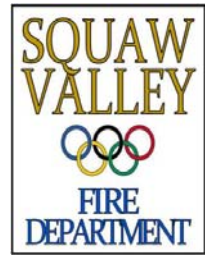




SQUAW VALLEY PUBLIC SERVICE DISTRICT



Five-Year Strategic Plan – Work Plan Progress Report #7

DATE: May 30, 2017

TO: District Board of Directors

FROM: Mike Geary, General Manager

SUBJECT: Progress Report #7 – Five-Year Strategic Plan – Work Plan

BACKGROUND: The Board approved the District’s Five-Year Strategic Plan and its Work Plan five 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 is updated and is the seventh Progress Report.

The Strategic Plan reached the end of its five-year outlook last month, in April 2017. There are several approaches to update the Five-Year Strategic Plan which are described below in the *Alternatives* section.

Staff’s recommendation below is to defer an update to the Strategic Plan and is partly based on there being a clear workload for District staff over the next year and beyond. Those projects are included in the current Work Plan and would likely be included in any update to the Work Plan. They include the following non-recurring tasks and /or milestones:

- Updates to the Water Code and Sewer Code
- Update Personnel Policies and Procedures Manual (PP&PM)
- Water Management Action Plan (WMAP)
- Fire Capital Replacement Plan
- Fire Master Plan
- Update Technical Specifications for Water and Sewer
- Water and Sewer Master Plans
- District Property Master Plan

- Annual Year-End Financial Statements prepared in-house
- Update Financial Reserve Policies (FARF contribution & balance targets)
- Implement new water and sewer rate structures
- Accounting Software Upgrade
- Negotiate Development Agreement with SVRE for the VSVSP
- Negotiate Development Agreement with PlumpJack Squaw Valley Inn
- Palisades at Squaw Construction
- Drill test holes; new wells (RSC Phase II; PlumpJack; Village)
- Truckee River Siphon Replacement Project
- Granite Chief Sewer Line Replacement Project
- Website overhaul and security upgrades
- District Transparency Certification

Of course, recurring tasks will continue:

- Staff development and training
- Excellent and responsive customer service
- Fire protection, emergency medical, water, and sewer collection services delivered at high levels
- Perform at a high level providing contractual services (e.g., Strike Teams, Bike Trail Snow Removal, Mutual Water Company O&M)
- Prudent financial management
- Communicating with staff, Board and public
- Customer support for large development projects
- IT systems maintenance and replacements
- Work Order and Asset Management System Implementation
- Regulatory Compliance

Some guidelines staff follows 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 2018.
- ❖ *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 is 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, the Board can:

1. Approve or reject the 2017 update to the Work Plan.
2. Adjust *Action Priorities*.
3. Change, add, or delete *Actions*.
4. Make other changes to the Work Plan to fulfill the District’s mission.

Provide direction to staff on if / how to move forward with updating or preparing a new **Five-Year Strategic Plan**. Some considerations in preparing a Five-Year Strategic Plan are:

1. Perform work in-house or use a consultant (estimate \$10-15k). Use same consultant or issue an RFP for strategic planning services.
2. Use the 2012 Plan as the basis from which to perform an update or create a new Plan from the ground up.
3. Schedule; timing.
4. Defer discussion until completion of some of the workload detailed above in the *Discussion* section.

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.

In 2012, the District paid \$7,000 to Rauch Communications Consultants, Inc. to help prepare the Five-Year Strategic Plan. The consultant’s scope included interviews with Board, management, staff and key members of the community; public workshop; two Board workshops; staff workshop; and a final Five-Year Strategic Plan. Staff prepared the Work Plan. The work took approximately 12-weeks.

Staff budgeted \$15,000 for a consultant to prepare a new Five-Year Strategic Plan in FY 2017-18.

RECOMMENDATION: Approve Progress Report #7 for the District's Five-Year Strategic Plan's **Work Plan** as presented.

Provide direction to staff on scope, schedule, and budget to update the **Five-Year Strategic Plan**.

Staff recommends that staff time and resources remain focused on the completion of the tasks and projects bulleted above in the *Discussion* section of this report and that the District defer an update to the Five-Year Strategic Plan until September 2018.

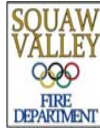
The basis of this recommendation is that there is clarity in the workload facing the District that helps achieve the goals and objectives of the current Five-Year Strategic Plan and the District's strategy has not fundamentally changed from 2012 when the current Plan was drafted. Deferring the expense also has the benefit of not *incurring* the expense.

ATTACHMENTS: Annual Progress Report #7 for the District's Five-Year Strategic Plan's Work Plan.

DATE PREPARED: May 22, 2017



Squaw Valley Public Service District 2012 Strategic Plan Summary



Priorities (P):

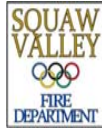
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
1.0.0		Goal 1 – Water Supply. Develop and maintain a high quality water supply that meets the needs of our community today and in the future.				
1.1.0		Identify long-range water supply options.				
1.1.1	1	<p>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.</p> <p>Negotiate Development Agreement(s) to address conditions of service.</p> <p><u>Acronyms:</u> RSC - Resort at Squaw Creek; VSVSP - Village at Squaw Valley Specific Plan; SVNC WL - Squaw Valley North Condos Waterline Replacement Project; GC - Granite Chief; WDS - Well Development Schedule; DA - Development Agreement; Evals. - Evaluations needed for project’s FEIR, performed by PSD; FEIR - Final Environmental Impact Report.</p>	Mike	<p><u>RSC Ph. 2:</u> 100% <u>Palisades:</u> 100% <u>VSVSP:</u> 75% <u>PlumpJack:</u> 50% <u>The Shirley:</u> 0%</p> <p><u>SVNC WL:</u> 100% <u>GC Sewer:</u> 0%</p>	<p>Dave & Brandon <u>RSC Ph. 2:</u> WDS & DA. <u>Palisades:</u> 2 Evals. & FEIR. <u>VSVSP:</u> 5 Evals., WSA x2 & FEIR. <u>PlumpJack:</u> 2 Evals.&FEIR</p> <p><u>SVNC WL:</u> DA. All Completed (2.1.4)</p>	<p><u>RSC Ph. 2:</u> 2011-16. <u>Palisades:</u> 2014-17. <u>VSVSP:</u> 2011-18. <u>PlumpJack:</u> 2014-18. <u>Shirley:</u> 2015-18. <u>SVNC WL:</u> 2011-16. <u>GC Sewer:</u> 2011-18</p>
1.1.2	1	<p>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.</p> <p>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.</p>	Mike	100%	<p>Dave, Jesse & Brandon RWS-PAE completed Jan. 2016.</p> <p>(1.2.0) (1.5.0) (2.2.2)</p>	Complete
1.1.3	1	<p>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).</p>	Mike	Ongoing	RWS-PAE complete. (2.2.2)	Ongoing
1.1.4	2	<p><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).</p>	Mike	Ongoing	Dave (3.2.1)	Ongoing
1.2.0		Complete Phase II of the Creek Aquifer Interaction Study				
1.2.1	1	<p>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.</p>	Mike	100%	Jesse, Cindy Completed Nov. 2014.	Complete

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



Squaw Valley Public Service District 2012 Strategic Plan Summary



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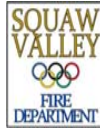
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1.3.0 Apportion costs and benefits fairly among the water supply users.						
1.3.1	3	Perform update of <u>Capital Replacement Program</u> (4.1.0). Implement a <u>Work Order System</u> to track operating expenses by department to determine the cost 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	100% See sections referenced	Danielle, Dave, Brandon Complete (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%	Dave, Brandon Report #1 in Oct. 2013. TROA effective Jan. 2016. (3.3.0)	April 2012- Dec. 2017
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.	Fabienne	Ongoing	RWS-PAE funded. (4.4.1)	Ongoing
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 an overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.	Mike	100%	RWS-PAE Phases I & II complete. (1.1.0) (1.2.0) (2.1.3) (3.2.0)	Complete

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



Squaw Valley Public Service District 2012 Strategic Plan Summary



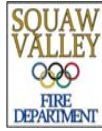
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
2.0.0 Goal 2 – Services. Deliver high quality, cost-effective services that meet the needs of our community.						
2.1.0 Prepare a plan and strategy for identifying staffing, facilities, 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>	Brandon, Allen, Dave	40% + 40% 80%	<p>Bike Trail Snow Removal & PM Work Mgmt., Sewer System Cleaning & TVI Condition Assmt., Leak Rate, Valve Exercise, H₂O Qual. & Outages, SSO’s benchmarks are recorded.</p> <p>Response Time, ALS service, staffing, & call volume benchmarks are recorded.</p> <p>(2.2.3) (5.1.2)</p>	May 2013 – Dec. 2018
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.</p> <p>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	100%	<p>Pete, Dave, Brandon, Jesse RSC Ph. 2: WDS & DA. Palisades: 2 Evals. & EIR. VSVSP: 5 Evals., WSA x2 & EIR. Plumplack: 2 Evals. & EIR.</p>	Complete
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	100%	<p>Pete, Jesse, Brandon Master Planning for four large projects completed in 2012-2016.</p>	Complete



Squaw Valley Public Service District 2012 Strategic Plan Summary



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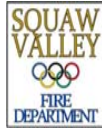
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2.1.4	1	Negotiate Development Agreement(s) to address conditions of service necessary for issuance of permits to serve new development.	Mike	VSVSP: 30% PlumpJack: 25% Palisades: 100% RSC Ph. 2 Amend- ment #2: 100%	Pete, Allen, Dave, Brandon, Danielle (1.1.1)	VSVSP: 2017 PlumpJack: 2017 Palisades: 2017 RSC Ph. 2: 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 Pete Dave	VSVSP: 100% PlumpJack: 100% Palisades: 100% RSC Ph. 2: 100%	See Status of Task 1.1.1	See Schedule for Task 1.1.1
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 Dave Allen Brandon	VSVSP: 0% PlumpJack: 25% Palisades: 50% RSC Ph. 2: 50% SV North Condos Waterline: 100%	Review of 0% -100% designs complete. Schedule driven by developers.	May 2012 - Dec. 2018
2.1.7	1	Procure assets, facilities and equipment necessary to provide services at the levels expected from the District.	Mike Dave Allen		Schedule driven by developer(s). Impacts & mitiga- tions evaluated.	2018
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.	Brandon Mike	Ongoing	Intertie design complete. O&M contract in 4 th year. Services provided expand annually.	May 2012 - Dec. 2018 + 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 com- pleted Jan. 2016. (1.1.0)(2.1.0)(3.2.0) (3.3.0)(4.4.1).	Oct. 2012 - Jan. 2016 + ongoing

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



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



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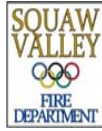
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2.2.3	3	Perform a professional Community Survey to gauge the community's desire to take on additional services, including what type and their willingness to pay. Consider evaluating the Communication Plan and Feasibility Study and benchmarking overall satisfaction with the District.	Kathy		Mike ID support for funding bike trail snow removal + RWS Project. County preparing Parks & Trails Master Plan.	County Parks & Trails Master Plan schedule driven by County.
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. County Master Plan, 2017. (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.	Fabienne	Ongoing	Dave, Mike Gateway/Museum, VSVSP Park Ded. Fees.	Ongoing
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	100%	Evaluation of staffing, equipment + med. inventory needs completed. Currently operationally + financially infeasible.	Jan. 2013 – Dec. 2016

*RWS – Redundant Water Supply



Squaw Valley Public Service District 2012 Strategic Plan Summary



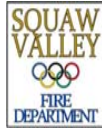
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3.0.0		Goal 3 – District / Community Alignment and Communications. Proactively communicate to foster greater understanding and alignment between the District, it's stakeholders and constituents.				
3.1.0		Update website				
3.1.1	1	<u>Update website.</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	Update: 100% Improvements + maintenance ongoing	Mike, Fabienne, Danielle, Allen, Dave, Brandon Update completed Sept. 2014. (1.1.4) (2.2.3)	Sept. 2014 + ongoing
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).	Mike	Ongoing	Kathy, Fabienne, Allen PSD & POA newsletters, website, newspapers & web blogs (1.1.4) (2.2.3)	Ongoing
3.2.2	2	<u>Incorporate water supply issues</u> 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 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	Allen, Dave Messages continue to be delivered. See cell above.	Ongoing



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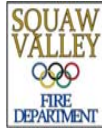
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3.2.4	2	Reach out to other regions and entities and <u>deliver</u> relevant message to identified audiences included in the Communication Plan. Ensure that they understand that water supply and demand are in balance currently in Squaw Valley, our intent in developing new and redundant water supplies, and the District's next steps in its water supply plan.	Mike	Ongoing	Brandon, Dave, Allen 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 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. * The District is a member in, participates in, and / or collaborates with the groups & associations noted below.	See sections referenced	See sections referenced

* 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.



Squaw Valley Public Service District 2012 Strategic Plan Summary



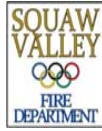
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4.0.0		Goal 4 – Finance. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.				
4.1.0		Maintain adequate funding to meet long-term District obligations, including 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	Contributions of \$1.08M in 2017-18 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 Allen Brandon	75%	Mike, Danielle (4.2.1)	April 2015 - Sept. 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 Allen Brandon	75%	Mike, Danielle Water & Sewer CRP's complete.	April 2015 - Dec. 2017
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.	Brandon, Dave	100%	Mike, Allen, Fabienne (1.3.0) (5.20)	Jan. 2012 - Dec. 2015 + ongoing



Squaw Valley Public Service District 2012 Strategic Plan Summary



Priorities (P):

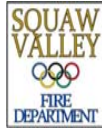
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
4.3.0		Continue to review and update Water, Sewer, Fire, Garbage, Park/Public Recreation Facilities connection fees and user fees. Include capital replacement fees in user fees.				
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.	Danielle	100%	All Fees updated. Rate Study, Cost of Service Analysis, Water & Sewer CRP and CIP complete. (1.1.2) (1.3.0)	June 2011 - July 2017
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)	Ongoing
		<ul style="list-style-type: none"> Federal Emergency Management Agency (FEMA) 	Allen, Brandon	Ongoing	DHS - Rec'd \$5k for Digital Mobile Radios. Applied for funds for add'l radios.	Ongoing
		<ul style="list-style-type: none"> Integrated Regional Water Management (IRWM) 	Fabienne	Ongoing	IRWM Plan done. Many projects submitted. Toilet Exchange \$21.4k.	Ongoing
		<ul style="list-style-type: none"> Local Groundwater Assistance Program (LGWAP) 	Fabienne	Ongoing	RWS-PAE funded \$225,000	Ongoing
		<ul style="list-style-type: none"> Placer County Water Agency's (PCWA's) Financial Assistance Program (FAP) 	Brandon, Dave, Fabienne	Ongoing	2012: \$10kMWC Intertie 2015: \$7.5k Master Plan 2016: \$15,661 WMAP	Ongoing
		<ul style="list-style-type: none"> North Lake Tahoe Resort Association's (NLTRA's) Transient Occupancy Tax (TOT) 	Mike	Ongoing	Annual Bike Trail Snow Removal – Up to \$70k / year	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 Services	

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



**Squaw Valley Public Service District
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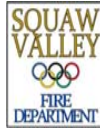
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4.4.2	3	Consider potential for <u>rental revenue</u> in the property master plan.	Allen, Brandon	100%	Mike, Kathy All available space is leased to tenants. (5.5.0)	Ongoing
4.4.3	3	Consider <u>benefit assessments</u> . Utilize Community Survey.	Kathy		Mike, Allen Bike Trail Snow Removal. County Master Plan evaluating. (2.2.3)	Schedule driven by County.
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%	Brandon, Allen Bike Trail Snow Removal, MWC O&M, Strike Teams. Evaluating SV Park parking lot Snow Removal.	Oct. 2011 - Dec. 2018 + 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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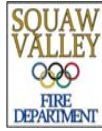
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5.0.0		Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, operations and asset policies and activities to ensure excellence in all service areas.				
5.1.0		Meet staff challenges caused by District growth 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	100%	Pete, Jesse, Brandon Complete. Citygate & PR DEI (2.1.0)	Dec. 2014
5.1.2	1	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). 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.	Jesse	100%	Complete (2.1.1)	Jan. 2013 – Feb. 2016
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	100%	Online availability & conversion of print documents completed.	Aug. 2012 - Dec. 2018 + ongoing
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.	Mike	100%	Plans, processes, content, schedules complete.	Oct. 2012 - June 2017



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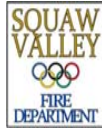
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5.1.5	2	Update, audit and peer-review the Sewer System Master Plan (SSMP) to identify content improvements, changes in regulatory requirements, operational opportunities, etc.	Jesse	100%	Complete	July 2014 – Mar. 2015
5.2.0		Continue to provide benefits, salaries, training and a work culture that are sustainable, 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. <u>Conduct exit interviews</u> when employees leave or retire.	Kathy	80%	Mike Survey complete.	July 2012 - Dec. 2018 + ongoing
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	<p>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.</p> <p>Specifically, it should include asset condition assessment, performance monitoring, probability of failure, consequence of failure, and risk assessments.</p>	Brandon, Dave	100%	Mike, Allen TVI for 100% of system complete. (4.2.0)	Dec. 2012 - Dec. 2018+ 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	100%	Brandon, Mike, Danielle A.M. System informs completed CRP's. (4.1.3)	June 2014 - July 2017



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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, Allen, Mike New File Server, Microsoft Exchange Server eliminated, remote access to cloud-based email, calendars incl. cell access	Jan. 2013 – Dec. 2018 + ongoing
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.	Kathy	30%	Mike, Brandon, Dave, Allen Citygate & PR DEI Reports identify needs. Rental income at 1810 SV Rd. maximized.	Mar. 2017 - Sept. 2017