

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	We have communicated via the newsletter that while the water system plan is still going through DOH, the consolidation review is on hold for now.	Steve, Darin & Kristin	Pending
1.1.2	Union Regional Water System: Community Stakeholder Meetings to Solicit Input	On hold for now.	Steve & Kristin	Pending
1.1.3	Union Regional Water System: Historical Review, Cultural Review	On hold for now.	Steve & Darin	Pending
1.2	Metering			
1.2.1	Service Meter Replacements as needed – up to 25	14 replaced this quarter.	Steve & Darin	Q4
1.2.2	Source Meter Replacements as needed – up to two	None replaced this quarter.	Steve & Darin	Q4
1.3	Maintenance & Consumption Reduction			

1.3.1	Water Facility Painting: Alderbrook, Bay East, Bayshore, Ripplewood, Viewcrest Beach	BKI is working on this and staff will meet to go over the engineering.	Steve & Darin	Q3
1.3.2	Pressure Reducing Valve Replacement	Nothing to report.	Steve & Darin	Q3
1.3.3	Identify water loss at Lake Arrowhead	Two leaks located and repaired this quarter.	Steve & Darin	Q3
1.4	Funding- Grants, Low Interest Loans, Debt Forgiveness			
1.4.1	List any opportunities for these funding sources.	Nothing to report.	Steve	Q2
1.5	Work with WPUA on Legislative Changes			
1.5.1	Class A-B for small, rural A systems	Nothing to report.	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. Nothing to report this quarter.	Steve	Ongoing
1.6.2	Automate chlorination testing- continue to evaluate options	BKI is investigating.	Steve & Darin	Q3
1.6.3	Lake Arrowhead manganese and automated chlorination design	BKI is investigating.	Steve & Darin	Q4
1.6.4	Automated chlorination design: Canal Mutual, Bayshore, and Minerva Terrace	BKI is investigating.	Steve & Darin	Q3
1.6.5	Agate Beach – Water System Plan	Nothing to report.	Steve & Darin	Q4
1.6.6	Well Pump Replacement: Viewcrest Beach	Nothing to report.	Steve & Darin	Q2
1.6.7	Emergency Pump Replacement: Booster or Well Pump	Nothing to report.	Steve & Darin	Q4

1.6.8	Ensure all pump replacements have high efficiency	Nothing to report.	Steve & Darin	Q4
1.6.9	Reservoir Recoating (exterior) & Resealing (interior): Alderbrook Tank #1 & Tank #2	Nothing to report.	Steve & Darin	Q4
1.6.10	Reservoir Recoating (exterior): Union Ridge tank	Nothing to report.	Steve & Darin	Q4
1.6.11	Water System Plan Part A Update	Nothing to report.	Steve & Darin	Q4
1.6.12	Reservoir Cleaning & Inspection: Lake Arrowhead, Arcadia Estates, Bayshore, Mt View, Union Ridge, Canal Beach Tracts, Holiday View Two	This project went out for bid. To be completed in June.	Steve & Darin	Q2
1.6.13	Water Quality Taste Test	Nothing to report.	Kristin & Brandy	Q2 & Q3
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	Begun Phase 2 of Duckabush rebuild.	Darin	Q2
2.1.2	Continue emphasis on VM- 7 year trim cycle (herbicides)	Nothing to report.	Darin	Ongoing
2.1.3	Continue CT & 3PH Conversion	Nothing to report.	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	Replaced ¾ mile at Duckabush.	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.	Darin	Q2
2.1.7	Get a design & cost for 106 Rebuild	Nothing to report.	Darin	Q3
2.1.8	Continue to replace submersible transformers (HOW MANY LEFT????)	Nothing to report.	Darin	Ongoing
2.1.9	Duckabush Substation: Design circuit switchers with cost estimate	Planned for Q2.	Darin	Q4
2.1.10	Union Substation: EVALUATE Repair LTC vs. Regulators	BKI is researching another option. Should have a cost and make a decision in April.	Darin	Q1
2.1.12	Union Substation: Replace breakers	Nothing to report.	Darin	Q4
2.1.13	Reduce Customer Outage Hours: identify future loops to reduce hrs.	Nothing to report.	Darin	Q4
2.1.14	Alderbrook to Jenn's Way URD replacement- secure easements	Nothing to report.	Darin/Vicky	Q3
2.1.15	LED Streetlights- 200 lights a year	Approximately 30 have been replaced so far in Q1 2017.	Darin	Q4
2.2	Fleet Management			
2.2.1	Take Rooster's truck & the trailers to be repainted	Nothing to report.	Darin	Q2
2.2.2	Make sure all costs are being captured in Fleet Management- fuel costs, etc.	HCC is working on this and we should have it interfacing with iVUE in April.	Darin	Q4
2.3	Work Plan & Reports			
2.3.1	Work with BKI and staff to develop a new 5 year work plan	BKI is working on this with Darin & Steve for both electric and water.	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.)	Pilot project with Tantalus has been approved. Targeting Alderbrook area instead of north end due to cost of communications for pilot project.	Steve	Q3
2.4	Tree Trimming			
2.4.1	Clear 100' of ROW	Nothing to report.	Darin	Q4
2.4.2	Contract out 15 miles of line trimming	Nothing to report.	Darin	Q4
2.4.3	Conduct 7 miles of in-house trimming	Nothing to report.	Darin	Q3
2.5	Improve Outage Communications			
2.5.1	Completion call when outage is over-100% of the time	Outage calls have been going very well.	Darin	Ongoing
2.5.2	Check in call to Lance with outage cause and/or timeframe for restoration	Crews are checking in.	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	Done for 1 st quarter.	Kristin/Shiane	All Qs
2.5.5	Ensure that CS is updating outage logs for electric until the OMS is ready to go	Occurring. Checked in on this in February.	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	Water system map updated for office & board room.	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	In Mason County review process now.	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	We had one vendor come in this quarter to see what they have.	Steve & Darin	Q4
3.1.3	Security: Get all cameras to show on television screens instead of on computers	HCC is still trying to get these on the monitors. Should be done next month.	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	Nothing to report.	Darin	Q4
3.2.2	Apply for water rights for Sheldon/Ten-Four	Nothing to report. Will likely be moved onto the 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 lawsuit with Pacific PUD. 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	Working with Piper Jaffray & Key Bank on this.	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	Nothing to report.	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	Nothing to report.	Steve/CPA	Q3
4.2.11	Complete the interface of fleet management software to iVue & tie into the fuel system	Progress: Have begun researching issues on this. Shiane and HCC has been assigned to this project.	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 year end 2016 & 1 st Q 2017.	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: Had first meeting- set schedule for roll out. iPads ordered. Demo launched for CS to play with. Will next set up tablets and mock outages to train.	Kristin/Vicky	Q2
5.1.2	Continue the conservation program: LED lighting, industrial and grocery, customer rebates	Progress: LED streetlight replacement program has begun, starting in the north end of our system. Teresa has identified commercial customers that can also benefit from program. Teresa presented to board at March meeting.	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	Teresa has identified a list of other items not	Kristin/Teresa	Q2 & Q4

		offered before and is getting pricing on these.		
5.1.6	Engage with the public on BIG projects- water systems, facilities, etc.	Nothing to report this quarter.	Kristin/Staff	As needed.
5.1.7	Develop and post/distribute handouts for regulations/costs written at an easy level for public to review	Nothing to report this quarter.	Kristin	As needed.
5.1.8	Expand NISC modules, Smart Hub, communications- VALUE ADDED ONLY	Progress: Pay It Now feature, Round Up feature, OMS, Document Vault all added now.	Kristin/Shiane	All Qs
5.1.9	Continue to invest in education to better assist customers- Training schedules, programs, system tours	All four CS/finance employees scheduled for at least one training/conference so far this year.	Kristin	All Qs
5.1.10	Develop and publish a customer-education program for conservation, time of use, dispel myths, etc.	Progress: Promoting conservation program in coordination with Earth Day for 1 st quarter.	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	Progress: Joyce has created a carrier contract spreadsheet with all the different lines and monthly fees. Hood Canal Communications is working on a bid for this. Verizon Wireless account was restructured and we are saving money each month on wireless contract.	Kristin/Shiane/Joyce	Q2
5.1.13	Continue to develop the Canal Comfort Fund donation drive & process	Progress: Round Up feature online is now working.	Kristin/Shiane	Q3
5.1.14	Procure a copy of the PUD business license for the safe	Nothing to report.	Kristin/Joyce	Q2
5.1.15	Complete scanning of all agreement cards	A-L completed.	Kristin/CS staff	Q4
5.1.16	Identify things that should be offered in other languages & a plan to accomplish that	Progress: Customer card and rate sheet identified for now. Need to find out appropriate way to get those translated.	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.	Kristin	Q2
5.1.20	Promote the GO Paperless Campaign & Report enrollment data	Nothing to report this quarter.	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	Progress: Julie has a detailed schedule of reminders for project milestones. Will contact them in advance of June incentive and December credit.	Kristin/Julie	Q2 & Q4
5.1.25	Evaluate the Value of the Automated Bill Payer feature- keep or go?	Nothing to report this quarter.	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.	We are coordinating a meeting with Neil Jones and his staff. Moved to 2 nd quarter.	Steve/HCC	Q1
6.1.2	Hire temporary crew for summer	Nothing to report this quarter.	Darin/Kristin	Q2
6.1.3	Identify job shadow opportunities for	Had another line crew job shadow inquiry in	Kristin	Q2

	students	February.		
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.	Nothing to report this quarter.	Kristin & Darin	Q3
6.1.5	Install apps for iPads- NISC maps, service orders, etc.	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 back up person assigned to them. Exercise the back-up at least twice a year.	Completed one time for A/P and also for Credit & Collections.	Staff	Q2
6.1.7	Add all interlocal agreements to the website	Nothing to report this quarter.	Kristin	Q2
6.1.8	Hold team meetings and inter-department meetings to map work processes & increase efficiency	Progress: Held CS/IT/Elec meeting on OMS and developed a schedule for implementation. Held meeting for water system acquisition Enchantment Ridge between Billing/Water/PR depts. Held Elec/CS meeting on outage logs. Held a month end module workflow meeting between ops/purchasing	Kristin & Darin	All Qs
6.1.9	Identify impending retirements/departures and implement succession plan to backfill	Progress: Have posted the internal bid for the purchaser/utility helper position.	Kristin & Darin	All Qs
6.1.10	Hold benefits meetings/workshops with employees as needed	Had meeting in January with all employees re: Met Life changes.	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	Nothing to report this quarter.	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	Nothing to report this quarter.	Kristin	Q4
6.2.5	Reasonable Suspicion Training for Supervisors	Nothing to report this quarter.	Kristin	Q4
6.2.6	Office Safety Trainings	CPR 1 st Aid class scheduled for Q1.	Kristin	All Qs
6.2.7	100% CPR/1 st Aid/AED training- all employees	CPR 1 st Aid class postponed due to instructor schedule.	Kristin/Darin	Q2
6.3	Continue to Develop Records Compliance Program			
6.3.1	Quarterly clean up days	1 st Q- have cleaned up old water acquisition files and old surge protector agreements. Scan & toss.	Kristin	All Qs
6.3.2	Annual Outback Clean up day	Nothing to report this quarter.	Kristin	Q4
6.3.3	Attend one training for records managers in 2017	Nothing to report this quarter.	Kristin	Q4
6.3.4	Identify items to move to State Archivist's office	Nothing to report this quarter.	Kristin	Q2
6.3.5	Conduct a records training for employees	Nothing to report this quarter.	Kristin	Q2
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
6.3.7	Review the life cycle of a record internal/external, storage, etc. for each department	Nothing to report this quarter.	Staff	Q4
6.4	Continue HR & Employee Relations Functions			
6.4.1	Employee Annual Appreciation Event	Scheduled for July 14 th at Potlatch State Park.	Kristin	Q2
6.4.2	Employee Service Awards	Nothing to report this quarter.	Kristin	Q2
6.4.3	Two employee potluck events for lunchtime	Progress: Had a St. Patrick's Day Potluck.	Kristin	2x/year

6.4.4	Showcase employees in public forums-press, awards, schools	Nominated PUD 1 employees/commissioners for NWPPA award & an APPA award.	Kristin	All Qs
6.4.5	Customer Appreciation BBQ	Nothing to report this quarter.	Kristin	Q3
6.4.6	Outreach to Schools	Ordered PUD "hardhats" for kids for fieldtrips.	Kristin	All Qs
6.4.7	EDC participation	Kristin elected vice chair for 2017.	Kristin	All Qs
6.4.8	Chamber participation	Attended an Administrator meeting with EDC and chamber exec. director.	Steve	All Qs
6.4.9	Kiwanis Club	Jack attending.	Steve & Jack	All Qs
6.4.10	Public Power Week	Nothing to report this quarter.	Kristin	Q3
6.4.11	Continue to build customer registration for online communications	Online registration advertised in newsletter. Now up to 1,629.	Kristin	All Qs
6.4.12	Continue emphasis for paperless billing	Nothing to report this quarter.	Kristin	Q3
6.4.13	Continue outreach on social media	Ongoing for 1 st quarter.	Kristin	All Qs
6.4.14	Submit utility and employees for industry awards	Former commissioner was submitted for the NWPPA life member 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.	Kristin	All Qs
6.4.18	Report the strategic plan to the community	This is now available on the website.	Kristin	All Qs
6.4.19	Celebrate national drinking water week May 7-13, 2017	Nothing to report this quarter.	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	Nothing to report this quarter.	Kristin	Q3

6.4.22	Participation in Parades and community events	Employees donated to the polar plunge fundraiser this quarter.	Kristin	All Qs
6.4.23	Publish the Fuel Mix Summary	Nothing to report this quarter.	Kristin	Q4
6.4.24	Hire consultant to do a benefits competitiveness analysis	Nothing to report this quarter.	Kristin	Q2