

Safety Report

June 2023



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
5/3	Right Knee	Employee was entering the back of a van, stepped in and hyperextended the right knee. The knee hurt but employee was able to walk but after the day went on, swelling was noticed. Safety Dept will follow up with the employee.
5/10	Sore Lower Back	Employee worked for several hours installing an electrical box above a sewer tank to enclose an exposed electrical cable and made several trips up and down the ladder. The overhead height is narrow between the top of the tank and the ceiling. While descending the ladder, employee noticed lower back was suddenly really sore. Walking it off seemed to make it go away after a while. Be mindful of body positioning. Safety Dept followed up with this employee.
5/15	Right hip/lower back	Project/job requires walking across rocks and uneven surfaces. During the weekend, employee started feeling something on the hip and lower back area on the right side. Recommended to stretch and flex before performing an activity on uneven terrain and be mindful of your body's limitations.

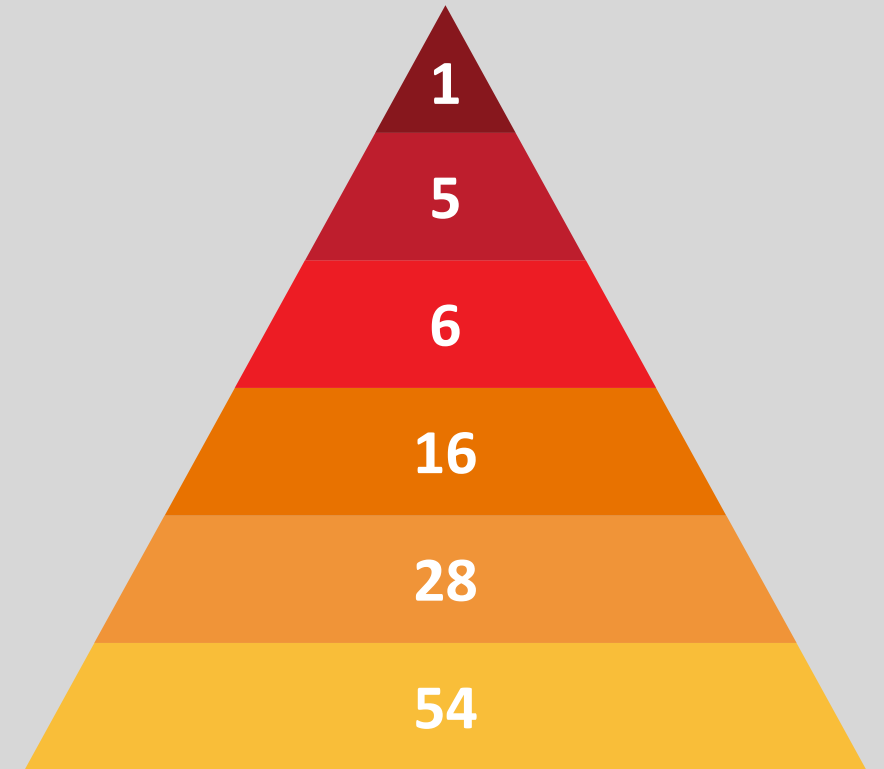
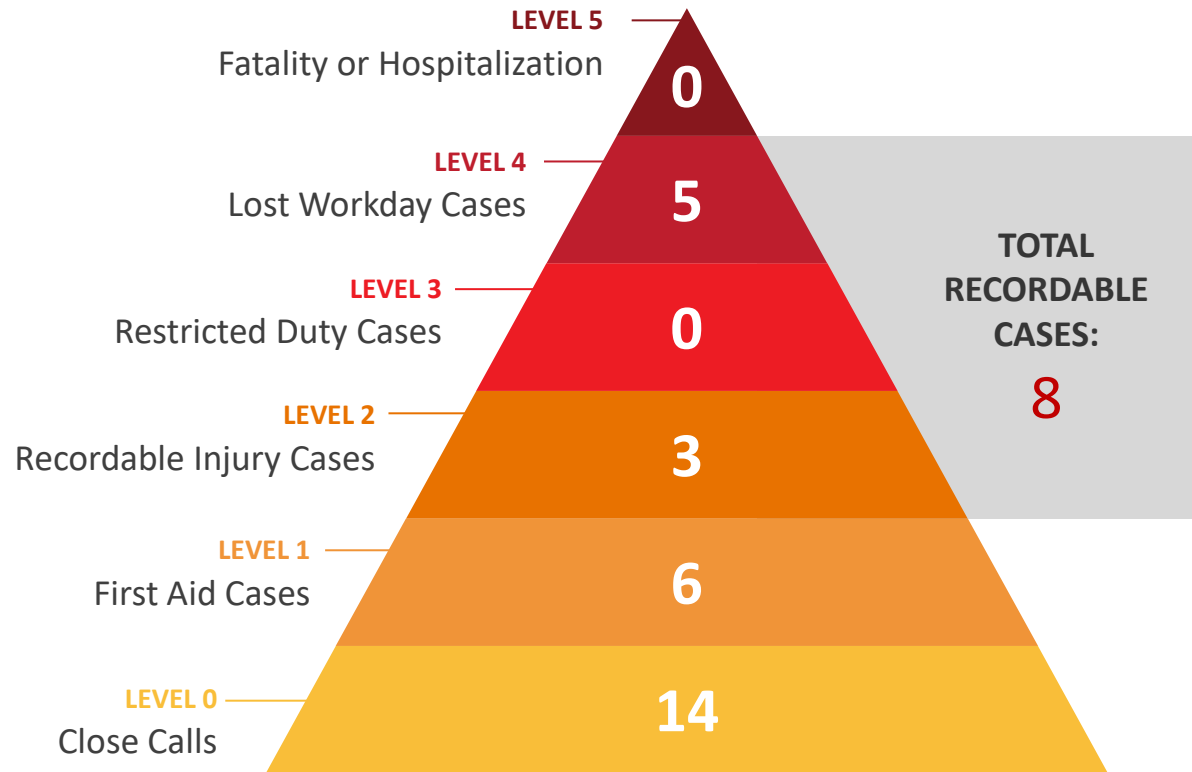


	Last Month	Year-to-Date
Total Injuries Reported	3	12
Recordable Case(s)	0	3
Restricted Duty Case(s)	0	0
Lost Workday Case(s)	0	5

2023 Incidents Summary

VS

2022



Close Calls

Date	Overview	Location	Description & Response
5/11	Switching Incident	Lamb Weston	<p>During switching operations at the Lamb Weston plant, an incident occurred at switchgear #3, by 4. Upon receiving orders from dispatch and a verbal confirmation from the Lamb Weston site representative and dispatch that customer load had been shed, we operated the bay 4 switch and experienced a failure of the switch and a phase to ground incident. This resulted in a near miss accident and damage to the equipment as well as opening Q8 breaker at the Quincy substation on road R. We immediately cleared the area and notified dispatch and our supervisor. Strongly recommend a review of our standard procedures when working with industrial customers as to avoid a similar incident in the future. No injuries were sustained due to PPE being properly utilized.</p>

Close Calls

Date	Overview	Location	Description & Response
5/31	Fuel Test Fitting Failure	ESC Transportation Shop	<p>While troubleshooting a no start condition on a service truck, the fuel pressure test fitting developed and leak and sprayed fuel onto the driver's side of the engine. A small fire broke out under the hood and quick action from the employees resulted in the fire being extinguished very quickly. No damage to the vehicle and no injuries. The test equipment has already been repaired. Reminder to be aware of the location of the fire extinguishers because response times matter in situations like this.</p>

Vehicle Incidents

Date	Location	Description & Response
5/8	WAN Indian Village	A non PUD vehicle on the left bank roadway came around the corner and almost had a head on collision with a PUD vehicle. Reminder of increased traffic due to the construction project. Continue to have situational awareness and pay attention to blind corners.
5/11	ESC Roadway	Employee was headed back to the Ephrata service center with trailer #207 in tow. The time was about 10:30PM, just after passing Road 9 NW, vision was impaired by headlights of a vehicle facing south. As the employee approached the vehicle a herd of goats dashed westward across the road. Stomping the brake pedal in an effort to avoid writing a condition report proved unsuccessful, and two members of the herd were struck. One goat was recovered from below the driver's side floorboards, the second goat was unaccounted for. With the goatastrophe winding down, the truck and trailer were pulled off the road. Inspection of the front of #647 in the dark revealed no evident damage. The Sheriff's deputy responded to the incident and after clearing the scene, employee completed the trip to Ephrata. On arrival the truck and trailer were turned over to transportation for inspection.

Vehicle Incidents

Date	Location	Description & Response
5/18	RCLO Royal Sub	Employee pulled into sub station to help a crew member with a hotline procedure. When completed, employee was trying to leave the area and didn't notice/couldn't see a transformer resulting in it being hit. Action-Bollards will be added to protect the small pad mount transformer. Good reminder of the need for situational awareness and 360 walk arounds.
5/24	WSCC Paint Shop	Employee hit a post outside paint shop and made contact with the front driver's side fender, bumper and headlight. Reminder to maintain situation awareness while operating vehicles and equipment.

Contractor Injuries & Incidents

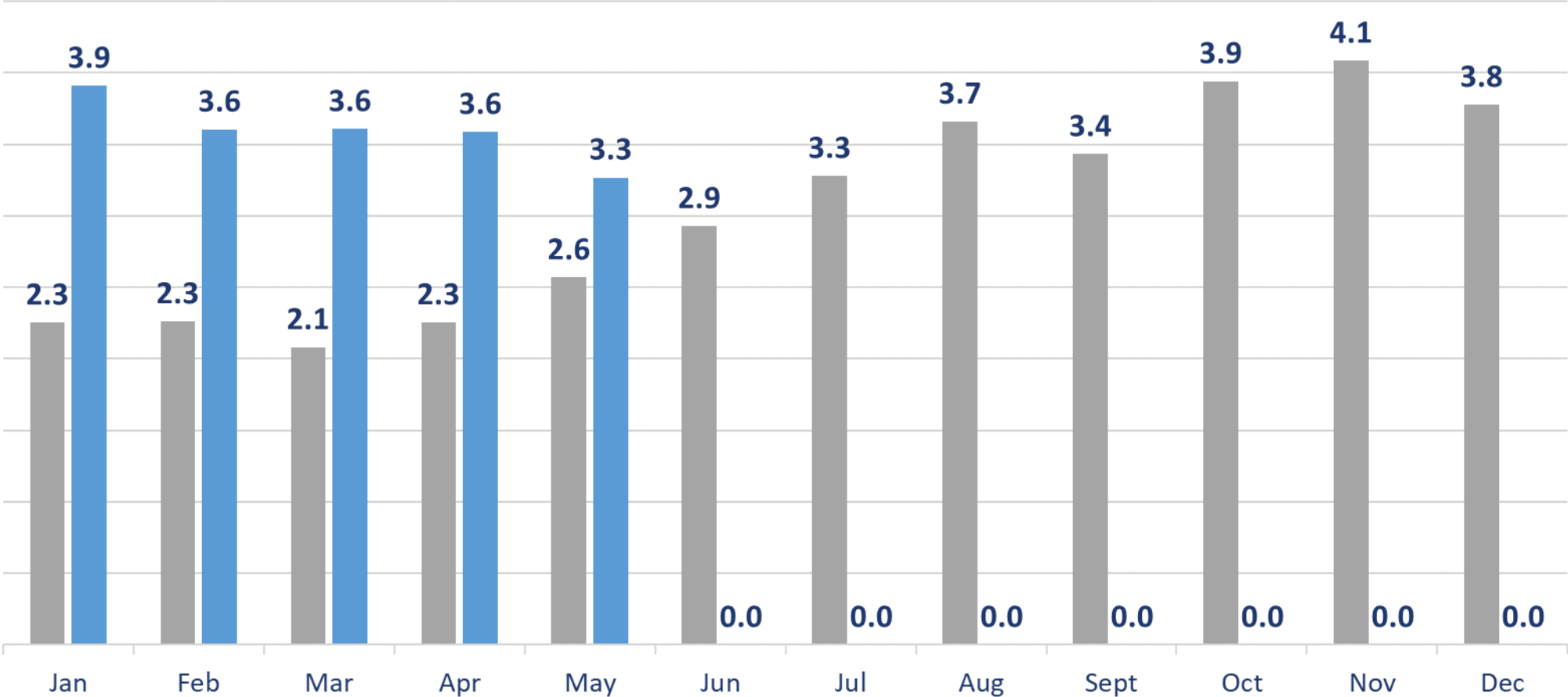
Date	Overview	Description & Response
5/22	Feet Stuck	<p>The transport truck with the turbine shaft was backed into the powerhouse to be off loaded by contractor. Before the shaft cleared the trailer, the high limit was reached and the shaft could not be removed from the trailer. The crane operator began to lower the shaft back down. The crane operator was standing next to the trailer with their toes sticking under it. As the load came down, the trailer pinched their boots to the floor and their feet became stuck under the trailer. The operator was not able to raise the load due to the limit switch still being tripped. A District employee observing the incident was able to untie the boot and the operator pulled their feet out, uninjured. There were no injuries and the crew held a safety stand down. This event highlights the importance of PPE Footwear and reminds us to plan for extenuating circumstances.</p>
5/25	Paint Fumes	<p>The contractor's painting activity in the PRD Erection Bay was causing personnel to question the safety and efficacy of the ventilation. In order to re-evaluate the JHA previously issued, a stop work notice was given to the contractor. After reviewing with the Safety Dept., it was decided that even though the fumes present an annoyance to plant staff, there is no danger present. The decision was made to continue painting when there are fewer employees on site.</p>

Contractor Injuries & Incidents

Date	Overview	Description & Response
5/30	Falling Bearing	<p>While using Crane 1 to move parts for the Turbine Generator Project, a millwright for a District contractor was struck on the brim on their hard hat by a 1.5” bearing that fell from the crane. The contractor inspected the crane for damage that might have caused the falling bearing but found nothing. After further inspection by Plant Maintenance, it was determined the bearing had been left on the crane and was not from the crane’s current active components. No injuries and a great example of wearing proper PPE. An apparent cause evaluation will be performed.</p>

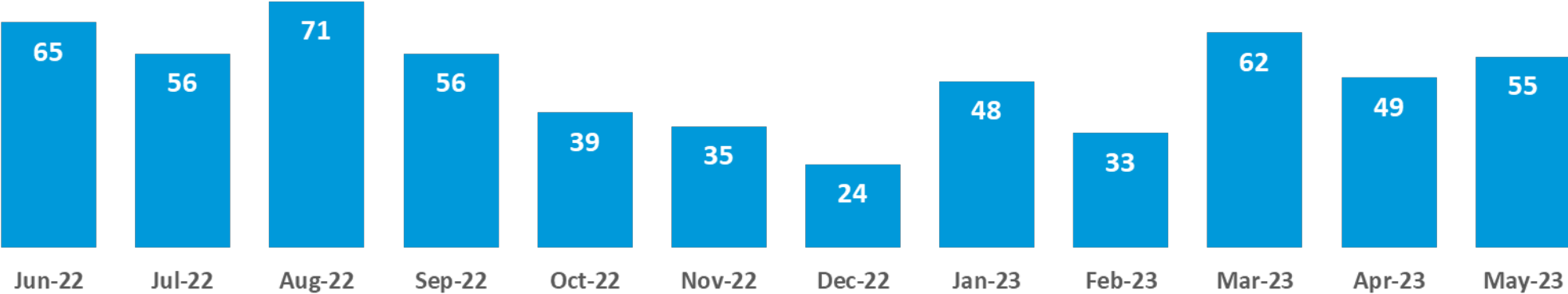
Leading & Lagging Indicators

12 Month Rolling – Recordable Injury Rate – 2022 vs 2023

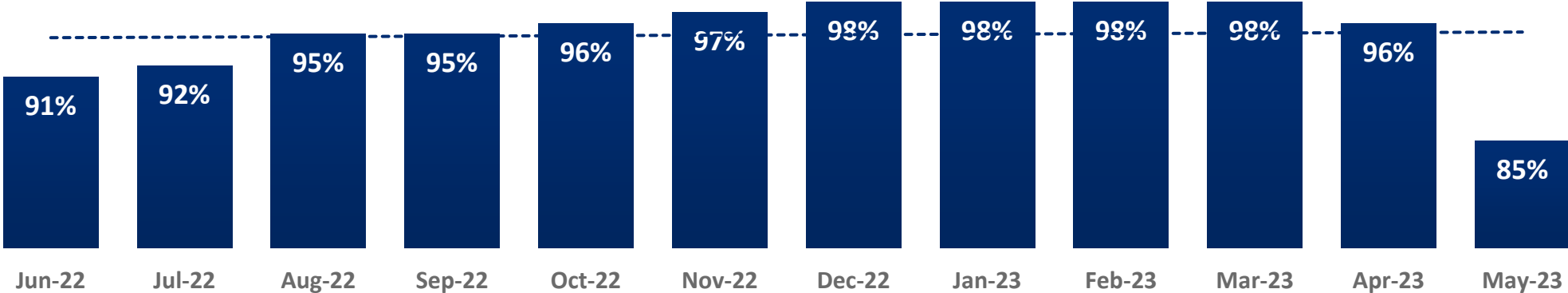


Leading & Lagging Indicators

Jobsite Reviews Conducted



Safety Meeting Attendance



Recordable Injury Projection



Total number of recordable incidents × 200,000
Total number of hours worked by all employees

At the current injury rate, we
will likely record

27

injuries on our OSHA Logs by
the end of 2023.

The “recordable injury rate” is a calculation that describes the number of employees per 100 full-time workers or per 200,00 hours worked that have been involved in an injury or illness that requires medical treatment beyond first-aid.



Open Safety Action Items

Over 60 Days Old

As of April 2023	As of May 2023
Year 2017 = 1	Year 2017 = 1
Year 2018 = 2	Year 2018 = 2
Year 2019 = 1	Year 2019 = 1
Year 2020 = 2	Year 2020 = 2
Year 2021 = 5	Year 2021 = 5
Year 2022 = 2	Year 2022 = 3
Year 2023 = 6	Year 2023 = 6
Month Total = 19	Month Total = 20

**Up 1
total
this
month**

What's an Action Item?

These are safety concerns that can be brought up anytime, including during a safety meeting.



They usually require some sort of further investigation or resolution, so they are assigned and tracked to make sure they're followed up on.

Thank You!



Safety@Grant

Safety

Safety Update – Q2 2023



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2023 Goals & Programs

- **Contractor Safety Program**
- Stay at Work Program
- Job Hazard Analysis
- Update of Safety Policies and Procedures
 - Electrical Safety Procedure
 - Confined Space Procedure
 - Hearing Conservation Program



Contractor Safety Program

Project Description:

Update and implement a structured program which will provide guidance, expectations and process for applying GPUD safety standards and requirements to contractors working on our projects.



Contractor Safety
Program progress
update

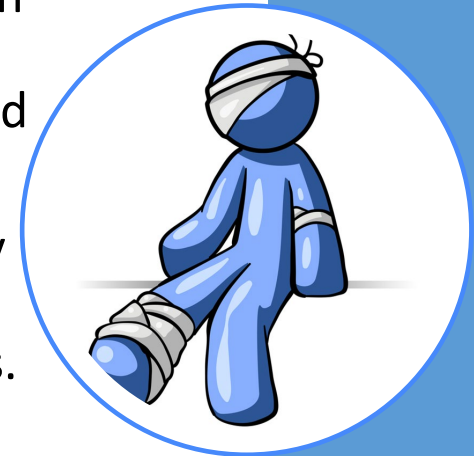
The program is live as
of 6/1/2023 and
owned by Safety.



Stay at Work Program

The Safety Department is working in partnership with HR to update and maintain the required documents for LNI's - employees Stay at Work program, after reporting an injury which results in restricted work activities. We have completed the following items:

- Safety continues to work with HR and Operations on placement of Light Duty Workers
- Reviewing options for light duty work from all Supervisors in all Departments.
- Using results from 2016 L&I Vocational Rehab documents and comparing to current light duty documents for any necessary updates.
- A draft of a Stay at Work Policy is ready to be shared with stakeholders for input and refinement.
- The resulting policy will be sent to labor management for input and refinement
- Documents will be uploaded to HR platform once finalized.





Job Hazard Analysis

- Safety is working with our Continuous Improvement Team to evaluate and enhance our current Job Hazard Analysis (JHA) Program and our Pre-Job Brief Program across the District.
- Current tasks::
 - Refinement of JHA tools and Pre-Job Brief forms.
 - Development of training materials and a training plan.

Safety Policy Review Efforts



Published Documents	Documents in Revision Process
Outdoor Heat Stress Program v.5	Working On, Over, Or Near Water
Grant PUD Safety Steering Team Charter	Lockout Tagout Program
Accident Prevention Program	Policy on Safety Policies, Programs, Plans and Procedures
Confined Space Program	Scaffold
Workplace Ladder Safety	
Evacuating A Grant PUD Facility	
Personal Protective Equipment (PPE)	
Safety Toe Boot Request Form	
Prescription Safety Eyeware Request	

Additional Safety Policy Review Efforts

Safety Programs Under Significant Update

- Electrical Safety Procedure
- Hearing Conservation Program
- Crane Safety Program



DAY

June 08th Grant County Fairgrounds

Moses Lake, WA

I think we had a great event and next year will be better



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PRD Turbine Upgrade Project

Contract 430-4045 Voith Labor Change Order 11 – May 2023

JT Wallace, EPMO/Voith Labor D.R.



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Background

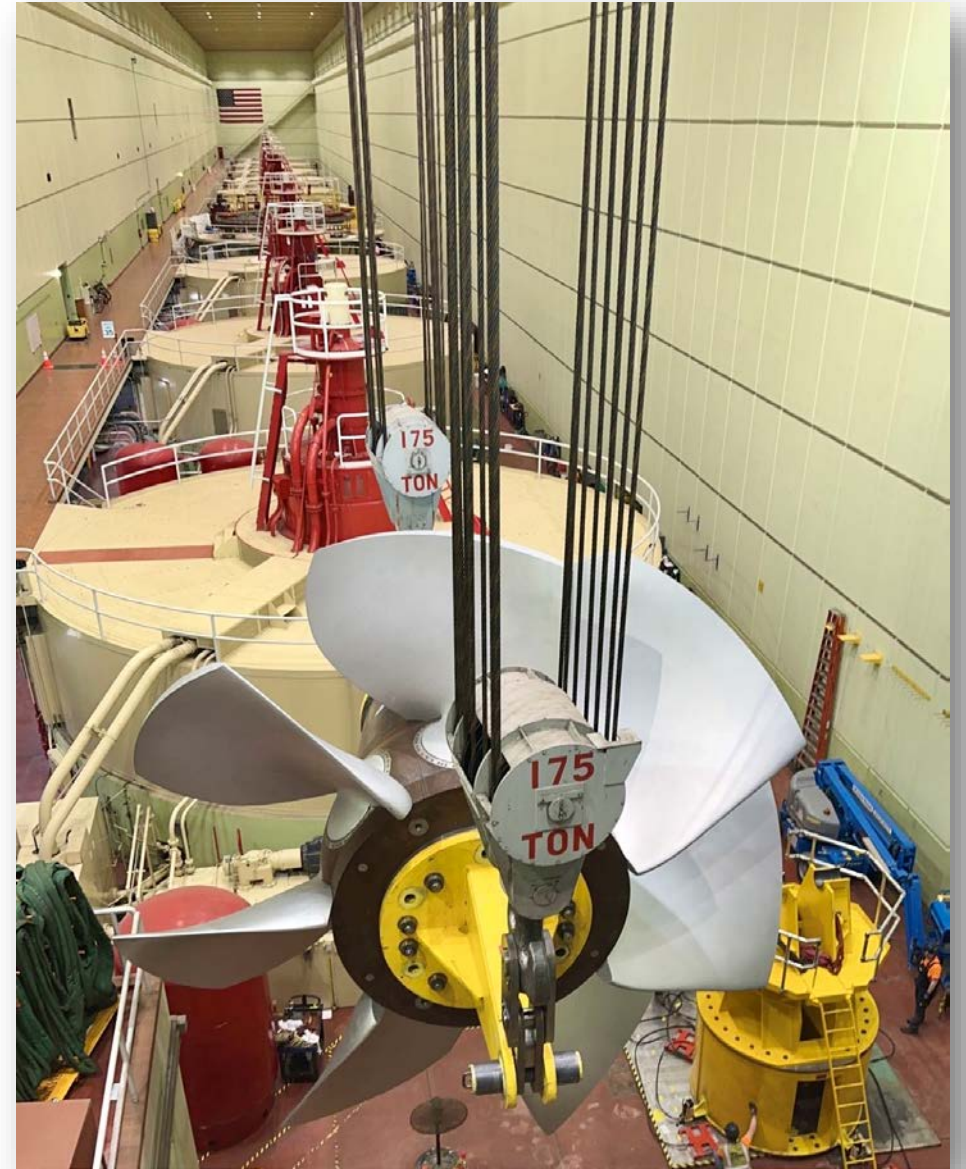
Project initiated to rehabilitate the ten units at PRD

Project consists of three primary contracts

- Onsite labor 430-4045 (Voith Hydro, Inc)
- Generator refurbishment and supply 230-3737 (GE/Alstom)
- Turbine supply 230-2583 (Voith Hydro, Inc)

Labor contract 430-4045 awarded to Voith Hydro, Inc. on February 9, 2016

- Time and Materials Contract
- Garrett electric subcontracted by Voith



Proposed Change Order Summary

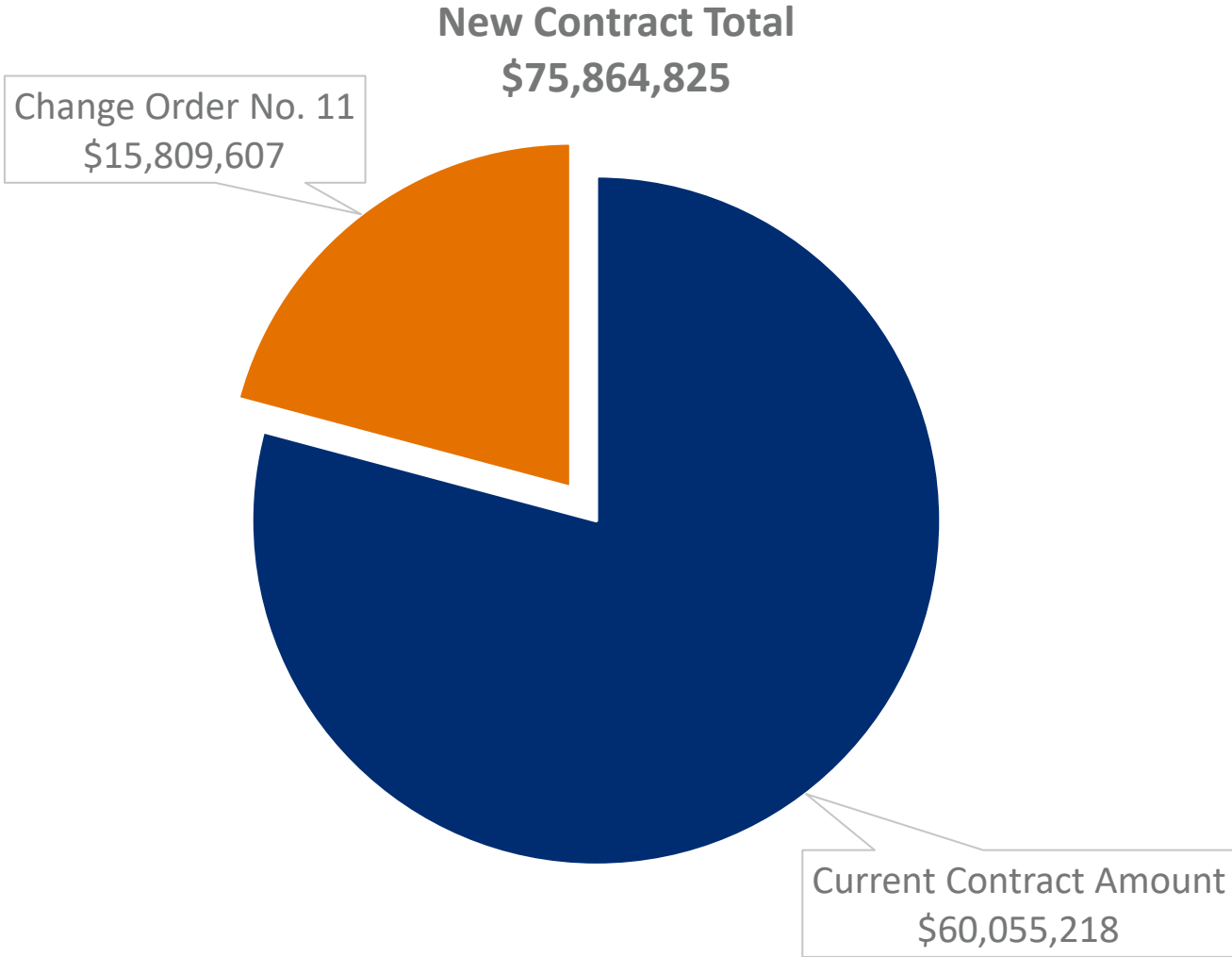
Proposed change Order No. 11 on contract 430-4045

For Unit 6

- Future units will require additional change orders
- Labor costs to disassemble, rehabilitate, and re-assemble the unit

Amount Requested **\$15,809,607**

New contract total **\$75,864,825**



Scope Changes and Additions



Baseline Hours 58,282



35 Changes/Additions



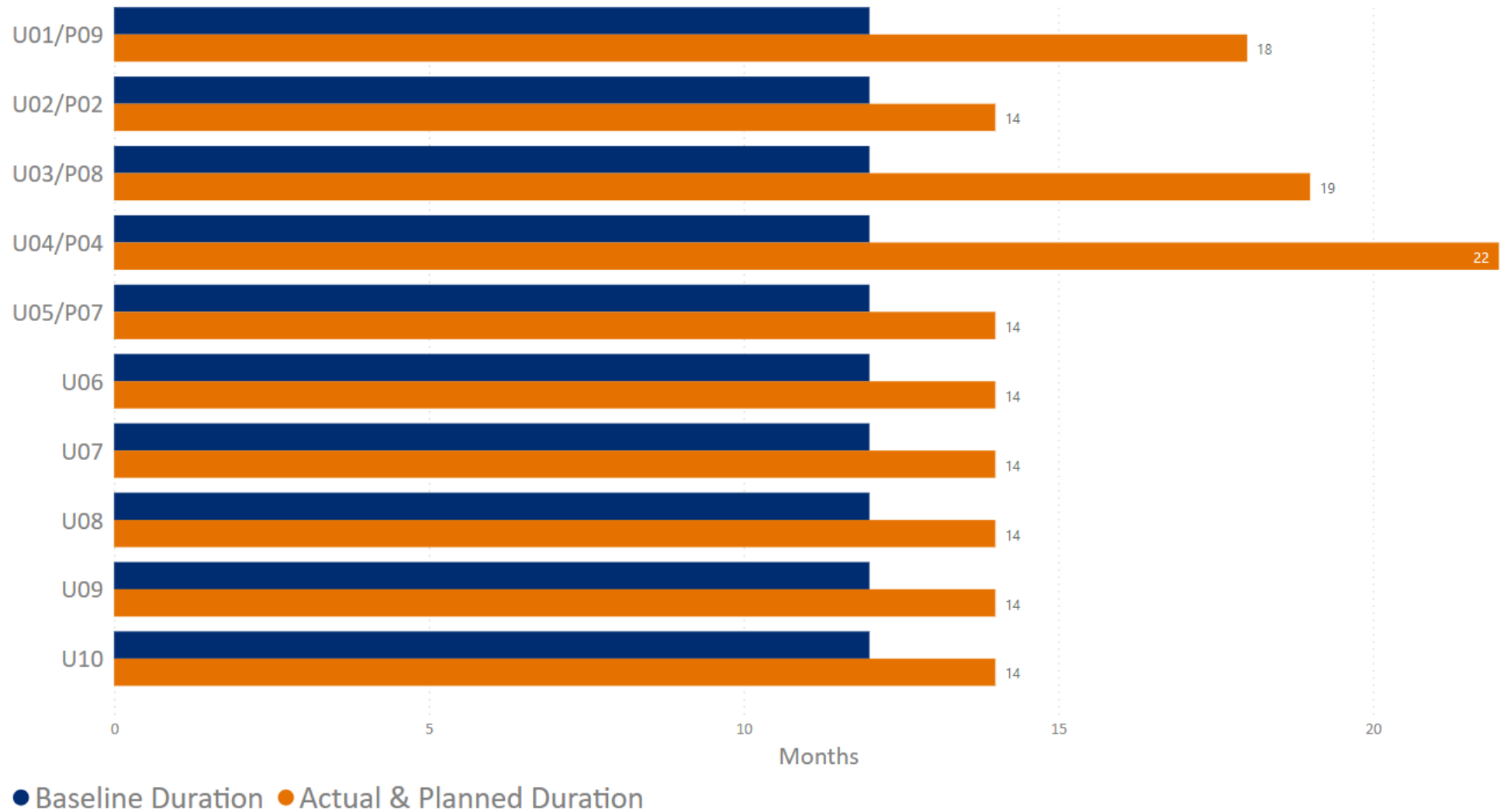
35,800 Additional Hours



**61% Increase Totaling
94,082 Hours**

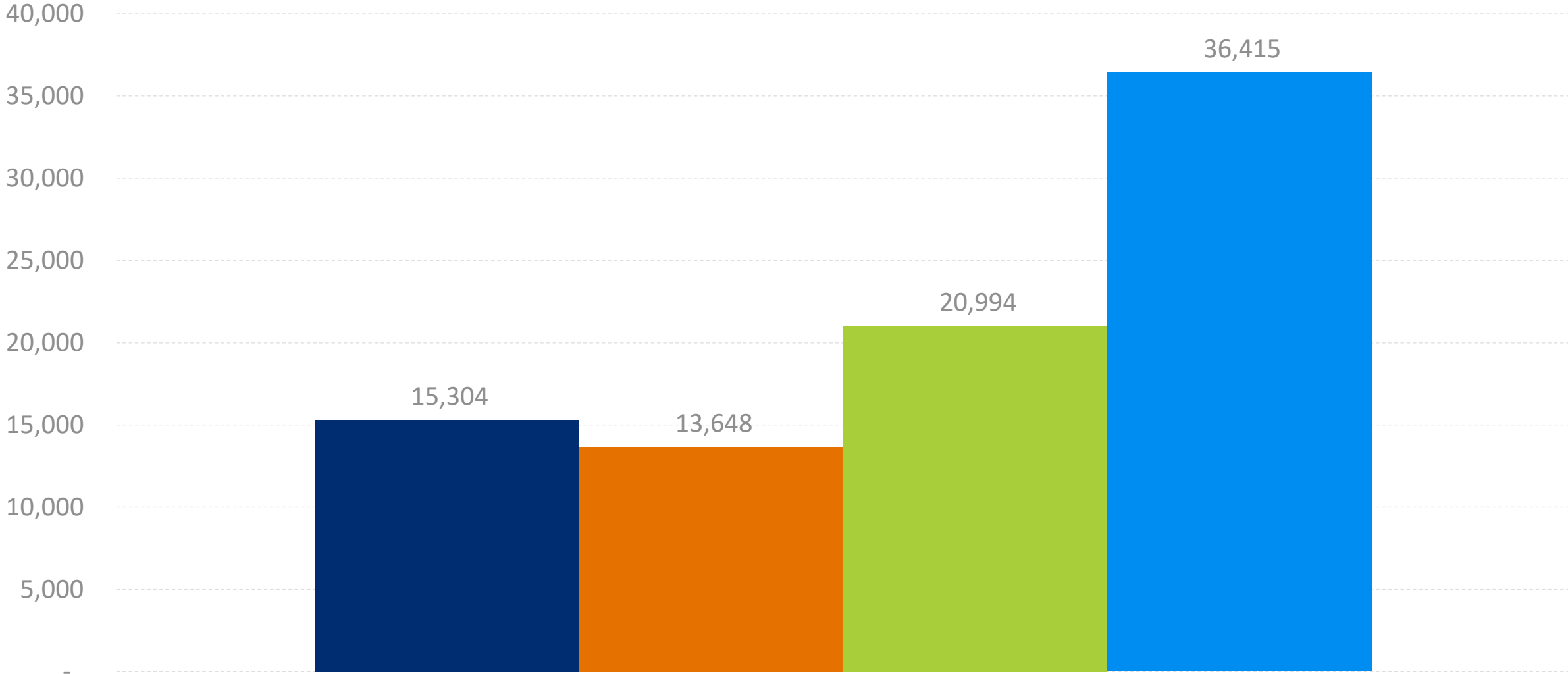
Scope Changes/Additions	Hours
Underestimated Original Scope	16,250
Confined Space Rescue Coverage	3,500
Outage Preparation Between Units - (Global-004 - This Gets Used For Other Activities Too)	3,500
Headcover Work (OHC Install For Line Boring) - (REH-011C)	1,400
Draft Tube Work (Anchors For Maintenance Platform) - (REH-005)	1,320
Install New Stator Cooler, Piping And Grating (REH-028)	1,040
Thrust Bracket (Prepare For Shipping) - (SHP-010)	1,000
Thrust Bracket Work (Inspection And Weld Repair) - (REH-023)	1,000
New Farval Pump And Tubing - (REH-002P & REA-002P)	800
DC Buss Modifications - (E-007R & E-007A)	570
Iso Phase Bus - (E-002R)	500
Install New Hi-Lift Piping And Brake Piping - (REH-002L, REA-002L, REH-002M, REA-002M)	460
Welding On Pit Liner Drain Trough, Unit-Strut (REH-004A)	400
Fabricate And Install New Deck Above Turbine Bearing (REH-012A & REA-019B)	400
Prepare, Ship And REceive Parts For Lead Paint Removal At Off Site Shop - (SHP-011 & REC-011)	360
New Turbine Bearing Oil Circulation Pump And Filter - (REH-011E4, REA-002B)	320
Foreman Hours	300
Thrust Bracket (Deck Between Arms) - (REH-023B)	300
Air Piping Modifications (Vacuum Breaker Valve And Pipe) - (REH-011D)	300
Install New Sump Air Worley Pump And Piping - (REH-011E3, REA-002G)	290
Co2 Piping On Ds Side Generator Barrel - (REH-002R & REA-002R)	260
Packing Water Supply & Air On Ds Wall - (REH-002F & REA-002F)	240
Mechanical Training - (M-000T)	210
Air Housing Work (Access Door) - (REH-027)	200
Thrust Bracket (Assemble Hub And Arms) - (REH-023A) & (REC-010)	180
Air Piping Modifications (Shut Off Valve And Pipe) - (REH-011G)	160
Install New Oil/Water Separator Pump, Piping And Tank - (REH-002O)	100
Oil Totalizer Meter For Governor Sump Oil - (REH-002J)	100
Electrician Training - (E-00T)	100
Water Gallery Instruments - (E-016R)	100
Turbine Bearing New Oil Level Gauge Modifications - (REH-011I)	80
Co2 Covers In Upper Bracket (Only One Section Of REA-025)	60

Total Project Durations



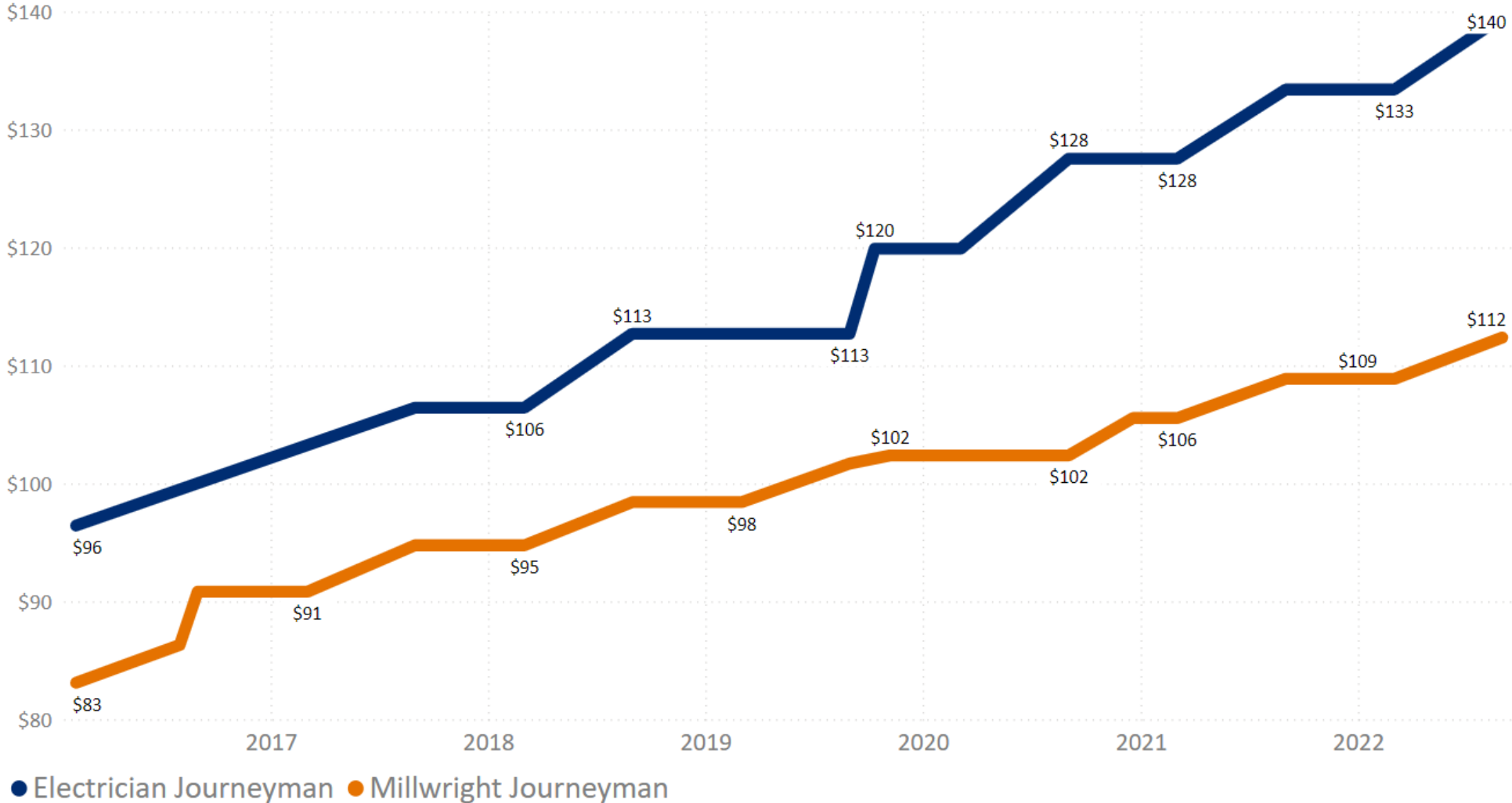
Unforeseen Delays

Unit 1 Unit 2 Unit 3 Unit 4

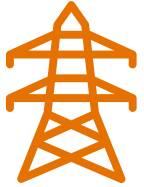


Delay Man Hours

Base Wage Escalations



Justification



Reliable power for Grant PUD's ratepayers for generations to come



Solidified Project Schedule and Scope



Implemented liquidated damages for quality errors



Continued project efficiencies with the implementation of the EPMO



Unit-by-Unit Change Orders

May 2023

Unit 6
Change Order

July 2024

Unit 7
Change Order

Sept 2025

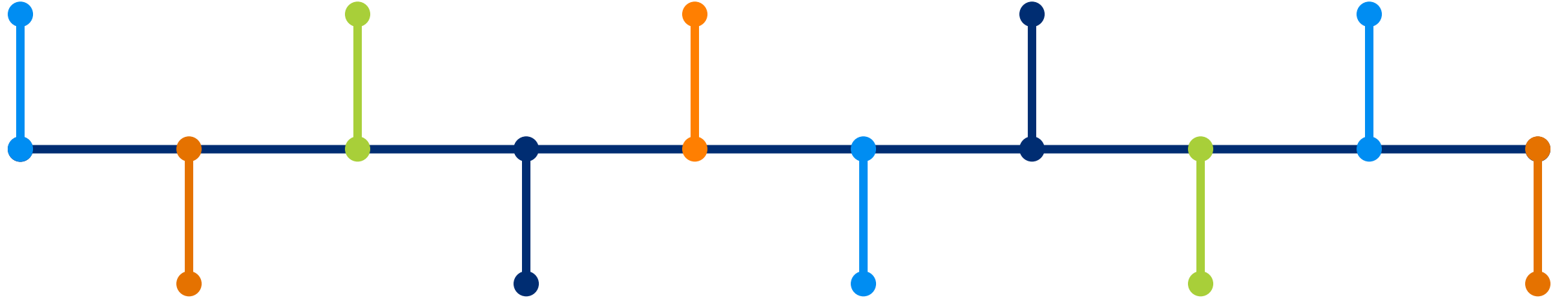
Unit 8
Change Order

Nov 2026

Unit 9
Change Order

Jan 2028

Unit 10
Change Order



Dec 2023

Unit 6
Construction Start

Feb 2025

Unit 7
Construction Start

April 2026

Unit 8
Construction Start

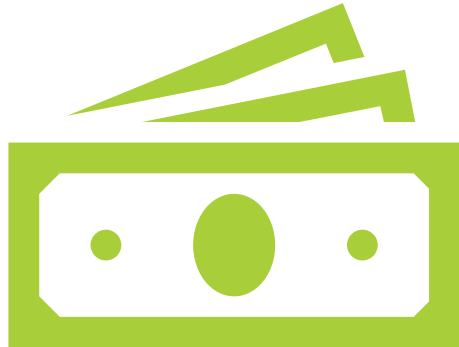
Jun 2027

Unit 9
Construction Start

Aug 2028

Unit 10
Construction Start

Financial Considerations



Unit 6 outage budget

- Starts December 2023 - return to service January 2025

Total Cost **\$15,820,834**

- On-site labor costs \$11,694,408
- Overtime costs \$451,861
- Management site coverage \$1,388,879
- Contingency reserve for any unforeseen requirements \$2,285,686

Rebidding to a Fixed-price contract would result in higher overall project costs

- Reported in a third-party audit conducted by McMillian Jacobs

Recommendation

Commission approval of Change Order No. 11 to Contract 430-4045 with Voith Hydro, Inc for the labor costs to disassemble, rehabilitate, and re-assemble Unit 6 of the Priest Rapids Dam turbine/generator upgrade project to **\$15,820,834** for a new revised contract total of **\$75,876,052**.





Questions?

Thank You



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Enterprise Project Management Office

Power Delivery Projects

West Canal & Quincy Foothills Substation Construction Contract Award June 27th, 2023



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Project Summary

West Canal

West Canal will deploy (2) Two 41 MVA transformers that will provide (10) ten 20MVA capacity 3-Phase feeds each for serving a total of 40MVA of Load and 40 MVA of redundant electrical service.

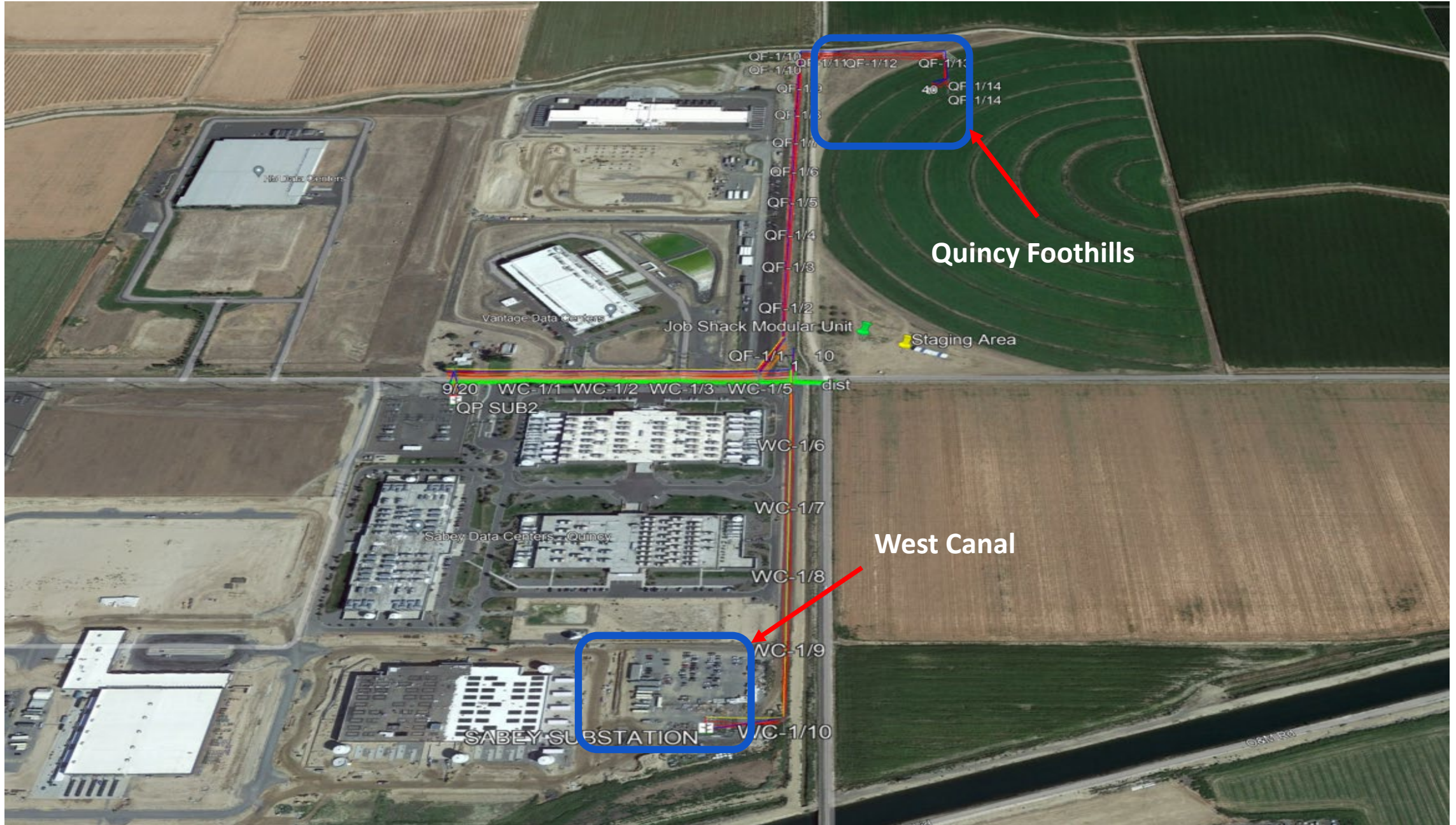
Substation property has been deeded to GCPUD for construction and maintenance needs.

Quincy Foothills

Quincy Foothills will deploy (2) Two 41 MVA transformers that will provide (8) eight 20MVA capacity 3-Phase feeds each for serving a total load of 60MVA with 20 MVA left for future use.

Substation property has been procured by GCPUD. This property (88 Acres) will also support the future Monument Hill Switchyard under the QTEP program.

Project Locations Quincy Foothills / West Canal



Potelco Background

Potelco (QISG) has done a significant amount of work for GCPUD on DB2 projects including Burke re-build and Randolph Substation construction.

Potelco's services include:

- TRANSMISSION
- DISTRIBUTION
- SUBSTATION / SUBSTATION CONSTRUCTION
- RENEWABLE POWER
- UNDERGROUND UTILITY CONSTRUCTION
- ENERGIZED SERVICES

Potelco is Low Bid on West Canal and Quincy Foothills Substation Labor Contracts

West Canal Substation received three (3) bids for the West Canal Substation Labor Contract work

Potelco, Inc.	\$5,698,480.00
Palouse Power, LLC	\$5,793,370.17
Michel's Pacific Energy	\$6,773,594.89

Quincy Foothills Substation received two (2) bids for the West Canal Substation Labor Contract work

Potelco, Inc.	\$7,068,900.00
Palouse Power, LLC	\$7,635,918.43

Project Status

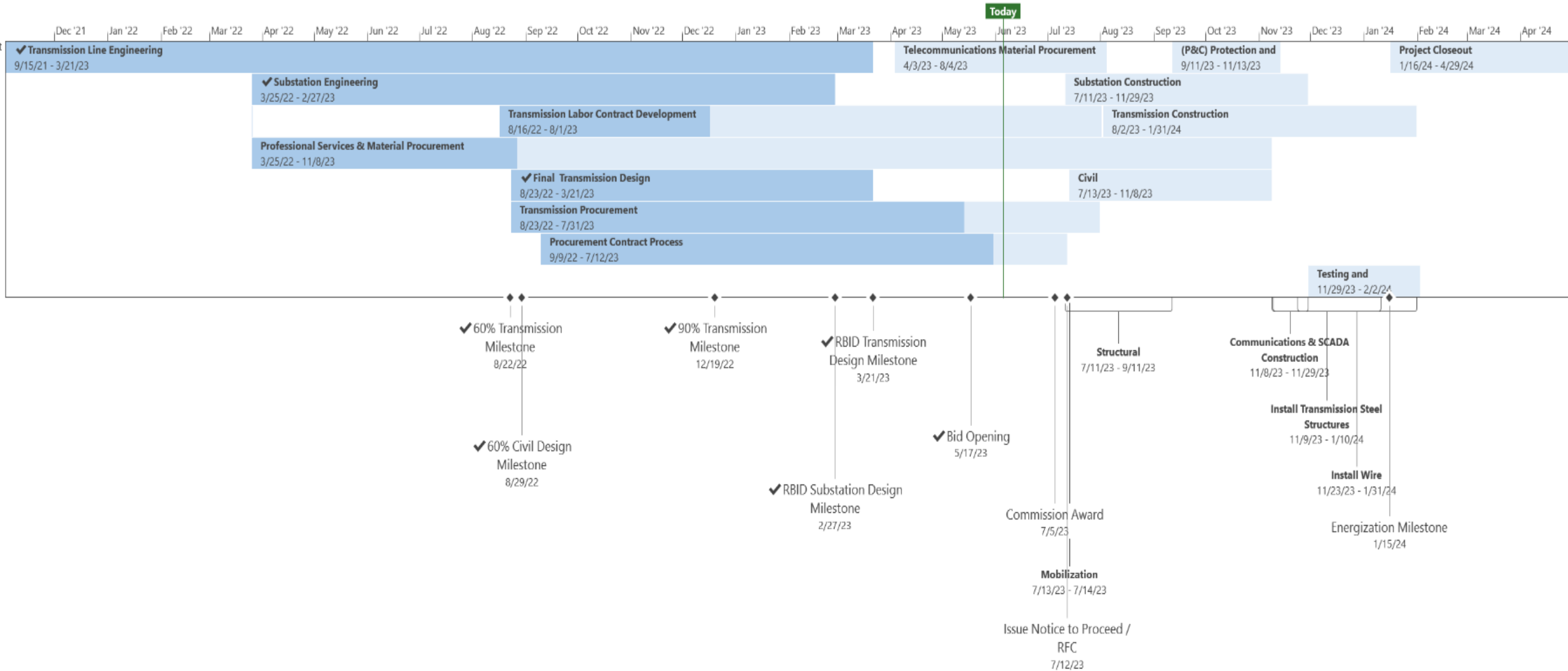
West Canal

- Successfully completed the Planning Toll Gate Phase Review on 19 January 2023.
 - Toll Gate Review validates team is ready to move forward in the Execution Phase of the EPMO Project Management Framework and initiates the construction labor procurement process
- Contract Bid Opening:
 - Original– 13 April < 15% of Engineering Estimate
 - Rebid – 17 May
- Completed Execution Kick-Off Meeting with Project Team

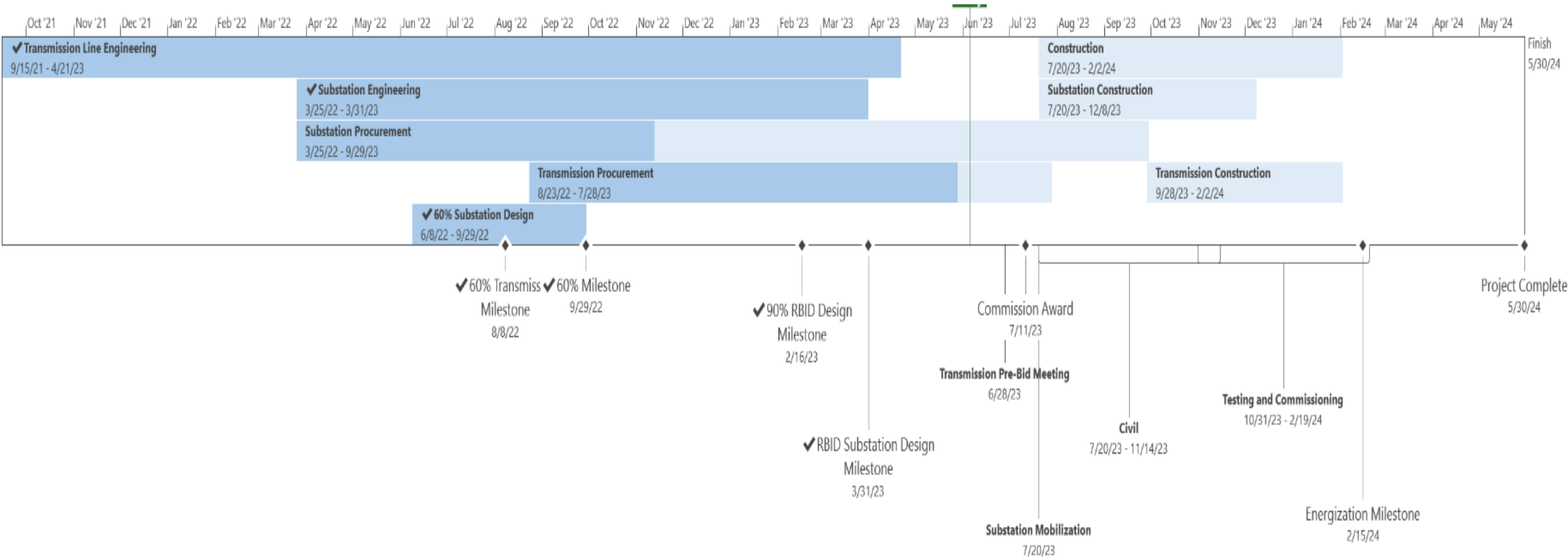
Quincy Foothills

- Successfully completed the Planning Toll Gate Phase Review on 20 March 2023.
- Contract Bid Opening: 31 May 2023
- Completed Execution Kick-Off Meeting with Project Team

Project Timeline – West Canal



Project Timeline – Quincy Foothills



Major Milestone Dates

Project	Mechanical Completion	In Service
West Canal Substation	30 Oct 2024	15 Jan 2024
Quincy Foothills Substation	30 Nov 2024	15 Feb 2024

Project Costs – Actuals through May 2023

Contract	Approved Spend	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	Invoiced to Date
West Canal	\$14,598,324	\$126,966	\$1,292,542	\$1,760,146	\$3,179,654
Quincy Foothills	\$15,429,400	\$827	\$764,094	\$1,315,576	\$2,080,497

Approval request

West Canal Substation Labor Contract

- Client has already executed contracts with its customer to provide Data Center services and is expecting Grant PUD to construct these facilities in a timely fashion to support their 40 MVA Data Center.
- The consequences of not completing this project is the failure to grow load at the minimum rate required to maintain stable rates.
- The greatest risk is not completing the West Canal Substation facilities to support this load is losing this incremental load to one of their other campuses and decreasing their satisfaction with Grant PUD.
- This project will result in multi-millions in value over its life and does not require any incremental debt or cash for construction.

Quincy Foothills Substation Labor Contract

- Client is currently making commitments to its customers for Data Center Services expecting Grant PUD to construct the Quincy Foothills facilities in a timely fashion to support their 60 MVA Data Center.
- Without Client's load, Grant PUD runs the risk of not growing revenues as planned causing a revenue shortfall equal to the revenues from this facility which will negatively impact the future economic value of QTEP.
- This project has a very high return on investment as the customer provides a contribution to offset all customer related capital expenses resulting in many millions of dollars in value over its life without any incremental debt or cash for construction.

Questions?

Thank You



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Employee Experience QBR

Q2 2023

Agenda

- 1. Organizational Linkage**
- 2. 2023 Priorities**
- 3. In-Flight Programs/Projects**
- 4. Ongoing Performance Metrics**

01

Organizational Linkage

Aligning the work of the team with the needs of the organization

Organizational Objective 2

OBJECTIVE 2

DESIGN AND SUSTAIN AN ENGAGING & FULFILLING GRANT PUD CULTURE

Workplace culture is the infrastructure that guides how we function. Business outcomes, such as safety, compliance, financial results, and operational excellence, all hinge on a healthy workplace culture that supports people. We continuously design our culture so every role has purpose and every employee has value. We make meaningful investments in our workforce. We encourage transparent and authentic communication, and engage our teammates with respect and empathy.

STRATEGIES

- Reinforce commitment to the Code of Excellence
- Recruit, develop and retain a best-in-class workforce
- Sponsor a vibrant employee association
- Establish a deliberate, continuous learning strategy aligned to business outcomes
- Implement the ADDIE instructional systems design framework for training
- Articulate and reinforce our desired leadership culture
- Deliver industry-leading educational reimbursement programs

KEY METRICS

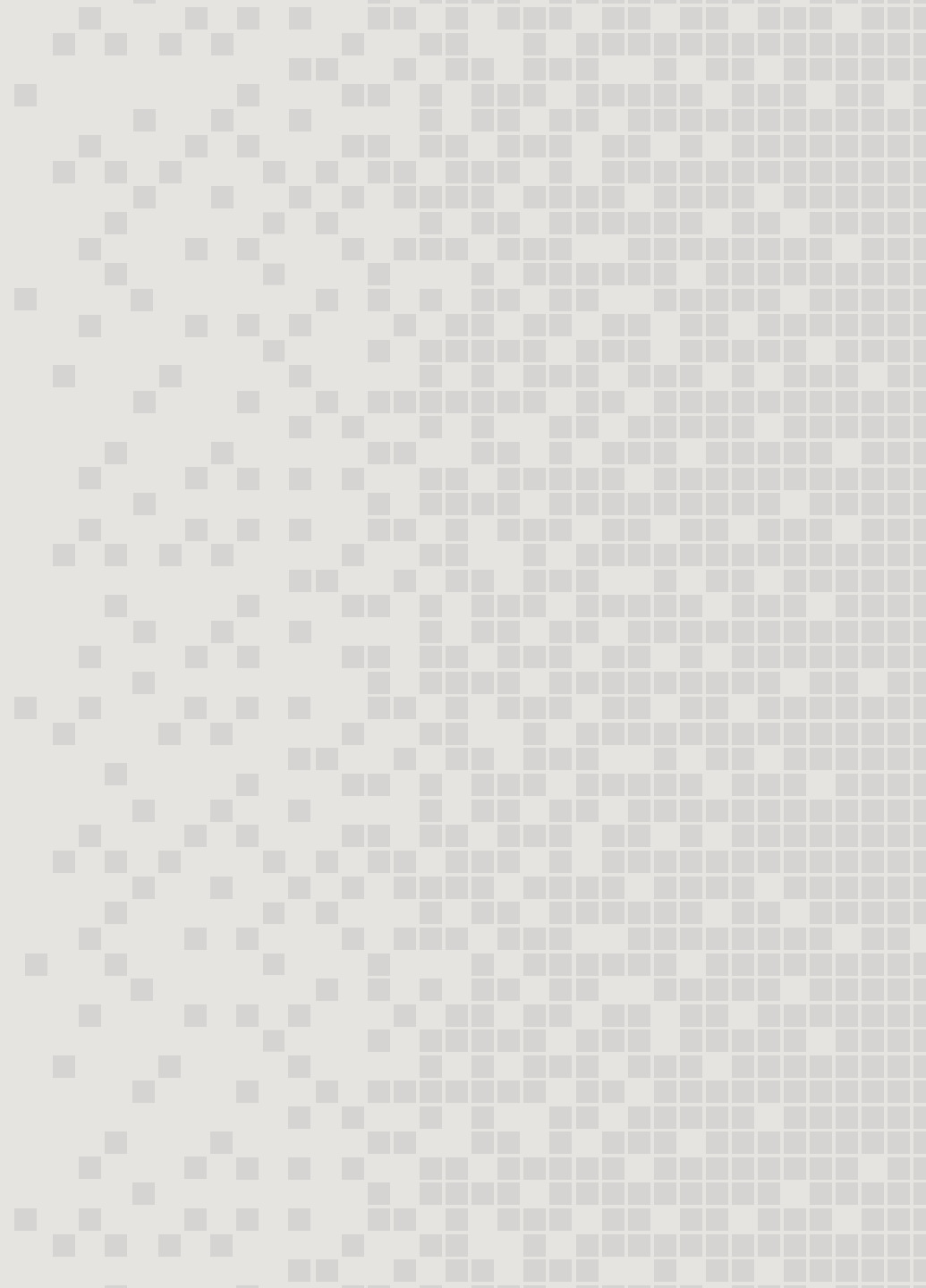
- Organizational Health Index
- Employee Engagement Assessment
- Educational Reimbursement Target
- Training Effectiveness Assessment
- Establish a holistic approach to employee wellness



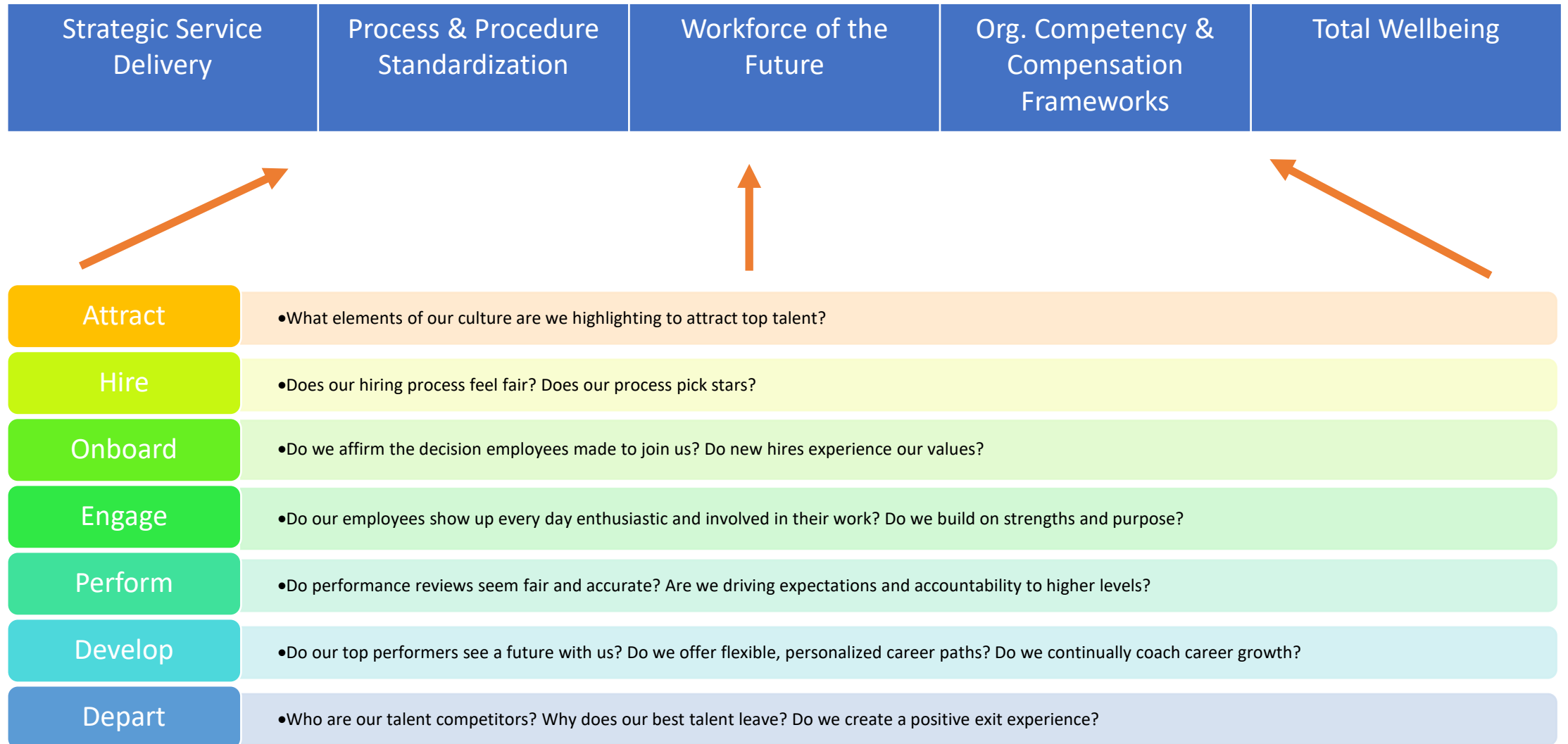
02

2023 Priorities

Employee Experience



2023 Employee Experience Workplan



03

In-flight programs/projects

Organizational Development Updates

▪ Educational Reimbursement Policy Updates

- Updates in flight, policy changes and communication coming soon.

▪ Employee Appreciation Day Planning Underway

- Event scheduled for September 21st.

▪ Orange & Blue U (Emergent Leader Program)

- Pilot Team continuing through program.

▪ Employee Recognition Program & Policy Update

- Policy under development and internal review. Planning to align policy with new software functionality.

▪ Gallup Q12 Action Plans

- Process includes Dialogue and Collaboration across all departments at Grant (As of 06/01/23).

Legend	Status	
68	Action Plan in Gallup/Access	71%
21	In Development Stages	22%
6	Action Plan Not Started	6%
95		99%

EMPX Action Plan

[MARK AS COMPLETE](#)[MORE ▾](#)

Employee Engagement Survey - 2022 - Q12 - Whole Organization 9-29-2022-16:41:19 | Stredwick, Thomas R.

DUE DATE	TASKS	ISSUES	STATUS	CREATED
DEC 29, 2023	5	0	ACTIVE	JAN 09, 2023

[Overview](#) [Tasks](#) [History](#)

Plan Details

GOAL

Ensure team members understand complementary intersections in their work.

TOPICS

- Collaboration
- Engagement
- Expectations

DESCRIPTION

We want to better understand the roles that we all play in the organization. As a newly-merged team we want to understand one another's respective work and find ways to enhance partnerships and collaboration.

RELATED ITEMS

- Q01. Know What's Expected
- Q03. Opportunity to do Best

Orange & Blue U

- **Opportunity for Commission to Engage in Q4**
- **2023 Pilot Participants:**
 1. **Molly Hill**, Engineer
 2. **TJ Hossele**, Facilities Electrician
 3. **Mindy Klingenberg**, Project Coordinator
 4. **Casey Raab**, Power Systems Electrician

Done/Started:

Industry insight sessions: Lisa Karstetter, Brant Mayo, Mentorship, Power Production/Deliver tour, Leading@Grant, & Coaching.



Photo taken at Priest Rapids Dam during the Power Production Tour.

Next:

Gallup's Boss-to-Coach journey, WPUDA Industry Insight session, Leadership Summit, Willamette University 'capstone' to the Commission and Exec Team.

HR Updates

- **Code of Ethics Update & Trainings**
 - New Code of Ethics effective 6/1/23.
 - Open office hours were held at Priest Rapids, Wanapum, Ephrata Service Center, EHQ, Moses Lake Local Office, and Moses Lake Service Center for Q&A and a policy overview.
- **Focusing on redundancy within key functions as demonstrated through hiring this year.**
 - Onboarding new hires: Heather Peters (Payroll Specialist back fill), Deana Studnicka (Benefits Specialist back fill), Carrie Lnenicka (HRIS Analyst), Rebecca Grant (HR Coordinator), and Haley Berryman (Wellness Specialist).
- **Continuous Improvement (CI) HR Procedures Project**
 - HR is partnering with CI to process map all payroll and HR processes.

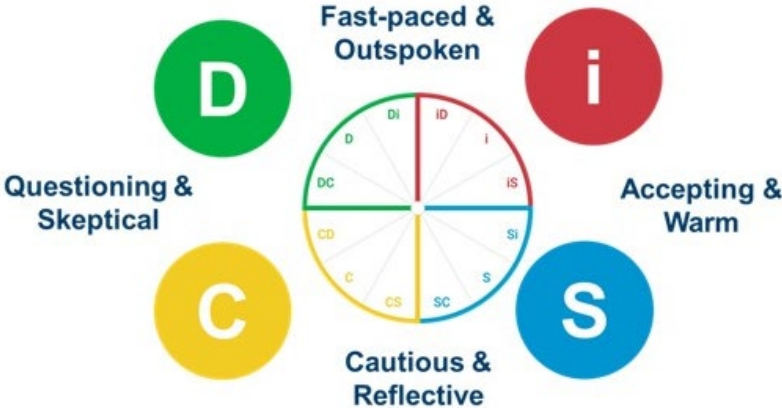
Learning & Development Updates

Core Leadership Training

- Leading@Grant – Leading others for new and future leaders
 - Workshop given twice a year
- Working@Grant – Leading self for new hires
 - Workshop given every quarter

DiSC Behavior Styles Workshops

- Incorporated in @Grant series
- L&D facilitated for Teams and Functions



follow-up training
discussions
Great content
Teams
Thanks for the class
learning material
decline calls
Brandy and Chris
travel time
Thank
advantage of time
day
training
time class
group discussions
experience
great
time management
ot be condensed



relation to the neuroscience
pleasantly surprised
greater effort
thoroughly enjoyed environments
people
training helpful
team
Great training
ton
No this team
Good training
aspect of this training
Snacks
nail video
rest of my team
great job
awesome touch
insight of the DiSC
adaptive behaviors

Learning & Development Highlights

▪ Office 365 Live / Virtual Training

- Excel Essentials / Excel Calculations and Charts / Excel Databases
- Simplify and Get More From Outlook
- Fast Start to OneNote
- Reuse Microsoft Content

▪ PD Confined Space Rescue Program

- Advanced First Aid (pictured)
- Confined Space

▪ Developmental Opportunities coming up

- 7 Habits (Pictured)
- Speed of Trust
- Crucial Conversations
- MARC Labor Relations
- Intro to Public Speaking



Code of Excellence Highlight: Teamwork

1. Teamwork.

Our Commitment: *We are not all the same and believe that is what makes teams great. We value the differences in who we are, perspectives we hold and ways we think. We recognize that fulfilling our mission requires intense focus, so we believe it is important to make space for everyone, not take ourselves too seriously, and enjoy our time here with one another.*



Diversity, Equity, Inclusion & Belonging (DEIB)

Executive Team Desired Outcomes:

- Create a more diverse workforce that is reflective of the demographics of our service territory.
- Build DEIB competencies across all levels of the organizational structure.
- Audit existing organizational systems, structures, strategies, skills, styles, shared values through a DEIB-informed lens to inform ongoing organizational improvement opportunities.

Phase 1: Data Review & Collection (Q3)

1. 3rd party vendor selected to support work.
2. 1x1 Stakeholder Interviews with Executives
3. Executive Team Alignment Sessions
4. Stakeholder Focus Groups & Interviews
5. Review of organizational workforce demographics to understand current-state.
6. Written report provided to all stakeholders
7. Affirmative Action Planning (data collection and data inputs).

Phase 2: Data Interpretation (Q3)

1. Understanding of Current-State & potential areas of impact
2. Articulation of Desired Future State
3. Long-term resources identified to sustain the work
4. Scope of strategy work clarified

Phase 3: Program & Strategy Development (Q4)

1. Strategy distilled & documented
2. Organizational interventions identified
3. Training pathways developed

04

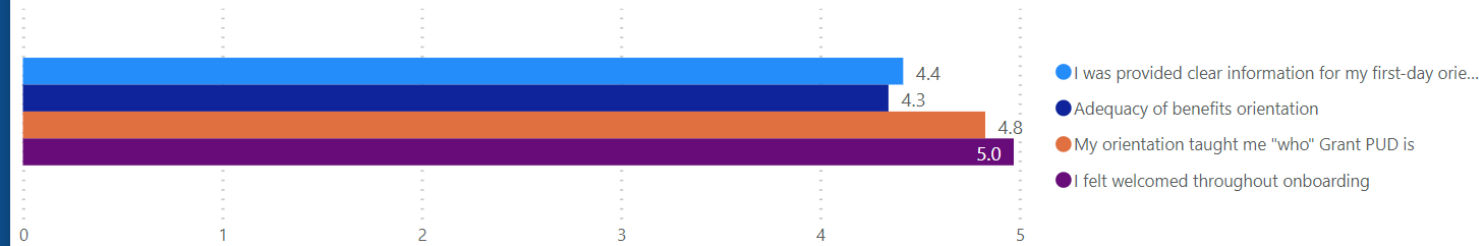
Ongoing Performance Metrics

As of 06/01/23



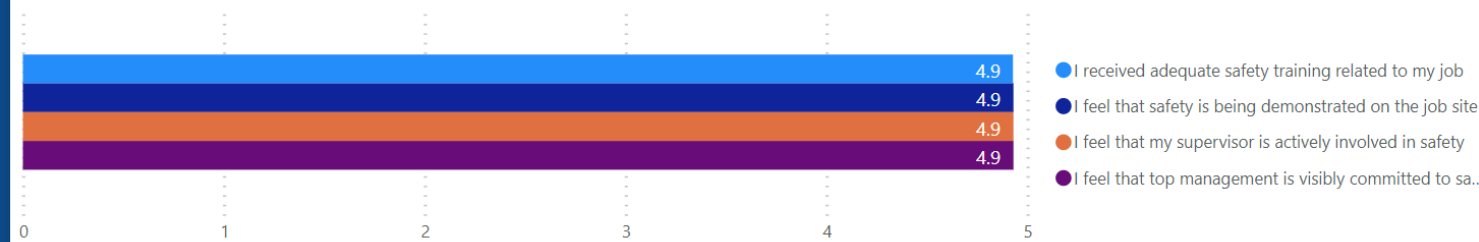
Q2 Training & Onboarding *(As of June 1)*

New Hire Orientation Experience



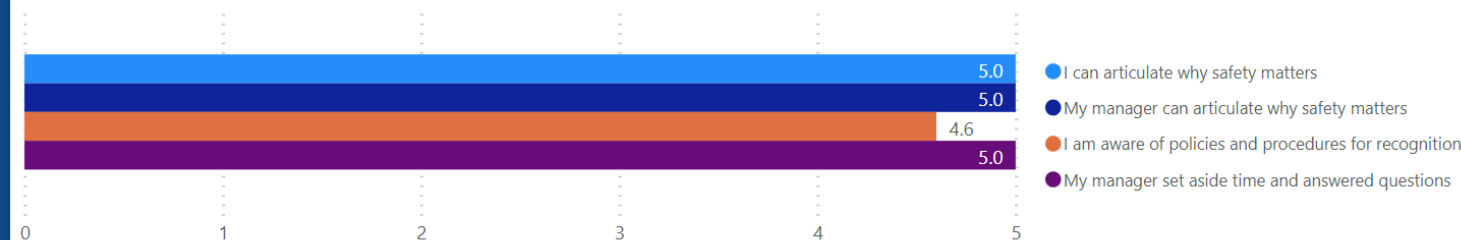
65 Total Participants
36 Total Responses
4.9 Net Promoter Score

Onboarding Peer Experience



85 Total Participants
29 Total Responses
4.7 Net Promoter Score

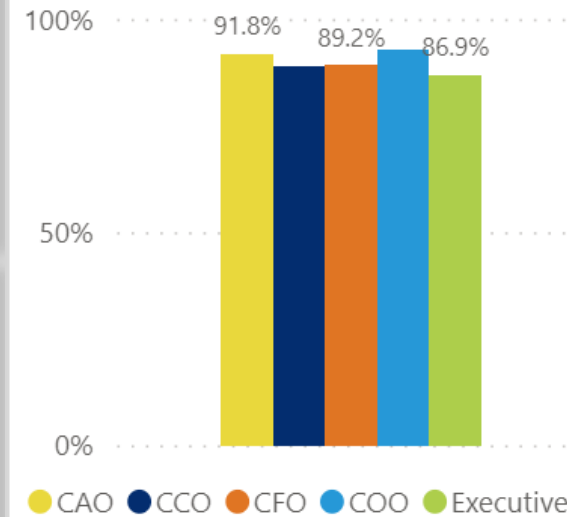
People Leader Onboarding Experience



6 Total Participants
5 Total Responses
4.6 Net Promoter Score

TRAINING COMPLIANCE

% Total Complete by CXO



Q1-Q2 Recruiting *(not inclusive of internal transfers. 06/01/23)*

2021 2022 2023 Q1 Q2 Q3 Q4 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Data validation is an ongoing process. If you see data that doesn't match your knowledge, please reach out to Katie Boswell. This data is refreshed M-TH mornings at 8am.



103

Total # Distinct Job Requisitions

21

Currently in Open (Published) Status

82

Distinct Postings in Closed Status

Opportunity Full Time Or Part Time

- Full-Time
- Part-Time

Opportunity Salaried or Hourly

- Hourly
- Salary

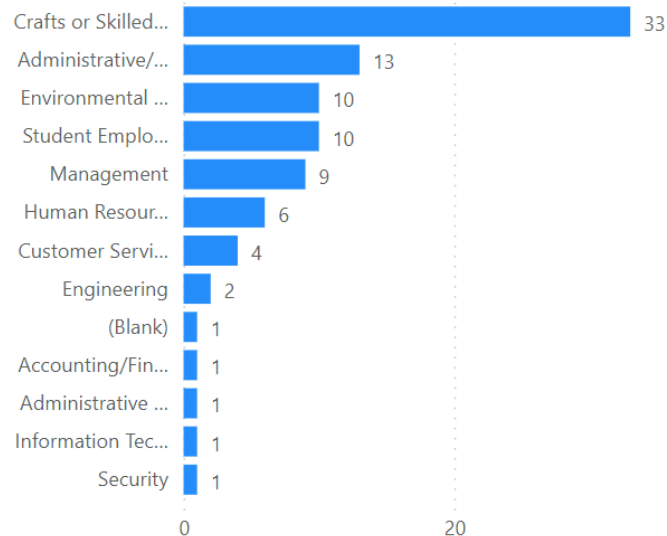
Candidate Internal or External

- External
- Internal

Opportunity Status

- Closed
- Published

Total # Opportunities by Job Family



Opportunity Title

Search

- Administrative Assistant - Employee Experience
- Apprentice - Lineman (Internal)
- Apprentice Step 3 or Higher - Lineman
- Business Analyst I / II
- Chief Customer Officer (Internal Only)
- Construction & Maintenance Specialist - Grant ...
- Cultural Project Worker- Traditional Programs
- Customer Service Representative I - On Call
- Customer Service Representative I-IV
- Customer Service Representative I-IV (Internal)
- Customer Service Supervisor
- Customer Solutions Program Coordinator (Inte...
- Electric Shop Meter/Relay Supervisor
- Facilities Building Maintenance Worker (Internal)
- Facilities Electrician
- Facilities Electrician (Internal)
- Facilities Supervisor

Day Breakdown

- 24 or less
- 25-49
- 50-74
- 75-99

87

Max # Days to Final Disposition

30

Average # Days to Final Disposition

Separation Data

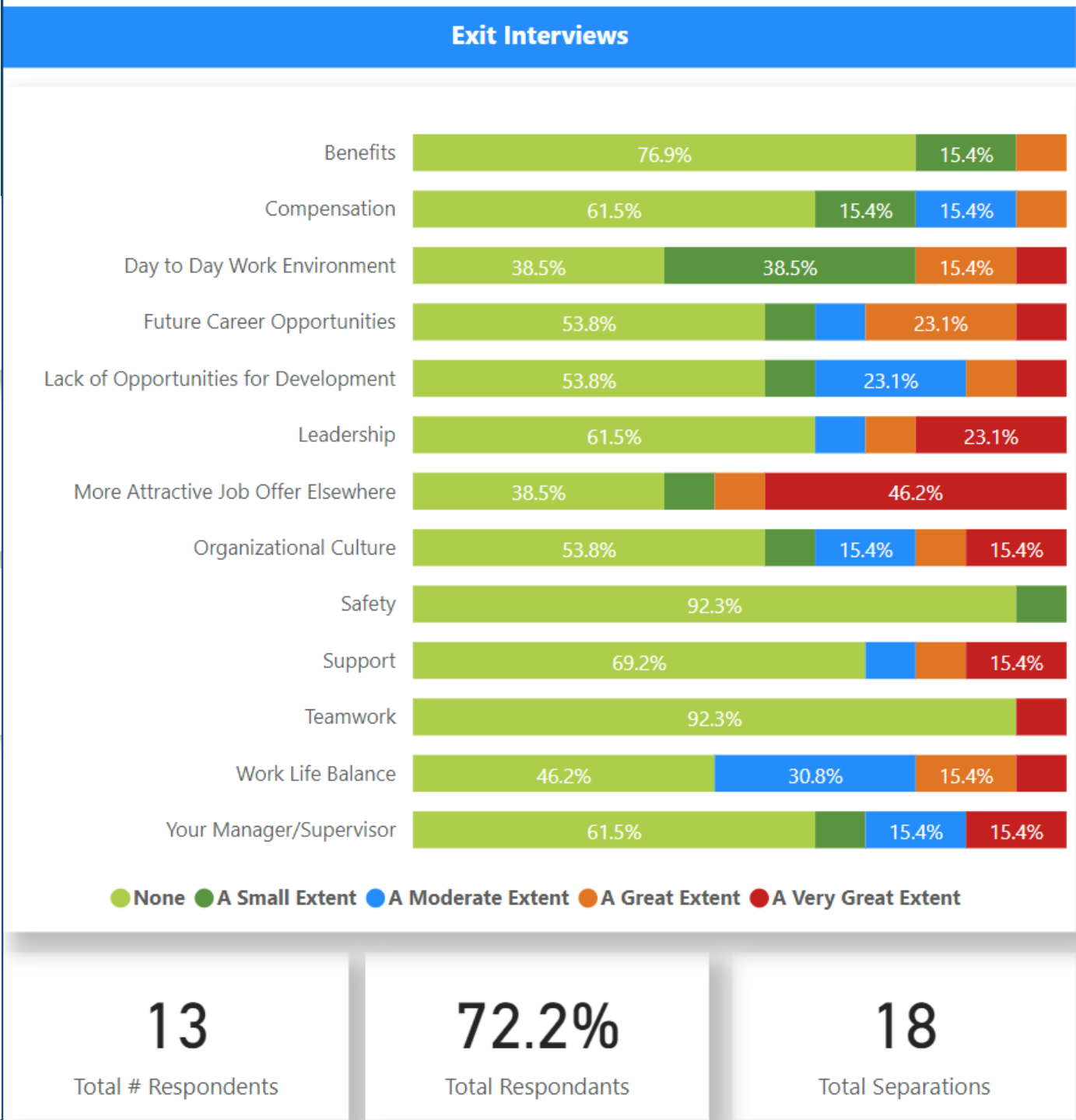
(YTD as of 06/01/23)

1
Total # Involuntary Separations

11
Total # Voluntary Resignations

6
Total Retirements

2.2%
Total Turnover of Full-Time Regular Employees Only



Questions?

Operational Excellence

Commission Update
June 2023



Powering our way of life.

Today's Topics



Culture and Functions



Department Structure and Staff



Executive Summary



Project Showcase



Wrap Up

Department Culture

We lead with overarching responsibility to



Our employees, contractors, and customers.

We manage to these priorities:

#1

SAFETY



#2

QUALITY



#3

EFFICIENCY



Operational Excellence Functions

Corrective Action Program (CAP)

Methodical and consistent approach to discover, analyze, resolve and ensure the effective resolution of issues.

Continuous Improvement (CI)

Use CI methodologies to support and coach the business in how to make improvements in safety, efficiency, and reliability.

Organizational Change Management (OCM)

Support our employees and customers through effectively managing the people side of change.

Provide support, consulting, and services to the entire District

Operational Excellence Structure and Staff



Executive Summary - Q2 2023



Highlights

- OCM directly supporting Big Three initiatives and Align.org strategy development
- Continuous Improvement is taking the lead on Safety CI Team 6 and kicked off the project
- Corrective Action Program has delivered a dashboard of data for analysis of CAP data and tracking of activities and engagement is high
- Resource loading of OE staff is complete



Concerns

- CAO Departmental Strategy Development pace is slowing due to constraints
- Backlog of projects for CAP, CI, and OCM is growing and constrained by headcount
- Cause analyses and CI projects slow to complete due to constraints

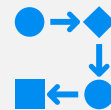
Project Showcase



Safety CI Team 6



CAP Dashboard



HR Process Mapping



Safety CI Team 6: Job Site Reviews



Safety@Grant



Why Focus on Job Site Reviews?



Lack of Consistency

No formal update to Job Site Reviews (JSRs) since initial launch in 2018. Some elements may be missing for stability in getting consistent outcomes.



Increasing # of Recordables

Recordable safety incidents are trending upward from April 2022 - February 2023



Decreasing # of Job Site Reviews

Downward trend from 8/2022 – 2/2023

Why Now?



Big 3 in 2023 – Key Priorities

- Standardization through improvement of processes and procedures
- Workforce of the Future, Employer of Choice



Better Analysis Tools Available

- Condition Review System (CRS)
- Power BI



Organizational Changes

- Fully-staffed Safety Department
- Corrective Action Program (CAP)
- Organizational Change Management (OCM)
- Continuous Improvement Department (CI)

New Approach



External



Internal groups

Week-long workshop with intermittent contact



Shorter, more frequent team interaction

Short-term support



Greater support for the duration of the effort

Defined “ownership” after project start



Pre-defined “ownership”

Implementation plans lacking



Broader sponsorship

Support from 3 Operational Excellence Departments

**Continuous
Improvement
(CI)**



**Organizational
Change
Management
(OCM)**



**Corrective
Action Program
(CAP)**



Project Timeline and Approach

- Project is broken up into a series of two-week sprints through November in an Agile inspired project methodology
- Sprints minimize delivery risk and maximize team velocity
- The team regularly discusses what is and is not working and is constantly adjusting the approach
- Toyota Kata inspired Lean methodology is being utilized to drive the activities, priorities, and learning of each sprint



Benefits to New Approach

Pairing up or in smaller groups builds teamwork

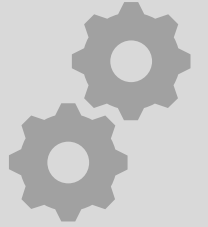
- Set intention and expectation
- Experiment/Test/Gather info
- Document what was learned
- Connect with Facilitator 1 - 2x/week

Brief, frequent progress

- Frequent connection to information
- Minimized duration of disruptions to your regular work
- Quicker course corrections

Covering more ground at once

- Identified obstacles can be better understood more quickly
- Testing countermeasures in varied scenarios



Clearly defined roles

- Minimized confusion on who is responsible



Visible progress

- Information is posted as soon as it's collected
- Everyone has easy access to the information



CI: HR Process Discovery and Engineering

Sponsor: Tom Stredwick

Process Owner: Tod Ayers, Sara Matzen, Sandi Lybbert

Alignment: Big Three - Standardization through improvement of processes and procedures, Workforce of the Future, Employer of Choice

Target completion date: October 2023

Scope:

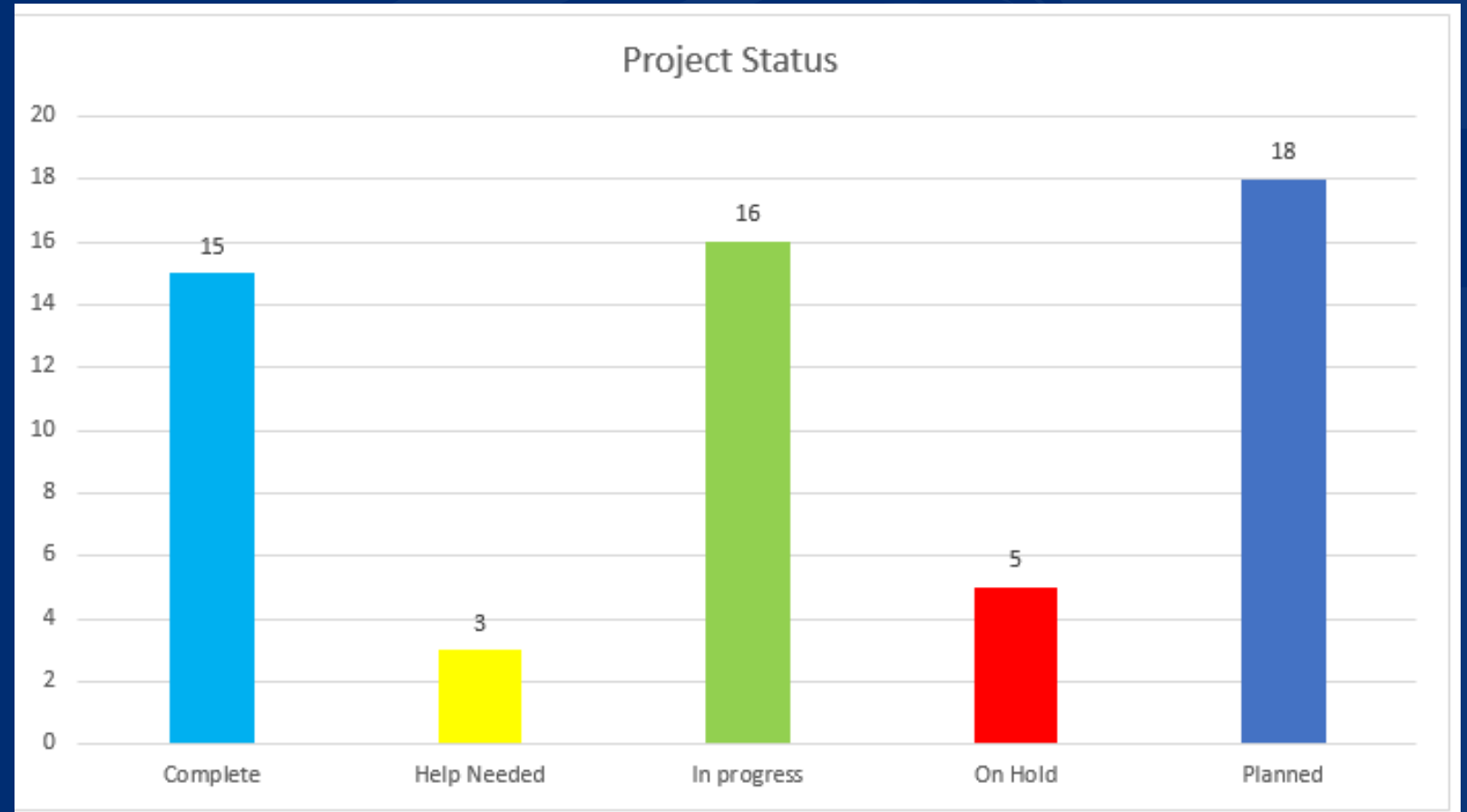
- Process mapping of core HR functions
- Building of job aids
- Entering all policies and procedures into PolicyTech
- Developing a system for long term maintenance and sustainment
- Establishing a baseline to enable continuous improvement
- SIPOC

Benefits:

- Improve efficiency
- Improve staff retention
- Streamline onboarding of new staff and reduce turnover risk
- Improve customer experience
- Improve employee morale

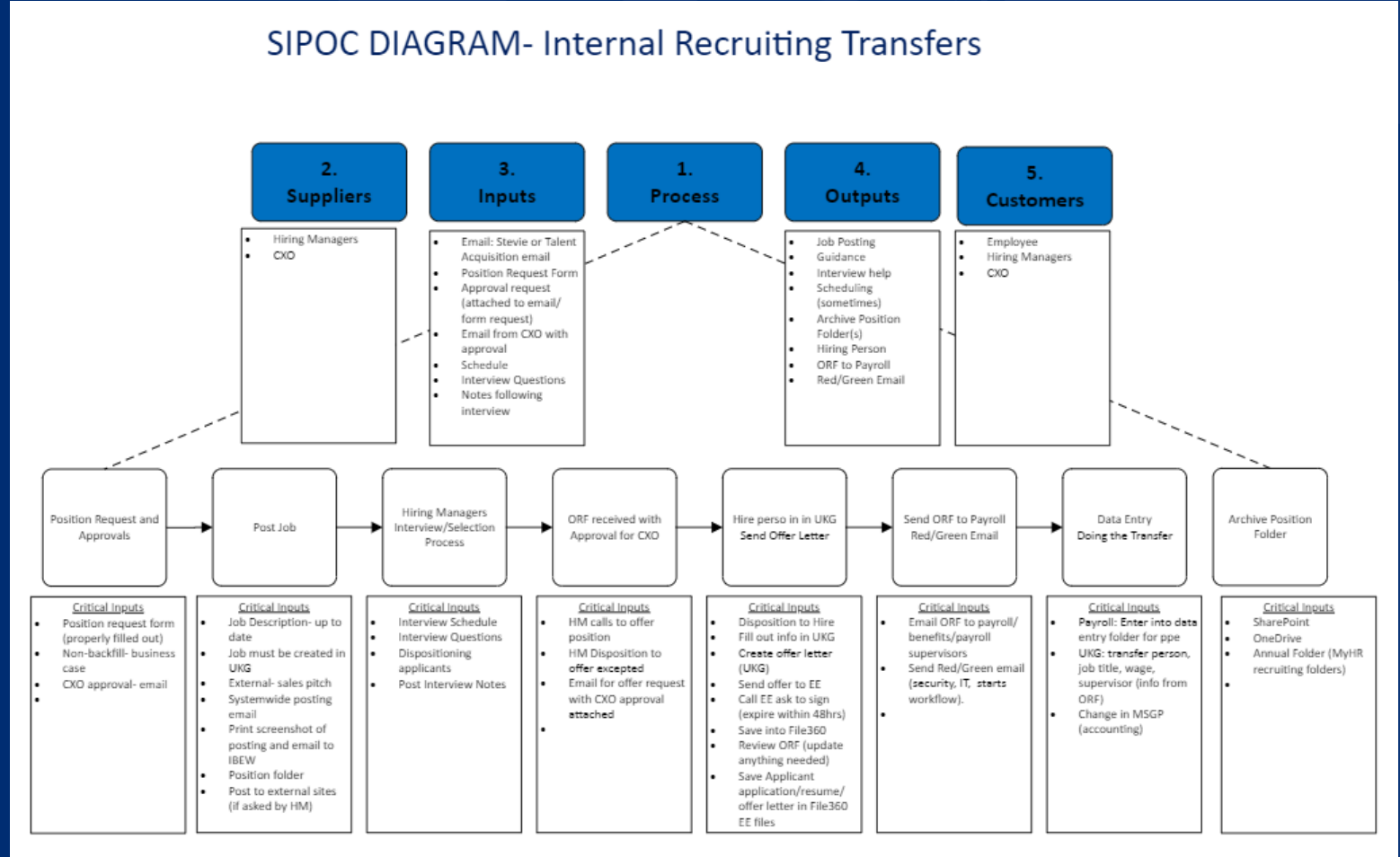
CI: HR Process Discovery and Engineering

- Over 70 individual processes and process groups identified
- Engaging HR personnel directly in the process
- CI staff member (Cindi Harr) is embedding in HR to expedite delivery and reduce schedule and quality risk



CI: HR Process Discovery and Engineering

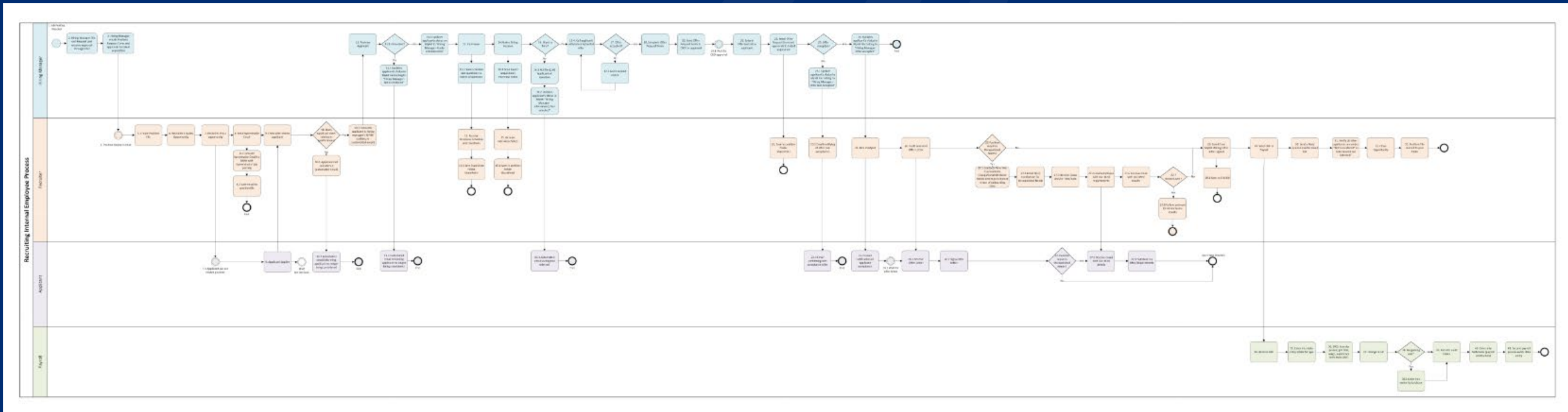
- SIPOC Analysis presents a high-level view of the process
- This will help to gather relevant information about the process when it is too early for a detailed process map or flowchart.
- SIPOC analysis can also be used when investigating a process to present the information in a format that is easy to view and understand.



CI: HR Process Discovery and Engineering

Example: Detailed process diagram for recruiting an external candidate

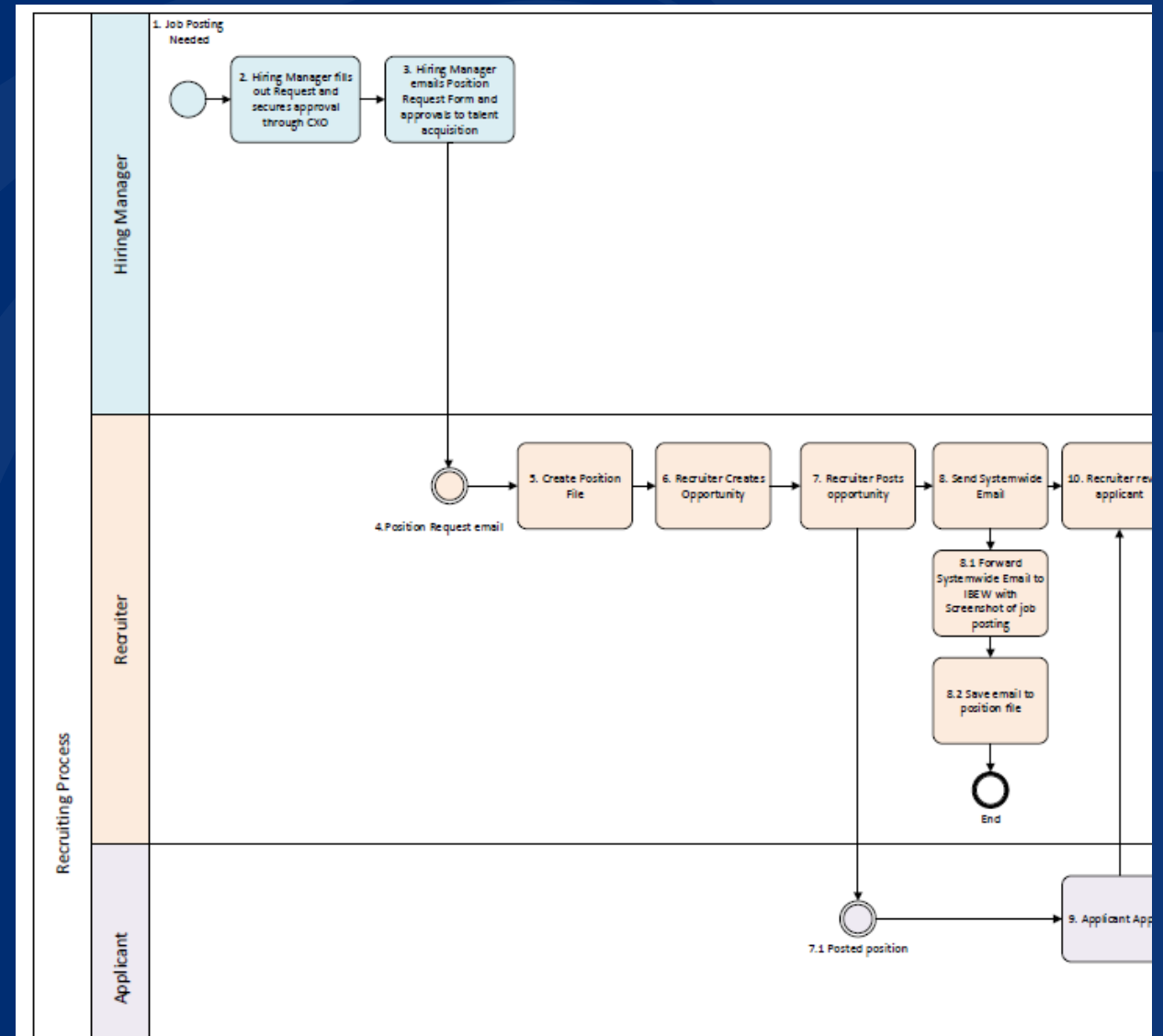
- Many individual and cross-functional steps and decision points to complete the full process
- This is the current process and becomes the baseline for future improvement and measurements



CI: HR Process Discovery and Engineering

Zoomed in view of a portion of the process

- Swim lanes identify the owner of the step in the process
- Lines and different shapes signify steps in the process, decision points, inputs and outputs
- Provides clarity to all process participants on their role through a visualization of the process



CAP Data Dashboard

Goal: Provide the business the capability to query and report on CAP data via the Microsoft PowerBI platform to derive operational insights, identify trends, and support sound decision making

Status: Work in Progress, Proof of Concept

Benefits:

- Provides the capability for managers to see the volume and status of condition reports under their span of control
- Drive proactive discussion and oversight at Corrective Action Review Board (CARB)
- Access to data on over 2000 Condition Reports entered by staff since launch to identify off-normal conditions
- Long-term: Visualizing, sorting, and filtering CAP data to identify potential systemic problems and predict areas of potential concern

CAP Data Dashboard



RCEs in Progress

12

ACEs in Progress

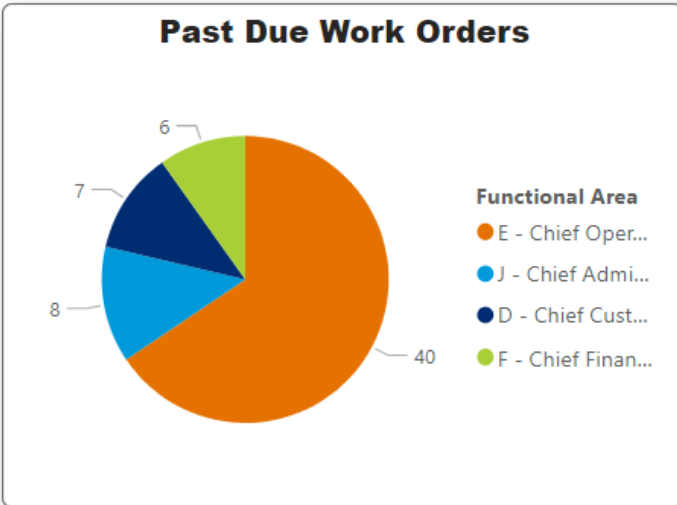
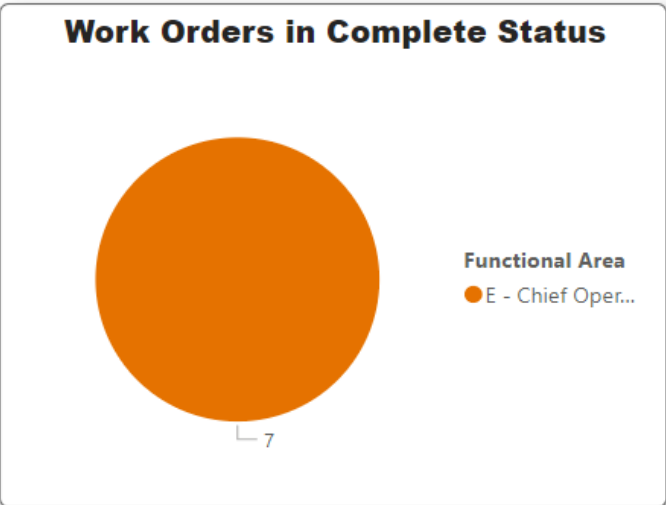
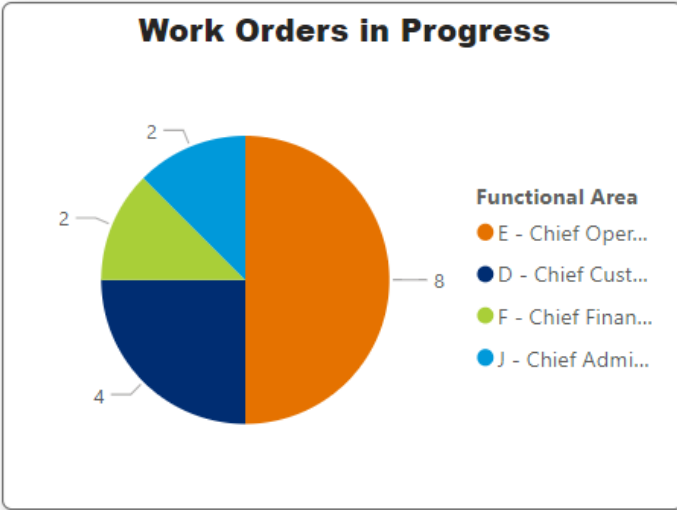
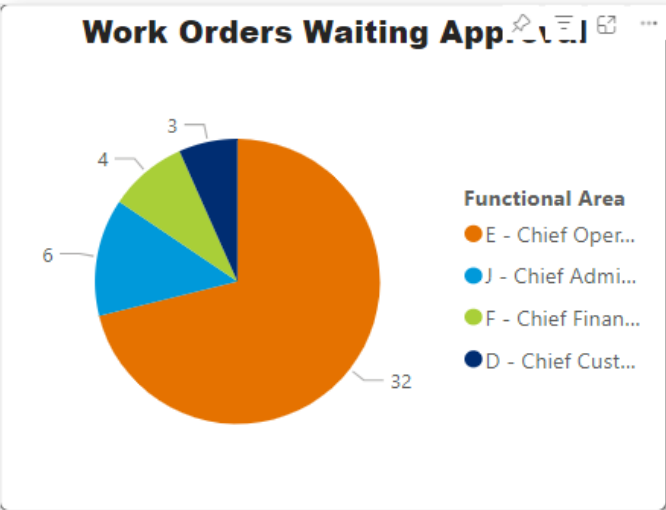
23

RCEs Completed

8

ACEs Completed

4



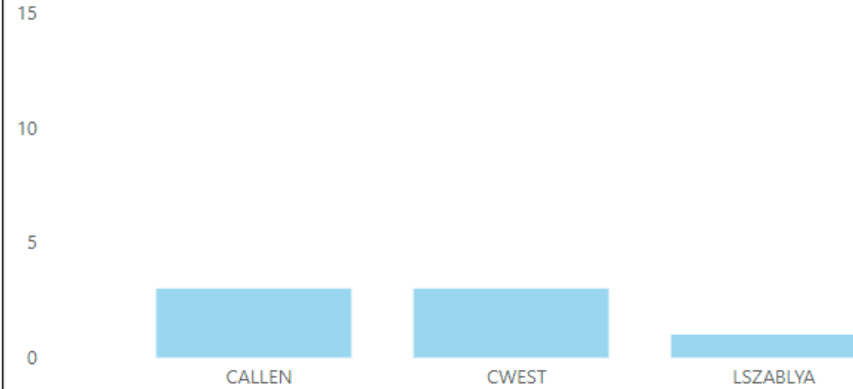
CAP Data Dashboard



Work Order by Due Date Status

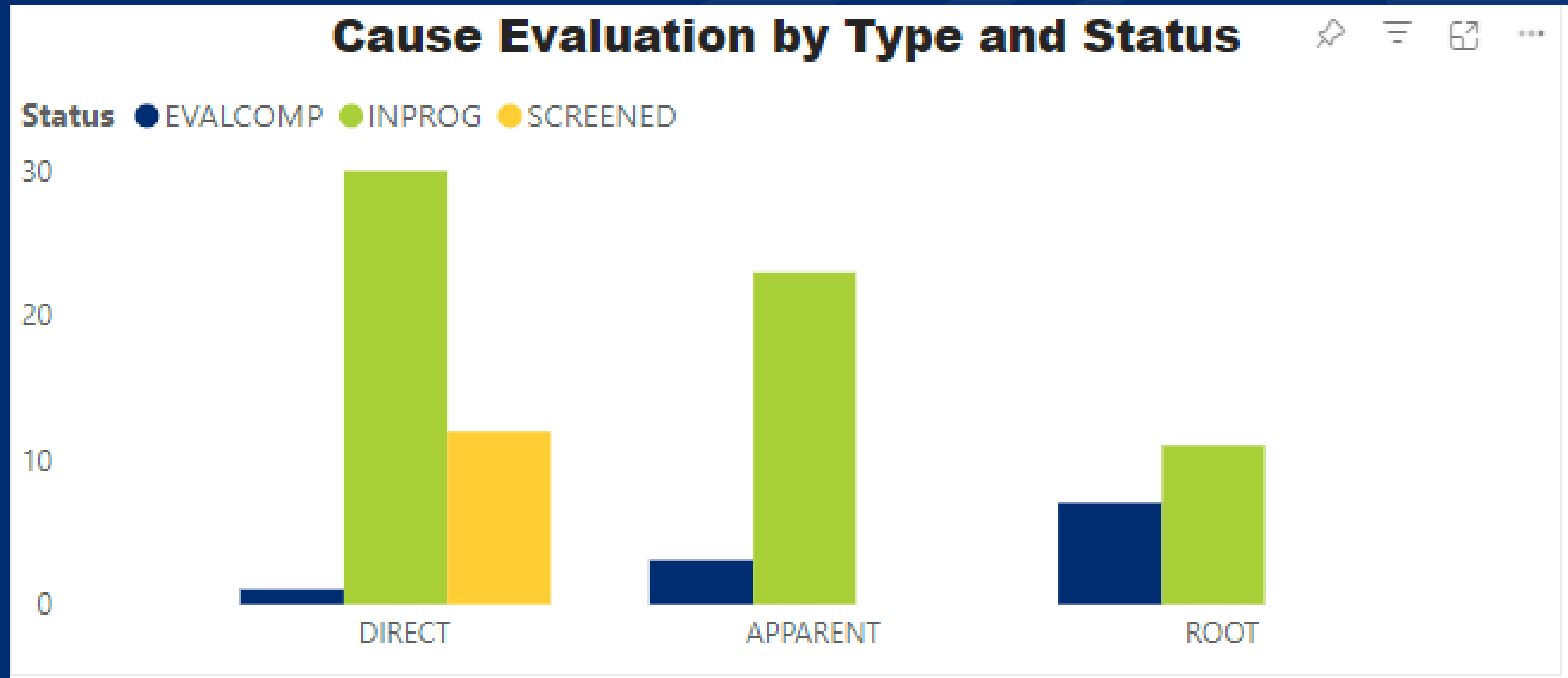


Work Orders by Supervisor



Work Order	Work Order - Description	Supervisor	Status	Target Finish	Cost Center	Operational Unit	Functional Area
334056	334056 - CA#7-CV6 outage (CR17635)	CALLEN	WAPPR	04/14/2023	DG0000 - External Affairs Comm	DG - External Affairs Comm	D - Chief Customer Officer
334046	334046 - CA#2-CV6 outage (CR17635)	CALLEN	INPRG	06/30/2023	DG0000 - External Affairs Comm	DG - External Affairs Comm	D - Chief Customer Officer
334058	334058 - CA#8-CV6 outage (CR17635)	CALLEN	WAPPR	06/30/2023	DG0000 - External Affairs Comm	DG - External Affairs Comm	D - Chief Customer Officer
336397	336397 - CA3# Metering Issues (CR13817) Bi-annual Audit	CWEST	APPR	04/18/2023	DB0000 - Customer Solutions	DB - Customer Solutions	D - Chief Customer Officer
334044	334044 - CA#1-CV6 outage (CR17635)	CWEST	APPR	06/30/2023	DB0000 - Customer Solutions	DB - Customer Solutions	D - Chief Customer Officer
334586	334586 - EFR#3 Cascade Valley (CR17635)	CWEST	APPR	04/14/2024	DB0000 - Customer Solutions	DB - Customer Solutions	D - Chief Customer Officer
336398	336398 - CA#4 Metering Issues (CR 13817) Audit Policy Adherence	LSZABLYA	WAPPR	02/17/2023	DC0000 - Large Power Solutions	DC - Large Power Solutions	D - Chief Customer Officer

CAP Data Dashboard



Wrap Up

People Driven

**Executing on 50+ projects
across CAP, CI, and OCM**

**Focused on innovation
and creating business
value while continually
improving**

**Developing Operational
Excellence program
strategies and roadmaps**



Powering our way of life.

Appendix



**Supplementary Reference
Information**

Operational Excellence

What is Operational Excellence?

A philosophy of the workplace where problem-solving, teamwork, and leadership results in the continuous improvement in an organization. The process involves focusing on the customers' needs, keeping the employees positive and empowered, and continually improving the current activities in the workplace.



Ongoing Priorities

Safety

- Number one priority
- CI Team is working with Safety to improve Job Hazard Analysis (JHA) process
- All OE teams are leading effort to improve the Job Site Review (JSR) and “Safety CI team” processes

Quality

- CAP program processes new condition reports daily and is working on several root cause analyses
- OCM is managing change for several active projects and programs, and is developing a standard approach for policy rollout
- CI Team is working directly with the business to document processes to establish baseline for improvement

Efficiency

- OCM team has implemented regular continuous improvement cycles for the program and framework
- CI Team is supporting multiple business units to document and streamline processes
- Strategic Planning in progress for all of OE

Operational Excellence - Continuous Improvement

Focus for 2023

Operational Excellence Continuous Improvement

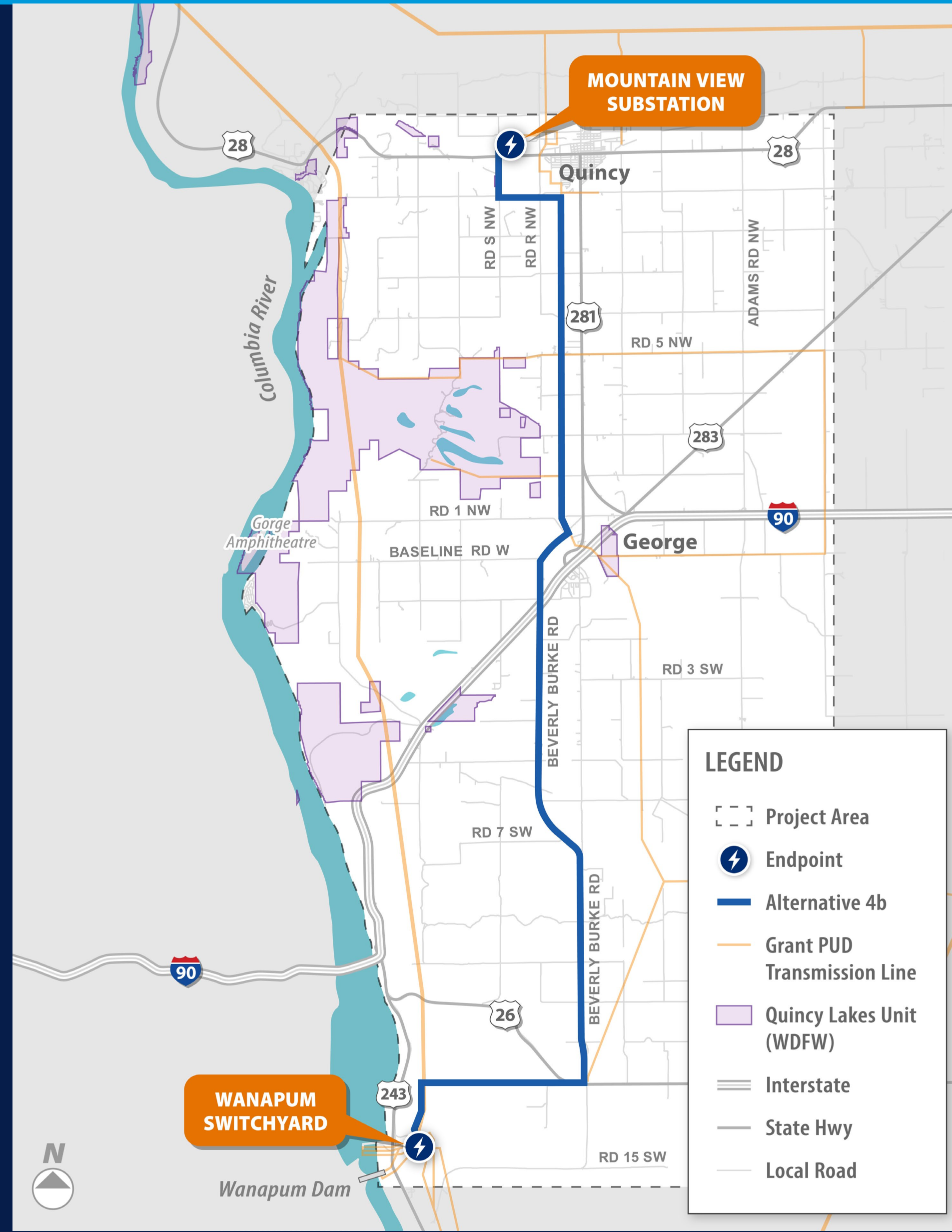
Focus for 2023



WANAPUM – MOUNTAIN VIEW 230KV TRANSMISSION LINE PROJECT

Wanapum to Mountain View

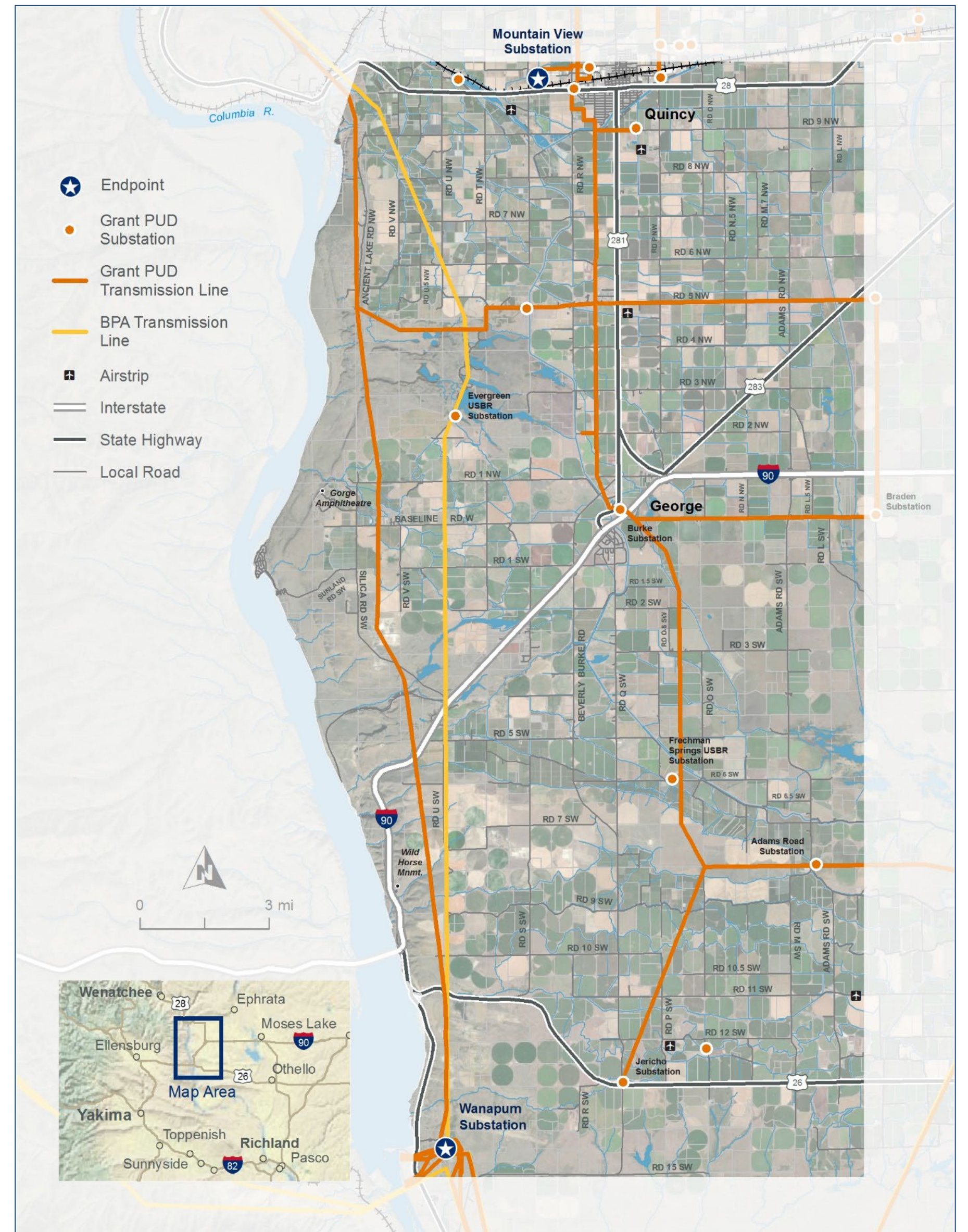
June 27, 2023
Commission Meeting



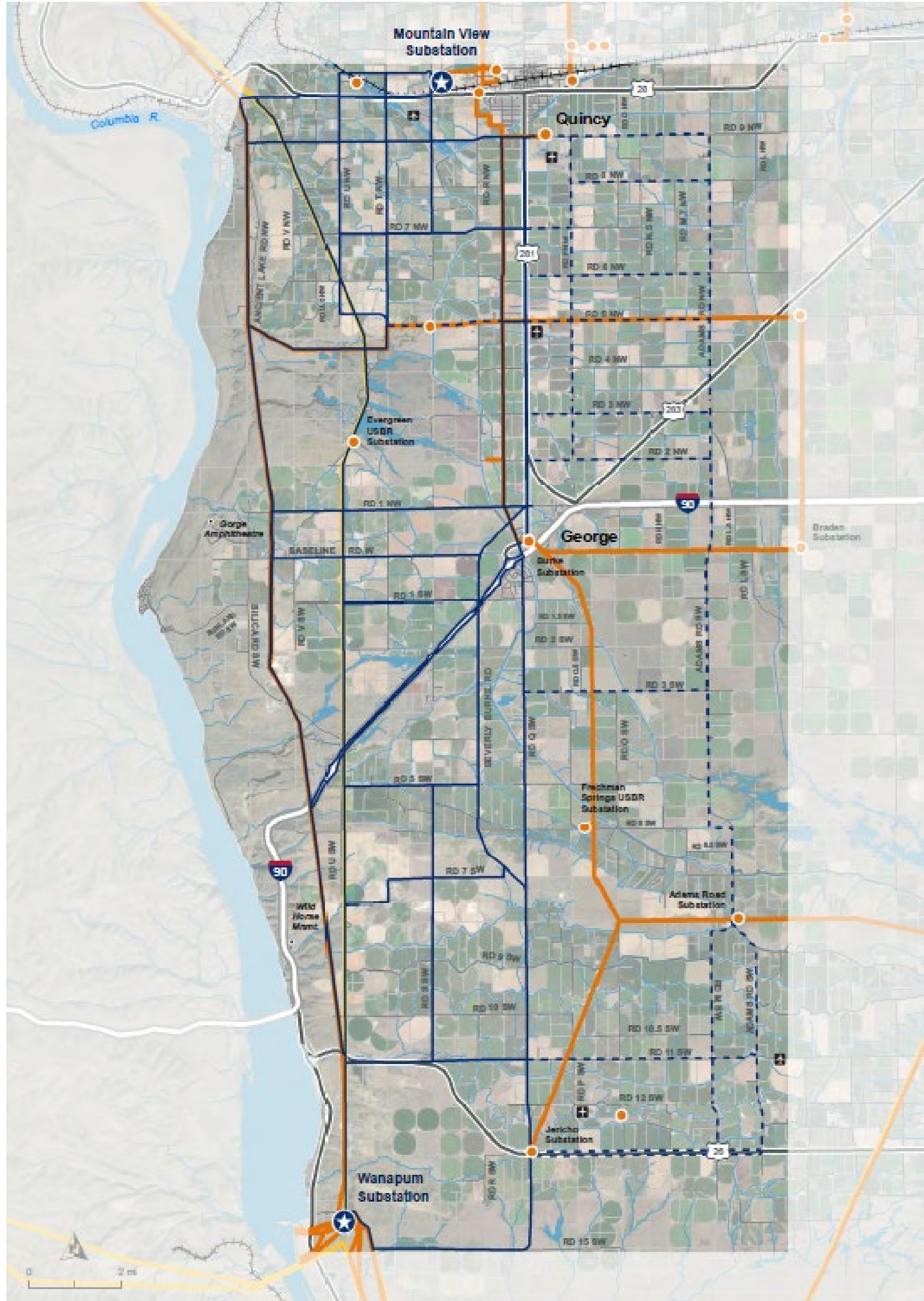
Question

- Was the Jericho 115kV Tap corridor considered in the Route Segment Study?

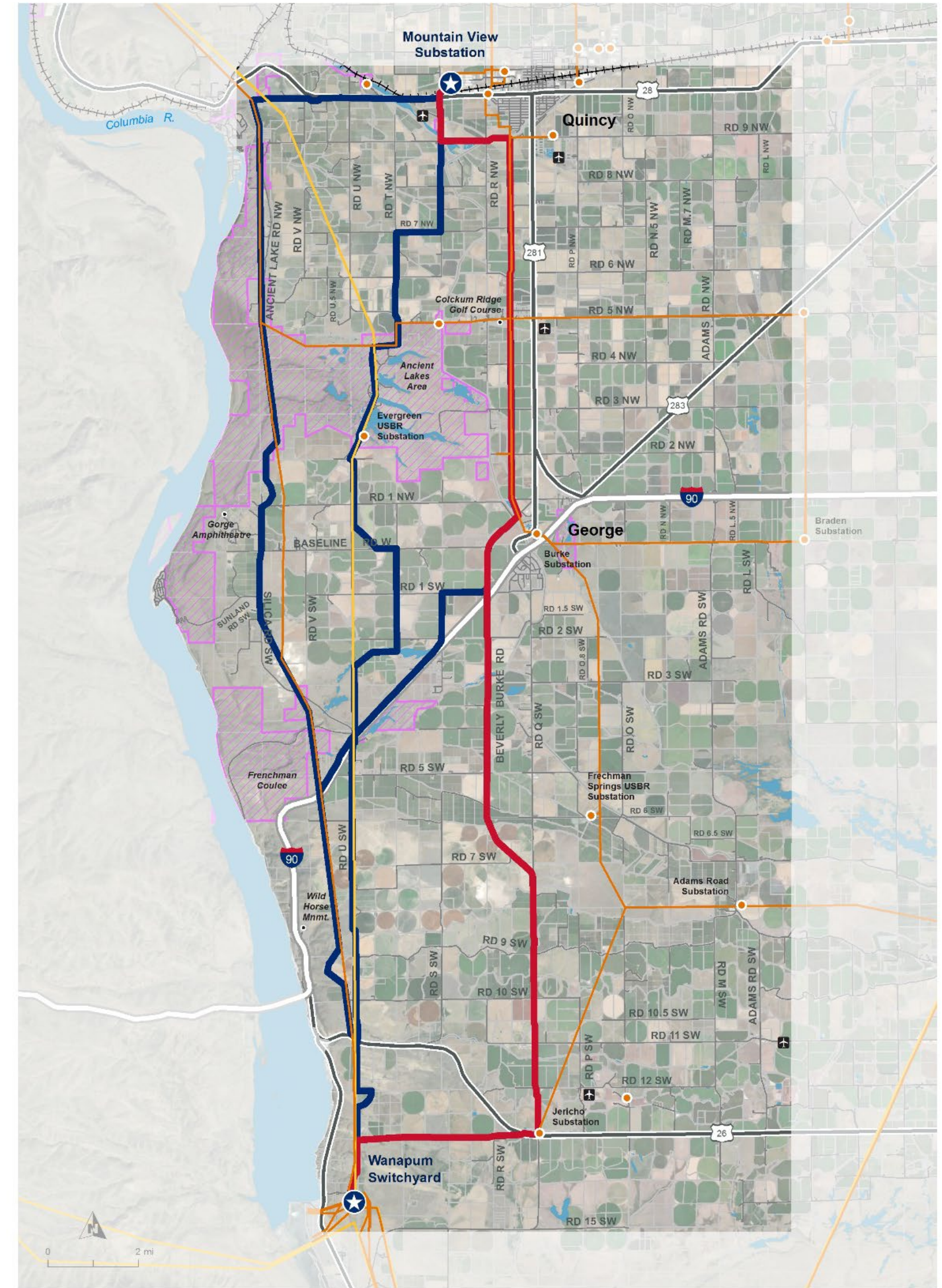
Jericho
115kV Tap



Route Segment Study

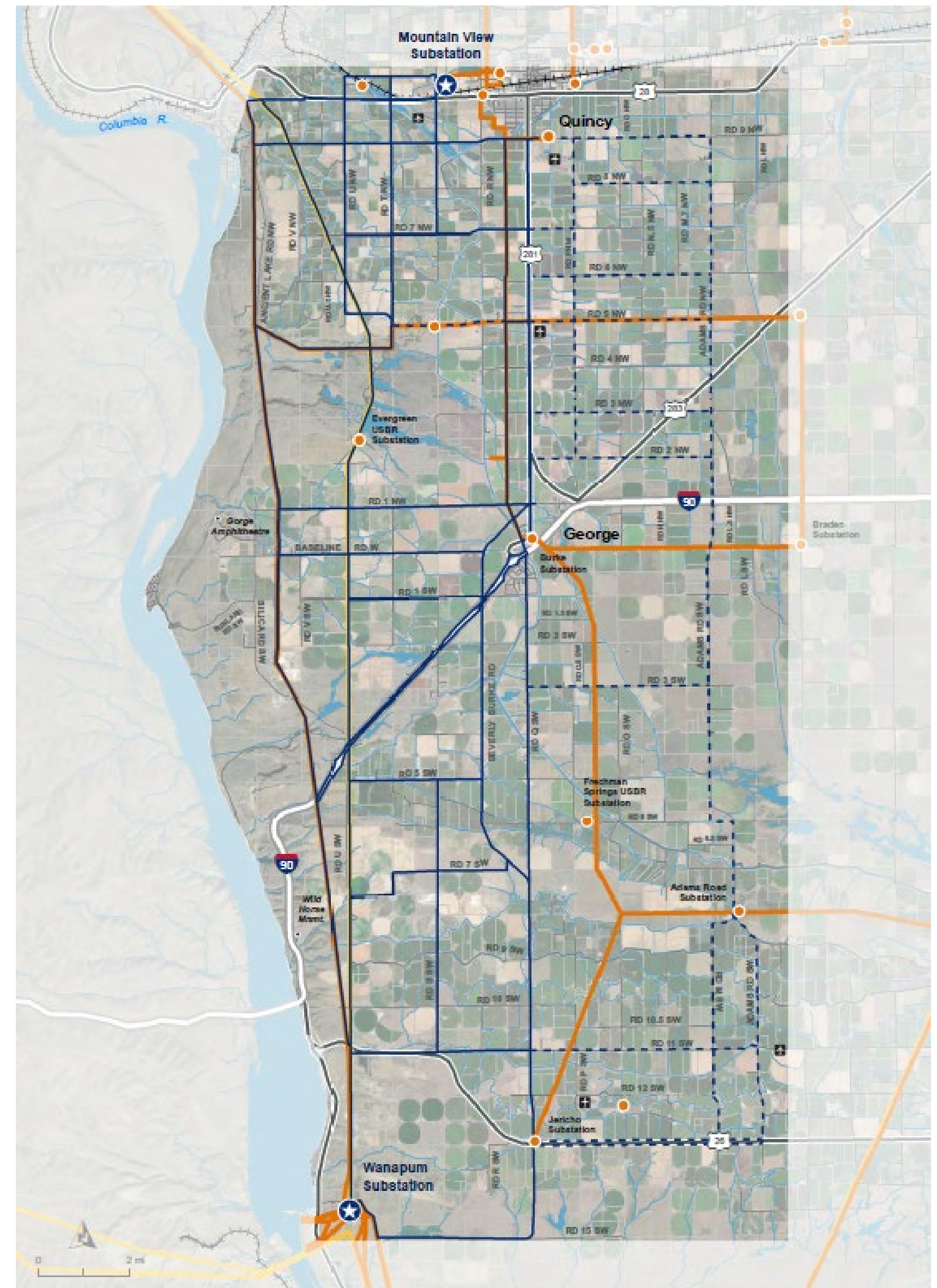


Route Alternatives



History

- Grant PUD purchased several transmission line segments from the Bonneville Power Administration (BPA) in 1976.
- When BPA acquired the transmission line easements in the mid 1950's, the land was likely in its native state.
- The transmission line was installed cross country with little consideration for future land use.



Northern Half of the Jericho 115kV Tap



Southern Half of the Jericho 115kV Tap



Considerations

- Building adjacent to Jericho Tap does not appear practical due to the center pivots and other agricultural practices surrounding a significant portion of the existing line.
- Rebuilding the Jericho 115kV Tap to double circuit 115/230 would require a significant outage to Jericho Substation. Over 500 customers are sourced from Jericho Substation including a USBR Pumping Site.
- This option would have been the longest option (approx. 1 mile longer than 4b) and travel further east than all other options
- This option would have a bare minimum distance along existing road right-of-way providing less direct access from established roadways for construction and future maintenance.

Considerations

- Parcel 151004000 is owned by Reclamation but part of the WDFW Managed Quincy Lakes Unit triggering easement negotiations under the requirements of federal funding through Pittman-Robertson Act

