Grays Harbor
PUD
“It’s your PUD!”

Strategic Plan
For nearly 80 years, the Grays Harbor PUD has served our customers. From the homes where they start and end their day, to the businesses they own and operate, the utility services provided by the PUD are a critical part of everyday life for thousands of our friends and neighbors. That is a huge responsibility and one that PUD staff is proud to shoulder.

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

This is the third update of the Strategic Plan and it focuses on the five key areas of Safety & Reliability, Employees, Customers, Finance and Power Management. We believe that by focusing on these key areas, we will foster a positive work environment that creates continuous growth and improvement, supports committed employees, demonstrates sound planning and governance and provides the superior service delivery our customers expect and deserve.

~ Dave Ward
Lighting the path that leads to positive customer interactions, open and clear communication, ongoing customer education and cost effective service for our community.

Goal Area #1 - Connecting with Customers
Grays Harbor PUD will continue to make itself available to customers to answer their questions and provide information on their utility. An important aspect of this relationship will be to seek feedback from customers who have recently contacted the utility to gauge their satisfaction with utility services. In addition, the utility will continue to utilize its social media presence, which has proven to be a valuable method of sharing information.

Goal Area #2 - Customer Education
Grays Harbor PUD has many positive stories to tell, from the work our staff does to benefit customers to the story of public power in our state and county. The PUD will tell these stories through the utility newsletter, websites and social media sites. In addition to attending community group and government meetings, the PUD will begin offering Utility Academy courses to our customers.

Goal Area #3 - Improving the Customer Experience
Grays Harbor PUD will take steps to make the experience of coming to the utility a more pleasant one. To complement our outstanding staff, the utility will undertake facility improvement projects which will include relocation of the customer service credit department and a remodel of the customer service lobby.

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

**Goal Area #1 - Improve Transparency and Communication**
Grays Harbor PUD will develop a format, method and location for financial information to be shared with our customers. In addition, the utility will make better use of the intranet, internal and external newsletter and social media to provide clear, consistent and timely financial information.

**Goal Area #2 - Control Costs and Operate Within Conservative Budgets**
Grays Harbor PUD will work collaboratively to create budgets based on established cost obligations, prioritize spending and regularly review expenditures and revenues.

**Goal Area #3 - Develop Long-Term Financial Planning to Provide Stable Rates**
Grays Harbor PUD will review contracts to minimize risk to the district. The maintenance of adequate reserves will continue to be a long-term goal and will include a Rate Stabilization Fund. The utility will continue to work with legislative partners to educate them on the cost impacts of energy policy and will be a driving force in economic development and the attraction of new retail load.

**Goal Area #4 - Explore Opportunities for Additional Funding**
In addition to efforts to bring new businesses into Grays Harbor, the PUD will seek out alternative funding sources such as capital improvement grants and State Capital Budget financing. The utility will also maintain existing and create new partnerships with other entities with the similar goal of bringing growth and prosperity to our county.
Grays Harbor PUD commits to safety in all that we do, promoting a culture of safe and reliable service through ongoing training, proper work procedures and community outreach.

Goal Area #1 - Culture of Compliance
Grays Harbor PUD will maintain and follow a plan for ongoing regulatory compliance, including environmental and NERC standards. The PUD will seek to improve the Bulk Electric System configuration to minimize compliance risk.

Goal Area #2 - Maintain an Effective Safety Program
Grays Harbor PUD will promote safety awareness for staff and customers. This will include recognizing and rewarding good safety habits and proactive prevention behavior and establishing safety-focused inspection and maintenance plans. The PUD will schedule regular reviews and updates of safety procedures and create and deploy training sessions for specialized district equipment and systems.

Goal Area #3 - Refresh Incident Response Plans
Grays Harbor PUD will review and develop its emergency response plan to prepare for potential disasters and protect the integrity of its system. This will include emergency response, disaster recovery, cyber security and periodic preparatory tasks.

Goal Area #4 - Improve Reliability and Efficiency
Grays Harbor PUD will document and improve utility workflows by integrating with enterprise wide tools and software. The utility will develop criteria and prioritize projects that improve reliability and reduce the frequency of outages. The utility will actively maintain equipment and material standards, assemblies and specifications and will compare its performance metrics against similar utilities.

Goal Area #5—Responsibly Manage District Assets
Grays Harbor PUD will identify priority asset types throughout multiple departments, define consistent criteria to identify risk of failure and develop analytical maintenance and replacement programs and budgets.
Grays Harbor PUD commits to fostering a culture which promotes employee growth and development opportunities and encourages accountability, teamwork and longevity.

Goal Area #1 - Succession Planning
Grays Harbor PUD will develop plans for employee transitions and retirements. This will include evaluation of career goals and career interest forms.

Goal Area #2 - Improve Job Exit/Transition Processes
Grays Harbor PUD will develop training timelines for each position to fill potential openings. The development of desk job references to include daily, weekly, monthly, quarterly and annual job duties will assist incoming employees.

Goal Area #3 - Creation of Job Shadow Program
Grays Harbor PUD will support employees who wish to learn more about other positions within the utility. Department open houses, which are open to all employees, are a possibility, as is the creation of a job shadow program through which employees may see first hand what jobs entail and learn from those currently holding the position.

Goal Area #4 - Improve Internal Communication
Grays Harbor PUD will implement departmental reports highlighting successes, projects and fun facts to be shared on internal medias. Quarterly reports may be delivered to Senior Leadership and/or Commissioners. Better utilization of utility intranet page would create a “one stop shop” for internal information.

Goal Area #5 - District Apparel Purchase
Grays Harbor PUD will contract with vendors to create logo wear that will be available for employees to purchase. The utility will continue to provide apparel for employees working at utility events.
Grays Harbor PUD will utilize safe, affordable and reliable power resources.

Goal Area #1 - Optimize Power Supply Portfolio
Grays Harbor PUD will work to renegotiate CCAP and Nine Canyon contracts for a lower price and will support and invest in advances in energy storage and renewable resources. The PUD will also educate customers on demand response and provide incentives to customers who participate.

Goal Area #2 - Comply with Contract and Regulatory Obligations
Grays Harbor PUD will meet Renewable Portfolio Standards and clean energy and carbon legislation as set by the state legislature.

Goal Area #3 - Form and Cultivate an Integrated Resource Plan Advisory Group
The Grays Harbor PUD will evaluate the utility’s long term power supply portfolio to determine if the district should rely on BPA’s tier one products after 2028. The utility will determine the cost/benefit of installing EV charging stations and work with the local business community to assist with installation.

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.

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.