

# SQUAW VALLEY PUBLIC SERVICE DISTRICT



### Five-Year Strategic Plan – Work Plan Progress Report #6

**DATE**: May 31, 2016

TO: District Board of Directors

**FROM**: Mike Geary, General Manager

**SUBJECT**: Progress Report #6 – Five-Year Strategic Plan – Work Plan

**BACKGROUND**: The Board approved the District's Five-Year Strategic Plan and its Work Plan three years ago, in April, 2012. To support its implementation, the Work Plan has been reviewed periodically; currently it's reviewed annually. The entire Five-Year Strategic Plan is available at the District's office and can be viewed on our website here: <a href="http://www.svpsd.org/sites/default/files/Strategic%20Plan%20-">http://www.svpsd.org/sites/default/files/Strategic%20Plan%20-</a>

%20Final.pdf

**DISCUSSION**: The attached Work Plan represents the sixth Progress Report.

Some guidelines used to update the Work Plan are:

- Staff update the *Lead*, *Progress* (% *Complete*), *Status* / *Comments*, and *Schedule* fields only.
- Only the Board can change, add, or delete *Actions*; staff does not.
- Only the Board can change *Priorities*; staff does not.
- The planning horizon considered in *Schedule* is 19-months, through December, 2017.
- *Progress* for *Actions* that exceed the 19-month planning horizon often do not have discrete completion dates and are shown as "Ongoing".
- Progress for Actions that are considered to be standard business processes, ongoing best-practices, and do not have discrete start and completion target dates are shown as "Ongoing".
- *Progress* is shown only for *Actions* for which a *Schedule* has been assigned.
- Progress shown is for completed work; staff's intent to get an Action completed are not shown.

- Action numbers (e.g., 1.2.1) referenced in the Status / Comments field are for reference and are typically related or have some overlap or relevance to the subject Action.
- RWS-PAE stands for the *Redundant Water Supply Preferred Alternative Evaluation* Project.

**ALTERNATIVES**: Upon review of the update to the Work Plan, attached; the 2012 *Strategic Plan*; and our Mission Statement:

- 1. Approve or reject the 2016 update to the Work Plan.
- 2. Adjust Action *Priorities*.
- 3. Change, add, or delete Actions.
- 5. Make other changes to the Work Plan to fulfill the District's mission.

**FISCAL/RESOURCE IMPACTS**: Actions and Priorities identified in the Work Plan significantly influence decisions on operational and capital expenditures included in the District's annual budget. Staff prepared this update of the Work Plan and did not incur any consultant expenses.

**RECOMMENDATION:** Approve Progress Report #6 for the District's Five-Year Strategic Plan's Work Plan as presented.

**ATTACHMENTS:** Annual Progress Report #6 for the District's Five-Year Strategic Plan's Work Plan.

**DATE PREPARED**: May 12, 2016





- 1. Critical project that must be accomplished on time.
- 2. Important project but that can be delayed if needed to complete a #1 priority project.
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No.	Р	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
1.0.0		Goal 1 – Water Supply. Develop and maintain a high quality water supply that meets the needs of	f our comn	nunity today and	l in the future.	
1.1.0		Identify long-range water supply options.				
1.1.1	1	Participate in the evaluation of the proposed improvements and expansion of the water supply, treatment, distribution and storage systems to meet demands of proposed development. Verify proposed supply is adequate to meet proposed demands.	Mike	VSVSP: 75% PlumpJack: 50%	Dave & Brandon.  VSVSP: WSA x2 & Final EIR complete PlumpJack: EIR	VSVSP: 2011-16. PlumpJack: 2014-17
		Negotiate <b>Development Agreement(s)</b> to address conditions of service.		<u>Palisades</u> : 50% <u>RSC Ph. 2</u> : 50%	Evaluation Palisades: EIR Eval. RSC Ph. 2: Wells Work Plan	<u>Palisades</u> : 2014-16 <u>RSC Ph. 2</u> : 2011-17
1.1.2	1	Develop a <b>Feasibility Study</b> of water supply options and incorporate information on key study and implementation steps, including CEQA, funding, timelines, permits, TROA implications, costs and benefits, pros and cons, infrastructure needs, next steps and other pertinent information for all practical options.	Mike	100%	Jesse & Brandon. RWS-PAE completed Jan. 2016.	Complete
		Specifically consider redundancy, maximizing water supply from within the watershed by accessing previously unavailable areas, imported options, optimizing internal resources through conservation, treatment, etc. Incorporate into an update of the Master Plan upon completion of improvements spurred by new development.			(1.2.0) (1.5.0) (2.2.2)	
1.1.3	1	Look for <u>partnerships to enhance water supply options</u> . Continue to collaborate with other agencies. Pursue <u>funding opportunities</u> for primary and redundant water supply projects, and the Truckee River Utility Corridor & Bike Trail Project (2.2.2).	Mike	Ongoing	RWS-PAE complete. (2.2.2)	Ongoing
1.1.4	2	<u>Communicate</u> with the public effectively about the purposes, pros and cons of the various water supply options. Utilize the Communications Plan (3.2.1).	Mike	Ongoing	Dave (3.2.1)	Ongoing
1.2.0		Complete Phase II of the Creek Aquifer Interaction Study				
1.2.1	1	Procure funding and complete <b>Phase II – Creek Aquifer Interaction Study</b> . The project will quantify the impact of groundwater pumping on flows in Squaw Creek and provide information on developing and implementing different pumping management and/or creek strategies to increase the amount of water that could be stored in local aquifers. It advances water supply reliability and promotes groundwater storage.	Mike	100%	Jesse, Cindy Completed Nov. 2014.	Complete

<sup>\*</sup>RWS-PAE – Redundant Water Supply / Preferred Alternative Evaluation





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1.3.0		Apportion costs and benefits fairly among the water supply users.				
1.3.1	3	Perform update of <u>Capital Replacement Program</u> (4.1.0). Implement a <u>Work Order System</u> to track operating expenses by department to determine the cost of each service provided. Use data to accurately set rates and assessments that correlate to the levels of services provided (4.2.0). <u>Update</u> Water Plant Availability Charge (PAC) Fees and <u>Connection Fees</u> (4.3.0).	Mike	See sections referenced	Danielle, Dave, Brandon (4.1.0) (4.2.0) (4.3.0)	See sections referenced
1.4.0		Monitor Status of the Truckee River Operating Agreement (TROA)	•		,	
1.4.1	3	Prepare a <b>Biennial TROA Status Report</b> that includes: 1) status of implementation of the Agreement; 2) relevance to District water supply planning, permitting, and operations (e.g., regulatory constraints on import project, well development, surface water diversions, and other water supply options); and 3)strategies and actions to anticipate, plan, respond, and react to implementation of TROA.	Mike	50%	Dave, Brandon. Report #1 in Oct. 2013. TROA effective Jan. 2016. (3.3.0)	April 2012- Dec. 2016 Report #2 in 2016.
1.5.0		Seek funding for an Olympic Valley Watershed Study				
1.5.1	2	Apply for grant funds through Integrated Regional Water Management (IRWM) and Local Groundwater Assistance Program (LGWAP) to study the entire watershed.	Fabienne	Ongoing	RWS-PAE funded. (4.4.1)	Ongoing
1.5.2	2	Implement the <b>Watershed Study</b> if funding can be found. Study, investigate, and evaluate expanding local water supply resources from areas in the upper watershed, beyond the basin (valley floor) considered in the Groundwater Management Plan (GMP). Consider horizontal wells, springs, variable snow accumulations, surface water flows, subsurface flows, effects of snowmaking, road construction, etc.	Mike	100%	RWS-PAE Phases I & II complete.	Complete
		Prepare an overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.			(1.1.0) (1.2.0) (2.1.3) (3.2.0)	

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No.	Р	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
2.0.0		Goal 2 – Services. Deliver high quality, cost-effective services that meet the needs of our commun	nity.			
2.1.0		Prepare a plan and strategy for identifying staffing, facilities, and resources needed to provide se or higher as is provided today.	rvices to a	ny new developr	ment at the same s	ervice level
2.1.1	1	Develop practical, available, useful and applicable <u>benchmarking metrics</u> to assess and monitor the levels of services delivered. Consider current levels of service as a baseline.  Improve the Operations and Fire Departments' Annual Operating Reports to include metrics described above to evaluate performance through the period of development and beyond.  Examples of metrics to benchmark levels of services for comparative purposes include the annual number of water outages, annual water quality or pressure complaints or violations, sewer system overflows (SSO's), providing Basic Life Support (BLS) vs. Advanced Life Support (ALS), staffing levels (e.g., 3.0 vs. 4.0), emergency response time, emergency call volume, impact from simultaneous calls; performance of Preventive Maintenance on District facilities, infrastructure, & equipment (e.g., linear-feet of sewer laterals and mains cleaned or inspected by television (TVI), number of valves exercised, adherence to equipment maintenance schedules, compliance metrics for solid waste disposal contract, etc.).  See Community Survey (2.2.3) for customer satisfaction benchmarking.	Brandon, Pete, Dave	40% + 40% 80%	Bike Trail Snow Removal & PM Work Mgmt., Sewer System Cleaning & TVI Condition Assmt., Leak Rate, Valve Exercise, H <sub>2</sub> O Qual. & Outages, SSO's benchmarks are recorded.  Response Time, ALS service, staffing, & call volume benchmarks are recorded.	May 2013 – Dec. 2017
2.1.2	1	Identify impacts to existing levels of services from proposed development. Identify elements to	Mike	100%	(2.2.3) (5.1.2) Pete, Jesse	Complete
		improve levels of services to meet the demands and expectations of existing and new customers. Use metrics (2.1.1) to ensure that current core serviceswater, wastewater, fire and garbage-are delivered with high quality and are not negatively impacted by any future extension of new services or development.			VSVSP: 6 analyses of impacts & mitigations complete. (2.1.1)	
2.1.3	1	Participate and provide support in <u>Master Planning</u> of proposed development. Examples of support include updates to water and sewer hydraulic models and unit demands, modeling groundwater pumping scenarios in the District's groundwater model, programmatic design of water and sewer system expansions, analyses of impacts on staffing, operations, equipment, assets, and facilities and mitigations to address them.	Mike	100%	Pete, Jesse, Brandon Master Planning for four large projects completed in 2012-2016.	Complete





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2.1.4	1	Negotiate <b>Development Agreement(s)</b> to address conditions of service necessary for issuance of permits to serve new development.	Mike	VSVSP: 30% PlumpJack: 0% Palisades: 0% RSC Ph. 2 Amendment #2: 50%	Pete, Dave	VSVSP: 2016 PlumpJack: 2017 Palisades: 2016 RSC Ph. 2: 2017
2.1.5	1	Participate and provide support in preparation of the Environmental Impact Report (EIR) and County <u>permitting</u> for proposed development.	Mike Pete Dave	VSVSP: 90% PlumpJack: 75% Palisades: 75% RSC Ph. 2: 70%	See Status of Task 1.1.1	See Schedule for Task 1.1.1
2.1.6	1	Participate in the design, review, permitting, construction, inspection and dedication of improvements:  • to the water and sewer systems  • necessary to provide fire protection and life safety services  • of private development to enforce codes protecting public health and safety through life and fire protection systems, access, water supply, identification of hazardous materials use and storage, and other emergency services issues  • necessary to provide adequate dumpster facilities	Mike Dave Pete Brandon	VSVSP: 0% PlumpJack: 15% Palisades: 15% RSC Ph. 2: 15%	Review of 0% -50% designs complete. Schedule driven by developers.	May 2012 - Dec. 2017
2.1.7	1	Procure assets, facilities and equipment necessary to provide services at the levels expected from the District.	Mike Dave Pete		Schedule driven by developer(s). Impacts & mitiga- tions evaluated.	
2.2.0		Take a leadership role in considering whether to provide additional services by being responsive opportunity on a case-by-case basis. Seek to provide services collaboratively when mutually ben		<u>-</u>		ine each
2.2.1	2	Remain engaged with the <b>Mutual Water Company</b> to explore ways to collaborate, provide support and improve overall water service in Squaw Valley. Examples include operational and administrative support on a contractual basis, evaluation and construction of system inter-ties for redundancy and emergency preparedness, and coordination during MWC's capital replacement projects.	Mike	Ongoing	Intertie design complete. O&M contract in 3 <sup>rd</sup> year.	May 2012 - Dec. 2017 + ongoing
2.2.2	1	Pursue funding and partnerships for a feasibility analysis of the <u>Truckee River Utility Corridor and Bike Trail Project</u> . Consider redundant water supply, natural gas service, Class I Bike Trail, communication / fiber optic, other utilities.	Mike	100%	RWS-PAE completed Jan. 2016. (1.1.0) (2.1.0) (3.2.0) (3.3.0) (4.4.1).	Oct. 2012 - Jan. 2016 + ongoing

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2.2.3	3	Perform a professional <b>Community Survey</b> to gauge the community's desire to take on additional services, including what type and their willingness to pay. Consider evaluating the Communication Plan and Feasibility Study and benchmarking overall satisfaction with the District.	Kathy		Mike ID support for funding bike trail snow removal + RWS Project.	
2.2.4	3	Consider providing <u>Public Recreation</u> services. Evaluate cost and benefit of ownership, operation, and maintenance of park and trail facilities. Include community interest; incorporate a cost/benefit analysis, and funding options (e.g., Park Dedication Fees, TOT funds, Public Recreation/Parks CSA, benefit assessment). Use Community Survey (2.2.3).	Mike	Ongoing	Kathy Bike Trail Snow Removal; Board Report, Mar. 2015; P&R Forum, May 2015. (2.2.3)	Ongoing
2.2.5	3	Pursue funding for the expansion of the sewer collection system to serve the eastern portion of the valley. Consider grant funding, benefit assessment, buy-back agreements for undeveloped properties.	Fabienne	Ongoing	Dave, Mike Gateway/Museum, VSVSP Park Ded. Fees.	Ongoing
2.3.0		Develop cost/benefit analysis for ambulance service.	-		<u>-                                    </u>	
2.3.1	2	Undertake cost/benefit study for <u>ambulance service</u> . Include information on potential benefit or detriment in patient care; current level of service with Engine Company Advanced Life Support (ALS); economic feasibility; impacts on local market, current providers, and Exclusive Operating Areas (EOA); impacts from an increased demand in services from proposed development; trigger / transient populations; training; staffing; timing; and other pertinent issues.	Pete	95%	Evaluation of staffing, equipment + med. inventory needs completed. Currently operationally + financially infeasible.	Jan. 2013 – Dec. 2016

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3.0.0		Goal 3 – District / Community Alignment and Communications. Proactively communicate to foster District, it's stakeholders and constituents.	er greater u	ınderstanding ar	nd alignment betwe	en the
3.1.0		Update website				
3.1.1	1	<u>Update website</u> . Improve user interface, content, functionality, and organization. Include webbased component and messages from the Communication Plan. Continue to update and maintain it.	Kathy	Update: 100%  Improvements + maintenance: ongoing	Daniele, Pete, Dave,	Sept. 2014 + ongoing
3.2.0		Develop and implement an effective Communication Plan	<u>L</u>			
3.2.1	2	<u>Develop</u> a <b>Communication Plan</b> . Identify audiences and their specific communication needs and opportunities. Consider e-news, web, paper news, speaking opportunities, etc. Utilize Community Survey (2.2.3) and incorporate water supply communication issues (1.1.4).	Mike	Ongoing	Kathy, Fabienne, Pete PSD & POA newsletters, website, news- papers & web blogs (1.1.4) (2.2.3)	01.801.8
3.2.2	2	Incorporate water supply issues into the Communication Plan. Develop a message, basic facts and explanation of the District's water supply plan. Include explanations about water supply successes to date and that water supply and demand are in balance for current needs in the Squaw Valley.  Incorporate the purposes and results of the Feasibility Study on water supply (1.1.2), Creek Aquifer Interaction Study (1.2.0), Watershed Study (1.5.0) and the Truckee River Utility Corridor & Bike Trail Project (2.2.2) into the Communication Plan. Consider timing between the Feasibility Study on water supply and preparation and delivery of the Plan.	Mike	Ongoing	Dave WSA, C/A Int. Study & RWS-PAE com- municated in PSD & POA newsletters, website, news- papers, breakfast club, & web blogs. (1.1.2) (1.2.0) (1.5.0) (2.2.2)	Ongoing
3.2.3	2	<u>Identify</u> specific audiences both locally and regionally interested in water supply issues. Identify their interests and the best way to communicate with each.	Mike	Ongoing	Pete, Dave Messages continue to be delivered. See cell above.	Ongoing





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3.2.4	2	Reach out to other regions and entities and <u>deliver</u> relevant message to identified audiences included in the Communication Plan. Ensure that they understand that water supply and demand are in balance currently in Squaw Valley, our intent in developing new and redundant water supplies, and the District's next steps in its water supply plan.	Mike	Ongoing	Pete, Dave Messages continue to be delivered. See cells above.	Ongoing
3.3.0		Promote collaborative relationships and partnerships with mutual benefit when developing new	plans and p	programs, and w	hile evaluating exis	ting ones.
3.3.1	2	• 1.1.0 Water Supply		See sections	See sections	Seesections
		<ul> <li>1.2.0 Creek Aquifer Interaction Study - Phase II</li> </ul>		referenced.	referenced	referenced
		• 1.4.0 TROA				
		• 1.5.0 Watershed Study		* The District is		
		• 2.1.0 New Development		a member in,		
		2.2.0 Additional Services		participates in,		
		o 2.2.1 Mutual Water Company		and / or		
		<ul> <li>2.2.2 Truckee River Utility Corridor and Bike Trail</li> </ul>		collaborates		
		o 2.2.3 Community Survey		with the groups		
		o 2.2.4 Park and Trail Services		& associations		
		o 2.2.5 Sewer System Expansion		noted below.		
		• 2.3.0 Ambulance Service				
		• 3.3.0 Communication Plan				
		<ul> <li>4.4.0 Alternative Sources of Funding</li> </ul>				
		• 5.2.0 Workplace Culture				
		• 5.5.0 Property Master Plan				

<sup>\*</sup> Olympic Valley Groundwater Management Plan; Tahoe-Truckee Sanitation Agency Monthly Manager Meetings; Squaw Valley Mutual Water Company Board Meetings; North Lake Tahoe Resort Association; Placer County Water Agency District Five Water Agencies Quarterly Meetings; Squaw Valley Technical Review Committee; Squaw Valley Business Association; Squaw Valley Institute; Tahoe Sierra Integrated Regional Water Management Group; Friends of Squaw Creek; Placer County CEO / Area Managers Quarterly Meetings; Squaw Valley Municipal Advisory Council Meetings; Squaw Valley Property Owners Association Meetings; Eastern Placer County Joint Powers Authority; Sierra Front Wildland Cooperators; North Tahoe Training Officers Association; Lake Tahoe Regional Fire Chiefs Association; Truckee Donner Chamber of Commerce; Placer County Utility Stakeholders Biannual Meetings; Truckee River Basin Water Group Monthly Meetings; Tahoe Truckee Engineer's Association; Inter-District Staff Peer Groups (Human Resources, Finance, Board Clerks); California Special Districts Association; California Rural Water Association; North Lake Tahoe-Truckee Leadership Program; Rural Community Assistance Corporation; American Water Works Association; California Water Environment Association.





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4.0.0		Goal 4 – Finance. Maintain a well-planned, proactive financial condition that minimizes rate shock needs.	ks and impa	acts on custome	rs while meeting al	l service
4.1.0		Maintain adequate funding to meet long-term District obligations, including asset replacement, n	naintenanc	e, expansion and	d employee benefit	s.
4.1.1	1	Continue Strong Reserve Funding of the Capital Replacement Programs by setting rates that include contributions to asset replacements.	Board	Ongoing	Contribution of \$701,262 in 2016-17 Budget	Ongoing
4.1.2	2	Prepare <u>Deferred Maintenance / Replacement Schedules</u> including cost estimates for all District Facilities, Equipment and Fixed Assets and assign funding responsibilities to beneficiary service department by allocations developed from Work Order System (4.2.1).	Dave Brandon Pete	10%	Mike (4.2.1)	April 2015 - June 2017
4.1.3	1	Prepare Capital Replacement Programs for each service department (water, sewer, fire, administration, dumpster facility, parks and recreation) that include Needs Analyses, Budget Forecasts and Funding Plans. Clearly justify capital replacement contributions collected from User Fees. Incorporate in to an update of Master Plans for each service upon completion of improvements prompted by new development.	Dave Brandon Pete	5%	Mike, Danielle, Kathy	April 2015 - June 2017
4.2.0		Implement a GIS-based Work Order System and Asset Management System to apportion costs an among current and future generations of customers.	d benefits	fairly among exi	sting customers as	well as
4.2.1	1	Implement a <b>Work Order System</b> . Track expenses for labor, equipment, materials, and services to accurately determine the cost of operations for each service provided. Develop cost allocations for shared resources. Use data to inform operating and capital budget decisions, and to accurately set rates and assessments that correlate to the levels of services provided.	Mike	100%	Pete, Dave, Fabienne, Brandon (1.3.0) (5.20)	Jan. 2012 - Dec. 2015 + ongoing





### Priorities (P):

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4.3.0		Continue to review and update Water, Sewer, Fire, Garbage, Park/Public Recreation Facilities confees in user fees.	nnection fee	es and user fees.	Include capital rep	lacement
4.3.1	1	Utilize annual budget process to update User Fees to cover operating expenses. Use Capital Replacement Programs to determine asset replacement contributions to User Fees. Update Connection Fees. Utilize cost allocations for shared resources developed from Work Order System.	Danielle	30%	District in contract for Rate Study & Cost of Service Analysis and for Water + Sewer Master Plans.	June 2011 - July 2017
4.4.0		Seek alternative sources of revenue / funding that don't rely on customer rates and fees.			(1.1.2) (1.3.0)	
4.4.1	1	Continue pursuit of grant funding opportunities. Consider cost of application and grant contract administration versus the benefit.			(1.2.0) (1.5.0) (2.2.0)	Oct. 2011 - Dec. 2017 + ongoing
		Federal Emergency Management Agency (FEMA)	Pete	Ongoing	Applied: \$220k Water Tender; \$30k incident reporting & run book system.	Ongoing
		Integrated Regional Water Management (IRWM)	Fabienne	Ongoing	IRWM Plan done. Many projects submitted. Toilet Exchange \$21.4k.	Ongoing
		Local Groundwater Assistance Program (LGWAP)	Fabienne	Ongoing	RWS-PAE funded \$225,000	Ongoing
		Placer County Water Agency's (PCWA's) Financial Assistance Program (FAP)	Brandon	Ongoing	2012: \$10kMWC Intertie 2015: \$7.5k Master Plan 2016: \$15,661 WMAP	Ongoing
		North Lake Tahoe Resort Association's (NLTRA's) Transient Occupancy Tax (TOT)	Kathy	Ongoing	Annual Bike Trail Snow Removal – Up to \$70k	Ongoing
		Park Dedication Fees	Mike	Ongoing	Identify Projects	Ongoing
		Public Recreation/Parks County Service Area (CSA)	Mike		Must provide Park Services	

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4.4.2	3	Consider potential for <u>rental revenue</u> in the property master plan.	Pete	80%	Mike, Brandon, Kathy Upstairs space available. (5.5.0)	Ongoing
4.4.3	3	Consider <u>benefit assessments</u> . Utilize Community Survey.	Kathy		Mike, Pete Bike Trail Snow Removal. (2.2.3)	
4.4.4	3	Consider providing services (e.g., administrative, operations & maintenance) outside of District's service areas on a contractual, time and material, reimbursable, fee basis. Mutual Water Company, Squaw Valley Park, Bike Trail, etc.	Mike	100%	Pete Bike Trail Snow Removal, MWC O&M, Strike Teams.	Oct. 2011 - Dec. 2017 + ongoing
4.4.5	3	Develop a graph that benchmarks revenue from outside funding sources by year. Include grants, reimbursable expenses, rental income.	Danielle	100%	Complete. Inserted into Budget.	Ongoing





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5.0.0		Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, of excellence in all service areas.	perations	and asset policie	s and activities to e	nsure
5.1.0		Meet staff challenges caused by District growth and retirements: capturing institutional knowled	ge, develor	oing existing emp	oloyees, etc.	
5.1.1	1	Identify and mitigate impacts to staffing levels from proposed development.	Mike	100%	Pete, Jesse, Brandon Complete. Citygate & PR DEI (2.1.0)	Dec. 2014
5.1.2	1	Develop <b>Water System Operations Plan</b> to address succession of key staff. Develop and include system operational goals, description, DPH permit and inspection history, map of facilities and pressure zones, hydraulic model, system capacities, water sampling requirements, sample site plan. Include a plan for operation and maintenance of water wells and pumping plants that contains a facility plan, a schematic representation of the system, and relevant standard operating procedures (SOP's).	Jesse	100%	Complete	Jan. 2013 – Feb. 2016
		Develop and include a plan for distribution system flushing with best management practice (BMP's) for discharges and erosion control, valve inventory and exercise program, water tank operations and maintenance as well as inspection procedures and schedules. Inventory and maintenance plan for fire hydrants that include a painting schedule, flow test procedures, plan to upgrade obsolete fire hydrants per code. Inventory of blow-off valves and air vacuum breakers with maintenance schedules. Develop and prepare an emergency contingency and response plan; consider system interties, emergency generator operations, notification procedures. Spare parts inventory.			(2.1.1)	
5.1.3	1	Update, improve and expand <u>calendar</u> , <u>tickler system and digital document</u> / <u>resource library</u> for District activities. Consider users (Board, staff, customers, public), content (board materials, minutes, planning documents, ordinances, resolutions, working documents, water consumption data, interactive GIS, etc.) and access (internet, intranet, remote access, smart phone applications).	Kathy	85%	Online availability & conversion of print documents completed.	Aug. 2012 - Dec. 2017 + ongoing
5.1.4	2	Develop a <b>Succession Plan</b> for capturing institutional knowledge for three key retirements and for hiring replacements internally or externally. Have adequate documentation for each position; updated Job Descriptions; SOP's for each position. Include approximated schedules.	Kathy	70%	Jesse, Cindy, Pete, Julie, Danielle Plans, processes, content, schedules complete.	Dec. 2017 + ongoing





- 1. Critical project that must be accomplished on time.
- 2. Important project but that can be delayed if needed to complete a #1 priority project.
- 3. Desirable project that can be delayed or cancelled to complete a #1 or #2 priority project.

No.	Р	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.1.5	2	Update, audit and peer-review the Sewer System Master Plan (SSMP) to identify content improvements, changes in regulatory requirements, operational opportunities, etc.	Jesse	100%	Complete	July 2014 – Mar. 2015
5.2.0		Continue to provide benefits, salaries, training and a work culture that are sustainable, synchroni recruit and retain high-quality staff.	zed with cเ	irrent economic	realities, and comp	etitive to
5.2.1	1	<u>Conduct a confidential survey</u> of staff to identify what keeps people at the District, what might lead them to leave? Continue the use of salary surveys of comparable positions to benchmark District compensation and benefits. <u>Conduct exit interviews</u> when employees leave or retire.	Kathy	80%	Mike Survey complete.	July 2012 - Dec. 2017 + ongoing
5.3.0		Implement an effective GIS-based Work Order System and Asset Management System and impro	ve it over t	ime to improve g	overnance and acc	countability.
5.3.1	2	Improve existing program by implementing a risk-based <b>Asset Management System</b> that considers a life-cycle approach, develops cost-effective management strategies for the long-term, provides a defined level of service and monitoring performance, manages risk associated with asset failures, and provides for a sustainable use of resources.  Specifically, it should include asset condition assessment, performance monitoring, probability of failure, consequence of failure, and risk assessments.	Brandon	50%	Mike, Dave, Pete Use Water System Condition Assessment of 2006. TVI for 100% of system complete. (4.2.0)	Dec. 2012 - Dec. 2017 + ongoing
5.3.2	2	Utilize the Asset Management System to inform and improve the accuracy of the Capital Replacement Programs, rate setting and apportionment of costs and benefits. Provide long-term financial stability that avoids rate shocks and special assessments.	Dave	15%	Mike, Danielle, Brandon, Pete (4.1.3)	June 2014 - July 2017





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- 3. Desirable project that can be delayed or cancelled to complete a #1 or #2 priority project.

No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.4.0		Develop an Information Technology Master Plan.				
5.4.1	2	Develop Information Technology (IT) Master Plan that aligns the direction of IT to the business functions and processes of the District; outlines the strategy, direction and initiatives for the use of technology; promotes effective management of an expensive and critical asset of the District. Include cost estimates, procurement schedules and budget forecasts for hardware, software, maintenance, and labor as well as funding mechanisms by department. Incorporate into District's annual budget process. Plan for integration of Fire Dept. into the District's common network. Consider cloud-based vs. server-based solutions, opportunities with existing software (VUEWorks, Springbrook, MS Office, Outlook, SCADA, Firehouse, EPCR), new technology, remote access and portability (cell/smart phones, tablets), organization, backup (business continuity and disaster recovery), security, reliability, growth, data management, community access, etc.	Brandon	80%	Danielle, Pete, Mike  New File Server, Microsoft Exchange Server eliminated, remote access to cloud-based email, calendars incl. cell access	Jan. 2013 – Dec. 2017 + ongoing
5.5.0		Develop a long-range Property Master Plan.				
5.5.1	3	Develop a long-range <b>Property Master Plan</b> to meet the needs of the Fire and Operations Departments, including a materials handling area. Incorporate scenarios for various levels of potential build out, alternative timelines, and funding options and mechanisms.	Kathy	30%	Mike, Brandon, Dave, Pete Citygate & PR DEI Reports identify needs. Maximize rental income at 1810.	Jan. 2013 - Dec. 2017 + ongoing