concern CR #	Completed Date	Summary	Response	WO #
29933	1/28/25	WANDAM OIL STORAGE ROOM #2[Fire] Doors failed to close	Engineering review found that the latest work order for PR, CO2 Fire Protection in the Turbine Oil Storage/Purification Room (371011) was completed on 12/18/24 with no findings, closing this action item.	374962

Thank You!



Safety@Grant

Power Delivery Facilities Project (PDF)

Commission Workshop Update
February 2025



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Agenda

- 01 New ESC
- 02 Schedule
- 03 Financials



01

New Ephrata Service Center
Replace Existing ESC

Planned



Development Design Workshop Series



Real Property Due Diligence – Site Requirements



Street Name Contest

Street Name Finalists



A.



B.



C.

Progress



- **Shrub Steppe Mitigation**

- Final 10 Acres

- **Development Design**

- Plan Review, Overall Layout
- Interior Image and Identity
- Interior Studies and Material Selections

Communication Management



- **Communication Plan Update**
 - Supervisor Talking Points
 - Individual Design Sessions
 - Newsletter Updates
 - Street Naming Contest

Goal: Stakeholder awareness, desire, preparation, and input

Project Planning

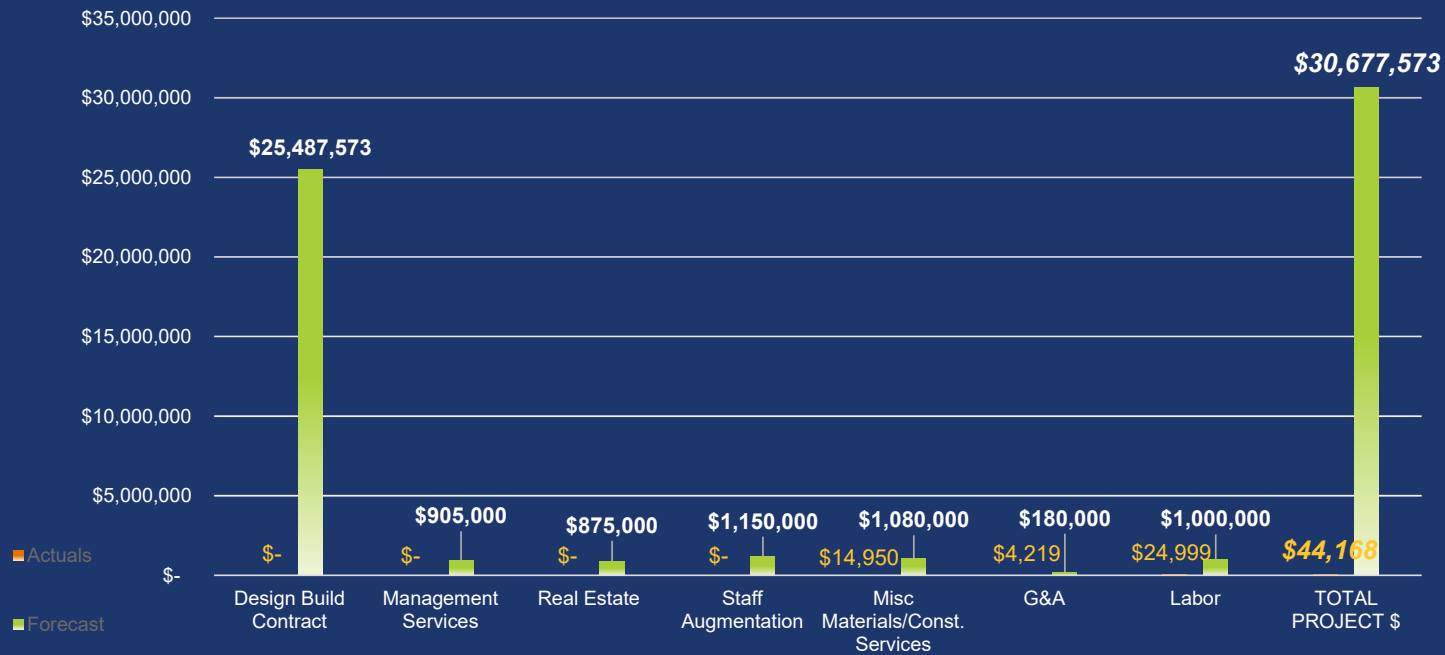




03 **Project Financials**
New Ephrata Service Center

Project Financials

PDF-ESC 2025 ACTUALS VS BUDGET

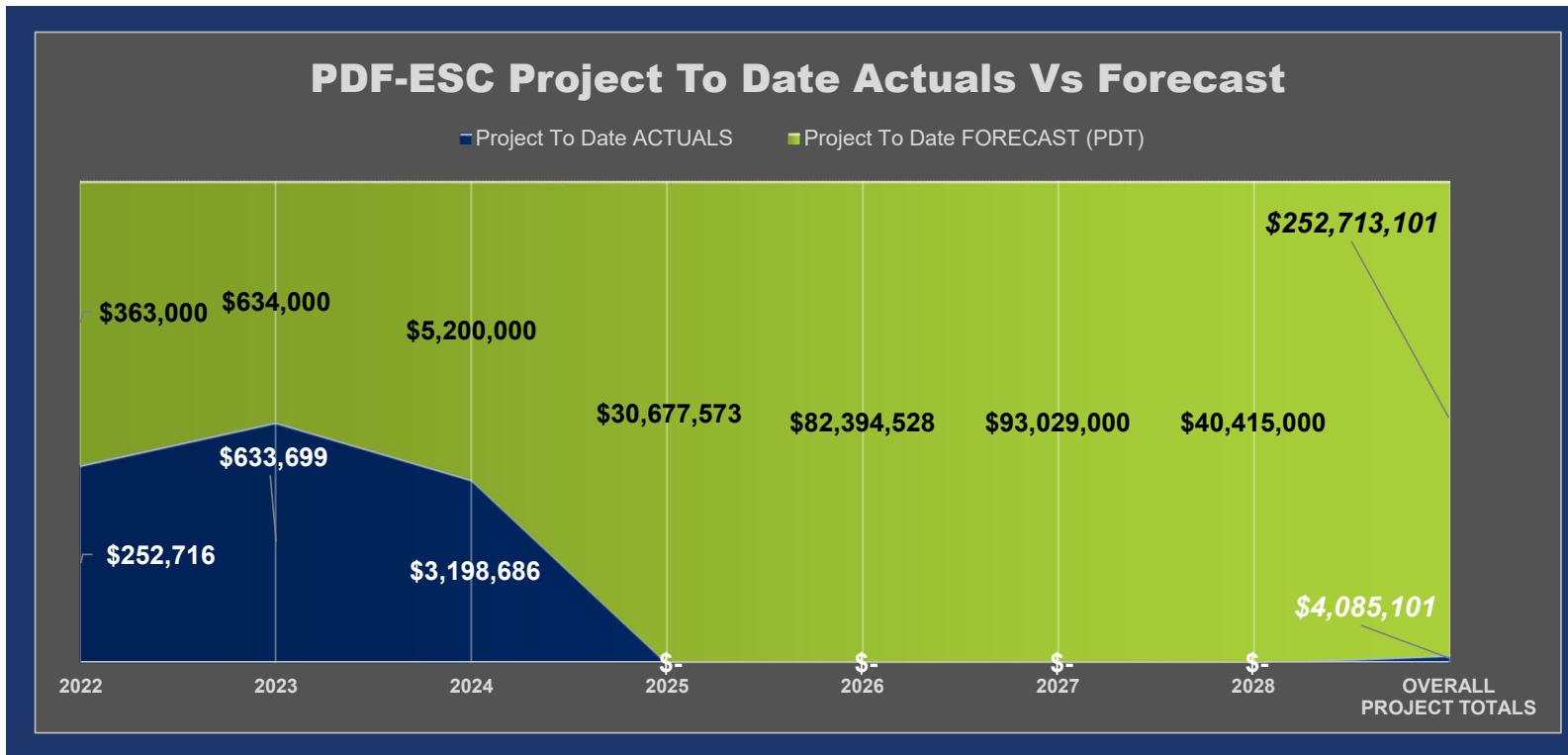


- Management Consulting
 - Legal,
 - Owners Rep

- Design Build Team
 - Absher
 - Integrus
 - Huitt Zollars

- Misc Materials & Const. Services
 - Permits
 - Materials
 - Misc Purchased Services

Total Project Annual Estimate (Preliminary)



(Preliminary)

- GMP Negotiations
- PWG approval

- Construction Target Value <\$180M

Questions and Feedback

Next PDF Project Update
March 18, 2025





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