Strategic Plan

Mission Statement:
Serve our community with high value utility services at the lowest practical cost.

Principles:

We are proud to be a public power organization. Grays Harbor PUD was formed by the people it serves and is directed by locally elected commissioners. We are dedicated to the principles of public power including preservation of the regional water and power resources for the public.

Grays Harbor PUD exists to serve its customer-owners and will be operated for the benefit of our customers. A principle measure of our success is the satisfaction of our customers.

We are effective advocates of community interests. We are dedicated to improving the economic and environmental quality of our community. We encourage our employees to be active, involved citizens.

We strive to create a culture that encourages trust, openness, positive attitudes and teamwork. We are dedicated to conducting ourselves with honesty and integrity.

General Manager’s Message

Grays Harbor PUD has a proud heritage of providing our customers safe and reliable service at an affordable cost, which is essential to the well-being of the citizens of Grays Harbor County. In order to perpetuate our good service into the future, we have developed this Strategic Plan that emphasizes our purpose, opens organizational communications, provides focus on the right initiatives, creates employee ownership and increases productivity.

Our Strategic Plan was created with involvement from our Board and employees to provide a vision of where we are headed over the next five years. Our mission, core values and principles create the sound foundation of our organization; the goals and initiatives clear the path to our future.

The Strategic Plan focuses on the six key areas of Safety & Reliability, Employees, Customers, Finance, Stewardship, and Process & Performance Improvements. We believe by focusing on these key areas, we will foster a positive work environment that creates continuous improvement, supports committed employees, demonstrates sound governance and provides the superior service delivery our customers expect and deserve.
Grays Harbor PUD is committed to building employee and community relationships which result in customer satisfaction through reliable services, community involvement, consistent messaging, openness and accountability, in a cost effective manner.

**Goal Area #1 - Connecting with our Customers**

Grays Harbor PUD will engage customers through public outreach events where staff can connect with customers to receive valuable feedback and provide useful information regarding our services. We will create a customer-friendly website which will allow customers to easily contact PUD representatives, and ensure staff is prepared to answer important questions regarding your Utility.

**Goal Area #2 - Transparency**

Grays Harbor PUD will strive for transparency by improving outreach efforts and maintaining open lines of communication with our customer-owners during our decision making processes. We will make certain that the public has access to information affecting rates, policies and procedures, and maintain avenues for the public to openly provide feedback and ask questions regarding our decisions.

**Goal Area #3 - Communications & Technology Upgrades**

Grays Harbor PUD will focus on effective communication with our customers using a blended approach which includes producing an annual report, website improvement, e-newsletter, social media strategy, and methods for providing consistent messages.

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Our Customers are Partners in our Mission
Grays Harbor PUD will be fiscally responsible in everything we do.

Goal Area #1 - Provide Stable Rates
Grays Harbor PUD will perform a Cost of Service Study by evaluating revenue requirements (amount needed to operate and maintain facilities and cover capital expenses) and providing a fair rate structure for electricity, telecommunications, pole contacts, and other miscellaneous charges, to ensure that revenue requirements are met. We will continue to compare our rates to other utilities located in the northwest to ensure our policies are comparable and fair.

Goal Area #2 - Meet Financial Policy Targets
Grays Harbor PUD will work diligently to maintain a level of cash reserves that meets our financial policy for short-term and emergency funding needs.

Goal Area #3 - Operate within Budget
Grays Harbor PUD will incorporate district-wide participation in understanding our financial policies and cooperation in meeting set goals. Employees will have an appreciation of the impact each staff member has on the overall budget, and an understanding of our cost structure and revenue streams. Grays Harbor PUD will make it their goal to have no more than a 2% annual increase in the Operations and Maintenance budget between 2015 and 2020.

Goal Area #4 - Resource Portfolio Management
Grays Harbor PUD will continue to collaborate and consult with industry professionals to remain informed of all legislation that will affect rates and policies of the utility, as well as track trends and forecasts in order to best take advantage of the power resources available to your PUD.

Goal Area #5 - Achieve and Maintain an “A+” Credit Rating
Grays Harbor PUD has a long-term goal of achieving and maintaining an “A+” credit rating. Credit ratings are driven by strong credit metrics and constructive regulatory policies that limit volatility and risk. The PUD utilizes three credit agencies, Standard and Poor’s, Moody’s and Fitch Ratings, and currently holds “A” ratings with all three agencies.
Grays Harbor PUD will commit to safety in everything we do, promoting a culture of safe and reliable service through continuous training, establishment of proper work procedures, and ongoing community outreach.

**Goal Area #1 - Culture of Compliance**
Grays Harbor PUD will comply with all applicable National Electric Safety Code (NESC), North American Electric Reliability Corporation (NERC), and Washington Administrative Code (WAC) safety requirements by planning, designing and implementing projects that are safe to construct, operate and maintain.

**Goal Area #2 - Safety Program**
Grays Harbor PUD will implement a documented employee training schedule and ensure all required training is completed in a timely manner. Safe behavior will be consistently promoted by management and staff.

**Goal Area #3 - Emergency Response Plan**
Grays Harbor PUD will continuously review and develop its emergency response plan to prepare for potential disasters and protect the integrity of the utility in the case of emergency situations.

**Goal Area #4 - System Redundancy, Efficiency, and Reliability**
Grays Harbor PUD will look for ways to improve system reliability and service for our customers. On-going review of system performance, outage tracking and system data will be used to assess opportunities for system improvement.

We
Believe in
Keeping
You Safe
Grays Harbor PUD will develop a structure to continuously evaluate and improve its processes, performance and consistency, through communication, collaboration and documentation.

**Goal Area #1 - Enterprise Software Implementation**
Grays Harbor PUD has contracted with National Information Solutions Cooperative (NISC) to provide a comprehensive software program for the utility. The new program will replace outdated software that no longer meets our needs, and the utility will gain a stronger customer service database which will improve performance.

**Goal Area #2 - Technology Strategy**
Grays Harbor PUD will develop and implement a strategy to keep current with emerging technologies in a prudent, cost-effective manner.

**Goal Area #3 - Improved Processes and Organizational Performances**
Grays Harbor PUD will improve internal and external relations by implementing employee training programs, developing a records management strategy, and encouraging cross-training and succession planning. All key processes will be documented, identifying participants and allowing access to all employees. Tool and equipment needs will be reviewed with affected stakeholders to provide the right tools and equipment to perform our work in an efficient and safe manner. Organizational metrics will be continuously evaluated and goals will be set and monitored. We will utilize what we learn from the NISC implementation to improve our processes and efficiencies.

We Believe in Doing Ordinary Things Extraordinarily Well
Grays Harbor PUD is committed to employing an outstanding team of diverse and skilled people who exemplify our Core Values, and are dedicated to the quality of the services they provide and the growth and development of the community they serve.

Goal Area #1 - Employee Development
Grays Harbor PUD will continuously monitor staffing levels and anticipated retirements. We will plan for the future development of staff through succession planning, training opportunities, on-the-job career knowledge sharing, and apprenticeship programs.

Goal Area #2 - Employee Retention
Grays Harbor PUD will retain a diverse and skilled staff that is prepared for future generations by improving the PUD image through active community involvement, securing best-value employee benefits, and improving health and wellness opportunities, as well as recognizing and celebrating employee successes.

Goal Area #3 - Strength in Leadership
Grays Harbor PUD will promote consistency in leadership to strengthen staff and encourage professional growth and opportunities for employees. We will do this by establishing career paths, measuring employee satisfaction through annual surveys, and providing leadership development programs.

Goal Area #4 - Pride and Accountability
Grays Harbor PUD will create a work environment consistent with our Core Values, where employees are accountable for their actions and take pride in their achievements. We will do this by promoting a “can do” attitude, empowering employees to lead by example and use positive communication, and by ensuring all employees have the tools they need to succeed.

Goal Area #5 - Communication
Grays Harbor PUD will improve internal communications by continuing to distribute key information and solicit feedback from our employees, and by creating an atmosphere of accountability and consistency.
Grays Harbor PUD will be a responsible and conscientious steward of the customer-owners’ property and financial resources, while remaining in compliance with state and federal environmental standards.

Goal Area #1 - Harbor Paper Obligations
Grays Harbor PUD will comply with all contractual obligations to clean up the former Harbor Paper site, at the lowest possible cost to ratepayers.

Goal Area #2 - Regulatory Requirements
Grays Harbor PUD will remain current on industry news and keep the public informed of activities that impact, or may impact, rates and policies that affect the environment.

Goal Area #3 - Asset Management
Grays Harbor PUD will develop a current maintenance program and improve system reliability through expansion of our digital monitoring (SCADA) program, continued vegetation management, system structure improvements, and the addition of new technology that will improve overall reliability. We will expand asset management and system inspection tracking, and develop comprehensive system maintenance programs.

Goal Area #4 - Long-term Facilities Plan
Grays Harbor PUD will periodically evaluate facilities and equipment to identify vulnerabilities and current and future needs, including risks associated with natural disasters.

Core Values

Customers and Community:
• We treat our internal and external customers with respect and listen to their needs.
• We provide cost-effective and reliable products and services that deliver long-term value to our community.

Safety:
• A commitment to safety is essential to our success.

Open Communications:
• Open and honest communication supports our ability to work together effectively, resolve problems productively, and demonstrate transparency to our community.

A Quality and Team-Oriented Work Environment:
• We are proud of the quality of work we provide, are committed to achieving district-wide sustainability, and foster innovation.
• We treat each other with dignity and respect.

The Highest Level of Integrity:
• We are responsible and accountable.
• We value personal and professional honesty.

Professional Growth and Development of Our Employees:
• We invest in the success of employees, who are the foundation of our utility.
Keeping the Focus on What Matters