

Mason PUD 1

2020 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	Finance	Status: Progress, On Track, Off Track, Completed, Removed	Assigned To:	Due Date:
1.1.1	Aggressively pursue funding opportunities through FEMA, DOE, DOH, WRIA, Mason County and other grantmaking agencies to help pay for capital projects		Katie	All Q
1.1.2	List Loan Payoffs in 2020		Katie	Q1
1.2	Implement COSA			
1.2.1	Rate Hearing – 3-year resolutions for both water & electric		Katie	Q1
1.2.2	Customer Communication Packets for website & front counter		Katie/Kristin	Q1
1.2.3	Complete NISC Rate Changes for water & electric- test them to make sure they're working correctly		Katie/Shiane	Q1
1.2.4	Document Updates- rate schedules, post these online		Katie/Shiane	Q1
1.2.5	Water Rate resolution – include meter size rates		Katie	Q1
1.2.6	Assign water customers into appropriate rate classes based on meter size		Brandy & Mary/Shiane	Q1
1.2.7	Assign electric customers into appropriate rate classes based on consumption		Katie/Shiane	Q1
1.3	Opportunities to Increase Margins			
1.3.1	Large Load Customers			
1.3.1.a	Complete BPA Study		Kristin	Q4
1.3.1.b	T3 site logistics – easement, fire suppression, lease, deposit		Kristin	When Need Occurs
1.3.2	Water Acquisitions			
1.3.2.a	Emerald Lake decision		Darin	Q4
1.3.2.b	New System Viable Inquiries		Darin & Brandy	Ongoing

1.3.3	Cost Savings Processes			
1.3.3.a	Engineering & Staking for power department in-house training		Darin	Q3
1.3.3.b	Water System Plan writing in-house		Darin	Ongoing
1.3.3.c	Set credit card payment limits via policy		Katie	Q1
1.4	Ongoing Financial Efforts			
1.4.1	Rates			
1.4.1.1	Create regulatory fund for water department, build into rate		Katie	Q1
1.4.1.2	Recalibrate pole attachment rate, following audit		Katie	Q3
1.4.1.3	Evaluate feasibility of discount program		Katie	Q3
1.4.1.4	Evaluate disconnect threshold		Katie & Shiane	Q2
1.4.2	Finance Committee Work		Katie & Mike Wittenberg	All Qs
1.4.2.1	Meet at least twice a year, to review investments, budget, and debt payoff strategy progress.		Katie	2x in 2020
1.4.3	Inventory		Katie & Darin	3x in 2020
1.4.3.1	Review inventory list, and material sheets for electric and water – for count frequency, and what is considered inventory and non-inventory.		Katie & Darin	All Qs
1.4.3.2	IT Inventory		HCC	Q3
1.4.3.3	Small & Attractive assets		Trish	Q3
2.0	Facilities			
2.1	Manzanita Substation			
2.1.1	Transmission & Distribution feeder from Hwy 106 to Manzanita Substation site		Darin	Q4
2.1.2	Distribution Underground Feeder from Mason 3 McReavy Rd to Manzanita Substation site- Replace Underground Cable		Darin	Q3
2.1.3	Distribution Underground Feeder double circuit from Manzanita Substation site to Union Substation		Darin	Q3
2.2	Continue the Next Phase of Facilities Plan			
2.2.1	Covered Storage (re-brief and report on phases to staff/board)		Kristin & Darin	Q2
2.2.2	Tacoma Power pole yard clean up		Darin	Q3
2.3	Continue facility maintenance			
2.3.1	Mow all vaults on highway each year		Darin	Q4

2.3.2	Update landscaping along substations/sign cleaning		Darin	Q3
2.3.3	Fencing Plan			
2.3.3.1	Fence between Tacoma City Light and Mason PUD property along pole yard		Darin	Q4
2.3.3.2	Develop and present fencing plan to staff and board. Include in facilities work plan and budget		Darin & Brandy	Q1
2.3.4	Overnight accommodations for employees – safety/disaster planning			
2.3.4.1	Develop and procure a list of essentials to have on hand		Darin/Rich	Q2
2.3.4.2	Radio from County		Kristin	Q4
2.4	Create a Long-Term Facilities Plan			
2.4.1	Existing Campus			
2.4.1.1	Rehab sign		Kristin	Q4
2.4.2	Substations			
2.4.2.1	Road 24/Jorstad Substation & Feeder Easement		Darin	Q2
2.4.2.2	Manzanita Substation – continued funding		Katie	Ongoing
2.4.2.3	Possibility of taking a feed from Mason 3 New Cushman substation to Mason 1 Hoodspport substation		Darin	Q2
2.4.2.4	Possibility of Mason 3 taking an emergency feed from T3		Darin	Q2
2.4.3	Property Acquisitions			
2.4.3.1	Agate Beach		Brandy	Q4
2.4.3.2	Minerva Terrace		Brandy	Q4
2.4.3.3	Viewcrest Beach		Brandy	Q4
2.4.3.4	Union Ridge/Vuecrest		Brandy	Q4
2.4.3.2	Facilities			
2.4.3.2.1	Frontage Property		Darin	Q4
2.4.4	Easements			
2.4.4.1	Hood Canal		Darin	Q4
2.4.4.2	North Hill Hoodspport		Darin	Q4
2.4.4.3	Canal Mutual to North Hill Way		Darin	Q4
2.4.4.4	BIA- Reserve Fund Account		Kristin	Q4

2.4.4.5	Road 24 Substation (Just getting easement this year; no more design work is necessary.)		Darin/BKI	Q4
2.4.4.6	All new services provide easement- Get paperwork ready		Darin/Kristin/JJ/Brandy	Q1
2.4.4.7	Sheldon Properties easement for existing driveway		Kristin/Rob	Q4
3.0	ORG DEVELOPMENT			
3.1	Implement Training Plans			
3.1.1	Training Program for all employees – include in annual budget		Staff	Q3
3.1.2	Continue System Tours – ask commissioners what they want to see		Darin	Q1 & Q2
3.1.3	Budget for Tuition reimbursement and trainings		Katie	Q3
3.1.5	Practice backup training using manuals for essential job duties		Staff	Each Q
3.1.4	Show job progression opportunities and match trainings up with those interests		Staff	Ongoing
3.2	Continue Safety Emphasis & Disaster Planning			
3.2.1	Continue Great Washington Shake Out		Kim	Q3
3.2.2	Exercise the ERP		Staff	Q1
3.2.3	Put Company wide safety trainings on the office calendar		Kim	Q1
3.2.4	Random safety inspections		Darin/John Spain	All Qs
3.2.5	Budget for Safety items and tools		Darin	Q3
3.2.6	Ergonomics onsite clinic		Katie/Kim	Q4
3.2.7	Wellness items for safety agenda		Katie/Kristin/John Spain	Q1
3.2.8	Customer Education		Kristin/Julie	Q3
3.2.8.1	Disaster preparedness packs for public for 85 th anniversary giveaways at picnic – life straws, contact info, shelters, safety checklists to make ‘go bags’		Kristin/Julie	Q3
3.2.8.2	Generator safety and using your generator to help keep your neighbor’s freezer cold		Kristin	Q3
3.2.8.3	Life support customer cards		Julie/Shiane	Q4
3.3	Continue NISC module rollouts			
3.3.1	Mobile Workforce – Make reservation		Katie/Shiane	Q1
3.3.2	Evaluate Mapping Server Options		Kristin/Katie	Q1
3.3.3	Smart Hub Payment Arrangement Feature		Shiane	Q1

3.3.4	ACH Auto-pay		Shiane	Q1
3.3.5	Kiosk Options		Shiane	Q4
3.3.6	Map Report Training for Notifications		Kristin/Shiane	Q4
3.3.7	Cross Train and Write out instructions for call capture and messenger		Shiane/Julie	Q2
3.4	Go Paperless! Campaign		Kristin/Julie	Q2 & Q3
3.5	Continue Canal Comfort Fund Drive		Kristin/Shiane	Q3 & Q4
3.6	85th Anniversary Celebration-			
3.6.1	Logo		Kristin/Julie	Q1
3.6.2	Press		Kristin/Julie	Q1
3.6.3	Merch		Kristin/Julie	All Q
3.7	Website			
3.7.1	Spanish Language Page		Kristin/James	Q2
3.7.3	Interlocal Agreements		Julie	Q1
3.9	Records Compliance			
3.9.1	Clean up Outback		Julie	Q4
3.9.2	Set budget for digitization of records & use it all		Julie	Q4
3.9.3	Establish checklist for contract management/renewals that's sortable by year		Julie	Q1
3.9.4	Water records – downsize and digitize		Julie/Brandy	Q1
3.10	Continue HR & Employee Relations Functions			
3.10.1	Hold benefits meeting/workshops with employees as needed: i.e. open enrollment		Katie	Q4
3.10.1.1	Benefit letters home for deductibles, open enrollment, PEBB, stapled to checks		Katie	As needed
3.10.1.2	EAP Benefits advertised		Katie	Q2
3.10.1.3	Financial consultant- are employees interested in this?		Katie	Q4
3.10.1.4	DRS Visit- are employees interested in this?		Katie	Q2
3.10.2	Employee Picnic		Julie	Q2
3.10.3	Service Awards		Julie	Q2
3.10.4	Two potluck events in-house		Julie	2x in 2020

3.10.5	Customer Appreciation Event		Kristin/Julie	Q3
3.10.6	Highlight employees in awards and other forums		Kristin	All Qs
3.10.7	Revamp employee handbook – organize in sections		Katie/Kristin/Rob	Q2
3.10.8	Review Policies and see if any need to be revamped		Katie & Kristin	Q2
3.10.9	Exit interviews process		Katie & Kristin	Q3
3.11	Public Involvement			
3.11.1	Career Day		Joyce	Q4
3.11.3	Parades		Julie	2x in 2020
3.11.4	Public Power Week- designate as a clean energy community including county resolutions & signs. Ask PUD 3 if they want to join in.		Julie/Kristin	Q3
3.11.5	EDC		Kristin	Ongoing
3.11.6	Kiwanis		Jack	Ongoing
4.0	Water			
4.1	Water Rights & WSPs-			
4.2.1.1	MOU for Union Regional		Kristin	Q2
4.1.1	Work w/our partners to exercise our water rights		Kristin	Ongoing
4.1.2	Develop a water rights strategic plan and budget to prioritize applications		Brandy	Q2
4.1.3	List all plans to be completed in 2020- have a strategic list that matches up with water rights strategy and long-term budget projections/maintenance/grant funding		Brandy/Darin w/ help from staff	Q2
4.2	Consolidation			
4.2.1	Union Regional Consolidation Plan- get this approved!		Kristin	Q1
4.2.1.1	Vuecrest reservoir-mainline-design and build (not budgeted in 2020- apply for grants in fall)		Darin/G&O	Q2
4.2.1.2	Highland park-reservoir, mainline-design and build (not budgeted for 2020- apply for grants in fall)		Darin/G&O	Q2
4.2.2.1	Island Lake Manor, Cherry Park, Woodland Manor (not budgeted for 2020- apply for grants in fall)		Brandy & Darin	Q2
4.2.2.2	Twanoh		Brandy & Darin	Q2
4.3	Acquisitions-			
4.3.1	Meet with SMAs to discuss next steps-provide notice		Darin	Q2

4.3.1.1	Revamp SMA contract to include milestones and process		Kristin/Brandy/Rob	Q2
4.3.2	Utilize new checklist to make good decisions on acquisitions		Darin & Brandy	Ongoing
4.0	Maintenance/CIP			
4.4.1	Water Loss-			
4.4.1.1	Prioritize and budget-			
4.4.1.1.1	Lake Arrowhead		Brandy	Q4
4.4.1.1.2	Viewridge Heights		Brandy	Q4
4.4.1.2	Leak detection services free vs. contract			
4.4.1.2.1	Hamma Ridge		Brandy	Q4
4.4.1.2.2	Enchantment		Brandy	Q4
4.4.1.2.3	Ripplewood		Brandy	Q4
4.4.2	Stream monitoring			
4.4.2.1	James to identify two other locations		James	Q1
4.4.2.2	Provide ongoing maintenance budget and 2020 site budget		James	Ongoing
4.4.3	Facility security			
4.4.3.1	Close in window at Highland Estates pumphouse, over wellhead		Brandy	Q2
4.4.3.2	Canal Mutual well 3 – install gate		Brandy	Q2
4.4.3.3	Canal View – install gate and cover wellhead		Brandy	Q2
4.4.4	Identify needed tools and resources			
4.4.1	Add items here when we come across needs or requests from crew		Darin	Ongoing
4.4.5	Identify main line extensions for potential growth			
4.4.5.1	SDF earnest money policy		Kristin	Q2
4.4.5.2	SDF Policy – updating sunset date		Kristin/Brandy	Q2
4.4.5.3	List 3-4 sites and poll customers		Kristin/Brandy	Q2
4.4.6	Well House Rehab-			
4.4.6.1	Bay East Roof Replacement		Brandy	Q3
4.4.6.2	Highland Estates roof		Brandy	Q3

4.4.6.3	Canal View wellhouse, signs, tree removal, gate, rock & well head protection		Darin	Q3
4.4.6.4	Wonderland		Brandy	Q3
4.4.6.5	Woodland		Brandy	Q3
4.4.6.6	Tigerlakes		Brandy	Q3
4.4.6.7	Helixon		Brandy	Q3
4.4.6.8	Elk Ridge		Brandy	Q3
4.4.7	Well House Paint			
4.4.7.1	Black A & B		Darin/Brandy/Temps	Q3
4.4.7.2	Cedar Meadows		Darin/Brandy/Temps	Q3
4.4.7.3	Holiday View 2		Darin/Brandy/Temps	Q3
4.4.7.4	Dayton Trails		Darin/Brandy/Temps	Q3
4.4.7.5	Bellwood		Darin/Brandy/Temps	Q3
4.4.8	Water System Generators for High Outage Areas			
4.4.8.1	Bellwood A		Brandy	Q4
4.4.8.2	Shadowood		Brandy	Q4
4.4.9	Treatment Upgrades			
4.4.9.1	Island Lake Manor		Brandy	Q4
4.4.9.2	Rainbow Lake		Brandy	Q4
4.4.10	Miscellaneous Water Projects			
4.4.10	Well Pump Replacements- Budget for 3/year		Darin	As needed
4.4.11	Agate Beach-Design, reservoir and mainline		Darin/BKI	Q4
4.4.12	Reservoir Cleaning & Inspection-List systems		Brandy	Q3
4.4.13	Backflow Device & CCC Campaign-List systems & status- schedule crews to support timeline		Mary	Q3
4.4.14	Water System Planning & Reports		Brandy & James	Q1
4.4.14.1	Follow up with part B approvals		Brandy & James	Q1
4.4.18	Replace failing source meters		Brandy	Q4
4.4.19	Replace captive air tanks with bladder tanks		Brandy	Q4

4.4.20	Work with Alderbrook Resort & AGYC on feasibility study for reclaimed water project		James & Kristin	Q1 & Q2
4.4.15	Emergency Management Plan			
4.4.15.1	Identify regional wells as marshalling points		Kristin & James	Q1
4.4.15.2	Line out items needed		Kristin & James	Q1
4.4.15.3	Apply for grants		Kristin & Katie	Q1
4.4.17	Main Line replacement			
4.4.17.1	Lake Arrowhead		Darin	Q3
4.4.17.2	Canal Beach Tracts		Darin	Q3
4.4.17.3	Union		Darin	Q3
4.4.17.4	Upgrade 8" water main Manzanita to Dalby Rd. in coordination with electric cable replacement project		Darin	Q4
4.5	Customer Education on Water Issues			
4.5.1	Newsletter articles on water regulatory issues as well as cost of service topics		Kristin	All Qs
5.0	Electric			
5.1	Continue CIP WORK AND PRIORITIZATION			
5.1.1	Manzanita, substation solutions, 34/5, ROW, Temps, Equipment Lists		Darin	Q2
5.1.2	Install 34.5 kVA regulators on Daley property		Darin	Q3
5.1.3	Union Substation-rebuild remainder of the transmission to 115 kV		Darin	Q4
5.1.4	Contracted Vegetation Management		Darin	Q4
5.1.5	In-house Vegetation Management		Darin	Q2
5.1.6	Overhead to underground Gallowway LN, Luv Rd, Wa Wa Point		Darin	Q3
5.1.7	Underground replacements Sylopash LN, Four Wheel Drive Rd, Division 6 Colony Surf, Sunnyside Rd		Darin	Q3
5.1.8	Overhead rebuilds Wa Wa Point, Weed Tap, End of Skokomish Valley		Darin	Q3
5.1.9	Hire Temporary Crew for Summer – 3 electric; 2 water		Darin	Q2
5.1.2	Insert BKI Deliverables			
5.1.2.1	Cross Country estimate		Darin/BKI	Q2
5.1.3	New Fuel Management Program		Darin/HCC	Q3

5.2	Distributive Generation			
5.2.1	BEF-Community Solar		Kristin & Julie	Q2
5.2.2	Get a design, put to bid, start web page, refresh registration documents, advertise, set all deadlines		Kristin & Julie	Q1
5.2.3	EV Charger- Continue to work with Energy Northwest, BEF and other partners on a fast charge station for Hoodspport		Kristin	Ongoing
5.2.4	Redesign the Policies for Solar that are on website		Julie	Q3
5.3	Develop a Technology Plan			
5.3.1	AMI			
5.3.1.1	Setup AMI committee		Kristin & Darin	Q3
5.3.1.2	List of utilities to talk to		Darin	Q1
5.3.1.3	Setup meetings with vendors		Darin	Q2
5.3.1.4	Estimate timeframe and budget		Kristin	Q3
5.3.1.5	Vendor contractor install or in-house install		Kristin & Darin	Q2
5.3.1.6	Rollout implementation plan		Kristin & Darin	Q4
5.3.2	SCADA			
5.3.2.1	See if existing SCADA will work with AMI		Darin	Q2
5.3.2.2	How much SCADA do we need		Darin/BKI	Q2
5.3.3	CYBER			
5.3.3.1	Energy NW Penetration testing		Kristin	Q1
5.3.3.2	Energy NW Training and phishing tests		Kristin	Q1
5.3.3.3	Vendor/Contractor testing		Kristin	Q1
5.3.4	5G- stay apprised		Kristin/Board/Rob	Ongoing
5.4	Emphasis on Pole & Meter Audits			
5.4.1	Do more 3PH/CT Meter Audits		Darin	Q3
5.4.2	Conduct a new pole/pole attachment audit		Darin/Willie	Q2
5.4.3	Replace leaning poles		Darin	Q3
5.4.4	Point out rebuilds in danger areas		Darin	Q3
5.5	Reliability and Emergency Planning			

5.5.1	County planning coordination		Kristin	Ongoing
5.5.2	Take advantage of joint ventures with PUD3, HCC, Tacoma Power, Mason County		Kristin	Ongoing
5.6	BPA			
5.6.1	Prep for 2028		Kristin/Marcus	Ongoing
5.6.2	Rates		Kristin/Katie	Ongoing