

Special Meeting Agenda
PUD Board of Commissioners

Tuesday, October 26, 2021 10:00 AM

Zoom

Port Townsend, WA 98368



To join online go to: <https://zoom.us/my/jeffcopud>. Follow the instructions to login. Meetings will open 5 minutes before they begin. TOLL FREE CALL IN #: 833-548-0282, Meeting ID# 4359992575#. Use *6 to mute or unmute. *9 to raise a hand to request to begin speaking.

1. Call to Order

Per the Governor's Extended Proclamation 20-28 and in response to the COVID-19 Pandemic, Jefferson County PUD is no longer providing an in-person room for meetings of the BOC. All meetings will be held remotely via Zoom until otherwise informed by the Governor. Participant audio will be muted upon entry. Please unmute at the appropriate time to speak. If you are calling in, use **6 to mute and unmute and *9 to raise a hand to request to speak.*

2. Agenda Review

3. Fiber Bid Selection and Review

2 - 3

[Preliminary Bid Tabulation Fiber Bid# 2021-005.pdf](#) 

4. Broadband Discussion

5. Presentation and Discussion: Draft Strategic Plan

4 - 28

[09232021 JPUD draft 2001 Strategic Planning PowerPoint](#) 

6. Adjourn



Bid Tabulation-Preliminary Results Fiber Material Bid# 2021-005

October 20th 3:00pm Bid Opening

Jefferson County PUD- Four Corners Meeting Room

Opened By: Kevin Street

Recorded By: Alyson Dean

Company Name	Contact Name	Bid Submitted	Total Bid Amount	Lead Time	Bid Bond
General Pacific- Bid# 1	Shelby Hansen	Buried- <i>no quote</i> Aerial-\$649,169.20 Drop- <i>no quote</i> Hand Holes- <i>no quote</i>	\$649,169.20	Buried- Aerial- 18-22 weeks Drop- Hand Holes-	Yes
Aether Fiber Solutions	Gerry Gonzalez	Buried- \$197,062.13 Aerial- \$515,036.27 Drop- \$145,200.00 Hand Holes- <i>no quote</i>	\$857,298.40	Buried- 70 days Aerial- 70 days Drop- 70 days Hand Holes- 70 days	No
Genuine Cable	Mike Melnick	Buried- \$216,473.70 Aerial- \$646,879.20 Drop- \$129,600.00 Hand Holes- <i>no quote</i>	\$992,952.90	Buried- May/June 2022 Aerial- December 2021 Drop- April 2022 Hand Holes-	Yes
General Pacific- Bid# 3	Shelby Hansen	Buried- \$221,099.50 Aerial- \$721,441.60 Drop- \$121,500.00 Hand Holes- <i>no quote</i>	\$1,064,041.10	Buried- 54-56 weeks Aerial- 54-56 weeks Drop-54-56 weeks Hand Holes-	Yes
Anixter- Bid# 1	Jed Doyle	Buried- \$192,978.30 Aerial- \$673,809.60 Drop- \$99,000.00 Hand Holes- \$184,500.00	\$1,150,287.90	Buried- 87 weeks Aerial-16-18 weeks Drop- 87 weeks Hand Holes- 24 weeks	Yes
General Pacific- Bid# 2	Shelby Hansen	Buried- \$236,465.40 Aerial- \$780,523.60 Drop- \$207,900.00 Hand Holes- <i>no quote</i>	\$1,224,889.00	Buried- 17-20 weeks Aerial- 16-19 weeks Drop- 17-20 weeks Hand Holes-	Yes

Anixter- Bid# 2	Jed Doyle	Buried- \$253,503.00 Aerial- \$734,632.00 Drop- \$153,000.00 Hand Holes- \$197,948.00	\$1,339,083.00	Buried- per allocation Aerial- per allocation Drop- per allocation Hand Holes- per allocation	Yes
Irby	Chris Norris	Buried- \$196,711.00 Aerial- \$1,002,562.00 Drop- \$153,000.00 Hand Holes- \$176,439.40	\$1,528,712.40	Buried- 18-20 weeks Aerial- 18-20 weeks Drop- 18-20 weeks Hand Holes- 18-20 weeks	No



2021 Strategic Planning

Key to revisions:

Shaded **yellow** = Areas where BOC considered changes

Shaded **aqua** = Areas where BOC commented.

Words in **red** = new language

Words ~~crossed-out~~ = deleted language

Kirk Gibson
McDowell Rackner Gibson PC

JPUD Strategic Planning

- ▶ The PUD's strategic plan is developed by the leadership of the organization and used to communicate the goals and objectives to achieve the PUD's mission and vision.

Table of Contents

- ▶ Introduction
- ▶ Participants
- ▶ Overview of Process
- ▶ Mission Statement
- ▶ PUD Values
- ▶ PUD Vision
- ▶ Goals & Objectives
- ▶ Organizations Goals & Objectives
- ▶ Financial Goals & Objectives
- ▶ Rate Goals & Objectives
- ▶ Operations Goals & Objectives
- ▶ Communication Goals & Objectives
- ▶ Conservation and Sustainability Goals & Objectives
- ▶ Questions/Comments

Introduction

- ▶ The 2021 Strategic Plan was developed by the PUD Leadership Team with the help of Joel Paisner, PUD General Counsel, Don McDaniel, Discovery Bay Group L.L.C., and the team from McDowell Rackner Gibson PC over the course of many months. The strategic planning process was initiated in the early part of 2020 but was postponed due to COVID-19 issues. The process started up again in the Fall of 2020 with the intent to accomplish the strategic planning task using more written communications than under normal circumstances and with the use of remote communications.
- ▶ After initial surveys of the Commissioners and the PUD Leadership Team, remote meetings were held starting in April 2021. A total of 6 one-half day meetings over the course of 4 months were used to develop the 2021 Strategic Plan being presented today.

2021 Strategic Planning Process Participants

PUD LEADERSHIP TEAM

Employee Name	Title
Kevin Streett	General Manager
Samantha Harper	Engineering Director
Mike Bailey	Finance Director
Jean Hall	Services Director
Melanie Patterson	Human Resources Director
Scott Bancroft	Operations Director
Will O'Donnell	Communications Director

2021 Strategic Planning Process Participants

OUTSIDE CONSULTANTS

Employee Name	Title
Joel Paisner	PUD General Counsel
Don McDaniel	Discovery Bay Group
Kirk Gibson	McDowell Rackner Gibson PC
Alisha Till	McDowell Rackner Gibson PC

Overview of Processes

- ▶ The foundation of the 2021 PUD Strategic Planning Process was built around written surveys and work exercises performed by the Strategic Planning Participants to assess the PUD's business environment. A Common Fact Base was developed and agreed upon by Strategic Planning Participants using a review of the PUD's Strengths, Weaknesses, Opportunities and Threats. The conclusions and major implications of the "SWOT Analysis" were analyzed which resulted in an identification of imperatives for the PUD. The next step in the strategic planning process was to derive strategies from the facts, implications, and imperatives. The Goals and Objectives for each function of the PUD were then developed from that body of work.
- ▶ The draft 2021 Strategic Plan for the PUD being presented today is the fruit of this work.

Mission Statement

BOC Comment: Separately list each utility service

- ▶ To better the lives of our community through the delivery of **essential utility services** each and every day.

BOC Alternative:

- ▶ To better the lives of our community through the delivery of broadband, electric, sewer, and water service each and every day.

RECOMMENDATION - Keep original language. More concise; allows for future flexibility; does not indirectly favor any one utility through arbitrary listing.

PUD Values

- ▶ Innovative
- ▶ Sustainable
- ▶ Future focused
- ▶ Responsive and engaged **accountable to community and each other**
- ▶ **Service driven**
- ▶ **Solution oriented**
- ▶ **Act with integrity and**

respect

- ▶ ~~Accountable to the community and each other~~
- ▶ Work openly and transparently
- ▶ Safe and reliable
- ▶ Collaborative
- ▶ Professional?

PUD Vision

BOC Comment: Intention good; focus more on local community

- ▶ **The best utility in the Northwest** and a leader in our community.

Boc Alternative:

- ▶ The best regional utility and a leader in our community.

RECOMMENDATION - Keep original language; JPUD wants a lofty goal; the best utility in the NW is what PUD aspires to and commits itself.

Goals and Objectives

Organization Goals

- ▶ Incorporate the JPUD's Values into all aspects of the organization.
- ▶ Be considered the best employer in Jefferson County.
- ▶ Maintain customer service levels that meet **exceed** customers' needs.
- ▶ Promote coordination and teamwork between PUD departments.

Organization Objectives

- ▶ Maintain regularly scheduled strategic leadership team meetings.
- ▶ Incorporate PUD Values with daily activities.
- ▶ Communicate clear expectations to employees.
- ▶ Develop employee recognition programs and cross-training opportunities.
- ▶ Enhance access to appropriate levels of training, supervision, and PUD resources for employees.

Financial Goals

- ▶ Maintain and protect financial stability of PUD.
- ▶ Fund 5-year financial plan for capital investments and ongoing maintenance.
- ▶ Meet required financial ratios and regulatory compliance.

Financial Objectives

- ▶ Report monthly financial results and monitor revenues ~~from rates to ensure revenues are sufficient~~ to meet Financial Goals.
- ▶ Manage principal cost drivers of the cost-of-service for each PUD service.
- ▶ Use financial forecast to meet Financial Goals.
- ▶ Monitor and plan for impact of upcoming contract terms proposed by Bonneville Power Administration on PUD's cost recovery capability.
- ▶ Monitor and plan for potential costs and impacts of meeting ~~Clean Energy Transformation Act requirements~~ **emerging regulatory issues**.
- ▶ Identify sources and funding for investment ~~for~~ **in** broadband service initiative.

Rate Goals

BOC: Move to follow Finance Goals and Objectives

- ▶ Maintain rates that cover the cost of service and satisfy PUD's financial metrics and debt covenants.
- ▶ Manage within principles articulated in PUD's Financial Policies and Risk Management Plan.
- ▶ Ensure the ability of the revenues generated by each utility department to support Financial Policy including planned infrastructure development.
- ▶ Provide appropriate cost signals to customers.
- ▶ ~~Communication to customers?~~

Rate Objectives

- ▶ Reduce number of rate adjustments.
- ▶ Be transparent regarding cost drivers of rates for PUD's services.
- ▶ Minimize size of any percentage adjustments to rates.
- ▶ Educate customers on rate structures and conservation measures.

Operations Goals

- ▶ Provide reliable and efficient utility service to all customers.
- ▶ Plan for long-term capital investment in PUD services.
- ▶ Plan for meeting regulatory requirements.
- ▶ Define the extent of the service offering and timing of implementation of PUD's broadband service initiative.
- ▶ Optimize efforts on safety of the PUD workforce and community.

Operations Objectives

- ▶ Review and monitor service interruptions to improve reliability.
- ▶ Build process for inter-departmental exchange of information to enhance coordination by and between the departments.
- ▶ Review, monitor and enhance internal processes to capture interdepartmental efficiencies.
- ▶ Complete business plan for new service initiatives.
- ▶ Create team to monitor developments concerning regulatory requirements, identify PUD's obligations, and plan to meet PUD's obligations.
- ▶ Review department processes for keeping customers informed of utility projects and services in a timely manner.
- ▶ Maintain continuous communication and training on safety issues.
- ▶ Review capital investment plan annually.

Communication Goals

- ▶ Enhance public perception of and trust in the PUD.
- ▶ Raise the profile of the PUD locally and regionally.
- ▶ Provide consistent PUD-wide messaging.
- ▶ ~~Align~~ **Collaborate** ~~PUD messaging efforts with~~ **community partners to amplify PUD messages.**
- ▶ **Formalize PUD Communications Plan.**

Communication Objectives

- ▶ Keep communication channels updated with clear and timely information on PUD issues.
- ▶ Coordinate public communications from Staff and Commissioners to maintain consistent messaging.
- ▶ Develop a coordinated approach to PUD departmental messaging.
- ▶ Increase public education on PUD activities and programs.
- ▶ Be community resource for utility-related information and services.
- ▶ Engage in regular and ongoing dialogue with customers and community members across all available communication mediums.

Conservation and Sustainability Goals

- ▶ Promote efficient use of PUD resources.
- ▶ Align PUD policies to reflect community attitudes regarding efficient use of resources.
- ▶ Take a leadership role in community programs to conserve and optimize the efficient use of the PUD's services.
- ▶ ~~Explore Local Power Opportunitites?~~ **Develop resiliency of essential utility resources.**

Conservation and Sustainability Objectives

- ▶ Plan to reduce PUD's carbon footprint.
- ▶ Increase customers' conservation and sustainability efforts through community partnerships.
- ▶ Develop and fund additional conservation and sustainability programs.
- ▶ Support electrification of **local** transportation **Locally?**.

Questions/Comments?



Thank you!

-- Kirk Gibson

kirk@mrg-law.com

503-290-3626