NORTHERN WASCO COUNTY PEOPLE'S UTILITY DISTRICT
REGULAR SESSION
FEBRUARY 6, 2018

PRESENT:  Dan Williams, President
           Connie Karp, Vice President
           Roger Howe, Secretary
           Clay Smith, Treasurer
           Howard Gonser, Director

President Williams called the Regular Session to order at 6:00 p.m.

The following individuals were present during the Regular Session:

Counsel: James Foster

NWCPUD Staff: General Manager Roger Kline; Assistant General Manager/Director of Power Resources Kurt Conger; Principal Engineer & Strategic Asset Planner Paul Titus; Executive Assistant Kathy McBride; Operations & Engineering Manager Pat Morehart; Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall; Corporate Services Director Cyndi Gentry; Senior Financial Analyst Becky Holce; Senior Financial Analyst Mackenzie Wolfe; Power Analyst Justin Brock; Contracts and Risk Specialist Sue Powers; and Asset/Program Manager Steve Horzynek.

Visitors: Doug Kirchhofer and Peter Benz, Northwestern Mutual; Iris Tilley, Barren Leibman, LLP; and Marijane Thompsen, District Consultant.

PUBLIC COMMENT

There was no public comment.

RETIREMENT PLAN UPDATE

General Manager Roger Kline introduced to the Trustees and Board Attorney Iris Tilley from Barran Liebman, LLP. Barran Liebman represents the District in various human resource matters. Tilley was engaged to look at the District's Retirement Plans with Nationwide.

Iris Tilley, Attorney at Barran Liebman specializing in employment labor and employee benefits, stated that she was asked to look over the District's Retirement Plans with Nationwide to determine if the plans are compliant with federal regulations.
The following are highlights of Tilley's presentation:

- Most retirement plans are governed by ERISA (Employee Retirement Income Security Act), which was passed back in 1976 to protect pensions.
- Government plans, such as the District, are exempt from ERISA regulations. ERISA creates duties, but it also limits litigation options and provides structure to the process.
- Some duties still apply to government plans through the Internal Revenue Code's qualification requirements.
- Tilley recommends to her clients that they operate as if ERISA's fiduciary duties govern plan operations.
- In Tilley's review of the District's Retirement Plans, she found that the Plans are well run, well managed and are good Retirement Plans.
- Tilley noted the rules that govern governmental plans, such as:
  - Exclusive Benefit Rule – for government plans, this is a qualification rule, not a fiduciary rule. Failing to follow this rule can result in loss of qualified plan status.
  - State Law – obligation to maintain a plan similar to purchased entity’s plan.
- The ERISA Rules to use as guidelines:
  - Exclusive Benefit Rule, (Required Practice) - fiduciary is to discharge all plan duties solely in the interests of plan participants and for the exclusive purpose of providing benefits under the plan and defraying reasonable expenses in administering the plan. The key issue is plan expenses. Violating the Exclusive Benefit Rule can cause a loss of tax benefit.
  - Procedural Prudence, (Required Practice) – fiduciary is to act with the care, skill, prudence, and diligence, under the circumstances then prevailing, of a prudent person acting in a similar situation who is familiar with such matters. The key issue is selecting and monitoring investments and service providers.
  - Diversify Investments – diversify investments to minimize the risks of large losses.
  - Follow the Plan’s terms, consistent with ERISA.

Some discussion occurred during Tilley's presentation on questions raised by members of the Board and General Counsel.

Tilley noted during the discussion that the third-party administrator is the record keeper. The District has the option to delegate a lot of those duties.

Tilley recommends that every two to three years a Request for Information be issued by the District to find out what type of services other service providers could provide to the District; and that all plan fees be looked at every year. Tilley noted that some employers will poll their participants to see if there are any complaints.
Tilley stated that Nationwide could do an annual presentation to let the District know how the investment funds are performing. This presentation will allow the District to make sure that funds that are available and the service that plan participants are getting is right and at the right price. Tilley stated it is important to look at other options so you can always defend the reason why the District is with Nationwide.

Further discussion occurred regarding the option of having a third-party administrator monitoring the retirement plans.

Kline called on Doug Kirchhofer and Peter Benz from Northwestern Mutual.

Peter Benz, Northwestern Mutual Director of Investments, stated that he and Doug Kirchhofer could potentially assist the District as follows: serve as intermediary for investment monitoring and provider suitability; education of employees; the Request for Information process; and provide the District with a description and analysis of the Retirement Plans.

Benz asked if there were any questions on the scope of services that could be provided by Northwestern Mutual.

Director Howe asked if the services were fee based.

Benz replied that it could be a participant level expense.

Benz stated that they were provided the opportunity to see information on the District's Nationwide Retirement Plans. They would like to share with the Board and staff what they found through conversations with Nationwide and through some analysis with the information obtained.

- The District’s Retirement Plans are paid for by percentage based fees that are calculated daily when the stock market is open.
- A small percentage is collected from all accounts.
- Northwestern Mutual fees could be wrapped into the base fees, or the District could choose to pay for those fees. This is compliant under ERISA.
- Northwestern Mutual would also be happy to negotiate a fixed fee.

Some discussion occurred on fees after several questions were raised by Directors Gonser and Smith.

Doug Kirchhofer presented to the Board and Trustees two handouts on their analysis of the District’s 401(k) Profit Sharing Plan and the 475(B) Plan.

The following are highlights of Benz’s presentation on Northwestern Mutual's analysis of the District's Retirement Plans:
• There are different types of Retirement Plans that can be offered.
• The percentage based fees are higher than they would need to be if other programs under Nationwide are pursued.
• By moving into another Nationwide program, the current percentage based fees could be lowered resulting in some savings.
• The proposal factors in Northwestern Mutual as an intermediary to the District.
• The big trade-off is if you were to reduce the percentage based fees it would have a negative effect on the fixed accounts.

General Counsel James Foster asked under the Exclusive Benefit standard, is the benefit to the group or to the individual participants?

Benz stated as it currently stands, 40% of all dollars in the combined plans are in the Fixed Rate Account.

Benz believes with more education to participants, such as education presentations or working directly with Kirchhofer, that the amounts in the fixed rate accounts would come down somewhat. For 2016, the plan grew by less than 5%, while the stock market was up almost 20% last year.

Benz noted that there is an opportunity to change funds in the current lineup. They are confident that the District could realize a reduction in average expenses.

Kirchhofer stated that the District could stay with Nationwide, the lineup of funds could be cleaned up, the fixed rate could be maintained and still reduce fees charged to participants. In Northwestern Mutual’s review they are finding low fee alternatives that have been in there for a long time.

Discussion occurred regarding Northwestern Mutual’s Flexible Advantage Conversion Comparison for the 401(k) Profit Sharing Plan and the 457(B) Plan.

Benz stated that he spoke to Nationwide regarding what is included in their Asset Fee. The District should have been receiving a lot of the services that are included under that fee. Benz asked the Nationwide representative if they would continue to charge that fee if there was a third-party financial advisor. The Nationwide representative finally acknowledged that they would not charge that fee if service was not being provided.

Benz noted that he received Nationwide’s final number today. Nationwide could accommodate the fee that Northwestern Mutual is proposing for their services and have no change in the current fee structure for the program. The net total has no impact on the interest rate that participants are being credited with under the fixed rate account. Northwestern Mutual then has the opportunity to apply their services and to get the weighted fund expenses down as much as they can and layer in some additional value-added items.
Director Gonser asked if there were any comments from staff?

Kline stated as a participant in the Retirement Plan he knows what fees he pays and that he had a higher rate of return last year than 3.5%. Kline recognizes that his risk appetite is much greater than other staff members. If there is a way to have a fee reduction and to bring people in to assist our employees with their retirement planning and earnings then he is in favor of it.

Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall asked if it is true that since he is not participating in the fixed rate account that he is losing money on his investments which is subsidizing someone else’s return?

Benz stated that Hall’s statement is accurate, however you’re paying for the access to that Fixed Rate Account.

Assistant General Manager/Director of Power Resources Kurt Conger stated that he has participated in and has seen better retirement plan record keepers. Nationwide’s Plan lacks a lot of features that he sees in other plans. Conger is in favor of making the District’s Retirement Plans better.

Principal Engineer & Strategic Asset Planner and Retirement Plan Trustee Paul Titus stated that Nationwide use to come on a regular basis to meet with individual employees and to review the lineup of retirement funds that employees could invest in. These services have been lacking lately. Titus is also in favor of making improvements to the retirement plans.

Further discussion occurred.

Benz stated that he believes that Northwestern Mutual can address a lot of the concerns with the plan’s framework with Nationwide if Northwestern Mutual comes on board to assist the District to clean up the investments, and to help spearhead the Request for Information process to obtain competitive proposals for the Trustees consideration.

Kirchhofer stated that they are not Nationwide representatives. Northwestern Mutual is not motivated to route the District to any particular company.

Executive Assistant and Retirement Plan Trustee Kathy McBride noted that she is a plan participant under the 401(k) Profit Sharing Plan and the 457(B) Plan. All investments are under the fixed rate account.

Senior Financial Analyst Becky Holce asked if employees will have access to a local Northwestern Mutual representative and if so, will that access be better?
Kirchhofer stated that they normally build a roster of advisors that participants will have access to. Employees can make an appointment to see an advisor, Monday through Friday, 8 a.m. to 5 p.m. As an advisor, employees may be approached so that they can be profiled as an investor. Northwestern Mutual can use the information to build an appropriate offering for plan participants.

Holce asked how often education would be offered to staff?

Benz replied that would be something that would be worked out as they get to know the group. They would meet with staff, at least once per year. Benz stated that they can accommodate any level of interaction that the District needs.

Holce noted in closing that the District use to have a great Nationwide advisor. The Nationwide advisor use to come out four times per year. The District no longer gets that type of service with the new advisor. The District has new employees that know nothing and there are employees getting closer to retirement who need to be looking at their investments.

Kirchhofer stated that the record keeper could supply materials for that support. Due to the size of the plan it would be easy to individually engage participants.

The Board recessed at 7:10 p.m.

The Board reconvened at 7:15 p.m.

Kline asked Tilley to provide any thoughts on the presentation from Benz and Kirchhofer on Northwestern Mutual’s Flexible Advantage Conversion Comparison for the District’s 401(k) Profit Sharing Plan and the 457(B) Plan.

Tilley stated that the fee modeling that Northwestern Mutual did makes a lot of sense. If you take that approach there are three different models. Tilley feels it may be worth it for the District to look at several other companies who have more local people.

Kline asked if Tilley had any personal thoughts on Nationwide.

The following is some of Tilley’s comments on Nationwide:

- You can usually get a similar bundled service with another company.
- The investment funds are going to be about the same.
- The current issue is that the District is not receiving the services that they historically have received in the past from Nationwide.
- From a fee perspective; sounds like there is no problem with the District going with a third-party.
Tilley feels that a third-party advisor will have more push to drive the fees down since Nationwide does not have an incentive to move the District away from them.

It is important to have knowledgeable people in Oregon who is accessible to communicate with plan participants.

Further discussion occurred.

Tilley noted that the Trustees of the Retirement Plan would be the decision maker. The law firm of Barran Liebman has the expertise to assist the District in putting out a Request for Information.

**CONVENE AS CONTRACT REVIEW BOARD**

At 7:30 p.m. President Williams called the Contract Review Board to order.

Principal Engineer & Strategic Asset Planner Paul Titus stated that there is a memorandum in the Board Packet with a recommendation from the AMI Committee that the Automated Meter Infrastructure Project be awarded to General Pacific at a one-year cost of $1,660,624 (including meters and hardware) after review and approval of the Contract by the District’s General Counsel. A copy of Titus’ memorandum is hereto attached and marked as Exhibit 1.

Titus asked if there were any questions from members of the Board of Directors.

Some discussion occurred regarding the AMI meters proposed in the Request for Proposals (RFPs) received by the District for the Automated Meter Infrastructure Project.

Director Howe stated that he was impressed with the presentations at the live demonstrations and with the presenters. Director Howe is very much in favor of the AMI Project.

Director Howe stated that he is hoping that Corporate Services Director Cyndi Gentry can begin using some of the bullet points to get the word out to District customers on the roll out of these smart meters.

Titus stated that there is a communication piece coming out in the March Ruralite on the AMI Project. Communication to customers is a part of the District’s Communication Plan.
NORTHERN WASCO COUNTY PUD
REGULAR SESSION MINUTES
FEBRUARY 6, 2018
PAGE 8

{{Director Smith moved to approve the recommendation of the Automated Meter Infrastructure (AMI) Committee to award the Automated Meter Infrastructure Project bid to General Pacific for the one-year cost of $1,660,624 after review and approval of the Contract by the District's General Counsel. Director Howe seconded the motion; it was then passed unanimously.}}

CONSENT AGENDA

Items contained in the consent portion of the Agenda includes the following:

- Regular Session Minutes of January 2, 2018
- December Outage Report
- Energy Management/Marketing Report
- Checks/Vouchers
- December Financial Report
- December Write Offs
- Investment Policy and Portfolio Guidelines

The Board considered the approval of the February 6, 2018 Consent Agenda.

President Williams noted that the District's Investment Policy and Portfolio Guidelines should be reviewed annually by the Board, and amended when appropriate. No review was performed during calendar year 2017.

General Counsel James Foster asked if the District received a response back from Jeff Griffin from Wilson-Heirgood Associates regarding the question he raised at the January Board Meeting regarding cyber security insurance coverage.

General Manager Kline, nor Chief Financial Officer/Director of Finance & Enterprise Risk Harvey Hall have received back any response from Griffin.

{{Director Smith moved to approve the February 6, 2018 Consent Agenda as presented. Director Gonser seconded the motion; it was then passed unanimously.}}

2017 QUARTER 4 REPORT

Kline stated that the 2017 Quarter 4 Report shows the successes of 2017. The District closed out 2017 with no reportable accidents, which is the first time in nine years. The
District has improved in every area, as shown in the Quarter 4 Dashboard. A copy of the 2017 Quarter 4 Report is hereto attached and marked as Exhibit 2.

President Williams commented that the Dashboard looks better at the end of year, as compared to the first of the year.

Director Gonser stated that he has spoken to General Manager Kline regarding his suggestions on the Dash Board.

NEW BUSINESS

Kline announced that annual maintenance is performed at the District’s two Hydro Electric Plants (The Dalles Fishway and McNary Fishway). Station outages at The Dalles and McNary Fishways have been completed and both plants are back online.

Assistant General Manager/Director of Power Resources Kurt Conger stated that The Dalles Fishway Plant came back online on January 31st and the McNary Fishway Plant was back online on February 2nd.

Conger stated that there is still some lingering work to be completed. Staff will replace the McNary and The Dalles Fishway Plant exciters in May, which is a good time to take an outage due to power prices.

OLD BUSINESS

There was no old business to discuss.

BOARD REPORTS / ITEMS FROM BOARD MEMBERS

Oregon People’s Utility Districts Association (OPUDA):

Director Smith reported as follows on the recent Oregon People’s Utility Districts Association Board Meeting:

- Central Lincoln PUD has a new Director, Jill Lyon.
- OPUDA had a selection of officers; Dan Williams was selected as Secretary/Treasurer; and Ken Phillips as Marketing/Membership.
Bonneville Power Administration held their Quarterly Business Review (QBR) today and released the 2018-2022 Strategic Plan. BPA is also in discussion with their Reliability Coordinator, “Peak Reliability” to understand their rate requirements going forward as the California ISO (CAISO) has chosen to leave the organization. The District will need to monitor as to how those rates impact us.

OPUDA needs to talk about the Bylaws Committee and the Strategic Plans for the Association.

Debbie Reed from Columbia River PUD made a presentation on the construction of a new advanced manufacturing research center in Scappoose, Oregon. This research center will be the first plant of its kind in the United States.

Northwest Public Power Association:

There will be a Northwest Public Power Association Trustees Meeting on March 8th and 9th, 2018 in Anchorage, Alaska. Director Smith is planning on attending.

Foster had a question if anything on energy came up before the Oregon Legislature.

Kline responded by stating it is unlikely that Oregon will have any carbon legislation during the short Legislative Session. A potential Oregon Department of Energy Bill will pass putting an Advisory Panel over the Oregon Department of Energy. There is also a potential that the Energy Supplier Assessment (ESA) will be lowered and capped at 0.15%.

Some brief discussion occurred regarding Oregon’s Energy Supplier Assessment.

**APPROVAL OF FUTURE MEETINGS/TRAVEL/OR RELATED MATTERS**

February 16, OPUDA Meeting – Dan Williams, Connie Karp, Roger Howe, Clay Smith and Howard Gonser

March 7, NEMS, NESC & NIES Meeting – Dan Williams, Connie Karp and Roger Howe

March 7, PPC Forum – Dan Williams, Connie Karp and Roger Howe

March 8, PPC Executive Committee – Dan Williams, Connie Karp and Roger Howe

March 8-9, NWPPA Trustees Meeting – Clay Smith

March 16, OPUDA Board Meeting – Dan Williams, Connie Karp, Roger Howe and Clay Smith
March 28, NRECA CCD 2610 – Understanding the Electric Business – Connie Karp and Roger Howe
March 29, NRECA CCD 2630 – Strategic Planning – Connie Karp and Roger Howe

President Williams stated that he forgot to mention that revenue went down in the Revised Financial Statement for December 2017.

Some discussion occurred regarding why the Financial Statement reflected a lower revenue amount. Hall noted that Google is still purchasing the Renewable Energy Credits (RECs). The funds were initially booked as retail revenue, but the funds are not the District’s revenue. The net effect is around $100,000.

Conger briefly described the work being conducted out at the Bonneville Power Administration (BPA) Quenett Creek Substation site. The District is working on a new website that will feature fishery projects that are being funded by the McNary Fisheries Compensation Committee.

Kline noted that the Board will be provided with an update on BPA’s Quenett Creek Substation Project at next month’s Board meeting.

EXECUTIVE SESSION

At 8:09 p.m. President Williams recessed the Regular Session to convene into Executive Session as authorized by ORS 192.660 (2)(l) to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing evaluation of chief executive officer.

Those present for the Executive Session included the Board of Directors, General Counsel James Foster; and General Manager Roger Kline.

At 8:59 p.m. the Board adjourned from Executive Session to return to Regular Session.

***It was the unanimous consensus of the Board of Directors to increase General Manager Roger Kline’s base salary to $234,000 per year based on his performance. This is 98% of the market average for this position. No other pay or benefit adjustments were made.***
There being no further business the meeting adjourned at 9 p.m.

President

ATTEST:

Secretary
Date: February 6, 2018

To: Northern Wasco County PUD Board of Directors

From: Paul Titus, Principal Engineer & Strategic Asset Planner

CC: Roger Kline, General Manager, NWCPUD
    Kurt Conger, Assistant General Manager, NWCPUD
    Jim Foster, General Counsel, NWCPUD

Subject: Northern Wasco County PUD – Automated Meter Infrastructure (AMI) Project

Northern Wasco County PUD (District) desired to implement an AMI system to engage customers to deliver greater insights into energy usage, effortless tools to access that information, and more programs to help customers manage consumption year-round. Overall goals may include, but not limited to:

- Improvement of meter reading and billing performance
- Use of remote disconnect on single phase meters to reduce truck rolls
- Better outage notification
- Identifying theft or tampering
- Utilization of data monitoring capabilities to detect and report malfunctioning meters promptly
- Prepayment
- Transformer load management
- Voltage optimization
- Distribution Automation (DA)
An AMI Committee was formed and consist of the following District personnel:

Mackenzie Wolfe
Nichole Fimple
Lili Garcia
Lance Kublick
Justin Brock
Garrett Mauritson
Paul Titus

The District issued a Request for Proposal (RFP) for Automated Metering Infrastructure on October 16, 2017 to select a meter vendor for supplying and implementing an AMI system within the District’s service territory. The AMI system shall be compatible with SEDC’s UPN and Futura GIS software. The services may include, but not limited to:

- Hardware
- Software
- Service
- Software Licensing
- Service Maintenance and Licensing

The RFPs were advertised on the District’s and NWPPA’s websites along with notification to known AMI vendors within the industry. The RFPs were due on December 1, 2017 and received eight responses.

The AMI Committee evaluated the RFPs with the intent of selecting the top three for a live demonstration. Due to the competitiveness of the responses, the top four were selected for a live demonstration and are as follows in no particular order:

- Anixter
- Eaton
- General Pacific/Itron
- Landis+Gyr

Live demonstrations were concluded on January 17th and 18th, 2018. The AMI Committee evaluated the live demonstrations along with the original written submittals and came to the decision to select General Pacific as the AMI Vendor.
The year one cost of the proposed General Pacific submittal was $1,660,624 (including meters and hardware), with a twenty (20) year life cycle cost analysis of $2,030,084.00. The analysis included:

- Meter and AMI Maintenance Labor
- Software Support, Maintenance & License Fees
- Electric Meter Equipment Expense
- Hardware Maintenance Fees
- Electric Power Fees

It is the recommendation of the AMI Committee to award the Automated Meter Infrastructure Project to General Pacific after review and approval of the contract by the District’s General Counsel.

Thank you and respectively submitted,

The AMI Committee
DATE: January 25, 2018

TO: Directors Gonser, Howe, Karp, Smith & Williams

FROM: Roger M. Kline, General Manager

SUBJECT: 2017 Organizational Performance Update & Q4 Results

Background

Early in 2016 The Board of Directors approved the organizational dashboard quarterly reporting methodology, comparing the stated values of the organization to the operational and strategic work the PUD was to accomplish throughout the year. In 2017 the Board and executive management team (EMT) agreed that a transition to the Key Performance Area (KPA) and their associated Key Performance Indicators (KPI) would be even more beneficial for the Board’s understanding and monitoring of the PUD’s functional areas. Please consider the following comments in conjunction with the provided organizational performance dashboard.

Key Performance Area – Workforce

There is no greater importance to employees, the community, or our customer-owners than to accomplish all our work safely. Because of the added emphasis placed in this area since 2016, 2017 closed without experiencing an OSHA “recordable incident” for the first time in nine years. This is a very positive thing and should be celebrated.

An annual Employee Satisfaction Survey was conducted during Q4 with overall positive results and lessons learned. More specific communication on this topic will be shared with staff throughout 2018.

The organization did experience two vehicle accidents/incidents during Q4, both involving a PUD vehicle contacting a stationary vehicle. Total costs for Q4 were $3,644.00, and total costs for 2017 were $6,144.00. The annual total cost was below the KPI and previous year threshold of $10,000.00. The total number of accidents/incidents was 5 which was almost double the KPI of 2.6. The District will conduct advanced driver training during 2018 to ensure this trend stops. The specific instances are being addressed with the employee(s) involved as well.

Competitive compensation and market-based pay continues to be updated as positions are recruited for and/or reviewed. Portland-Salem Consumer Price Index for 2017 ended at 4.15% (see figure from the Bureau of Labor Statistics) https://www.bls.gov/regions/west/news-release/consumerpriceindex_portland.htm
Management will consider this when making compensation adjustments and market placements during the next performance review cycle.

Key Performance Area – Finance

Thanks to the excellent work by staff and the Board of Directors, the necessary rate increase in early 2017 coupled with various contract negotiations enabled the organization to finish the year much better than expected financially. Although we finished the year to the negative ($423,255), it was mainly attributable to a non-cash retirement of assets at the McNary Fishway Hydroelectric Project of $476,000. Otherwise, the District would have ended the year over $50,000.00 to the positive. As identified in our KPI’s and below, the District remains the lowest-cost electric service provider amongst our local peers, and one of the lowest in the region.
Key Performance Area – Customer

The Energy Conservation Department performed admirably conserving 425 kwh of energy through residential and commercial projects, weatherization, rebates and other excellent work during Q4. The District finished the year at 1205 kwh, well within target tolerances. As a reminder, earlier this year we had fully expended our conservation funds and had to delay some project starts accordingly. The team initiated a future conservation potential study during Q4 and will work with the consultant during Q1 2018 to identify where we can receive the most benefit for our customer-owners. Results to be presented in the future.

The District received excellent results via our independent third-party Customer Satisfaction Survey which were presented to the Board during Q4. We have this information for comparison purposes for future surveys. The Board learned during that survey and responded in-kind by no longer charging processing fees for debit/credit card use for bill payment. Anecdotally, our customer-owners are very pleased and have already increased use and utilization of this easy option.

Social media contacts, news and other traditional media outreach continued through Q4 with positive results. Our Communication Plan has been updated for 2018 and we will continue to refine as needed based on our customer’s needs.

Meter Reading Accuracy (KPI) continues to improve and is now trending at or near expected performance tolerances.

Key Performance Area – Power Supply

Supporting and influencing progress with Bonneville Power Administration (BPA) on the Quenett Creek Substation for our large data customer continued throughout Q4 with ground-breaking expected early in 2018. As a reminder, this will be the Districts first ever 230 kv point of delivery for a customer.

Planning for the annual maintenance outages at both McNary and The Dalles fishway projects was a point of emphasis during Q4 with much necessary operations and maintenance work expected to be completed.

As a reminder, a new contract was signed to purchase the output of The Dalles Fishway hydroelectric project during 2017, which included the environmental attributes/renewable energy certificates (REC).

Separate dashboards are included for both McNary and The Dalles Fishway Hydroelectric Projects.

Key Performance Area – Electric Service Delivery

In the area of Electric Service Delivery, the fourth quarter and 2017 were highly successful with much infrastructure work accomplished. Specific accomplishments include:

- Tree Trimming Service Orders – 790 completed during 2017
- O&M Service Orders – 4,122 completed during 2017
- Osmose Pole Test & Treatment – many poles replaced and joint-use corrections completed
- Osmose completed Public Utilities Commission (PUC) regulatory inspections
- Nearly 78,000 miles driven by staff during 2017

Large capital planning continues to improve and evolve as infrastructure needs are better understood. The electric service delivery system’s replacement, refurbishment, and reinvestment needs continue to grow and are being prioritized based on risk.

Total capital Work Orders closed during 2017 – 179

Total value of Work Orders - $8.28 Million dollars.

Total capital expended in 2017 - $13.56 Million dollars.

**Key Performance Area – Enterprise Operations**

The Project Management Office (PMO) is addressed specifically on the included separate dashboard. All projects are progressing as per their approved scope, schedules and budgets with appropriate project controls in place.

A request for proposal for Advanced Metering Infrastructure (AMI) was distributed to the marketplace during Q4. Receipt, scoring and a recommendation to the Board is expected in early 2018.

During 2017 the District also submitted for the *American Public Power Association (APPA)* *Reliable Public Power Provider (RP3)* ranking and designation. The District received its highest point total to date, 96.5 points out of 100. This resulted in a Platinum designation.

![RP3 Point Totals by Submission Year](chart)

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Summary

Q4 and 2017 overall were very successful for the PUD and its customer owners. The organization is performing very well in most areas. We will continue to improve business processes and work with the Board to refine, update and develop governing policies to ensure all parties are satisfied with the performance of the organization. We will celebrate our successes and continue to strive for excellence during 2018 to improve safety, driving behavior, employee culture and further our understanding of capital needs, cost of service, rates, and revenue requirements. Influencing at the State and Regional level with regard to BPA, ODOE and special interest groups is an ongoing opportunity which we will continue to participate in.
## 2017 NWCPUD Performance Dashboard
### Results by Quarter

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<th>Key Performance Area</th>
<th>Target</th>
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<th>Q2</th>
<th>Q3</th>
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<td>18,849</td>
<td>21,275</td>
<td>18,319</td>
<td>77,901</td>
<td>Industry</td>
<td>Policy</td>
<td>Clean record, first time in 9 years</td>
</tr>
<tr>
<td>Vehicle Accidents</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2.6</td>
<td>Previous Year</td>
<td></td>
<td>FUD vehicle contacted parked vehicle</td>
</tr>
<tr>
<td>Accident Costs</td>
<td></td>
<td>0</td>
<td>$115,500</td>
<td>$2,500,500</td>
<td>$3,644,000</td>
<td>$6,256,50</td>
<td>Previous Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>&gt;</td>
<td>95%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>APPA</td>
<td>Previous Year</td>
<td>Completed, positive results</td>
</tr>
<tr>
<td>Competitive Compensation</td>
<td>&gt; 80-120%</td>
<td>96.10%</td>
<td>96.10%</td>
<td>96.10%</td>
<td>96.10%</td>
<td>96.10%</td>
<td>100% NWPPA</td>
<td>As of April 01, 2017</td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond Rating</td>
<td>A1</td>
<td>A1</td>
<td>A1</td>
<td>A1</td>
<td>A1</td>
<td>APPA</td>
<td>As per Moody's Rating Agency (09/01/16)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External Audit</td>
<td>Clean</td>
<td>N/A</td>
<td>Completed</td>
<td>Completed</td>
<td>Completed</td>
<td>Clean</td>
<td>Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Service Coverage (DSC)</td>
<td>&gt; 1.25</td>
<td>3.33</td>
<td>2.40</td>
<td>4.31</td>
<td>4.50</td>
<td>2.32</td>
<td>APPA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget to Actuals</td>
<td>5% tolerance</td>
<td>7.10%</td>
<td>On Target</td>
<td>Under Budget</td>
<td>On Target</td>
<td>Industry</td>
<td>Policy</td>
<td>Improved data collection/tracking/reporting</td>
<td></td>
</tr>
<tr>
<td>Current Ratio</td>
<td>2.6</td>
<td>2.88</td>
<td>2.97</td>
<td>2.67</td>
<td>2.8</td>
<td>Median</td>
<td>APPA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Ratio</td>
<td>0.864</td>
<td>0.921</td>
<td>0.959</td>
<td>0.9178</td>
<td>0.941</td>
<td>Median</td>
<td>APPA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PID/CD $</td>
<td>3%</td>
<td>3.0%</td>
<td>3.0%</td>
<td>3.0%</td>
<td>3.0%</td>
<td>N/A</td>
<td>Policy</td>
<td>No Change</td>
<td></td>
</tr>
<tr>
<td>Debt to Total Asset</td>
<td>0.324</td>
<td>0.329</td>
<td>0.329</td>
<td>0.2964</td>
<td>0.282</td>
<td>Median</td>
<td>APPA</td>
<td>On target (Does not include BPA Obligation on McNary)</td>
<td></td>
</tr>
<tr>
<td><strong>Suppliers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Satisfaction Survey</td>
<td>95%</td>
<td>N/A</td>
<td>N/A</td>
<td>94%</td>
<td>90% Satisfied</td>
<td>APPA</td>
<td>73% &quot;somewhat&quot; and 21% &quot;very&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy Conservation (MWh)</td>
<td>&gt; 1500</td>
<td>309</td>
<td>273</td>
<td>198</td>
<td>425</td>
<td>1205</td>
<td>1.5MWh</td>
<td>Policy</td>
<td>Hit 1205</td>
</tr>
<tr>
<td>Meter Reading Accuracy</td>
<td>&lt; 0.30%</td>
<td>6.21%</td>
<td>1.50%</td>
<td>0.06%</td>
<td>0.37%</td>
<td>Industry</td>
<td>Directive</td>
<td>New Metric - improving to Target by EOY</td>
<td></td>
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<tr>
<td><strong>Power Supply</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Dalles Fishway Project</td>
<td>&gt; 95%</td>
<td>71.30%</td>
<td>100.00%</td>
<td>99.93%</td>
<td>99.72%</td>
<td>99.26%</td>
<td>95% NERC</td>
<td></td>
<td>Annual fishladder outage in Q1</td>
</tr>
<tr>
<td>Forced Outage</td>
<td>&lt; 3%</td>
<td>28.70%</td>
<td>0.0%</td>
<td>0.07%</td>
<td>0.28%</td>
<td>0.74%</td>
<td>3% NERC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planned Maintenance</td>
<td>&gt; 95%</td>
<td>97.00%</td>
<td>100.00%</td>
<td>93.55%</td>
<td>96.77%</td>
<td>95% Policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>McNary Hydro Project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability</td>
<td>&gt; 95%</td>
<td>27.17%</td>
<td>99.93%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>93.76%</td>
<td>95% NERC</td>
<td>Finalization of runner replacement in Q1</td>
<td></td>
</tr>
<tr>
<td>Forced Outage</td>
<td>&lt; 3%</td>
<td>72.83%</td>
<td>0.07%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>6.24%</td>
<td>3% NERC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planned Maintenance</td>
<td>&gt; 95%</td>
<td>91.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>99.25%</td>
<td>95% Policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electric Service Delivery</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAIDI</td>
<td>&lt; 61.536</td>
<td>13.9950</td>
<td>24.2170</td>
<td>10.6030</td>
<td>14.7760</td>
<td>63.5710</td>
<td>92.3956</td>
<td>Prev Year / APPA</td>
<td>Average outage duration for each customer</td>
</tr>
<tr>
<td>SAIFI</td>
<td>&lt; 0.392</td>
<td>0.392</td>
<td>0.392</td>
<td>0.392</td>
<td>0.392</td>
<td>0.392</td>
<td>0.392</td>
<td>Prev Year / APPA</td>
<td>Average number of interruptions</td>
</tr>
<tr>
<td>Load Factor</td>
<td>&gt; 60.30%</td>
<td>71.38%</td>
<td>76.09%</td>
<td>72.88%</td>
<td>78.22%</td>
<td>67.15%</td>
<td>60.3% Prev Year / APPA</td>
<td>KWh / Peak Load / Available Hours</td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise Operations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Order Completion</td>
<td>on sched</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>179</td>
<td>5% of sched</td>
<td>Directive</td>
<td>Excellence in this area</td>
</tr>
<tr>
<td>Tree Program Service Order</td>
<td>on sched</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>4.122</td>
<td>5% of sched</td>
<td>Directive</td>
<td>Excellency in this area</td>
</tr>
<tr>
<td>Project Management Office Milestone</td>
<td>on sched</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
<td>99%</td>
<td>5% of sched</td>
<td>Directive</td>
<td>Continued improvement being realized</td>
<td></td>
</tr>
<tr>
<td>Fleet Vehicle Maintenance</td>
<td>on sched</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>790</td>
<td>5% of sched</td>
<td>Directive</td>
<td>Excellence in this area</td>
</tr>
<tr>
<td>Cyber-Sec Aware Training</td>
<td>on sched</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>2.218</td>
<td>5% of sched</td>
<td>Directive</td>
<td>Excellence in this area</td>
</tr>
<tr>
<td>APPA RP3 Submission</td>
<td>30-Aug</td>
<td>N/A</td>
<td>N/A</td>
<td>Y</td>
<td>N/A</td>
<td>30 September</td>
<td>APPA</td>
<td>Awarded Platinum - 96.5 points, highest ever at NWCPUD</td>
<td></td>
</tr>
</tbody>
</table>

### Key Performance Indicators
- **Safety Training Completed**: > 95%
- **Lost Work Days**: 0
- **OSHA Recordable Incidents**: 0
- **Miles Driven**: N/A
- **Vehicle Accidents**: 0
- **Accident Costs**: $0.00
- **Employee Satisfaction**: > 95%
- **Competitive Compensation**: > 80-120%
- **Bond Rating**: A1
- **Debt Service Coverage (DSC)**: > 1.25
- **Budget to Actuals**: 5%
- **Current Ratio**: 2.6
- **Operating Ratio**: 0.864
- **Force Outage**: < 3%
- **Planned Maintenance**: > 95%
- **SAIDI**: < 61.536
- **SAIFI**: < 0.392
- **Load Factor**: > 60.30%
- **Service Order Completion**: on sched
- **Tree Program Service Order**: on sched
- **Project Management Office Milestone**: on sched
- **Fleet Vehicle Maintenance**: on sched
- **Cyber-Sec Aware Training**: on sched
- **APPA RP3 Submission**: 30-Aug
### PROJECT PORTFOLIO DASHBOARD

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>TIME LINE</th>
<th>PROJECT ELEMENTS</th>
<th>Estimated Budget</th>
<th>To-Date Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Infrastructure Replacement</td>
<td>11/2/2016 - 6/26/2018</td>
<td>Timeline: ✔️</td>
<td>Monitoring</td>
<td>$68,500</td>
</tr>
<tr>
<td>SEDC - UPN Reset</td>
<td>12/9/2016 - 6/22/2018</td>
<td>Timeline: ✔️</td>
<td>Executing</td>
<td>$150,000</td>
</tr>
<tr>
<td>SOP Framework</td>
<td>12/9/2016 - 3/31/2018</td>
<td>Timeline: ✔️</td>
<td>Executing</td>
<td>$60,000</td>
</tr>
<tr>
<td>Hydro Arc Flash</td>
<td>11/21/2017 - 5/26/2018</td>
<td>Timeline: ✔️ Planning</td>
<td>Planning</td>
<td>$30,000</td>
</tr>
<tr>
<td>Substation Data Acquisition Database</td>
<td>11/21/2017 - 12/31/2018</td>
<td>✔️</td>
<td>Planning</td>
<td>TBD</td>
</tr>
<tr>
<td>230 kV Tie-Construction</td>
<td>9/16/2017 - 3/2/2018</td>
<td>Timeline: ✔️</td>
<td>Executing</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Automated Metering Infrastructure</td>
<td>10/16/2017 - 12/31/2018</td>
<td>Timeline: ✔️</td>
<td>Planning</td>
<td>$2,250,000</td>
</tr>
<tr>
<td>Access Control System</td>
<td>8/25/2017 - 3/31/2018</td>
<td>Timeline: ✔️</td>
<td>Executing</td>
<td>$150,000</td>
</tr>
<tr>
<td>Distribution System Support</td>
<td>10/2/2017 - 1/19/2018</td>
<td>Timeline: ✔️</td>
<td>Closing</td>
<td>$341,796</td>
</tr>
<tr>
<td>The Dalles Marina</td>
<td>1/22/2018 - 10/19/2018</td>
<td>✔️</td>
<td>Planning</td>
<td>$600,000</td>
</tr>
<tr>
<td>TDF Hydro Software Reprogramming</td>
<td>5/16/2017 - 1/30/2018</td>
<td>✔️</td>
<td>Executing</td>
<td>$60,000</td>
</tr>
<tr>
<td>TDF Hydro Fish Sampling Facility</td>
<td>8/8/2017 - 3/1/2019</td>
<td>✔️</td>
<td>Planning</td>
<td>$600,000</td>
</tr>
<tr>
<td>TDF Internet Connection</td>
<td>10/1/2017 - 1/26/2018</td>
<td>✔️</td>
<td>Initiating</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

- **Projects In-Flight:** 12
- **Projects In-Flight w/o All Elements:** 6
- **Projects On Hold:** 1
- **Projects Closing:** 1
- **Projects Closed:** 7
- **Total Projects:** 21

### PIPELINE TRACKING

- **Risk Levels:**
  - HIGH: 1
  - MEDIUM: 5
  - LOW: 11

- **Milestone Status Tracking:
  - IN PROGRESS: 48%
  - OVERDUE: 2%
  - COMPLETE: 34%
  - NOT STARTED: 16%
Quarter: Q4
Available Hours: 2209:00:00
Scheduled Outage Hours: 0:00:00
From: 10/1/2017 1:00
To: 12/31/2017 0:00
Total PM's Generated To-Date: 124
Total MWh's Generated: 11,693,900
Completed PM's To-Date: 116

<table>
<thead>
<tr>
<th>Cause</th>
<th>Outage</th>
<th>Qtr</th>
<th>Start Date</th>
<th>Duration</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual fishladder outage</td>
<td>SCHEDULED</td>
<td>Q1</td>
<td>1/2/2017 11:00</td>
<td>550:06:00</td>
<td>1/25/2017 9:06</td>
</tr>
<tr>
<td>N1 gate failure</td>
<td>FORCED</td>
<td>Q1</td>
<td>2/13/2017 10:06</td>
<td>1:00:00</td>
<td>2/13/2017 11:06</td>
</tr>
<tr>
<td>USACE work on N1 gate</td>
<td>FORCED</td>
<td>Q1</td>
<td>2/15/2017 8:00</td>
<td>50:30:00</td>
<td>2/17/2017 10:30</td>
</tr>
<tr>
<td>Loss of transmission Line</td>
<td>FORCED</td>
<td>Q1</td>
<td>2/17/2017 17:19</td>
<td>1:15:00</td>
<td>2/17/2017 18:34</td>
</tr>
<tr>
<td>Offline to clear debris</td>
<td>SCHEDULED</td>
<td>Q1</td>
<td>3/30/2017 9:00</td>
<td>0:25:00</td>
<td>3/30/2017 9:25</td>
</tr>
<tr>
<td>BPA line switch</td>
<td>SCHEDULED</td>
<td>Q2</td>
<td>6/10/2017 22:41</td>
<td>7:26:00</td>
<td>6/11/2017 6:07</td>
</tr>
<tr>
<td>USACE fishladder ROV inspection</td>
<td>FORCED</td>
<td>Q3</td>
<td>8/8/2017 12:06</td>
<td>1:32:00</td>
<td>8/8/2017 13:38</td>
</tr>
<tr>
<td>BPA Line/Relay work</td>
<td>FORCED</td>
<td>Q4</td>
<td>11/5/2017 0:04</td>
<td>5:14:00</td>
<td>11/5/2017 5:18</td>
</tr>
<tr>
<td>Fix hydraulic leak</td>
<td>FORCED</td>
<td>Q4</td>
<td>11/28/2017 10:25</td>
<td>0:20:00</td>
<td>11/28/2017 10:45</td>
</tr>
<tr>
<td>BPA phase fault out of Chen. Sub</td>
<td>FORCED</td>
<td>Q4</td>
<td>12/15/2017 10:40</td>
<td>0:22:00</td>
<td>12/15/2017 11:02</td>
</tr>
<tr>
<td>Repl. pressure transducer fish inlet</td>
<td>FORCED</td>
<td>Q4</td>
<td>12/27/2017 15:05</td>
<td>0:15:00</td>
<td>12/27/2017 15:20</td>
</tr>
</tbody>
</table>

Outage Durations (Hours):
- Total Hours Offline: 2209:00:00
- Scheduled Outage Hours: 0:00:00
- Forced Outage Hours: 6:11:00

Completion of Scheduled Maintenance:
- Below 90%: 93.55%
- 99.72%: 99.72%

The Dalles Fishway Generation vs. Net Head
<table>
<thead>
<tr>
<th>Quarter</th>
<th>Available Hours</th>
<th>Scheduled Outage Hours</th>
<th>Forced Outage Hours</th>
<th>Total Hours Offline</th>
<th>EAF %</th>
<th>% Online</th>
<th>Total MWh's Generated</th>
<th>Scheduled Maintenance Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>2209:00:00</td>
<td>0:00:00</td>
<td>0:00:00</td>
<td>0:00:00</td>
<td>100.00%</td>
<td>100.00%</td>
<td>21,598,790</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### Outage Durations (Hours)

<table>
<thead>
<tr>
<th>Cause</th>
<th>Outage</th>
<th>Qtr</th>
<th>Start Date</th>
<th>Duration</th>
<th>End Date</th>
<th>Outage Durations (Hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blade Runner Replacement</td>
<td>SCHEDULED</td>
<td>Q1</td>
<td>1/1/2017 0:00</td>
<td>1111:50:00</td>
<td>2/16/2017 7:50</td>
<td>0:00:00</td>
</tr>
<tr>
<td>Turbine bearing oil water contamination removal</td>
<td>FORCED</td>
<td>Q1</td>
<td>2/18/2017 16:20</td>
<td>471:40:00</td>
<td>3/10/2017 8:00</td>
<td>0:00:00</td>
</tr>
<tr>
<td>Failed Temp Card on alarm panel</td>
<td>FORCED</td>
<td>Q1</td>
<td>3/13/2017 16:49</td>
<td>0:50:00</td>
<td>3/13/2017 17:39</td>
<td>0:00:00</td>
</tr>
<tr>
<td>Turbine bearing oil water contamination removal</td>
<td>SCHEDULED</td>
<td>Q1</td>
<td>3/23/2017 8:06</td>
<td>23:54:00</td>
<td>3/24/2017 8:00</td>
<td>0:00:00</td>
</tr>
<tr>
<td>Turbine bearing oil water contamination removal</td>
<td>SCHEDULED</td>
<td>Q2</td>
<td>4/4/2017 7:00</td>
<td>24:00:00</td>
<td>4/5/2017 7:00</td>
<td>0:00:00</td>
</tr>
<tr>
<td>low flow cooling water alarm</td>
<td>FORCED</td>
<td>Q2</td>
<td>5/22/2017 7:04</td>
<td>0:25:00</td>
<td>5/22/2017 7:29</td>
<td>0:00:00</td>
</tr>
<tr>
<td>low 125DCV control voltage</td>
<td>FORCED</td>
<td>Q2</td>
<td>5/31/2017 12:00</td>
<td>0:42:00</td>
<td>5/31/2017 12:42</td>
<td>0:00:00</td>
</tr>
<tr>
<td>Trash Stomping</td>
<td>FORCED</td>
<td>Q2</td>
<td>6/1/2017 12:59</td>
<td>0:27:00</td>
<td>6/1/2017 13:26</td>
<td>0:00:00</td>
</tr>
</tbody>
</table>

### McNary Fishway Generation vs. Net Head

- **Output (KW)**
- **Net Head (Ft)**

### Quarter

- Q1
- Q2
- Q3
- Q4