

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	Completed: Held board workshop in June.	Steve, Darin & Kristin	Q4
1.1.2	Union Regional Water System: Community Stakeholder Meetings to Solicit Input	Completed. Held public hearing and then adopted plan at Sept. board meeting.	Steve & Kristin	Completed
1.1.3	Union Regional Water System: Historical Review, Cultural Review	Board approved plan. Hired Gray & Osborne to respond to DOH & DOE questions.	Steve & Darin	Complete
1.2	Metering			
1.2.1	Service Meter Replacements as needed – up to 25	Completed.	Steve & Darin	Q4
1.2.2	Source Meter Replacements as needed – up to two	Completed.	Steve & Darin	Q4
1.3	Maintenance & Consumption Reduction			

1.3.1	Water Facility Painting: Alderbrook, Bay East, Bayshore, Ripplewood, Viewcrest Beach	Painted Viewcrest. Rest moved to 2018.	Steve & Darin	Q3
1.3.2	Pressure Reducing Valve Replacement	Replaced 2 in Hoodspport. Completed.	Steve & Darin	Q3
1.3.3	Identify water loss at Lake Arrowhead	Two leaks located and repaired this quarter. We had BKI analyze the cost of treatment and/or other options. One of the options is to drill/extend a new well. This is not a sure fix but we could go deeper and into another aquafer. Approximate cost of \$225k. Nothing new to report.	Steve & Darin	Q3
1.4	Funding- Grants, Low Interest Loans, Debt Forgiveness			
1.4.1	List any opportunities for these funding sources.	Attended a USDA Rural Development meeting for grants and loans for utility projects.	Steve	Q2
1.5	Work with WPUDA on Legislative Changes			
1.5.1	Class A-B for small, rural A systems	Nothing to report. Will take up initiative with WPUDA if they decide to move on it. Removed from plan.	Board	
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".	Continuing to work on proposed Union Consolidation. Working to identify priorities associated with twenty-year consolidation plan that will benefit the customers on the five systems associated with future consolidation.	Steve	Ongoing
1.6.2	Automate chlorination testing- continue to evaluate options	Reviewed available options. Does not make sound economic sense at this point. Removed from plan.	Steve & Darin	Q3
1.6.3	Lake Arrowhead manganese and automated chlorination design	Completed. Waiting to collect all results.	Steve & Darin	Q4

1.6.4	Automated chlorination design: Canal Mutual, Bayshore, and Minerva Terrace	Darin meeting with a company to evaluate feasibility of this. Moved to 2018. Nothing new to report.	Steve & Darin	Q3
1.6.5	Agate Beach – Water System Plan	Moved to 2018.	Steve & Darin	Q4
1.6.6	Well Pump Replacement: Viewcrest Beach	Replaced pump in Union instead.	Steve & Darin	Q2
1.6.7	Emergency Pump Replacement: Booster or Well Pump	Replaced both pumps at Union Well 2, completed in July 2017.	Steve & Darin	Q4
1.6.8	Ensure all pump replacements have high efficiency	BKI is doing the evaluation of all of our pumps and pipes for 2018.	Steve & Darin	Q4
1.6.9	Reservoir Recoating (exterior) & Resealing (interior): Alderbrook Tank #1 & Tank #2	Interior of one reservoir is completed. 2nd will be completed in early 2018.	Steve & Darin	Q4
1.6.10	Reservoir Recoating (exterior): Union Ridge tank	Removed from plan. Looking at other options with Union Regional System.	Steve & Darin	Q4
1.6.11	Water System Plan Part A Update	This is in the 2018 budget and put in the 2018 plan.	Steve & Darin	Q4
1.6.12	Reservoir Cleaning & Inspection: Lake Arrowhead, Arcadia Estates, Bayshore, Mt View, Union Ridge, Canal Beach Tracts, Holiday View Two	Completed.	Steve & Darin	Q2
1.6.14	Roll out Backflow Device & Cross Connection Campaign to Alderbrook	Completed: These materials have been designed, printed, and mailed out to Alderbrook in March. Article in newsletter & social media.	Kristin & Brandy	Q1 & Q2
1.7	Sewer Maintenance			
1.7.1	Grinder Pump Replacements (as needed)	Nothing to report.	Steve & Darin	Q4
1.7.2	Onsite Septic Maintenance	Nothing to report.	Steve & 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	Completed.	Darin	Q2
2.1.2	Continue emphasis on VM- 7 year trim cycle (herbacides)	Completed.	Darin	Ongoing
2.1.3	Continue CT & 3PH Conversion	Upgraded CTs to current standards throughout system.	Darin	Ongoing
2.1.4	Develop an UG replacement schedule	Duplicate. See 2.1.6	Darin	Q1
2.1.5	Replace 3 miles of primary underground	Completed Phase 2 of Black Point.	Darin	Q4
2.1.6	Develop a list of all primary underground replacements on the schedule with a cost for each of them	Duckabush, McReavy, Pleasant Tides, Highland Park will be on the schedule, per the work plan.	Darin	Q2
2.1.7	Get a design & cost for 106 Rebuild	Moved to 2018.	Darin	Q3
2.1.8	Continue to replace submersible transformers (HOW MANY LEFT????)	Moved to 2018. We have 143 left to do.	Darin	Ongoing
2.1.9	Duckabush Substation: Design circuit switchers with cost estimate	Decided not to do circuit switchers at this point. Removed from plan.	Darin	Q4
2.1.10	Union Substation: EVALUATE Repair LTC vs. Regulators	Regulators are ordered. Installation moved to 2018 in conjunction with clearing and grubbing of Daily property.	Darin	Q1
2.1.12	Union Substation: Replace breakers	Completed: Installed breakers on transmission line instead of Union.	Darin	Q4
2.1.13	Reduce Customer Outage Hours: identify future loops to reduce hrs.	Completed: Identified a loop for Union east circuit and for Eagle Point and Enchantment Ridge.	Darin	Q4
2.1.14	Alderbrook to Jenn's Way URD replacement- secure easements	Removed from plan.	Darin/Vicky	Q3
2.1.15	LED Streetlights- 200 lights a year	Completed.	Darin	Q4
2.2 Fleet Management				

2.2.1	Take Rooster's truck & the trailers to be repainted	Completed.	Darin	Q2
2.2.2	Make sure all costs are being captured in Fleet Management- fuel costs, etc.	The fuel management system is too outdated to interface with iVue. Will get replacement quotes for 2018 budget.	Darin	Q4
2.3	Work Plan & Reports			
2.3.1	Work with BKI and staff to develop a new 5 year work plan	Completed.	Darin	Q2
2.3.2	Report types of outages, areas, duration, with the goal to reduce outage hours (Once Annually)	Done in March.	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.)	Completed. Pilot project with Tantalus has been approved. Will carry into 2018.	Steve	Q3
2.4	Tree Trimming			
2.4.1	Clear 100' of ROW	Nothing to report. Still waiting on BIA to get signed documents for easements.	Darin	Q4
2.4.2	Contract out 15 miles of line trimming	Completed.	Darin	Q4
2.4.3	Conduct 7 miles of in-house trimming	Completed with in-house crew.	Darin	Q3
2.5	Improve Outage Communications			
2.5.1	Completion call when outage is over-100% of the time	Required now with new outage answering service.	Darin	Ongoing
2.5.2	Check in call to Lance with outage cause and/or timeframe for restoration	Required now with new outage answering service.	Darin	ongoing
2.5.3	Set up outage management computer and programming at Answering Service office	Complete: Computer is set up. Lance will train with PUD 3 on OMS and then will begin using for PUD 1.	Kristin/HCC	Q1

2.5.4	Send Answering Service an updated customer list every quarter	Completed.	Kristin/Shiane	All Qs
2.5.5	Ensure that CS is updating outage logs for electric until the OMS is ready to go	Complete. Using OMS now.	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	Completed.	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	1 st phase bid awarded and will be completed by end of year. All planning is completed.	Steve	Q4
3.1.2	Security: Evaluate type of door alarms on water facilities compatible with telemetry: Alderbrook, Hoodspout 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	Completed. Too costly. Removed from plan.	Steve & Darin	Q4
3.1.3	Security: Get all cameras to show on television screens instead of on computers	Completed.	Steve	Q1
3.1.5	SCADA: Establish communication link with Union, Hoodspout & 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	Budgeted for 2018.	Darin	Q4
3.2.2	Apply for water rights for Sheldon/Ten-Four	Nothing to report. Moved to 5 year plan.	Steve	Q2
4.0	FINANCE	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
4.1	Set 2016 Pole Attachment Rate			
4.1.1	Work with Rob on a new rate and contract for pole contacts	Still pending outcome of Pacific PUD lawsuit. Nothing new to report.	Steve	Q4
4.1.2	Send 6 month notice once rate formula is established	Nothing to report.	Kristin	Q4
4.2	Miscellaneous Goals			
4.2.1	Develop a 5 year financial forecast	Will occur in conjunction with financial policies and procedures, COSA, and Piper Jaffray's work. To be discussed further in 2018.	Steve	Q2
4.2.2	Identify customers with <500 kWh customer base- use visual aids to justify base rate and/or demand rate	Moved to COSA project timeline.	EES & CPA	Q1
4.2.3	Set a board policy for funding capital improvements- using rates vs. outside financing	Moved to COSA project timeline and also will be accomplished with Wittenberg's financial policies development.	Steve	Q1
4.2.4	Watch water bond rates and finance structures	Paid off the 2002 water bond. Doing a COSA to evaluate the others. Looking for ways to consolidate debt into one bond.	Key Bank & Piper Jaffray	All Qs
4.2.5	Develop regular financial reporting-monthly with detail, executive summary & training	Completed: Established agreed upon first draft of financial reports for Q1. Will do abbreviated monthly reports and a detailed quarterly report. Will reevaluate each quarter until they work the way we want.	Steve/Kristin/CPA	Q1

4.2.6	Reevaluate the FTE auditor/accountant position	Complete: Satisfied with CPA firm work for now. Will reevaluate at end of 2017 to ensure that arrangement still meets needs of District.	Steve/Kristin	Q1
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	Completed.	Steve/CPA	Q3
4.2.9	RFQ for outside audit	Hired an external auditor. This item is not relevant. Removed from plan.	Steve/Kristin	Q3
4.2.10	Departmental budgeting training	Staff had their own budget meeting and we will begin using the NISC budgeting tool starting in 2018.	Steve/CPA	Q3
4.2.11	Complete the interface of fleet management software to iVue & tie into the fuel system	Removed from plan. Need to replace system in 2018.	Kristin/Shiane	Q2
4.2.12	Move A/P to paperless invoices with new scanner	Completed: A/P now uses document vault. Invoices will no longer be filed and stored physically.	Kristin/Joyce	Q2
4.2.13	Add monthly financial data to the website	Occurring now with new financial reports.	Kristin	Monthly
4.2.14	Ensure quarterly reports are filed on time- L&I, Unemployment, IRS	Completed for all Qs.	Kristin	All Qs
4.2.15	WebEx Training for A/P Workflow program	Completed. Teresa is back up for A/P now.	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	Progress: Tablets have OMS installed. Set up all crew members with log-ins. Have begun crew training for 4 th quarter. Office staff using it to log outage calls.	Kristin/Vicky	Q2

5.1.2	Continue the conservation program: LED lighting, industrial and grocery, customer rebates	Completed. We have grown the program for 2017 and will continue in 2018.	Kristin/Teresa	Ongoing
5.1.3	Use conservation dollars for LED streetlight replacements	Lights ordered. Systematic change out process began at north end of the system. All light change outs now are done with LED-everywhere.	Darin/Teresa	Q1
5.1.4	Develop a conservation "menu", poll customers for feedback on what rebates they want to see next.	This is difficult due to the narrowing of rebate opportunities through BPA. We do not want to put the question out to our customers and then not be able to act on it afterward and have people be disappointed that we didn't follow through. We are going to remove this line item from the plan and focus on the promotion of new conservation items, per 5.1.5 below.	Kristin/Teresa	Q2
5.1.5	Promote new options for conservation	Introduced new items this year: 275 power strips, 200 showerheads and 500 light bulbs have been handed out to customers so far. Handed out 300 boxes during public power week.	Kristin/Teresa	Q2 & Q4
5.1.6	Engage with the public on BIG projects-water systems, facilities, etc.	Held the Union water system hearing and also an introduction to Treasure Island for SMA. Also sent out the survey to get customer feedback on manganese treatment for Lk. Arrowhead.	Kristin/Staff	As needed.
5.1.7	Develop and post/distribute handouts for regulations/costs written at an easy level for public to review	Had article in newsletter regarding BPA rate increases and had reporter do an article on the rate hearing.	Kristin	As needed.
5.1.8	Expand NISC modules, Smart Hub, communications- VALUE ADDED ONLY	Continue to move forward with OMS schedule. Started training on Messenger feature for Smart Hub. Budgeting for Mobile Workforce for 2018.	Kristin/Shiane	All Qs
5.1.9	Continue to invest in education to better assist customers- Training schedules, programs, system tours	Completed. Shiane & Kristin attended NISC users conference. Held multiple water and electric system tours for office employees.	Kristin	All Qs

5.1.10	Develop and publish a customer education program for conservation, time of use, dispel myths, etc.	Nothing to report.	Kristin	All Qs
5.1.11	Streamline purchasing/coordination between departments- office supplies, stationary, etc.	Completed: This has all been moved to the front office. Shiane is purchasing all office supplies.	Kristin/Shiane	Q1
5.1.12	Evaluate carrier contracts for telecom to see if there's opportunity to consolidate and maybe save money	Completed: HCC is now providing all phone services with the exception of alarm dialers for wells and our cell carrier contract.	Kristin/Shiane/Joyce	Q2
5.1.13	Continue to develop the Canal Comfort Fund donation drive & process	Round Up feature online is now working. Held a Canal Comfort Fund campaign in Q4.	Kristin/Shiane	Q3
5.1.14	Procure a copy of the PUD business license for the safe	Completed. Found out that PUDs don't have or need business licenses.	Kristin/Joyce	Q2
5.1.15	Complete scanning of all agreement cards	Completed through "N". Will finish rest in 2018.	Kristin/CS staff	Q4
5.1.16	Identify things that should be offered in other languages & a plan to accomplish that	Kristin made contact with Franklin PUD, who agreed to translate the customer card and service agreement into Spanish. Looking at maybe a Spanish language page on the website also. Evaluating a student intern for this project as well.	Kristin	Q2
5.1.17	Evaluate ability to make agreement cards purely electronic with an electronic signature	Completed: There are a couple different companies that offer this software but NISC doesn't do this yet. We are following the updates for any future changes.	Kristin/Shiane	Q1
5.1.18	Get the PAY IT NOW feature on the website	Completed.	Kristin/Shiane	Q1
5.1.19	Get the ADA information on the website	Nothing to report this quarter. Evaluating requirements.	Kristin	Q2
5.1.20	Promote the GO Paperless Campaign & Report enrollment data	Completed: Go Paperless campaign started in June and will continue through September.	Kristin	Q3
5.1.22	Get the Round Up feature to work on Smart Hub to go to Canal Comfort Fund	Completed. Shiane has implemented this.	Kristin/Shiane	Q1

5.1.23	Utilize the Crystal Reports for mapping, the \$5 credit, solar credit, etc. to reduce manpower hours	Completed. Crystal Reports are being used now for a nominal fee as opposed to several hours/days of staff time to manually enter info.	Kristin/Shiane	Q1
5.1.24	Complete the Community Solar & Net Metering Incentive Payments and Bill Credits, per the contracts	Completed.	Kristin/Julie	Q2 & Q4
5.1.25	Evaluate the Value of the Automated Bill Payer feature- keep or go?	Completed. Have been tracking utilization of the IRV and it is high and it has been decided by CS staff to continue.	Kristin & CS Staff	Q2
5.1.26	Push back on Robot voice on call capture. Can we pay to be able to record a human voice?	Completed: We cannot change it at this time. NISC has had other requests for it from other members so we are following the updates for any future changes.	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.	Completed. Will use for budgeting process this year.	Steve/HCC	Q1
6.1.2	Hire temporary crew for summer	Completed. Temps started June 1 st .	Darin/Kristin	Q2
6.1.3	Identify job shadow opportunities for students	Evaluating an internship for bilingual website page. Signed up for career fair at SHS in November.	Kristin	Q2
6.1.4	Purchase iPads- five for electric, three for water	Completed.	Kristin	Q1
6.1.4.a	Implement the Mobile Workforce options- meter change outs, work orders, service orders, etc.	This has been moved to 2018.	Kristin & Darin	Q3
6.1.5	Install apps for iPads- NISC maps, service orders, etc.	Completed. The App Suite has been installed on all the tablets and they have the maps with it.	Kristin/Vicky/Shiane	Q1
6.1.6	Ensure that all positions have critical functions written out and a backup	Completed. This backup occurs regularly.	Staff	Q2

	person assigned to them. Exercise the backup at least twice a year.			
6.1.7	Add all interlocal agreements to the website	Hunting them all down. Moved to 2018.	Kristin	Q4
6.1.8	Hold team meetings and inter-department meetings to map work processes & increase efficiency	Completed. Done multiple times during the year.	Kristin & Darin	All Qs
6.1.9	Identify impending retirements/departures and implement succession plan to backfill	Completed for 2017. Staff addressed backfill for retirement & lateral movements. Will evaluate additional FTE needs in the strategic plan and budgeting process.	Kristin & Darin	All Qs
6.1.10	Hold benefits meetings/workshops with employees as needed	Completed.	Kristin	All Qs
6.2	Continue to Develop the Safety Program			
6.2.1	Report on meetings as usual.	Ongoing each month.	Darin	Monthly
6.2.2	Conduct ERP exercise and RUS Report	Ongoing with Great Washington Shake Out.	Kristin	Q3
6.2.3	Report all reportable accidents to the Board.	Occurring as needed.	Steve	All Qs
6.2.4	Active shooter drill- ask Sheriff's office	Moved to 2018 plan.	Kristin	Q4
6.2.5	Reasonable Suspicion Training for Supervisors	Moved to 2018 plan.	Kristin	Q4
6.2.6	Office Safety Trainings	CPR class- all office staff certified.	Kristin	All Qs
6.2.7	100% CPR/1 st Aid/AED training- all employees	Completed.	Kristin/Darin	Q2
6.3	Continue to Develop Records Compliance Program			
6.3.2	Annual Outback Clean up day	Purged several boxes that met their retirement date per the state's retention schedule. Now coincides with ending of state audit.	Kristin	Q4
6.3.3	Attend one training for records managers in 2017	Attended WPUDA records managers roundtable at Alderbrook.	Kristin	Q4

6.3.4	Identify items to move to State Archivist's office	Nothing to report this quarter but we have decided to use Document Vault to back up essential HR records through NISC. No additional cost to use it in HR as well as accounting.	Kristin	Q2
6.3.5	Conduct a records training for employees	Nothing to report.	Kristin	Q3
6.3.6	Set a budget and scope of work for external scanning/storage	Will do for 2018. Not in 2017's budget.	Kristin	Q3
6.4	Continue HR & Employee Relations Functions			
6.4.1	Employee Annual Appreciation Event	Completed July 14 th at Potlatch State Park.	Kristin	Q2
6.4.2	Employee Service Awards	Completed July 14 th .	Kristin	Q2
6.4.3	Two employee potluck events for lunchtime	Completed.	Kristin	2x/year
6.4.4	Showcase employees in public forums-press, awards, schools	Completed.	Kristin	All Qs
6.4.5	Customer Appreciation BBQ	Occurred Oct. 6 th . Record attendance.	Kristin	Q3
6.4.6	Outreach to Schools	PUD had a booth at the SHS Career Fair event again this year.	Kristin	All Qs
6.4.7	EDC participation	Kristin elected vice chair for 2017.	Kristin	All Qs
6.4.9	Kiwanis Club	Jack attending.	Steve & Jack	All Qs
6.4.10	Public Power Week	Handed out conservation items and promoted public power all week long.	Kristin	Q3
6.4.11	Continue to build customer registration for online communications	Online registration advertised in newsletter.	Kristin	All Qs
6.4.12	Continue emphasis for paperless billing	Completed. Do not have stats yet.	Kristin	Q3
6.4.13	Continue outreach on social media	Completed.	Kristin	All Qs
6.4.14	Submit utility and employees for industry awards	Completed. Former commissioner was submitted for the WPUA award.	Kristin	All Qs

6.4.15	In-house video production for how-to videos	Nothing to report this quarter.	Kristin	Q4
6.4.16	Host a kid's coloring contest for conservation/energy	Nothing to report this quarter.	Kristin	Q3
6.4.17	Continue participation with Hood Canal School	Nothing to report this quarter.	Kristin	All Qs
6.4.18	Report the strategic plan to the community	This is now available on the website and updated quarterly.	Kristin	All Qs
6.4.19	Celebrate national drinking water week May 7-13, 2017	Completed: Promoted on social media.	Kristin/Steve & Darin	Q2
6.4.20	Promote Earth Day	Completed: Done on social media and in newsletter.	Kristin	Q1
6.4.21	Promote NWRP/Fish mitigation	Promoted Clean Hydro campaign.	Kristin	Q3
6.4.22	Participation in Parades and community events	Participated in Forest Festival & Brinnon parades. Will participate in career fair.	Kristin	All Qs
6.4.23	Publish the Fuel Mix Summary	Completed in Q4.	Kristin	Q4
6.4.24	Hire consultant to do a benefits competitiveness analysis	Delayed- moved to 2018.	Kristin	Q2