

Commission Update

September 2021



Powering our way of life.

Project Update

Target Start Date October 4, 2021.

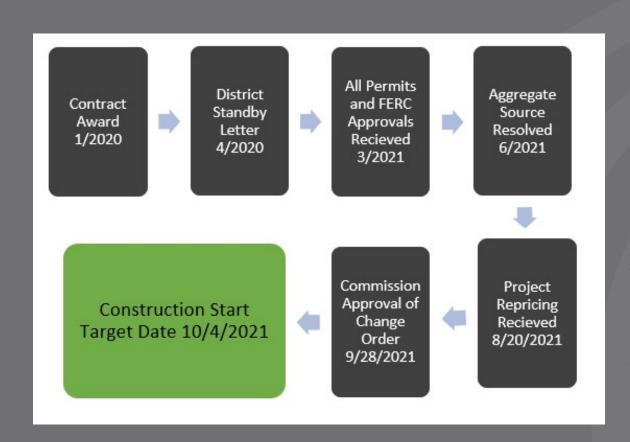
Pending Approval of Change Order No. 11

CALENDAR

				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31



Repricing Background Information



Contract awarded after FERC approval of Environmental Assessment (EA).

Revised Final EA issued and FERC Permission to Construct received.

GPUD resolved aggregate source issue by switching to a commercial source.

GPUD directed IMCO to resume repricing to start construction (CO11).

Causes for Delay

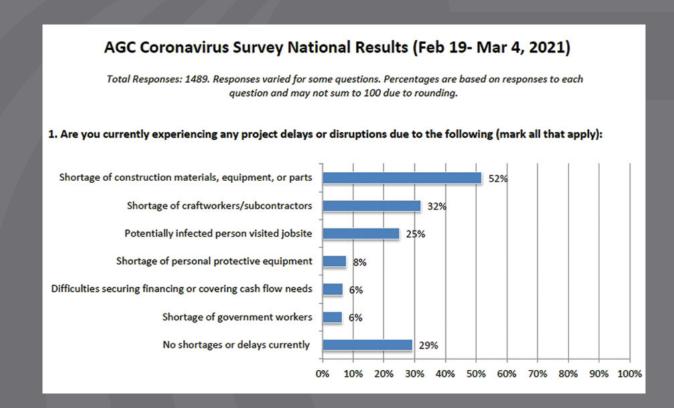
- > Delayed FERC approval of the Draft Final Environmental Assessment (EA).
 - > DOE would not issue permission to use the Martinez Road until FERC approval of EA.
 - ➤ DOE requested revision of EA based on comment regarding road repair/replacement. District had to amend EA.
 - ➤ After receipt of Final EA, District understood permission to use Cow Creek Quarry aggregate source to take ~60 days. After Army reviewed their process, District was informed process would take ~16 months.
- > Commercial aggregate source secured via Change Order 10.
- ➤ Upon approval of aggregate source, District directed IMCO to re-engage with Suppliers and Subcontractors to quantify project impacts.
- > Project repricing received August 20, 2021.



Repricing Summary

What does it include?

- Lump sum repricing
- Revised subcontractor prices
- Revised material prices
- Increased labor costs
- Additional equipment and labor for increased self-performed work
- Total price increase: \$14.67 M





Top 10 Bid Items

- Foundation preparation Dental Concrete
- Cement for RCC
- Pozzolan for RCC
- RCC Contraction Joints
- Transition Fills
- Concrete Decking
- Plastic Concrete Wall in Overburden
- Secant Pile Wall Test Section
- Basin Drain/Outlet
- Contractor Procured Builders Risk
- *Mix, Place, and Cool RCC

Market Factors Driving Price

- > Current market conditions indicate strong demand for construction services
- > Backlog of work resulting from COVID-19 pandemic impacts
- > Reduced available craft workforce
- > Non-availability of specialty equipment and materials
- > Non-participation from various Subcontractors and Suppliers.
- > Increased pricing in materials;
 - ➤ Cementous material, Ready-mix product, steel/metal material, wood & timber product, and petroleum derived product (plastic) markets have been particularly impacted

Specific Market Impacts

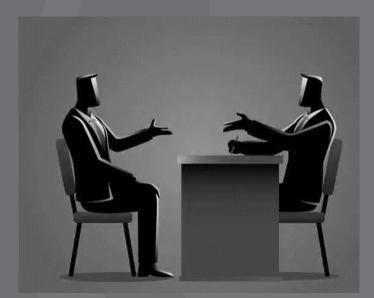
- > Cementous Materials: Fly Ash production shuttered in Northwest region
 - ➤ Inability to secure subcontracted trucking to transport materials
- > Ready-Mix Products: Refusal to provide price on plastic concrete, unreasonable escalation on ready mix cement
 - > IMCO elected to self-perform majority of ready-mix concrete production on-site
- > Steel/Metal: Shuttered steel manufacturing during pandemic, changes to U.S. steel tariffs
- Wood & Timber: Lagging retail supply, trade policy between U.S. and Canada, back orders at commercial mills
- > Plastics: Raw material manufacturing impacted by Texas power outages, production delays related to shutdowns during the pandemic



Verification of Cost Increases:

- Revised Engineers Estimate
- Engage with other utilities
- Consultant comparing recent bids on other projects
- Staff and management review
- Collaboration with IMCO during repricing to mitigate cost increases





Engineer's Estimate vs. Contractor Bid

	Engineer's Estimate	IMCO	Second Low Bid
Original	\$47,322,312.97	\$35,210,742.00	\$46,414,600.00
Net Increase	\$4,500,000.00	\$16,136,909,00	\$4,933,051.00*
Revised Total	\$51,822,312.97	\$51,347,651.00	\$51,347,651.00

Notes:

- Prices include Builders Risk Insurance
- Other Change Orders not included (\$2.9MM)
- Commercial aggregate source pricing used
- *Required increase to match IMCO's revised total (10.6% increase)

<u>Utility and Consultant Engagement</u>

- Chelan County PUD Rock Island Dam
- Douglas County PUD Wells Dam
- Denver Water Gross Dam
- Stantec Input Gauge on Market Conditions and Comparison to similar projects
 - Aware or supply chain issues specifically for lumber and plastics
 - Fly ash cost increases due to Northwest moving from coal power plants to natural gas
 - Genesee plant (supplier for project) anticipated to fully transition away from coal by 2023
 - Labor shortages and increased construction material prices are concurrent with Stantec's understanding of the regional market.

Cost Mitigation

- Plastic concrete mixing equipment
- Roadwork repair methods
- Secant pile wall rock socket diameter
- Formwork facing materials
- ~\$4.3MM in avoided costs



Considerations

The overall project cost is inline with engineer expectations

Implications of canceling and rebidding Contract;

Schedule delay (3-6 months) and introduction of uncertainty to the Wanapum

Need to make a strong case to FERC that increased costs may impact other Dam Safety commitments

Costs of settlement and rebidding (including standby costs for consultants)

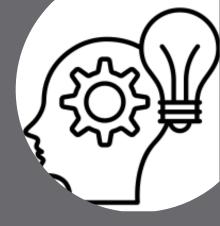
We have spent \$2.7MM in standby costs to date

Contract could be re-written to have cost sharing option, but no guarantee of cost savings

It is highly unlikely that the District would secure lower pricing for a Rebid Contract

IMCO has been transparent and innovative throughout the repricing

Cumulative costs should be considered



Recommendation

Proceeding with CO11 is in the best interest of the District and the Wanapum. It will allow us to start our Dam Safety project without further delays.

Approval is recommended.





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September 14, 2021



Powering our way of life.

Objective 1 – Safety Performance

Zero Recordable Incident Rate

2021 Target

2021

1.9



Recordable Injury Rate through June

Changing the Culture

- Safety Meeting attendance Jan 92%, Feb 88%, Mar 92%, Apr 91%, May 91%, Jun 80%
- 671 jobsite reviews conducted through June



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

Organizational Hoolth Indov	2021 Target	2021
Organizational Health Index	≥ 75	42

- Value shown is from May 2019 survey results
- Scored every two years. Next cycle is late September of this year
- Target is top quartile based on McKinsey's Organizational Health Index

Employee Engagement	2021 Target	2021
1 Assessment	≥ 75	26

- Current score is from October 2020
- Scored every two years. Next assessment is planned for fall of 2022
- Target is 75th percentile rank, which is top quartile



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

Educational Reimbursement	2021 Target	Current Status
Target	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	2021 Target	2021
Assessment	4 out of 5 stars	4.4 stars

- Based on employee-reported training results
- Includes LMS and Live/Virtual training scores for Speed of Trust, MARC, First Aid, Crucial Conversations, Social Media, Safe Surfing, Procurement, NFPA 70E, ESP, Sam Safety Awareness, BEST, Advanced First Aid for power Production ERT

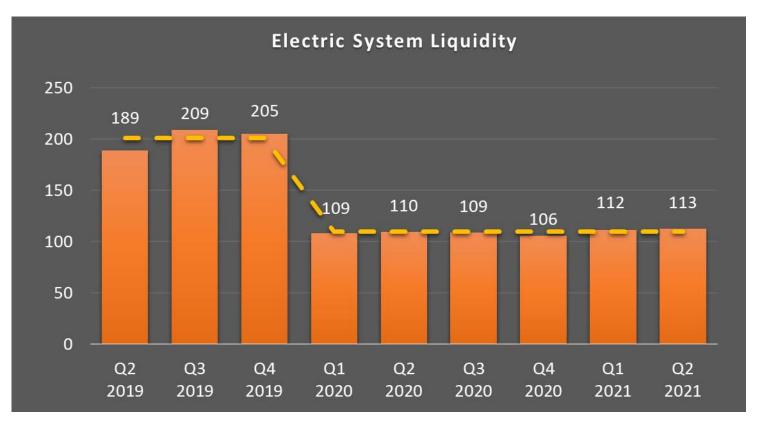


Electric System Liquidity

2021 Target

≥ \$105 MM

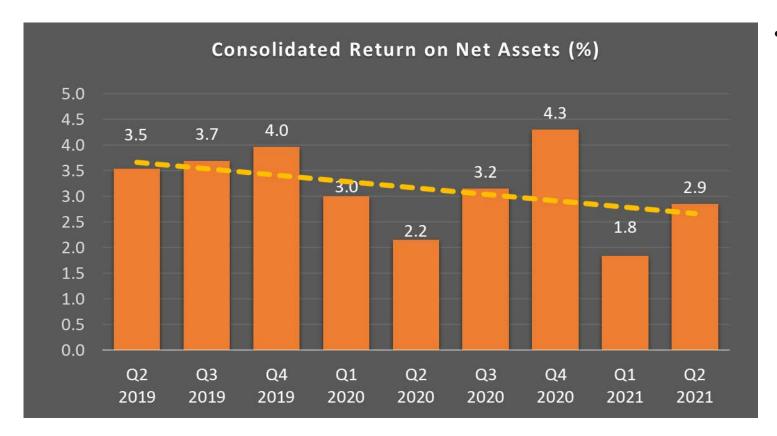
\$113 MM



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



Consolidated Return	2021 Target	2021
on Net Assets	≥ 4.0%	2.9%



Change in Net Assets / Net Plant



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

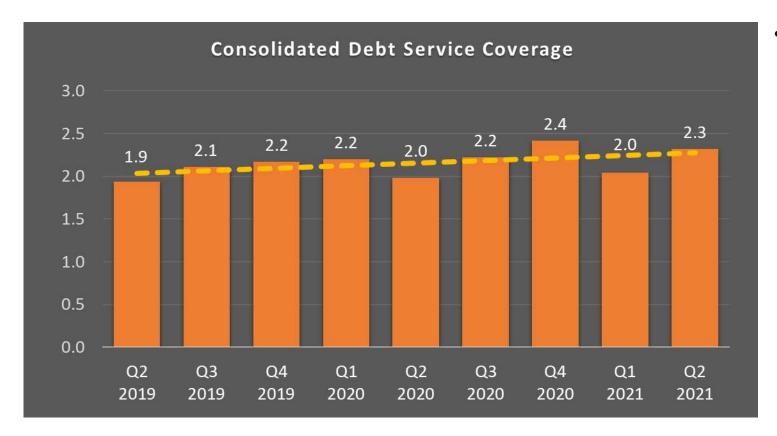


- Ratio declined after financial optimization in January and additional debt refunding in March
- Based on book value
- Ratio based on estimated fair market plant value is 36%



Adjusted Consolidated Debt Service Coverage

2021 Target	2021
≥ 1.8 x	2.3 x



Stable over time horizon



Objective 4 – Provide Long Term Low Rates

Retail Operating Ratio - Adjusted

2021 Target	2021
≤ 100%	110%



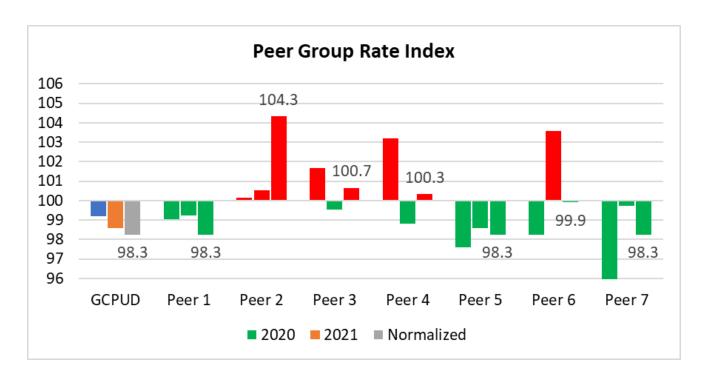
 Calculated as total retail expenditures divided by total retail revenue



Objective 4 – Provide Long Term Low Rates

Peer Group of Excellence	2021 Target	2021
Retail Rate Index	≤ 100	98.3

PRELIMINARY – EIA data not complete for 2020



- 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
- Some EIA data for 2020 is still preliminary



Objective 4 – Provide Long Term Low Rates

District Credit Bating	2021 Target	2021
District Credit Rating	≥ Aa3	Aa3

System	Moody's	S&P	Fitch
Electric	Aa3	AA+	AA
Outlook	Stable	Stable	Stable
Effective Date	12/26/19	08/12/20	07/28/21
PRP	Aa3	AA	AA
Outlook	Stable	Stable	Stable
Effective Date	03/03/20	03/03/20	07/28/21

	FINANCIAL RATINGS				
	Credit grade	MOODY'S	FITCH	S&P	
	HIGHEST	Aaa	AAA	AAA	
Grant PUD	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
 2021 Target
 2021

 Availability Index (ASAI)
 ≥ 99.985%
 99.989%

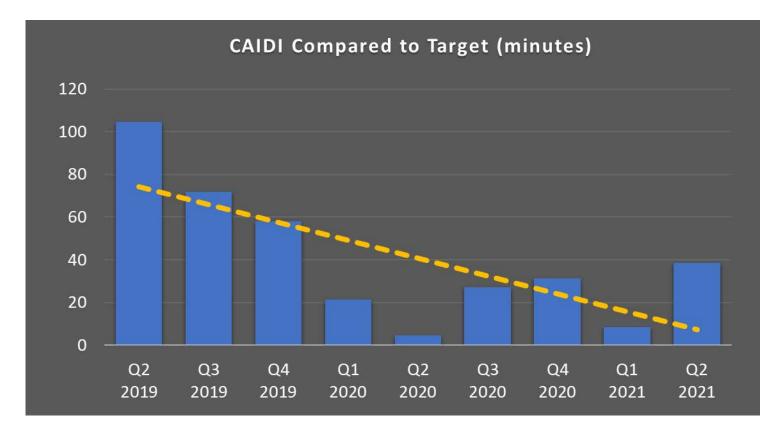


Value is through June



Objective 5 – Outstanding Service to Customers

Customer Average 2021 Target 2021
Interruption Index (CAIDI) < 110 min 149 min



Value is through June

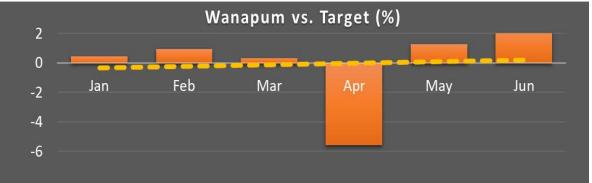


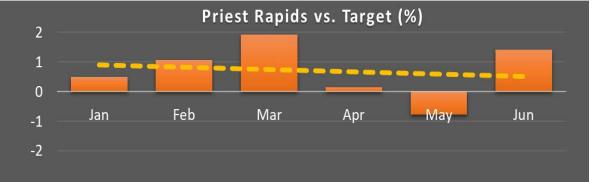
Objective 5 – Outstanding Service to Customers

PRP Availability

2021 Target	2021	
Meet 12 of 12 Monthly Targets	5 of 6	









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%

• Year-to-date spend through June at 55% of budget

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

- 67% is year-end projection. June rate was 65.7%, up from March rate of 63.8% and April rate of 64.7%
- As of June, have 24,474 subscribers with 37,239 potential subscribers

Participation by Community (as of 6/30/21)					
Coulee City	51%	Grand Coulee	64%	Quincy	64%
Desert Aire	90%	Mardon	62%	Royal City	75%
Electric City	63%	Mattawa	83%	Soap Lake	61%
Ephrata	69%	Moses Lake	65%	George-Burke	62%



Strategic Objectives	Strategic Plan Metrics	2021 Target	2021	Update Frequency and Calculation
Safety	Zero Recordables Incident Rate	0	1.9	Monthly / YTD
	Organizational Health Index	≥ 75	42	Biannually / To date
Design and Sustain an	Employee Engagement Assessment	≥ 75	26	Biannually / To date
Engaging and Fulfilling Grant PUD Culture	Educational Reimbursement Target	TBD	TBD	TBD / TBD
	Training Effectiveness Assessment	≥ 4	4.4	Quarterly / YTD
	Electric System Liquidity	≥ \$105 MM	\$113 MM	Quarterly & Monthly / YEP
Maintain a Strong	Consolidated Return on Net Assets	≥ 4.0%	2.9%	Quarterly & Monthly / YEP
Financial Position	Consolidated Debt to Plant Ratio	≤ 60%	50%	Quarterly & Monthly / YEP
	Adjusted Debt Service Coverage	≥ 1.8 x	2.3 x	Quarterly & Monthly / YEP
	Retail Operating Ratio	≤ 100%	110%	Quarterly & Monthly / YEP
Provide Long Term Low Rates	Peer Group Retail Rate Index	≤ 100	98.3	Annually / To date
	District Credit Rating	≥ Aa3	Aa3	Annually / To date
	Average System Availability Index	≥ 99.985%	99.989%	Monthly / YTD
Outstanding Service to Customers	Customer Average Interruption Index	< 110 min	149 min	Monthly / YTD
Customers	PRP Availability	12 of 12 Monthly Targets	5 of 6 Monthly Targets	Monthly / YTD
Operate Responsibly	Operate Responsibly	No Findings No Late Filings	Findings No Late Filings	Monthly / YTD
Develop a Sustainable	Achieve Planned Capital Build	100%	100%	Quarterly / YEP
Broadband Network	Average System Take Rate	≥ 67.0%	67.0%	Quarterly / YEP

Questions







Grant PUD Commission Meeting Sept 14, 2021

Operate Responsibly by Attaining Environmental, Cultural Resource and Regulatory Compliance



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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

- **❖** No Recordable Incident;
- **❖** Job Site Briefs = 207
- Job Site Reviews = 78 (Currently at 37.7%)
 - ☐ Goals = 10%; Stretch Goal = 15-20%
- **❖** Overall Safety Meeting Attendance = 94%
- **❖** Training Status Completion Rate = 94%
- Work Plans (Covid)
 - ☐ Juvenile white sturgeon testing & tagging
 - □ White Sturgeon Broodstock Collection McNary Dam
 - ☐ White Sturgeon Adult & Juvenile population assessment
 - □ Video Fish Counting
 - Vegetation Management
 - □ Fish Predator Control/USDA Angling
 - ☐ Off Ladder Adult Fish Trap
 - ☐ Fall Chinook Collection in Hanford Reach
 - □ Priest Rapids Hatchery Spawning/Monitoring & Evaluation
 - □ Priest Rapids Hatchery Operations





Budget Versus Actuals



\$7.7M -19.9%



Capital Labor Actuals Vs. Budget

\$5,720 -94.4%



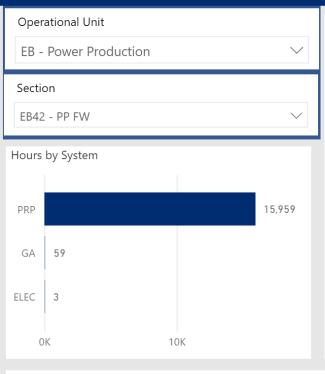
Net Actuals Vs. Budget

\$7.7M -19.1%

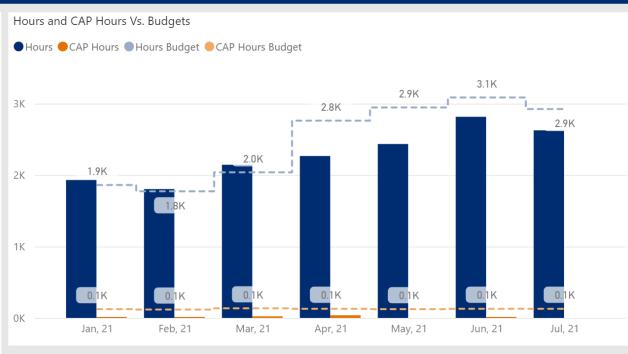


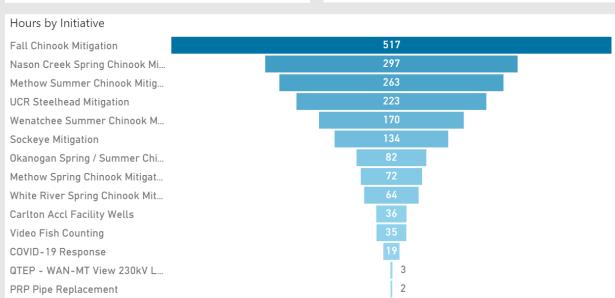
Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
Purchased Services	\$5,826,982	\$4,018,373	-\$1,808,608	-31.0%	69.0%
⊕ G&A	\$2,404,616	\$2,279,843	-\$124,773	-5.2%	94.8%
□ Labor	\$1,313,650	\$1,289,808	-\$23,842	-1.8%	98.2%
Salaries & Wages	\$819,086	\$816,911	-\$2,175	-0.3%	99.7%
Benefits	\$462,435	\$455,461	-\$6,975	-1.5%	98.5%
Other Labor	\$27,628	\$15,489	-\$12,139	-43.9%	56.1%
Overtime	\$4,500	\$1,948	-\$2,552	-56.7%	43.3%
Operating Materials & Equipment	\$93,635	\$107,433	\$13,798	14.7%	114.7%
→ Utilities	\$4,900	\$25,109	\$20,209	412.4%	512.4%
⊕ IT		\$598			
⊕ Risk		\$0			
Transportation		\$1,857			
Total	\$9,643,782	\$7,723,021	-\$1,920,761	-19.9%	80.1%

Frant | Employee Activity











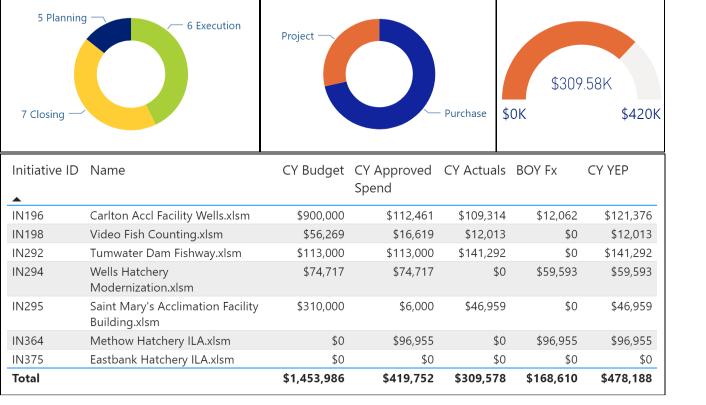
Capital Budget Versus Actuals

Project Phase

EB42 - F&W QBR Year-to-Date July, 2021

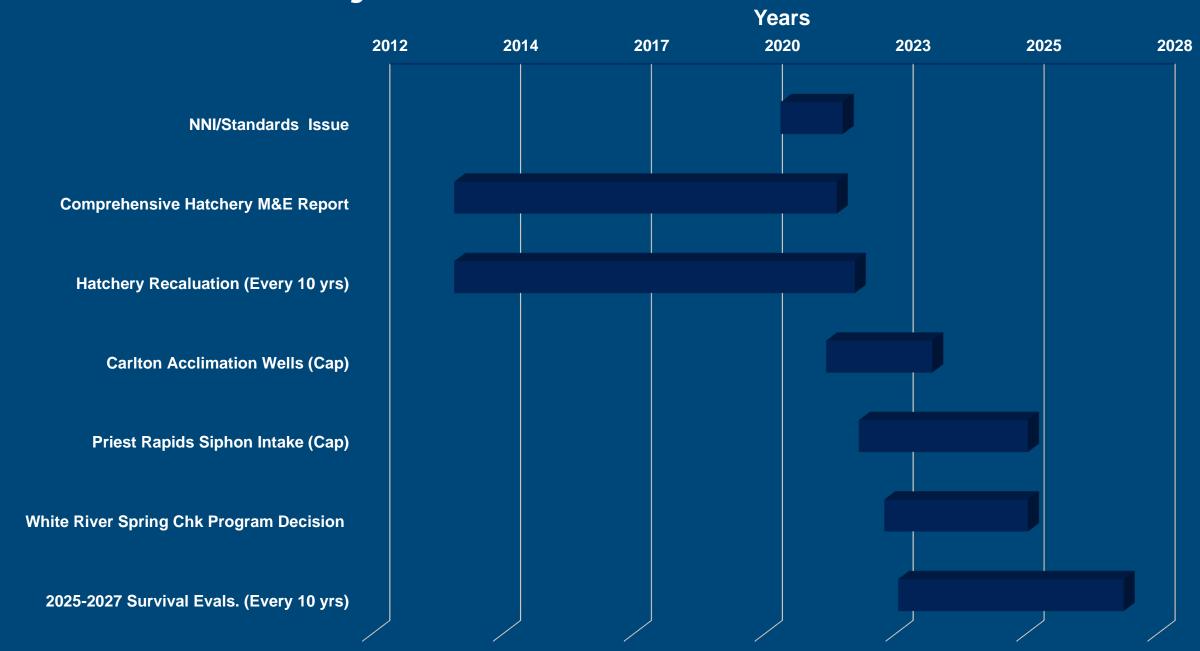
Initiative ID	Name	CY Sco	ope CY S	Schedule	CY Price	CY Variance	TP Scope	TP Schedule	TP Price	TP Variance
IN196	Carlton Accl Facility Wells.xlsm		\$8,915	\$0 🔘	\$0	\$8,915	\$0 🔘	\$0 🔘	\$0	\$8,914
IN198	Video Fish Counting.xlsm		\$0 🔘	\$0 🔘	\$0	(\$4,606)	\$0	\$0	\$0	(\$4,606)
IN292	Tumwater Dam Fishway.xlsm		\$0	\$28,292	\$0	\$28,292	\$0	\$28,292	\$0	\$28,292
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	\$40,959	\$0	\$40,959	\$0	\$40,959	\$0	\$40,959
IN364	Methow Hatchery ILA.xlsm		\$0 🔘	\$0 🔘	\$0 🔘	\$0 🔘	\$0 🔘	\$0 🔘	\$0	\$0
IN375	Eastbank Hatchery ILA.xlsm		\$0 🔘	\$0 🔘	\$0 🔘	\$0	\$32,890	\$0 🔘	\$0	\$32,890
Total			\$8,915	\$69,252	(\$15,124)	\$58,436	\$32,890	\$69,252	(\$15,124)	\$91,325

YTD Actuals



Project Type

2021-2027 Major Initiatives



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.



Avian Predation

<u>Issue</u>: 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 terms from nesting on Goose Island in Potholes Reservoir (woody debris, dissuasion & plantings).
 - Ensure that avian predation requirements and funding are included in the Biological Opinion for the Federal System (NW River Partners, NWPC, BPA, PRCC, etc.).
 - Work to secure Caspian tern take permit via the USFWS.

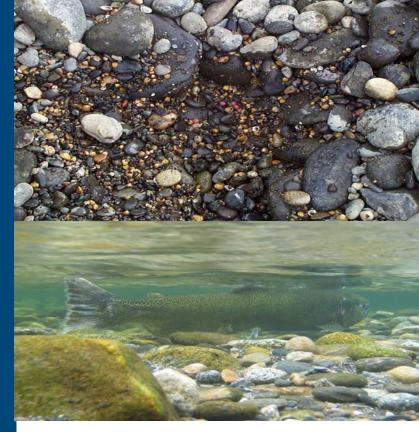


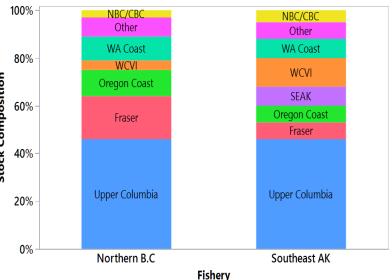
Hanford Reach Ops Plan

❖ 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 development a joint operating plan.







Wildlife Management Plan (WHMP) – 5-Year Updates

❖ Updated plan due to FERC Dec 2020

Primary components

- Wildlife habitat improvements implementing using Best Management Practices
- Development of a fire suppression program (\$40k/yr.)
- Habitat restoration of other areas (e.g. Sunland)
- Adaptive Management
- Agency consultation and reporting schedule



Vegetation Management and Rare Threatened and Endangered Plant Programs

Grant PUD implements vegetation management and rare threatened and endangered Plant Programs to maintain compliance with local noxious weed laws, 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.).







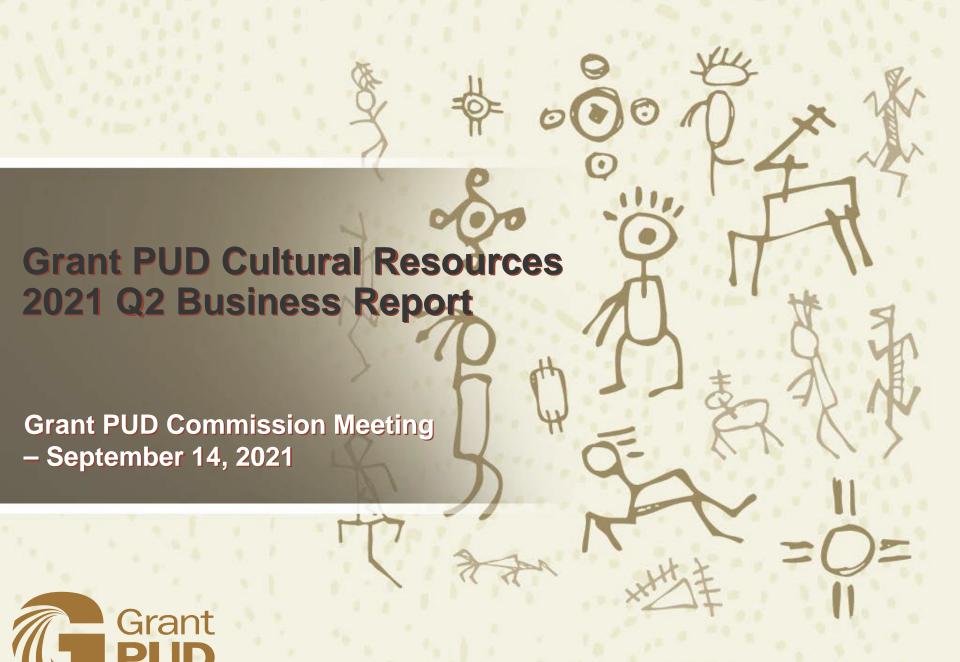
Resident Fish & Water Quality

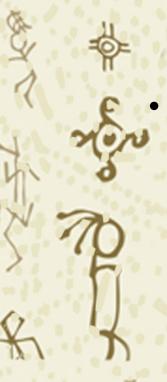
- ✓ White Sturgeon Program
- ✓ Pacific Lamprey Program
- ✓ Native Resident Fish Program
- ✓ Columbia Basin Hatchery (Rainbow Trout)
- ✓ Bull trout Monitoring Program
- ✓ Water Quality Monitoring Program
 - Temp, pH, Turbidity, total dissolved gas & Dissolves Oxygen
 - Aquatic Invasive Species
 - ❖ 10-year Temperature Compliance
 - 10-year Total Dissolved Gas Compliance
 - **❖** Fish Ladder Temperature Compliance
 - Aquatic Vegetation Monitoring





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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.







Q2 Business Review

- Regulatory Compliance Safety Metrics
 - Compliance Violations = 0
 - NCRRP Reviews = 17
 - FERC orders/notices = 0
 - Summary/Listing of filings=0

- Incidents = 0
- Close calls = 0
- JSRs = 22
- Safety meeting attendance = 94%







Q2/3 Business Activities

Compliance: Archaeology/River Patrol

- River Patrol Team is back to full capacity with all employees returning to work.
- New looting prosecution near Beverly bridge: Kittitas County Prosecutor brought a case of criminal trespass and disturbing an archaeological site. Final sentence was for one year 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. Right bank project
 - 2. YTC Crossing
 - 3. Baylink





Q2/3 Business Activities

Traditional Program: Wanapum Heritage Center

- Covid Issues:
 - Wanapum Heritage Center is closed.
 - Wanapum Discovery Unit remains sidelined.
- Major Efforts to meet ongoing goals
 - Annual lamprey harvest was not successful; water conditions and high temperatures led to low catch
 - Tule and Hemp gathering will begin in September
 - Wanapum collect from sites at Columbia Burbank, Yakama Reservation, West Richland, Ellensburg

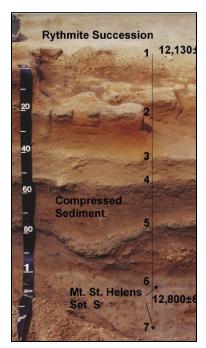


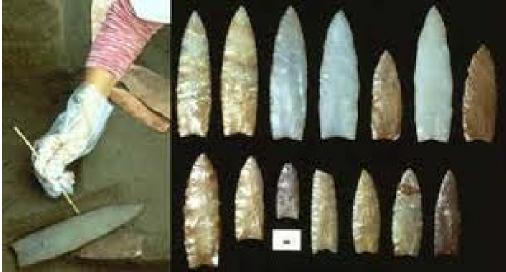




Q2/3 Business Review

- Major Projects: Archaeology
 - 2021 monitoring program is nearly complete.
 - 20 sites remain due to federal permitting issues. We don't anticipate compliance problems.
 - Discussions with the Cultural Resources Working Group regarding mitigation of adverse effects to archaeological sites are underway.
 - Potential mitigation options include educational efforts, public outreach and archaeological excavation.

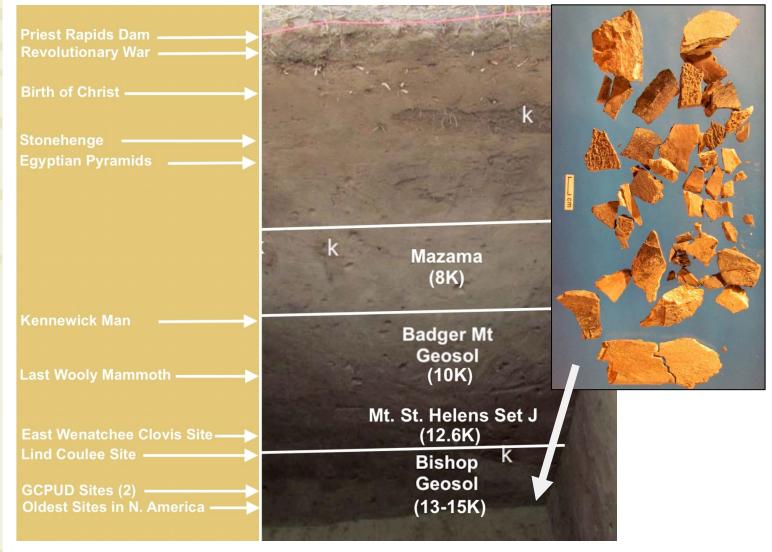






Q2/3 Business Review

- Spotlight on Mitigation
 - Babcock Bench sites are good examples of probable excavation.





2021 Q2/3 Forecast

Use of Allocated Resources

Staffing -

- We have hired Wanapum Safety Monitors in anticipation of the Right Bank project starting.
- Monitors are currently in training for their 30-hr.
 OSHA certificate and will be shadowing District
 Safety personnel in order to gain an understanding
 of District Safety principles as they relate to the
 project.

हिन्दार | Budget Versus Actuals





Net Actuals Vs. Budget	
\$1.6M -25.0%	utter la

Budget vs Actuals	(Including	Cap Labor)
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Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
⊡ Labor	\$1,629,282	\$1,400,065	-\$229,218	-14.1%	85.9%
Salaries & Wages	\$935,250	\$873,190	-\$62,060	-6.6%	93.4%
Benefits	\$664,882	\$497,124	-\$167,758	-25.2%	74.8%
Other Labor	\$16,826	\$17,430	\$604	3.6%	103.6%
Overtime	\$12,325	\$12,320	-\$5	-0.0%	100.0%
Purchased Services	\$469,864	\$187,003	-\$282,861	-60.2%	39.8%
⊕ G&A	\$199,877	\$2,788	-\$197,088	-98.6%	1.4%
Operating Materials & Equipment	\$8,400	\$30,955	\$22,555	268.5%	368.5%
⊞ IT		\$40			
		\$47			
Total	\$2,307,423	\$1,620,898	-\$686,526	-29.8%	70.2%

- Capital Labor is a subset of the Labor above

- Net Actuals vs Budget = Gross Actuals minus Capital Labor

