

Mason PUD 1- 2018 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.

LINE	WATER	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
100	Monitor & Engage on Water Regulatory Issues			
101	Engage with WPUDA, DOH, DOE & legislators on issues that impact the water business	<p>I attended the WPUDA annual meeting in Spokane on Friday December 1st. The following is a report of that meeting.</p> <p><u>Department of Ecology Water Resources update</u></p> <p>Mary Verner, recently appointed manager of the Department of Ecology's water resources program, introduced herself to the committee. She said her priority as water resources manager at Ecology has been on addressing regulatory and legislative issues raised by the state Supreme Court's <i>Hirst</i> and <i>Foster</i> rulings.</p> <p>Verner discussed with committee members Ecology's role in processing requests for changes in water rights that can be part of PUD efforts to consolidate and restructure water systems. Verner said she is taking a fresh look at program policies and the issues that have arisen with</p>	Staff/Board	Ongoing

		<p>water utilities, to make sure program staff are playing a constructive role in water system consolidations within legal limits.</p> <p><u>Department of Health Office of Drinking Water updates</u></p> <p>The director of the state Department of Health's Office of Drinking Water (ODW), Garin Schriever, told the committee that ODW staff are starting rulemaking and data gathering necessary for regulation of the chemical compounds known as PFAS (meaning poly- or perfluoroalkyl substances) that can occur in drinking water, especially in water sources where fire retardants containing the chemical were used nearby.</p> <p>Schriever said the absence of a new state capital budget continues to hamper completion of projects that were funded in earlier years by loans and grants from the Drinking Water State Revolving Fund (DWSRF) program</p> <p>Schriever said ODW staff have been surveying Lead in school plumbing systems continues to be a concern, Schriever said, adding that ODW staff are preparing guidance and an expansion of the agency's lead monitoring program in schools to determine if more effort is needed to reduce and prevent exposure of school children to lead.</p> <p>ST 12/11/2017</p>		
102	Address DOH full appropriations of water system reports		Staff/BKI	As needed

103	Develop request and main extensions		Staff/BKI	As needed
200	Address Water System Leakage Issues			
201	Identify leaks to reduce water loss on all systems	I have asked BKI to develop a priority spreadsheet on all our water system mains. Listing them with leakage size and age. This will allow us to see the enormous amount of work that is needed to replace our aging infrastructure. ST 12/11/2017	Darin/Steve/BKI	All Qs
202	Pressure Reducing Valve Replacement		Darin	All Qs
300	Water Capital Improvement Plan - WCPI			
301	Identify needed tools and resources to complete annual items on plan		Staff	
302	Procure Vac Trailer		Darin	2Q
303	Procure trailer to haul materials		Darin	1Q
304	PRV Replacements		Darin	Ongoing
305	Service meter replacements		Darin	As needed
306	Source meter replacements		Darin	Ongoing
307	Valve maintenance		Darin	3Q
308	Well House Painting- Alderbrook, Bay East, Bayshore, Ripplewood, Viewcrest Beach		Darin	3Q
309	Reservoir painting and coating- Alderbrook		Darin	1Q
310	Generator- Union Heights, Viewcrest Beach		Darin	3Q

311	View Ridge Heights Booster Station		Darin	4Q
312	Treatment upgrades- Lake Arrowhead, Canal Mutual, Minerva Terrace, Bayshore		Staff/BKI	Ongoing
313	Water Rights		Staff/BKI	As Needed
314	Water System Planning & Reports		BKI	Ongoing
315	WSP update- Agate Beach		Staff/BKI	
316	WSP update- Twanoh Terrace		Staff/BKI	Q1
317	WSP update- Twanoh Heights		Staff/BKI	Q1
318	WSP update- Vuecrest Beach		Staff/BKI	
319	WSP update- View Ridge Heights		Staff/BKI	
320	Union Regional WSP completion		Staff/BKI	Q1
321	Update SMA plan		Staff/BKI	
322	Insert BKI 2018 Deliverables (WSP as required above, Engineering review as needed)		BKI	All Q's
400	Satellite Management			
401	SMA- Evaluate impacts to staff and resources; marketing; capturing costs		Steve	Q3
402	Evaluate future acquisitions of Group A water systems wanting Mason #1 to take over	Thurston PUD Water system anticipates transferring/selling 32 water systems with 751 approved connections and 639 active. We have Budgeted \$3,000 per connection. John has mentioned that the price is closer to \$2,000 per active connection, with no charge for excess water rights, etc. This is very preliminary	Steve/Darin/Katie	Q1-Q2

		discussions. ST 12/11/2017		
500	Water Projects			
501	Automate chlorination testing- continue to evaluate options		Darin	Q4
502	Well Pump Replacement: Vuecrest Beach, Bay East, Bayshore		Darin	Q3
503	Main line replacement: all lines as needed		Staff/BKI	Q1 -2
504	Union Regional Projects; (see below)			
505	Hood Canal fire hydrant painting		Darin	
506	Hood Canal Water System main replacements (Union Regional)		Darin	3Q
507	Purchase land for reservoir- Union Ridge & Vuecrest		Darin	4Q
508	Install water main between Alderbrook & Hood Canal		Darin	3Q
509	Alderbrook Well 1 replacement		Staff/BKI	
510	Emergency Pump Replacement: Booster or Well Pump		Darin	Ongoing
511	Mainline extension for Viewcrest Beach		Darin	Contingent upon completion of WSP
512	Reservoir Recoating (exterior): Union Ridge tank		Darin	
513	Water System Plan Part A update		Staff/BKI	
514	Reservoir cleaning and inspection- Lake Arrowhead, Hoodsport, Hood Canal, Vuecrest, Highland Park, Harstene Retreat, Cushman, Inc., and Canal Mutual		Darin	3Q

515	Roll out Backflow Device & Cross Connection Campaign to ???		Brandy	Ongoing
600	Sewer Maintenance			
601	Grinder Pump Replacements (as needed)		Darin	Ongoing
602	Onsite Septic Maintenance		Darin	Ongoing
603	Education Campaign for Septic Users		Kristin	Q1
604	Ensure cost capture/rate analysis		Katie/Steve	Q2
700	ELECTRIC	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
701	Infrastructure			
702	Complete phase 2 of Duckabush			
703	Continue CIP work & prioritization			
704	Continue CT & 3PH Conversion		Darin	Ongoing
705	Replace 3 miles of primary underground		Darin	3Q
706	Develop a 3 year conservation plan		Kristin	2Q
707	Continue to replace submersible transformers (HOW MANY LEFT????)		Darin	Ongoing
708	Install 34.5kVa Regulators on Daley property	We have meet with BKI and determine the location on the Daily property for the Regulators and are moving forward with purchasing them and completing the design for the sight. The Daily property will need to be cleared and	Darin/Steve	2Q

		stumped to accommodate the regulator sight and future substation. ST 12/11/2017		
709	3PH/CT Metering Audit		Darin	1Q
710	Union Substation: rebuild remainder of the transmission to 115 kV		Darin/BKI/Steve	3Q
711	Install 50 AMI collection meters		Darin	1Q
712	Install conduit for feeder loop from Alderbrook to Jenn's Way	We are developing a plan to extend an express feeder from the new Union substation on the Daily property through Alderbrook Phases I and II of the Green Diamond purposed housing development along the ridge to Jenn's way. This will allow us to loop feed HWY 101 back to Alderbrook Hotel. St 12/11/2017	Darin/BKI/Steve	3Q
713	New construction for services			
714	Manzanita to Old Union Substation: install double-circuit 336 ACSR OH with 500 kcmil Al. UG exit feeders		Darin	
715	Overhead to underground conversions		Darin	
716	Single-phase line rebuild in various locations on system		Darin	
717	Manzanita Substation: permit, grub and install fencing		Darin	3Q
718	Manzanita Substation: purchase used transformer, construct pad and oil containment		Darin/BKI/Steve	3Q-4Q
719	Meter and CT replacements		Darin	
720	Miscellaneous distribution maintenance		Darin	
721	Transformer replacements for upsizing services		Darin	

722	Single-phase J-Box upgrades to modern standards (15 units)		Darin	
723	Increase wire size for Dosewallips Phase 1		Darin	2Q
724	Upgrade single phase switch cabinets		Darin	Ongoing
725	Replace single blade switches with gang operated switches		Darin	2Q
726	Install and upgrade fuses, switches, and circuit reclosers to improve sectionalizing		Darin/BKI	Year long process
727	Distribution pole replacement (10 units)		Darin/Vicky	
728	Complete URD cable replacement at Pleasant Tides		Darin	2Q
729	Complete URD cable replacement at Seamount Estates		Darin	3Q
730	Complete URD cable replacement at Union & Alderbrook		Darin	
731	Complete URD cable replacement at Black Point		Darin	
732	Replace buried service pancake pedestals		Darin	
733	Balance feeder loading in all substation areas		Darin	
734	Continue LED streetlight replacements		Darin	Ongoing
735	Transmission pole replacements (1 unit)		Darin	As determined necessary.
736	Duckabush Substation- Purchase and install used transformer	The power transformer has been tested and shown to be in good working order. We have paid McMinnville for the transformer. We will hold a Duckabush walk through on Tuesday Dec 12 th and a McMinnville walk through on	Darin/BKI/Steve	2Q

		Thursday. ST 12/11/2017		
800	Electrical Fleet Management			
801	Take trailers to be repainted		Darin	1Q
802, 1220	Make sure all costs are being captured in Fleet Management- fuel costs, etc.	We are investigating different vendors that work with our NISC software. ST 12/11/2017	Darin/Darin/Kristin	Ongoing. Anticipate completion in 2Q
900	Electrical BKI Engineering			
901	Jorstead Substation- obtain perpetual easement for substation transmission, tap and feeders		BKI/Darin	
902	Comprehensive system planning study		BKI	
903	Design and permit for Manzanita to Old Union Sub: double-circuit 336 ACSR OH with 500 kcmil Al. UG exit		BKI	
904	Manzanita permitting and design for future substation		BKI	
905, 1201	Tacoma Pole Yard Clean-up/Environmental engineering	Phase 1 completed in 2017. Moving towards Phase 2. Phase 2 is to build pole bunks and move our poles off Tacoma yard. ST 12/11/2017	BKI/Darin/Steve	There are four Phases to complete the new facility site.
906	On call design & permitting for special projects		BKI	Ongoing
907	Get a design & cost for 106 Rebuild		BKI	
908	Alderbrook to Jenn's Way URD replacement- secure easements		BKI	1Q
909	Enable recording metering on all form 6 and 7 reclosers and regulators on the line and in each substation			

910	Bid and administer phase 2 of Duckabush		BKI/Darin/	
911	Manzanita Substation: administer purchase of used transformer, design pad and oil containment			
1000	Tree Trimming			
1001	Contract out 15 miles of line trimming		Darin	4Q
1002	Conduct 7 miles of in-house trimming		Darin	3Q
1100	Improve Outage Communications			
1101	Implement plan for new outage call center- outline steps/training		Darin & Kristin	1Q
1102	Ask NISC for an OMS default setting to force choice for outage cause		Vicky/Shiane	1Q
1103	Give CS maps with better information until OMS is ready to go- color coded switching points, Mason/Jeff line		Vicky	1Q
1200	FACILITIES	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1202	Start planning for warehouse		BKI	
1203	Develop schedule and budget to install fencing to secure transformers and wire		Darin	Q2
1204	Finish out the APPA Assessment & add items to the plan		Kristin/Steve	Q1
1205	Plan to move off the Ten-Four well		Darin/BKI	
1206	Continue facility maintenance- Is it time to re-bid the facilities		Darin	

	maintenance contract?			
1207	Security: Get all cameras to show on television screens instead of on computers		HCC/Steve	Q1
1208	Re-work material slips to make them easier to use. Start printing them in-house.		Vicky & Brandy	Q1
1209	Determine if iVUE can print usable material slips and “push” notifications to appropriate persons.		Vicky	Q1
1210	Comb through Master Inventory List and clean it up		Darin	Q1
1211	Count the Small & Attractive Assets		Kristin	Q1
1212	HCC to inventory computers/office equipment		Kristin	Q1
1213	Work on a visual inventory catalog		Darin/Rich	Ongoing
1214	Schedule employees to attend Nuts & Bolts of Work Orders training		Kristin	Q1
1215	Train Katie on inventory entry		Staff	Q3
1216	Do a beta test period for material sheets through the iPad. Determine if it is a good, accurate tool.		Vicky	Q3
1217	Schedule & complete inventory for 2018.		Darin	Q4- October
1218	Install windows and door in manager’s office	This to improve air circulation and privacy for the office lunch room.	Steve	Q2
1219	Install dishwasher and update sinks, countertop and carpet in lunchroom		Steve	Q2
1221	Phase 2 of facilities: Vehicle covered storage (pole barn)		Darin	Q4

1222	Seal coat parking lot		Darin	Q2
1223	Install new door & gutters at Woman's Club		Darin	Q1
1224	Pave road to water warehouse		Darin	Q3
1300	FINANCE	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1301	Rates			
1302	Work with Rob on a new rate and contract for pole contacts		Steve	Q4
1303	Send 6 month notice once rate formula is established		Kristin	Q2
1304	Electric COSA- present findings & make recommendations		Steve	Q2
1305	Water COSA- present findings & make recommendations		Steve	Q4
1400	Miscellaneous Goals			
1401	Develop a 10-year financial plan: how to pay for CIP, financial policies, reserve structures		Steve	Q2
1402	Continue to look for cost savings- Energy Northwest, Streamline Processes, Loans & Grants		Staff	Ongoing
1403	Monitor 2028- Engage and risk mitigation "what ifs"		Steve/Board	Ongoing

1404	Set a board policy for funding capital improvements- using rates vs. outside financing		Steve	Q1
1405	Adopt a Small & Attractive Items Policy		Kristin/Katie	Q1
1406	Adopt a Petty Cash & Procurement Card Use Policy		Kristin/Katie	Q1
1407	Bring Bond Resolution & Preliminary Official Statement to Board for Approval		Key Bank & Piper Jaffray	Q2
1408	Determine if we will consider a Rate Action & take steps with Rating Agency		Key Bank & Piper Jaffray	Q2
1409	Bond Closing		Key Bank & Piper Jaffray	Q3
1410	Hold a staff and a board workshop on budget		Steve/Katie	Q3
1411	Departmental budgeting training on NISC Budget Tool		Steve/Katie	Q3
1412	Determine if there is a way to streamline the invoice approval process- "authorize all" feature		Kristin/Joyce	Q2
1413	Ensure quarterly reports are filed on time- L&I, Unemployment, IRS		Kristin	All Qs
1414	Present Bond Resolution to Board		Steve	May
1415	Cross train Katie on payroll		Kristin	Q1
1500	Customer Service	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1501	Miscellaneous Goals			
1502	Continue the conservation program: LED lighting, industrial and grocery,		Kristin/Teresa	Ongoing

	customer rebates			
1503	Use conservation dollars for 200 LED streetlight replacements		Darin/Teresa	Q1
1504	Expand NISC modules where they add value- Messenger, On Demand Messaging, new Call Capture features, Contact Tracking, Digital Application on Smart Hub, Community Solar module, Invoice group vs. Envelope group, iVue Connect		Kristin/Shiane	All Qs
1505	Continue Employee and Staff Education		Staff	Ongoing
1506	Continue to develop the Canal Comfort Fund donation drive & process		Kristin/Shiane	Q3
1507	Complete scanning of all agreement cards		Kristin	Q4
1508	Identify things that should be offered in other languages & a plan to accomplish that		Kristin	Q2
1509	Evaluate ability to make agreement cards purely electronic with an electronic signature		Kristin/Shiane	Q1
1510	Get the ADA information on the website		Kristin	Q2
1511	Promote the GO Paperless Campaign & Report enrollment data		Kristin	Q3
1512	Community solar module		Kristin/Julie	Q1
1513	Complete the Community Solar & Net Metering Incentive Payments and Bill Credits, per the contracts- merge to WSU		Kristin/Julie	Q2 & Q4
1514	Complete refresh of website		Kristin	Q2

1515	Evaluate possibility of counterfeit training from local bank		Kristin	Q4
1516	Evaluate disconnect threshold and decide if a policy change is needed		Kristin	Q4
1517	Evaluate usefulness of Smart Hub payment arrangements feature		Kristin	Q4
1518	Start sending data to Online Utilities Exchange quarterly		Kristin/Julie	All Qs
1519	Determine if there's a way to map or identify life support customers easier		Kristin	Q2
1600	INTERNAL DEVELOPMENT	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1601	Hire temporary crew for summer-water & electric		Darin/Kristin	Q2
1602	Identify job shadow opportunities for students		Kristin	Q2
1603	Simplify the invoice approval process in AP- authorize all feature		Kristin	Q1
1604	Implement the Mobile Workforce options- meter change outs, work orders, service orders, etc.		Kristin & Darin	Q4
1605	Create a staffing plan- internships, temporary crews, water resource tech, etc.		Kristin/Steve	Q1
1607	Schedule NISC in-house training for Rich and anyone else that needs hands on assistance with projects/programs		Kristin	Q2
1608	Add all interlocal agreements to the website		Kristin	Q1
1609	Hold team meetings and inter-department meetings to map work		Kristin & Darin	Ongoing

	processes & increase efficiency: Map out inventory, balance inventory book, A/R invoicing, OMS, Mobile Workforce, CRC			
1610	Hold benefits meetings/workshops with employees as needed: Sep. 30 deductible		Kristin	Q3
1611	Continue disaster planning		Kristin	Ongoing
1612	Continue emphasis on safety		Darin/Staff	Ongoing
1700	Continue to Develop the Safety Program			
1701	Seek opportunities for group trainings.		Darin	Ongoing
1702	Conduct ERP exercise and RUS Report		Kristin	Q3
1703	Report all reportable accidents to the Board- accident packets		Steve/Kristin	All Qs
1704	Active shooter drill- ask Sheriff's office		Kristin	Q4
1705	Reasonable Suspicion Training for Supervisors		Kristin	Q2
1706	Office Safety Trainings		Kristin	All Qs
1800	Continue to Develop Records Compliance Program			
1801	Annual Outback Clean up day		Kristin	Q1
1802	Attend one training for records managers in 2017		Kristin	Q4
1803	Utilize the retention date schedule in Document Vault		Kristin/Joyce	Q3
1804	Conduct a records training for employees		Kristin	Q2
1805	Set a budget and scope of work for external scanning/storage \$5,000		Kristin	Q3

1900	Continue HR & Employee Relations Functions			
1901	Employee Annual Appreciation Event		Kristin	Q2
1902	Employee Service Awards		Kristin	Q2
1903	Two employee potluck events for lunchtime		Kristin	2x/year
1904	Showcase employees in public forums-press, awards, schools		Kristin	All Qs
1905	Customer Appreciation BBQ		Kristin	Q3
1906	Outreach to Schools		Kristin	All Qs
1907	EDC participation		Kristin	All Qs
1908	Hire consultant to do a benefits competitiveness analysis		Kristin	Q2
1909	Kiwanis Club		Steve & Jack	All Qs
1910	Public Power Week		Kristin	Q3
1911	Continue to build customer registration for online communications		Kristin	All Qs
1912	Continue emphasis for paperless billing		Kristin	Q3
1913	Continue outreach on social media		Kristin	All Qs
1914	Submit utility and employees for industry awards		Kristin	All Qs
1915	In-house video production for how-to videos		Kristin	Q4
1916	Host a kid's coloring contest for conservation/energy		Kristin	Q3
1917	Continue participation with Hood Canal School		Kristin	All Qs

1918	Celebrate national drinking water week May 7-13, 2017		Kristin/Steve & Darin	Q2
1919	Promote Earth Day		Kristin	Q1
1920	Promote NWRP/Fish mitigation		Kristin	Q3
1921	Participation in Parades and community events		Kristin	All Qs
1922	Publish the Fuel Mix Summary		Kristin	Q4