

2021 Strategic Work Plan



What we do:

Provide customers with safe, reliable and valued utility services.

How we do it:

With safety, teamwork, respect, communication, trust, local control and excellence.

Mason PUD 1

2021 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	FIND WAYS TO INCREASE OUR MARGINS			
1.1.1	Implement the COSA Rate Structures to help replenish the system reinvestment dollars	Completed. The rate schedules for water, power and sewer are all ready to go for April 1 st , 2021.	Katie	Q2
1.1.1.a	Conduct COSA for Madrona Sewer. Hold public rate hearing and send out materials. Draft resolution to pass in coordination with timing of power and water rates.	Completed. We finished the COSA and sent out packets to all customers on the system. Held rate hearing on 2/23/21 and commission passed new rate schedule effective April 1, 2021.	Katie	Q1
1.1.2	Find Ways for large load customers to come online	Q4- Met with representative from Elite Mining on next steps to move the Duckabush project forward. Will provide new cost estimates and capacity estimates for 2022.	Kristin	As needed
1.1.3	Look for opportunities to create cost savings for the District	Q1- Rich found quality, used tools that were on our purchase list for a fraction of the price, saving \$ in the budget. Q2- Found a new F550 as-built truck at the state that meets our specs and is less expensive than putting a new order in. Purchased it for water foreman's scheduled vehicle replacement this year. Q3- Negotiated a discounted price on a low miles bucket truck to get us through until our truck order comes in next year. Q4 – Upgraded postage machine to newer model, which a lower cost than old one.	All Staff	All Qs
1.1.3.1	What contracts need renegotiated for cost savings	Q1- Changed alarm monitoring companies from Stanley to Washington Alarm Center. Savings of \$1,750 per year. Q3- Nothing to report this quarter. Q4- Nothing new to report this quarter.	Katie & Joyce	All Qs
1.1.3.1.1	Terminix	Completed. This contract was moved to quarterly and with Standard Pest Control.	Joyce	Q1
1.1.3.1.2	Centurylink (potentially)	Contract for pole attachments renegotiated. Will look at phone service in 2022.	Katie	Q3
1.1.2.1.3	Mason County Garbage	Completed. Revised pick up and contract.	Rich	Q1
1.1.2.1.4	Printing Services	Nothing to report this quarter.	Trish	Q3

1.1.3.2	What processes can be improved or streamlined Add items as identified	Q2- Mobile Workforce through NISC has eliminated paper trail for service orders. Q3- Disconnect process was done paperless for the first time. Q4 – Remit plus check scanning reduces trips to the bank and streamlined process for posting payments to account.	All Staff	All Qs
1.1.3.3	Are there things we contract out that can be brought in house now?	Q4- Electrical engineering has been brought in house for the time being. Will evaluate an FTE for this in 2022.	All Staff	All Qs
1.1.3.3.1	Energy Resource Plan	Completed. We paid EES \$500 to develop a two-page template and instructions, that we can update annually using their criteria and methodology and submit to Commerce to satisfy the CETA requirements.	Katie	Q3
1.1.3.3.2	Public Work Contracting	Completed. James is doing site inspections for contractor construction now. All staff attended a Public Works Contracting course online through MRSC. James and Katie are being trained to take over all public works contracting. We will still have engineering firms help do this work when we are too busy or it's a complicated project.	Staff	Q1
1.1.3.3.3	In House Printing	We have started sending things to The Shoppers & NISC for quicker printing. We are printing some water materials and outage notices in house.	Trish	All Qs
1.1.3.4	Identify and eliminate waste List items as they come along	Nothing to report this quarter.	All Staff	All Qs
1.2	GRANTS AND FUNDING OPPORTUNITIES			
1.2.1	COVID Related Funding	Q1- All CARES Act funds have been applied to customer accounts and submitted for reimbursement. \$49,451.41 for Mason County customers and \$6,985.18 for Jefferson County customers. We applied for a grant through Commerce for additional COVID funding and also listed HCC as a sub-recipient to help customers with internet and phone bill arrearages. Q2- American Rescue Act funding application was submitted to the County Commissions for Mason & Jefferson Counties. Mason was for \$125,000 for arrearages and also \$18,182 for Jefferson arrearages. Q3- ARPA funding approved for \$125,000 for Mason County. Arrangement worked out with OlyCAP for Jefferson customers. LIHEAP & LIWAUP assistance pushed through the moratorium ending.	Katie	Q1
1.2.1.3	Communicate LIHEAP funding to every single customer who is behind on accounts	Completed for Q1. Completed for Q3.	Shiane	All Qs
1.2.1.4	Communicate business assistance funding that is advertised through the EDC	Completed through social media. We do not have commercial accounts that are on the disconnect list. If any appear, we will refer them to EDC for assistance.	Shiane	All Qs
1.2.1.5	Continue to work with WPUDA to advocate to state legislature the need for utility assistance	Q1- Letter sent to Governor Inslee and WA leg delegation regarding priority testing and vaccinations for essential utility workers. Kristin testified w/ WPUDA to Sen. Takko's committee on COVID impacts to special purpose districts. Q2- Nothing to report other than used WPUDA-issued American Rescue Plan Act funding guidelines from US Treasury to make the case to Mason County Commission re: allowability for PUD 1 projects under ARPA guidelines. Q3- Continue to work with WPUDA Culvert Workgroup on state funding for utility relocations.	Kristin & Katie	All Qs

		Q4- Have put in a capital budget request for the Manzanita Substation. Worked with WPUA on ARPA funding.		
1.2.1.6	Continue to work with APPA and NWPPA to advocate for utility assistance	Q1- Signed onto APPA letter for additional LIHEAP funding. Q2- Nothing to report this quarter. Q3- LIWAP approved and available for water customers. There is ample payment and energy efficiency assistance available right now. Customers need to apply for it.	Kristin & Katie	All Qs
1.2.2	Apply for Water System Grants and Loans			
1.2.2.1	DWSRF	Received notification that we received \$2.25 million from 2020's application process for Canal View & Shadowood water systems. Q3- Grant applications for this cycle will be submitted in November.	Katie & Brandy	Q4
1.2.2.2	PWTF forgiveness loans	Will not apply for PWTF this year. Using DWSRF instead.	Katie & Brandy	Q4
1.2.2.3	Lake Arrowhead Mainline	Completed. Applied for in 2020. Was not selected this round.	Katie & Brandy	Q1
1.2.3	Consolidation Grants	Q2: DOH will not have consolidation grants available in 2022.	Katie & Brandy	Q3
1.2.4	Ecology Stream restoration grants	Completed. We have identified two projects for this grant cycle, that doesn't open until 2022. The water reclamation feasibility study for Alderbrook Resort and the deep aquifer testing for Alderbrook Water System. Will be ready to submit when it opens in 2022.	James	As Available
1.2.5	Other DOH	Nothing to report this quarter.	Katie/Kristin	All Qs
1.2.6	Other DOE	Progress: received a \$135,000 grant from Ecology for pole yard cleanup. Q3- James & Kristin working on Streamflow Restoration applications for next cycle. Q4- James attended Ecology Streamflow Grant webinar in preparation for 2022.	Staff	All Qs
1.2.8	CEDS	Q2- Two of the CEDS list projects are being considered for funding through Mason County for ARPA funds. Vuecrest and Agate Beach. Q3- Added Jorstad Substation to CEDS list.	Kristin	All Qs
1.2.9	FEMA	Q1: Waiting on storm event to be declared for January windstorm. COVID disaster is moving forward for funding. Q2: January storm has been declared. Moving forward with costs to submit to FEMA. Also received word that the 2020 Storm Declaration will receive the 12.5% match from the state after all. That is approximately \$10,000. Q3- List of hazard mitigation projects developed and will submit to FEMA in November. Helping DFW and Mason County submit projects also that involve utility relocations. Q4- List of HMG projects submitted for consideration along with an assist to Mason County Public Works' application for the Skokomish Valley Rd. project and Dept. of Fish & Wildlife for the Duckabush project. Katie made new contact for Jefferson County FEMA rep to turn in storm damage for that county.	Katie	All Qs

1.2.10	WRIA	Progress: Final Vote on the plan was on 4/21, consensus is not to pass it. Ecology has until 06/30 to have the committee come back and work on getting the plan to pass. If it doesn't pass on 6/30, Ecology can have their own ruling. Q2- Plan did not pass. We are working with the county and other parties to engage in Ecology's process for final plan development.	Brandy/James	All Qs
1.2.11	USDA	Nothing to report this quarter.	Kristin	All Qs
1.2.12	Others	Nothing to report this quarter.	Staff	All Qs
1.2.3.1	Cross-country in Hoodsport	Completed. Submitted full application to FEMA at end of 2020. 2021 Update: Application has moved forward into the next round for funding consideration. Actively working with FEMA regarding follow up questions and requests for additional information.	Katie & Darin	Q4
1.2.3.2	Eells Hill Rd	Completed. Submitted full application to FEMA at end of 2020. This was funded and we are evaluating options for moving the project forward.	Katie & Darin	Q4
1.2.3.3	Seismic Valve Retrofits	Completed. Submitted full application to FEMA in 2020. Waiting to hear back.	Katie & James	Q3 / Q4
1.2.3.3.1	Generators	Completed. Submitted full application to FEMA in 2020. Waiting to hear back.	Katie & Brandy	Q3 / Q4
1.2.3.3.2	Water Trees	Completed. Submitted full application to FEMA in 2020. Waiting to hear back.	Katie	Q3 / Q4
1.2.3.3.3	Solenoid Valves	Completed. Submitted full application to FEMA in 2020. Waiting to hear back.	Katie & James	Q3 / Q4
1.2.4.1	Capital budget requests to state legislature	Q1 Progress- Kristin and Bill Clarke from WPUDA have approached Senator Sheldon about a budget request for the Duckabush Bridge relocation project. See below. Q2- The funding request was moved to the federal list and was selected. Q3- Sen. Sheldon did not believe legislators would attend a site visit. Working on FEMA grant instead.	Kristin & Katie	All Qs
1.2.4.1.1	DOT Duckabush Bridge	Q1 Progress- Kristin met with DOT and WPUDA to submit a capital budget request for Duckabush Bridge line relocation for \$500,000. Tim Sheldon has agreed to sponsor the request. Kristin and Darin met with BKI to line out the project, utility needs, and budget. Possible opportunity to wrap the utility relocation budget into the overall DOT project budget since both are passed by state budget. This will be an ongoing project for the next two years. Q2- The Duckabush project was selected for funding through Rep. Kilmer's office for appropriations. Waiting for President Biden to sign the package. Q3- Helping DFW on a FEMA HMG grant. Federal package to be passed in December.	Kristin	Q1
1.2.4.1.2	Manzanita Reservoir Mainline	Nothing to report this quarter.	Staff	Q4
1.2.4.1.3	Alderbrook mainline replacement – intertie to Highland Park	Nothing to report this quarter. Will move this to 2022, pending groundwater study and mitigation efforts.	Staff	Q4
1.2.4.2	EDC CEDS list same as capital budget request above	COMPLETED. Nothing to report this quarter. Will submit CEDS projects in Q2. Q2- CEDS list projects updated and sent to EDC for review and County Commission approval.	Kristin & Katie	Q4

1.2.4.3	.09 Funds from Mason County	Complete for 2021- Kristin met with Commissioner Shutty on this issue. The .09 funds are already dedicated for the next few years to city and county projects. When those commitments expire, Kristin asked for the opportunity to discuss some projects that would support economic development and expansion of the tax base to qualify for .09 assistance to fund the infrastructure buildouts.	Kristin	As Open
1.2.4.4	Bonneville Environmental Foundation	Completed. Project with Skokomish Tribe completed. Their ZEV Charging Station are online and the request for \$22,874.87.	Kristin	As Open
1.3	BUILD UPON INTERNAL PROCESSES			
1.3.1	Implement the April 1 st Rate Schedules for water, power & sewer	Completed.	Shiane	Q2
1.3.3	Recalibrate the Pole Attachment rate in Summer/Fall following Pole attachment audit.	Q1- Progress. Staff met with Osmose, a contractor that specializes in pole attachment audits and inspections. The cost is lower than hiring a temporary employee to conduct the audit, and the services received exceed what the PUD is able to do in-house. There is tremendous value in contracting this- operationally, financially and from a risk management perspective. We will work on a contract to get this completed by June 2021. Q2- Pole audit will be completed in July. Osmose is almost complete. Q3- Pole audit completed. New fee for unauthorized attachments complete. Will move calibration of rate to 2022.	Staff	Q3
1.3.3.1	Hold Appropriate stakeholder outreach and public hearings	Moved rate hearing to 2022.	Staff	All Qs
1.3.4	Set a regular electric capital budget just the water budget with a set amount to plan each year independent of grant and bond funds	Completed. \$750,000 capital budget for electric.	Staff	Q3
1.3.5	Hold two finance committee meetings in 2021	Q1: Nothing to report this quarter. Q2: Finance meeting will be held in July. Q3- 2nd meeting held for budget review.	Katie	Q4
1.3.6	Community Solar II- Low Income Program	*Placeholder to remember to do new round of prequalifying low-income customers in 2023 to start participating in 2024.*	Kristin	2023
1.4	SAFETY			
1.4.2	Continue to budget for materials/tools to make work safer	New trucks ordered with space to add valve exercising tool and reel for wire.	Kristin	As necessary
2.0	Facilities			
2.1	Substations			
2.1.1	Manzanita – line out all tasks, phases, projects leading up to and including construction; gray out everything after 2022	Completed. For 2021, we are only doing the clearing & grubbing and the intertie MOU. Both completed in Q1. Will move other things to following years’ plans after we get a new E&O manager.	Kristin	Q1
2.1.1.1	What is the process with BPA? Load Switching	Nothing to report this quarter.	BKI & Kristin	Q4
2.1.2	Jorstad – Line out steps for next 10 years; gray out everything after 2022	For 2021, we are only working on the easement and <i>possibly</i> removing the trees. Will move other things to following years’ plans after we get a new E&O manager.	BKI & Kristin	Q4
2.1.2.1	Easement, clearing easement	Q1 Progress- The easement is at DNR being evaluated and should be approved in April. Will use our consultant to work with Mason County on the conversion request that we did several years ago, but DNR has said we can remove the	BKI & Kristin	Q4

		timber as long as the easement is approved. Have selected a contractor off small works roster to do the clearing work. Q2- Easement is completed. Will get paperwork from DNR and then have a contractor from the small works roster perform the clearing before year end. Q3- Completed and Paid.		
2.1.3	Federated – Identify substation inventory and submit all relevant claims to Federated	Q1 Progress- line truck submitted. Had meeting with Federated re: substation items that can be included. Q2- Nothing to report this quarter. Q3- This list is completed. A new sub inspection and maintenance plan will be ready for 2022.	Katie & Kristin	All Qs
2.1.4	Mason 3 ties – Potlatch and T3	Completed: Agreements were signed between both PUDs for this year. No work will commence in 2021.	BKI & Kristin	Q4
2.2	Existing facilities			
2.2.1	Organize Equipment and materials	Completed.	Rich	Q3
2.2.1.1	Upper Campus/warehouse	Completed.	Rich	Q3
2.2.1.2	Lower Campus/Shop	Completed.	Rich	Q3
2.2.2	Temperature controlled storage options	Q4- Using loft in truck bays for heated storage.	Rich	Q3
2.2.2.1	Look at options for woman’s club	Nothing to report this quarter.	Rich	Q3
2.2.2.2	Storage for disaster planning items	Completed. Have added food and blankets and water and paper supplies to stock. The freezers are also stocked with food.	Rich	Q3
2.2.2.3	Look at options for outback	Nothing to report this quarter.	Rich	Q3
2.2.3	Security Plan	Completed. Security plan has been developed and bids received. Now working on budget and timeline for implementation.	Kristin	Q1
2.2.3.1	Fencing plan and budget	Completed.	James & Kristin	Q1
2.2.3.1.1	Does Tacoma Power want to share in the south end fence	Completed. We did not get response from Tacoma Power. They can pay to put privacy slats in it later if they want.	James	Q1
2.2.3.1.2	New Key system for all facilities	Q1- Progress. Received two bids for key system. Staff has chosen one and is working with contractor on pricing options. Will present to board for approval in April. Will use part of 2020’s Net Operating Margin to pay for the security upgrades, rather than roll into LGIP. Q2- New lock systems have been ordered. Will be installed before end of year. Q3- Part of the lock system has been delivered and part is still on backorder. Should still be able to install before end of year. Q4- Waiting for rest of locks to arrive that are on back order. Put installation on calendar for January 2022.	Kristin	Q1
2.2.3.1.3	Install cameras in new areas	Completed. Three cameras are installed in new warehouse on upper campus.	Kristin	Q1
2.2.4	Upkeep			

2.2.4.1	Paint warehouse	Q1- Received bid for this. Too high. Moved to 2022.	Kristin	Q3
2.2.4.2	Paint water leak repair area in lobby	Nothing to report this quarter. Moved to 2022.	Kristin	Q3
2.2.4.3	Replace dead plants in planter	Completed.	Joyce	Q2
2.2.4.4	Install a hose bib at front of facilities	Completed. The water crew got the existing one working.	Brandy/TJ	Q4
2.2.5	Pole Yard Clean up	<p>Q1 Progress- Kristin and James took this project over and moved it to Aspect to close out the action plan for voluntary clean up. We got the access permit and excess liability insurance for Tacoma Power completed. Aspect has submitted a new scope of work and timeline. James has completed the Inadvertent Discovery Plan for Ecology and James and Kristin have had several meetings with Ecology regarding Voluntary Cleanup Plan (VCP) and grant funding. This project started in March and should be wrapped up in June.</p> <p>Q2- All major cleanup activities have been completed. Now will have to do groundwater monitoring for a year to ensure all contaminates are gone. “NFA” will be issued if the testing comes back good in 2022.</p> <p>Q3- Working with Ecology and Aspect on final plan for groundwater monitoring wells and the nitrate levels. Will likely monitor into 2022.</p> <p>Q4- Staff working with attorney on messaging to TPU re: dioxins and responsibility of the PUD to clean up previously disturbed area from landslides and TPU use. Will present to commission in December.</p>	James & Kristin	When Approved
2.2.5.1	Apply for DOE grant to pay for this	<p>Q1 Progress- Have received \$135,000 already from Ecology for this. Nick from Ecology is helping James & Kristin submit for a second type of grant funding if there is additional cleanup that needs to occur.</p> <p>Q2- COMPLETED.</p>	James, Kristin & Katie	Q1
2.2.5.2	Get plan approved with Tacoma/DOE	Completed- Tacoma and DOE have both agreed to a No Further Action (NFA) designation as substantial completion for this project. NFA is the target. As a result, TPU has issued an access permit to the PUD and our contractors.	James & Kristin	Q1
2.2.5.3	Contract clean-up and get signoff	<p>Plan is to get NFA declaration from Ecology by June 30.</p> <p>Q2- Completed. Now in monitoring stage for NFA in 2021.</p>	James & Kristin	When Approved
2.3	Future Facilities			
2.3.1.1.1	Viewcrest Beach	Completed.	Brandy	Q2
2.3.1.1.2	Shadowood	Completed- Received grant to begin this in 2022. Will be working with HOA to remove existing tennis court to build new reservoir, booster station, and install a generator	Brandy	Q2
2.3.2	Easements	<p>Working on this for power. Will work on 2022 projects for new water facilities.</p> <p>Q3- Jorstad easement complete. Working on easement for Shadowood prior to start of that rebuild project.</p>	Mary	As required
2.3.2.1	View Ridge Heights	Nothing to report this quarter.	Brandy	Q4
2.3.2.2	Hood Canal	Nothing to report this quarter.	Brandy	Q4

2.4	Safety			
2.4.1	See if FEMA has funding available to relocate any of our facilities.	FEMA is too backlogged right now due to COVID and cannot get through the queue they already have. This will be tabled for future years, because there is no immediate need for this. The new facility isn't slated until 2030 and planning for it won't begin until 2028.	Kristin & Katie	All Qs
2.4.1.1	Specifically, if they will cover any portion of our new office building's public access area if we designate the room as a shelter or command center during an earthquake or something like that.	FEMA is too backlogged right now due to COVID and cannot get through the queue they already have. This will be tabled for future years, because there is no immediate need for this. The new facility isn't slated until 2030 and planning for it won't begin until 2028.	Katie	Q4
2.1.1.2	Find Ways to improve traffic flow on-campus to avoid trucks having to turn around	Completed. They're able to use the new access road to do a complete turnaround at the upper campus now.	Rich	Q2
2.1.1.2.1	Find ways to slow down trucks (vendors especially) who drive in our parking lot "SLOW" painted on asphalt or something	Missed weather for this. Moved to 2022.	Rich	Q2
3.0	ORG DEVELOPMENT			
3.1	WORKFORCE			
3.1.2	Create training plans for every employee	Q1 Progress- JJ has started his NWPPA staking certification. Kyle is attending Camp Rilea this quarter for his apprenticeship training. James, Kristin, Katie & Brandy all took a public works contracting course through MRSC. Q2 Progress – All water and admin employees have training programs. No new training programs available for electric crew so far in 2021. Q3- Have scheduled all admin employees for an office safety training through NWPPA as well as customer service training for different employees. Q4- Have scheduled apprentices at Camp Rilea and water techs for CDL class and WDM testing.	Staff	All Qs
3.1.2.1	Continue system tours when it is safe to do so	Nothing to report this quarter. Will likely be moved to 2022.	Staff	When feasible
3.1.2.2	Hold a PUD 1 power grid 101 class for newer employees, including: <ul style="list-style-type: none"> Pole Labeling and how to translate that information to landmarks that the customers can understand Go over education items below 	Nothing to report this quarter. Will likely be moved to 2022.	Staff	When feasible
3.1.2.2.2	Restoration process handout	Completed.	Kristin	Q1
3.1.2.2.3	Cold Loading	Progress: Draft completed. Will use this fall/winter when applicable again.	Kristin	Q1
3.1.2.2.4	Where to plant trees/shrubs	Completed.	Kristin	Q1
3.1.2.3	2021 Trainings/Conferences	Q1: Admin Staff participated in an NWPPA Serving the Internal Customer training, to help improve communication and teamwork Q2: Kristin & Katie attended APPA's National Conference. Trish attended Communication webinar series training through NWPPA. Q3: WPUDA Water Workshop was held virtually and well attended by PUD 1. Katie & Kristin attended NWPPA communications awards in Portland. Enrolled admin staff into virtual customer service and office safety trainings in October	All Staff	All Qs

		through NWPPA. JJ attended a staking class through NWPPA. Rob attended APPA & WPUA and PUD Attorneys' workshops for CLEs. Water techs attended trainings through ERWOW and WPUA for CEUs. Q4- Attended WPUA annual meeting.		
3.1.2.3.1	3 C's Conference - Shiane	Completed. Virtual this year. All admin employees signed up for different courses of the conference.	Shiane	Q4
3.1.2.3.2	Accounting & Finance Conference - Joyce	Joyce attended the NWPPA Virtual Finance Conference in June.	Joyce	Q2
3.1.2.3.3	Work Order Training	Nothing to report this quarter.	Mary, JJ	Q4
3.1.2.3.4	Raising Your Energy IQ 101 - NWPPA	Nothing to report this quarter.	Trish	Q4
3.1.2.3.5	Energy Conservation	Q3- promoted extended bonus rebates for ductless heat pumps as well as LIHEAP's new program that pays for air conditioning units in addition to heat pumps for heating.	Katie	Q3
3.1.3Q	Succession planning for employees and commissioners	Nothing to report this quarter.	Kristin & Katie	All Qs
3.1.3.1	Job Descriptions for outgoing positions	Q1- Kristin has updated the Operations Superintendent position, electric engineering technician position and temporary helper position. Q3- Hired a new CSR and interviewing for new Water Tech. Promoted James to Engineering Manager. Will hire a line superintendent by end of the year. Q4- Have hired a temporary electrical engineer to catch us up on rebuild projects and some system projects that we need help with.	Kristin & Katie	All Qs
3.1.3.2	Inquire about interest in backfilling positions and prepare them to move into those roles	Q3- ongoing with staff when we do the training schedule.	Kristin & Katie	AI Qs
3.1.3.3	Re-certify Low Income Participants for Community Solar II	This is just a placeholder to remind us to do this in 2024.	Julie ?	2024
3.1.4	Policies:			
3.1.4.1	Employee Handbook	Draft is complete. Submitted to Archbright for review. Q2: Archbright feedback received. Kristin & Rob are reviewing for final changes before sending back to Archbright for one final review. Q3- Completed.	Katie	Q1
3.1.4.2	Remote work policy	Removed from plan.	Katie	Q1
3.1.4.3	Review Key Policy following new key replacements	Nothing to report this quarter. Moved to 2022 after new locks are installed.	Kristin	Q1
3.1.4.4	Continue disconnect threshold review/discussion	Q1 Progress- Shiane has reached out to other utilities for their disconnect threshold. Implementing is on hold until the moratorium is lifted. Q2- Moratorium extended to Sept. 30 th . Nothing to report this quarter. Q3- Will not change this threshold at this point. Once accounts are current in 2022, we'll revisit it.	Shiane	Q1
3.1.5.1	Recap respectful workplace training for new employees	Q1 Progress- Katie has contracted for a virtual class with Jennifer Bouman-Steagal, a labor attorney who contracts with NWPPA for these courses. She conducted the last on-site course for Mason PUD 1. New hires took the virtual training March 23 rd . The PUD is on a 5-year rotation for all-employee refreshers course.	Katie/NWPPA	Q2
3.1.5.2	Practice the backup duties at least twice yearly	Q1 – Staff are continuing to practice backup duties that can be done while working remotely.	All Staff	All Qs

		Q2 – Staff is actively practicing backup duties on a monthly basis. Q3 – Continuing to practice backup duties. Staff handled disconnect process as backup to Shiane and ensured that the training manuals were complete and clear to follow. The process was successful.		
3.2	SAFETY			
3.2.1	Redraft the ERP	Q4- Water section is completed. Power section is in final draft form.	Julie	Q1
3.2.2	Publish calendar of trainings for office safety program by January on bulletin boards and on shared office calendar	Completed.	Katie	Q1
3.2.3	Reinforce COVID safety protocols weekly; tailboards, staff meetings, on the spot reminders.	Completed- ongoing and part of the tailboard worksheet.	All Staff	All Qs
3.2.4	Workplace Violence Prevention	Completed. Virtual education program through NWPPA.	All Staff	Q4
3.2.4.1	Hostile customer training for operations and office employees- how to react, how to report, how to deescalate	Nothing to report this quarter.	All Staff	Q4
3.2.4.2	Domestic violence issues in the workplace	Completed. Virtual education program through NWPPA.	Katie & Kristin	Q4
3.2.5	List safety tools and equipment – budget	Included in budget for 2022.	Kristin	Q4
3.2.5.2	Highline Truck	Completed. Not feasible to purchase our own truck. Neighboring PUDs not interested in a rental agreement for us to use theirs’. Got a per diem rate from Kemp West to do highline work as needed in the future.	Kristin	Q4
3.2.5.3	High Voltage Tester	Moved to 2022.	Kristin & Rich	Q3
3.2.5.4	Voltage Monitoring Device	All electric trucks have this.	Kristin & Rich	Q3
3.2.6	Nominate PUD for safety recognition	Completed. APPA & NWPPA.	Katie	Q3
3.2.7	Random Safety Inspections	Completed for Q1. No violations noted. Completed for Q2. No violations noted. Missed for Q3. Have it on schedule for Q4. Q4- Completed.	Kristin & John Spain	All Qs
3.2.8	Incorporate Wellness Items w/ Safety Program	Q2: EAP informational flyer regarding emotional support, counseling services, legal assistance, etc. was provided to all employees. Q3: Nothing to report this quarter. Q4- Meeting with safety consultant in December for ergonomics training and to integrate EAP.	Katie	All Qs
3.2.9	Customer Education on Safety	Nothing to report this quarter.	Kristin	Q4
3.2.9.1	Work Zones	Nothing to report this quarter.	Kristin	Q4
3.2.9.3	Downed Wires	Q4- Reposted information that PUD 3 disseminated to the public.	Kristin	Q4
3.2.9.4	Generator Safety	Q4- will be in newsletter.	Kristin	Q4
3.2.9.5	Backflow Devices	Completed. This was the focus of the water dept summer newsletter article.	Brandy & Mary	All Qs

3.2.9.6	Wellhead protection zones	Progress – Any property owners within Canyonwood Beach and Lake Arrowhead WHPZ received notices.	Brandy & Mary	All Qs
3.3	IT & TECHNOLOGY			
3.3.1	NISC – Appoint key people to implementation teams and set a schedule for:	<p>Q1 Progress: Mobile Workforce has gone live. Shiane, Rose, Rooster & Katie implemented this.</p> <p>A second team for Outage Management has been developed: Julie, Shiane, JJ, Katie & BKI.</p> <p>Q3- BKI has put a former NISC employee who’s also an electric P.E. on our mapping and OMS project to get this wrapped up.</p>	Staff	As needed
3.3.1.1	Mobile Workforce (January 2021)	Completed. This taskforce consisted of Katie, Mike Rose, Shiane and Rooster. The Mobile Workforce program has been deployed in the field and crews are using it. All employees in field and office received training from NISC.	Shiane & Katie	Q1
3.3.1.2	OMS Training	Completed. This taskforce consists of Julie, Shiane, Katie, and JJ. They have standing Thursday morning meetings until OMS is functioning correctly and fully implemented.	Shiane & JJ	Q3
3.3.1.3	Meter Reading – Itron Ipad mobile with workforce	<p>Q1 Progress: Quote has been requested from Itron for mobile meter reading.</p> <p>Q2 Progress: Mobile Meter Reading equipment as been ordered. Installation / training will happen in the fall before Itron devices are no longer supported.</p> <p>Q3 Progress: Items are being received. Should have up and running by end of year.</p>	Katie	Q1
3.3.2	Kiosks? Do we still want these? Sites? (piggy back on downtown Shelton PUD 3 for water systems	Completed. Not able to come to an agreement with PUD 3 on siting. Will evaluate in the future if there is a demand or we pick up additional water systems in the Belfair area.	Shiane	Q1
3.3.3	Replenish IT reserve account	Q1 Progress: reserve established and is being funded on a monthly basis to reach the target amount by end of year.	Katie	Q4
3.3.4	Order new ipads – add service plan increases to monthly Verizon budget)	Completed- as part of our mobile workforce deployment.	Joyce	Q1
3.3.5	Plotter – fix or replace	Q4- Completed. Fixed.	Brandy	Q3
3.3.6	Check Endorser – needs replacing	<p>Q1 Progress – Shiane has researched check endorsers and found they are no longer manufacturing them because everyone is moving to electronic check scanning devices. We are currently getting a quote from NISC for the RemitPlus check scanning device instead.</p> <p>Q2 Progress- We are on the list for RemitPlus check scanning device through NISC. The “Go Live” date will be early 2022, with training and equipment installation happening at the end of 2021.</p> <p>Q3 Progress – Training scheduled for first week of November.</p> <p>Q4- Completed</p>	Shiane	Q1
3.3.7	Uniformity in our IT processes	Completed. Q1- Met with HCC to outline expectations of uniformity and processes. Provided list of areas that needed addressed.	Kristin & Katie	Q1
3.3.7.1	Adobe Log-ins	<p>HCC will complete in May.</p> <p>Q2- Completed.</p>	Kristin & Katie	Q1
3.3.7.2	Microsoft Log-ins; password availability for HCC so we don’t have to reset	<p>HCC will complete in May.</p> <p>Q2- Completed.</p>	Kristin & Katie	Q1

3.3.7.3	PINS for smartcards – why do some people have passwords and some have PINS to log in	Completed.	Kristin & Katie	Q1
3.3.7.4	Explore EN services, IT equipment, make-ready equipment	Q1- Progress. Have provide EN the information and waiting for them to return a proposal for us. Q3- Starting the EV grant conversation again. Have meeting in October.	Kristin & Katie	Q2
3.3.8	Network Security	Nothing new to report outside of normal routine maintenance this quarter. Q2- Asked EN to make the phishing campaign more difficult this year and we had several employees not pass the last test. Good training opportunity. Q3- Nothing to report this quarter.	Kristin & Katie	Q1
3.3.8.1	Phishing and penetration testing from EN	Completed. Signed contract to continue this into 2021 for phishing. Will budget for penetration testing in 2022.	Kristin & Katie	Q1
3.3.8.2	How to ensure all our network patches are being performed on schedule.	Completed. This is now part of the weekly check in by HCC.	Kristin & Katie	Q1
3.4	COMMUNICATIONS & PR			
3.4.1	Internal outage communications	Completed. Mike Rose & Kristin communicate after hours. All normal business hours outage information is being ran through the CSR who is physically at the office and then the water and power foremen.	All Staff	All Qs
3.4.1.1	Plan for when Kristin is out – who will take over running the outage and communications? • Plan for daytime outage info flowing to/from office; and then for afterhours also.	Completed- Mike Rose takes electric after hours calls and Brandy takes the water calls. Rose and Brandy will communicate with Kristin or her designee both during the day and for after hours. All information should run exclusively through those channels so information to the crews and to the public is accurate and timely.	All Staff	Q1
3.4.2	Nurturing the departmental and cross-departmental communications and teamwork	Q1 Progress- Working on OMS and Mobile Workforce across operations, customer service and engineering. Have BKI sitting in on meetings where appropriate to help streamline processes and integrate our processes into NISC. Q2- Utility person and temps are all working across the different departments. Q3- Continuing to foster discussion between engineering and customer service, as well as water and power crews, on new construction processes and system designs for jobs and how their use of materials in the field impacts inventory and billing. Q4- Had a tabletop drill on service and work order workflow and have set up a new service work schedule for the electric crew to help consolidate jobs into certain days and improve efficiency in our scheduling.	All Staff	All Qs
3.4.2.1	Weekly or regular staff meetings – add a question each time about; is there anything you need or is there a way you can help making something work better?	Q1 Progress – monthly staff meetings held for admin staff. Q2- Nothing new to report. Q3- Have recurring staff meetings with power, water and admin departments but not standing meetings. All departments have had meetings in Q3. Q4- Had these meetings in all departments for strategic planning.	All Staff	All Qs
3.4.3	Website (See below)		Kristin & Julie	Q4
3.4.3.1	Do a review with operations staff, have a cross department team meeting on this.	Q1- Progress. Julie has started working on this, first with the water department. Q2- Nothing new to report. Q3- New site up. Water department has reviewed their section. Q4- Working on final punch list items for images. Completed for 2021.	Kristin & Julie	Q4
3.4.3.2	Set a budget and scope of work -	Q1- Julie and Kristin met with webmaster and Mosaic Marketing for website project kick off meeting. Set scope and budget and timeline of June 30 for completion.	Kristin & Julie	Q4

3.4.3.2.1	Ensure the upload size is sufficient	Q1- Progress. This was included in the scope for the new website project. Q2- Nothing new to report. Q3- New site is completed.	Kristin & Julie	Q4
3.4.3.2.2	Ensure the back-end functionality is easy for us to do ourselves	Q1- Progress. This was included in the scope for the new website project. Q2- Nothing new to report. Q3- New site is completed.	Kristin & Julie	Q4
3.4.4	Hold Employee Appreciation Event	Completed.	Julie	Q2
3.4.5	Hold Customer Appreciation Event	Q1- Progress. Scheduled for 10/8. Q3- Completed. Successful drive through event! Approx. 450-500 attendees.	Julie	Q3
3.4.6	Go Paperless! Campaign	Q2- Started for June-Sep. Q3- Completed. Bill credits will be issued in October.	Kristin & Shiane	Q3
3.4.7	Canal Comfort Fund Drive (add round up?)	Q4- In newsletter for Q4.	Shiane	Q4
3.5	RECORDS COMPLIANCE			
3.5.1	Pull list of contracts that need to be renewed in 2021 and add to plan	Q2- Interlocals are being updated.	Julie	Q1
3.5.2	Digitize records	Q2- Submitted a grant to the state archivist's office for \$2,500 for scanning. Nothing to report this quarter. Q3- We did not receive the grant. We have scanned records in house but likely will not send any out this year.	Julie	Q3
3.5.3	Do annual purge and destruction log following state audit	SAO has asked for a bi-annual audit so they will not audit until 2022. No records to destroy until after that 2 year audit.	Julie	Q3
3.5.4	Purge boxes of records from Outback	Q4- Done.	Julie	Q3
3.5.5	Julie to attend a Records Roundtable or training	Q1 – Attended virtual roundtable, 4/28/21 WPUA	Julie	As available
3.5.6	In-house records training for all employees	Moved to 2022. Need to hire a consultant to do this for us in 2022.	All Staff	Q4
3.6	Public Involvement			
3.6.1	SHS Career Day	No public events in 2021. Will try again in 2022.	Joyce & Trish & Ops Employee	If available
3.6.2	Hood Canal School Career Day	No public events in 2021. Will try again in 2022.	Joyce & Trish & Ops Employee	If available
3.6.3	Parades	No public events in 2021. Will try again in 2022.	Julie	When available
3.6.4	EDC	Kristin will step in and chair the EDC board for the remainder of 2021, following the exit of the current elected chair.	Kristin	All Qs
3.6.5	Kiwanis	No public events in 2021. Will try again in 2022.	Kristin, Julie & Jack	When Available
3.6.6	Invite Hood Canal School and Brinnon Elementary to participate in a water conservation poster contest	No public events in 2021. Will try again in 2022.	Julie	When Available
3.6.7	Invite Hood Canal School and Brinnon Elementary to participate in an electrical safety poster contest	No public events in 2021. Will try again in 2022.	Julie	When Available
3.7	Employee Events			
3.7.1	Two Potluck events in-house	Q1- Employees had lunch in shop for Darin's last day. Q2 – Employees had lunch as appreciation to winning APPA award.	Staff	Q4

3.7.2	Highlight employees in awards and other forums	Q1- Kristin sent off APPA nominations for staff and the PUD. We won the Sue Kelly Community Service award and Katie, Kristin & Ron will be there to accept it. Q2- Received APPA award in June.	Staff	All Qs
3.7.4	Review Policies and see if any need revamped- (PCI)	Q2 – PCI policies are under revision and will be put on agenda for approval after policy committee reviews them in Q3. Q3 – PCI Policy was revised and approved. Employee recognition policy was also updated and approved.	Kristin & Katie	All Qs
3.7.5	Exit interviews process	Nothing to report this quarter.	Kristin & Katie	Q2
4.0	Water			
4.1	REGULATORY			
4.1.1.1	Water Rights			
4.1.1.1.1	Highland Estates	Q1 Progress- This is in its final review with Ecology. Out for public comment. Should be completed in April. Q1 Progress- Water Rights are approved in April.	Brandy	Q2
4.1.1.1.2	Canal View	Completed- Additional water rights approved March	Brandy	Q2
4.1.1.1.3	Ripplewood	Q1 Progress- Just started this cost reimbursement contract with Aspect and Ecology. Q2- Nothing new to report. Q3- Nothing new to report. Q4- Aspect has started the water right mitigation study on this system.	Brandy	Q4
4.1.1.2	Participate in committees and associations	Q1 Progress- Staff and commissioners attended WRIA, WWUC, WPUDA, and HC Coordinating Council meetings. Q2- Nothing new to report. Q3 Progress- Staff and commissioners attended ERWOW and WPUDA Water Work Shop, Q4- Water committee, WPUDA ARPA presentations.	Brandy & James	All Qs
4.1.1.3	Federal & State Regulations	Q2- Brandy is monitoring the Ecology policy revisions through WWUC, as well as upcoming PFAS testing rules and funding. Q3- 40 systems have been selected to received free PFAS sampling.	Brandy & James	All Qs
4.2	PERSONNEL			
4.2.1	James’ in-house project, hours, schedule – line these out for the year.	Completed. James is also working with a new engineering mentor through BKI to get his hours for his P.E.	James & Brandy	Q1
4.2.2	Brandy list out all the trainings for each water department employee – CEU’s, conferences, etc.	Completed. Q2- Brandy has this list managed in house and trainings scheduled.	Brandy	Q1
4.2.2.1	ERWoW Fall Conference	Q2- Employees registered. Q3- Employees attended	TJ, Cole, Barney, and Rich	Q3
4.2.2.2	WPUDA Water Workshop	Q3- Employees attended	Brandy, Kristin, Rooster, Marty, and James	Q4
4.2.2.3	NWPPA Leadership Training	No traveling; will move to 2022.	Brandy	All Qs

4.2.3	CSR Education – FAQs, identify gaps in knowledge	Q2 – Gaps have been identified. Working on FAQ for referral. Q4 - new hire trained and doing great job.	Brandy, Julie, Katie	Q2
4.2.3.1	Water mainline breaks – pressure, dirty water, how to flush your water in your home	Nothing to report this quarter.	Water techs	All Qs
4.2.3.2	How to check for a leak at your house	Nothing to report this quarter.	Brandy	Q3
4.2.4	Review Water ERP – print copy, train employees on how to refer to it with questions when Brandy isn’t available	Q4 - Water section is done.	Brandy	Q3
4.3	INFRASTRUCTURE			
4.3.1	Identify 2021’s water system plans			
4.3.1.2	Lake Arrowhead Part B	Q1 Progress - Wrapping up WSP, Mainline design is complete and turned into DOH for review. Will go out to bid mainline in spring 2022. Waiting for treatment design to be completed so we can put manganese treatment out to bid. Q2 - WSP should be submitted to DOH in August. Will hold public hearing in Q3. Q3 - Wrapping up WSP to have public hearing. Q4 - Public hearing complete. Plan submitted to DOH for approval.	James, Brandy, & BKI	Q2
4.3.1.3	Canal View	Progress - Waiting on contract from DOH will probably not receive till the end of the year. Q3 - Received contract from DOH. James is working with Raven from BKI on WSP and system design. Q4 - Design started for Canal View. Grant written for new source well. Brandy met with DOE regarding saltwater intrusion and options.	James, Brandy, & G&O	Q2
4.3.1.4	Minerva Terrace part B	Q1 Progress - DOH reviewing plan Q2 Progress - Should be approved in August. Q3 - DOH approved WSP in August.	James, Brandy, & BKI	Q1
4.3.1.5	TwanoH Consolidation	Q2 - All comments should be submitted in Q3 and should be approved by DOH before end of the year. Q3 - In communication with DOH on how to send in comments.	James, Brandy, & G&O	Q3
4.3.1.6	Highland Estates	Q2 - WSP will be submitted before end of the year. James is also working with Aspect to implement mitigation project for water rights. Q3 - Mitigation has been identified and water techs will install 10’ of perforated pipe to infiltrate the ground at 1gpm. Q4 - Mitigation completed. Water right secured.	James, Brandy, & G&O	Q4
4.3.1.7	Shadowood	Q3 - Contracts are signed. Q4 - Signed amendment with Gray and Osborne to for design and WSP.	James, Brandy, & G&O	Q2
4.3.1.8	Canyonwood Beach	Q2 Progress - Wrapping of draft WSP and waiting on Government Consistence Form from Mason County. Q2 Progress - DOH reviewing. Q3 Progress - DOH has extended review period to November 5 th . Q4 Progress - Responding to DOH’s comments.	James, Brandy, & G&O	Q1
4.3.3	Build Annual CIP budget	Completed	Brandy	Q3
4.3.3.1	Create an SDF Special Project Fund	Completed. SDF Special Project Fund will be funded each month based on previous month revenue for SDF’s paid. \$104,126 received since 03/2021.	Katie	Q1

4.3.4	Identify CIP projects			
4.3.4.1	Agate Beach whole system mainline replacement *Bond Funded	Q2 Progress: Bid awarded to Hanson Excavating, project will start July 6 th Q2 Progress: Work started in July. Q3 Progress: Mainline installed. Q4 Progress: Completed. Working on finishing design for Phase 2 in 2022 with ARPA funds.	James, Brandy, & G&O	Q3
4.3.4.2	Anthony Road N replace source meter	Q4: Meter replaced in November.	Brandy	Q2
4.3.4.3	Bay East Manganese treatment *grant funded and reroof well house	Q2 Progress: Manganese pilot study completed. Predesign completed. Project estimate higher then when what was submitted for funding. Looking into how to cut cost and possibly apply for other funding. Sent a letter out to the neighboring property, seeing if it would be possible to purchase their property to do future improvements on the system. Q4- Applying through DWSRF	Brandy, James, & G&O	Q2
4.3.4.4	Bellwood A & B paint pump house	Completed.	Brandy	Q3
4.3.4.6	Canal Mutual bolt down well enclosure and install gate	Completed.	Brandy	Q1
4.3.4.7	Canal View rebuilt & paint pump house, and replace well enclosure	Progress- Waiting on contract from DOH will probably not receive till the end of the year. Q3- Received contract from DOH. James is working with Raven from BKI on WSP and system design.	Brandy	Q3
4.3.4.8	Elk Ridge rebuild and paint pump house	Q1 Progress: 75% completed Q2 Progress: Completed	Brandy	Q3
4.3.4.9	Highland Estates install well enclosures over wells 1 & 2 and possible monitor well 2	Completed. James checks static levels on Wells 1 & 2 per quarter.	Brandy	Q2
4.3.4.10	Jade Drive blowoffs	Completed.	Brandy	Q1
4.3.4.11	Lake Arrowhead mainline replacement and manganese treatment *Grant funded	Q2 Progress: Manganese pilot study completed. Predesign completed and submitted to DOH for review. Q3 Progress: DOH approved mainline design and pre-design of manganese treatment. Gray and Osborne completing manganese design. Q4 Progress: Mainline bid awarded to Hanson Excavation, will start in spring 2022.	Brandy, James, & G&O	Q3
4.3.4.12	Rainbow Lake replace captive air tank with bladder tanks, isolation valves, and paint pump house	Q2 Progress: Captive air tank replaced with bladder tanks. Q3 Progress: Completed	Brandy & James	Q3
4.3.4.13	Rhododendron Place replace source meter and paint pump house	Completed.	Brandy	Q3
4.3.4.14	Shadowood automated chlorine reader	Completed.	Brandy	Q1
4.3.4.15	Singh Water paint pump house	Completed.	Brandy	Q3
4.3.4.16	Island Lake Manor replace captive air tank with bladder tanks and reroof	Completed.	Brandy	Q3
4.3.4.17	South Side replace captive air tank with bladder tanks and reroof	Completed.	Brandy	Q3
4.3.4.18	Stonebriar paint pump house	Completed.	Brandy	Q3

4.3.5	Water Loss			
4.3.5.1	Leak Detection	Nothing to report this quarter.	Brandy	All Qs
4.3.5.1	Use BPA Program	Nothing to report this quarter.	Brandy	Q3
4.3.5.2	Evergreen Rural Water Free Detection	Nothing to report this quarter.	Brandy	Q2
4.3.5.2.1	Ripplewood (43%)	Q3: Will be applying through DWSRF to replace whole system.	Brandy	Q2
4.3.5.3	In House detection			
4.3.5.3.1	Canal Beach Tracts (62%)	Q2 Progress: Replaced mainline along US 101. Q3 Progress: Will be replacing the rest of the mainline along US 101 in 2022.	Brandy	Q3
4.3.5.3.2	View Ridge Heights (51%)	Q3 Progress: Several leaks repaired, DSL has reduced down to 41%	Brandy	Q4
4.3.5.3.3	Bayshore (39%)	Q3 Progress: Leak repaired, DSL has reduced down to 25%	Brandy	Q4
4.3.6	Mainline replacements			
4.3.6.2.1	Lake Arrowhead *grant funded	Q1 Progress- Bkl design mainline to replace 2500' mainline. Applied for DWSRF late 2020 to replace rest of mainline, did not get approved. Q2 Progress- DOH reviewing mainline replacement. Q3 Progress- DOH approved mainline design. Will be applying through DWSRF to replace systems mainline.	Brandy	Q3
4.3.6.2.2	Canal Beach Tracts (hot tub shed to barber shop)	Completed.	Brandy	Q3
4.3.6.2.3	Union *Byers on 106, Condos to Rick Buechel on 106	Applied for DWSRF late 2020 to replace rest of mainline, did not get approved.	Brandy	Q4
4.3.7	Identify & replace aging service and source meters	Rainbow Lake	Brandy	All Qs
4.3.7.3.1	Consider replacing with AMI, but still read AMR	Q1 Progress- Working with Landis & Gyr to get a reliable quote before we decide which meters to buy. Should move this item to Q4. Q3- Kristin had a meeting with GenPac on a grant for AMI meters. Will continue the grant avenue for the rest of this year. Q4- Kristin meeting with grant writer for BBB funding for AMI deployment in 2022.	Brandy & Kristin	Q4
4.3.7.3.2	Meet with PUD 3 regarding telecom infrastructure for water meter reads	Installing phone line at	Brandy	Q4
4.3.7.3.3	Identify type of meters we want to move to	Nothing to report this quarter.	Brandy	Q4
4.3.7.3.4	Brandy to research other utilities' conversion projects for recommendations for meters that work for both water& power, or at least work together on the same AMI system	Nothing to report this quarter.	Brandy	Q4
4.3.8	Facility Security	Holiday Beach needs PUD signs.	Brandy	Q4
4.3.8.1	Well Heads	Nothing to report this quarter.	Brandy	Q4
4.3.8.2	Fencing	Bay East	Brandy	Q4

4.3.8.3	Gates	Canal Mutual well house	Brandy	Q4
4.3.9	Generator plan		Brandy	Q1
4.3.9.1	Bellwood A and Wonderland	This project is going out to bid in Q3. Q3: Bid awarded to Legacy.	Brandy	Q4
4.3.9.2	Shadowood	This will be completed with the system upgrades, moving to 2022	Brandy	Q4
4.3.9.2.1	Make a complete list of all systems that need generators and what size and list them according to priority	Completed. Submitted for FEMA Hazard Mitigation Grant at end of 2020.		
4.3.9.2.2	Choose the ones for grant applications	Q3: Will be applying for all systems that do not have generators.	Brandy	Q3
4.3.10	Stream monitoring	Q1- All data has been collected. Purchased new data loggers. Q2- All data has been collected. Working to do calibration on the data loggers. Q3- All data has been collected. Q4- All data has been collected. Looking at neighboring rain gauge data from TPU since the rain gauge was clogged with pollen for part of the monthly reads and cannot be used.	James	All Qs
4.3.10.1	Ensure ongoing budget for existing monitoring network	Completed. This is routine in the budget now.	James	All Qs
4.3.10.2	Budget for two additional streams	This has been removed from the plan. We will revisit when we find out what the mitigation efforts for URWSP should be. Until then, James is too busy to dedicate additional days per month to stream monitoring above the 3 streams we already monitor.	James	Q1
4.3.11	Reservoir Cleaning and Inspections	Q1: Reservoir cleaning bids due April 22. Q2: Bid will be awarded 4/27. Completed. Reservoirs cleaned in June.	Brandy	Q3
4.4	ADD CONNECTIONS			
4.4.1	Identify areas for line extension to be added to CIP for 2021 and beyond	Nothing to report this quarter.	Brandy	Q4
4.4.1.1	Take 2021 areas that will require SDF as earnest money to board for approval	Nothing to report this quarter.	Brandy	Q4
4.4.1.1.1	Hood Canal mainline extension undeveloped properties south of Sprague Ave	Q3: Decided not to do, properties owned by a developer.	Brandy	Q3
4.4.1.1.2	Union mainline extension on Kuhn and 2 nd St	Q2: TJ and Brandy are in discussions of how this project would be completed. Need to upgrade mainline size on Main St to extent line on 2 nd St and there are a lot of storm drain culverts to go under. Q3: Will be applying through DWSRF for 2022.	Brandy	Q2
4.4.1.1.3	View Ridge Heights mainline extension on Duncan Rd	Q2: The grade is too steep to extend mainline without need to have a booster station installed.	Brandy	Q1
4.4.1.1.4	Viewcrest Beach mainline extension north on Libby Rd	Q1: Customers that owns property for to extend mainline for services isn't sure if he would like to move forward.	Brandy	Q1
4.4.2	Identify new projects that will add connections and either move it to the CIP or park it here with future dates	Nothing to report this quarter.	Brandy	Q3
4.4.2.1	Vuecrest reservoir & Union Ridge intertie (2021 or 2022)	Q1 Progress: working with property owner to purchase land to build reservoir. Q2 Progress: in feasibility period, will be having a Geotech report done. Q3 Progress: Property purchased, Geotech Assessment completed. G&O working on a scope of work for reservoir design.	Brandy	Q4

4.4.2.2	Vuecrest, Union Ridge, highland Park intertie (2022 or further out)	Q4: Will be going out for design of reservoir for the Highland Park system in 2022.	Brandy	Q4
4.5	ERU CAPACITY ANALYSIS			
4.5.1	Which systems are almost to capacity or will be in <5 years?	Completed: Alderbrook, Hood Canal, Bellwood A, and Twanoh Terrace	Brandy	Q1
4.5.1.1	How we are identifying and addressing it	Completed: Capacity Analysis, Monitoring Water Use, System improvements, Leak Repairs	Brandy	Q1
4.5.1.1.1	FT/PT Survey	Nothing to report this quarter.	Brandy	All Qs
4.5.1.1.2	Water Loss	Q3: since the beginning of the year 23 leak repairs have been done in over 12 water systems.	Brandy	All Qs
4.5.1.2	Find ways to increase system capacity (low connections)			
4.5.1.2.1	Alderbrook	Completed. Submitted and approved for 203 connections.	Brandy & James	Q1
4.5.1.2.1.1	Find out how ERU's were calculated	Completed. Older water data was used and since then water leaks have been repaired and consumers are using less.	James	Q1
4.5.1.2.1.2	Do we need to drill well 4 to accommodate existing growth?	Completed. When we need more pumping capacity for the water system, then well 4 will need to be drilled.	Brandy & James	Q4
4.5.1.2.2	Union	When the WSP was approved Union connections increased by 55 connections.	Brandy	Q1
4.5.1.2.3	Bellwood A	Q3: Will submit capacity analysis to DOH after Hood Canals capacity analysis is approved. Q4: DOH is reviewing capacity analysis.	Brandy & James	Q1
4.5.1.2.4	Ripplewood	Q3: Once there are approved water rights and a water system plan there should be additional connection. Will not know what the deficiencies are on the system with until WSP is done to identify what is needed for additional connections.	Brandy	All Qs
4.5.1.2.5	Vuecrest	Q3: Build additional reservoir to serve undeveloped lots.	Brandy	All Qs
4.6	SAFETY			
4.6.1	Identify safety program subject in 2021 schedule	Completed. Posted.	Kristin & John Spain	All Qs
4.6.2	Ensure that the new tailboard process is being implemented on each crew	Completed. This was the safety topic for January. Kristin will check in with foremen throughout the year to ensure that it is occurring and reinforced.	Darin	All Qs
4.6.3	Identify any tools or equipment that needs replaced or purchased to make jobs safer.	Q1 Progress- Identified valve exercising tool and crane for back of truck. Q3- Need truck and trailer for this. On order for 2022.	Kristin & Rich	All Qs
4.6.4	Reinforce that everyone has Stop Work authority at each tailboard	Completed. This is an item on the tailboard sheets now to reemphasize to all employees that they all have stop work authority if they see something unsafe or questionable, they are empowered to say something and halt work until the situation is corrected.	Darin	All Qs
4.6.5	Reinforce COVID safety protocols at each tailboard	Completed. This item is part of the form for tailboards.	Darin	All Qs
5.5.3	Make sure that near misses are being discussed and debriefed at the Safety meetings	Completed. Kristin met with John Spain to discuss heightening the emphasis on discussing near misses in the meetings so people can learn from them. Also, ensuring that foremen are stopping work and pulling together for another	Darin	All Qs

		tailgate when they happen on site. Kristin and John will work to reemphasize this with the foremen throughout the year.		
5.0	Electric			
5.1	PERSONNEL			
5.1.1	Workforce education	Q1 Progress- Internal Customer Service training through NWPPA customized for PUD 1 to help us keep our teamwork and interpersonal skills sharp while we're working remotely and under massive change at the utility. Q3- Sent apprentice down to Clark Public Utilities for two weeks of training. Sent Rich and Barney to water classes to keep certifications current.	Staff	All Qs
5.1.2	Line out trainings for electric employees	Remote trainings on hold until 2022. Line crew gave a list of things they'd like to learn for 2022's budget and schedule.	Kristin & Katie	Q2
5.1.3	Cross-departmental trainings i.e. system tours, outage drills	On hold until 2022.	Staff	When available
5.1.4	Staking technician training	Q1- JJ took Line Inspection, Protection / Basic Sectionalizing Design, Underground line design and subdivision layout. Q2 – JJ took Basic Surveying, and Easement Acquisition. Q3- JJ is registered for the next class in October. Q4 – No trainings this quarter. Will register / continue training in 2022.	JJ & Katie	All Qs
5.1.5	OMS Training	Q1- Selected OMS implementation team. Those members took NISC OMS training and had several team meetings this quarter. Goal is for OMS to be functional by end of 2021. Q2 – Data issues have been identified and are currently being corrected within the software. A test environment has been created to test connectivity and predictions. Q3 – Live test environment is up and running. JJ is now handling the outages and actively working through prediction issues. Q4- Have a former NISC/Electrical Engineer fix the mapping and OMS connectivity. Should be functioning correctly now moving forward and have in-house training scheduled for JJ in January.	All Staff	Q1
5.1.6	Foreman/leadership training	Not available in 2021. Will move to 2022.	All Staff	When available
5.1.7	Succession planning	Staffing plan ready. Will implement end of Q4.	All Staff	Where needed
5.1.8	Shared apprentice training at other westside utilities for different experience	Q1 Progress- Kristin put in a request to westside managers meeting attendees for projects that we could send our apprentice to participate with. Q4- Have an apprentice sharing training program with CPU now.	All Staff	When available
5.1.9	Engineering plan – RFP Roster	Completed. Have selected a new roster of electric engineering firms.	Kristin & Darin	Q1
5.1.10	Temp crew/backfilling vacant line position; evaluate budget and create a plan	Completed. Fully staffed line crew now. No vacant positions. Have budgeted for a temporary crew- 3 electric; 2 water if we are achieving budget by Q2.	Staff	Q1
5.2	RISK ANALYSIS & MITIGATION			
5.2.1	Do we need a wildfire plan	Yes. Kristin is working on options for having this done by a contractor in 2021.	Kristin	Q1
5.2.2.1	Remove Danger Trees	Q1 Progress- We have a list of identified trees that we will discuss with our vegetation management contractor.	Kristin	Q3

		<p>Q2 Progress- We had danger trees removed along with the brushing and fire trees in Lilliwaup. Will get 2 more days of danger tree removal work for the contractor before the end of the year.</p> <p>Q3 Progress- We have put four sections back out to Kemp West for danger tree removal before the end of year.</p> <p>Q4- Progress- Kemp West was awarded contract to finish out 2021 list by end of the year.</p>		
5.2.1.2	Upgrade reclosures	<p>Q3- This was raised to BKI re: the Duckabush north circuit. It's being added to the updated CWP for power. No action in 2021.</p>	BKI	Q4
5.2.2	Pole Attachments & Inventory Plan	<p>Q1 Progress- Kristin is working on a contract with Osmose to conduct this attachment audit and do a pole testing audit.</p> <p>Q2- Osmose will be completed in July and we will work on communications with attaching companies.</p> <p>Q3- This has started. Cross referencing grant project pole replacements with Osmose data. Will have a pole replacement plan by end of year or early 2022.</p> <p>Q4- Attachers have been invoiced.</p>	Kristin	Q2
5.2.2.1	Create a pole testing/evaluation and replacement program	<p>Q1 Progress- Kristin is working on a contract with Osmose to test 10% of the system's poles ever year so the entire system is audited by the time the next pole attachment audit comes up.</p> <p>Q2- This will be done by a different company. Will put this out to bid before end of the year.</p> <p>Q4- This is a new comprehensive program that in the works and will be completed in 2022. This year we identified two pole lines that need replacing, a visual inspection of the entire system, an inventory of attachments, 140+ poles to be replaced in 18 months, and a formalized program that our inhouse engineer is working on so we can identify and budget a certain amount to be tested, inspected and replaced each year.</p>	Kristin	Q2
5.2.2.2	Identify clearance issues throughout the system	<p>Q3- This has been done on the Hwy 101 section between Eldon and Forest Drive in Jefferson County. Will likely be all that is done in 2021. Will be ongoing in coming years as we look at pole line replacements and pole audits each year.</p>	Kristin & BKI	Q3
5.2.2.3	Complete pole attachment audit by June 2021	<p>Progress Q1- Contract received from Osmose to begin this work. Should have this completed by the end of June.</p> <p>Q2- Completed in July. Now working on notifying attachers.</p> <p>Q3- Completed. Have a meeting with attachers to review the Osmose data. Updated invoices will go out with correct attachment counts.</p>	Staff	Q2
5.2.3	Identify Danger Trees	<p>Q1 Progress- Compiled a list to put out to bid with tree trimming. Budgeted for danger tree removal in 2021.</p> <p>Q2- List is compiled. Have removed most from the initial list. Will have a few more days for contractors before end of year. In house crew working on taking out trees that are easy for us to access.</p> <p>Q3- First round of danger trees removed on 101 by Skok Bridge. Will try to get Kemp West out again before end of the year. Have put a request into them.</p> <p>Q4- Have a list on the white board now for crews to list identified trees for removal.</p>	Staff	Q2
5.2.4	BPA's Potlatch Substation	<p>BPA said the substation is fine. It's their responsibility to serve and they have a portable sub for it if it fails, according to BPA.</p>	Darin & Kristin	Ongoing
5.3	OPERATIONS			

5.3.1.1	Mason 3 to Manzanita tie	MOU completed and executed. Intertie doesn't need to happen until 2023.	Kristin	Q4
5.3.1.2	Install conductor and poles for Manzanita Dalby Rd double circuit	Mostly Completed. This project was moved this underground instead and the vaults have been installed. It will be completed when the wire is pulled in early 2021. The wire is on backorder. The crew will do this in-house. Wire is on backorder until 2022.	Kristin & BKL	Q4
5.3.2	CT Meter Upgrades/Training	Q2 Completed- National Metering Services has been out and reprogrammed all our CT meters and the donuts for the meters that were oversized and needed changed out. We have maxed the metering budget for 2021 already, so we'll keep them on-call for specific metering needs until next year.	Kristin	Q2
5.3.2.1	Start system audit of meters (form, class and amps)	Changing this for 2021. Fixing stuff we've already identified instead. No new audit for 2021. Moving audit to 2022. The list of stuff that needs fixed can go to crews.	Kristin & BKL	Q2
5.3.2.2	Work with national metering CT upgrades for training	Duplicate of 5.3.2. See comments. This is completed.	Kristin	Q2
5.3.3	URD replacements, OH/URD conversions, tap replacements			
5.3.3.1	Rebuild WAWA Point	Q2- Priority. Will move to this project after Sylopash. Sometime in August. Q3- Have started rebuilding the pole line. Q4- Poles set. Will frame and pull wire and finish before end of the year.	Kristin & BKL	Q4
5.3.3.2	Whitney Point Phase 1 rebuild	Will move to 2022. We will run out of time this year.	Kristin & BKL	Q4
5.3.3.3	Rebuild end of Skok Valley (Julie's)	Moved to 2022.	Kristin & BKL	Q4
5.3.3.4	Galloway Lane overhead to underground rebuild	Moved to 2022.	Kristin & BKL	Q4
5.3.3.5	Love road overhead to underground rebuild	Got quote for bore. May do in 2021 if time/weather permits. Otherwise, move to 2022.	Kristin & BKL	Q4
5.3.3.6	Colony Surf division 5 and 6 underground replacement	Q2- Waiting for HCC to find out if they received their funding for the fiber buildout. That way we can get in the trenches when they're already open instead of paying to trench. Progress Q3- HCC got their funding for fiber. Bore will occur before end of the year. Have site visit in October with contractors. Materials ordered. Construction scheduled for mid-January.	Kristin & BKL	Q4
5.3.3.7	Alderbrook underground taps replacement	Q2- Kristin had meeting with HCC and AGYC to coordinate work. Waiting for HCC to send over their map so we can schedule this. Q4- Have a plan with HCC and AGYC on this work. Ready to go for 2022.	Kristin & BKL	Q4
5.3.3.8	Sylopash Lane underground replacement (Brinnon Store)	Q2- This has begun. Will be completed in July. COMPLETED	Kristin & BKL	Q4
5.3.3.9	Four Wheel Drive Rd underground replacement	Moved to 2022.	Kristin & BKL	Q4
5.3.4	Potential Interties w/PUD 3			
5.3.4.1	Manzanita to Mason 3	MOU completed. No construction until 2035.	Kristin & BKL	Q4
5.3.4.2	HWY 106 end of line	No plans to begin this work in near future.	Kristin & BKL	Q4
5.3.4.3.	T3 to Lake Cushman	No plans to begin this work in near future.	Kristin & BKL	Q4

5.3.4.4	Mason 3 Cushman to Hoodsport	No plans to begin this work in near future.	Kristin & BKL	Q4
5.3.5	Scada			
5.3.5.1	See if existing SCADA will work with AMI	No plans to begin this work in near future.	Staff	Q3
5.3.5.2	How much SCADA do we need	No plans to begin this work in near future.	Staff	Q3
5.4	PLANNING			
5.4.1	AMI Plan		Staff	Q4
5.4.1.1	Do research with other utilities	Will likely move this to 2022.	Staff	Q4
5.4.1.2	Choose meter brand & vendor	Q1- Had presentation by Landis & Gyr. Will likely move this to 2022. Q3- Kristin sat in two meetings with GenPAC and Tantalus on this for potential grants to pay for full AMI deployment.	Staff	Q4
5.4.1.3	Get quote to be able to set phased budget plan	Not ready to begin this work until maybe 2022.	Staff	Q4
5.4.1.4	Develop a testing and implementation schedule	Not ready to begin this work until maybe 2022.	Staff	Q4
5.4.3	2028 Contracts	No action at this time. Continuing to stay involved with WPAG and PPC on these issues. Should evaluate possible back up feed from Tacoma Power also.	Staff	Q4
5.4.4	DNR Easement for Jorstad	Q1 Progress: DNR to come back with agreement and \$ amount. Pay for easement- make sure we clear that easement within 24 months. <i>Darin & Kristin Notes: Clear 5 acre parcel, 20' easement on ROW, and part of the road, and area that goes cross country. Schedule every 3 years have someone come in w/Skid Steer and mow it</i> Q2- Easement is completed. Will work on clearing it before end of year.	Kristin	Q4