

Mason PUD 1- 2017 Strategic Work Plan

*** NOTICE: This work plan is a live, flexible document. The tasks assigned are budget and workforce contingent. Items will be added and some will be removed or changed throughout the year. This work plan is approved by the board of commissioners. Senior staff reports the progress quarterly to the board to ensure that the PUD is on track and has a clear plan and direction.**

1.0	WATER	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1.1	Continue to Explore Feasibility Portion of Consolidation of Water Systems			
1.1.1	Union Regional Water System: Communications- presentations to staff, board with different options with the pros/cons for each option and the economics		Steve, Darin & Kristin	Pending
1.1.2	Union Regional Water System: Community Stakeholder Meetings to Solicit Input		Steve & Kristin	Pending
1.1.3	Union Regional Water System: Historical Review, Cultural Review		Steve & Darin	Pending
1.2	Metering			
1.2.1	Service Meter Replacements as needed – up to 25		Steve & Darin	Q4
1.2.2	Source Meter Replacements as needed – up to two		Steve & Darin	Q4

1.3	Maintenance & Consumption Reduction			
1.3.1	Water Facility Painting: Alderbrook, Bay East, Bayshore, Ripplewood, Viewcrest Beach		Steve & Darin	Q3
1.3.2	Pressure Reducing Valve Replacement		Steve & Darin	Q3
1.3.3	Identify unauthorized water usage at Lake Arrowhead		Steve & Darin	Q3
1.4	Funding- Grants, Low Interest Loans, Debt Forgiveness			
1.4.1	List any opportunities for these funding sources.		Steve	Q2
1.5	Work with WPUA on Legislative Changes			
1.5.1	Class A-B for small, rural A systems		Board	Ongoing
1.6	Water Projects			
1.6.1	Investigation Process & Presentation- Ensure a proper scope of issues; receive input on the direction to move in from the board and the public prior to launching into a project. Give multiple options, "outside the box".		Steve	Ongoing
1.6.2	Automate chlorination testing- continue to evaluate options		Steve & Darin	Q3
1.6.3	Lake Arrowhead manganese and automated chlorination design		Steve & Darin	Q4
1.6.4	Automated chlorination design: Canal Mutual, Bayshore, and Minerva Terrace		Steve & Darin	Q3
1.6.5	Agate Beach – Water System Plan		Steve & Darin	Q4
1.6.6	Well Pump Replacement: Viewcrest Beach		Darin	Q2

1.6.7	Emergency Pump Replacement: Booster or Well Pump		Darin	Q4
1.6.8	Ensure all pump replacements have high efficiency		Darin	Q4
1.6.9	Reservoir Recoating (exterior) & Resealing (interior): Alderbrook Tank #1 & Tank #2		Darin	Q4
1.6.10	Reservoir Recoating (exterior): Union Ridge tank		Darin	Q4
1.6.11	Water System Plan Part A Update		Steve & Darin	Q4
1.6.12	Reservoir Cleaning & Inspection: Lake Arrowhead, Arcadia Estates, Bayshore, Mt View, Union Ridge, Canal Beach Tracts, Holiday View Two (\$10,600)		Darin	Q2
1.6.13	Water Quality Taste Test		Kristin & Brandy	Q2 & Q3
1.6.14	Roll out Backflow Device & Cross Connection Campaign to Alderbrook		Kristin & Brandy	Q1 & Q2
1.7	Sewer Maintenance			
1.7.1	Grinder Pump Replacements (as needed)		Darin	Q4
1.7.2	Onsite Septic Maintenance		Darin	Q3
2.0	ELECTRIC	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
2.1	Infrastructure			
2.1.1	Complete Phase 2 of Duckabush		Darin	Q2
2.1.2	Continue emphasis on VM- 7 year trim cycle (herbicides)		Darin	Ongoing

2.1.3	Continue CT & 3PH Conversion		Darin	Ongoing
2.1.4	Develop an UG replacement schedule: Duckabush, McReavy, pleasant tides, Highland park,		Darin	Q1
2.1.5	Replace 3 miles of primary underground		Darin	Q4
2.1.6	Develop a list of all primary underground replacements on the schedule with a cost for each of them		Darin	Q2
2.1.7	Get a design & cost for 106 Rebuild		Darin	Q3
2.1.8	Continue to replace submersible transformers (HOW MANY LEFT????)		Darin	Ongoing
2.1.9	Duckabush Substation: Design circuit switchers with cost estimate		Darin	Q4
2.1.10	Union Substation: EVALUATE Repair LTC vs. Regulators		Darin	Q1
2.1.12	Union Substation: Replace breakers		Darin	Q4
2.1.13	Reduce Customer Outage Hours: identify future loops to reduce hrs.		Darin	Q4
2.1.14	Alderbrook to Jenn's Way URD replacement- secure easements		Darin/Vicky	Q3
2.1.15	LED Streetlights- 200 lights a year		Darin	Q4
2.2	Fleet Management			
2.2.1	Take Rooster's truck & the trailers to be repainted		Darin	Q2
2.2.2	Make sure all costs are being captured in Fleet Management- fuel costs, etc.		Darin	Q4
2.3	Work Plan & Reports			
2.3.1	Work with BKI and staff to develop a new 5 year work plan		Darin	Q2

2.3.2	Report types of outages, areas, duration, with the goal to reduce outage hours (Once Annually)		Darin	Ongoing
2.3.3	AMI- Workshop for board/staff, list pros/cons of conversion, communication benefits & low cost AMR utilization options (Board direction goal.)		Steve	Q3
2.4	Tree Trimming			
2.4.1	Clear 100' of ROW		Darin	Q4
2.4.2	Contract out 15 miles of line trimming		Darin	Q4
2.4.3	Conduct 7 miles of in-house trimming		Darin	Q3
2.5	Improve Outage Communications			
2.5.1	Completion call when outage is over-100% of the time		Darin	Ongoing
2.5.2	Check in call to Answering Service with outage cause and/or timeframe for restoration		Darin	ongoing
2.5.3	Set up outage management computer and programming at Answering Service office		Kristin/HCC	Q1
2.5.4	Send Answering Service an updated customer list every quarter		Kristin/Shiane	All Qs
2.5.5	Ensure that CS is updating outage logs for electric until the OMS is ready to go		Kristin	All Qs
2.5.6	Give CS maps with better information until OMS is ready to go- color coded switching points, Mason/Jeff line, updated water system map		Kristin/Darin	Q1

3.0	FACILITIES	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
3.1.1	Complete a four-phase Pole Yard plan		Steve	Q4
3.1.2	Security: Evaluate type of door alarms on water facilities compatible with telemetry: Alderbrook, Hoodsport Reeder Well, North Hill Booster Station, Canal Beach Tracts, Canal Mutual, Arcadia Estates, Harstene Retreat Booster Station, Hood Canal Well B, Lake Arrowhead Booster Station, Pirate's Cove booster station, Union Well 2, View Ridge Heights Pump House		Steve & Darin	Q4
3.1.3	Security: Get all cameras to show on television screens instead of on computers		Steve	Q1
3.1.5	SCADA: Establish communication link with Union, Hoodsport & Duckabush	Not included in 2017 budget.		2018
3.1.6	SCADA: Install equipment	Not included in 2017 budget.		2018
3.1.7	SCADA: Enhance Master Station	Not included in 2017 budget.		2018
3.2	Current Facility Improvements			
3.2.1	Develop schedule and budget to install fencing to secure transformers and wire		Darin	Q4
3.2.2	Apply for water rights for Sheldon/Ten-Four		Steve	Q2
4.0	FINANCE	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:

4.1	Set 2017 Pole Attachment Rate			
4.1.1	Work with PUD attorney on a new rate and contract for pole contacts		Steve	Q4
4.1.2	Send 6 month notice once rate formula is established		Kristin	Q4
4.2	Miscellaneous Goals			
4.2.1	Develop a 5 year financial forecast		Steve	Q2
4.2.2	Identify customers with <500 kWh customer base- use visual aids to justify base rate and/or demand rate		EES & CPA	Q1
4.2.3	Set a board policy for funding capital improvements- using rates vs. outside financing		Steve	Q1
4.2.4	Watch water bond rates and finance structures		Key Bank & Piper Jaffray	All Qs
4.2.5	Develop regular financial reporting- monthly with detail, executive summary & training		Steve/Kristin/CPA	Q1
4.2.6	Reevaluate the FTE auditor/accountant position		Steve/Kristin	Q4
4.2.7	Better financial reports to the board each month	See 4.2.5	Steve/Kristin/CPA	Q1
4.2.8	Hold a staff and a board workshop on budget		Steve/CPA	Q3
4.2.9	RFQ for outside audit		Steve/Kristin	Q3
4.2.10	Departmental budgeting training		Steve/CPA	Q3
4.2.11	Complete the interface of fleet management software to iVue & tie into the fuel system		Kristin/Shiane	Q2
4.2.12	Move A/P to paperless invoices with		Kristin/Joyce	Q2

	new scanner			
4.2.13	Add monthly financial data to the website		Kristin	Monthly
4.2.14	Ensure quarterly reports are filed - L&I, Unemployment, IRS, Privilege Tax, etc.		Kristin	All Qs
4.2.15	WebEx Training for A/P Workflow program		Joyce/Teresa	Q1
5.0	Customer Service	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
5.1	Miscellaneous Goals			
5.1.1	Outage Management System (OMS) training for front office		Kristin/Vicky	Q2
5.1.2	Continue the conservation program: LED lighting, industrial and grocery, customer rebates		Kristin/Teresa	Ongoing
5.1.3	Use conservation dollars for LED streetlight replacements		Darin/Teresa	Q1
5.1.4	Develop a conservation "menu", poll customers for feedback on what rebates they want to see next.		Kristin/Teresa	Q2
5.1.5	Promote new options for conservation		Kristin/Teresa	Q2 & Q4
5.1.6	Engage with the public on BIG projects- water systems, facilities, etc.		Kristin/Staff	As needed.
5.1.7	Develop and post/distribute handouts for regulations/costs written at an easy level for public to review		Kristin	As needed.
5.1.8	Expand NISC modules, Smart Hub, communications- VALUE ADDED ONLY		Kristin/Shiane	All Qs

5.1.9	Continue to invest in education to better assist customers- Training schedules, programs, system tours		Kristin	All Qs
5.1.10	Develop and publish a customer-education program for conservation, time of use, dispel myths, etc.		Kristin	All Qs
5.1.11	Streamline purchasing/coordination between departments- office supplies, stationary, etc.		Kristin/Shiane	Q1
5.1.12	Evaluate carrier contracts for telecom to see if there's opportunity to consolidate and save money		Kristin/Shiane/Joyce	Q2
5.1.13	Continue to develop the Canal Comfort Fund donation drive & process		Kristin/Shiane	Q3
5.1.14	Procure a copy of the PUD business license for the safe		Kristin/Joyce	Q2
5.1.15	Complete scanning of all agreement cards		Kristin/CS staff	Q2
5.1.16	Identify things that should be offered in other languages & a plan/budget to accomplish that		Kristin	Q2
5.1.17	Evaluate ability to make agreement cards purely electronic with an electronic signature		Kristin/Shiane	Q1
5.1.18	Get the PAY IT NOW feature on the website		Kristin/Shiane	Q1
5.1.19	Get the ADA information on the website		Kristin	Q2
5.1.20	Promote the GO Paperless Campaign & Report enrollment data		Kristin	Q3
5.1.22	Get the Round Up feature to work on Smart Hub to go to Canal Comfort Fund		Kristin/Shiane	Q1
5.1.23	Utilize the Crystal Reports for mapping, the \$5 credit, solar credit, etc. to reduce		Kristin/Shiane	Q1

	manpower hours			
5.1.24	Complete the Community Solar & Net Metering Incentive Payments and Bill Credits, per the contracts		Kristin/Julie	Q2 & Q4
5.1.25	Evaluate the Value of the Automated Bill Payer feature- keep or go?		Kristin & CS Staff	Q2
5.1.26	Push back on Robot voice on Call Capture robocalls. Can we pay extra to be able to record a human instead?		Kristin	Q2
6.0	INTERNAL DEVELOPMENT	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
6.1.1	Develop a 5 year strategic IT plan-server, antivirus, etc.		Steve/HCC	Q1
6.1.2	Hire temporary crew for summer tree trimming		Darin/Kristin	Q2
6.1.3	Identify job shadow opportunities for students		Kristin	Q2
6.1.4	Purchase iPads- five for electric, three for water, to start OMS and Mobile Workforce modules		Kristin	Q1
6.1.4.a	Implement the Mobile Workforce options- meter change outs, work orders, service orders, etc.		Kristin & Darin	Q3
6.1.5	Install apps for iPads- NISC maps, service orders, etc.		Kristin/Vicky/Shiane	Q1
6.1.6	Ensure that all positions have critical functions written out and a back up person assigned to them. Exercise the		Staff	Q2

	back-up at least twice a year.			
6.1.7	Add all interlocal agreements to the website		Kristin	Q2
6.1.8	Hold team meetings and inter-department meetings to map work processes & increase efficiency		Kristin & Darin	All Qs
6.1.9	Identify impending retirements/departures and implement succession plan to backfill		Kristin & Darin	All Qs
6.1.10	Hold benefits meetings/workshops with employees as needed		Kristin	All Qs
6.2	Continue to Develop the Safety Program			
6.2.1	Upload monthly safety topics to board app. Report on meetings as usual.		Kristin & Darin	Monthly
6.2.2	Conduct Emergency Response Plan exercise and RUS Report		Kristin	Q3
6.2.3	Report all reportable accidents to the Board.		Steve	All Qs
6.2.4	Active shooter drill- ask Sheriff's office		Kristin	Q4
6.2.5	Reasonable Suspicion Training for Supervisors		Kristin	Q4
6.2.6	Office Safety Trainings		Kristin	All Qs
6.2.7	100% compliance- CPR/1 st Aid/AED training- all employees		Kristin/Darin	Q2
6.3	Continue to Develop Records Compliance Program			
6.3.1	Quarterly records clean up days		Kristin	All Qs
6.3.2	Annual Outback Clean up day		Kristin	Q4
6.3.3	Attend one training for records managers in 2017		Kristin	Q4

6.3.4	Identify items to move to State Archivist's office		Kristin	Q2
6.3.5	Conduct a records training for employees		Kristin	Q2
6.3.6	Set a budget and scope of work for external scanning/storage		Kristin	Q3
6.3.7	Review the life cycle of a record internal/external, storage, etc. for each department		Staff	Q4
6.4	Continue HR & Employee Relations Functions			
6.4.1	Annual Employee Recognition Event		Kristin	Q2
6.4.2	Employee Service Recognition		Kristin	Q2
6.4.3	Two employee potluck events to get all departments together for lunch		Kristin	2x/year
6.4.4	Showcase employees in public forums-press, awards, schools		Kristin	All Qs
6.4.5	Customer Appreciation BBQ		Kristin	Q3
6.4.6	Outreach to Schools		Kristin	All Qs
6.4.7	Economic Development Council participation		Kristin	All Qs
6.4.8	Chamber participation		Steve	All Qs
6.4.9	Kiwanis Club		Steve & Jack	All Qs
6.4.10	Public Power Week		Kristin	Q3
6.4.11	Continue to build customer registration for online communications		Kristin	All Qs
6.4.12	Continue emphasis for paperless billing		Kristin	Q3
6.4.13	Continue outreach on social media		Kristin	All Qs

6.4.14	Submit utility and employees for industry awards		Kristin	All Qs
6.4.15	In-house video production for how-to videos		Kristin	Q4
6.4.16	Host a kid's coloring contest for conservation/energy		Kristin	Q3
6.4.17	Continue participation with Hood Canal School		Kristin	All Qs
6.4.18	Report the strategic plan to the community		Kristin	All Qs
6.4.19	Celebrate national drinking water week May 7-13, 2017		Kristin/Steve & Darin	Q2
6.4.20	Promote Earth Day		Kristin	Q1
6.4.21	Promote Northwest River Partners & Fish & Wildlife habitat mitigation efforts		Kristin	Q3
6.4.22	Participation in Parades and community events		Kristin	All Qs
6.4.23	Publish the Fuel Mix Summary		Kristin	Q4
6.4.24	Hire consultant to do a benefits competitiveness analysis to ensure the PUD is getting most competitive pricing for benefits		Kristin	Q4