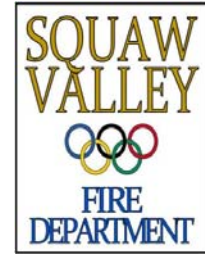




## SQUAW VALLEY PUBLIC SERVICE DISTRICT



### Five-Year Strategic Plan – Work Plan Progress Report #5

**DATE:** May 26, 2015

**TO:** District Board of Directors

**FROM:** Mike Geary, General Manager

**SUBJECT:** Progress Report #5 – 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: <http://www.svpsd.org/sites/default/files/Strategic%20Plan%20-%20Final.pdf>

**DISCUSSION:** The attached Work Plan represents the fifth 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 20-months, through December, 2016.
- *Progress* for *Actions* that exceed the 20-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 2015 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.

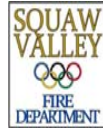
**RECOMMENDATION:** Approve Progress Report #5 for the District's Five-Year Strategic Plan's Work Plan as presented.

**ATTACHMENTS:** Annual Progress Report #5 for the District's Five-Year Strategic Plan's Work Plan.

**DATE PREPARED:** May 20, 2015



# Squaw Valley Public Service District 2012 Strategic Plan Summary



### Priorities (P):

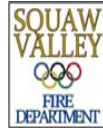
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
<b>1.0.0</b>		<b>Goal 1 – Water Supply. Develop and maintain a high quality water supply that meets the needs of our community today and in the future.</b>				
<b>1.1.0</b>		<b>Identify long-range water supply options.</b>				
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.  Negotiate <b>Development Agreement(s)</b> to address conditions of service.	Mike	<u>VSVSP</u> : 75%  <u>PlumpJack</u> : 10%	Jesse & Brandon. <u>VSVSP</u> : WSA done; DA Neg's begun. <u>PlumpJack</u> : prelim. planning / designs complete.	<u>VSVSP</u> : June 2011-Dec. 2015. <u>PlumpJack</u> : May 2014-Dec. 2016.
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.  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.	Mike	40%	Jesse & Brandon. RWS-PAE Phases I & II complete; Ph. 3 in progress.  (1.2.0) (1.5.0) (2.2.2)	May 2013-Dec. 2015
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 Phases I & II complete; Ph. 3 in progress. (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	  (3.2.1)	Ongoing
<b>1.2.0</b>		<b>Complete Phase II of the Creek Aquifer Interaction Study</b>				
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

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



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<b>1.3.0 Apportion costs and benefits fairly among the water supply users.</b>						
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	Tom, Jesse, Brandon  (4.1.0) (4.2.0) (4.3.0)	See sections referenced
<b>1.4.0 Monitor Status of the Truckee River Operating Agreement (TROA)</b>						
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%	Report #1: Oct 2013 Monitoring Implementation on Oct. 1, 2015. (3.3.0)	April 2012- Dec. 2016  Report #2 - Oct. 2015
<b>1.5.0 Seek funding for an Olympic Valley Watershed Study</b>						
1.5.1	2	<u>Apply for grant funds</u> through Integrated Regional Water Management (IRWM) and Local Groundwater Assistance Program (LGWAP) to study the entire watershed.	Cindy	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.  Prepare an overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.	Mike	100%	RWS-PAE Phase 1 completed Nov. 2014. Phase 2 completed Feb. 2015.  (1.1.0) (1.2.0) (2.1.3) (3.2.0)	Complete

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<b>2.0.0 Goal 2 – Services. Deliver high quality, cost-effective services that meet the needs of our community.</b>						
<b>2.1.0 Prepare a plan and strategy for identifying staffing, facilities, and resources needed to provide services to any new development at the same service level or higher as is provided today.</b>						
2.1.1	1	<p>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.</p> <p>Improve the Operations and Fire Departments' Annual Operating Reports to include metrics described above to evaluate performance through the period of development and beyond.</p> <p>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, &amp; 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.).</p> <p>See Community Survey (2.2.3) for customer satisfaction benchmarking.</p>	Jesse, Brandon, Pete	40% + 40% 80%	<p>Bike Trail Snow Removal &amp; PM Work Mgmt., Sewer System Cleaning &amp; Condition Assmt., Leak Rate, Valve Exercise, H<sub>2</sub>O Qual. &amp; Outages, SSO's benchmarks are recorded.</p> <p>Response Time, ALS service, staffing, &amp; call volume benchmarks are recorded.</p> <p>(2.2.3) (5.1.2)</p>	May 2013 - April 2016
2.1.2	1	<p><u>Identify impacts</u> to existing levels of services from proposed development. Identify elements to 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 services--water, wastewater, fire and garbage--are delivered with high quality and are not negatively impacted by any future extension of new services or development.</p>	Mike	95%	Pete, Jesse, Tom <u>VSVSP</u> : 6 analyses of impacts & mitigations complete. (2.1.1)	Jan. 2012 - July 2015
2.1.3	1	<p>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.</p>	Mike	80%	Pete, Jesse, Brandon <u>VSVSP</u> : 6 analyses of impacts & mitigations completed. <u>PlumpJack</u> : started.	June 2011 – Dec. 2016



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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	<u>VSVSP</u> : 30% <u>PlumpJack</u> : 0%	Jesse, Pete	<u>VSVSP</u> : June 2011- Dec. 2015. <u>PlumpJack</u> : June 2015- Dec. 2016.
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	60%	Pete, Jesse <u>VSVSP</u> : Draft EIR complete.	May 2014- Dec. 2016
2.1.6	1	Participate in the <u>design, review, permitting, construction, inspection and dedication of improvements</u> : <ul style="list-style-type: none"> <li>• to the water and sewer systems</li> <li>• necessary to provide fire protection and life safety services</li> <li>• 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</li> <li>• necessary to provide adequate dumpster facilities</li> </ul>	Mike Jesse Pete	10%	<u>RSC</u> : Implementing DA for Phase 2; Well 18-3R, etc.  Schedule driven by developer(s).	<u>RSC</u> : Oct. 2013- Dec. 2017
2.1.7	1	Procure assets, facilities and equipment necessary to provide services at the levels expected from the District.	Mike Jesse Pete		Schedule driven by developer(s). Impacts & mitigations evaluated.	
<b>2.2.0</b>		<b>Take a leadership role in considering whether to provide additional services by being responsive to community desires for new services. Examine each opportunity on a case-by-case basis. Seek to provide services collaboratively when mutually beneficial partnerships can be found.</b>				
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	Emergency Intertie design & O&M services contract complete.	May 2012 - Dec. 2016 + 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	30%	RWS-PAE Phase 1 & Phase 2 completed Nov. 2014 & Feb. 2015. (1.1.0)(2.1.0)(3.2.0) (3.3.0)(4.4.1).	Oct. 2012 - Dec. 2016 + ongoing

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



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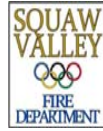
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
2.2.3	3	Perform a professional <b>Community Survey</b> to gauge the community's desire to take on additional services, including what type and their willingness to pay. Consider evaluating the Communication Plan and Feasibility Study and benchmarking overall satisfaction with the District.	Kathy		Mike. ID support for property tax assessment - bike trail snow removal.	
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	<u>Pursue funding for the expansion of the sewer collection system to serve the eastern portion of the valley.</u> Consider grant funding, benefit assessment, buy-back agreements for undeveloped properties.	Cindy	Ongoing	Jesse, Mike Gateway/Museum, VSVSP Park Ded. Fees.	Ongoing
<b>2.3.0</b>		<b>Develop cost/benefit analysis for ambulance service.</b>				
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	70%	Equipment & med. inventory. Licensing & staffing implications.	Jan. 2013 – Dec. 2015



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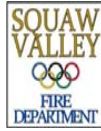
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<b>3.0.0</b>		<b>Goal 3 – District / Community Alignment and Communications. Proactively communicate to foster greater understanding and alignment between the District, it's stakeholders and constituents.</b>				
<b>3.1.0</b>		<b>Update website</b>				
3.1.1	1	<u>Update website.</u> Improve user interface, content, functionality, and organization. Include web-based component and messages from the Communication Plan. Continue to update and maintain it.	Mike	100%	Kathy, Tom (1.1.4) (2.2.3)  Completed Sept. 2014.	Complete
<b>3.2.0</b>		<b>Develop and implement an effective Communication Plan</b>				
3.2.1	2	<u>Develop a Communication Plan.</u> 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, Cindy, Pete. PSD & POA newsletters, website, newspapers & web blogs. (1.1.4) (2.2.3)	Ongoing
3.2.2	2	<u>Incorporate water supply</u> 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	Jesse WSA, C/A Int. Study & RWS-PAE communicated in PSD & POA newsletters, website, newspapers, 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, Jesse. Messages continue to be delivered. See cell above.	Ongoing





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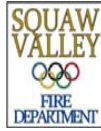
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3.2.4	2	Reach out to other regions and entities and <u>deliver</u> relevant message to identified audiences included in the Communication Plan. Ensure that they understand that water supply and demand are in balance currently in Squaw Valley, our intent in developing new water supplies, and the District's next steps in its water supply plan.	Mike	Ongoing	Pete, Jesse Messages continue to be delivered. See cells above.	Ongoing
<b>3.3.0</b>		<b>Promote collaborative relationships and partnerships with mutual benefit when developing new plans and programs, and while evaluating existing ones.</b>				
3.3.1	2	<ul style="list-style-type: none"> <li>• 1.1.0 Water Supply</li> <li>• 1.2.0 Creek Aquifer Interaction Study - Phase II</li> <li>• 1.4.0 TROA</li> <li>• 1.5.0 Watershed Study</li> <li>• 2.1.0 New Development</li> <li>• 2.2.0 Additional Services               <ul style="list-style-type: none"> <li>○ 2.2.1 Mutual Water Company</li> <li>○ 2.2.2 Truckee River Utility Corridor and Bike Trail</li> <li>○ 2.2.3 Community Survey</li> <li>○ 2.2.4 Park and Trail Services</li> <li>○ 2.2.5 Sewer System Expansion</li> </ul> </li> <li>• 2.3.0 Ambulance Service</li> <li>• 3.3.0 Communication Plan</li> <li>• 4.4.0 Alternative Sources of Funding</li> <li>• 5.2.0 Workplace Culture</li> <li>• 5.5.0 Property Master Plan</li> </ul>		See sections referenced.  District joined SVBA and SVI. Support & participate in quarterly meetings with PCWA & East County Water Districts. Engaged with IRWM & evaluations of Park & Rec. services.	See sections referenced	Seesections referenced



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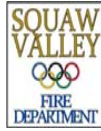
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4.0.0		<b>Goal 4 – Finance. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.</b>				
4.1.0		<b>Maintain adequate funding to meet long-term District obligations, including asset replacement, maintenance, expansion and employee benefits.</b>				
4.1.1	1	Continue <u>Strong Reserve Funding</u> of the Capital Replacement Programs by setting rates that include contributions to asset replacements.	Board	Ongoing	\$595,000 contribution in 2015-16 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).	Jesse Brandon Pete	10%	Mike  (4.2.1)	June 2014 - June 2016
4.1.3	2	Prepare <b>Capital Replacement Programs</b> 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.	Jesse Brandon Pete	5%	Mike, Tom, Kathy	June 2014 - April 2016
4.2.0		<b>Implement a GIS-based Work Order System and Asset Management System to apportion costs and benefits fairly among existing customers as well as among current and future generations of customers.</b>				
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	80%	Pete, Jesse, Cindy, Brandon  (1.3.0) (5.20)	Jan. 2012 - Dec. 2016 + ongoing



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<b>4.3.0</b>		<b>Continue to review and update Water, Sewer, Fire, Garbage, Park/Public Recreation Facilities connection fees and user fees. Include capital replacement fees in user fees.</b>				
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.	Tom	30%	Upon completion of CIP / CRP, update Connection Fees & User Fees to include asset replacement contributions. (1.1.2) (1.3.0)	June 2011 - July 2016
<b>4.4.0</b>		<b>Seek alternative sources of revenue / funding that don't rely on customer rates and fees.</b>				
4.4.1	1	Continue pursuit of <u>grant funding</u> opportunities. Consider cost of application and grant contract administration versus the benefit.			(1.2.0) (1.5.0) (2.2.0)	Oct. 2011 - Dec. 2016 + ongoing
		<ul style="list-style-type: none"> <li>• Federal Emergency Management Agency (FEMA)</li> </ul>	Pete	Ongoing		Ongoing
		<ul style="list-style-type: none"> <li>• Integrated Regional Water Management (IRWM)</li> </ul>	Cindy	Ongoing	RWM Plan done. Drought Funds; MWC Inter-tie Design, RWS-PAE.	Ongoing
		<ul style="list-style-type: none"> <li>• Local Groundwater Assistance Program (LGWAP)</li> </ul>	Cindy	Ongoing	RWS-PAE funded \$225,000	Ongoing
		<ul style="list-style-type: none"> <li>• Placer County Water Agency's (PCWA's) Financial Assistance Program (FAP)</li> </ul>	Jesse	Ongoing	\$10k MWC Intertie \$50k Master Plan	Ongoing
		<ul style="list-style-type: none"> <li>• North Lake Tahoe Resort Association's (NLTRA's) Transient Occupancy Tax (TOT)</li> </ul>	Kathy	Ongoing	Bike Trail Snow Removal	Ongoing
		<ul style="list-style-type: none"> <li>• Park Dedication Fees</li> </ul>	Mike	Ongoing	Identify Projects	Ongoing
		<ul style="list-style-type: none"> <li>• Public Recreation/Parks County Service Area (CSA)</li> </ul>	Mike		Must provide Park Maint. Services	

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**Squaw Valley Public Service District  
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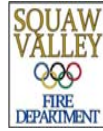
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
4.4.2	3	Consider potential for <u>rental revenue</u> in the property master plan.	Mike	100%	Pete, Jesse Rent potential maximized (5.5.0)	Ongoing
4.4.3	3	Consider <u>benefit assessments</u> . Utilize Community Survey.	Kathy		Bike Trail Snow Removal. Mike, Pete (2.2.3)	June 2014 – Dec. 2016
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%	Bike Trail Snow Removal. MWC O&M. Jesse, Tom, Kathy	Oct. 2011 - Dec. 2016 + ongoing
4.4.5	3	Develop a graph that benchmarks revenue from outside funding sources by year. Include grants, reimbursable expenses, rental income.	Tom	100%	Complete. Insert into Budget.	Dec. 2012



# Squaw Valley Public Service District 2012 Strategic Plan Summary



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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.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.0.0		<b>Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, operations and asset policies and activities to ensure excellence in all service areas.</b>				
5.1.0		<b>Meet staff challenges caused by District growth and retirements: capturing institutional knowledge, developing existing employees, etc.</b>				
5.1.1	1	Identify and mitigate <u>impacts to staffing levels from proposed development.</u>	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).  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 inerties, emergency generator operations, notification procedures. Spare parts inventory.	Jesse	75%	Significant progress during 2014-15 winter.  (2.1.1)	Jan. 2013 – Dec. 2015
5.1.3	1	Update, improve and expand <u>calendar, tickler system and digital document / 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	80%	Online availability & conversion of print documents completed.	Aug. 2012 - Dec. 2016 + 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	35%	Plan / process improvements made. Tom, Jesse, Pete	Oct. 2012 - Dec. 2016 + ongoing



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No.	P	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%	Completed	July 2014 – Mar. 2015
5.2.0		<b>Continue to provide benefits, salaries, training and a work culture that are sustainable, synchronized with current economic realities, and competitive to recruit and retain high-quality staff.</b>				
5.2.1	1	Conduct a confidential survey 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%	Survey complete. Mike	July 2012 - Dec. 2016 + ongoing
5.3.0		<b>Implement an effective GIS-based Work Order System and Asset Management System and improve it over time to improve governance and accountability.</b>				
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.	Jesse	35%	Use Water System Condition Assessment of 2006. TVI for 75% of system complete. Pete, Mike (4.2.0)	Dec. 2012 - Dec. 2016 + 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.	Tom	10%	Mike, Jesse, Pete (4.1.3)	June 2014 - July 2016



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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.4.0		<b>Develop an Information Technology Master Plan.</b>				
5.4.1	2	Develop <b>Information Technology (IT) Master Plan</b> 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.	Mike	80%	Tom, Pete, Brandon  New File Server, Microsoft Exchange Server eliminated, remote access to cloud-based email, calendars incl. cell access	Jan. 2013 – Dec. 2015 + ongoing
5.5.0		<b>Develop a long-range Property Master Plan.</b>				
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.	Pete	30%	Mike, Jesse Citygate & PR DEI Reports identify needs. Rental Income max'd at 1810.	Jan. 2013 - Dec. 2016 + ongoing