



Energizing Life in Our Communities

# 2026 BUDGET

# **2026 PROPOSED BUDGET**

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# A LEGACY OF SERVICE

We are public power and water. Since we were created by a vote of the people in 1936, we have been not-for-profit, community owned, and locally governed. Nearly 90 years later, our mission remains the same: deliver safe, reliable, and environmentally sustainable electricity and water to our communities.

Our 1,200 employees are dedicated to serving Snohomish County and Camano Island, some of the fastest growing communities in the country. Currently we provide electricity to more than 875,000 people and 25,000 businesses through 373,000 electric meters. We directly serve 23,750 water customers and supply wholesale water to six local utilities.

The communities we serve have diverse current and future needs. We know that our ability to be successful in the future is intertwined with theirs. We embrace each opportunity to partner with them and work together to achieve a bright future for our customers.

We are the second largest public utility in the Pacific Northwest and the 12th largest in the United States. That puts us in a unique position to be a leader in advocating for change that creates a better future for our region and the neighbors and friends we serve.

# **OUR PURPOSE, VALUE AND VISION**

> OUR PURPOSE (what guides us)

We deliver essential utility services to help our communities thrive.

> OUR COMMITMENT (the tenets that anchor us)

We embrace our role in enabling the vitality of the communities we serve, today and tomorrow. To fulfill our part, we:

- Are a POWERFUL PARTNER
- Provide EXCEPTIONAL VALUE
- Deliver EXCELLENT EXPERIENCES
- Are the **BEST** version of Team PUD
- > OUR VALUES (how we behave)

We hold ourselves and every member of Team PUD to high standards.

Every day we **SAFEGUARD** what matters, putting employee and community safety first.

We have INTEGRITY. We are a TEAM.

We SERVE with pride, RISE to challenges.

We choose to INCLUDE all, SEEK growth, and be BOLD.

> OUR VISION (where we are going)

Be the utility that delights our customers and energizes life in our communities. By achieving our Vision, we will be the best utility for our communities. We will help our customers and communities creatively meet the future head on, powering a strong economy and environment. Given the opportunity, our customers will rave about our service and the value we provide and would choose us over any other option.





# **2026 PROPOSED BUDGET**

he 2026 Proposed Budget for Snohomish County PUD reflects a substantial effort of leaders, project leads, planners, and staff from across the organization. It is driven by our strategic values and represents a prudent strategy of reliability, modernization, and infrastructure investment in the future, while continuing to balance the continuing inflation, power supply costs, supply chain and other challenges brought forward from our current economy. With the 2026 Proposed Budget, the



PUD continues to focus on its commitment to its customers, investing in the quality of its people, preparing for the needs of the future, and responsible cost and fiscal management.

John Haarlow, CEO/ General Manager



# 2026 PROPOSED BUDGET KEY FEATURES

The 2026 Proposed Budget and expenditure plan provides funding to develop, maintain, and enhance the PUD's Electric, Generation, and Water systems and continue to provide excellent service and enhance reliability to our customers while continuing to pursue cost-effective conservation.

The 2026 Proposed operating budget for the Electric System is \$745.2 million, a decrease of \$45.7 million from 2025. The expenditure plan also includes \$243 million in capital expenditures; the majority of those expenditures are for system reliability improvements and upgrades across the PUD's territory and investment in the Connect Up project, a multi-year project to modernize the PUD's meters and network infrastructure.

The 2026 Proposed operating budget for the Generation System is \$23.1 million, a \$3.9 million increase from 2025. The expenditure plan also includes \$6.1 million in capital expenditures for construction and improvements, primarily at the Jackson Hydroelectric Project. The Water System's 2026 Proposed operating budget is approximately \$19.0 million, a \$1.8 million-decrease from the 2025 operating budget. The expenditure plan for the Water System also includes \$21.3 million in capital improvements, the majority of which are for the advanced water meter conversion project and construction of a new 3,600,000-gallon reservoir on Burn Road.

The following highlights some of the major components of the 2026 Electric System proposed operating budget and capital expenditures:

- **Recovery from Extreme Power Market Events** In 2024, the PUD faced significant financial challenges due to severe weather events, leading to substantial power expenditures and a negative impact on our cash reserves. The 2026 Proposed Budget aims to initiate financial recovery through the following strategies;
- » Cost Containment PUD staff have prioritized projects and identified approximately \$12 million in expenditure reductions for the 2026 Proposed Budget.

- » Rate adjustments the 2026 Proposed Budget includes a 2.5% general rate adjustment in April 2025 subject to Board review and approval.
- » **Use of bond proceeds** We plan to utilize \$59.2 million of the \$185 million in revenue bonds issued in 2025 to fund major capital projects.
- **Retail power consumption** Retail loads, primarily from residential customers, are expected to increase 1% in 2026 compared to the 2025 Budget.
- **New connections** The estimate for the 2026 Proposed Budget new premise connections is 5,221, an increase from the 2025 budget.
- Bonneville Power Administration (BPA) Product change In August 2024, the Commission approved a significant change in the power product that will supply the majority of the power to the PUD beginning in October 2025. The change will move us from the Block/Slice product to the Load Following product. This change will result in lower power costs of approximately \$55M in 2026.
- System reliability investments The 2026 capital plan includes several major
  projects aimed at increasing reliability for customers these include miscellaneous line improvement projects, major substation projects such as the Stimson
  Crossing Substation and the Stimson-Stanwood 115KV Line Rebuild as well
  as continuation of the wood pole and underground cable replacement programs.
- **Connect Up Program** The budget for this program is \$16.2 million, a portion of a multi-year project, to modernize the PUD's meters and network infrastructure. This project is primarily funded by bond proceeds.
- SnoSMART Program This project, in partnership with the Department



- of Energy (DOE), will enhance community and grid resiliency and support safe, healthy, sustainable, and equitable communities by replacing fire-causing expulsion fuses in highest risk areas, installing hundreds of wireless smart grid devices to improve grid reliability, and upgrading aging software and technology systems to enable a more efficient grid. Capital funding is \$14.4 million in 2026, partially funded by grant revenues from the DOE.
- **Energy Services programs** The PUD continues investment in energy-efficiency and related programs with \$22.5 million in planned expenditures. These expenditures are reported as part of operating and maintenance costs. A portion of these costs will be reimbursed by BPA.

# **CASH RESERVES**

The PUD updated its financial reserve policies in September 2024 to be more closely aligned with industry and rating agency standards, and also to clearly identify restricted vs. unrestricted funds.

The PUD maintains reserve categories as follows:

- **Unrestricted**, category includes funds that may be used, or redirected for use by the Commission, to meet any operating obligations.
  - » For the Electric System, the funds listed below will represent a combined minimum of 180 days of operating expenses (less depreciation expense) in order to meet any operating obligations, beginning, at the latest, with the 2027 annual budget. To gradually work toward this target, the 2026 Proposed Budget includes a minimum of 160 days of operating expenses (less depreciation expense) in the Unrestricted Category.
  - » For the Water System, the funds listed below will represent a combined minimum of 150 days of operating expenses (less depreciation expense) in order to meet any operating obligations, beginning, at the latest, with the 2029 annual budget. To gradually work toward this target, the 2026 Proposed Budget includes a minimum of 100 days of operating expenses (less depreciation expense) in the Unrestricted Category.
  - » Operating Reserve, which includes the Revenue Fund, provides adequate working capital for operational liquidity, capital infrastructure investment, seasonal revenue and expenditure fluctuations, and unforeseen events not addressed by other funds.
  - » Contingency Reserve, the unrestricted portion which includes the Rate

Stabilization Fund, may be utilized to absorb future costs of significant operating changes compared to budgeted expectations, including wholesale market volatility. Use of these funds will mitigate the impact of unforeseen events that could have an immediate impact on the District's ability to provide low-cost power to its customers.

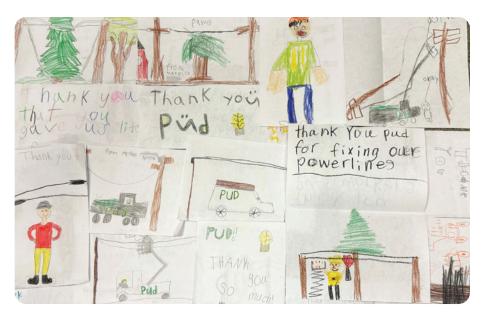
- » Sinking Reserves, the unrestricted portion which includes the Privilege Tax Fund within the Electric System only, are funds set aside on a monthly basis to meet the annual privilege tax payment.
- Restricted, category includes funds that contain a legally enforceable requirement through Master Bond Resolution, law, contractual agreement, or as committed by the Commission to be used only for a defined purpose.
  - » Project Reserve, which represents funds expected to be used for capital and other projects as approved by the Commission, required by the State, or with respect to Bond Construction Funds.
  - » **Benefit Reserve,** which are set aside to fund between 70-100% of the actuarial cost of post-employment benefit obligations.
  - » Contingency Reserve, the restricted portion which includes the Self-Insurance Fund, provides for self-insurance retentions and insurance carrier deductibles.
  - » Sinking Reserve, the restricted portion, which includes bond sinking funds, includes funds set aside on a monthly basis for annual debt service payments.
  - » Bond Debt Service Reserve, which are held pursuant to bond covenants to secure individual series of bonds issued by the District.

# LONG-TERM STRATEGY & STRATEGIC PLAN

Since it was created by a vote of the people in 1936, Snohomish PUD has been not-for-profit, community-owned, and locally governed. Nearly 90 years later, the PUD's mission remains the same: deliver safe, reliable, affordable, and environmentally sustainable electricity and water to our communities.

In 2021, PUD leadership began developing an updated and comprehensive long-term strategy and strategic plan to guide it in becoming its communities' utility of the future. The work builds on the strengths and achievements of prior strategic planning efforts and complements existing long-term plans including the PUD's Integrated Resource Plan. The 2023-2027 strategic plan was adopted in 2023.

The 2026 Proposed Budget includes funding for several key initiatives and activities



that are directly related to implementation of the Strategic Plan, noted as follows:

# **OUR STRATEGIC PRIORITIES**

Together, the Executive Leadership Team and Commission identified five long-term strategic priorities that will require our active focus to successfully meet the changing needs of our communities and customers. This focus will ensure we can continue to help our communities thrive and deliver exceptional value to our customers. The five strategic priorities are:

### **BOLSTER OPERATIONAL RELIABILITY AND RESILIENCY**

Electrification of transportation, heating, and industry will intensify customer and community dependence on electricity, increase overall energy use, and change usage patterns. The regional shift towards clean energy and accelerating climate change creates new operational complexities. Ensuring that energy and water are available whenever and wherever needed will require sophisticated planning, new and upgraded infrastructure, continual improvement of our practices, and responsible financial management. There are four objectives supporting this priority:

- · Develop the capabilities for an increasingly complex energy future,
- Build the distribution grid of our future,
- Ensure resource adequacy by expanding and protecting resources,
- Preserve exceptional customer value.

### **EVOLVE AND ENHANCE CUSTOMER EXPERIENCES**

Our communities are increasingly diverse with evolving customer needs and preferences. The standards set by other industries are influencing what our customers expect of us. To continue delivering excellent experiences and earn customer loyalty we must keep pace and adopt a customer-centric focus across all aspects of our operations. We must hear, understand, and respond to what customers want, need, expect, and value. There are three objectives supporting this priority:

- Center our work around customer desires, challenges and expectations,
- · Deliver creative, personal and convenient solutions,
- Give customers increased flexibility and control over their usage and costs.

### **ACTIVELY HELP OUR COMMUNITIES THRIVE**

We have been part of the fabric of our communities since our creation and are committed to providing equitable services and access. Water and power are vital to ensuring Snohomish County and Camano Island thrive today and in the future. Looking to the future we believe we have the opportunity, and responsibility, to become an even more powerful partner. There are three objectives supporting this priority:

- Strengthen our community connections,
- · Support the economic vitality of our communities,
- · Align our practices with our communities' diverse needs.

### **BUILD A SUSTAINABLE FUTURE WITH OUR COMMUNITIES**

We have long prioritized providing affordable carbon-free power to our communities while being sensitive to the natural environment in our planning, construction, and operations. With growing momentum toward electrification, decarbonization, local energy generation and storage, and conservation of natural resources, we are uniquely positioned to help our communities develop and achieve their sustainability goals. There are two objectives supporting this priority:

- · Responsibly minimize and mitigate our environmental impacts,
- + Help our customers and communities achieve their goals.

### CREATE THE CULTURE AND CAPABILITIES NEEDED FOR THE FUTURE

Our employees are the heart of our organization; they are fundamental to our ability to deliver on our commitments and achieve our vision. We must attract, develop, and retain a workforce that embodies our values and reflects the diversity of our communities. Our employees need not only the capabilities and resources to do their jobs safely and effectively, but also access to development and advancement. There are three objectives supporting this priority:

- Be an employer of choice,
- · Evolve workforce skills and capabilities,
- · Increase organizational alignment and effectiveness.



# Electric System 2026 PROPOSED BUDGET

he Electric System operates primarily to provide electrical service to 880,000 people and 25,000 businesses through 373,000 electric meters. The Electric System purchases the majority of the electrical energy it sells to customers from the Bonneville Power Administration (BPA). The Electric System consists of the PUD's transmission lines, substations, distribution lines, transformers, meters, and general plant. It also includes customer service, engineering and design, energy-efficiency services, and administrative functions that support the construction, operations and maintenance of the transmission and distribution system.



Schedule 1 shows the 2026 Proposed Budget compared to the 2025 Budget.

# Schedule 1 ELECTRIC SYSTEM COMPARATIVE FINANCIAL DATA (000s)

(000	Js)			
		2025 Budget		2026 Proposed Budget
Operating Revenues		Duuget		Duuget
Energy Retail Sales	\$	745,728	\$	766,866
Energy Wholesale Sales		53,824		27,678
Other Operating Revenues		32,130		38,565
<b>Total Operating Revenues</b>	\$	831,682	\$	833,109
Operating Expenses				
Purchased Power	\$	373,471	\$	318,334
Operations & Maintenance		302,017		307,997
Taxes		46,395		47,761
Depreciation Expense		69,045		71,116
<b>Total Operating Expenses</b>	\$	790,927	\$	745,208
Net Operating Income	\$	40,755	\$	87,900
Other Income & Expense		24,991		31,825
Interest Charges		(22,717)		(25,516)
Contributions		33,735		36,702
Net Income	\$	76,764	_\$_	130,912
Other Expenditures				
Capital Expenditures		221,007		243,007
Debt Service Principal		15,545		13,194
Reserve Funds Additions/(Uses)				
Revenue Fund		(26,399)		(2,728)
Bond Construction Funds		(59,500)		(59,200)

## **OPERATING REVENUES**

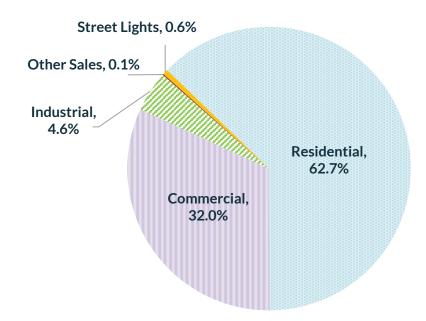
Retail energy sales included in the 2026 Proposed Budget are sales within the PUD's service territory to residential, commercial and industrial customers and are projected to be \$21.1 million higher in the 2026 Proposed Budget due to expectations of higher customer consumption and a rate increase.

Sales to retail customers represent the majority of the Electric System's total energy sales revenue. Chart A highlights the major components of our energy sales.

Wholesale Energy Sales Revenues are \$27.6 million in the 2026 Proposed Budget, \$26.1 million less than the 2025 Budget. This decrease reflects the change to the Load Following product.

Other Operating Revenues are \$38.5 million in the 2026 Proposed Budget, a \$6.4 million increase from 2025 levels. These revenues include sales of the PUD's transmission capacity, BPA energy-efficiency program reimbursements, customer fees and other revenues.

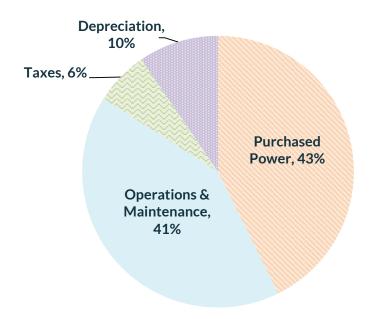
## **Chart A: Energy Retail Sales**



# **OPERATING EXPENDITURES**

The 2026 Proposed Budget for operating expenditures is \$45.7 million less than the 2025 Budget. Chart B highlights the major components of the 2026 operating expenditures.

**Chart B: Operating Expenses** 



# **PURCHASED POWER**

The 2026 purchased power budget reflects a strategy for power supply that focuses on securing stable, reliable power at predictable prices while keeping risk within acceptable levels.

Purchased power costs of \$318.3 million are \$55.1 million lower than the 2025 Budget.

• Bonneville Power Administration (BPA) - The 2026 Proposed Budget reflects a long-term power purchase agreement effective October 1, 2012, and amended to run through September 30, 2025, for the purchase of up to 811 aMW through the Block and Slice products. Beginning in October 2025, the PUD will switch to the Load-Following Product until contract expiration on September 30, 2028.

- Load Following Product The load following product automatically adjusts to
  meet the customer's hourly load requirement, ensuring that our power supply is
  matched in real time. With this product, BPA, rather than the PUD, manages
  the risk associated with load variability. The 2026 Proposed Budget estimates
  receiving 6.7 million MWh from the load following product at a cost of \$246.1
  million.
- Jackson Hydroelectric Project The Electric System is expected to purchase 388,627 MWh of power from the Jackson Hydroelectric Project, a component of the PUD's Generation System, at a cost of \$14.8 million in the 2026 Proposed Budget.
- Small Hydroelectric Projects The Generation System owns four small hydroelectric projects: the Woods Creek Project and the Youngs Creek Project in Snohomish County and the Calligan Creek Project and the Hancock Creek Project in King County. The 2026 Generation System budget includes \$6.2 million in purchased power expenditures related to these projects.
- Renewable Energy Credits (RECs) In the 2026 Proposed Budget, the PUD anticipates REC purchases to supplement the PUD's existing renewables portfolio and more cost-effectively meet the target increase of 15% renewables that occurred in 2020. The 2026 Proposed Budget includes \$6.3 million for forecasted REC purchases.
- Renewable Power Purchases In addition to the PUD's owned resources, the utility has acquired eligible renewable resources through long-term power supply contracts. These include the White Creek Wind Agreement, the Wheat Field Wind Agreement, the Hay Canyon Wind Agreements, the Packwood Agreement, the Small Renewables Generation Agreement, and the Hampton Lumber Mill Darrington, WA Agreement. The 2026 Proposed Budget forecasts a total of 402,182 MWh from these contracts at a forecast total cost of \$31.8 million.

In 2026 the PUD rebalanced its portfolio of resources to result in the lowest costs for customers. This includes remarketing wind resources and the output of Hancock and Calligan hydropower to third-parties, providing new revenue to the PUD. These values are reflected in the wholesale energy sales volumes listed in Exhibit 1.

# **OPERATING AND MAINTENANCE (O&M) EXPENDITURES**

Operating and maintenance expenditures in the 2026 Proposed Budget are \$307.9 million, \$5.9 million higher than the 2025 Budget, and account for 41% of total PUD operating expenditures. O&M expenditures include energy-efficiency programs and transmission and ancillary services. Exhibit 3 (page 13) provides detail for O&M expenditures by division, and Exhibit 4 (page 14) provides detail for O&M expenditures by cost element.

# O&M expenditures include the following areas:

- Operating and maintaining the Electric System to provide reliable service to our customers. This effort includes the regular maintenance of lines and stations, response to customer outages, and tree trimming efforts;
- Providing effective customer service through the call center, local offices, account control and front-line operations, as well as executive account attention and effective communications;



- Maintaining an effective program that ensures the safety of employees in the performance of their duties;
- Providing the internal support needed to serve our customers effectively in areas such as human resources and safety, finance and accounting, material procurement and management, and information technology;
- · Providing maintenance and upkeep of our facilities, vehicles, and equipment;
- + Ensuring compliance with environmental and other government regulations;
- Supporting the policy-making, regulatory and management oversight functions; and maintaining an effective energy-efficiency program.

Operating and maintenance expenditures also include transmission and ancillary services forecasted at \$46.3 million, which is \$16.9 million lower than 2025 Budget levels due to the change in BPA products to Load Following.

## **ENERGY SERVICES PROGRAMS**

PUD programs are designed so that all customers (residential, commercial, and industrial) have an opportunity to become more energy efficient and have access to the newest energy technologies. The 2026 Proposed Budget includes continued enhancements to the energy services program portfolio designed to improve customer experience, meet the PUD's growing capacity needs, and offer choices that deliver maximum investment value.

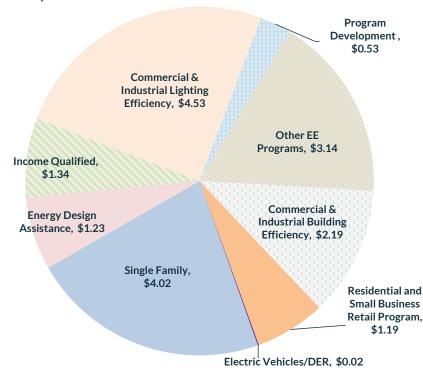
The PUD has allocated an overall Energy Services budget of \$32.2 million, which includes \$22.5 million in energy-efficiency program incentives and rebates. Revenue sources related to energy-efficiency through BPA Energy Efficiency Incentives (EEI) will recover approximately \$9.5 million.

The PUD continues to acquire all cost-effective and achievable energy-efficiency resources in adherence with state legislation. The energy conservation targets established for the 2024-2025 biennium are consistent with Washington State Energy Independence Act requirements and satisfy the PUD's compliance obligations. Beyond compliance alone, the PUD uses data driven insights to refine and offer a portfolio of programs to meet the variety of needs of customers in our service territory.

# Energy-efficiency programs for the 2026 Proposed Budget include the following items:

· Retail discounts on electric hybrid water heaters, smart thermostats, and other

# Chart C: Energy Service Programs (\$ millions)



high-efficiency appliances and electronics. Weatherization for income-qualified residential customers, provided in partnership with local agencies and supporting dual fuel customers electrifying their homes.

- Incentives for residential insulation, high-efficiency windows, efficient heat pumps (air source, ground source, and ductless); and heat pump water heaters
- Rebates for energy-efficient commercial lighting, networked or advanced lighting controls, HVAC, and other end-uses; as well as midstream lighting incentives at the distributor level for customers that can install themselves
- Builder incentives for efficiency upgrades that exceed the levels set by building code in residential new construction, single family, multifamily, and manufactured homes;
- Strategic energy management and coaching relationships with commercial and industrial customers to identify process, behavioral, and capital energy savings projects;

- Custom incentives to businesses tailored to their unique business processes for installing a wide variety of energy-efficient technologies at commercial and industrial customer sites;
- Energy design assistance for commercial and multi-family new construction projects, including enhanced rebates for demand-response-ready buildings, income-qualified occupancy, electric-vehicle supply equipment, or electric-only design; and
- Expanding our reach with small and medium businesses by leveraging regional partnerships to provide enhanced value and

opportunity with direct install programs and energy audits.

• Enhancing state and federal incentives for energy efficient whole home electrification.

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BPA qualified tier 3 front-load

\$25 off

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top-load models

\$100 off

ENERGY-STAR®-certified front-

# The 2026 Proposed Budget also includes resources for the following items:

- + Advancing innovative program development and design;
- Leveraging data to inform more sophisticated strategic planning and target market segments for energy-efficiency resource acquisition;
- Supporting a shift toward capacity benefits as a program outcome in addition to traditional deliverables;
- Continued support of electric vehicle adoption through customer education, engagement and incentive programs;
- Working across departments to deliver Distributed Energy Resources (DER) pilots to learn more about capacity and rate benefits;
- Partnering with outside agencies to co-fund projects by applying for, and managing strategic grants for new technology and opportunities;
- · Enhancing outreach and education to couple energy efficiency with the PUD's

- income-qualified energy assistance programs;
- Trade ally network training and development, supporting new jobs in the community and providing incentives for the administration of our programs directly to those implementing;
- Measurement, evaluation, and continual improvement of program performance;
- Providing information and promotion of programs via traditional channels, at events and home shows, and directly in customers' homes;
- Market research at the local level as well as leveraging regional research efforts; and
- Technology demonstration and evaluation projects conducted in Snohomish County with support from EPRI, BPA, NEEA, and local community partners.

## TAXES AND DEPRECIATION

Budgeted taxes of \$47.7 million are \$1.3 million higher than 2025 reflecting higher retail sales. Taxes include a 3.873% state excise tax and a 2.14% privilege tax.

Estimated depreciation expenditures of \$71.1 million are \$2.0 million higher than 2025. Depreciation is an estimate of the reduced value of the PUD's fixed assets and are part of operating expenditures in the 2026 Proposed Budget.

## **CAPITAL EXPENDITURES**

The 2026 Proposed Budget includes costs related to expansion, upgrades and maintenance of the Electric System infrastructure, including funding for depreciated cable replacement, distribution system line improvements, and state-requested relocation work. In addition, capital expenditures include the costs for the Connect Up Program, telecommunications infrastructure, information systems applications and hardware, work on existing facilities, development of new facilities, and purchases of vehicles and equipment.

The major capital projects included in the 2026 expenditure plan are presented in the table below and Exhibit 5 on page 15 highlights the capital projects by major category in the 2026 Proposed Budget.

Capital Asset Programs: The existing electric system facilities must be routinely refurbished and/or replaced to provide a reliable, cost-effective and safe system. This program provides for facility relocations, replacement of malfunctioning or deteriorated plant and improving operational efficiency. Each of the programs included in this category consists of specific improvement projects

- that are continuous and ongoing over a number of years. The 2026 proposed expenditure plan is \$67.2 million for this program.
- Customer and Reimbursable Work: The Customer and Reimbursable work portion of the capital expenditure plan funds the PUD's response to customer requests for new electrical service, upgrades to existing services and other services including street and area lighting, as well as new equipment such as transformers and meters. The 2026 Proposed Budget includes \$47.6 million in funding for this program, the majority of which is reimbursable.
- New Facilities and Upgrades: The Facilities Department expenditure plan for capital expenditures is related to design, construction, upgrade and replacement of PUD facilities. The 2026 expenditure plan includes \$5.6 million for this program.
- Major Capital Expansion Projects: The steady growth and changing load patterns of residential, industrial and commercial customers continue to require new facilities and property as well as increase peak load demands. The purpose of this program is to provide increased electric system capacity by constructing new facilities and large specific system expansions, such as new substations and new lines. These projects generally extend over a number of years. The 2026 proposed expenditure plan for this program is \$21.8 million.
- Vehicles and Equipment: The replacement of aged vehicles and equipment reaching the end of their useful lives is necessary to ensure safe operation, reliable service and optimal efficiency. Vehicle and equipment replacements are planned by Transportation Services with the intent to remove them from service before extensive maintenance costs and downtime are realized. New technology is continually being investigated to reduce environmental impact and improve workforce efficiency. The 2026 proposed expenditure plan includes \$12.1 million for new and replacement vehicles and equipment.
- Major Capital Upgrade Projects: A reliable, cost-effective and safe electric system network requires that facilities be upgraded to provide anticipated levels of service. The upgrades to the existing facilities are prompted by localized load growth, land-use changes and infrastructure expansions. This category consists of large specific system upgrades, such as substation upgrades or line reconductoring. The expenditure plan for this program in the 2026 Proposed Budget is \$16.3 million.
- Other Capital Outlay: This program funds anticipated but as yet unidentified work, such as emergency line expansions and replacements and substation im-

- provements. This category consists of small system improvements that experience indicates are necessary each year. This program's expenditure plan for the 2026 Proposed Budget is \$395,263.
- Information Technology Upgrades: The Information Technology Services capital expenditure plan supports the technology infrastructure (such as servers, network, applications, and telecommunications) that provides the basic framework for the PUD's computer and communications systems. The 2026 proposed expenditure plan includes \$1.7 million in funding for new software and business capabilities, replacement of aging infrastructure and equipment, system software application improvements and telecommunications.
- The TWO: The Cloud program represents a comprehensive digital transformation initiative aimed at modernizing several of the District's enterprise systems. The scope includes migrating from the current SAP environment to the next-generation SAP Cloud platform, as well as replacing deprecated SAP modules with more modern third-party software tools that will integrate with the new SAP Cloud platform. The \$23.7 million budget includes

TWO: The Cloud

- the procurement of the SAP Cloud platform and ongoing support, third-party software and support, and internal labor and overhead costs from multiple workgroups across the District.
- Other Capital Expenditures: Other categories of capital expenditures include funding to modernize our telecommunications system, emergency work and construction, and other smaller projects.

# Significant 2026 Electric System Capital Projects/Programs (\$000s)

Two: The Cloud	\$ 23,735
Wood Pole Program	17,365
Connect Up	16,262
Hat Island Cable Replacement	14,827
SnoSMART	14,416
Getchell Switching Station	7,999

# Electric System Operating Revenues

	2024 I	Results		2025 B	Budget	2026 Propos	
Operating Revenues	MWh	_	Amount	MWh	Amount	MWh	Amount
Residential	3,933,257	\$	452,788,579	3,812,932	\$ 465,030,194	3,826,652	\$ 480,737,138
Commercial	2,407,322		226,541,381	2,423,939	241,367,954	2,402,169	245,247,309
Industrial	440,364		33,544,789	442,736	34,849,312	457,056	35,401,032
Street Lights	30,112		4,549,779	28,000	4,480,543	28,000	4,480,543
Unbilled Revenue	-		(3,600,000)	-	-	-	-
Other Sales - Climate Commitment Act (CCA)	-		11,627,000	-	-	-	1,000,000
Total Retail Energy Sales	6,811,055	\$	725,451,528	6,707,607	\$ 745,728,003	6,713,877	\$ 766,866,022
Total Wholesale Energy Sales	2,031,807		103,988,227	1,530,709	53,823,965	-	27,677,787
Total Energy Sales	8,842,862	\$	829,439,756	8,238,315	\$ 799,551,969	6,713,877	\$ 794,543,809
Other Operating Revenues							
Transmission Sales		\$	13,965,167		\$ 9,415,440		\$ 14,547,468
Miscellaneous Operating Expense Reimbursements			2,538,231		1,785,408		1,821,116
Surplus REC and Emission Sales			851,316		200,000		-
BPA ECA Reimbursement			4,111,278		7,500,000		9,500,000
Residential Exchange Credit			686,954		618,000		-
Miscellaneous Service Charge Revenue			16,319,710		5,510,590		5,667,151
Rents from Electric Property			4,191,161		7,100,455		7,029,139
<b>Total Other Operating Revenues</b>		\$	42,663,818		\$ 32,129,893		\$ 38,564,875
Total Operating Revenues		\$	872,103,574		\$ 831,681,862		\$ 833,108,683

# Electric System Purchased Power

	Total 2024 MWh's	2024 Results	Total 2025 MWh's	2025 Budget	Total 2026 MWh's	20	026 Proposed Budget
BPA Block	3,289,162	\$ 110,379,777	2,405,522	\$ 82,851,121	-	\$	-
BPA Slice/Slice True-up	3,438,464	128,970,055	2,670,100	102,005,404	-		-
BPA Load Following	-		1,890,827	74,720,876	6,692,568		246,095,184
Total BPA Power Costs	6,727,626	\$ 239,349,832	6,966,450	\$ 259,577,401	6,692,568	\$	246,095,184
Jackson Hydro	366,518	10,897,664	366,503	12,883,947	388,627		14,834,752
Generation System - Other Debt Service	-	8,437,965	-	4,395,146	-		7,155,153
Youngs Creek Hydro	18,649	1,963,861	16,421	1,905,159	17,114		1,900,221
Woods Creek Hydro	1,625	310,910	1,094	360,724	1,273		486,551
Hancock Creek Hydro	22,945	2,329,863	24,952	2,243,753	27,308		2,033,651
Calligan Creek Hydro	17,094	2,005,581	22,863	1,864,459	24,598		1,779,352
Biofuel/Renewable Generation	-	395,864		234,776			402,757
Total Generation System	426,831	\$ 26,341,708	431,833	\$ 23,887,965	458,920	\$	28,592,438
Small Power Producer	316	21,221	229	11,322	238		11,789
Qualco	4,878	-	5,033	-	5,033		-
Packwood	12,152	718,830	16,461	762,395	17,045		739,265
Hampton Lumber Mills	17,049	1,182,491	18,767	1,249,018	18,767		1,255,899
Wind Power Contracts	355,876	28,606,505	366,371	29,308,980	366,371		29,782,500
Arlington Battery Storage Project	-			_			2,880,000
Total Other Renewable Power Sources	390,271	\$ 30,529,047	406,861	\$ 31,331,715	407,454	\$	34,669,453
Market/Short Term Purchases	1,451,131	130,277,797	768,864	50,640,185	-		-
Other Non-Power Services	-	236,511	-	278,245	-		-
Renewable Energy Credits (REC) Purchases	-	2,375,272	-	2,250,000	-		6,300,000
Power Resource Management	-	6,377,263	-	5,505,379	-		2,377,387
Climate Commitment Act (CCA)	-			-			300,000
Total Purchased Power	8,995,859	\$ 435,487,430	8,574,008	\$ 373,470,890	7,558,942	\$	318,334,462

# Electric System Operating Maintenance Expenses - By Division

	2024		2025	2026		
Operating & Maintenance - by Division	 Results	Budget		Pro	posed Budget	
Distribution & Engineering Services	\$ 115,013,083	\$	90,729,276	\$	100,429,534	
Transmission and Ancillary Services	68,460,501		63,279,825		46,306,320	
Customer and Energy Services	42,401,536		53,356,608		59,354,897	
Information Technology Services	35,812,365		38,965,248		48,604,417	
Finance Division	26,915,861		21,290,460		23,667,522	
Facilities and Security	15,142,396		17,200,968		19,806,941	
Human Resources	15,891,385		16,026,960		21,349,457	
Chief Executive Officer/Commission Office/Gov't Relations	4,085,980		4,462,668		4,350,919	
Communications, Marketing and Business Readiness	6,998,292		8,288,880		8,537,913	
General Counsel and Records Management	6,406,241		8,985,516		7,966,508	
Power and Transmission Services Division	1,926,687		2,345,340		2,560,120	
Other Costs/Credits	 (31,571,602)		(22,915,308)		(34,937,722)	
Total Operating & Maintenance Expenses by Division	\$ 307,482,725	\$	302,016,524	\$	307,996,826	

# Electric System Operating Maintenance - By Cost Element

Operating & Maintenance by Cost Element	 2024 Results	 2025 Budget		2026 posed Budget
Labor and Overtime	\$ 117,102,888	\$ 109,716,988	\$	113,645,758
Transmission and Ancillary Services	68,460,502	63,279,825		46,306,320
Contracts and Services	58,084,775	60,902,863		65,582,247
Overheads	43,614,324	31,776,934		35,748,930
Materials, Equip and Supplies	18,725,942	12,655,476		17,371,698
Employee and Retiree Benefits	(14,543,445)	7,966,632		10,673,411
Bad Debt Expense	4,304,107	2,999,664		4,000,000
Insurance and Claims	4,014,271	3,537,420		5,450,156
Other Miscellaneous Expense	3,577,019	4,152,444		3,766,913
Rents and Utilities	2,383,404	2,459,964		2,581,139
Travel and Training	1,426,443	2,333,414		2,633,253
Land, Property and Easements	332,495	 234,900		237,000
Total Operating & Maintenance by Cost Element	\$ 307,482,725	\$ 302,016,524	\$	307,996,826

# Electric System Capital Expenditures

	2024	2025	2026 Proposed	
Capital Projects by Major Category	Results	Budget	Budget	
Asset Programs	\$ 37,594,817	\$ 53,744,414	\$ 67,210,718	
Customer & Reimbursable Work	40,827,803	37,735,970	47,600,046	
Expansion Projects	17,062,245	26,582,627	21,880,959	
Vehicles and Equipmment	10,070,765	11,356,105	12,098,759	
Connect Up Program	11,560,337	11,560,337 29,483,854		
Other Distribution Capital	6,594,608	14,698,785	6,443,937	
Upgrade Projects	9,320,044	9,709,564	16,331,562	
<b>Emergency Work and Construction</b>	8,244,857	6,500,000	9,000,000	
Outlay Programs	(552,296)	403,771	395,263	
Renewable/Microgrid Development	2,889,529	-	-	
SnoSmart	245,240	12,970,316	14,416,296	
New Facilites and Upgrades	14,348,224	16,364,707	5,671,621	
Information Technology Upgrades	3,177,569	1,456,764	1,763,000	
Corporate	(1,558,030)	-	324,304	
Two the Cloud		<u> </u>	23,734,950	
<b>Total Capital Programs</b>	\$ 159,825,711	\$ 221,006,878	\$ 243,007,209	



# Generation System PROPOSED BUDGET

he Generation System is financed and accounted for as a system separate from the Electric System.

The Generation System consists of the Jackson Hydroelectric Project (an operating generating facility with a nameplate capacity of 111.8 MW located on the Sultan River), the Youngs Creek Hydroelectric Project (a 7.5 MW project located near Sultan) the Woods Creek Hydroelectric Project (a 650 kW project also located near Sultan), and the Hancock Creek and Calligan Creek Projects (both 6 MW projects located in King County).

The Electric System has committed to purchase all power and energy available from the Generation System, and the net cash expenditures of the Generation System are treated as a component of the Electric System's Purchased Power. The Generation System is charged for administrative functions provided by the Electric System that support its operations.

Schedule 2 is a summary comparing the 2026 Proposed Budget for the Generation System with the 2025 Budget.

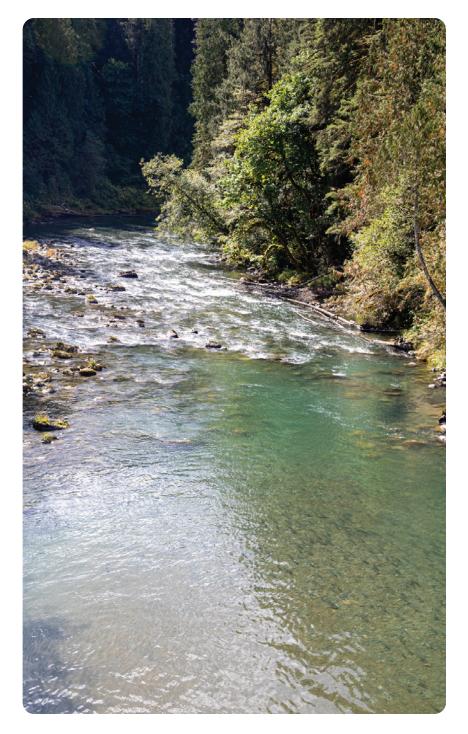
# **OPERATING REVENUES**

The majority of the Generation System's costs, and the MWh generated, are passed on to the Electric System via energy sales (recorded as purchased power by the Electric System). Energy Sales are higher than the 2025 budget.

# **OPERATING EXPENDITURES**

Operating and maintenance expenditures in the 2026 Proposed Budget are up \$3.8 million compared to 2025 levels due to a higher shared services from the Electric System.

Estimated depreciation expenditures of \$6.2 million reflect the current depreciation schedules on assets for 2026. Depreciation is an estimate of the reduced value of the Generation System's fixed assets.



## **CASH ADJUSTMENTS TO NET INCOME**

Capital expenditures in the 2026 Proposed Budget are \$6.1 million, \$1.5 million higher than the 2025 Budget.

Debt service principal is lower in the 2026 Proposed Budget compared to 2025, reflecting current debt service payment schedules.

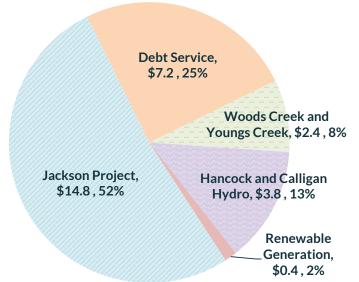
# Schedule 2 GENERATION SYSTEM COMPARATIVE FINANCIAL DATA (000s)

(UUUS)		
	2025 Budget	2026 Proposed Budget
Operating Revenues		
Energy Sales	\$ 23,888	\$ 28,592
Other Operating Revenues	_	 _
<b>Total Operating Revenues</b>	\$ 23,888	\$ 28,592
Operating Expenses		
Operations & Maintenance Expenses	\$ 13,003	\$ 16,816
Taxes	98	98
Depreciation	6,100	6,222
Total Operating Expenses	\$ 19,200	\$ 23,136
Net Operating Income	\$ 4,688	\$ 5,457
Other Income & Expense	987	977
Interest Charges	(3,476)	(2,874)
Contributions	50	50
Net Income	\$ 2,249	\$ 3,610
Other Expenditures		
Capital Expenditures	\$ 4,598	\$ 6,110
Debt Service Principal	3,746	3,718



Chart D illustrates the relative percentages of Generation System costs transferred to the Electric System as a component of purchased power.

Chart D: Generation System Sales (\$ millions)



Generation System Net Energy Sales	2024 Results		2025 Budget		2026 posed Budget
Jackson Hydro	\$ 10,897,664	\$	12,883,947	\$	14,834,752
Generation System - Other	8,437,965		4,395,146		7,155,153
Youngs Creek Hydro	1,963,861		1,905,159		1,900,221
Woods Creek Hydro	310,910		360,724		486,551
Hancock Creek Hydro	2,329,863		2,243,753		2,033,651
Calligan Creek Hydro	2,005,581		1,864,459		1,779,352
Biofuel	395,864		234,776		402,757
<b>Total Generation System Net Energy Sales</b>	\$ 26,341,708	\$	23,887,965	\$	28,592,438

Generation System O&M by Cost Element	2024 Results		2025 Budget		Pro	2026 posed Budget
Labor	\$	5,134,968	\$	5,059,440	\$	5,056,112
Contracts and Services		2,472,193		2,113,200		6,500,015
Overheads		2,868,017		2,973,948		2,836,776
Materials, Equip and Supplies		822,761		953,136		1,182,124
Insurance and Claims		739,714		1,521,804		786,871
Other Miscellaneous Expense		6,822		7,032		7,330
Rents and Utilities		250,192		285,408		299,617
Travel and Training		41,547		69,504		114,975
Land, Property and Easements		10,632		19,092		32,590
Total Generation System O&M by Cost Element	\$	12,346,846	\$	13,002,564	\$	16,816,410

Generation System Capital Expenditures	2024 Results	2025 Budget		2026 Proposed Budget	
Jackson Hydro	\$ 2,959,379	\$	2,959,379	\$	5,589,208
Youngs Creek Hydro	46,059		-		116,481
Woods Creek Hydro	94,006		168,425		403,828
Hancock Creek Hydro	20,888		80,000		-
Calligan Creek Hydro	20,987		-		-
Biofuel	3,448		-		-
Total Generation System Capital Expenditures	\$ 3,144,767	\$	3,207,804	\$	6,109,517



he Water System is financed and accounted for separately from the Electric and Generation Systems. It operates primarily to provide water service to 23,750 customers in central Snohomish County. The Water System purchases the majority of the water it sells to customers from the City of Everett. The assets of the system include transmission mains, pump



stations, distribution mains and services, supply wells, reservoirs, treatment facilities, meters, maintenance facilities, and equipment. The Water System is charged for administrative functions provided by the Electric System.

# **ASSUMPTIONS**

The 2026 Proposed Budget is based on the following assumptions:

- Water Purchases: The majority of the water sold by the PUD is purchased from the City of Everett. The City of Everett anticipates a 13% increase in wholesale rates in 2026, which is reflected in the budget for purchased water costs.
- **General Rate Increase:** The 2026 Proposed Budget includes a 5.75% general water retail rate increase, effective January 2026, to help address rising inflation and other cost pressures as well as a 2.5% pass-through to address the rising City of Everett water costs. This increase is subject to public hearing and Board approval.
- Full-time Equivalent Employees (FTE): The 2026 Proposed Budget reflects
  a small increase from 2025 levels. (Employee figures do not include services
  provided by the Electric System including accounting and finance, real estate,
  employee resources, vehicle and equipment maintenance, information technology services, telecommunications, legal, contracts, facilities, and customer
  service functions.)

Schedule 3 is a summary comparing the 2026 Proposed Budget for the Water System with the 2025 Budget.

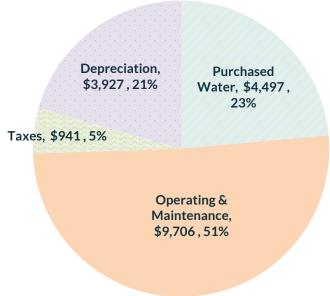
Schedule 3
<b>WATER SYSTEM</b>
COMPARATIVE FINANCIAL DATA
(000s)

(000s)				2026	
		2025		Proposed	
		Budget		Budget	
Operating Revenues					
Water Retail Sales	\$	18,080	\$	18,069	
Water Wholesale Sales		774		753	
Other Operating Revenues		410		451	
<b>Total Operating Revenues</b>	\$	19,264	\$	19,272	
Operating Expenses					
Purchased Water	\$	4,889	\$	4,497	
Operating & Maintenance		11,296		9,706	
Taxes		945		941	
Depreciation		3,818		3,927	
<b>Total Operating Expenses</b>	\$	20,948	\$	19,072	
Net Operating Income	\$	(1,683)	\$	200	
Other Income & Expense		1,004		286	
Interest Charges		(1,149)		(1,549)	
Contributions		4,232		4,151	
Net Income	_\$_	2,405	\$	3,090	
Other Expenditures					
Capital Expenditures		14,555		21,168	
Debt Service Principal		1,128		1,103	
Reserve Funds Additions/(Uses)					
Revenue Fund/GFC Fund		(798)		(660)	
Bond Construction Funds		(8,006)		(9,317)	



- Operating Revenues: Water retail sales are estimated at \$18 million. Other operating revenues include \$450,747 in property rental and other miscellaneous fees. The 2026 Proposed Budget includes a 5.75% general retail water rate increase and a 2.5% pass through, effective January 1, 2026, needed to help offset the wholesale water increase effective January 1, 2026, from the City of Everett and other cost pressures.
- Operating Expenditures: Purchased water costs are budgeted at \$4.5 million, a decrease of \$392,000 from 2025 levels. Water purchases needed from the City of Everett include the impact of a projected 13% wholesale water rate increase, and increased use of the Lake Stevens well compared to 2025 and the anticipated short-term shutdown. Water purchases are offset partially by production from the PUD's Lake Stevens well water treatment facility. Chart E reflects the relative amount of the expenditure categories in the Water System.
- » Operating and maintenance expenditures for the 2026 Proposed Budget are lower than 2025 budgeted levels primarily due to a reduction in FTEs following the full deployment of Connect Up. Additionally we are evaluating on-call contracts as we look to identify opportunities to transition work in-house where possible.

Chart E: Water System Expenditures (\$000s)



- » Estimated depreciation of \$3.9 million is roughly equivalent to 2025. Depreciation is an estimate of the reduced value of the PUD's fixed assets.
- Cash Adjustments to Net Income: The 2026 Proposed Budget provides approximately \$21.3 million for capital expenditures as well as construction projects and features several significant water main replacements as well as funding a new 3,600,000 gallon reservoir on Burn Road. The table below lists the significant capital expenditures included in the 2026 Proposed Budget.

# Significant 2026 Water System Construction Projects/Programs (\$000s)

Burn Road 726 Reservoir (3.6 MG)	\$ 7,521
Water AMI Conversion	3,470
103rd Avenue SE Main Replacement	1,489
150th St NE Main Extension (Burn Road)	1,196
Vehicles and Equipment	1,010

# Water System Operating and Other Revenue

Operating Revenues	2024		2025		2026
Water Retail Sales	Results Budget		Proposed Budget		
Sale of Water - Retail SF & MF (includes Surcharge)	\$ 14,366,304	\$	16,829,227	\$	16,836,787
Low Income / Senior Discounts	-		-		-
Sale of Water - Commercial	1,051,366		1,250,474		1,231,876
Total Water Retail Sales	15,409,670		18,079,701		18,068,663
Sale of Water - City of Granite Falls Wholesale	381,675		397,045		394,012
Sale of Water - City of Arlington Wholesale	241,182		280,628		266,710
Sale of Water - Other (Snohomish & Goldbar)	 90,452		96,790		91,879
Total Wholesale Water Sales	713,309		774,463		752,601
Total Water Sales	16,122,979		18,854,164		18,821,264
Other Operating Revenues					
Lake Roesiger Septic Tank Pumping Revenue	14,921		14,425		14,615
Property Rental	244,464		246,901		232,273
Miscellaneous Receipts & Engineering Fees/Other	179,193		148,992		203,859
Total Other Revenues	438,577		410,318		450,747
Total Operating Revenues	16,561,556		19,264,482		19,272,011
Other Revenue					
Misc. Non Operating Income	-		-		-
Investment Income	2,091,689		161,765		267,056
Assessments for LUDS Interest	 17,106		18,247		19,057
Subtotal - Interest Income and Other	\$ 2,108,795	\$	180,012	\$	286,113
Contributions					
General Facilities Charges	\$ 1,346,572	\$	1,652,771	\$	1,455,512
New Service Connections	207,817		191,276		205,017
Distribution Service Charges	222,426		188,390		190,858
Non-Cash Contributions/Donated Plant	2,248,147		2,200,000		2,300,000
Subtotal - Contributions	\$ 4,024,962	\$	4,232,437	\$	4,151,387

# Water System Operating Expenses

# **Operating Expenses**

Operating & Maintenance	2024 Results	2025 Budget	2026 Proposed Budget
Labor - Straight-time	\$ 4,218,341	\$ 5,263,418	\$ 4,297,521
Labor - Overtime	179,330	150,000	207,367
Employee Benefits	(687,897)	-	-
Travel and Education	70,634	24,000	53,981
Property and Liability Insurance	104,321	135,622	245,462
Rents and Utilities	383,952	409,200	415,816
Postage	27,200	30,000	83,627
Dues, Memberships & Subscriptions	5,810	11,300	16,299
Public and Small Works Contracts	430,277	25,000	33,418
Professional Services Contracts	404,435	620,526	363,786
Other Contracted Services	1,520,381	1,377,797	1,439,443
Materials, Equipment & Supplies	788,166	1,070,586	1,165,860
Uncollectible Expense	36,688	68,378	66,914
Coded Stock Material	17,635	147,000	146,838
Land, Property and Easements	32,329	30,000	33,748
Refunds	(169)	-	-
Overheads	2,605,256	3,211,131	2,619,897
A&G Credit	(1,044,409)	(1,277,833)	(1,483,792)
Total Operating & Maintenance by Cost Element	\$ 9,092,280	\$ 11,296,124	\$ 9,706,185
Purchased Water	3,689,307	4,888,899	4,497,292
Taxes	840,612	944,796	941,072
Depreciation	3,831,000	3,818,000	3,927,143
Total Operating Expense	\$ 17,453,199	\$ 20,947,819	\$ 19,071,692

# Water System Capital Expenditures

Project Description	2026 Proposed Budget
CIP #201 - Burn Road 726 Reservoir (3.6 MG)	7,521,000
CIP #315 - Water AMI Conversion	3,470,000
Donated Plant	2,300,000
CIP #24 - 103rd Avenue SE Main Replacement	1,489,000
CIP #19 - 150th St NE Main Extenstion (Burn Road)	1,196,000
CIP #301 - Vehicles and Equipment	1,010,000
CIP #34 - 38th PI SE / 101st Ave SE Main Replacement	824,000
CIP #312 - Lake Stevens Treatment Corrosion Control Optimization	805,000
CIP #211 - Reservoir Seismic Retrofits/Civil Repairs/Structural per RRA	610,000
CIP #311 - Warm Beach Well 2 Treatment Plant	417,000
CIP #305 - New Services	355,000
CIP #101 - Granite Falls Booster Pump Station	350,000
CIP #308 - Water System SCADA PLC Upgrade	300,000
CIP #212 - Warm Beach Reservoir (0.5 MG)	250,000
CIP #316 - Security Improvements [per RRA Recommendations]	160,000
CIP #98 - Forced Right of Way Relocations / Replacements	100,000
CIP #304 - Misc Tools & Equip - Speed Shore FinForm & PRV Vault Lids	66,000
CIP #320 - LS Treatment Plant Connect to Sewer	35,000
CIP #300 - Misc. Meter Replacement Program	10,000
Total Water System - Regular Capital Expenditures	\$21,267,998



