

Fish, Wildlife and Water Quality Business Unit

Grant PUD Commission Meeting June 8, 2021

Operate Responsibly by Attaining Environmental, Cultural Resource and Regulatory Compliance



Powering our way of life.

Purpose & Goal

The Fish and Wildlife Business Unit uses technology, innovation, strategic thinking, good stakeholder relations and skilled negotiations to ensure we are achieving compliance with our Natural Resources regulatory requirements in a safe, cost efficient and biologically sound manner while helping to maintain the long-term financial health of the District.



2021 Safety Culture

- ❖ One Recordable Incident;
- ❖ Job Site Briefs = 101
- ❖ Job Site Reviews = 53 (Currently at 52.5%)
 - ❑ Goals = 10%; Stretch Goal = 15-20%
- ❖ Overall Safety Meeting Attendance = 96.8%
- ❖ Training Status Completion Rate = 87%
- ❖ Site Specific Work Plan Updates (Covid)
 - ❑ Juvenile white sturgeon testing & tagging
 - ❑ White Sturgeon Broodstock Collection – McNary Dam
 - ❑ White Sturgeon Adult & Juvenile population assessment
 - ❑ Off Ladder Adult Fish Trap
 - ❑ Video Fish Counting
 - ❑ Vegetation Management
 - ❑ Fish Predator Control/USDA Angling
 - ❑ Fall Chinook Collection in Hanford Reach
 - ❑ Priest Rapids Hatchery Spawning/Monitoring & Evaluation
 - ❑ Priest Rapids Hatchery Operations



2021-2022 Compliance

- Annual reports and plans with various agencies;
 - Progress & Implementation Report (8 Combined)
 - Aquatic Invasive Species Control & Prevention
 - Bull Trout Annual Report
 - White Sturgeon Annual Report
 - Pacific Lamprey Annual Report
 - Aquatic Invasive Species (Plant Monitoring)
 - Wildlife Habitat Monitoring, Information & Education
 - Rare, Threatened and Endangered – 5-year Survey
 - Northern Wormwood Monitoring Annual Report
 - Bald Eagle Perching/Roosting Protection Plan
 - Native Resident Fish Annual Documentation
 - Fish Spill and Total Dissolved Gas Report
 - USFWS Annual Bull Trout Report
 - USFWS Annual – Special Use Permit
 - WDFW Scientific Collection Permit
 - Mitigation Site Reports (6 Annual Reports)
- Boundary Adjustment for Nason Creek Acclimation Facility (on Hold)



Operating Unit

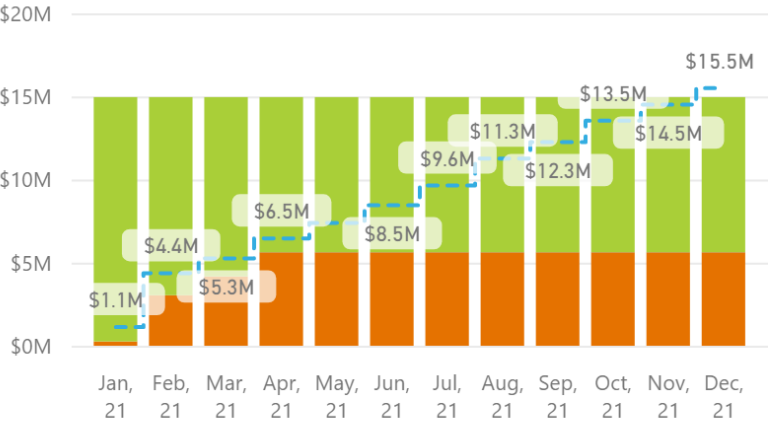
EB - Power Production

Section

EB42 - PP FW

Capital Labor & Net Actuals YTD Vs. Year-End-Projections

Net Actuals
Capital Labor
YEP Yearly Total Remaining
Budget YTD



Gross Actuals Vs. Budget



Capital Labor Actuals Vs. Budget



Net Actuals Vs. Budget



Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
Purchased Services	\$3,273,920	\$2,498,502	-\$775,418	-23.7%	76.3%
G&A	\$2,403,210	\$2,348,614	-\$54,596	-2.3%	97.7%
Labor	\$724,428	\$699,191	-\$25,237	-3.5%	96.5%
Salaries & Wages	\$453,718	\$437,730	-\$15,988	-3.5%	96.5%
Benefits	\$254,701	\$248,830	-\$5,871	-2.3%	97.7%
Other Labor	\$16,008	\$12,631	-\$3,378	-21.1%	78.9%
Operating Materials & Equipment	\$57,430	\$60,337	\$2,907	5.1%	105.1%
Utilities	\$2,800	\$18,522	\$15,722	561.5%	661.5%
IT		\$443			
Transportation		\$1,249			
Total	\$6,461,788	\$5,626,858	-\$834,930	-12.9%	87.1%

- Capital Labor is a subset of the Labor above

- Net Actuals vs Budget = Gross Actuals minus Capital Labor



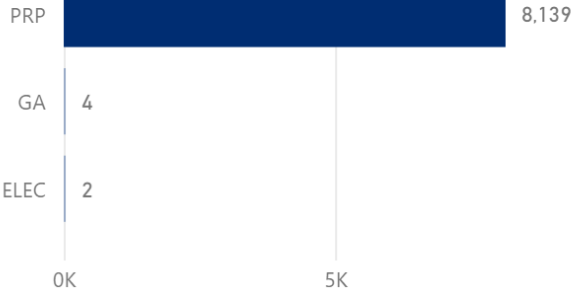
Operational Unit

EB - Power Production

Section

EB42 - PP FW

Hours by System



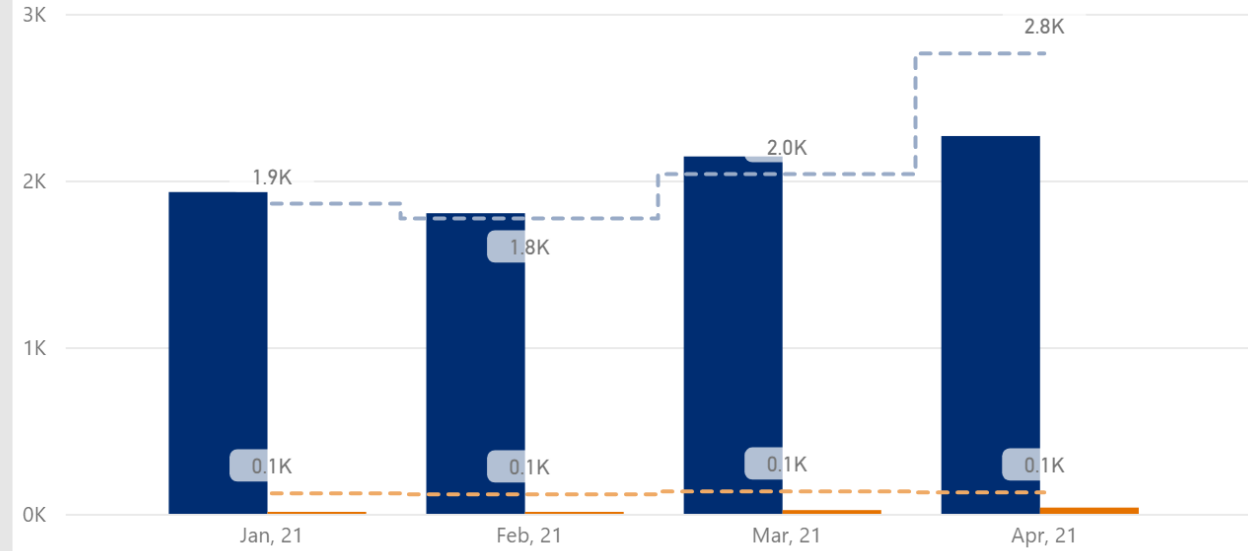
Hours by Program

FERC Compliance

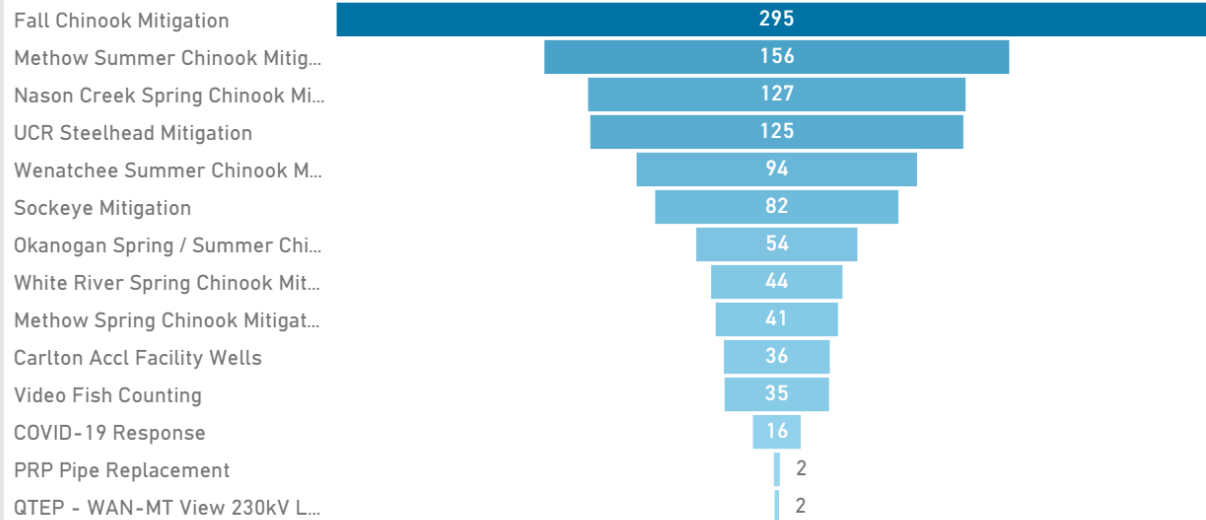
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Hours and CAP Hours Vs. Budgets

Hours CAP Hours Hours Budget CAP Hours Budget

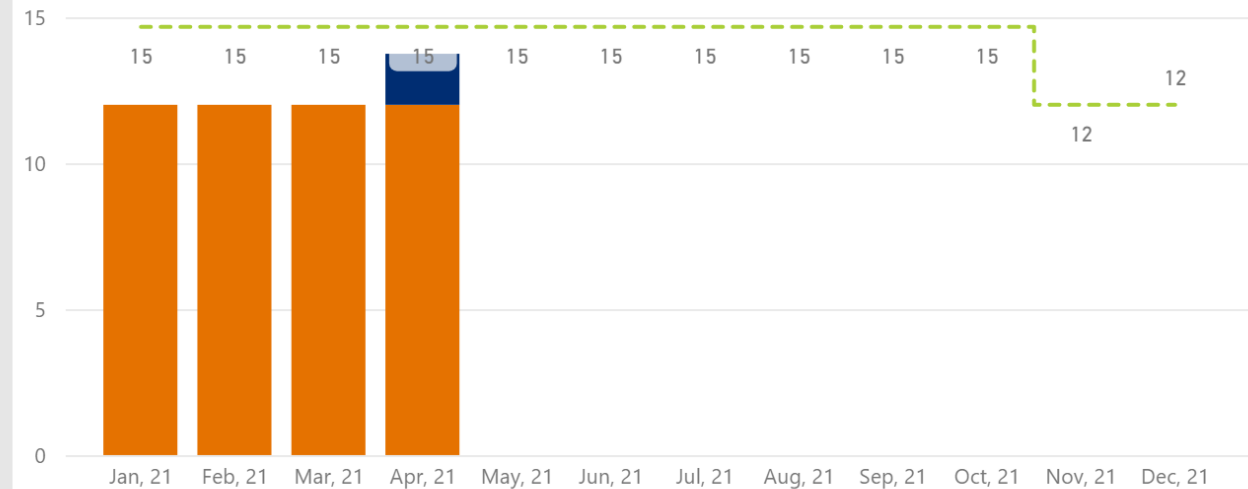


Hours by Initiative



Headcount and Budget by Month & Year

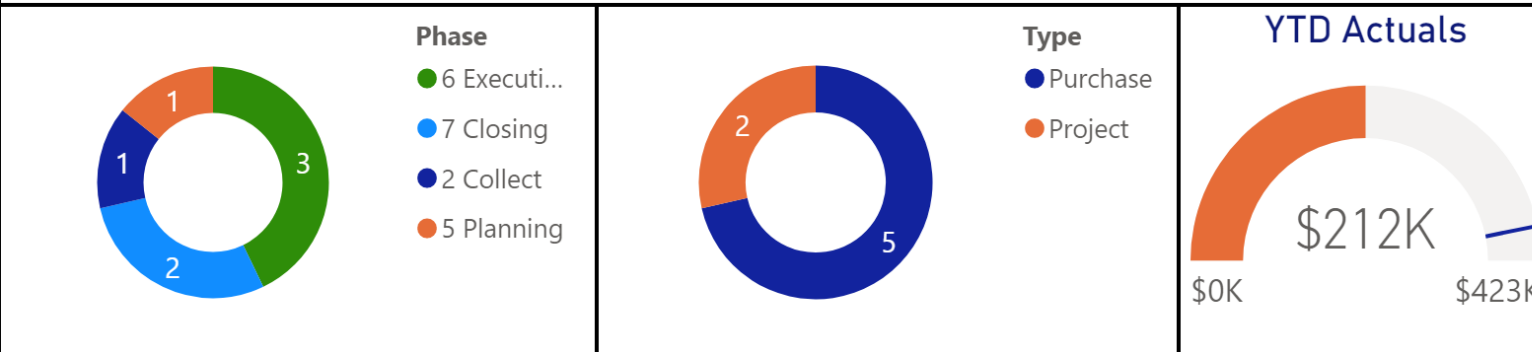
Actual Headcount FTR Actual Headcount FTE Headcount Budget



Capital Budget Versus Actuals

EB42 - PP FW QBR Year-to-Date April, 2021

Initiative ID	Name	Current Scope		Current Schedule		Current Price		Current Year Variance		Total Scope		Total Schedule		Total Price		Total Variance	
IN196	Carlton Accl Facility Wells.xlsm	🔴	(\$244,638)	🔴	(\$285,411)	🔴	(\$285,411)	🔴	(\$815,461)	🔴	\$1,021,448	🔴	\$650,013	🔴	\$650,013	🔴	\$2,321,473
IN198	Video Fish Counting.xlsm	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0
IN292	Tumwater Dam Fishway.xlsm	◯	\$0	◯	\$19,589	◯	\$0	◯	\$19,589	◯	\$0	◯	\$19,589	◯	\$0	◯	\$19,589
IN294	Wells Hatchery Modernization.xlsm	◯	\$0	◯	\$0	◯	(\$15,124)	◯	(\$15,124)	◯	\$0	◯	\$0	◯	(\$15,124)	◯	(\$15,124)
IN295	Saint Mary's Acclimation Facility Building.xlsm	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0
IN364	Methow Hatchery ILA.xlsm	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0
TBD	Eastbank Hatchery ILA.xlsm	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0	◯	\$0
Total		(\$244,638)		(\$265,823)		(\$300,535)		(\$810,996)		\$1,021,448		\$669,601		\$634,889		\$2,325,938	



Initiative ID	Name	2021 Budget	2021 Actuals	2021 YEP
IN196	Carlton Accl Facility Wells.xlsm	\$900,000	\$78,977	\$84,539
IN198	Video Fish Counting.xlsm	\$56,269	\$0	\$16,619
IN292	Tumwater Dam Fishway.xlsm	\$113,000	\$132,589	\$132,589
IN294	Wells Hatchery Modernization.xlsm	\$74,717	\$0	\$59,593
IN295	Saint Mary's Acclimation Facility Building.xlsm	\$310,000	\$0	\$6,000
IN364	Methow Hatchery ILA.xlsm	\$0	\$0	\$96,955
TBD	Eastbank Hatchery ILA.xlsm		\$0	\$0
Total		\$1,453,986	\$211,565	\$396,295

Stakeholders Relationships

- ❖ Interact with 6 key stakeholders on a weekly/monthly basis in the implementation of Grant PUD's stewardship requirements (Wanapum People, NOAA, WDFW, USFWS, Yakama Nation, Colville Confederated Tribe, and Columbia River Intertribal Fish Commission).
- ❖ Biweekly, monthly, quarterly meetings occurring with Chelan and Douglas PUD's.
- ❖ Communicate/interact with over 25 other tribal and/or natural resource entities on an annual basis.

Concern: Several entities have experienced retirements or folks have transitioned to other jobs resulting in a lost of institutional knowledge and familiarity with GPUD requirements.

✓ *In Progress*

- Monthly calls and/or meeting to develop/establish relationships.

Hatchery Management & Oversight

- ❖ Extensive administrative and technical oversight necessary to ensure that GPUD's hatchery stewardship responsibilities (O&M and M&E) are achieved in a biologically sound and cost-effective manner.
- ❖ Twenty separate contracts/interlocal agreements are in place to ensure GPUD's hatchery obligations are being achieved.
- ❖ Action item for 2021 – Develop preventive maintenance plans/actions for GPUD owned facilities and ensure they are entered into Maximo (Carlton, Nason Creek and Priest Rapids Hatchery).



Hatchery Monitoring and Evaluation Comprehensive Analysis

- ❖ Development and implementation of monitoring and evaluation programs is a primary element required throughout Grant PUD's license requirements, Biological Opinions, 401 Certification, Hanford Reach Fall Chinook Protection Program and the Priest Rapids Salmon and Steelhead Settlement Agreement.
- ❖ Hatchery Program Reviews are conducted every 10 years.
- ❖ Informs hatchery “recalculation” & adaptive management - 2023.
- ❖ Determines if programs are meeting objectives.
- ❖ Draft to External Stakeholders – July 1, 2021



Report type	Frequency	Content	Function
Data	Annual	Cumulative description of data (raw and derived) and field methods. Basic statics reported.	Informs annual M&E implementation plans
Statistical	5 year	Presentation of statistical analyses and description of statistical methods. Addressed in the Program Review when the two would occur in the same year.	Informs 5 year M&E plan and provides in depth data analysis
Program Review	10 year	Integrates and interprets information from data and statistical reports and also includes integration from other programs and studies. Written in scientific manuscript format. Fulfills HCP “Program Review” requirements. Addresses Statistical Report requirements.	Informs recalculation and adaptive management. Determines if programs are meeting objectives.

Carlton Acclimation Facility

❖ Carlton Acclimation Intake Structure

Issue: Methow River migrating away from water intake structure. Issues arise if a cold snap hits in late Feb/early March facility can be left with no to very little river water for fish acclimation.

✓ Alternatives Analysis Completed (2018-2019)

- Five different Options (\$1.2 – \$5.3 Million)
- Estimates did not include Mitigation Costs or Internal Labor
- **Install additional Production/Domestic well (~\$640K)**

✓ Challenges to date

- Low number of bidders
- Bids greater than engineers estimates (>15%)
- Substantial escalated costs - \$2.5M (labor, materials and supplies)

✓ Current Status

- Project is currently under review by the Portfolio Work Group



White River Spring Chinook

Grant PUD has a requirement to implement a hatchery program in the White River (Wenatchee Basin) for spring Chinook salmon. Production was put on hold in the White River until 2026.

✓ Next Steps

- ❑ 2013 Statement of Agreement deferred a decision on the direction of this program until 2026.
- ❑ Mitigation currently met via increased production in the Nason Creek spring Chinook Program.
- ❑ Monitoring and Evaluation activities ongoing.
- ❑ Explore biologically sound cost-effective alternatives to meet this obligation.



Survival Standards

- ❖ Survival standards for Covered Species. Evaluations scheduled for 2025, 2026 & 2027.

Issue: Grant PUD has a requirement to achieve the survival standard for juvenile spring Chinook, steelhead, sockeye and summer subyearling migrating through the Priest Rapids Project Area (86.49%) every 10 years. Coho are not included at this time, as GPUD is achieving those requirements contractually.

- ✓ In Progress

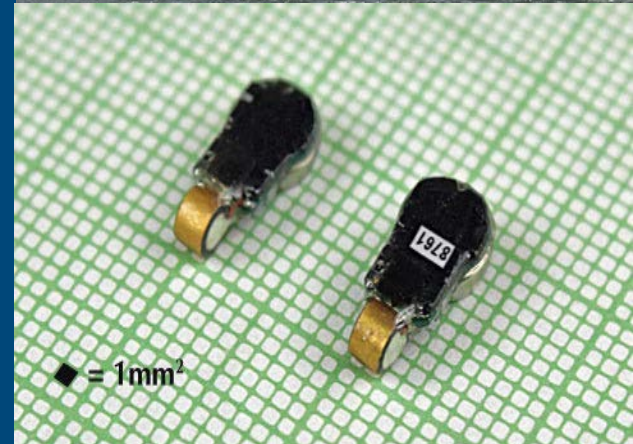
- Initial planning stages

- ✓ Potential Challenges

- Limited number of contactors
- Internal experience

- ✓ Potential Risk(s)

- Standards not achieved



Avian Predation

- ❖ Avian predators (Caspian Terns) have a substantial impact on juvenile steelhead migration through the Priest Rapids Project.

✓ In Progress

- ❑ Implement strategy for ensuring that avian predation outside the project area is being addressed by federal entities prior to 2025-2027.
 - FW Staff encouraging USBOR to preclude terns from nesting on Goose Island in Potholes Reservoir (woody debris, dissuasion & plantings).
 - Work to secure Caspian tern take permit via the USFWS.



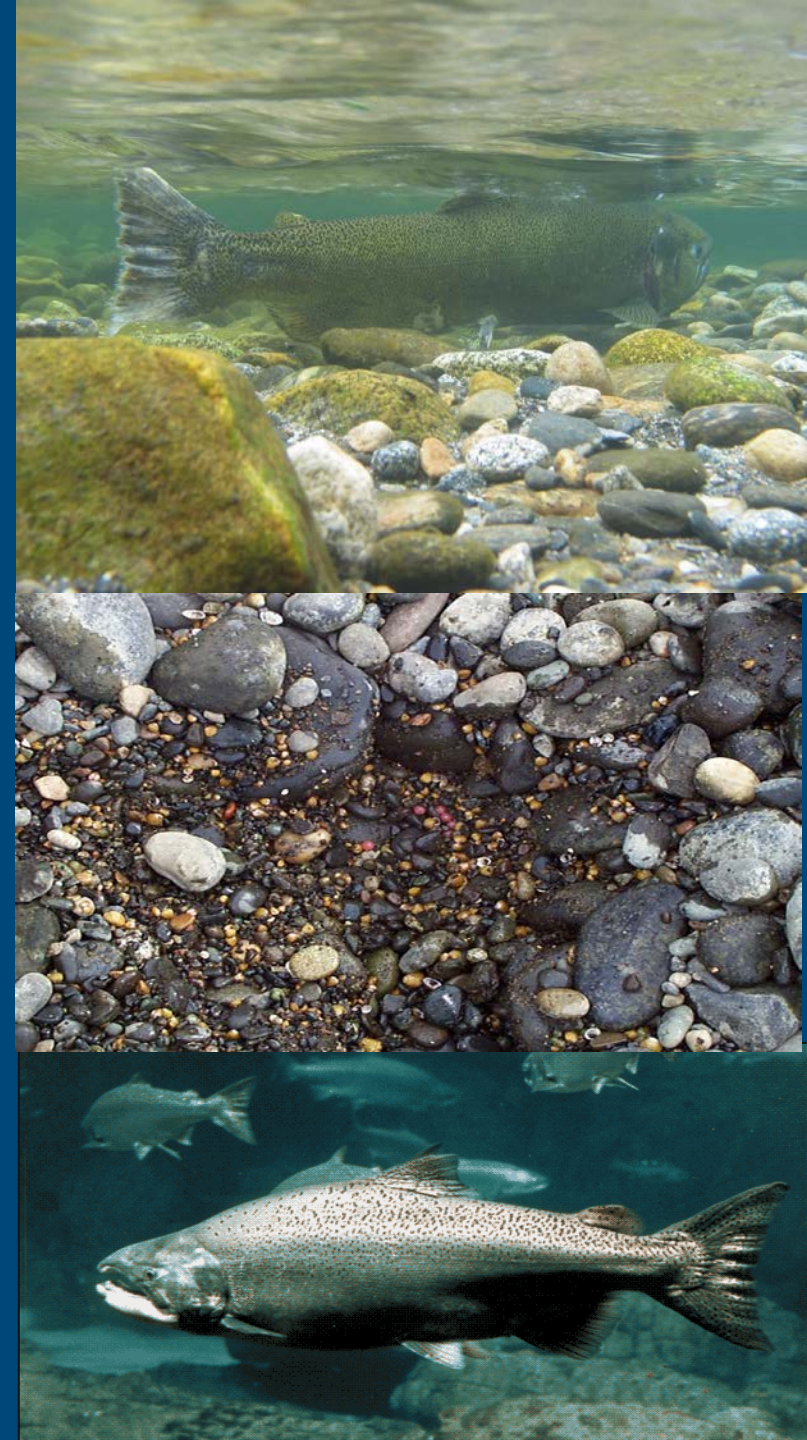
Hanford Reach

- ❖ Operational Plan for Implementation of the Hanford Reach Fall Chinook Protection Agreement.

Issue: Formal operating protocols need to be developed to replace procedures that had been implemented through Mid-C Hourly Coordination with the Utility Parties.

✓ In Progress

- Working to develop a joint communication & operating plan with other Mid-C PUD's.



Fish Video Counting System

- ❖ Upgrade fish video counting system in the fishways at Wanapum and Priest Rapids Dams.

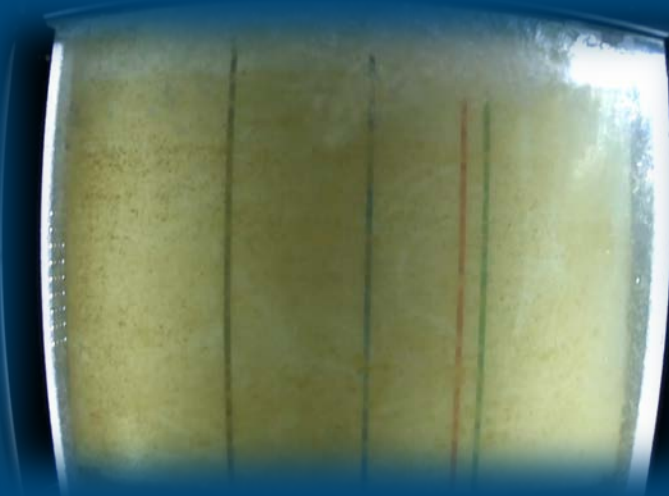
Issue: Existing system (software and equipment) was becoming unreliable and becoming obsolete.

- ✓ Status Update

- DNNCam system and software upgrades have been installed and went into use on April 15, 2021.
- Current feedback (from fish counters) indicates a much more improved system than previous.
- Next phase is to determine if Artificial Intelligent (AI) capabilities can be incorporated into the current system to improve overall accuracy and/or gain efficiencies.

- ✓ In Progress

- Engineering staff looking for ways to improve video fish count window cleaning via an automated solution.



Rare, Threatened, Endangered Plants and Vegetation Management

Grant PUD implements Vegetation Management to achieve compliance with noxious weed regulations, various permit conditions, and for Grant PUD's License Articles (e.g., Wildlife Plan, RTE Plant Plan, Northern Wormwood Conservation Plan, Shoreline Management Plan, etc.).

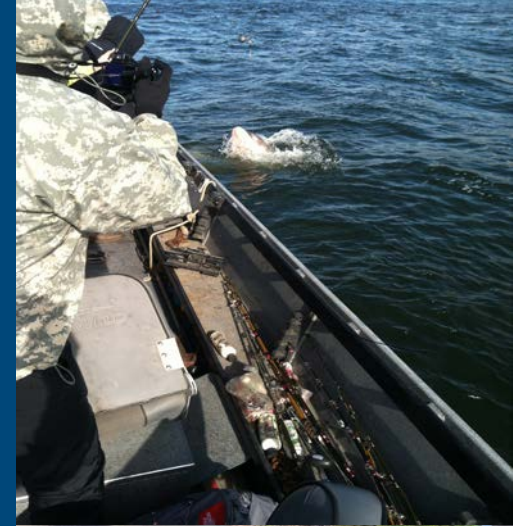


White Sturgeon Conservation Program

❖ Overarching goal is to restore and maintain White Sturgeon populations to levels commensurate with the available aquatic habitat in the Priest Rapids Project Area.

✓ Management Plan

- Includes extensive monitoring and evaluation within Priest Rapids Project Area (e.g., juvenile and adult population index, mark/recapture, survival, spawning, etc.)
- Annual broodstock collections (below McNary Dam).
- Spawning, incubation, rearing, tagging occurs at Marion Sturgeon Hatchery
- Annual release of juvenile sturgeon (3,650 annually).



2021 Challenges/Opportunities

- Maintaining day-to-day connection with staff and contractors.
- Develop and Maintain External Stakeholders Relationships.
- Biological Opinion and Settlement Agreement – Language Interpretation.
- Hanford Reach Operations Plan.
- Carlton Acclimation Facility (Domestic & Production Well).
- Technology Advancements
- Delayed invoicing/billing by contracting entities.





Powering our way of life.

The background of the slide features a repeating pattern of stylized indigenous art, likely from the Pacific Northwest, rendered in a light tan color. The motifs include various human figures, some with multiple heads or arms, and animals like deer or elk. The overall style is reminiscent of traditional Northwest Coast art.

Grant PUD Cultural Resources 2021 Q1 Business Report

**Grant PUD Commission Meeting
– June 8, 2021**

Department Purpose and Goal

- The Cultural Resources Department is tasked with ensuring compliance with FERC regulatory requirements related to cultural resources. These include historic and prehistoric sites and Traditional Cultural Places important to the Wanapum, Yakama and CCT people. A secondary goal is to help foster the relationship between the District and the Wanapum, all in alignment with Grant PUD's safety, financial, and compliance goals.



Q1 Business Review

- **Regulatory Compliance**
 - Compliance Violations = 0
 - NCRRP Reviews = 6
 - FERC orders/notices = 0
 - Summary/Listing of filings=1
- **Safety Metrics**
 - Incidents = 0
 - Close calls = 0
 - JSRs = 19
 - Safety meeting attendance = 97%



Q2/3 Business Activities

Compliance: Archaeology/River Patrol

- River Patrol team is down 1 person due to Covid, in June we expect to be back to full capacity.
- Looting prosecution at Moses Coulee mouth: Douglas County Prosecutor brought a case for second degree trespassing and 2 counts of disturbing an archaeological site. This was pleaded down to 1 count of disturbing an archaeological site. Final sentence was for 7 days in jail and court fees.



Q2/3 Business forecast

- Compliance: Traditional Program
 - Archaeological, Historical and Traditional resources are treated equally under 36CFR800.
 - Active Wanapum TCP projects include:
 1. Doeblar Ag Lease
 2. YTC Crossing
 3. Cascade Gardens
 4. Baylink



Q2/3 Business Activities

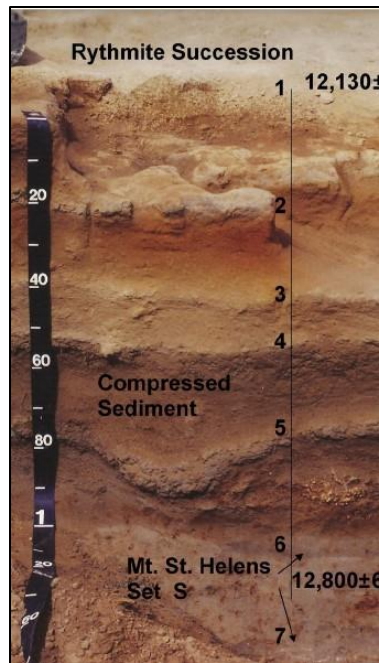
Traditional Program: Wanapum Heritage Center

- Covid Issues:
 - Wanapum Heritage Center is closed, but we're preparing for re-opening.
 - Wanapum Discovery Unit is still down.
- Major Efforts to meet ongoing goals
 - Developing Virtual Museum
 - Plant gathering to replace mats and longhouse frame components.
 - Establishing connection to Wanapum elders



Q2/3 Business Review

- Major Projects: Archaeology
 - 2021 monitoring program underway.
 - Bureau of Land Management is requesting information on PR Right Bank eroding site.
 - YTC is undertaking erosion control at Hanson Creek: We are contributing engineers drawing.





2021 Q2/3 Forecast

- Use of Allocated Resources

Staffing –

- Wanapum Language program backfill: Seeking replacement for Mersaedy Vasquez
- Temporary river patroller for summer months: Hiring short-term temporary worker.



2021 Forecast

- Potential Management Challenges
 - Continued discussions with stakeholders regarding mitigation of project-related adverse effects.
 - Priest Rapids Right bank project will soon begin
 - YTC River crossing
 - Hanford Reach Erosion

2021 Q1/2

Grant PUD | Budget Versus Actuals

EB6 - PP Cultural Res QBR Year-to-Date April, 2021

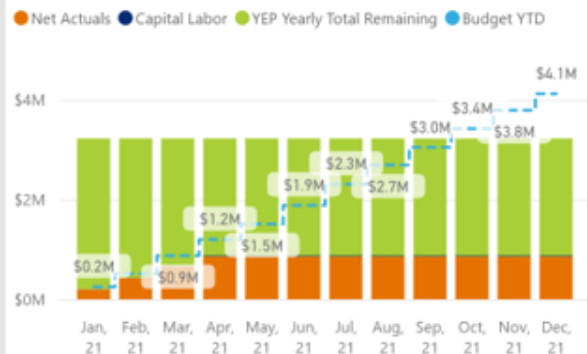
Operating Unit
EB - Power Production

Department
EB6 - PP Cultural Res

Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
Labor	\$917,155	\$800,091	-\$117,065	-12.8%	87.2%
Salaries & Wages	\$529,450	\$494,890	-\$34,560	-6.5%	93.5%
Benefits	\$374,367	\$283,828	-\$90,539	-24.2%	75.8%
Other Labor	\$9,289	\$13,960	\$4,671	50.3%	150.3%
Overtime	\$4,050	\$7,413	\$3,363	83.0%	183.0%
Purchased Services	\$206,365	\$55,818	-\$150,547	-73.0%	27.0%
G&A	\$70,737	\$951	-\$69,785	-98.7%	1.3%
Operating Materials & Equipment	\$4,800	\$18,116	\$13,316	277.4%	377.4%
IT		\$40			
Transportation		\$47			
Total	\$1,199,057	\$875,063	-\$323,994	-27.0%	73.0%

Capital Labor & Net Actuals YTD Vs. Year-End-Projections



Gross Actuals Vs. Budget

\$875.1K -27.0%



Capital Labor Actuals Vs. Budget

\$17.3K -84.0%



Net Actuals Vs. Budget

\$857.7K -21.3%



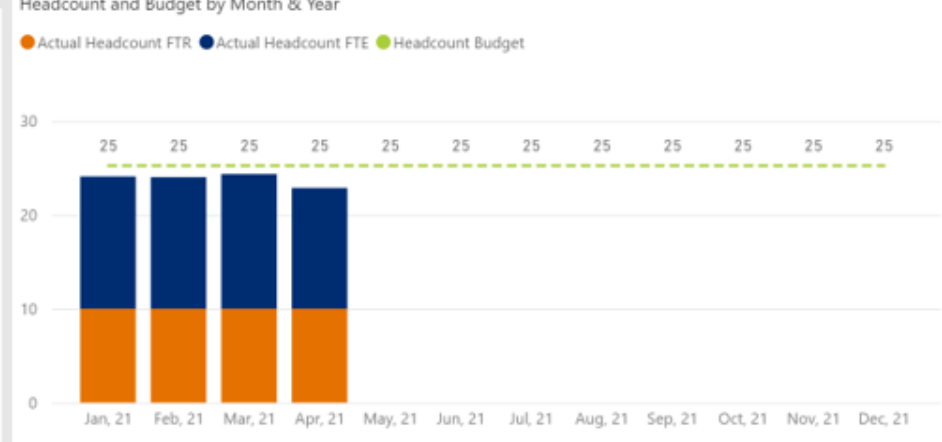
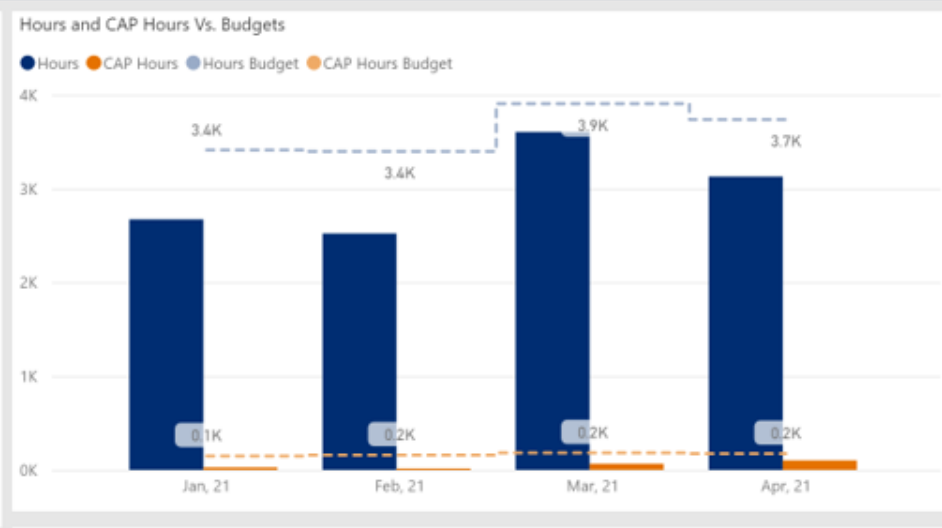
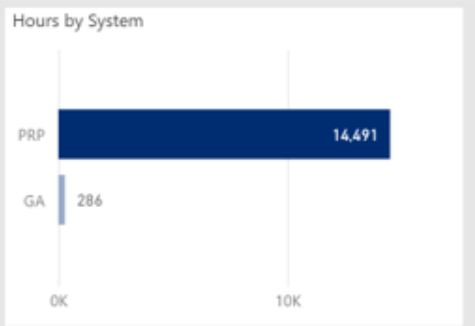
- Capital Labor is a subset of the Labor above

- Net Actuals vs Budget = Gross Actuals minus Capital Labor

2021 Q1/2

Operational Unit
EB - Power Production

Department
EB6 - PP Cultural Res



2021 Q2/3 Forecast

- Questions?

Strategic Plan Metrics

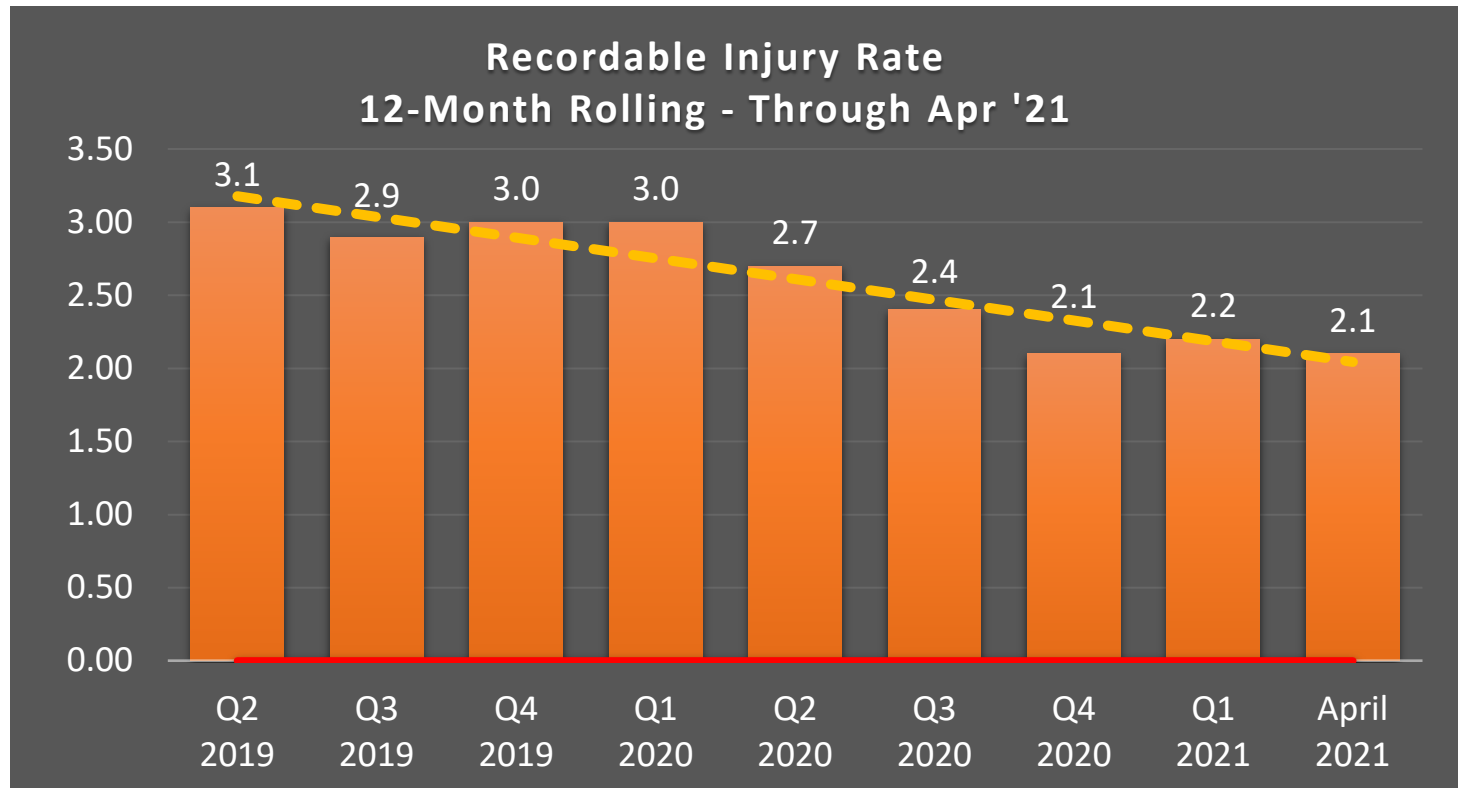
June 8, 2021



Powering our way of life.

Objective 1 – Safety Performance

Zero Recordable Incident Rate	2021 Target	2021
	0	2.1



- Recordable Injury Rate through April
- Changing the Culture
- Safety Meeting attendance
January 92%, February 88, March 92%,
April 91%
- 243 jobsite reviews conducted through April

Objective 2 – Design and Sustain an Engaging and Fulfilling Grant PUD Culture

Organizational Health Index	2021 Target	2021
	≥ 75	42

- Value shown is from 2019 survey results
- Scored every two years, next cycle this year
- Target is top quartile based on McKinsey's Organizational Health Index

Employee Engagement Assessment	2021 Target	2021
1	≥ 75	26

- 70% participation in our first year completing the Gallup Q12 Employee Engagement survey
- Had enterprise-wide report-out in December
- Sample size 503, margin of error 3%, confidence 99%
- Target is 75th percentile rank, which is top quartile

Objective 2 – Design and Sustain an Engaging and Fulfilling Grant PUD Culture

Educational Reimbursement Target	2021 Target	Current Status
	To Be Determined	To Be Determined

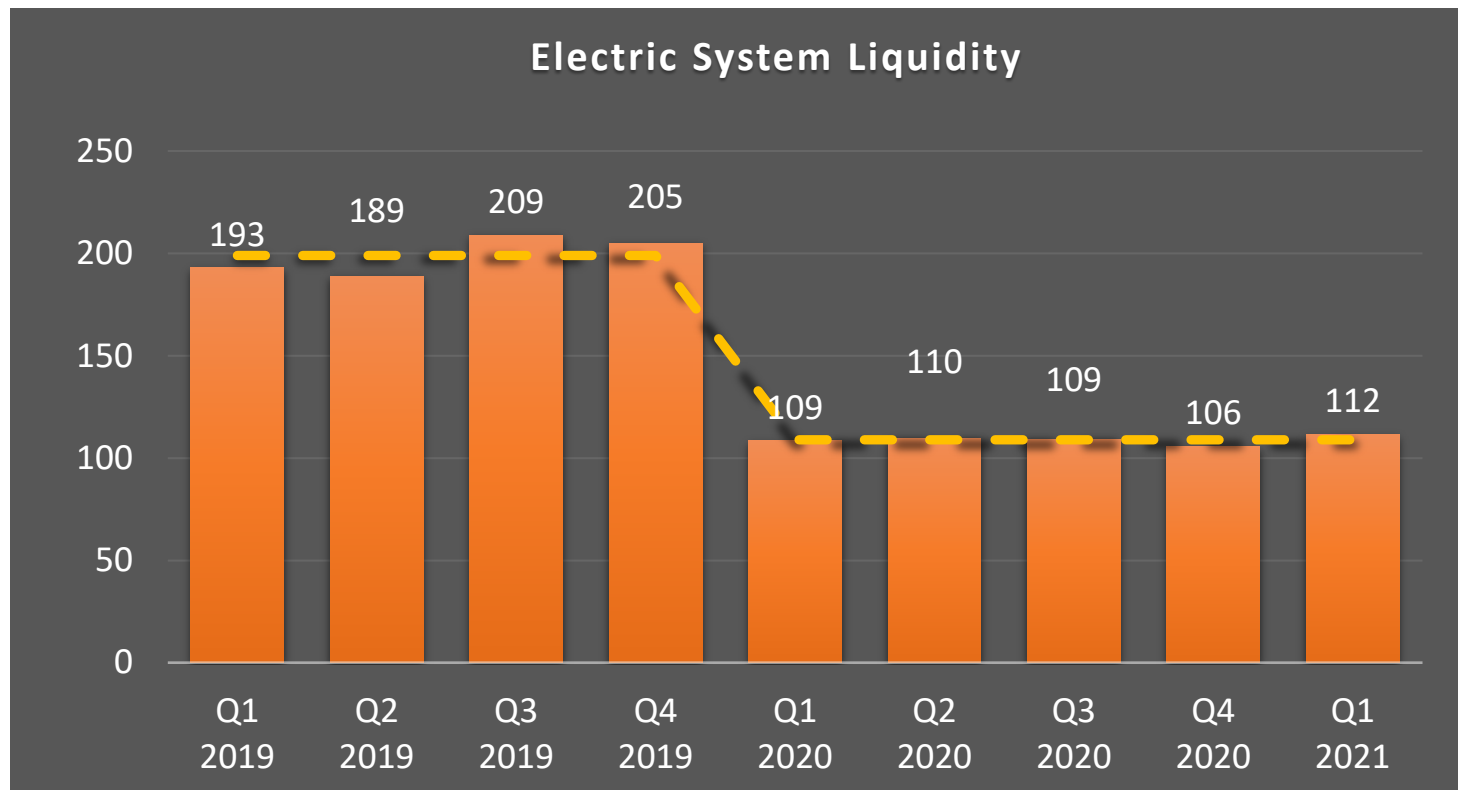
- New educational reimbursement policy for 2021
- Roll out of method to measure outcomes of employees advancing their knowledge through education coming soon

Training Effectiveness Assessment	2021 Target	2021
	4 out of 5 stars	4.4 stars

- Based on employee-reported training results
- Includes LMS (4.18) and Live/Virtual (4.57) training scores

Objective 3 – Maintain a Strong Financial Position

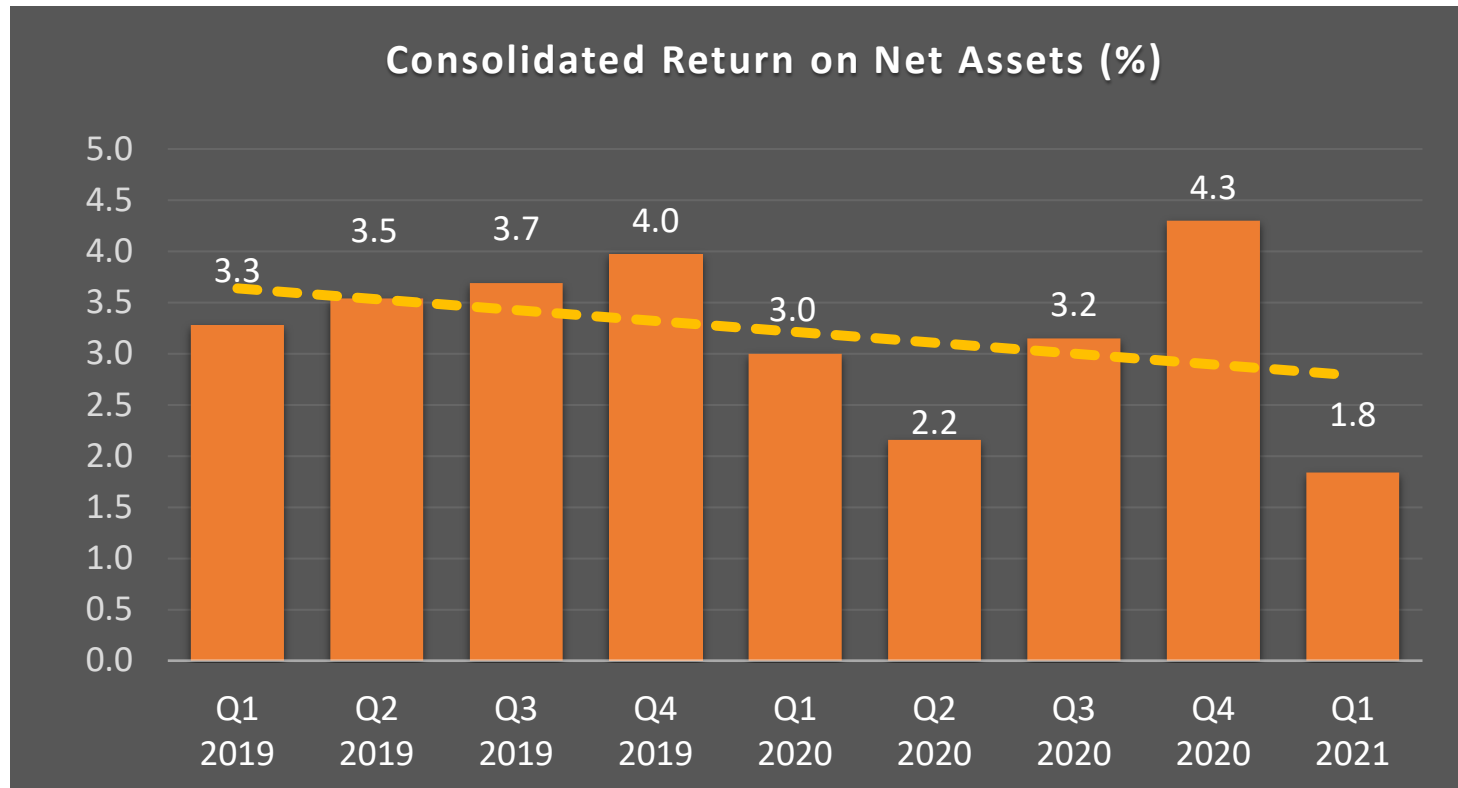
Electric System Liquidity	2021 Target	2021
	≥ \$105 MM	\$112 MM



- Represents sum of Electric System reserve and contingency fund
- Doesn't include Liquid Working Capital
- Reduced after financial optimization

Objective 3 – Maintain a Strong Financial Position

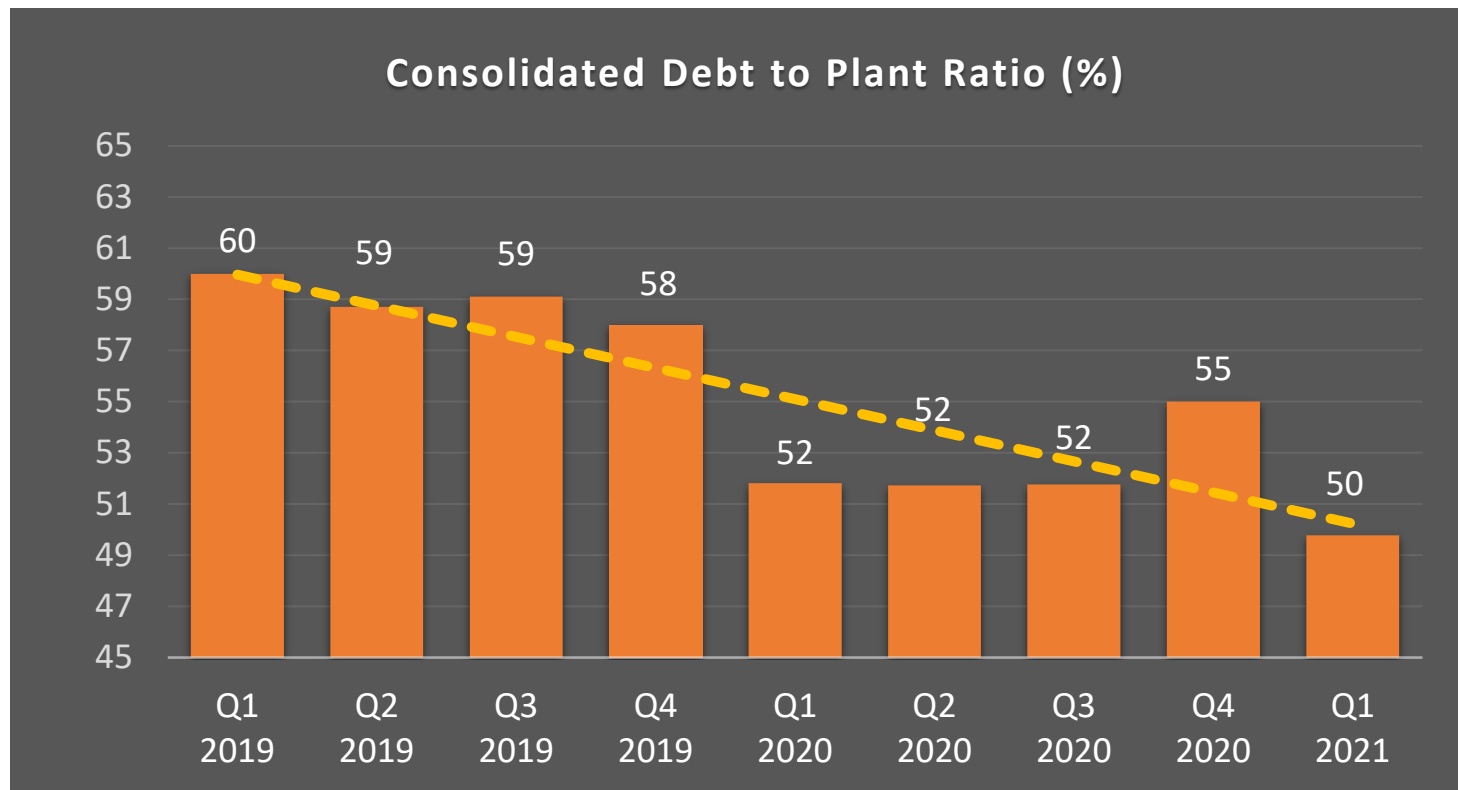
Consolidated Return on Net Assets	2021 Target	2021
	≥ 4.0%	1.8%



- Change in Net Assets / Net Plant

Objective 3 – Maintain a Strong Financial Position

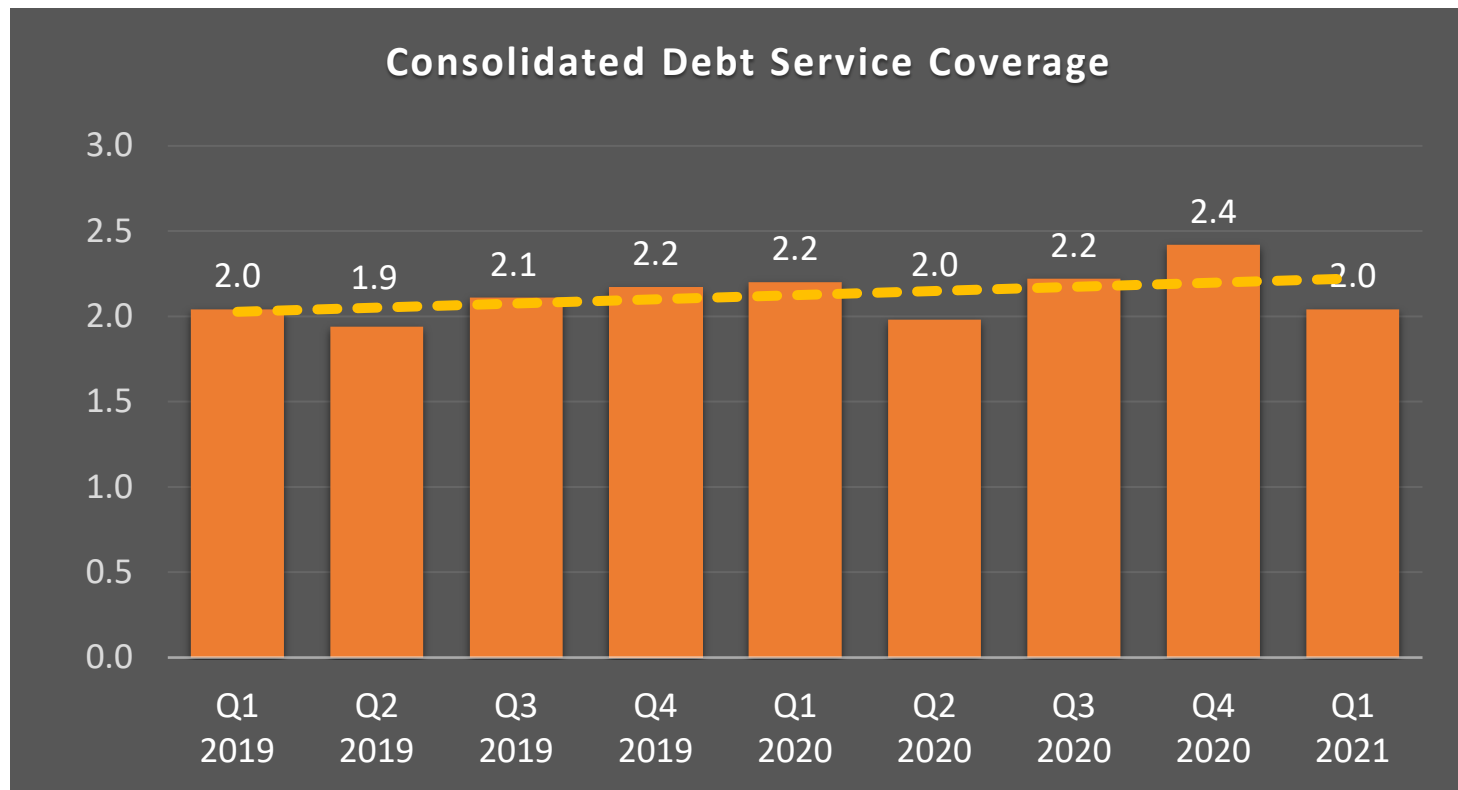
Consolidated Debt to Plant Ratio	2021 Target	2021
	≤ 60%	50%



- Ratio declined after financial optimization in January and additional debt refunding in March
- Based on book value
- Ratio based on estimated fair market plant value is 36%

Objective 3 – Maintain a Strong Financial Position

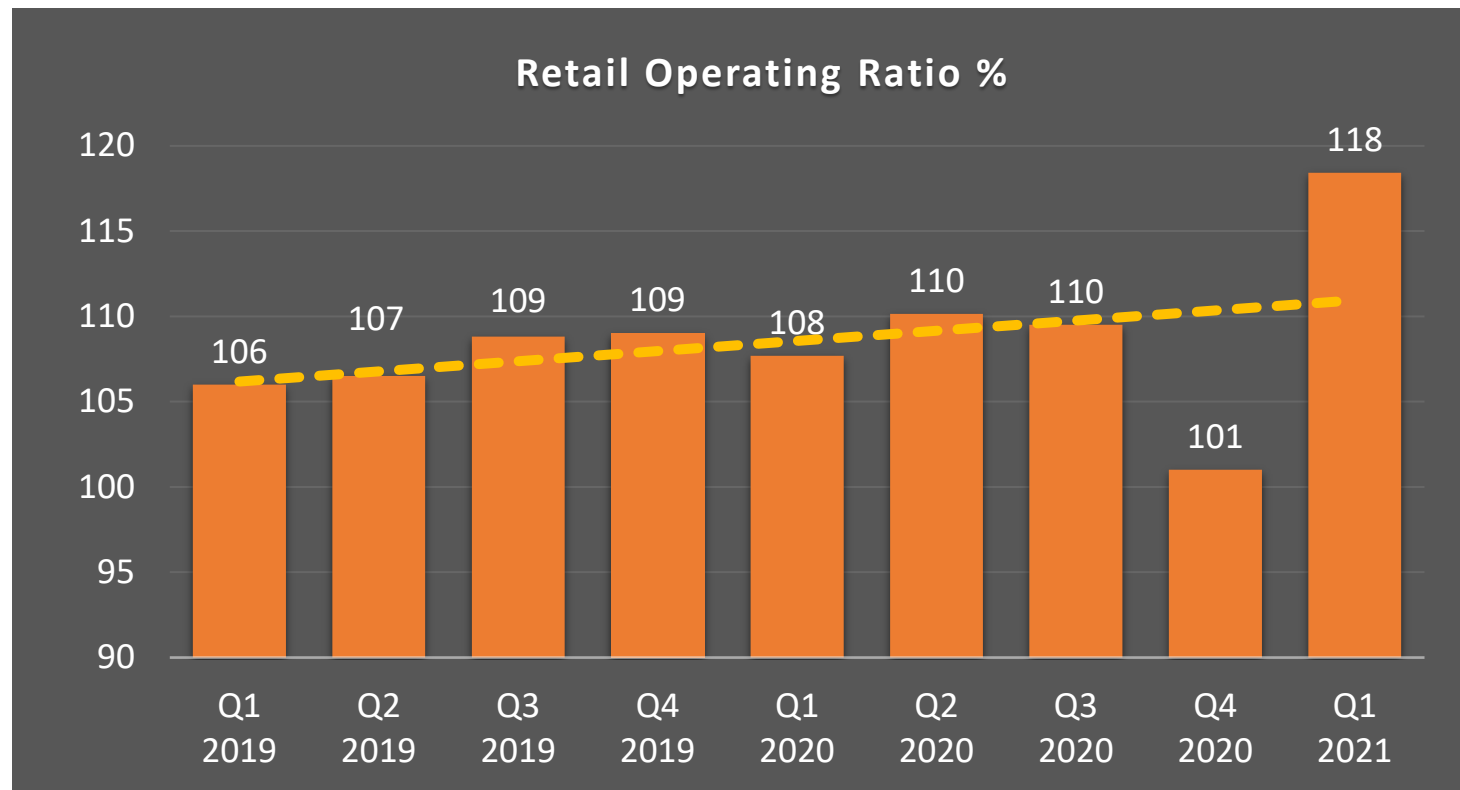
Adjusted Consolidated Debt Service Coverage	2021 Target	2021
	$\geq 1.8 \times$	2.0 x



- Stable over time horizon

Objective 4 – Provide Long Term Low Rates

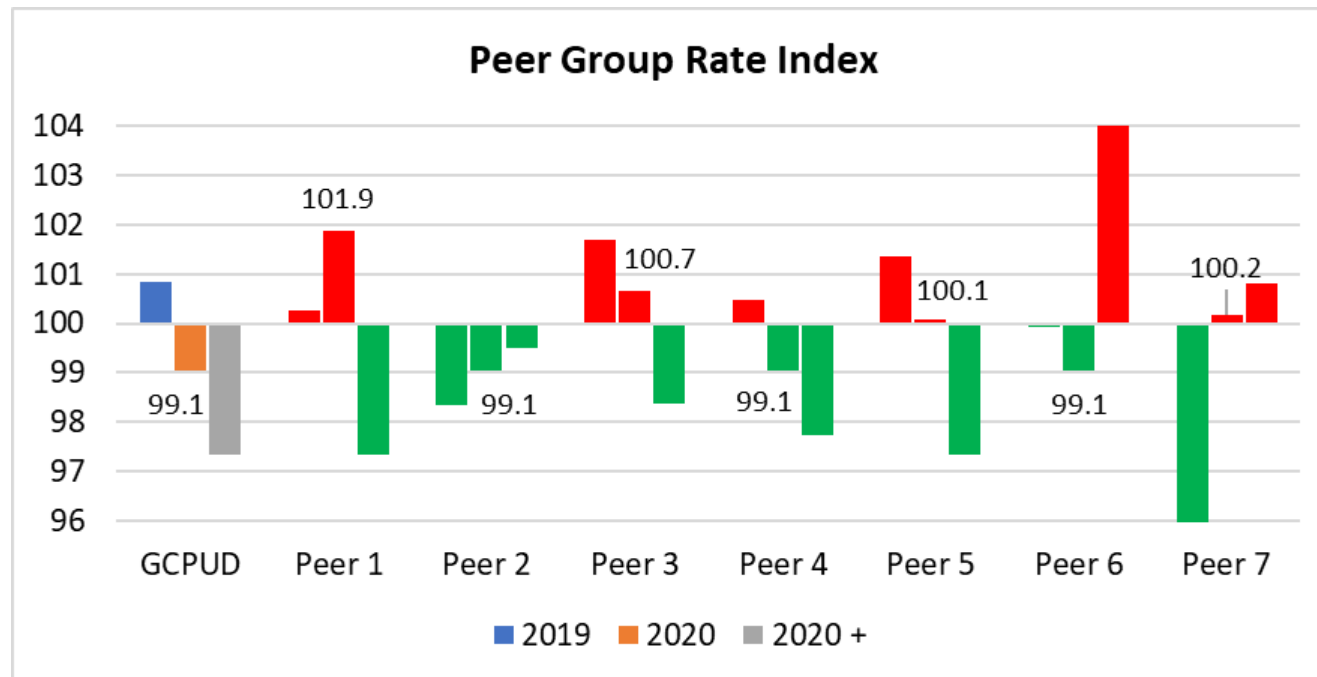
Retail Operating Ratio - Adjusted	2021 Target	2021
	$\leq 100\%$	118%



- Calculated as total retail expenditures divided by total retail revenue

Objective 4 – Provide Long Term Low Rates

Peer Group of Excellence Retail Rate Index	2021 Target	2021
	≤ 100	99.1



- Index is based on a comparison of GCPUD rate growth to the rate growth of a selected peer group
- Looks at the trend over a five-year period
- A value less than 100 indicates rates growing at a slower pace than the average for the peer group
- Will be updated with publishment of EIA reporting and Annual Reports from peer group in Q3

Objective 4 – Provide Long Term Low Rates

District Credit Rating	2021 Target	2021
	≥ Aa3	Aa3

System	Moody's	S&P	Fitch
Electric	Aa3	AA+	AA
Outlook	Stable	Stable	Stable
Effective Date	12/26/19	08/12/20	08/13/20
PRP	Aa3	AA	AA
Outlook	Stable	Stable	Stable
Effective Date	03/03/20	03/03/20	03/02/20

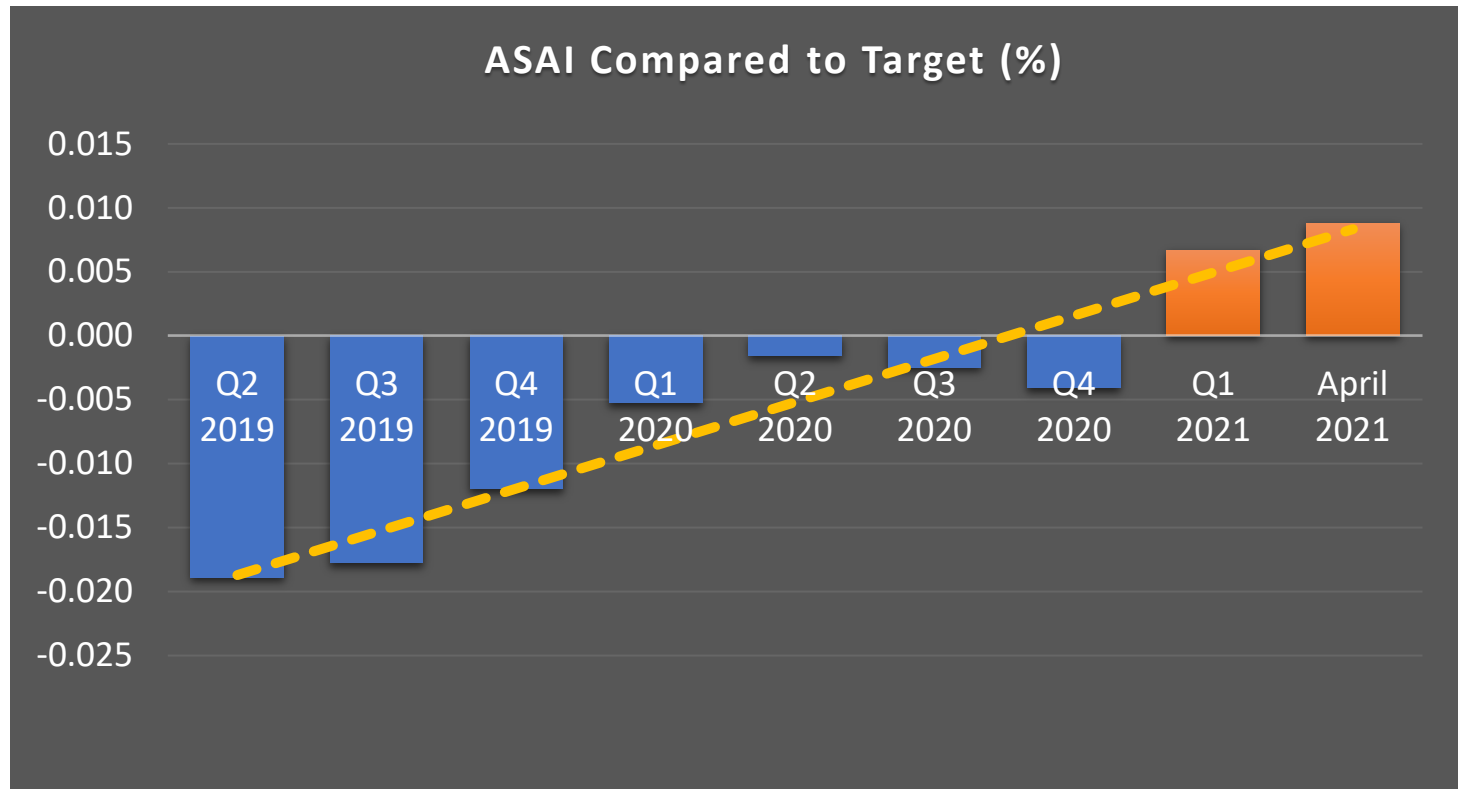
FINANCIAL RATINGS			
Credit grade	MOODY'S	FITCH	S&P
HIGHEST	Aaa	AAA	AAA
VERY HIGH	Aa1, Aa2, Aa3	AA+, AA, AA-	AA+, AA, AA-
HIGH	A1, A2, A3	A+, A, A-	A+, A, A-
GOOD	Baa1, Baa2, Baa3, Baa4	BBB+, BBB, BB-	BBB+, BBB, BB-
SPECULATIVE	Ba1, Ba2, Ba3	BB+, BB, BB-	BB+, BB, BB-
VERY SPECULATIVE	B1, B2, B3	B+, B, B-	B+, B, B-
SUBSTANTIAL RISK	Caa1, Caa2, Caa3, Ca	CCC, CC, C, RD, D	CCC+, CCC, CCC-, CC, C, D



Items to our Favor: Ownership of competitive hydro generation, low rates, water and power price risks reduced by exchange contract, and favorable debt service coverage

Objective 5 – Outstanding Service to Customers

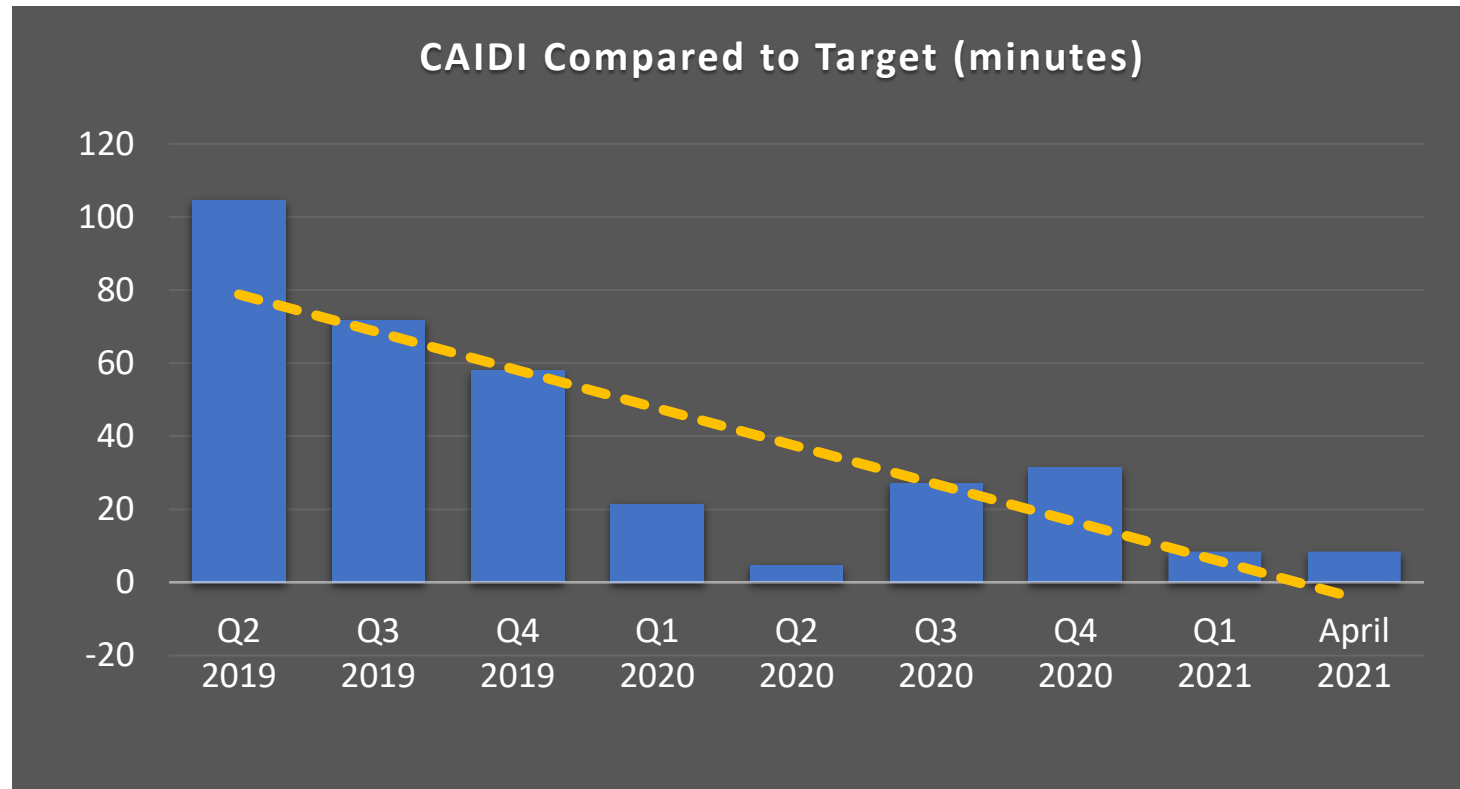
Average System Availability Index (ASAI)	2021 Target	2021
	≥ 99.985%	99.994%



- Value is through April

Objective 5 – Outstanding Service to Customers

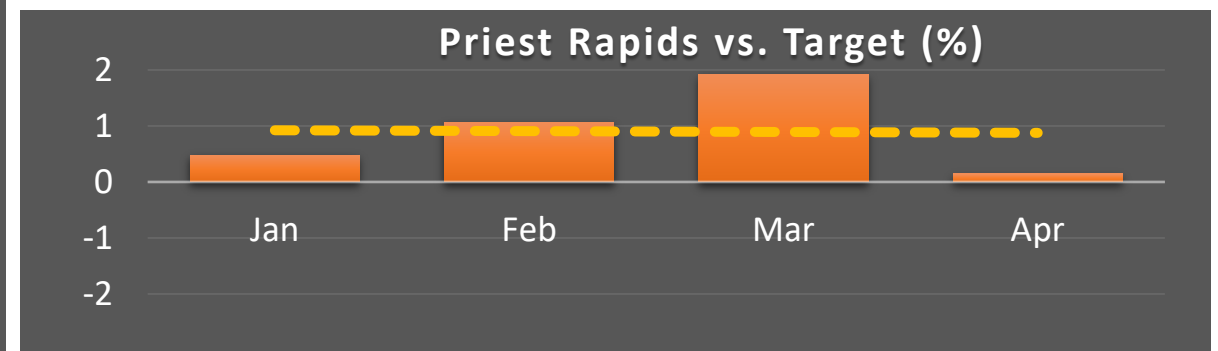
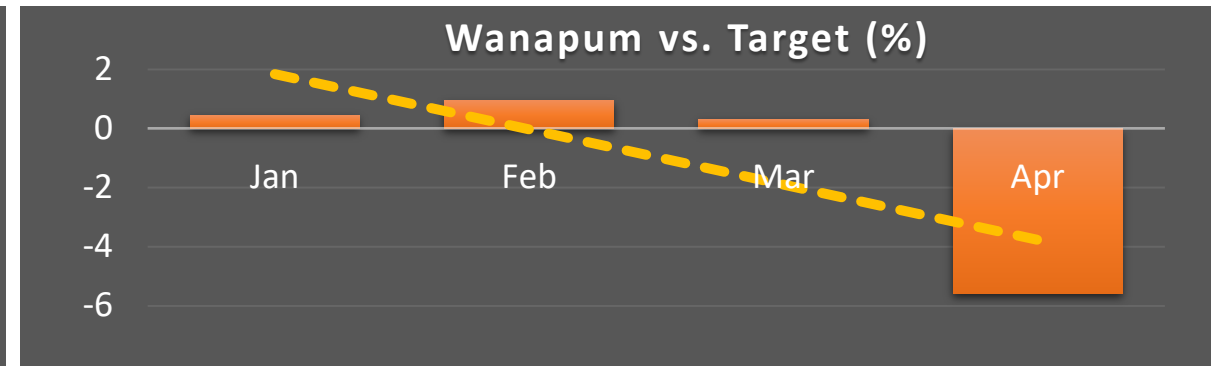
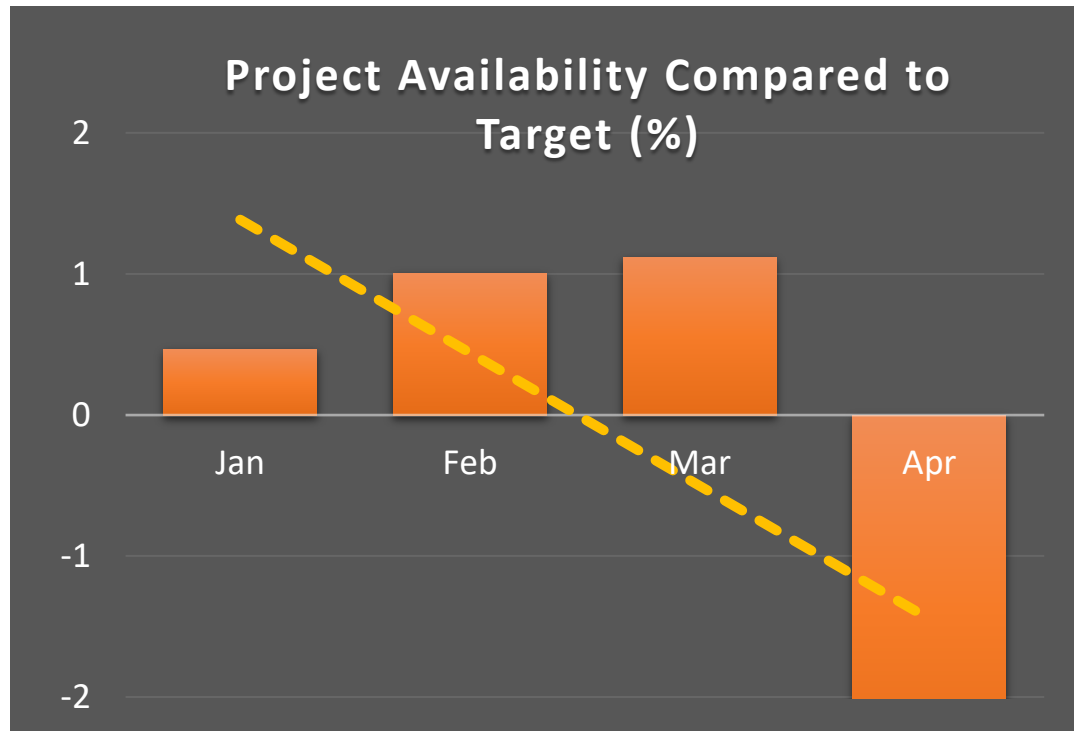
Customer Average Interruption Index (CAIDI)	2021 Target	2021
	< 110 min	118 min



- Value is through April

Objective 5 – Outstanding Service to Customers

PRP Availability	2021 Target	2021
	Meet 12 of 12 Monthly Targets	3 of 4



Objective 6 – Operate Responsibly

	2021 Target	2021
Financial Statement Audit Performance	Unmodified Audit Opinion	Unmodified Opinion for 2020
WA State Audit Office Compliance Audit	No Audit Findings	No Audit Findings
FERC / NERC / WECC Compliance Performance	No Findings	Findings *
FERC and Regulatory Filings	No Late Filings	No Late Filings
Environmental and Cultural	No Issues	No Issues

* Open Enforcement Actions are currently recognized, but not reported in this forum.

Objective 7 – Develop a Sustainable Broadband Network

Achieve Planned Capital Build	2021 Target	2021
	100%	100%

- No budget variance at this time

Average System Take Rate	2021 Target	2021
	≥ 67.0%	67.0%

- April value 64.7%; Up from February take rate of 63.1%
- As of April, have 23,687 subscribers with 36,633 potential subscribers

Participation by Community					
Coulee City	48%	Grand Coulee	63%	Quincy	63%
Desert Aire	87%	Mardon	59%	Royal City	75%
Electric City	73%	Mattawa	81%	Soap Lake	61%
Ephrata	70%	Moses Lake	63%	George-Burke	51%

Strategic Objectives	Strategic Plan Metrics	2021 Target	2021	Update Frequency and Calculation
Safety	Zero Recordables Incident Rate	0	2.1	Monthly / YTD
Design and Sustain an Engaging and Fulfilling Grant PUD Culture	Organizational Health Index	≥ 75	42	Biannually / To date
	Employee Engagement Assessment	≥ 75	26	Biannually / To date
	Educational Reimbursement Target	TBD	TBD	TBD / TBD
	Training Effectiveness Assessment	≥ 4	4.4	Quarterly / YTD
Maintain a Strong Financial Position	Electric System Liquidity	≥ \$105 MM	\$112 MM	Quarterly & Monthly / YEP
	Consolidated Return on Net Assets	≥ 4.0%	1.8%	Quarterly & Monthly / YEP
	Consolidated Debt to Plant Ratio	≤ 60%	50%	Quarterly & Monthly / YEP
	Adjusted Debt Service Coverage	≥ 1.8 x	2.0 x	Quarterly & Monthly / YEP
Provide Long Term Low Rates	Retail Operating Ratio	≤ 100%	118%	Quarterly & Monthly / YEP
	Peer Group Retail Rate Index	≤ 100	99.1	Annually / To date
	District Credit Rating	≥ Aa3	Aa3	Annually / To date
Outstanding Service to Customers	Average System Availability Index	≥ 99.985%	99.994%	Monthly / YTD
	Customer Average Interruption Index	< 110 min	118 min	Monthly / YTD
	PRP Availability	12 of 12 Monthly Targets	3 of 4 Monthly Targets	Monthly / YTD
Operate Responsibly	Operate Responsibly	No Findings No Late Filings	Findings No Late Filings	Monthly / YTD
Develop a Sustainable Broadband Network	Achieve Planned Capital Build	100%	100%	Quarterly / YEP
	Average System Take Rate	≥ 67.0%	67.0%	Quarterly / YEP

Questions

