NORTHERN WASCO COUNTY PEOPLE'S UTILITY DISTRICT
REGULAR SESSION
APRIL 3, 2018

PRESENT: Dan Williams, President
Connie Karp, Vice President
Roger Howe, Secretary
Clay Smith, Treasurer
Howard Gonser, Director

President Williams called the Regular Session to order at 6:00 p.m.

The following individuals were present during the Regular Session:

Counsel: James Foster

NWCPUD Staff: General Manager Roger Kline; Assistant General Manager/Director of Power Resources Kurt Conger; Principal Engineer & Strategic Asset Planner Paul Titus; Operations & Engineering Manager Pat Morehart; Senior Financial Analyst Mackenzie Wolfe; Power Resources Analyst Justin Brock; Contracts & Risk Specialist Sue Powers; Asset Manager Steve Horzynek; Lead Senior Financial Analyst Lana Egbert; Systems Administrator Jon Schellinger; and Director of Corporate Services Cyndi Gentry.

Visitors: Marijane Thompsen, District Consultant; and Andretta Schellinger

PUBLIC COMMENT

There was no public comment.

Systems Administrator Jon Schellinger was introduced to the Board of Directors. Schellinger began working for the District on February 26, 2018.

CONSENT AGENDA

Items contained in the consent portion of the Agenda includes the following:

- Regular Session Minutes of March 6, 2018
- February Outage Report
- Energy Management/Marketing Report
- February Checks/Vouchers
- February Financial Report
- February Write Offs
- Amendment to language under Rate Schedule 700
The Board considered the approval of the April 3, 2018 Consent Agenda.

"Director Howe moved to approve the April 3, 2018 Consent Agenda as presented. Director Gonser seconded the motion.

Director Williams asked if the language amendments to Rate Schedule 700 were related to the adjustments made by the Board to the Discounted Rate Schedules.

General Manager Roger Kline stated that Rate Schedule 700 is related to fees, specifically the disconnection fee.

The vote was called for. The motion passed unanimously."

DIVISION UPDATES

Corporate Services:

Director of Corporate Services Cyndi Gentry presented to the Board the comparison between the results of the Employee Satisfaction Surveys conducted during 2016 and 2017. A copy of the PowerPoint Presentation entitled “Employee Satisfaction Survey Slice” is hereto attached and marked as Exhibit 1.

Some of the highlights from Gentry’s presentation are as follows:

- The 2017 Employee Satisfaction Survey did not include the “Neither Agree or Disagree” option.
- District employees are now feeling valued and recognized for their contributions to the organization.
- Fifty percent of employees responded to the Employee Satisfaction Survey within the first five hours after the Survey’s release.
- Forty employees responded to the survey; 36 responses were received on some questions and 32 responses on other questions.
- Employees feel that the District is concerned with their safety and wellbeing.
- During 2016, the issue of communications came up repeatedly. This year staff commented on wanting more “all hands” meetings, as well as other informal meetings.
- The District has a lot of work still to do on job descriptions. But this year’s survey results indicate that communications with employees are making a difference.
- The positive results of the Employee Satisfaction Survey show that the organization is working together.
- Employees feel that their compensation and benefits are adequate for this area.
Some discussion occurred regarding the results of the Employee Satisfaction Survey.

General Manager Roger Kline noted that this is the first year that the entire organization had employee evaluations; a year end potluck was held in December 2017; all hands meetings were held; and a General Manager Newsletter to staff was developed. Kline stated that it is his goal to the organization to always improve and learn. Senior management will take this feedback and learn what we can do to improve.

Gentry presented a PowerPoint Slide entitled “Credit and Collections Changes”. A copy of said PowerPoint Slide is hereto attached and marked as Exhibit 2.

Gentry explained the changes being made to the credit and collections process. The process shown in the PowerPoint Slide is a shorter version than what was presented to the Board several months ago.

Some of the highlights from Gentry’s presentation are as follows:

- Staff is starting to look at how the UPN System can be better utilized to track and set up payment arrangements that help customers get caught up.
- The collection timeline cannot be tighten-up, now, since staff needs to help customers get caught up first.
- Rules have been set up around payment arrangements. There are a number of customers that are in a difficult situation where they would not be qualified to make payment arrangements with the District.
- Significant changes have been made to how the Customer Service Representatives (CSRs) do their jobs, and to the collections and arrangement processes.

Some discussion occurred regarding changes being made to the credit and collections processes; the $35.00 Disconnection Schedule Fee for Non-Payment; ways to generate funding for the Neighbor to Neighbor Program need to be considered; disconnections occur on Thursday and reconnections are batched together.

Kline stated that the District has an obligation to provide service and our customers have an obligation to pay for that service. The District needs to shore up the process and be consistent going forward.

Director Howe asked how much money would it take to get the District’s customers caught up.

Gentry stated that she would need to do some research on the amount of delinquency.
Gentry informed the Board that she has learned a lot about the differences between Budget Pay and Levelized Pay. Levelized Pay would help some of the District’s customers once they are caught up since there is no catch up month as there is with Budget Pay.

Gentry discussed today with the Energy Management Team what the District could do to work with our customers. One thing discussed was whether a usage audit could be developed to assist customers in seeing how they are using their energy so that they can make conscious decisions.

A lengthy discussion occurred regarding the new disconnect process.

Gentry reported that the District is wrapping up the UPN Reset Project. Staff will put together some data on the gains that the District has made over the last 18 months. There are a number of reasons why the Project is being wrapped up. Gentry stated that it does not mean the work stops. Other process improvements will be handled as smaller individual processes, or other improvement process opportunities.

Gentry noted that over the next few weeks staff will be testing the South Eastern Data Cooperative (SEDC) Utility Power Net (UPN) Software, Version 37 in the District’s own test environment. A separate parallel payroll and billing cycle will be performed to ensure that the upgrade is working correctly. The District will maintain this testing environment. All future upgrades will go through testing before being implemented live. Staff believes this new test environment will make testing of future improvement processes easier.

Some discussion occurred regarding the UPN Reset Project and the software support staff receives from South Eastern Data Cooperative (SEDC).

**Engineering/Operations:**

Operations & Engineering Manager Pat Morehart reported as follows:

**Pole Inspections:**

- March 26th was the kick off day for Osmose to begin their second round of system pole inspections.
- The Osmose crew was assigned a total of 1,500 distribution and transmission poles in Tygh Valley, Wamic, Dufur, some spurs off Fifteen Mile, the 69 kV line from Three Mile Substation to Tygh Valley, and 115 kV lines from Big Eddie to Three Mile Substations and to Seufert Substation.
- The old distribution poles that will be replaced in the Tygh Valley Distribution Rebuild Project are not part of the Osmose’s inspections.
Tygh Valley Distribution Rebuild Project:

- Staff will be meeting with International Line Builders, the successful bidder on that project, for a pre-construction meeting Thursday, March 8th.
- The project is expected to kick off during the week of April 16, 2018.

The Dalles Marina Project:

- The Dalles Marina Project is still developing.
- Staff met with Port of The Dalles officials last week and reviewed the 50% design drawings with them.
- Many aspects of the project were discussed during the meeting, such as location of transformers on the docks, location of meter bases, boat house attachment methods, location of shore power transformers and the reconfiguration of the PUD distribution feed into the boat basin.
- Staff expects to have completed plan and drawings in time for a presentation during the May Board of Directors Meeting.

Engineering:

- The Engineering Department was recently tasked with designing an underground distribution system for 60 new residential services in the Lone Pine development area.
- Engineer Ed Ortega is the point man for the District on this project.
- Ortega is working with Principal Engineer & Strategic Asset Planner Paul Titus on transformer and conductor sizing, as well as the different types of material that will be used to compliment the esthetics of the neighborhood.
- A meeting was held last Friday with the Assistant to The Dalles City Manager Matthew Klebes and other City Utility Managers and Engineers to discuss interests and feasibility of undergrounding the overhead utilities that exist in the alley ways of the downtown between Second and Third Streets. District staff contributed ideas and possible solutions to some of the challenges that the project would face.
- The consensus reached during the meeting was that there is an overall interest in further discussion and study of the project. As well as the need for an overall masterplan to base development of an undergrounding project to compliment future transformation of downtown properties.

Trees Inc.: District Contractor:

- The District was notified the afternoon of March 14, 2018 that the contract tree crew, Trees Inc., had experienced an accident while trimming trees in the Tygh Valley area.
The contractor had set up their aerial lift truck on a back lot line and when the man lift was extended out over to the side of the truck the earth under the weight bearing stabilizer collapsed into an underground void.

The truck tipped over until the aerial lift hit the ground slamming the tree trimmer in the lift upon impact with the ground.

The tree crew members rendered aid and transported the injured worker to Mid-Columbia Medical Center.

The tree trimmer was found to have bumps, bruises and a concussion. The worker was released from the hospital that evening and after about a week and a half was cleared to return to work.

Both the District and Trees Inc. conducted accident investigations. It was determined that the crew had not committed any actions that contributed to the incident. There was no way to tell that there was a void under the ground that would not support the truck’s weight.

Trees Inc. had a replacement truck and crew back on the job within 24 hours of the incident.

Photographs of the incident were shown to the Board. Copies of these photographs are hereto attached and marked as Exhibit 3.

Some discussion occurred regarding the incident involving Trees Inc.

District Safety Program:

- Operations Support Analyst Jimmy Wells plays an important and vital role behind the scenes. Wells has been with the District for two years this month. His main role is in safety, but he also has the important task of fleet maintenance.
- Wells handled the accident investigation with Trees Inc.
- Morehart went over many of Wells’ daily activities and responsibilities.
- District staff just completed driving classroom and simulator training.

Finance and Risk:

General Manager Kline informed the Board that CFO/Director of Finance & Risk Harvey Hall is attending the Cascade Leadership Institute training this week. Staff is prepared to answer any questions that the Board may have on the February Financial Report and the Draft Public Contracting Rules and Policy.

Kline stated that the Board will receive the March Financial Report upon its completion. The Financial Report will be included in the May Board Packet.

Kline noted that staff has worked with General Counsel James Foster to update the current Public Contracting Rules and Procedures, which was adopted by Resolution back in 2014. The proposed update to the District’s Public Contracting Rules and Procedure help increase productivity and reduce risk.
General Counsel James Foster stated that the purpose for including the proposed Public Contracting Rules and Policy in the Board Packet was for the Board's review. In May the Board will be presented with a staff presentation and recommendation to adopt the proposed amendments to the Public Contracting Rules and Policy. Foster stated that Contracts & Risk Specialist Sue Powers is doing a good job.

Power Resources:

Assistant General Manager/Director of Power Resources Kurt Conger reported as follows:

- BPA contractors are mobilizing this week on the Quenett Creek Substation construction site. Construction will take place the remainder of 2018 and into 2019.
- The District received a bid from Crestline Construction for the final RiverTrail Substation Completion Project. The project is to construct a small parking lot on Tract A. This is a part of the agreement that the District has with the Port of The Dalles in consideration for the land where the RiverTrail Substation is located on.
- The Dalles Fishway and McNary Fishway Hydro Plants are running well.
- The Exciter Replacement Project at the McNary Fishway Plant is scheduled for May 2018.
- The Dalles Fishway Exciter Replacement Project has been delayed until the winter of 2019 since the plant would have to be shut down up to a week during fish migration season.
- There are no concerns from staff that the exciters will fail.
- The ruling issued yesterday from the Ninth Circuit Court of Appeals requires increase spill. Spillway gates at The Dalles Dam have been opened, as well as spillway gates up and down the river.
- The spill surcharge that Bonneville Power Administration (BPA) will revise in May 2018, was estimated last year at $40 million. Staff is not sure how the spill surcharge will be handled in power rates.
- There may be a requirement for tagging juvenile fish.
- The District may see higher spot market prices for output at The Dalles Fishway.

General Manager:

General Manager Roger Kline reported as follows:

Key Accounts Manager:

- Power Resource Analyst Justin Brock has been promoted as the District's first ever Key Accounts Manager. Brock has successfully completed the American Public Power Association (APPA) Key Accounts Certification Program.
• The District will recruit to fill the Power Resource Analyst Position.
• Brock will report directly to General Manager Kline.

2018 Compensation Adjustments:
• District managers and supervisors have presented 2017 performance evaluations to all staff and corresponding compensation adjustments are being communicated now.
• Overall, the District averages 96% of market wages across all business units.

Spill from Federal Columbia River Power System Dams:
• The Ninth Circuit Court of Appeals upheld the U.S. District Court’s ruling that will require the U.S. Army Corps of Engineers to increase spill to the maximum level that meets the existing gas caps at the eight mainstream dams on the Lower Columbia and Lower Snake Rivers.
• 24/7 spill has begun and will continue through June.
• Staff awaits the likely cost recovery adjustment clause (a.k.a. “fish crac”) which could mean a need for some sort of surcharge or interim rate action.
• Elliot Mainzer, Bonneville Power Administration (BPA) Administrator, has made a commitment to Kline and others that BPA will absorb any sort of increase internally to the programs at BPA and not pass it on.
• If BPA needs to pass on the “fish crac” to their customers, staff is working, as previously discussed with the Board, to have a separate line item on customer billings.
• This matter will be brought before the Board when appropriate.

Northwest Public Power Association (NWPPA) Speaking Engagement:
• Kline has been asked to speak on a workshop panel regarding “High Density Load – Blockchain” on June 7, 2018 immediately following the Public Power Council Executive Committee Meeting.
• Principal Engineer & Strategic Asset Planner Paul Titus has been fielding multiple media inquiries on this topic.

Community Growth:
• Operations & Engineering Manager Pat Morehart, Asset Manager Steve Horzynek and Kline recently participated in a utility infrastructure community planning session. The discussion was related to the opportunity to move some of the District’s downtown core infrastructure from overhead to underground.
• Staff is very supportive of this opportunity from a reliability, resiliency and future investment perspective.
• Staff left the meeting with an increased understanding of the growth in the community.
There are over 150 residents in active planning and/or construction now, not considering other retail and/or light commercial applications.

The District has over 10,000 meters and have set new system peak loads in each of the last two years.

Some discussion occurred regarding this potential utility infrastructure project and the state of the local housing market.

Kline noted in closing, that the District has an opportunity, as part of the Bonneville Power Administration (BPA) Conservation Program, to support folks switching from a heating oil system to a heat pump system. Staff has clarified that this is allowed under BPA’s Conservation Program.

**General Counsel:**

General Counsel James Foster reported that he has been working with staff on reviewing contracts, including the AMI Contract. He will have more to report on during the scheduled Executive Session.

President Williams had a question as to how many customer accounts would be designated as Key Accounts.

Kline felt there could possibly be 15 customers designated as Key Accounts.

**NEW BUSINESS**

There was no new business to discuss.

**OLD BUSINESS**

There was no old business to discuss.

**ITEMS FROM BOARD MEMBERS**

Director Howe reported on his conversation with Mid-Columbia Community Action Council (CAP) Executive Director Jim Slusher after the recent presentation from CAP seeking additional energy assistance funding. Director Howe suggested that a future meeting could be arranged with Slusher and General Manager Kline to discuss potential strategies to seek additional funding for the community’s energy assistance program.
Kline reported on the recent article in the Ruralite regarding CAP's Energy Assistance Program and the shortage of funding. Kline has also communicated the need to The Dalles Area Chamber of Commerce, Columbia Gorge Community College and the City of The Dalles.

Kline noted that an individual came in and wrote a check for $500 for the District’s Neighbor to Neighbor Program.

The Board briefly discussed the recent Northwest Public Power Association Training that Directors Karp, Howe, Gonser and Smith attended in March in Eugene, Oregon entitled “NRECA Understanding the Electric Business, and NRECA Strategic Planning. Members of the Board were impressed with the Strategic Planning Training.

| BOARD REPORTS / ITEMS FROM BOARD MEMBERS |

**Oregon People's Utility Districts Association (OPUDA):**

President Williams reported on the recent Oregon People's Utility Districts Association (OPUDA) Board Meeting where he and Director Smith were in attendance.

Some of the highlights of President Williams' report is as follows:

- During the OPUDA Board Meeting it was reported that the Oregon Department of Justice tried to remove the Judge from the Energy Supplier Assessment (ESA) Lawsuit. This Judge is the person that made the ruling in the last ESA Lawsuit. The Oregon Department of Justice was not successful in their attempt to have the Judge removed.
- Based on a report from the recent Bylaws Committee Meeting, it appears that there will be some proposed changes to OPUDA's Bylaws. The proposal will be presented to the OPUDA Board for their consideration. Each PUD member will have one vote on the proposal; an alternate can be selected.
- A lengthy discussion occurred at the OPUDA Board Meeting on the role of the Legislative Oversight Committee (LOC) and the separation of the LOC Meeting from the monthly OPUDA Board Meeting.

A lengthy discussion occurred on the recent OPUDA Board Meeting and the discussion on the role of the Legislative Oversight Committee, the advantage and disadvantage of having the LOC and OPUDA Board Meetings all on one day, whether the monthly LOC meetings are still needed and should OPUDA consider initiating legislation to benefit Customer Owned Utilities and their customers.
Director Smith reported on the following:

- Former Emerald People’s Utility District Board Member Lee Kelley passed away unexpectedly.
- BPA reported that grid modification is underway and that they are looking at a possible EIM join-up in 2022.
- Coming up for comment is a transfer service issue in Southeast, Idaho.
- A Safety Performance Summit will be held on May 3, 2018.
- Three Emerald PUD Board Members are facing recall. One Board Member will not be recalled since it was discovered that the petitioner seeking the recall did not reside within the Board Member’s District.
- Clatskanie PUD has a new focus on an electric vehicle program. Clatskanie PUD will be installing charging stations.
- Tillamook PUD reported that they are having good luck with the emergency GoBags purchased for their employees. Director Smith thought this was something to consider for Northern Wasco County People’s Utility District staff.

Kline responded by stating that the District’s current focus is on safety. The District will overtime progress towards a more incident command based structure. Energy Specialist Lance Kublick is assuming the emergency management duties formerly held by Kevin McCarthy. Incident Command 100 Training has been offered to staff.

Some discussion occurred regarding the Strategic Planning Meeting that was held after the last OPUDA Board Meeting.

Northwest Public Power Association:

Director Smith reported on the recent Northwest Public Power Association (NWPPA) Meeting. Highlights of Director Smith’s report is as follows:

- Director Smith served on the NWPPA Awards Committee. The Awards Committee’s recommendation will be considered by the general membership at the NWPPA Annual Meeting in May 2018.
- Discussion on carbon cap and trade, as well as carbon tax was reported on at the meeting.
- Prohibition on new gas generation does little to reduce carbon.
- A system without enough gas generation may not meet expectations for reliable electric service.
- The most cost-effective opportunity for reducing carbon in the Northwest is to displace coal generation with a combination of energy efficiency such as natural gas.
Environmental regulations are in a flux. There are plans, nationally, to reduce some environmental regulations that have been implemented by the past two federal government administrations.

- Pipeline politics are going to heat up again.
- Renewable energy faces speed bumps.
- Planned battery projects are mostly located in southern California, Michigan, Indiana, Texas and the eastern seaboard.
- It is not believed that there is more efficiency being produced by energy battery systems; it probably will not be a big storage factor in the near future.
- Nationally you will see more natural gas projects due to prices.

**APPROVAL OF FUTURE MEETINGS/TRAVEL/OR RELATED MATTERS**

- April 4, PPC Forum - Dan Williams, Howard Gonser and Clay Smith
- April 5, PPC Executive Committee Meeting - Dan Williams, Howard Gonser, Clay Smith and Connie Karp
- April 20 - OPUDA Meeting – Dan Williams, Howard Gonser and Clay Smith
- May 2, NRU – Dan Williams, Howard Gonser and Clay Smith
- May 2, PPC Forum - Dan Williams, Howard Gonser and Clay Smith
- May 3, PPC Executive Committee Meeting - Dan Williams and Clay Smith
- May 18, OPUDA Meeting – Dan Williams, Howard Gonser, Clay Smith and Connie Karp
- May 20-23, NWPPA Annual Conference – Dan Williams, Howard Gonser, Clay Smith and Connie Karp

**EXECUTIVE SESSION**

At 8:19 p.m. President Williams recessed the Regular Session to convene into Executive Session as authorized by ORS 192.660 (2)(g) to consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations and ORS 192.660 (2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

Those present for the Executive Session included the Board of Directors, General Counsel James Foster; General Manager Roger Kline; Assistant General Manager/Director of Power Resources Kurt Conger; Principal Engineer & Strategic Asset Planner Paul Titus; and Key Accounts Manager Justin Brock.

At 8:52 p.m. the Board adjourned from Executive Session to return to Regular Session.
There being no further business the meeting adjourned at 8:53 p.m.

President

Secretary

ATTEST:
Employee Satisfaction Survey Slice

I feel valued as an employee

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

2016
2017
Employee Satisfaction Survey Slice

My supervisor cares about me as a person

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

2016 vs 2017
Employee Satisfaction Survey Slice

The organization shows concern for the safety of its employees

![Bar chart showing employee satisfaction levels for safety concern in 2016 and 2017]
Employee Satisfaction Survey Slice

The organization clearly communicates its goals and strategies to me

- **Strongly disagree**
- **Disagree**
- **Neither agree nor disagree**
- **Agree**
- **Strongly agree**

2016 and 2017 data comparison.
Employee Satisfaction Survey Slice

I receive the training (and tools) I need to do my job well

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

2016 vs 2017
Employee Satisfaction Survey Slice

My job requirements are clear

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

2016 vs 2017

NORTHERN WASCO COUNTY PUD
PEOPLE'S UTILITY DISTRICT
Employee Satisfaction Survey Slice

I feel I can have a successful career here at NWCPUD

I enjoy my day to day work tasks and assignments

I am recognized for my performance

I receive regular feedback from my supervisor on my performance & conduct

I see the value of NWCPUD in the community

I feel a shared responsibility for the success of NWCPUD

I understand how my work is connected to the work of the larger organization.

Strongly disagree  Disagree  Agree  Strongly agree
Employee Satisfaction Survey Slice

I feel fairly compensated for the work I do for the area and industry

- Yes: 26
- No: 8

I feel our benefits are fair and adequate for the area and industry

- Yes: 32
- No: 2
Credit & Collections Changes

COLLECTION LEVELS OVERVIEW

<table>
<thead>
<tr>
<th>Collections Aging</th>
<th>No Collection Prior to Due Date</th>
<th>Collection Level 1</th>
<th>Collection Level 2</th>
<th>Collection Level 3</th>
<th>Collection Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 16 Days</td>
<td>16 - 0 Days Out</td>
<td>1 - 13 Days Late</td>
<td>14 - 20 Days Late</td>
<td>21 - 35 Days Late</td>
<td>36 Days Late</td>
</tr>
<tr>
<td>17 - 30 Days</td>
<td>16 - 0 Days Out</td>
<td>1 - 13 Days Late</td>
<td>14 - 20 Days Late</td>
<td>21 - 35 Days Late</td>
<td>36 Days Late</td>
</tr>
<tr>
<td>31 - 34 Days</td>
<td>16 - 0 Days Out</td>
<td>1 - 13 Days Late</td>
<td>14 - 20 Days Late</td>
<td>21 - 35 Days Late</td>
<td>36 Days Late</td>
</tr>
<tr>
<td>35 - 44 Days</td>
<td>16 - 0 Days Out</td>
<td>1 - 13 Days Late</td>
<td>14 - 20 Days Late</td>
<td>21 - 35 Days Late</td>
<td>36 Days Late</td>
</tr>
<tr>
<td>45 - 50 Days</td>
<td>16 - 0 Days Out</td>
<td>1 - 13 Days Late</td>
<td>14 - 20 Days Late</td>
<td>21 - 35 Days Late</td>
<td>36 Days Late</td>
</tr>
</tbody>
</table>

Level 0 - Current
Level 1 - Past Due
Level 2 - Arrears
Level 3 - Delinquent
Level 4 - Cutoff
Capability Maturity Model

<table>
<thead>
<tr>
<th>Evolution</th>
<th>Characteristics</th>
<th>Method of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimising</td>
<td>Improved feedback into the process</td>
<td>Automation</td>
</tr>
<tr>
<td>Managed</td>
<td>(Quantitative) Measured process</td>
<td>Complete control structures, performance analysis</td>
</tr>
<tr>
<td>Defined</td>
<td>(Qualitative) Process defined and institutionalised</td>
<td>Policies, procedures and standards, defined corporate knowledge</td>
</tr>
<tr>
<td>Repeatable</td>
<td>(Intuitive) Process dependent on individuals</td>
<td>Quality people, defined tasks</td>
</tr>
<tr>
<td>Initial</td>
<td>(Ad hoc/chaotic)</td>
<td>Undefined tasks, relies on initiative</td>
</tr>
</tbody>
</table>

Productivity, quality
Engineering & Operations
Engineering & Operations