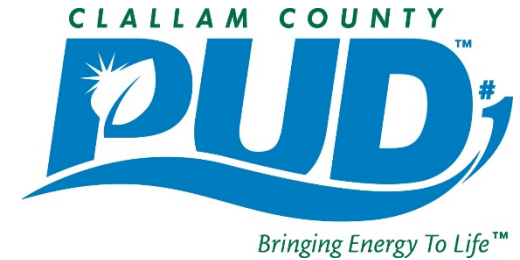


# APPA's Reliable Public Power Provider (RP3)



The RP3 program is administered by the American Public Power Association (APPA) who has offered the designation for 15 years.

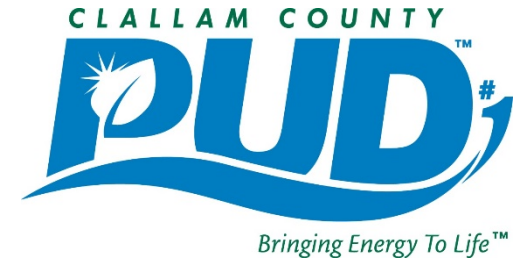
APPA is the voice of not-for-profit, community-owned utilities that power 49 million people in 2,000 towns and cities nationwide.

APPA advocates and advises on electricity policy, technology, trends, training, and operations while promoting public power.



American Public Power Association

# APPA's RP3 Review Panel



The RP<sub>3</sub> Review Panel has 18 members.

Six of the panel members are the officers on three APPA committees: Safety, Transmission & Distribution, and System Planning.

The other 12 panel members are nominated by the chair of APPA's board. One panel seat represents either a joint action agency or state association. Six panels seats are for two representatives each from small, medium, and large public power utilities. The other five panel seats are for representatives of reliability, safety, system improvement, and human resources.





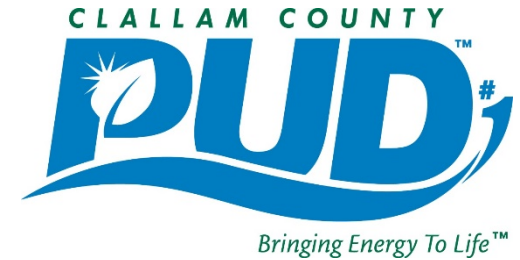
# Why Apply?

An RP<sub>3</sub> designation is a sign of a utility's dedication to operating an efficient, safe, and reliable distribution system. Being recognized by the RP<sub>3</sub> program demonstrates to community leaders, governing board members, suppliers, service providers, and customers a utility's commitment to its employees, customers, and community.

It is also an opportunity for the District to perform a self-assessment against a standard, and incorporate feedback and planning for future applications into the Strategic Plan. Utilities may also experience financial benefits from their RP3 designation - improved bond ratings, savings on workers compensation and insurance, and increased economic development opportunities as commercial and industrial prospects learn about the utility's success.



# RP3 Designation



The RP<sub>3</sub> designation, which lasts for three years, recognizes **public power utilities** that demonstrate proficiency in four key disciplines: **Reliability, Safety, Workforce Development, and System Improvement.**

- Clallam PUD first applied in 2013 and received Platinum designation in 2014 with 90.5 total points.
- Re-applied in 2016 and received Platinum designation in 2017 with 97.5 total points.
- Applied in 2019 and received Diamond designation in 2020 with 100 total points.
- Preparing to next apply in 2022.

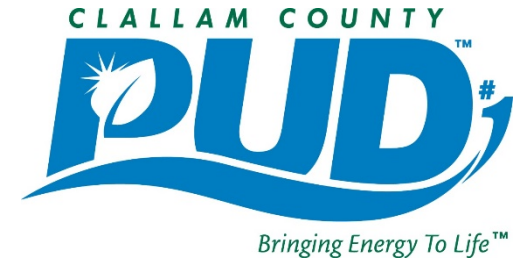
The re-application process helps ensure that RP<sub>3</sub> utilities are consistently striving to maintain and improve the quality of their systems.

## Designation Levels (100 Possible Points)

**Diamond 98-100%**  
**Platinum 90-<98%**  
**Gold 80%-<90%**



# Utilities with RP3 Designation

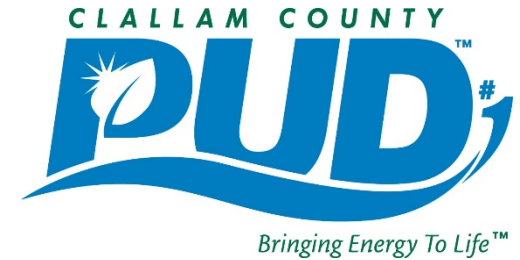


There are over 2,000 public power utilities in the United States. As of 2021:

- 269 hold RP3 designation
  - 127 with Diamond level
- There are 5 utilities holding RP3 designation in Washington state – all at Diamond level.



# Application Process



Employees involved: **7**

Doug Nass, General Manager

John Purvis, Assistant General Manager

Nicole Hartman, Communications & Govt. Relations Manager

Jamie Spence, Human Resources Manager

Larry Morris, Safety Manager

Sean Worthington, Finance Manager

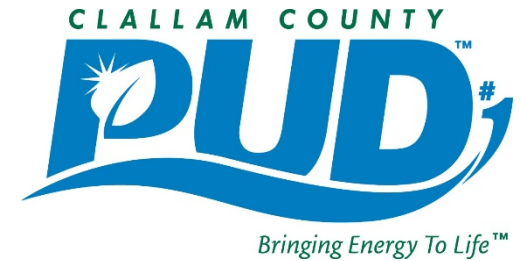
Steve Schopfer, IT Manager

Time required to collate information and submit application: 4 months

# of questions in application: 38

# of supporting documents submitted: 131





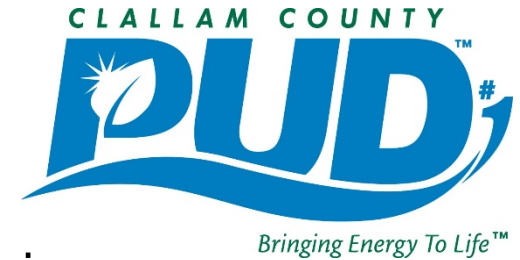
# Application Process

Criteria posed as questions within each discipline are based on leading business practices and are intended to represent a utility-wide commitment to safe and reliable delivery of electricity. We are required to provide documentation of Clallam PUD's practices and procedures to receive feedback.

Our goal for all three applications has been to submit at least a month prior to the deadline. If the review panel has any questions, they will then send a Request for Information to which the utility has a limited time to respond.



# Discipline: Reliability



Assigned to: John Purvis, Steve Schopfer, Larry Morris

**Reliability:** Reliability goes deeper than day-to-day service.

The reliability section includes collecting and analyzing reliability data, having a mutual aid agreement, devising and using a system-wide disaster management or emergency response plan, and implementing cyber and physical security.

- Subsections:**
- Reliability Indices Collection
  - Reliability Indices Use
  - Mutual Aid
  - Utility Disaster Plan
  - Physical Security
  - Cyber Security





# Discipline: Safety

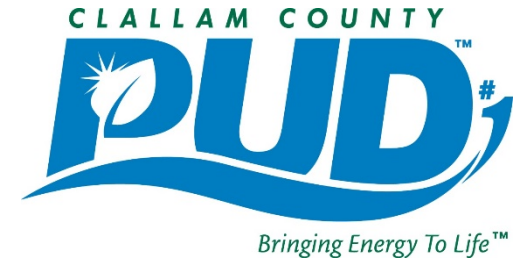
Assigned to: Larry Morris, John Purvis

**Safety:** Utilities must create a culture of safety with commitment from top management. All aspects of operations from power generation to line work require safety protocol. The delivery of safe and reliable electricity demands benchmarking safety metrics, focusing on frontline workers, and implementing rigorous safety training. In the RP<sub>3</sub> application, you must indicate an accepted safety manual is used across the utility and everyone follows safe work practices.

- Subsections:**
- Safety Manual
  - Safe Work Practices
  - Benchmarking



# Discipline: Workforce Development



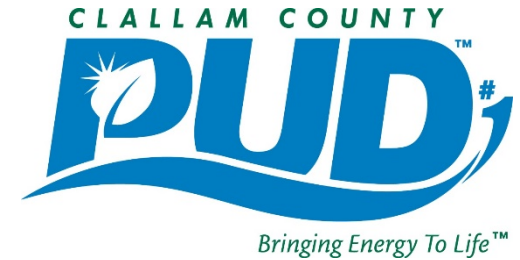
Assigned to: Jamie Spence

**Workforce Development:** Describe how you train your staff — through webinars, workshops, conferences, college courses, or in-house programs. Discuss how you provide opportunities for staff to network with public power colleagues from across the nation. How do you encourage employees to expand their perspective through membership in state, regional, and national committees?

- Subsections:**
- Succession Planning & Recruitment
  - Employee Development
  - Education, Participation and Service



# Discipline: System Improvement



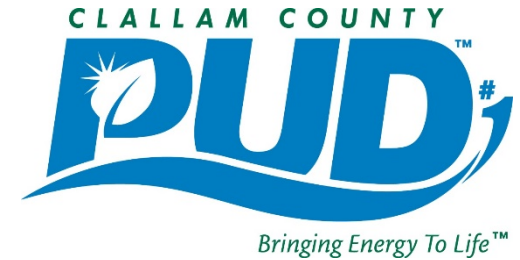
Assigned to: John Purvis, Sean Worthington

**System Improvement:** Demonstrate stewardship of utility assets to maintain system integrity. Initiate programs to promote long term planning through system improvement and future proofing. Show how your participation in research and development programs creates procedures to maintain distribution system and financial health.

- Subsections:**
- Research & Development
  - System Maintenance and Betterment
  - Financial Health



# Review Panel Feedback



2013: Recommends starting a disaster plan, conducting at least one disaster plan annually, participating in an ongoing R & D program, and providing more data on near-term capital and O & M projects.

2016: Recommends participation in a national reliability benchmarking survey or service, annual cyber security assessments and also when new systems are implemented.

2019: No additional recommendations provided.

Because there are subtle variations in the questions from year-to-year, no additional recommendations from the Panel does not mean we stop pursuing continuous performance improvement (one of our Strategic Plan objectives).



# RP3

# Reliability

*Subsections:*

*A. Reliability Indices Collection*

*B. Reliability Indices Use*

*C. Mutual Aid*

*D. Disaster Plan*

*E. Physical Security*



# Question: I.A.1

*Does your utility monitor and track reliability data?  
If yes, what method(s) does your utility use to monitor and track  
reliability data?*

- OMS History
- Illustration of outage causes
- Outage reports
- Outage Tracking Spreadsheet

• Final Score – 2 / 2



# Question: I.A.2

*Use the table below to indicate each reliability statistic tracked by your utility and provide the most recent year's calculation (January 1, 2018 - December 31, 2018)*

- Tables for SAIDI, CAIDI, ASAI MAIFI, & SAIFI
- Outage Indices Reporting
- Examples of Reports to Governance
- Reliability Objectives – Incorporated into the District's Planning Study



- Final Score – 4 / 4

# Question: I.B.1

*Does your utility use service reliability indices to maintain and improve utility operations? If yes, how is your utility using service reliability indices to improve the system?*

Check **all** that apply.

- Worst performing circuit identification
- Vegetation management (e.g., tree trimming)
- Install covered wire
- Distribution circuit inspection program
- Convert overhead to underground
- Install lightning arresters
- Install animal/squirrel guards/wildlife protection
- Perform thermographic circuit inspections
- Perform transformer load management
- Economic development
- Send indices to Public Utilities Commission/City Council/Governing Board
- Produce publicly available report
- Underground cable replacements/injections and testing
- Other





# Question: I.B.1

*Does your utility use service reliability indices to maintain and improve utility operations? If yes, how is your utility using service reliability indices to improve the system?*

- Examples of Tracking and Remediation of Wildlife Contacts
  - Cable Fault Tracking and Status
  - Incorporated into Strategic Initiatives
  - Example of Outage Cause by Feeder - Trees
- 
- Final Score – 4 / 4



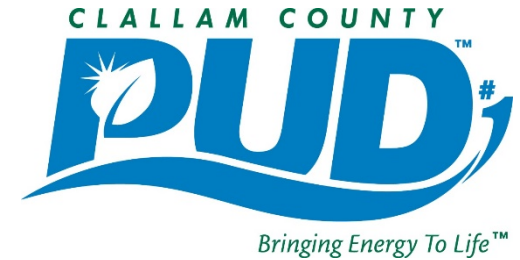
# Question: I.B.2

*Does your utility participate in a reliability benchmarking survey or service?*

- APPA Distribution System Reliability Survey 2018
- APPA Evaluation of Data submitted by all Public Power Utilities

- Final Score – 2 / 2



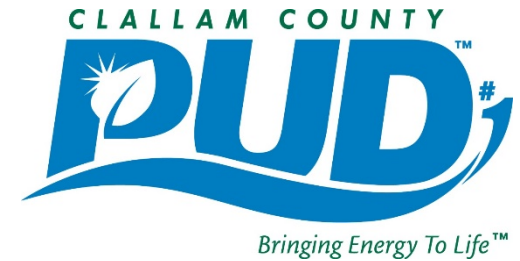


# Question: I.C.1

*Does your utility participate in a mutual aid program? If yes, identify the mutual aid program type(s) your utility participates in and attach documentation.*

- APPA Mutual Aid Agreement - 2013
  - WA PUD Mutual Aid Plan 2018-2019
  - Bonneville Power Administration Mutual Aid Agreement - 2016
- 
- Final Score – 3 / 3





# Question: I.D.1

*Does your utility have a disaster plan or emergency response plan, or does your city have a disaster plan which includes an electric utility specific section?*

Check **all** that apply:

- Damage assessment procedures
- List/contact information of all employees and critical customers
- List/contact information of suppliers – including food, fuel, lodging for mutual aid crews, etc.
- Location of Emergency Operations Center (EOC) and possible back up locations
- Radios/communication plans and policies
- Details regarding your system's coordination with and role in a city-wide, county-wide, or regional emergency plan
- Outline of outside resources that are available to the utility to rebuild the system
- List of electric supply companies that can be called on to provide materials
- Outline of the communications responsibilities to inform the public, government agencies, and the media on restoration efforts
- Priority list of restoration efforts (hospital, police, water/sewer plants, etc.)
- Regularly updated priority list of critical health care providers, including nursing homes and assisted living facilities
- Information for mutual aid crews
- Other

If **other**, please describe or include attachments:

See Emergency Restoration and Recovery Plan (ERRP) Dated August 2019 "Disaster Plan"  
See Attachments to the ERRP

# Question: I.D.1

*Does your utility have a disaster plan or emergency response plan, or does your city have a disaster plan which includes an electric utility specific section?*

- The District's ERRP or Disaster Plan
- 38 Attachments to the ERRP

• Final Score – 4 / 4



# Question: I.E.1

*Has your utility addressed its physical security needs?*

Check **all** that apply:

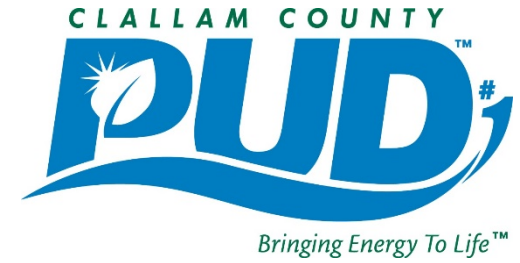
- Security policy and awareness training for all employees
- Continuous barrier (fence or wall) around sensitive utility infrastructure
- Alarms and surveillance systems where needed
- Lighting around sensitive utility infrastructure
- Procedures for managing access control, such as recovering all keys and access cards from terminated utility employees or replacing locks on perimeter doors and gates as needed
- Required identification for all visitors entering utility's facilities and access cards for employees
- Background investigation concurrent with employment offer for all employees and special additional screening for fiduciary positions
- Other

If **other**, please describe the measures your utility uses:

Clallam PUD has a Sabotage Reporting written procedure and associated training - attached



• Final Score – 3 / 3



# RP3

# Reliability

*Subsection:*  
*F. Cyber Security*



# Question: I.F.1

*Does your utility have a policy or procedure in place that covers both cyber event prevention and cyber response in the event of a cyber security incident?*

## Policies and Procedures

- Maintain and inventory of critical cyber or IT assets
- Monitor network and assets for suspicious activities through a cyber tool suite
- A recovery plan in case of an incident
- Emergency contacts for specific cyber incidents
- A clear assignment of cyber security responsibilities to appropriate personnel

• Final Score – 1 / 1





# Question: I.F.2

*Has your utility trained all relevant employees in cyber security awareness?*

## Training Practices

- Understand and identify sensitive information
- Use security protections including firewalls, data encryption, anti-virus software and password management
- Provide training to ALL employees with access to critical assets and systems
- Incorporate and monitor all email for phishing or spam attacks
- Utilize secure network communications applications and procedures
- Established procedures for incident response



• Final Score – 1 / 1

# Question: I.F.3

*Does your utility conduct periodic cyber security assessments of its system including identifying risks and potential mitigation actions?*

## Policies and Procedures

- 24x7 Monitoring of all systems and incoming and outbound communications
- Multiple layers of anti-virus and firewall protections
- Period evaluations of systems and procedures in place
- Third-party penetration testing and assessments

• Final Score – 1 / 1



# RP3 - Safety

Subsections:

Safety Manual

Safe Work Practices

Benchmarking



# Subsection: Safety Manual

## □ Manual Development/Update

- ✓ The District's safety manual (the ***Accident Prevention Rule Book***) was developed in house.
- ✓ This manual is reviewed and updated every five years.
- **Score:** 4.00 out of 4.00

## □ Employee Review of Manual

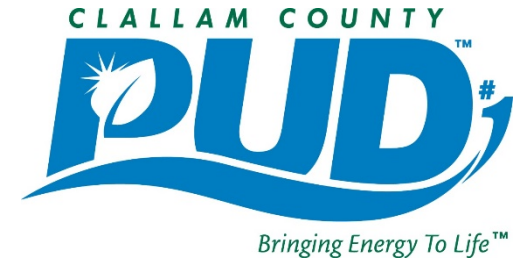
- ✓ The ***Accident Prevention Rule Book*** is reviewed with employees at least annually and whenever it is updated.
- **Score:** 4.00 out of 4.00

## □ Directive

- ✓ Employees are directed by management via the ***Accident Prevention Directive*** to use, read, and understand the ***Accident Prevention Rule Book***.
- **Score:** 1.00 out of 1.00



# Subsection: Safe Work Practices



## □ Safety Meetings

- ✓ The District's holds **monthly** safety meetings for Operations/Field employees. The meetings are 1.5 to 2.5 hours in length.
- ✓ The District's holds **quarterly** safety meetings for Management/Administrative employees. The meetings are 1.5 hours in length.
- ✓ Senior management actively participates in the District's safety training initiatives for all employees at least once per year.
- **Score:** 4.00 out of 4.00

## □ Written Policy/Practice to Enforce Safety Rules

- ✓ The District utilizes the **Clallam County PUD Safety Practices** and the **Accident Prevention Rule Book** to facilitate the enforcement of its safety rules.
- **Score:** 1.00 out of 1.00



# Subsection: Safe Work Practices (Slide 2)

## ❑ Job Site Inspections

- ✓ The District conducts monthly or more frequent job site inspections and utilizes the ***Standard Job Site Inspection Form*** to do so.
- **Score:** 1.00 out of 1.00

## ❑ Job Briefings for Employees

- ✓ The District holds job briefings for electric employees prior to the start of each job and utilizes the ***Crew Job Briefing Form*** to do so.
- **Score:** 2.00 out of 2.00



# Subsection: Safe Work Practices (Slide 3)

## □ Safety Orientations for Non-Utility Employees

- ✓ The District conducts a safety orientation with all non-utility employees (e.g. contractors, mutual aid situations) working on our system to ensure compliance with the District's safety standards.
- ✓ The District does so utilizing the following:
  - ❖ **Contractor Safety Plan\***
  - ❖ **Host and Contractor Information Transfer\***
  - ❖ **WAC 296-45-067 and WAC 296-45-075; contract and mutual aid requirements are covered in WAC 296-45. Our primary mutual aid agreements identify the effective safety policies and practices that are in effect, which are governed by State Law based on the language of OSHA 1926 Subsection V.**

➤ **Score:** 1.00 out of 1.00



# Subsection: Safe Work Practices (Slide 4)

## ☐ Accident Investigation/Actions

- ✓ The District changes its safety practices/rules or takes action to promote safety based on findings from accident investigations or near-miss reports when appropriate.
- ✓ The District utilizes the ***Accident Investigation Plan*** and the ***Near Miss Section of the Safety Meeting Minutes*** to do so.
- **Score:** 2.00 out of 2.00

## ☐ Automated External Defibrillators (AEDs)

- ✓ The District provides Automated External Defibrillators (AEDs) at all district properties for which personnel are assigned.
- ✓ A sufficient number of AED's are assigned to District vehicles to ensure that all temporary job sites, including construction sites, are covered by an AED.
- **Score:** 1.00 out of 1.00





# Subsection: Safe Work Practices (Slide 5)

## ☐ OSHA Issues

✓ *Via Safety Meeting topics, the District provides annual refresher trainings for OSHA-type issues, including:*

- ❖ Bucket-truck rescue;
- ❖ Cranes/derricks;
- ❖ Confined space rescue/permit required confined spaces;
- ❖ Hazardous energy control;
- ❖ HazMat;
- ❖ Job briefing;
- ❖ Incident investigation;
- ❖ CPR/AED (2-year certification);
- ❖ Ladder safety;
- ❖ Lockout/tagout;
- ❖ Pole-top rescue;
- ❖ Enclosed spaces and working underground;
- ❖ Underground electric transmission and distribution work; and
- ❖ Hazard recognition in trenching and shoring.

➤ **Score:** 2.00 out of 2.00



## Subsection: Safe Work Practices (continued slide 6)

### Arc Hazard Assessment \*

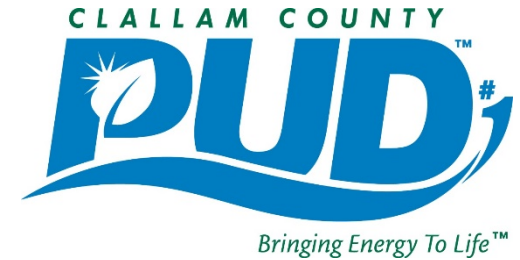
- ✓ The District performs an arc hazard assessment for all areas where personnel are exposed to electric hazards.
- ✓ The District utilizes the ***Incident Energy Analysis OSHA Arc Flash Assessment*** and the ***Operations FR Training Presentation*** to do so.
- **Score:** 2.00 out of 2.00

### Disaster Drills

- ✓ The District conducts disaster drills that are Emergency Response and Restoration (ERRP) electric-utility specific drills, addressing winter storms, wind storms, earthquakes, active shooters, and fires.
- **Score:** 2.00 out of 2.00



# Subsection: Benchmarking



## □ Safety Index Benchmarking

- ✓ The District participates in the following safety index benchmarking services/surveys:
  - ❖ The Association's Safety Awards of Excellence;
  - ❖ The APPA Safety Award of Excellence;
  - ❖ The NWPPA Utility Safety Contest; and
  - ❖ The OSHA 300 form.
- **Score:** 2.00 out of 2.00



# RP3

# Workforce Development

*Subsections:*

*Succession Planning and Recruitment*

*Employee Development and Recognition*

*Education, Participation and Service*



# Question: III.A.1

*Has your utility identified the demographics of its employee to prepare for succession planning?*

- Age
- Eligibility for retirement
- Position

*In the next five years, 18% of the District's workforce is eligible to retire. 30% are eligible in the next 10 years. Over the past several years we have seen 1-2 employees leave the District not as a retiree.*

- Final Score – 3 / 3



# Question: III.A.2

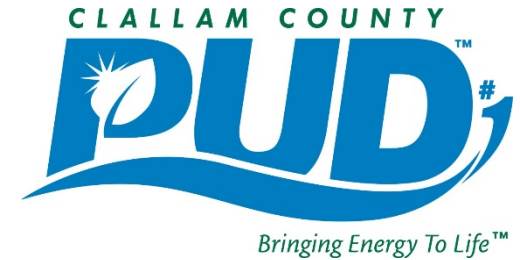
*Has your utility addressed knowledge management relative to the changing workforce?*

- Cross training
  - Leadership Programs
  - Procedure manuals/desk reference materials/task manuals for key positions
  - Hiring replacements for critical positions prior to departure
  - Developed a succession plan
  - Establishing relationships with universities and trade or technical schools
- 
- Final Score – 5 / 5



# Question: III.A.3

*Does your utility have practices or procedures in place to address employee recruitment and retention?*



- Employee Recognition
  - Flexible hours
  - Compensatory time program
  - Wellness program
- 
- Final Score – 2/2



# Question: III.A.4

*Does your utility participate in compensation or salary benchmarking at least once every three years?*

- Our utility participates in the Association's Salary Survey
  - Our utility participates in some other compensation benchmarking survey or service
- 
- Final Score – 1 / 1





# Question: III.B.1

*At the time of annual review, or other time of the year, does your utility set personal and/or professional goals for every employee?*

- Fire Side Chats
  - Performance Appraisals
- 
- Final Score – 3 / 3



# Question: III.C.1

*Does your utility have a written education policy, procedure, or program for professional development?*

- Tuition Reimbursement for courses, workshops, certificates and credentials

- Alliance or agreement with an external university/school

*how does your utility communicate policy/procedure/programs*

- Email
- Internal Newsletter
- Office Posting

*how frequently are policy/procedure/programs communicated*

- Upon Hire
- Monthly
- Annually

- Final Score – 4 / 4



# Question: III.C.2

*Does your utility support networking and personal/professional development by encouraging attendance across all employee groups at a wide variety of continuing education classes, workshops, local/state/national conferences and attendance/participation in user/interest group meetings.*

- Classes/Workshops
- Local Conferences
- State/Regional Conferences
- National Conferences
- User/Interest Group Meetings
  
- Final Score – 4 / 4



# Question: III.C.3

*Does your utility encourage and support active membership in professional, community leadership and service-based organization that benefit the utility?*

- Active memberships in professional organizations and/or boards (i.e.: APPA, NESC, SHRM, etc)
- Active membership in community leadership organization and/or boards (i.e.: Chamber of Commerce, Better Business Bureau, etc)
- Active membership or participation in service or volunteering organizations (i.e.: Little League, Boy/Girl Scouts of America, United Way, Kiwanis, etc)
- Final Score – 3/3



# RP3

# System Improvement

*Subsections:*

- A. Research and Development*
- B. System Maintenance and Betterment*
- C. Financial Health*



# Question: IV.A.1

*Is your utility a member of a research and development program?*

- Member of APPA DEED
  - VO/CVR Programs
  - Distribution Storage
  - Vehicle Charging
  - Consumer of DEED Star
- Micro-grid Project Grant Application

• Final Score – 3 / 3



# Question: IV.B.1

*Does your utility have and maintain records of all plant assets requiring maintenance, including a documented maintenance and inspection schedule?*

- Contracted Pole Test and Treat
- Vegetation Management Program
- District Line Inspection Program & Documentation
- Electric System Inspection, Schedules & Documentation
- Oil Testing
- Infrared Testing
- Various Substation Inspection, Schedules and Documentation
- Meter Testing
- Distribution Transformer Testing
- Protective Device Testing

• Final Score – 4 / 4



# Question: IV.B.2

*Does your utility have any processes/programs in place that address overall system loss?*

Check **all** that apply:

- Operation improvement (balancing loads and phases)
- Adding parallel feeders to reduce loading
- VoltVAR management (capacitors, equipment upgrades, controllable loads, etc.)
- Distribution transformer management (e.g., analysis/upgrade, transformer load management to reduce losses, multiple transformers versus single transformer based on system analysis, voltage management, etc.)
- Theft prevention
- Calculate and consider losses in improvement decisions
- Voltage upgrade
- Conductor upgrade
- Other

- System Loss Worksheet
- Various Engineering Capital Improvement Plans
- Distribution Transformer Loss Evaluation
- VO/CVR Projects

• Final Score – 3 / 3





# Question: IV.B.3

Has your utility performed an **internal** or external analysis or planning study to help evaluate the long-term needs of your utility's system infrastructure?

- 2018 Clallam PUD Planning Study
- Various Documents Referenced by the Study
- Spill Prevention, Control and Countermeasure Program (SPCC)
- Clallam Coordination and Protection Guidelines
- 10 Year Capital Improvement Plan



• Final Score – 4 / 4

# Question: IV.C.1

*Provide a detailed description of projects that your utility has recently completed or will be working on in the near term. Focus on the past 2 years and next 2 years to continually improve it's system.*

- 10-Year Electric Budget
- Budget Presentations
- 10-Year Vehicle and Equipment Procurement Cycle
- 10-Year Capital Plan
- Budget vs. Actual
- 2017, 2018 and 2019 Budgets

- Final Score – 5 / 5



# Question: IV.C.2

*Does your utility have a policy or procedure to address the impact of customer-owned distributed energy resources on your utilities distribution system?*

- [Example Interconnection Packet](#)
- Example Interconnection Agreement
- Application for Interconnection
- [Interconnection Requirements Policy](#)
- GIS screen print of mapped DER Sources

• Final Score – 3 / 3



# Question: IV.C.3

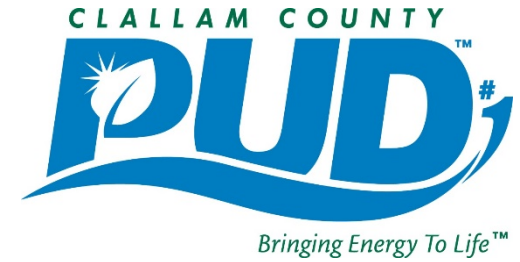
*Has your utility implemented any policies and procedures to ensure financial health and stability?*

- FCS Final Cost of Service Write Up
- FCS Final Cost of Service Detail including spreadsheet analysis.
- Rate Design
- Moody's Investor Service Rating

- Final Score – 3 / 3



# RP3



# System Improvement

*Subsection:*

*Financial Health*



# Question: IV.C.1

*Provide a detailed description of projects that your utility has recently completed or will be working on in the near term. Focus on the past 2 years and next 2 years to continually improve it's system.*

- 10-Year Electric Budget
- Budget Presentations
- 10-Year Vehicle and Equipment Procurement Cycle
- 10-Year Capital Plan
- Budget vs. Actual
- 2017, 2018 and 2019 Budgets

- Final Score – 5 / 5



# Question: IV.C.2

*Does your utility have a policy or procedure to address the impact of customer-owned distributed energy resources on your utilities distribution system?*

- [Example Interconnection Packet](#)
- Example Interconnection Agreement
- Application for Interconnection
- [Interconnection Requirements Policy](#)
- GIS screen print of mapped DER Sources

• Final Score – 3 / 3



# Question: IV.C.3

*Has your utility implemented any policies and procedures to ensure financial health and stability?*

- FCS Final Cost of Service Write Up
- FCS Final Cost of Service Detail including spreadsheet analysis.
- Rate Design
- Moody's Investor Service Rating

- Final Score – 3 / 3



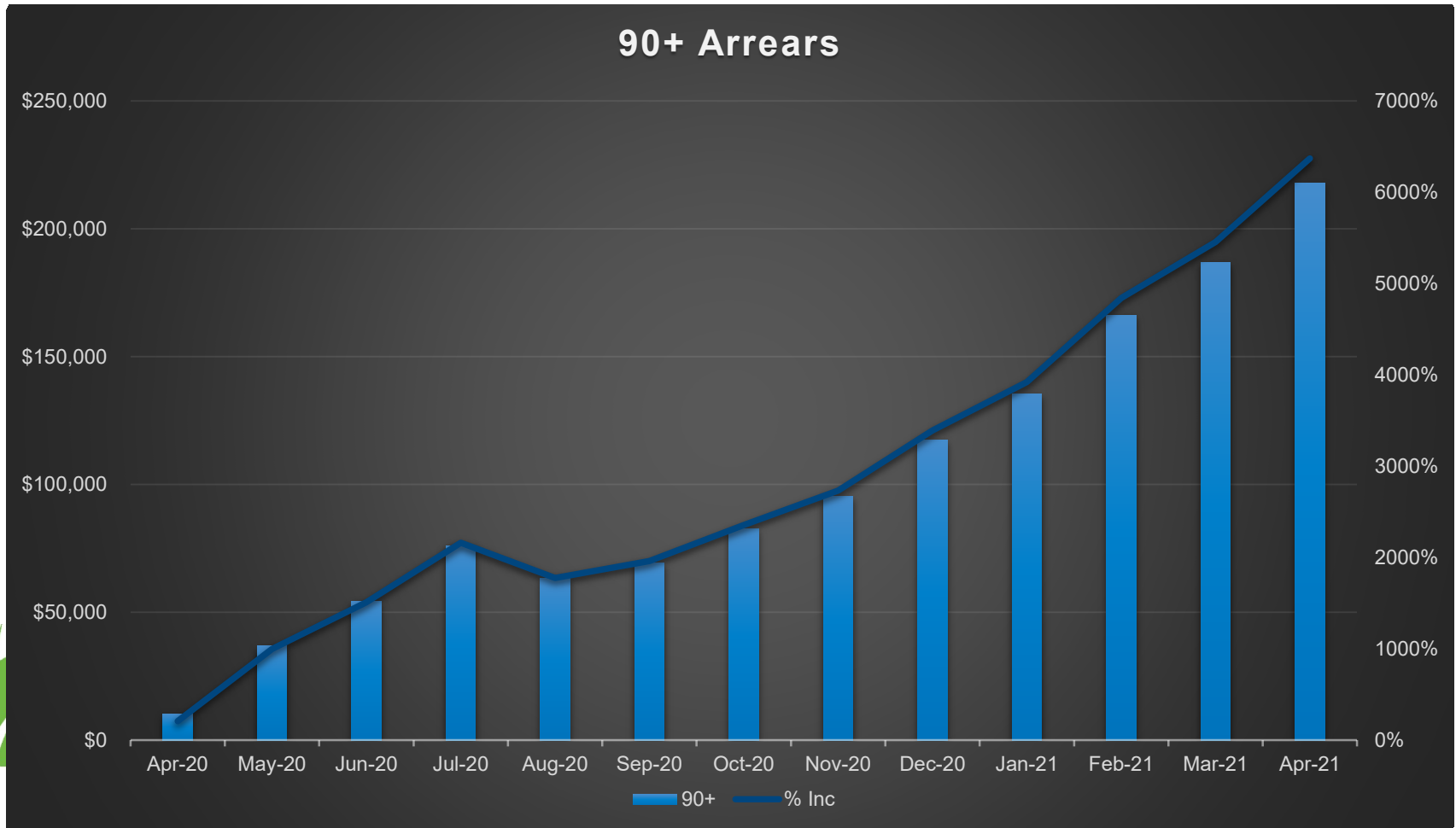
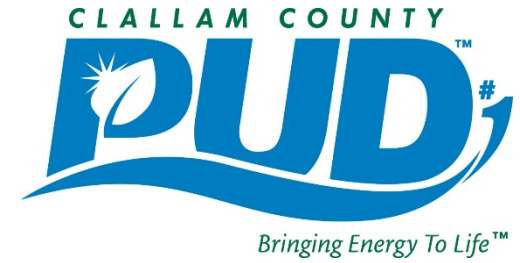


# Arrears and TRAP



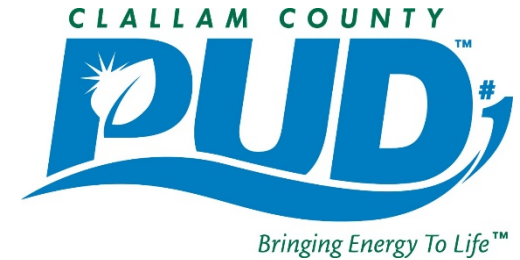
# Arrears

March 31, 2020 - 90 Day Balance = \$3,364.41  
April 30, 2021 - 90 Day Balance = \$217,716.98



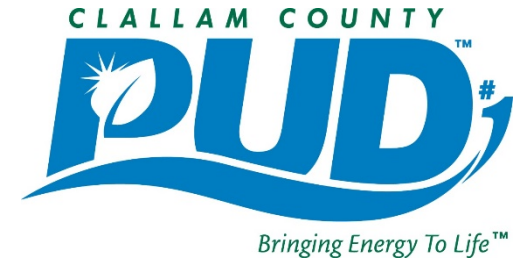
# TRAP Funds

*Treasury Rent Assistance Program*



- Serenity House of Clallam County
- \$4.8 Million
- 10% to Utilities (\$480k)
- Only available to renters
- Bill message
- Sending letters / phone calls to all arrears
- Accepting applications now



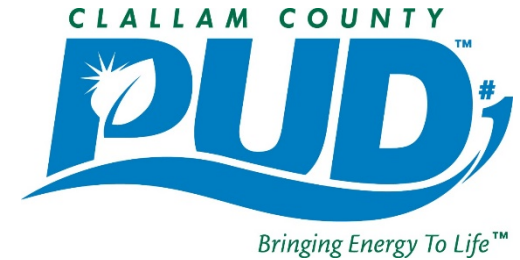


# CETA And OlyCAP



# CETA

*Low-Income Update*



- Signed Contract with OlyCAP
- Dispersed \$412,000 (*\$88k next period*)
  - (8/1/21 to 9/30/22) (10/1/22 – 12/31/22)
- Notified all existing customers
- OlyCAP is hiring
- Accepting applications late May
- Notification via spreadsheet

