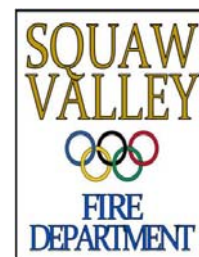




SQUAW VALLEY PUBLIC SERVICE DISTRICT



Five-Year Strategic Plan – Work Plan Progress Report #3

DATE: October 29, 2013

TO: District Board Members

FROM: Mike Geary, General Manager

SUBJECT: Progress Report #3 – Five-Year Strategic Plan – Work Plan

BACKGROUND: The Board approved the District's Five-Year Strategic Plan in April 2012 with consultant support. Staff prepared the Work Plan included in the Strategic Plan. To support its implementation, the Work Plan is reviewed semi-annually, in April and October. The entire Five-Year Strategic Plan is available at the District's office and can be viewed here: http://www.svpsd.org/pdffiles/Strategic_Plan.pdf

DISCUSSION: The attached Work Plan represents the third Progress Report.

Some guidelines used to update the Work Plan are:

- Changes to the last semi-annual Progress Report are highlighted yellow.
- Staff update the *Lead, Progress (% Complete), Status / Comments,* and *Schedule* fields only.
- Only the Board can change / add / delete *Tasks*; staff does not.
- Only the Board can change *Task Priorities*; staff does not.
- *Task Schedules* are highlighted yellow if they're accelerated or extended.
- The planning horizon used for *Task Schedules* is 14 months, through December 2014.
- Progress is shown only for tasks for which a schedule has been assigned.
- Progress shown is for completed work; staff's plans to get it completed are not shown.
- RWS-PAE stands for the *Redundant Water Supply – Preferred Alternative Evaluation Project*.
- Task numbers (e.g., 1.2.1) referenced in the *Status / Comments* field are for reference and typically have some overlap or relevance to the Task.

ALTERNATIVES: Upon review of staff's recommendations to update the Work Plan and the District's *2012 Strategic Plan* and Mission Statement:

1. Approve, direct, or reject proposed changes (highlighted yellow).
2. Adjust *Task Priorities*.
3. Change, add, or delete *Tasks*.
5. Make other changes to the Work Plan to fulfill the District's mission.

FISCAL/RESOURCE IMPACTS: Tasks 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.

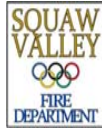
RECOMMENDATION: Approve Semi-Annual Progress Report #3 for the District's Five-Year Strategic Plan's Work Plan as presented.

ATTACHMENTS: Semi-Annual Progress Report #3 for the District's Five-Year Strategic Plan's Work Plan.

DATE PREPARED: October 22, 2013



Squaw Valley Public Service District 2012 Strategic Plan Summary



Priorities (P):

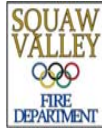
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
1.0.0		Goal 1 – Water Supply. Develop and maintain a high quality water supply that meets the needs of our community today and in the future.				
1.1.0		Identify long-range water supply 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. Negotiate Development Agreement(s) to address conditions of service.	Mike	25%	Pete & Jesse Schedule driven by developer(s). WSA Demands 75% complete.	June 2011 - Dec. 2014 + beyond
1.1.2	1	Develop a Feasibility Study 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	20%	Jesse Build on Sept. 2009 Study. Phases I & II of RWS-PAE* funded & in progress. (1.2.0) (1.5.0) (2.2.2)	May 2013 - April 2014
1.1.3	1	Look for <u>partnerships</u> to enhance water supply options. 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	15%	 (2.2.2)	July 2012 - Dec. 2014 + beyond
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	10%	 (3.2.1)	Jan. 2013 - Dec. 2014 + beyond
1.2.0		Complete Phase II of the Creek Aquifer Interaction Study				
1.2.1	1	Procure funding and complete Phase II – Creek Aquifer Interaction Study . 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	80%	Jesse, Cindy. Study 90% complete; presentation in Nov. 2013.	May 2012 - April 2014

*RWS-PAE – 2014 Redundant Water Supply / Preferred Alternative Evaluation



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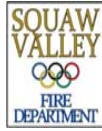
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1.3.0		Apportion costs and benefits fairly among the water supply users.				
1.3.1	3	Perform update of <u>Capital Replacement Program</u> (4.1.0). Implement a <u>Work Order System</u> to track operating expenses by department to determine the cost 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	Aleta, Jesse (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 Biennial TROA Status Report 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%	Once / 2 years. Supported by PCWA counsel. (3.3.0)	June 2013 - Dec. 2014 + beyond
1.5.0		Seek funding for an Olympic Valley Watershed Study				
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	100%	RWS-PAE* funded. (4.4.1)	May 2013 – Oct. 2013
1.5.2	2	Implement the Watershed Study 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 on overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.	Mike	20%	Phases I & II of RWS-PAE* funded & in progress. (1.1.0) (1.2.0) (2.1.3) (3.2.0)	May 2013 - April 2014

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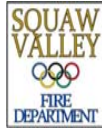
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2.0.0		Goal 2 – Services. Deliver high quality, cost-effective services that meet the needs of our community.				
2.1.0		Prepare a plan and strategy for identifying staffing, facilities, and resources needed to provide services to any new development at the same service level or higher as is provided today.				
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, & 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 Pete	20% + 30% 50%	Improvements in 2012 & 2013 Annual Ops. Report (Vehicle Maint. Costs). Response time & call volume in Fire Ops. Report. BLS only when calls are simult. Level of Service (ALS vs. BLS) Improved - 5 new part-time employees on ALS track. (2.2.3) (5.1.2)	May 2013 - Dec. 2014
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	30%	Pete, Jesse, Aleta, Cindy Schedule driven by developer(s) (2.1.1)	Jan. 2012 - Dec. 2014 + beyond
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	40%	Pete, Jesse Schedule driven by developer(s)	June 2011 - Dec. 2014 + beyond



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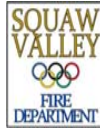
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2.1.4	1	Negotiate Development Agreement(s) to address conditions of service necessary for issuance of permits to serve new development.	Mike	20%	Jesse, Pete Schedule driven by developer(s)	Jan. 2013 – Dec. 2014
2.1.5	1	Participate and provide support in preparation of the Environmental Impact Report (EIR) and County <u>permitting</u> for proposed development.	Mike	30%	Pete, Jesse Schedule driven by developer(s)	Oct. 2012 - Dec. 2014 + beyond
2.1.6	1	Participate in the <u>design, review, permitting, construction, inspection and dedication of improvements</u> : <ul style="list-style-type: none"> • 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 Jesse Pete	10%	Schedule driven by developer(s). Remain engaged with KSL on Village development issues and planning.	June 2012 - Dec. 2014 + beyond
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) Engaged with developer	May 2014 - Dec. 2014 + beyond
2.2.0		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.				
2.2.1	2	Remain engaged with the Mutual Water Company 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	50%	Emergency Interties proposed. O&M Services proposed.	May 2012 - Dec. 2014 + beyond
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	20%	RWS-PAE* funded & in progress. (1.1.0) (2.1.0) (3.2.0) (3.3.0) (4.4.1).	Oct. 2012 - Dec. 2014 + beyond

*RWS-PAE – 2014 Redundant Water Supply / Preferred Alternative Evaluation



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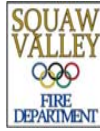
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2.2.3	3	Perform a professional Community Survey to gauge the community's desire to take on additional services, including what type and their willingness to pay. Consider evaluating the Communication Plan and Feasibility Study and benchmarking overall satisfaction with the District.	Kathy		ID support for property tax assessment - bike trail snow removal. Pete, Mike	Jan. 2014 – Oct. 2014
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		Kathy (2.2.3)	
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		Jesse, Mike	Dec. 2013 - Dec. 2014 + beyond
2.3.0		Develop cost/benefit analysis for ambulance service.				
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 – Feb. 2014



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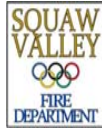
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3.0.0		Goal 3 – District / Community Alignment and Communications. Proactively communicate to foster greater understanding and alignment between the District, it's stakeholders and constituents.				
3.1.0		Update website				
3.1.1	1	<u>Update website.</u> Improve user interface, content, functionality, and organization. Include web-based component and messages from the Communication Plan. Continue to update and maintain it.	Kathy	20%	Existing site is maintained and improved. Mike, Aleta (1.1.4) (2.2.3)	July 2012 – Dec. 2014 + beyond
3.2.0		Develop and implement an effective Communication Plan				
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).	Kathy	20%	Mike, Cindy, Pete (1.1.4) (2.2.3)	Jan. 2013 - Dec. 2014 + beyond
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	15%	"SVPSD's History of Water Conservation" complete. Jesse (1.1.2) (1.2.0) (1.5.0) (2.2.2)	Jan. 2013 - Dec. 2014 + beyond
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	5%	Pete, Jesse	June 2013 - Dec. 2014 + beyond



**Squaw Valley Public Service District
2012 Strategic Plan Summary**



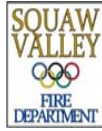
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3.2.4	2	Reach out to other regions and entities and <u>deliver</u> relevant message to identified audiences included in the Communication Plan. Ensure that they understand that water supply and demand are in balance currently in Squaw Valley, our intent in developing new water supplies, and the District's next steps in its water supply plan	Mike	5%		June 2013 - Dec. 2014 + beyond
3.3.0		Promote collaborative relationships and partnerships with mutual benefit when developing new plans and programs, and while evaluating existing ones.				
3.3.1	2	<ul style="list-style-type: none"> • 1.1.0 Water Supply • 1.2.0 Creek Aquifer Interaction Study - Phase II • 1.4.0 TROA • 1.5.0 Watershed Study • 2.1.0 New Development • 2.2.0 Additional Services <ul style="list-style-type: none"> ○ 2.2.1 Mutual Water Company ○ 2.2.2 Truckee River Utility Corridor and Bike Trail ○ 2.2.3 Community Survey ○ 2.2.4 Park and Trail Services ○ 2.2.5 Sewer System Expansion • 2.3.0 Ambulance Service • 3.3.0 Communication Plan • 4.4.0 Alternative Sources of Funding • 5.2.0 Workplace Culture • 5.5.0 Property Master Plan 		See sections referenced. District joined Squaw Valley Business Association and Squaw Valley Institute	See sections referenced	See sections referenced



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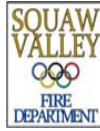
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4.0.0		Goal 4 – Finance. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.				
4.1.0		Maintain adequate funding to meet long-term District obligations, including asset replacement, maintenance, expansion and employee benefits.				
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		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 Pete	10%	Mike Vehicle Replacement Schedule Updated. (4.2.1)	July 2013 - Dec. 2014
4.1.3	2	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.	Jesse Pete		Mike, Aleta, Kathy	Dec. 2013 - Dec. 2014
4.2.0		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.				
4.2.1	1	Implement a Work Order System . 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	30%	Pete, Jesse, Cindy, Brandon (1.3.0) (5.20)	Jan. 2012 - Dec. 2014 + beyond



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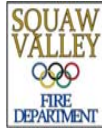
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4.3.0		Continue to review and update Water, Sewer, Fire, Garbage, Park/Public Recreation Facilities connection fees and user fees. Include capital replacement fees in user fees.				
4.3.1	1	Utilize annual budget process to update User Fees to cover 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.	Aleta	25% User Fees cover operating expenses.	Update Connection Fees upon completion of Feasibility Study (1.1.2) (1.3.0)	June 2011 - Dec. 2014 + beyond
4.4.0		Seek alternative sources of revenue / funding that don't rely on customer rates and fees.				
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. 2014 + beyond
		<ul style="list-style-type: none"> • Federal Emergency Management Agency (FEMA) 	Pete	ongoing	\$20,000 rec'd. \$10,000 rec'd. \$2,500 rec'd.	ongoing
		<ul style="list-style-type: none"> • Integrated Regional Water Management (IRWM) 	Cindy	ongoing	IRWM Plan Update funded & in progress	ongoing
		<ul style="list-style-type: none"> • Local Groundwater Assistance Program (LGWAP) 	Cindy	ongoing	RWS-PAE* funded \$225,000	ongoing
		<ul style="list-style-type: none"> • Placer County Water Agency's (PCWA's) Financial Assistance Program (FAP) 	Jesse	ongoing	Redirect \$10,000 requested	ongoing
		<ul style="list-style-type: none"> • North Lake Tahoe Resort Association's (NLTRA's) Transient Occupancy Tax (TOT) 	Kathy	ongoing	Bike Trail Snow Removal	ongoing
		<ul style="list-style-type: none"> • Park Dedication Fees 	Mike	ongoing	Identify Projects	ongoing
		<ul style="list-style-type: none"> • Public Recreation/Parks County Service Area (CSA) 	Mike		Must provide Park Maint. Services	

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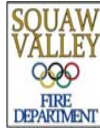
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4.4.2	3	Consider potential for <u>rental revenue</u> in the property master plan.	Mike	90%	Pete, Jesse (5.5.0)	June 2013 - Dec. 2014 + beyond
4.4.3	3	Consider <u>benefit assessments</u> . Utilize Community Survey.	Kathy		Bike Trail Snow Removal. Mike, Pete (2.2.3)	Jan. 2014 – Oct. 2014
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	40%	Bike Trail Snow Removal ongoing. MWC O&M proposed. Jesse, Aleta, Kathy	Oct. 2011 - Dec. 2014 + beyond
4.4.5	3	Develop a graph that benchmarks revenue from outside funding sources by year. Include grants, reimbursable expenses, rental income.	Aleta	100%	Complete. Insert into Budget.	Dec. 2012



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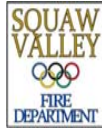
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5.0.0		Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, operations and asset policies and activities to ensure excellence in all service areas.				
5.1.0		Meet staff challenges caused by District growth and retirements: capturing institutional knowledge, developing existing employees, etc.				
5.1.1	1	Identify and mitigate <u>impacts to staffing levels from proposed development.</u>	Mike	10%	Jesse, Pete, Cindy (2.1.0)	Jan . 2013 - Dec. 2014 + beyond
5.1.2	1	<p>Develop Water System Operations Plan 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).</p> <p>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.</p>	Jesse	15%	\$15,000 in Capital Budget for consultant assistance (2.1.1)	Jan. 2013 - April 2014
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	25%	Pending IT improvements	Aug. 2012 - Dec. 2014 + beyond
5.1.4	2	Develop a Succession Plan 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	20%	SOP's in Progress. Aleta, Jesse, Pete	Oct. 2012 - Dec. 2014 + beyond



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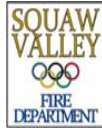
Priorities (P):

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
5.1.5	2	Update, audit and peer-review the Sewer System Master Plan (SSMP) to identify content improvements, changes in regulatory requirements, operational opportunities, etc.	Jesse		Peer review & update. 2014-2015 Budget.	April 2014 - Dec. 2014
5.2.0		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.				
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. Conduct exit interviews when employees leave or retire.	Kathy	80%	Survey complete. Mike	July 2012 - Dec. 2014 + beyond
5.3.0		Implement an effective GIS-based Work Order System and Asset Management System and improve it over time to improve governance and accountability.				
5.3.1	2	Improve existing program by implementing a risk-based Asset Management System 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	10%	Use Water System Condition Assessment of 2006. TVI for 25% of system complete in 2013; 25% more in 2014. Pete, Mike (4.2.0)	Dec. 2012 - Dec. 2014 + beyond
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.	Aleta		Jesse, Pete, Mike (4.1.3)	



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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.	Mike	15%	Pete, Brandon	Jan. 2013 – Dec. 2014
5.5.0		Develop a long-range Property Master Plan.				
5.5.1	3	Develop a long-range Property Master Plan 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	20%	Incorporating discussion of this item with development at west end of valley Jesse	Jan. 2013 - Dec. 2014 + beyond