

Strategic Plan Metrics

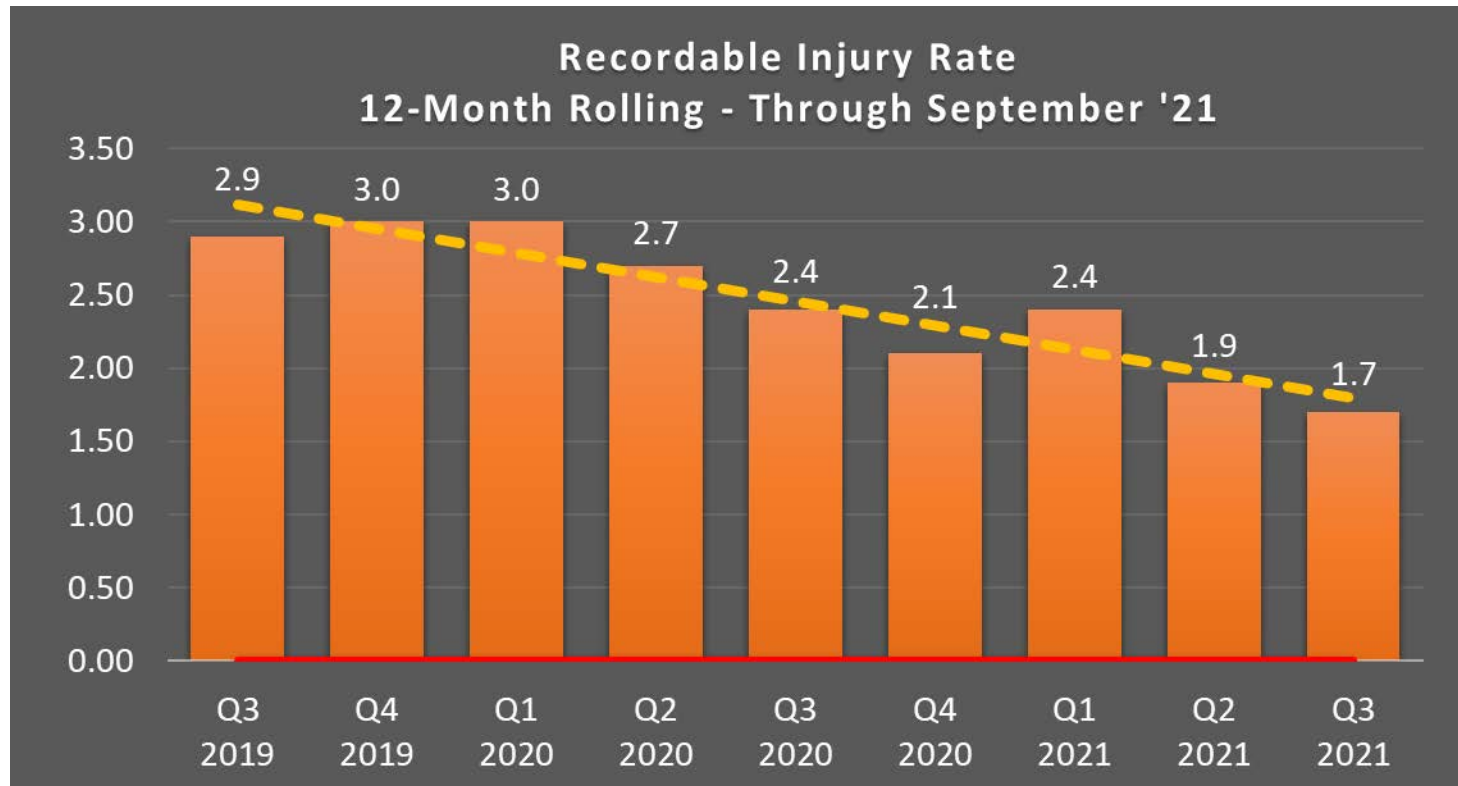
December 14, 2021



Powering our way of life.

Objective 1 – Safety Performance

Zero Recordable Incident Rate	2021 Target	2021
	0	1.7



- Recordable Injury Rate through September
Changing the Culture
- Safety Meeting attendance
Jan 92%, Feb 88%, Mar 92%, Apr 91%,
May 91%, Jun 80%, Jul 90%, Aug 91%,
Sep 92%
- 556 jobsite reviews conducted through Sep

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

Organizational Health Index	2021 Target	2021
	≥ 75	55

- Target is top quartile based on McKinsey's Organizational Health Index
- 2019 survey result was 42. Increase of 6.5 points per year is higher than the average increase of 5 points per year
- Improved response rate of 85% as compared to 2019 response rate of 65%

Employee Engagement Assessment	2021 Target	2021
	≥ 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 Target	2021 Target	Current Status
	75%	64%

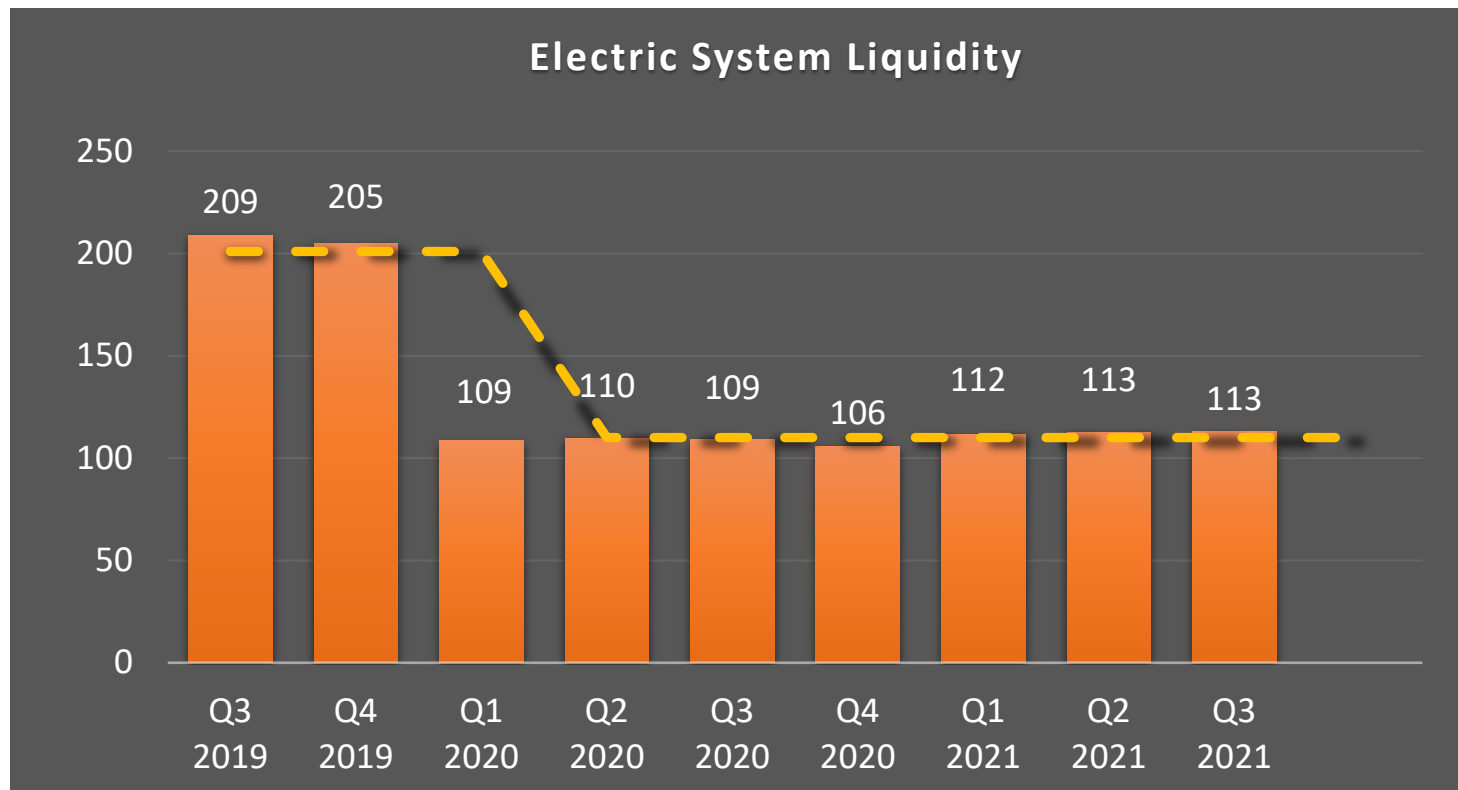
- Target is 75% completion rate of the learning path employees set out to accomplish (e.g., degrees, certifications, apprenticeship)
- Currently have 25 program participants; Historically, average participation has been 11 employees
- Budgeted funds still available for employees wishing to join the program

Training Effectiveness Assessment	2021 Target	2021
	4 out of 5 stars	4.5 stars

- Based on employee-reported training results
- Includes LMS and Live/Virtual training scores

Objective 3 – Maintain a Strong Financial Position

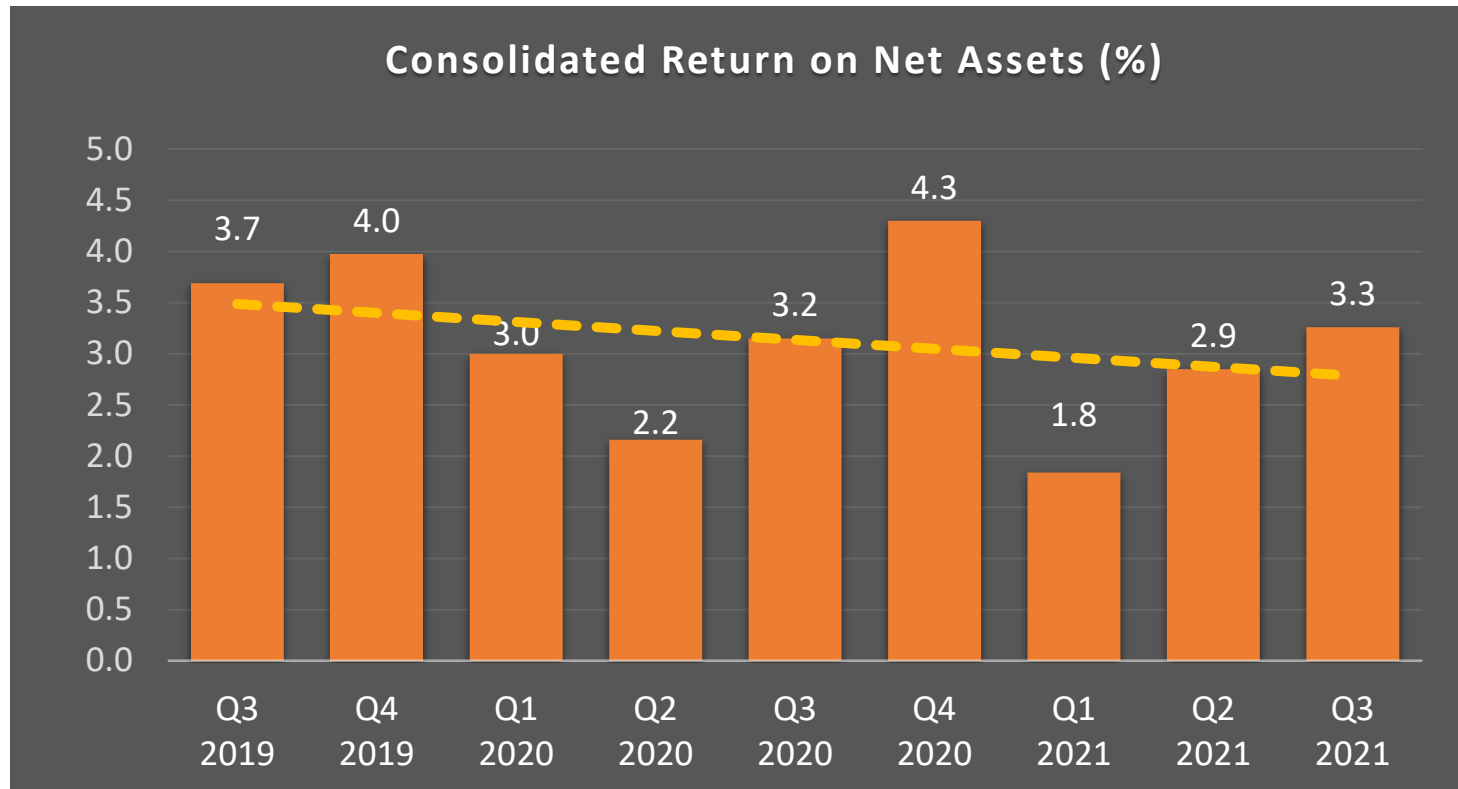
Electric System Liquidity	2021 Target	2021
	≥ \$105 MM	\$113 MM



- 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

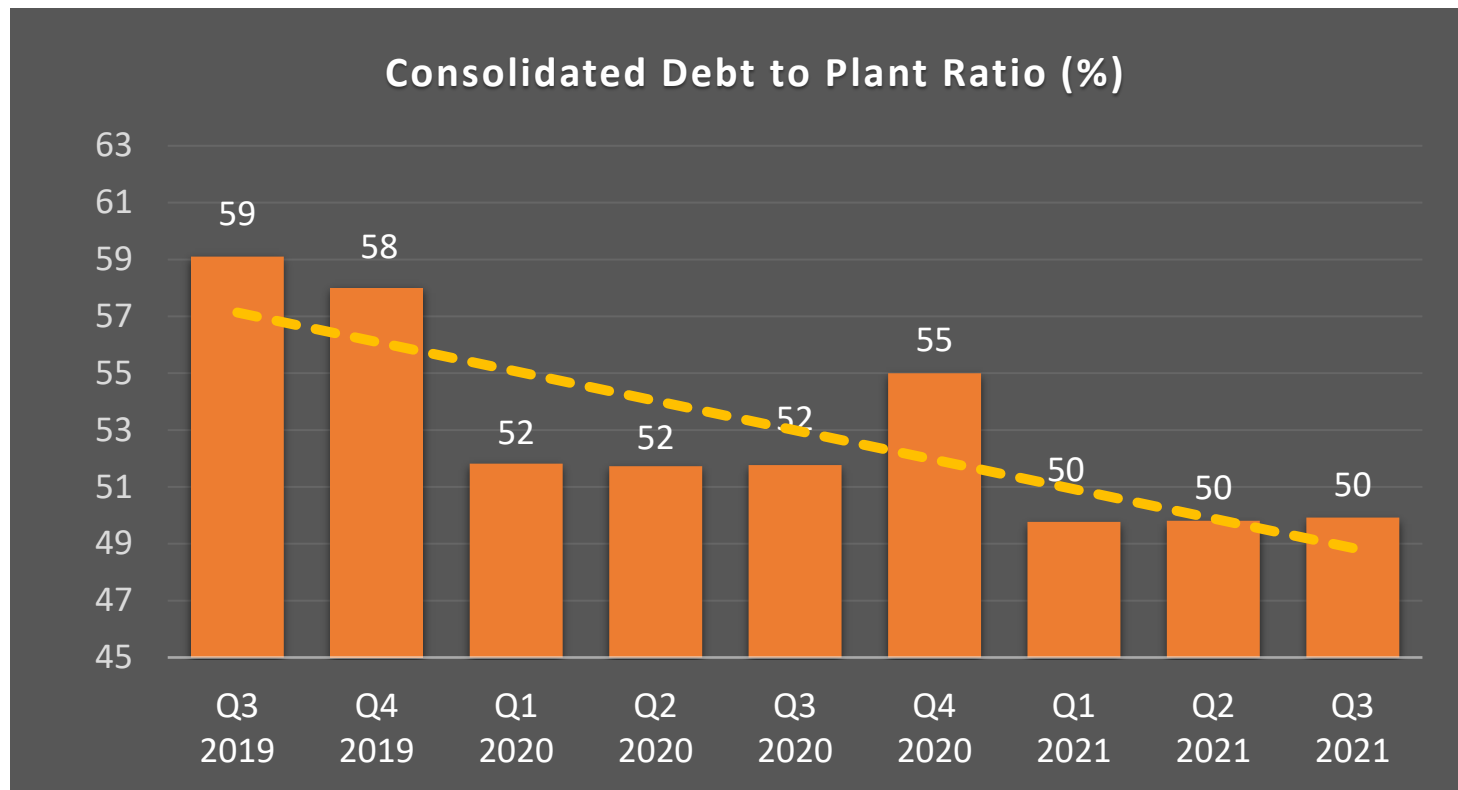
Consolidated Return on Net Assets	2021 Target	2021
	≥ 4.0%	3.3%



- Change in Net Assets / Net Plant

Objective 3 – Maintain a Strong Financial Position

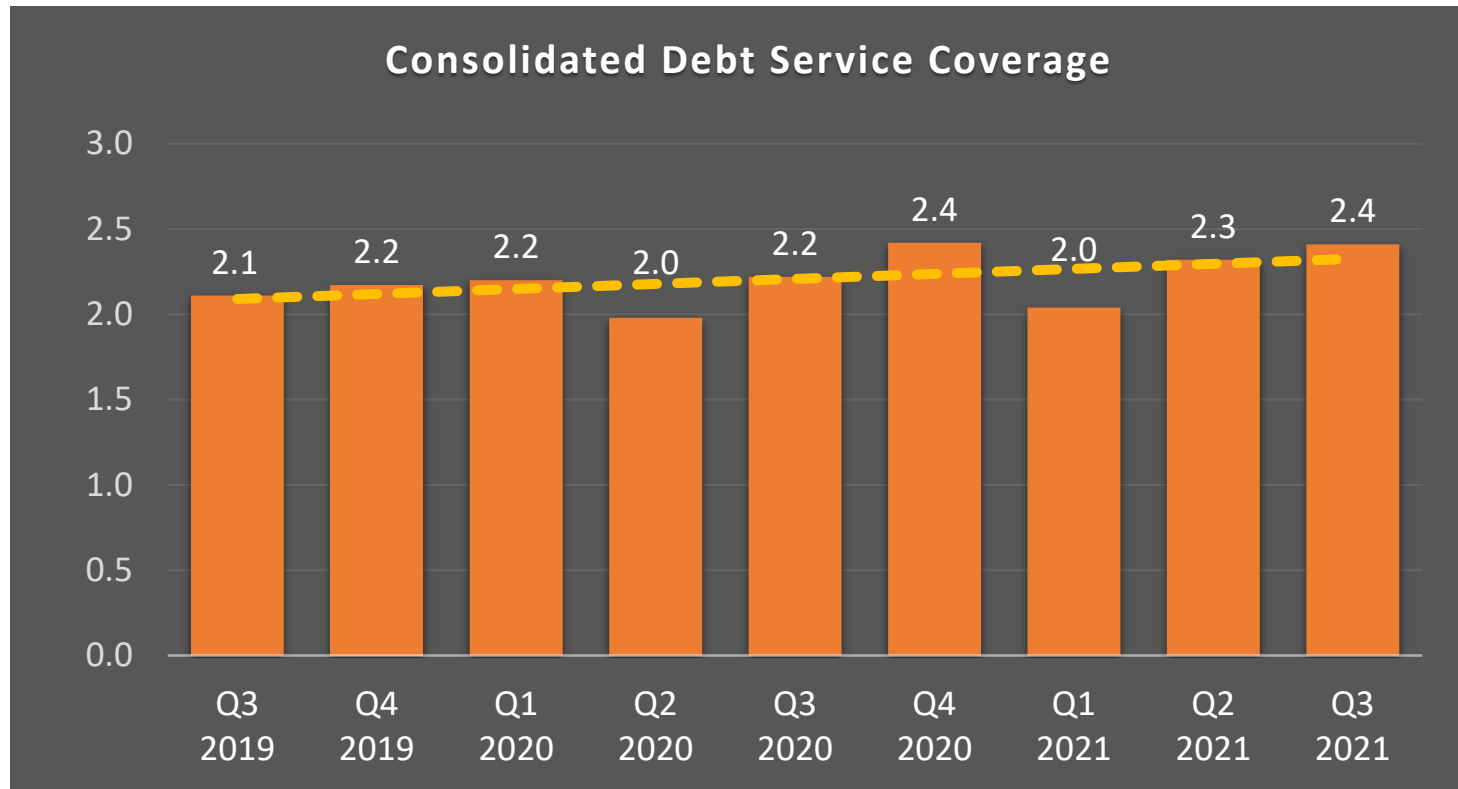
Consolidated Debt to Plant Ratio	2021 Target	2021
	≤ 60%	50%



- 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 31%

Objective 3 – Maintain a Strong Financial Position

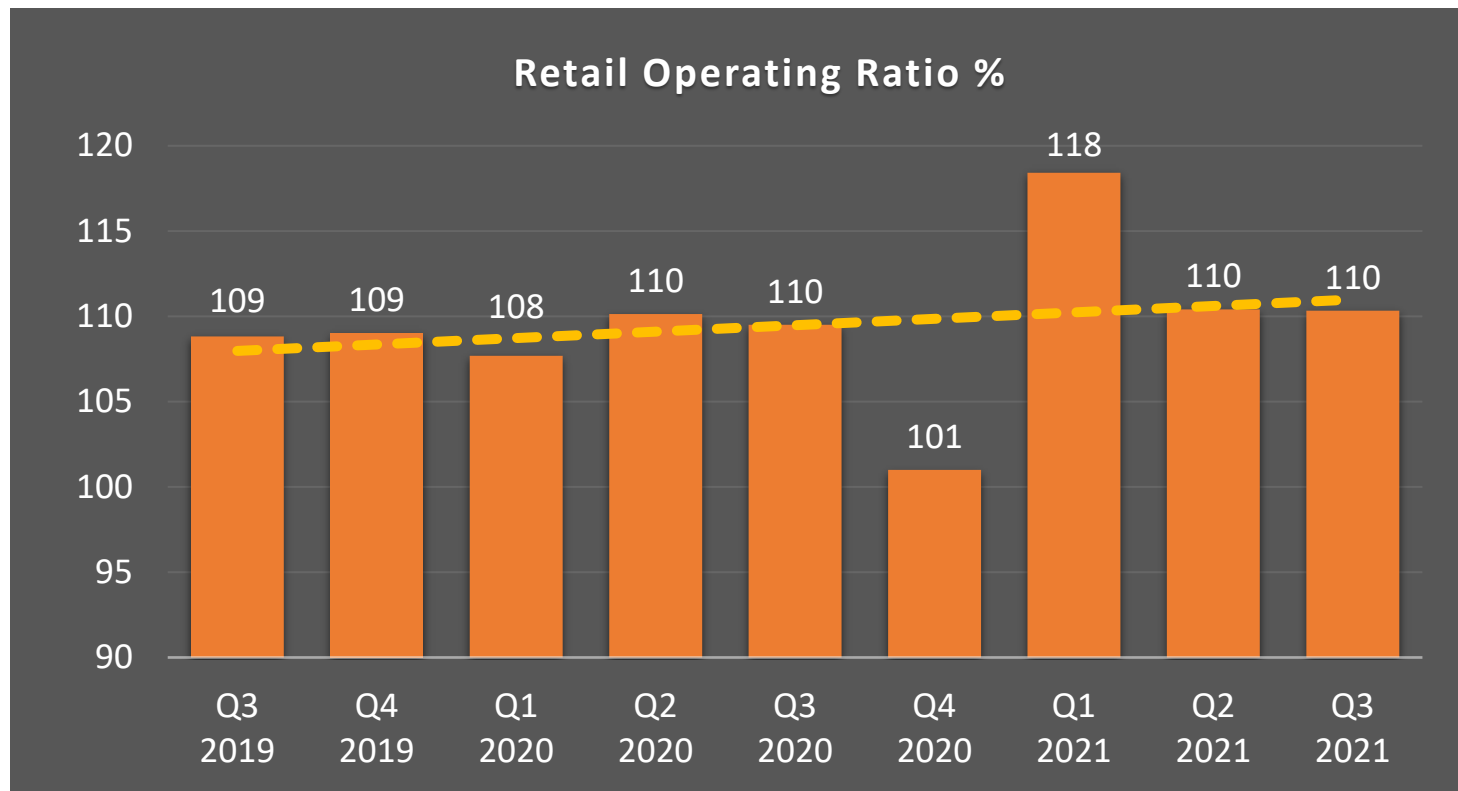
Adjusted Consolidated Debt Service Coverage	2021 Target	2021
	$\geq 1.8 \times$	2.4 x



- Stable over time horizon

Objective 4 – Provide Long Term Low Rates

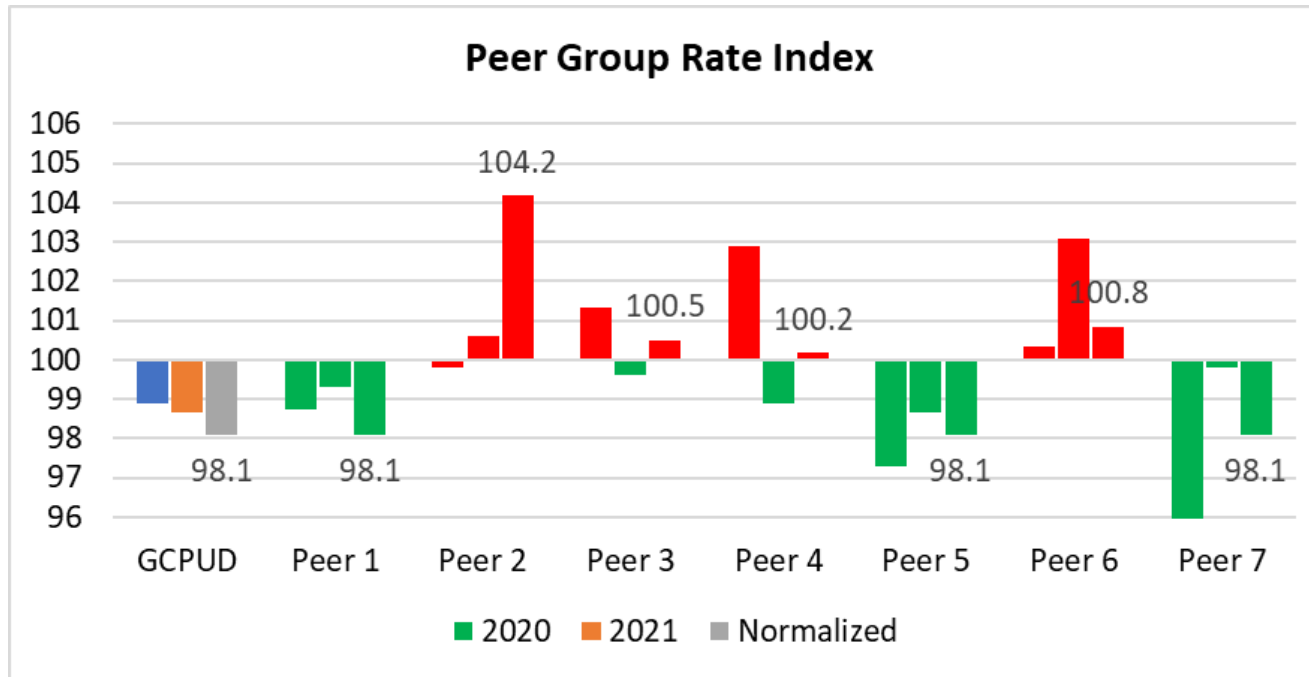
Retail Operating Ratio - Adjusted	2021 Target	2021
	≤ 100%	110%



- Calculated as total retail expenditures divided by total retail revenue

Objective 4 – Provide Long Term Low Rates

Peer Group of Excellence Retail Rate Index	2021 Target	2021
	≤ 100	98.1



- 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

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	07/28/21
PRP	Aa3	AA	AA
Outlook	Stable	Stable	Stable
Effective Date	03/03/20	03/03/20	07/28/21

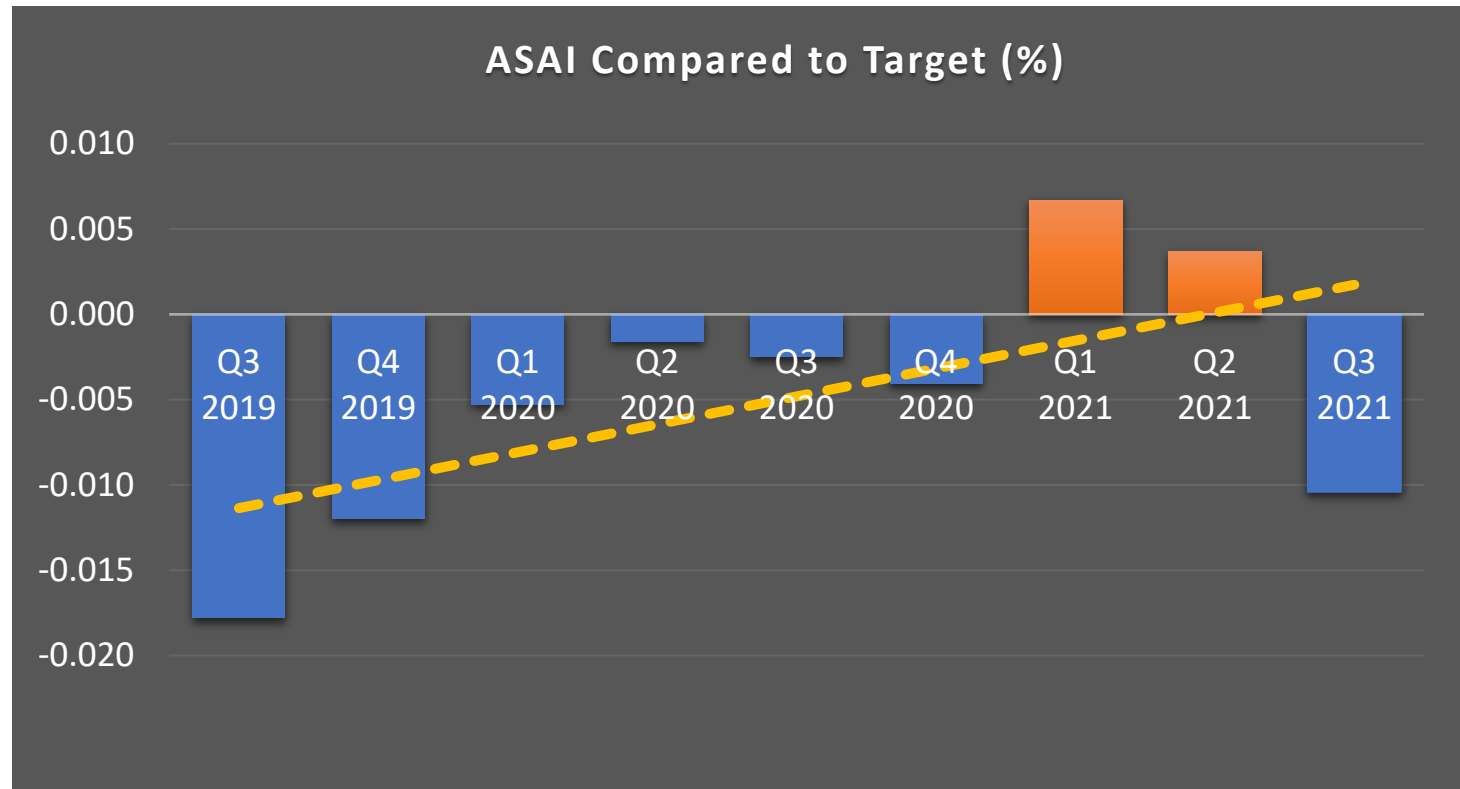
FINANCIAL RATINGS			
Credit grade	MOODY'S	FITCH	S&P
HIGHEST	Aaa	AAA	AAA
VERY HIGH	Aa1, Aa2, Aa3	AA+, AA, AA-	AA+, AA, AA-
HIGH	A1, A2, A3	A+, A, A-	A+, A, A-
GOOD	Baa1, Baa2, Baa3, Baa4	BBB+, BBB, BB-	BBB+, BBB, BB-
SPECULATIVE	Ba1, Ba2, Ba3	BB+, BB, BB-	BB+, BB, BB-
VERY SPECULATIVE	B1, B2, B3	B+, B, 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

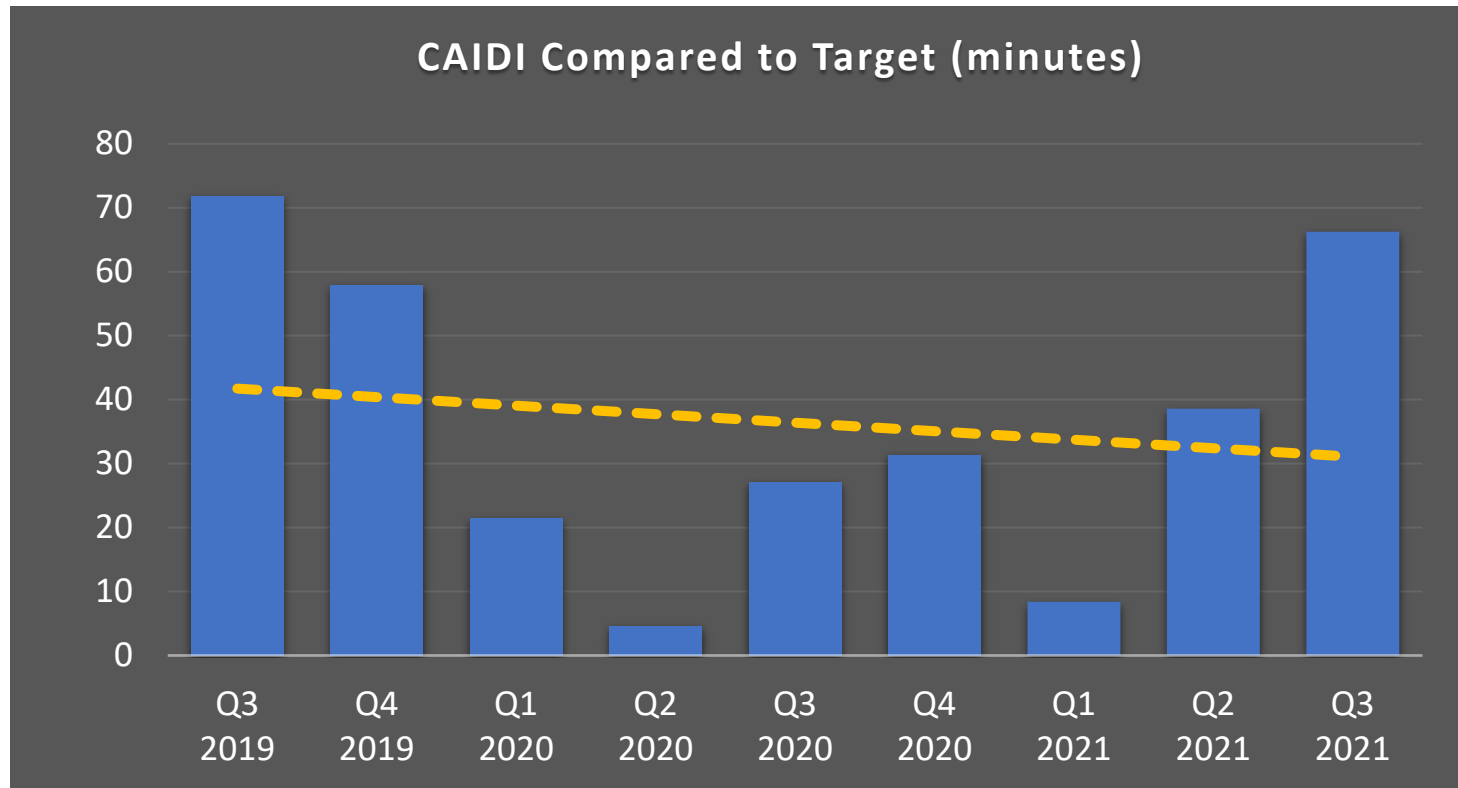
Average System Availability Index (ASAI)	2021 Target	2021
	≥ 99.985%	99.975%



- Value is through September

Objective 5 – Outstanding Service to Customers

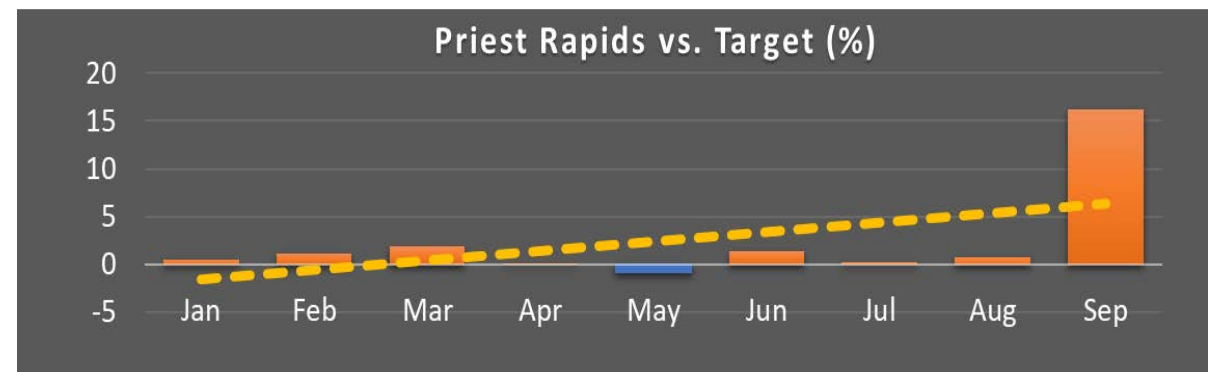
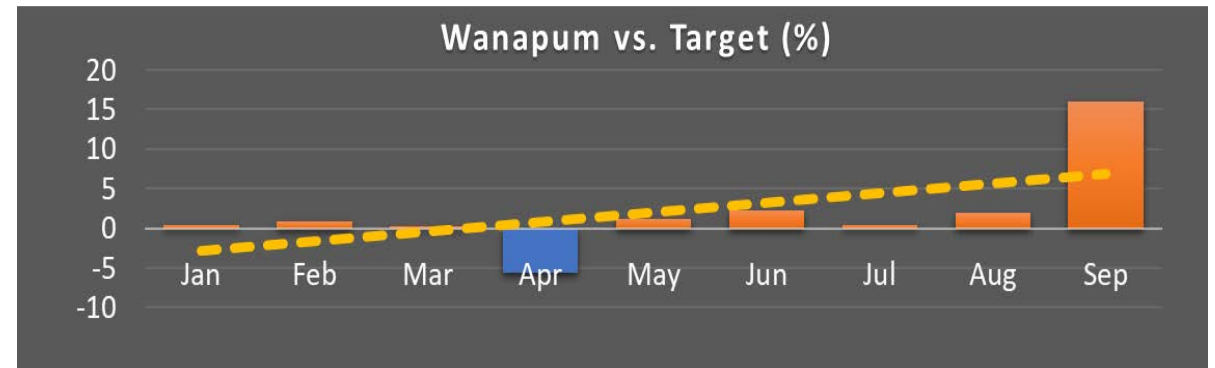
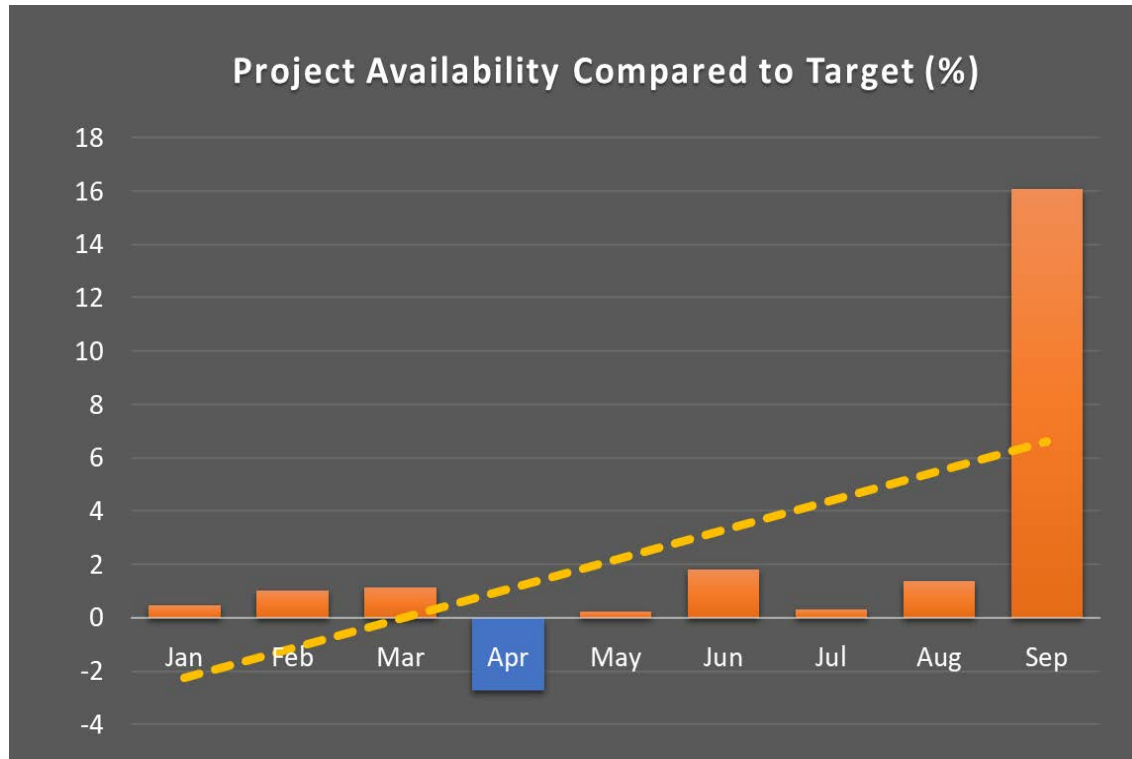
Customer Average Interruption Index (CAIDI)	2021 Target	2021
	< 110 min	176 min



- Value is through September

Objective 5 – Outstanding Service to Customers

PRP Availability	2021 Target	2021
	Meet 12 of 12 Monthly Targets	8 of 9



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 September at 80% of approved spend

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

- End of Q3 take rate is 67.1%, up from Q2 take rate of 65.7%
- Currently have 25,223 subscribers with 37,589 potential subscribers

Participation by Community (as of 6/30/21)					
Coulee City	51%	Grand Coulee	64%	Quincy	67%
Desert Aire	91%	Mardon	62%	Royal City	79%
Electric City	63%	Mattawa	84%	Soap Lake	60%
Ephrata	69%	Moses Lake	67%	George-Burke	65%

Strategic Objectives	Strategic Plan Metrics	2021 Target	2021	Update Frequency and Calculation
Safety	Zero Recordable Incident Rate	0	1.7	Monthly / YTD
Design and Sustain an Engaging and Fulfilling Grant PUD Culture	Organizational Health Index	≥ 75	55	Biannually / To date
	Employee Engagement Assessment	≥ 75	26	Biannually / To date
	Educational Reimbursement Target	75%	64%	Annually / To date
	Training Effectiveness Assessment	≥ 4	4.4	Quarterly / YTD
Maintain a Strong Financial Position	Electric System Liquidity	≥ \$105 MM	\$113 MM	Quarterly & Monthly / YEP
	Consolidated Return on Net Assets	≥ 4.0%	3.3%	Quarterly & Monthly / YEP
	Consolidated Debt to Plant Ratio	≤ 60%	50%	Quarterly & Monthly / YEP
	Adjusted Debt Service Coverage	≥ 1.8 x	2.4 x	Quarterly & Monthly / YEP
Provide Long-Term Low Rates	Retail Operating Ratio	≤ 100%	110%	Quarterly & Monthly / YEP
	Peer Group Retail Rate Index	≤ 100	98.1	Annually / To date
	District Credit Rating	≥ Aa3	Aa3	Annually / To date
Outstanding Service to Customers	Average System Availability Index	≥ 99.985%	99.975%	Monthly / YTD
	Customer Average Interruption Index	< 110 min	149 min	Monthly / YTD
	PRP Availability	12 of 12 Monthly Targets	8 of 9 Monthly Targets	Monthly / YTD
Operate Responsibly	Audits, Findings, Filings	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



Fish, Wildlife and Water Quality Business Unit

Grant PUD Commission Meeting December 14, 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

- ❖ No Recordable Incident;
- ❖ Job Site Briefs = 306 (Thru first week of November)
- ❖ Job Site Reviews = 96 (Currently at 31.4%)
 - ❑ Goals = 10%; Stretch Goal = 15-20%
- ❖ Overall Safety Meeting Attendance = 94%
- ❖ Training Status Completion Rate = 96%
- ❖ 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

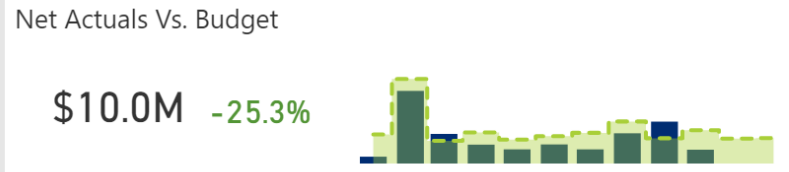
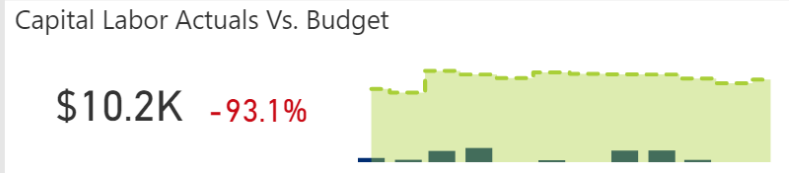
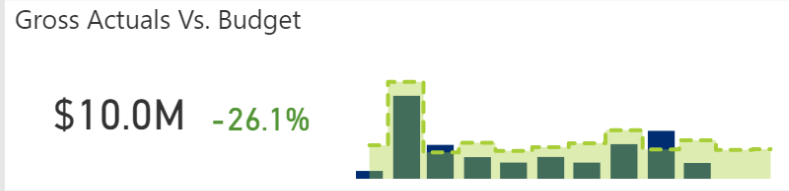
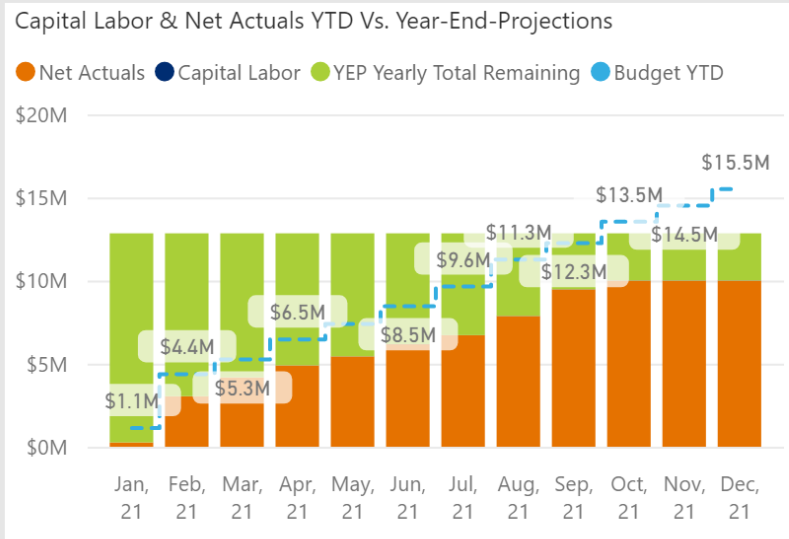


Operating Unit

EB - Power Production

Section

EB42 - PP FW



Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<div>+ Purchased Services</div>	\$8,391,596	\$5,743,497	-\$2,648,099	-31.6%	68.4%
<div>+ G&A</div>	\$2,408,388	\$2,133,769	-\$274,619	-11.4%	88.6%
<div>- Labor</div>	\$1,895,828	\$1,918,593	\$22,765	1.2%	101.2%
Salaries & Wages	\$1,184,454	\$1,219,635	\$35,182	3.0%	103.0%
Benefits	\$667,835	\$670,323	\$2,488	0.4%	100.4%
Other Labor	\$38,739	\$20,871	-\$17,868	-46.1%	53.9%
Overtime	\$4,800	\$7,763	\$2,963	61.7%	161.7%
<div>+ Operating Materials & Equipment</div>	\$838,006	\$175,989	-\$662,017	-79.0%	21.0%
<div>+ Utilities</div>	\$7,000	\$30,538	\$23,538	336.3%	436.3%
<div>+ IT</div>		\$3,450			
<div>+ Risk</div>		\$0			
<div>+ Transportation</div>		\$2,620			
Total	\$13,540,818	\$10,008,456	-\$3,532,361	-26.1%	73.9%

- Capital Labor is a subset of the Labor above

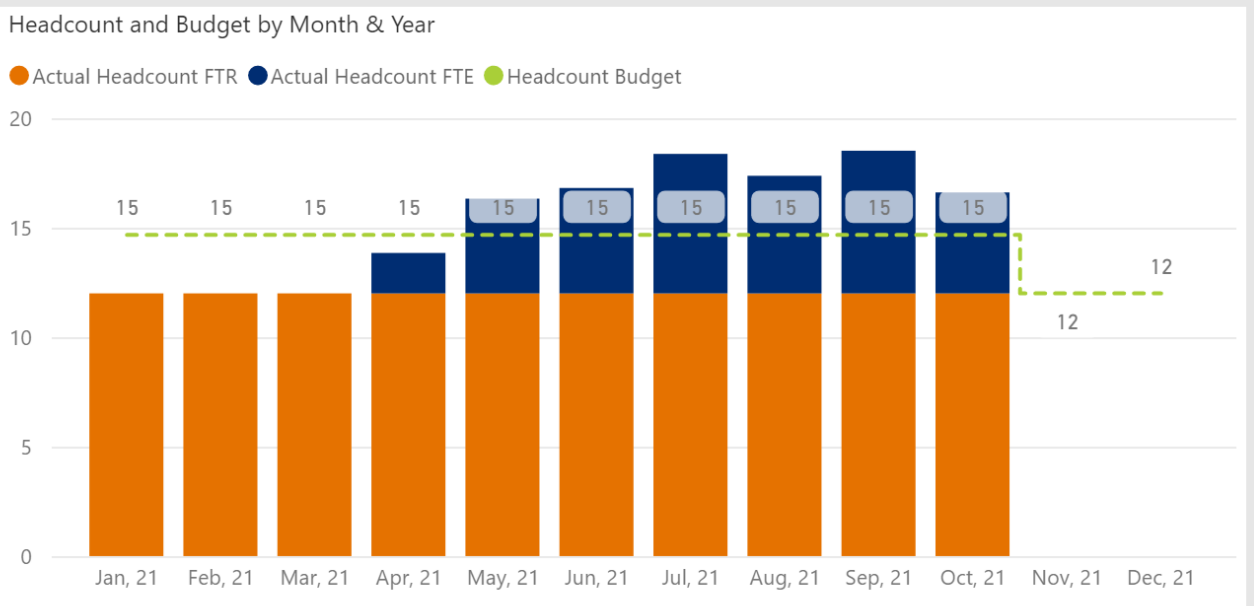
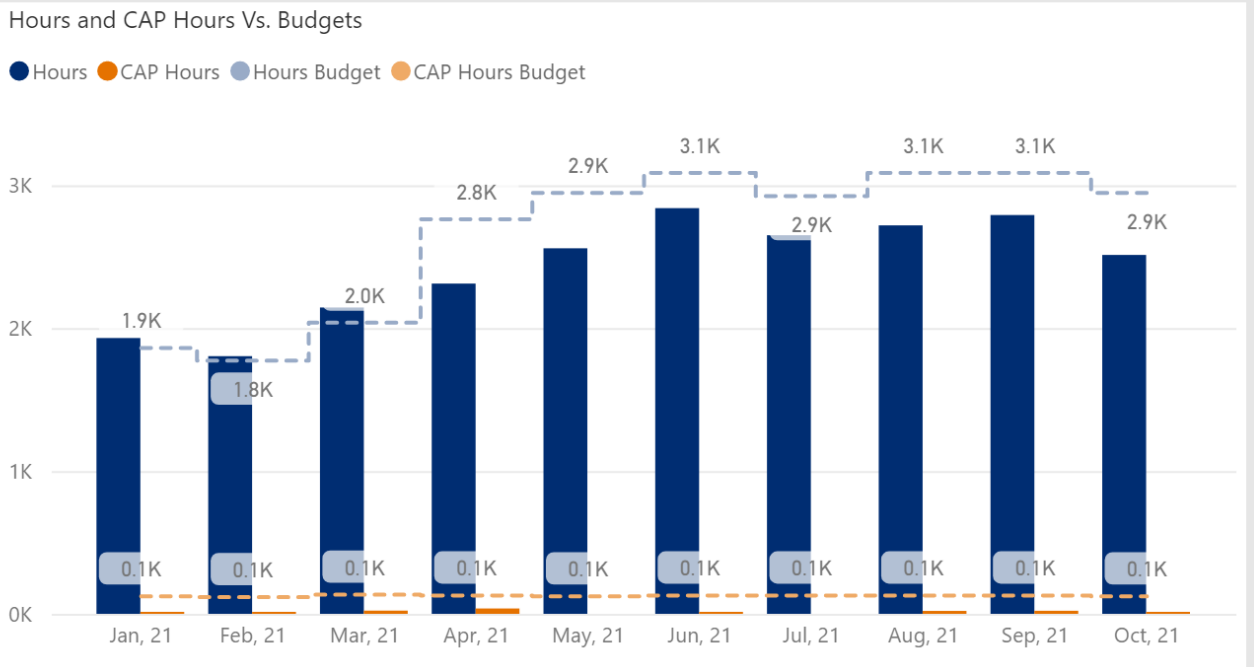
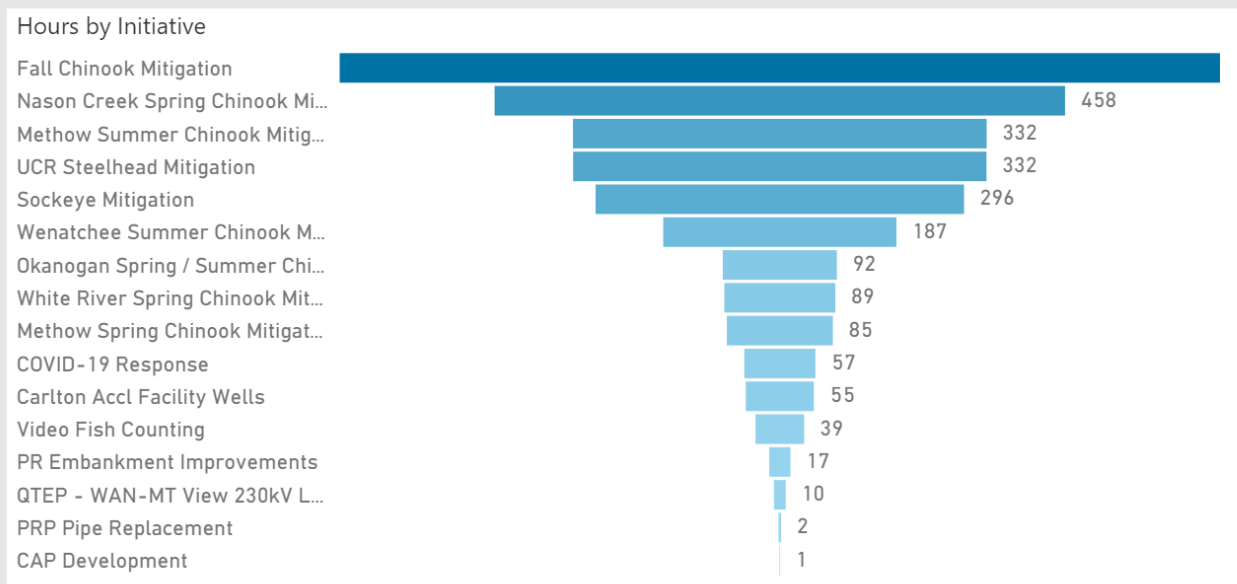
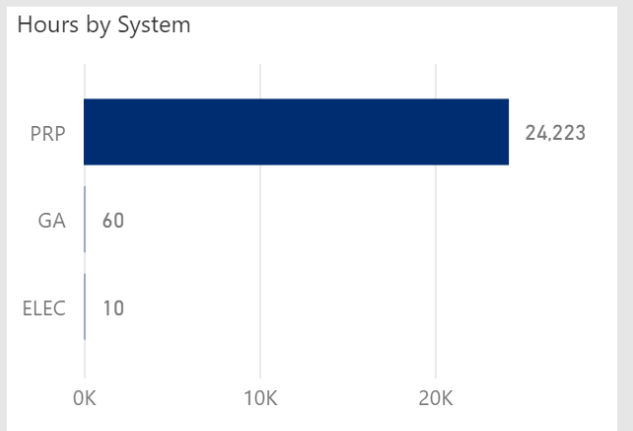
- Net Actuals vs Budget = Gross Actuals minus Capital Labor

Operational Unit

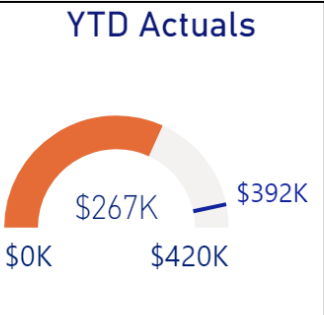
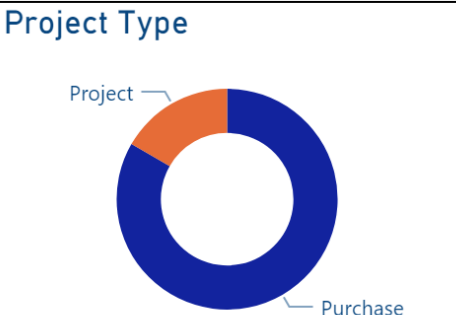
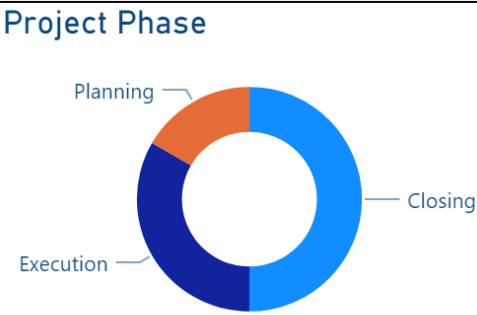
EB - Power Production

Section

EB42 - PP FW

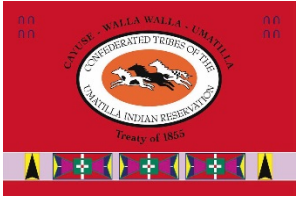


Initiative ID	Name	CY Scope		CY Schedule		CY Price		CY Variance		TP Scope		TP Schedule		TP Price		TP Variance	
IN196	Carlton Accl Facility Wells.xlsm	<div></div>	\$15,187	<div></div>	\$0	<div></div>	\$0	<div></div>	\$15,187	<div></div>	(\$318,448)	<div></div>	\$0	<div></div>	\$0	<div></div>	(\$318,448)
IN198	Video Fish Counting.xlsm	<div></div>	\$0	<div></div>	\$0	<div></div>	\$0	<div></div>	(\$4,606)	<div></div>	\$0	<div></div>	\$0	<div></div>	\$0	<div></div>	(\$4,606)
IN292	Tumwater Dam Fishway.xlsm	<div></div>	\$0	<div></div>	\$28,292	<div></div>	\$0	<div></div>	\$28,292	<div></div>	\$0	<div></div>	\$28,292	<div></div>	\$0	<div></div>	\$28,292
IN294	Wells Hatchery Modernization.xlsm	<div></div>	\$0	<div></div>	\$0	<div></div>	(\$15,124)	<div></div>	(\$15,124)	<div></div>	\$0	<div></div>	\$0	<div></div>	\$53,021	<div></div>	\$53,021
IN295	Saint Mary's Acclimation Facility Building.xlsm	<div></div>	\$0	<div></div>	(\$3,344)	<div></div>	\$0	<div></div>	(\$3,344)	<div></div>	\$0	<div></div>	(\$3,344)	<div></div>	\$0	<div></div>	(\$3,344)
IN364	Methow Hatchery ILA.xlsm	<div></div>	\$0	<div></div>	\$0	<div></div>	\$0	<div></div>	(\$48,478)	<div></div>	\$0	<div></div>	\$0	<div></div>	\$165,131	<div></div>	\$165,131
Total			\$15,187		\$24,948		(\$15,124)		(\$28,073)		(\$318,448)		\$24,948		\$218,152		(\$79,954)



Initiative ID	Name	CY Budget	CY Approved Spend	CY Actuals	BOY Fx	CY YEP
IN196	Carlton Accl Facility Wells.xlsm	\$900,000	\$112,461	\$110,648	\$17,000	\$127,648
IN198	Video Fish Counting.xlsm	\$56,269	\$16,619	\$12,013	\$0	\$12,013
IN292	Tumwater Dam Fishway.xlsm	\$113,000	\$113,000	\$141,292	\$0	\$141,292
IN294	Wells Hatchery Modernization.xlsm	\$74,717	\$74,717	\$0	\$59,593	\$59,593
IN295	Saint Mary's Acclimation Facility Building.xlsm	\$310,000	\$6,000	\$2,656	\$0	\$2,656
IN364	Methow Hatchery ILA.xlsm	\$0	\$96,955	\$0	\$48,477	\$48,477
Total		\$1,453,986	\$419,752	\$266,609	\$125,070	\$391,679

Three-Pronged Approach to Reaching No-Net Impact



**7% Hatchery
Production**



**91% Combined
Adult or Juvenile Survival
or
93% Juvenile Survival**



2% Tributary Projects

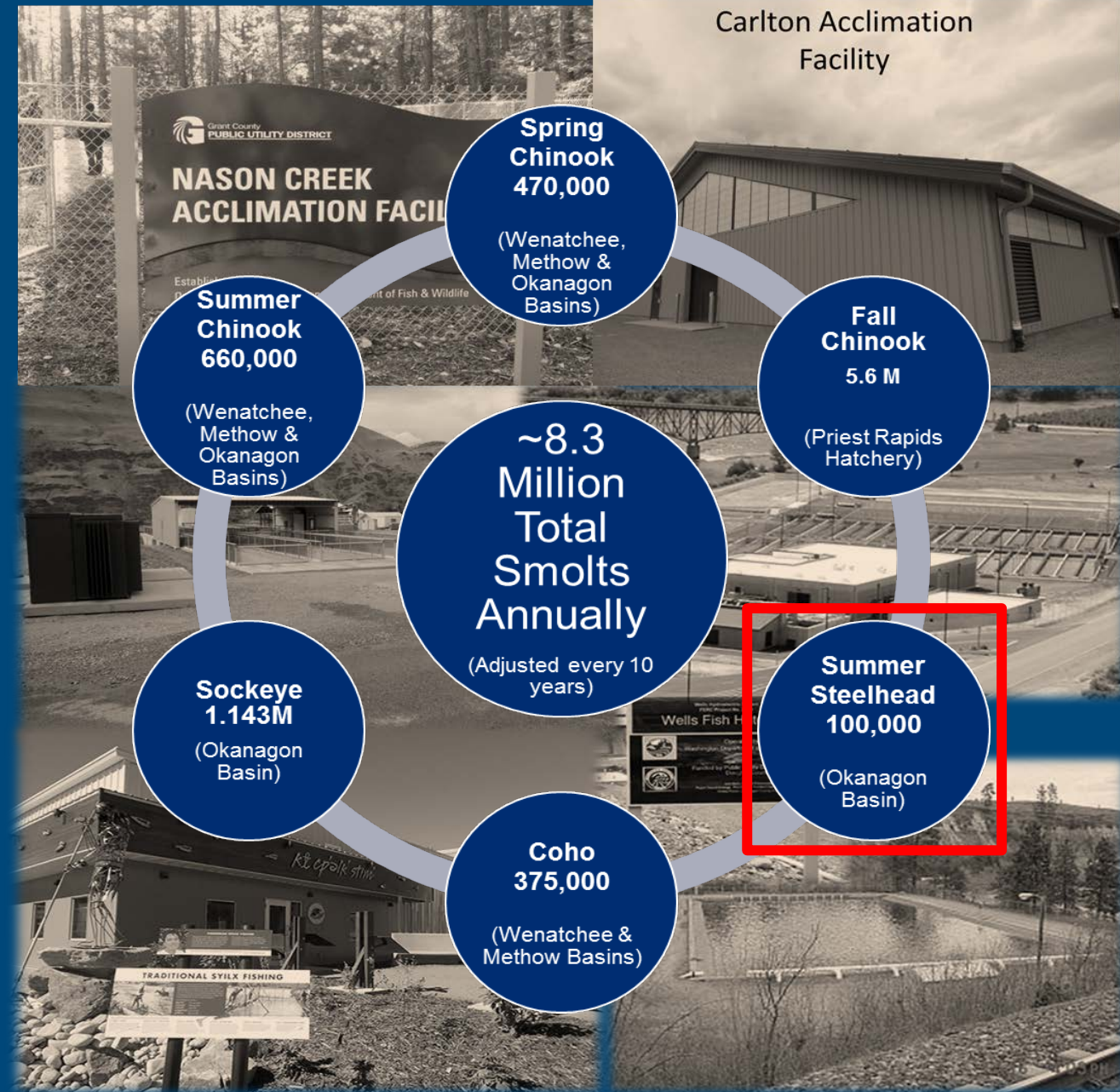
Hatchery Programs and Partnerships

✓ District Owned

- ❖ Priest Rapids Hatchery
- ❖ Nason Creek Acclimation Facility (Nason Creek)
- ❖ Carlton Acclimation Facility (Methow River)

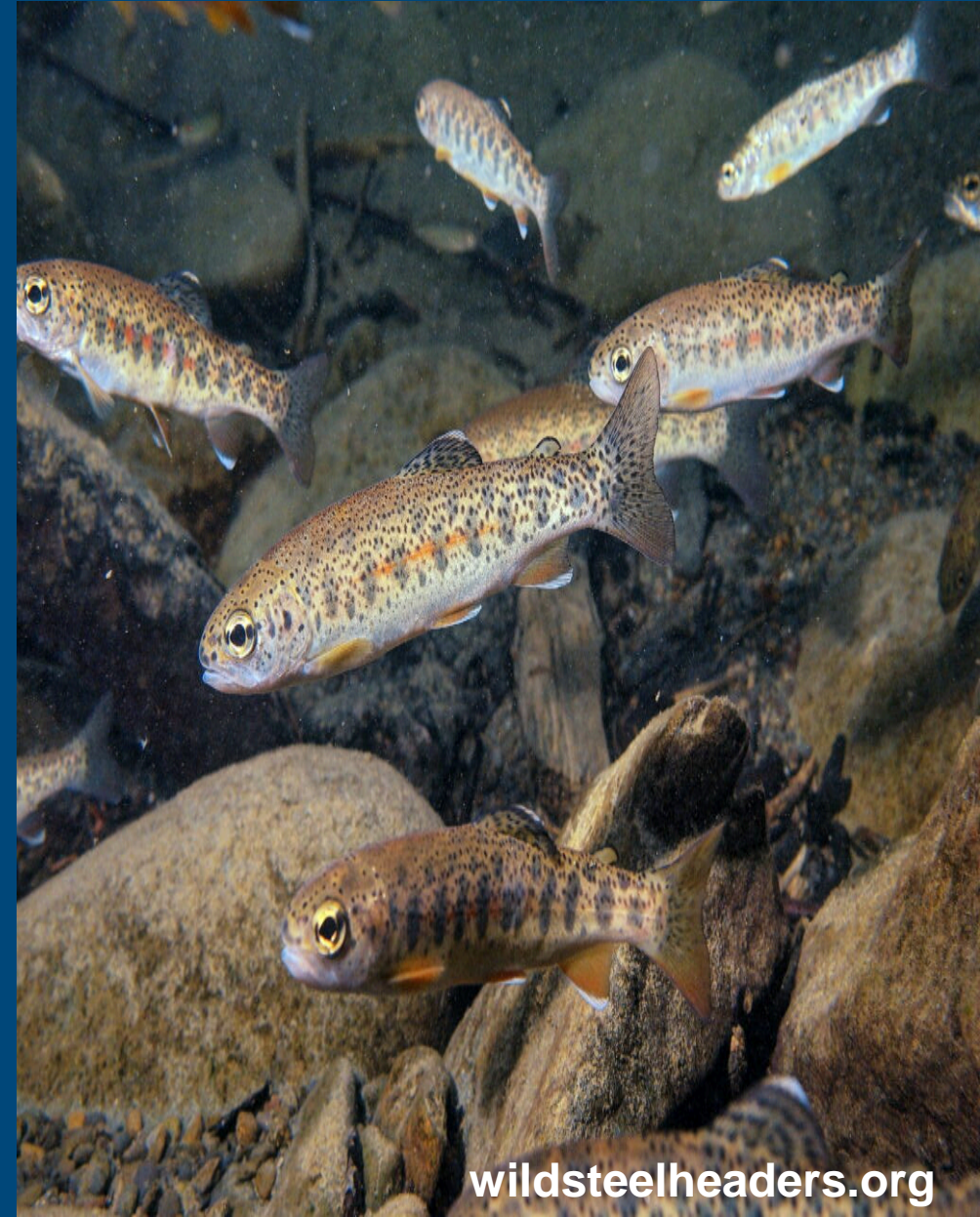
✓ Partnerships

- ❖ Eastbank Hatchery (Chelan PUD)
- ❖ Dryden Pond (Chelan PUD)
- ❖ **Wells Hatchery (Douglas PUD)**
- ❖ Methow Hatchery (Douglas PUD)
- ❖ Chief Joseph Hatchery (Colville Tribe)
- ❖ **St. Mary's Acclimation Facility (Colville Tribe)**
- ❖ Penticton Hatchery (Okanagan Nation)
- ❖ Columbia Basin Hatchery (WDFW)
- ❖ Marion Drain (Yakama Nation)
- ❖ Leavenworth (USFWS)
- ❖ Winthrop (USFWS)



Upper Columbia River – Summer Steelhead

- ✓ Grant PUD's Stewardship Requirements
 - Listed as Endangered in August 1997.
 - Reclassified as Threatened in 2006, 2009 and 2014.
 - 2004 & 2008 Biological Opinions required Grant PUD to complete an Artificial Propagation Plan to rear 100,000 yearling UCR steelhead for release in the UCR basin (+/-10% capacity buffer).
 - 2008 Biological Opinion Incorporated in FERC License Order for Priest Rapids Project.
 - Priest Rapids Salmon & Steelhead provided additional Protection, Mitigation and Enhancement measures for steelhead via No-Net-Impact Fund.



UCR Summer Steelhead

✓ Interlocal Agreement with Douglas PUD

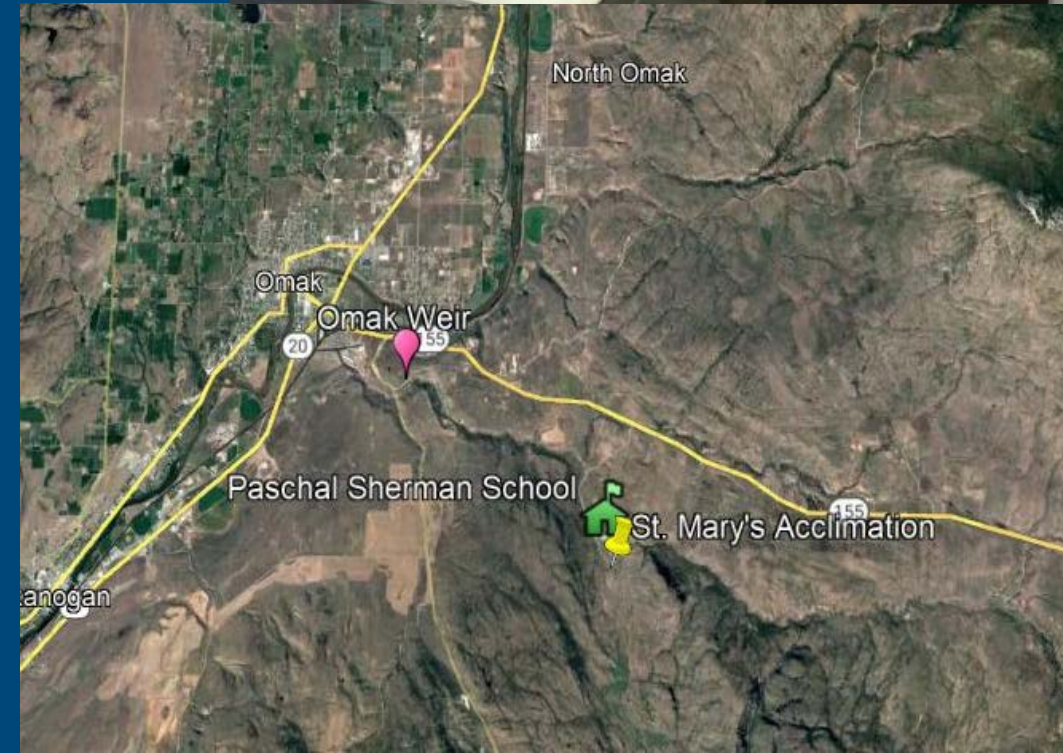
- 40-year agreement that guarantees long-term access at DPUD Wells Hatchery for Grant PUD's summer steelhead mitigation production requirement (Dec 31, 2052).
- Grant PUD's proportional share of modernization capital costs was \$4.5M (10%).
- Grant PUD was also responsible for annual capital debt service costs of \$167,976.
- Grant PUD's proportional share of O&M and M&E costs associated with spawning, egg incubation, rearing and tagging activities at Wells Hatchery is currently 9% (adjusts based on fish weight).
- Annual O&M for summer steelhead program has ranged from \$225,970 to \$302,134 (2017 & 2019, respectively).



UCR Summer Steelhead

✓ Contractual Agreements with CCT

- Annual broodstock Collection at Omak Creek Weir. Adult steelhead are then transferred to the Wells Hatchery.
- ~100,000 juvenile steelhead releases in Okanogan Basin.
- 20,000 natural-origin juvenile steelhead acclimated at St. Mary's facility and released into Omak Creek. Remaining fish direct released into tributaries of the Okanogan River.
- M&E associated with juvenile steelhead in Omak Creek.
- O&M, M&E and acclimation activities at St. Mary's facility.
- Annual O&M and M&E for summer steelhead program has ranged from \$473,468 to \$505,276.
- Current Contract Expires Feb 28, 2022.



UCR Summer Steelhead

✓ Omak Creek Weir

- 2018 - Weir Upgrades.
 - ❖ Covering added to site.
 - ❖ Weir frame and panels.
 - ❖ BIA Funds - \$74,000.



UCR Summer Steelhead

✓ St. Mary's Acclimation Facility – Omak Creek

- Pre-2016
 - ❖ Series of open concrete raceways.
- 2016
 - ❖ 2 - 20' circular tanks/centrifuge pumps/settling pond baffles system.
 - ❖ Cost-Share - Grant PUD (\$26,000) and BIA funds (\$174,000).
- 2019
 - ❖ Pump house & Generator Backup System.
 - ❖ Included 2 new steel buildings.
 - ❖ External Alarm System.
 - ❖ BIA funded (total cost =\$125,000).
- 2021
 - ❖ 50x100 steel building.
 - ❖ Included 2 new steel buildings.
 - ❖ Cost-Share – Grant PUD = \$320,000/BIA = \$27,000.



UCR Summer Steelhead

✓ St. Mary's Acclimation Facility Intake – Omak Creek

- 2017-2018

- ❖ Removed old and reinstalled intake structure.
- ❖ Removed and reinstalled farmers fish screen.
- ❖ Installed 900' of HDPE pipe & connected to St. Mary's Acclimation Pond.
- ❖ Cost-Share – Grant PUD = \$20,000/BIA = \$120,000 (Total \$140,000).



UCR Summer Steelhead – Next Steps

✓ New Contract in Development with CCT

- Proposed 5-year contract with a NTE amount of \$2,935,619 (March 1, 2022 – Feb 28, 2027).
- Cost under new contract would increase by only \$25,513 compared with previous 5-year timeframe.
- Contract would cover activities.
 - ❖ Adult steelhead collections.
 - ❖ ~100,000 juvenile steelhead released annually in Okanogan Basin.
 - ❖ Acclimation of up to 40,000 at the St. Mary's Acclimation Facility.
 - ❖ M&E associated with juvenile steelhead in Okanogan Basin.
 - ❖ O&M, M&E and acclimation activities at St. Mary's facility.
 - ❖ Juvenile steelhead tagging.
 - ❖ Reporting.
- CCT uniquely qualified and positioned to implement the M&E steelhead program in the Okanogan Basin to assist Grant PUD in achieving its stewardship responsibilities.



2021-2028 Major Initiatives

Years

2012

2014

2017

2020

2023

2025

2028

NNI/Standards Issue

Comprehensive Hatchery M&E Report

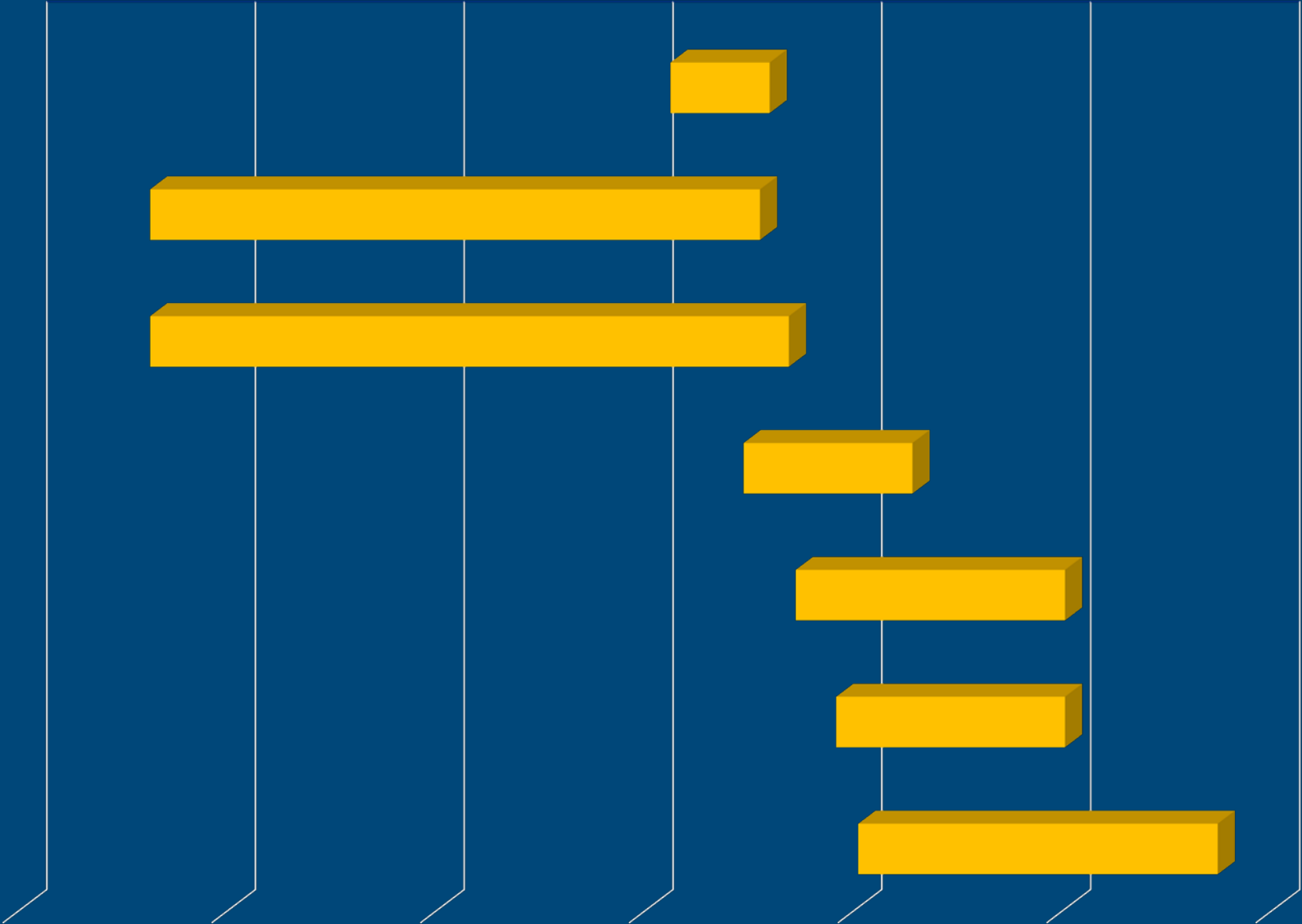
Hatchery Recaluation (Every 10 yrs)

Carlton Acclimation Wells (Cap)

Priest Rapids Siphon Intake (Cap)

White River Spring Chk Program Decision

2025-2027 Survival Evals. (Every 10 yrs)





Powering our way of life.

The background of the slide is a light tan color with a repeating pattern of small, stylized indigenous symbols. These symbols include various human figures, some with multiple heads or arms, and other abstract shapes. A semi-transparent dark brown horizontal band is positioned across the middle of the slide, serving as a backdrop for the title and meeting information.

Grant PUD Cultural Resources 2021 Q3 Business Report

**Grant PUD Commission Meeting
– December 14, 2021**

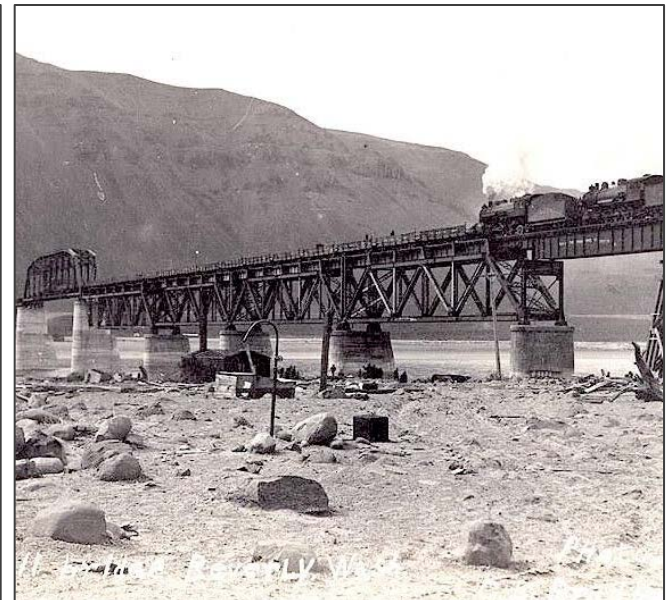
Department Purpose and Goal

- 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.



Q3 Business Review

- **Regulatory Compliance**
 - Compliance Violations = 0
 - NCRRP Reviews = 18
 - FERC orders/notices = 0
 - Summary/Listing of filings=0
- **Safety Metrics**
 - Incidents = 0
 - Close calls = 0
 - JSRs = 22
 - Safety meeting attendance = 92%



Q3/4 Business Activities

Compliance: Archaeology/River Patrol

- Archaeological monitoring for the season is complete.
- Federal permits came through and annual reporting is completed.
- Removal of encroachments, vandalism and graffiti were a focus in Q3



Q3/4 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. Middle Columbia Rock Art project
 3. LaLiik project with USFW



Q3/4 Business Activities

Traditional Program: Wanapum Heritage Center

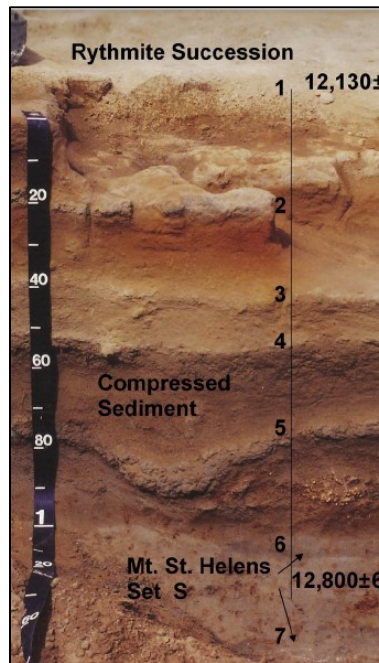
- Collections access and utilization:
 - Wanapum Heritage Center is closed, but collections are still in use.
 - Working with PhD students to process material from drawdown: No cost to District
- Major Efforts to meet ongoing goals
 - Wood collection for sweat lodge
 - Tule and Hemp gathering ongoing
 - Routine maintenance activities continue: Pest management, collection and display cleaning



Q3/4 Business Review

Major Projects: Archaeology

- Discussions with the Cultural Resources Working Group regarding mitigation of adverse effects to archaeological sites are underway; focus is on sites that were monitored and saw change in 2020.
- YTC erosion remediation project is underway. Working together to repair work from 2008 that failed.



Q3/4 Business Review

Spotlight on Compliance Steps



1. Identification Surveys

Archaeological Sites and Traditional Cultural Properties
1400+ total sites identified

2. Significance Determination

Archaeological sites; Which of them have potential to
provide significant, new information? ~500 sites

Traditional Cultural Properties; Which are deemed important to
Tribes or Local Communities?

3. Mitigation/Ongoing Compliance

Since 2019 we've undertaken comprehensive monitoring on
defined schedules.

NCRRP review of active development projects



2021 Q3/4 Forecast

Use of Allocated Resources



Staffing –

- Rex Buck Jr. (retired) is working under contract to support the Wanapum relationship
- Wanapum Safety Monitors are actively working on the right bank project.

Services –

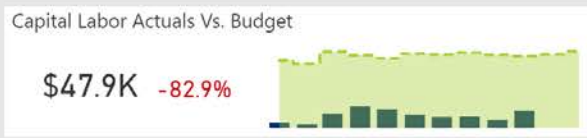
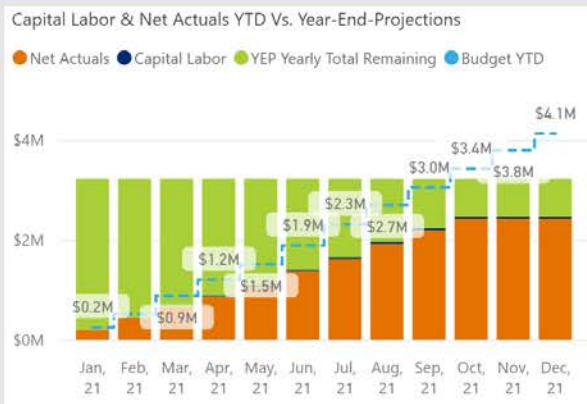
- Hanford Reach erosion.
- Renewed contracts to support CCT and Yakama TCP work.
- Gearing up for renewed RFQ for archaeological compliance



Grant PUD | Budget Versus Actuals

EB - Power Production MBR Year-to-Date October, 2021

Department
EB6 - PP Cultural Res



Budget vs Actuals (Including Cap Labor)

Cost Category Type/Cost Category	Budgeted	Actuals	Budget Var	Budget Var %	Consumed %
<input type="checkbox"/> Labor	\$2,354,254	\$2,047,967	-\$306,287	-13.0%	87.0%
Salaries & Wages	\$1,341,050	\$1,265,783	-\$75,267	-5.6%	94.4%
Benefits	\$960,557	\$713,453	-\$247,104	-25.7%	74.3%
Overtime	\$27,475	\$14,304	-\$13,171	-47.9%	52.1%
Other Labor	\$25,172	\$54,427	\$29,255	116.2%	216.2%
<input type="checkbox"/> Purchased Services	\$789,443	\$372,749	-\$416,694	-52.8%	47.2%
<input type="checkbox"/> G&A	\$268,907	\$9,382	-\$259,524	-96.5%	3.5%
<input type="checkbox"/> Operating Materials & Equipment	\$12,000	\$35,805	\$23,805	198.4%	298.4%
<input type="checkbox"/> IT		\$580			
<input type="checkbox"/> Transportation		\$93			
Total	\$3,424,604	\$2,466,576	-\$958,028	-28.0%	72.0%

- Capital Labor is a subset of the Labor above

- Net Actuals vs Budget = Gross Actuals minus Capital Labor



Grant PUD | Employee Activity

EB - Power Production MBR Year-to-Date October, 2021

Department

EB6 - PP Cultural Res

Hours by Program

Safety

735

Hours by System

PRP 37,206

GA 476

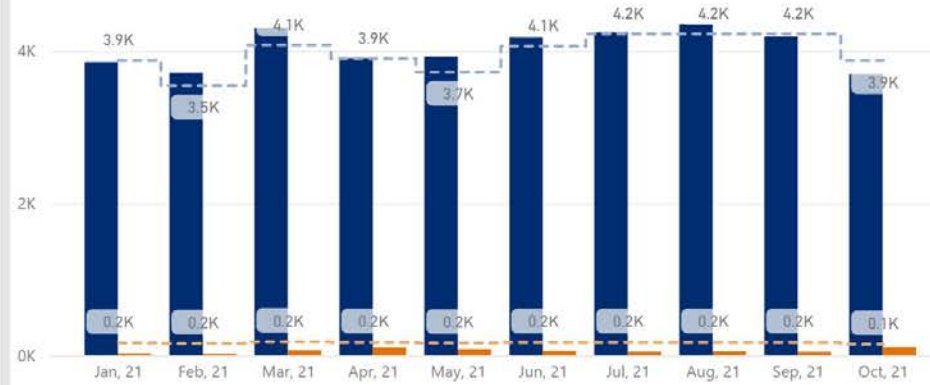
Hours by Initiative

COVID-19 Response

4,124

Hours and CAP Hours Vs. Budgets

● Hours ● CAP Hours ● Hours Budget ● CAP Hours Budget



Headcount and Budget by Month & Year

● Actual Headcount FTR ● Actual Headcount FTE ● Headcount Budget



2021 Q3/4 Forecast

- Questions?

Ephrata Headquarters Maintenance Project Update

December 14, 2021

Facilities Master Plan & EHQ Local Master Plan

Agenda

❑ Project Overview

- Current State
- Goals
- Scope of Work
- Cost

This project is not about capacity or new normal

- *It is about systems & finishes that are at or beyond their effective service life – deferred maintenance*
 - *Maintaining building system performance, productivity of our staff, compliance with health & safety standards, and maintaining property value is essential during the FMP process.*

❑ Project Approach

- Energy Project
- Contractor Selected (Design/Build)
- Inter-Agency

Current State

- ❑ Years of temporary fixes, operational workarounds, and deferred upgrades have created inefficiencies, discomfort, and safety concerns for work groups.

- ❑ EHQ Facility Maintenance Project enables GCPUD to meet these benchmarks that are not currently met:
 - Clean Buildings Bill (HB 1257, 2019) EUI targets that were signed into law on May 7, 2019
 - ✓ Effective Date = 2028
 - ✓ Estimated Fine = \$90k
 - Compliance with The Americans with Disabilities Act of 1990
 - Efficient energy and water consumption systems in the building
 - Abatement of hazardous materials (asbestos)
 - Adequate lighting levels
 - Reliable fire protection system
 - Effective HVAC control/monitoring

Goals

□ Goals

- Provide a facility that supports GCPUD's mission "To safely, efficiently, and reliably generate and deliver energy to our customers."
- Address existing facility condition, compliance, and deferred maintenance
 - ✓ Reduce current & future maintenance costs
 - ✓ Address deferred maintenance & failing systems
 - ✓ Meet compliance requirements
 - ✓ Provide a healthy & productive work environment for staff
- A single project is the least cost and least disruption of staff & operations
 - ✓ Focus scope targets now through the next 10-years

□ Work fits into long-term plan

- EHQ Maintenance work is a step within the overall long-term Facilities Master Plan
 - ✓ This maintenance is needed to get us from current condition to our future condition
- The scope of work is targeted to maintenance, working conditions, and asset value

□ A unique opportunity in time with limited occupancy

Scope of Work

☐ Building Environmental and Safety Systems

- ✓ HVAC, Fire Protection, Alarm, and Elevator systems
 - ❖ Current systems are outdated and does not meet performance or safety requirements
- ✓ Electrical and Lighting Systems
 - ❖ Current electrical systems have aged beyond service life and are at risk of facility shut-down
 - ❖ Current lighting does not meet working environment standards

☐ Interior Finishes

- ✓ Many finishes are worn beyond serviceability and impact staff health (walls, floors, ceilings)
 - ❖ Replace plumbing fixtures, appliances, and restore tile grout
- ✓ Modify & Replace door frames and cabinets to meet ADA standards
 - ❖ Replace Commission Room public seating (this is the only furniture included in the project)

☐ Exterior Improvements

- ✓ Our building is not weather-tight due to deteriorating exterior surfaces
 - ❖ Window seals, exterior insulation system (EIFS) surfaces, and concrete masonry (CMU) exterior walls
- ✓ Water service replacement is leaking on GPUD side of the meter

☐ Benefits are more than maintaining property value

- ✓ Safety, Compliance, Productivity, and Morale

Cost – Do Nothing

❑ Do Nothing is not an option

- Building finishes, systems, and equipment will continue to require maintenance
 - ✓ End of Service Life failure (Risk of higher break-fix costs)
 - ✓ Current average condition of finishes & equipment is 3.7 (1 – 5 rating / 5 is unsatisfactory).
- Doing nothing has a cost

ASSET CONDITION	
1	Excellent Condition – Approximately 80%+ Remaining Life
2	Good Condition – Approximately 60-80% Remaining Life
3	Fair Condition – Approximately 30-60% Remaining Life
4	Poor Condition – Approximately 10-30% Remaining Life
5	Unsatisfactory Condition – Approximately 0-10% Remaining Life

❑ Anticipated Maintenance Cost – Next 7 years

- Deferred and anticipated maintenance
 - ✓ \$3.6m (based on Facilities Condition Assessment (FCA))
- Normal Maintenance Cost Differential (including Energy Code fine & based on industry average O&M)
 - ✓ Current Replacement Value (CRV) = \$38m (\$627/sf)
 - ✓ Annual Cost of Operation in Level 3 Condition (Comprehensive Stewardship) = \$1.85m (CRV x 4.85%)
 - ✓ Annual Cost of Operation in Level 2 Condition (Managed Care) = \$1.65m (CRV x 4.35%)
 - ✓ Annual Maintenance Cost Difference = \$200k
 - ✓ Anticipated Clean Buildings Fine (2028) = \$90k
 - ✓ \$1.5m (differential over 7 years)

Year	Annual Cost	Average Asset Condition (1-5)
1	\$ 864,630.00	3.88
3	\$ 542,385.13	3.70
4	\$ 951,218.85	3.94
5	\$ 337,652.64	4.00
7	\$ 920,614.32	3.00
Grand Total	\$ 3,616,500.94	3.70

❑ Total Anticipated Maintenance Cost = \$5.1m (assumes no allowance for improved safety, compliance, productivity, or morale)

Cost – Maintenance Project

- ❑ **Total Project Cost = \$7.61m** (awarded State Commerce Department grant of \$430k)
 - **Construction Cost = \$4.08m**
 - ✓ Includes Energy Work (ESCO) & Non-Energy Related Work (Non-ESCO)
 - ❖ Non-Energy work includes carpet, paint, and restoration of failing exterior finishes
 - **Project Implementation Cost = \$3.53m**
 - **ESCO Work (DES funding agreement) = \$5.11m**
 - ✓ Construction Cost = \$2.84m
 - ✓ Taxes, Fees, Permits, Contingencies, Management = \$2.27m
 - **Non-ESCO Work (bid & contracted separate from ESCO work / managed by ESCO Contractor /) = \$2.5m**
 - ✓ Construction Cost = \$1.24m
 - ✓ Taxes, Fees, Permits, Furnishings & Equipment, Moving & Storage, Contingencies, Management = \$1.26
- ❑ **Total Anticipated Maintenance Cost (if the Project is not completed) = \$5.1m**
 - No opportunity for improved safety, compliance, productivity, or morale
 - Emergency Corrective Maintenance (ECM) can be 10x – 30x the cost of Preventive Maintenance (PM)

Project Implementation Approach

❑ Energy Savings Performance Contracting (ESPC)

- ✓ Project has several energy conservation components – Insulation / Lighting / Water
 - ❖ This project meets the energy savings guidelines of the State Energy Program
 - ❖ Available energy grants to assist with costs (we have received a Grant for \$430k)
- ✓ Department of Enterprise Services (DES) program provides contracting and project management services
 - ❖ DES signs the construction contract > GPUD signs a funding authorization with DES
- ✓ Contracting with DES is handled through an interagency agreement
 - ❖ An Interagency Agreement is in-place with DES

❑ Advantages of ESPC Project Delivery

- Early contractor selection & involvement of the contractor in the design process
 - ✓ The contractor has been working with us all through the design process (scope/design/cost)
- Improved risk management through guaranteed project costs and performance monitoring
 - ✓ Contractor is pricing the work during with design and then provides a guaranteed price
 - ✓ Energy systems are monitored and reported for 1-year to guarantee performance

Project Implementation Approach

❑ Program allows a Design/Build delivery (similar to substations)

- DES Program pre-selects qualified contractors through DES RFP system ((12) pre-qualified firms)
 - ✓ Varying expertise & experience to fit different project needs
 - ❖ Our review included qualifications, past working history, and best fit for our project scope
 - ✓ (8) Firms did not have the depth of building systems, general construction, and multi-trade project experience needed
 - ✓ (3) Firms did not have the depth of past similar project experience in coordinating general construction services for non-energy components - Essential for the success of our project
 - ✓ We selected McKinstry (Q2-2020) (Contractor – Energy Performance & General Contracting / Design Build)
 - ❖ Bernardo Wills Architects (Architecture / Engineer)
 - ✓ Chris McCarthy (Project Manager / DES)
 - ✓ Cliff Woods (Project Manager / GPUD EPMO)

❑ Energy Work Guaranteed Maximum Cost (GMAX)

- Energy Work is GMAX Pricing – This is the funding agreement with DES
 - ✓ Contingency is included in the cost (10%) – All parties approve & unused is returned to GPUD
- Contractor is currently assembling the final cost for delivery to GPUD & DES for approval
 - ✓ Anticipated to be \$5.11m (construction contract with DES / funding agreement with GPUD)

❑ Non-Energy Work Cost

- Construction documents assembled by the Team, but bid separately to meet Procurement requirements
 - ✓ Anticipated to be \$2.5m (construction contract with GPUD / construction managed by ESCO Contractor)

Thank You

