



CASCADE
WATER ALLIANCE

STRATEGIC PLAN

FINAL REPORT

Prepared by:



June 28nd, 2011



Cascade Strategic Plan

FY 2011-2021

Final Report

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Cascade Board of Directors and Alternate Board of Directors

- Lloyd Warren, Board Chair
- John Marchione, Board Vice Chair
- Jim Haggerton, Sec./Treasurer
- Grant Degginger, Board Director
- David Knight, Board Director
- John Ault, Board Director
- Penny Sweet, Board Director
- John Traeger, Board Director
- Don Davidson, Alternate Board Director
- Doreen Marchione, Alternate Board Director

Cascade Water Alliance

- Chuck Clarke, CEO
- Scott Hardin, Director of Finance and Administration
- Elaine Kraft, Intergovernmental and Communications Director
- Michael Gagliardo, Director of Planning
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- Joe Mickelson, Operations Manager
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- Scott Thomasson, City of Redmond
- Sheldon Lynne, City of Issaquah

Participants in the Stakeholders Survey representing the following organizations

- City of Bonney Lake
- City of Buckley
- City of Auburn
- City of Sumner
- City of Seattle
- City of Tacoma
- City of Bellevue
- City of Kirkland
- City of Redmond
- City of Tukwila
- Covington Water District
- Sammamish Plateau Water and Sewer District
- Skyway Water and Sewer District
- Lake Tapps Community Council
- Pierce County Executives
- King County
- State Legislators
- USGS
- USACOE
- Issaquah Chamber of Commerce
- Southwest King County Chamber of Commerce
- Bellevue Chamber of Commerce
- Issaquah Chamber of Commerce
- Covington Chamber of Commerce
- Redmond Chamber Of Commerce
- Kirkland Chamber Of Commerce
- Sammamish Chamber of Commerce
- Cascade Contractors

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Introduction

Cascade Water Alliance - Overview

The Cascade Water Alliance (Cascade) is a non-profit corporation comprised of five member cities (City of Bellevue, City of Issaquah, City of Kirkland, City of Redmond, City of Tukwila) and three water and sewer districts (Covington Water District, Sammamish Plateau Water and Sewer District, and Skyway Water and Sewer District). These cities and districts have joined together with the goal of bringing a regional approach to providing a safe, clean, and reliable water supply to over four hundred thousand (400,000) residents and twenty two thousand (22,000) businesses.

Cascade is governed by a Board of Directors consisting of representatives appointed by resolution from each member's legislative authority. Members may similarly appoint Alternate Board Members. Additionally, each board member and each Alternate Board Member must be elected officials of the members.

Cascade takes the proactive approach that water management decisions made now affect environmental conditions 25 to 60 years in the future. As a result, the agency acquired the Lake Tapps reservoir, located in east Pierce County and obtained water rights from the state of Washington. Lake Tapps is part of Cascade's long-term plan to provide safe, clean and reliable water to its members and the region. In 2010, Cascade signed an agreement with the four (4) cities surrounding the lake (Auburn, Bonney Lake, Buckley and Sumner) to ensure that they would have water to meet their future needs.

In 2010 Cascade updated its water demand forecast and analysis of supply alternatives as part of its long-term planning process. It was determined that projected demand for water has diminished. As a result, Cascade, along with its partners at Seattle Public Utilities and Tacoma Water, is currently working towards sharing of existing resources in order to achieve a truly systematic regional service delivery.

Purpose of the Plan

Cascade Water Alliance appointed RNR Consulting to develop a Strategic Plan based on the organization's vision for the future and cooperation of efforts of Cascade's employees, Board, Members, and the Community. The intent of this initiative was to confirm that a goal-oriented environment is in place within all functional areas, which would enable Cascade to establish an efficient and effective future organizational strategy that focuses on improving its competitive position within the Puget Sound Region.



The Strategic Plan Initiative

In July of 2010 Cascade conducted a retreat and identified and prioritized its major work activities. These activities shaped the Strategic Plan development which the attendees of the retreat identified as the major priority for the organization. To achieve this task, Cascade leadership contracted RNR Consulting to develop a comprehensive Strategic Plan for the agency.

During the development of the Strategic Plan, RNR Consulting conducted an assessment of the organization's internal functions and resources and the external environment in which it operates and serves. The Project Team utilized information already available and collected additional data.

Based on the specific needs of Cascade the Project Team also conducted IT data collection activities and assessed the organization's current IT environment. The information from these activities was used to develop specific IT strategic goals. The IT strategic goals will be valuable for the development of a comprehensive IT management and strategies implementation plan which the organization intends to develop to ensure that appropriate IT infrastructure is in place to support the overall strategic plan implementation.


In order to develop a comprehensive strategic plan, it is important to capture input from a variety of stakeholders. As a result, the Project Team incorporated input not only from Cascade's employees, but also from its Board, customers (members) and the community (including communities served by Cascade's members and the lake Tapps communities). In addition, the Vision, Mission, and Values statements of Cascade were revisited and re-designed to ensure the agency's competitive position in the future.

In summary, the Strategic Plan was designed to provide Cascade's leadership with goals and strategies for effective management of external opportunities and threats in light of Cascade's strengths and weaknesses. It lists short-term (0-3 years) and long-term (4-10 years) goals for Cascade and associated key performance measures to guide the implementation of the strategic goals.

The Strategic Plan Development Process – Major Activities

Review of Documentation

The Project Team conducted a review of Cascade's available documentation and information from the Organizational Assessment, previously conducted by RNR Consulting. Documents reviewed included latest Board Reports, documents related to the operations and management of Lake Tapps, Transmission and Supply plan, available economic, industry, regional and



environmental documentation, and other documentation that enabled the consulting team to gain primary understanding of the state of Cascade's operations and the environment it serves.

In addition, the Project Team reviewed existing documentation related to Cascade's IT systems including SAGE MIP (all modules), any other systems available at Lake Tapps, Access databases and additional databases/spreadsheets utilized at the agency.

Conduct Interview with Cascade's CEO

RNR Consulting interviewed Cascade's CEO in order to gain his vital leader's insights as related to the vision, mission and goals for the organization. In conjunction with the surveys, visioning session, and interviews that followed, this activity provided critical inputs to identification of strengths, weaknesses, opportunities and threats for the organization.

Review of Cascade's Values, Vision, Mission and Desired Future Direction

In order to solicit information related to Cascade's vision, mission and goals, the Project Team developed and distributed a questionnaire to all Cascade staff members, including the Chief Executive Officer, Director of Finance and Administration, Director of Planning, Capital Projects Director, Intergovernmental and Communications Director, Business Manager, Operations Manager, Water Resources Manager, Management Assistant, and Economist. Questions were designed to capture not only thoughts on the existing strategic mission, organizational infrastructure and "wish lists" for Cascade, but also to elicit feedback on the overall strategic vision and direction of the agency. Please refer to Appendix D for a complete survey analysis.

The major areas covered in the questionnaire were related to:

- Cascade's purpose and ultimate goal;
- Cascade's mission, values and vision;
- Current roles and responsibilities of employees, the Board and member committees;
- Utilization of available resources and future needs;
- Success of current initiatives/programs and future needs;
- Benefits and future plans for Cascade members;
- Membership needs and perspectives;
- Lake Tapps management and operations;
- Vision for community perception;
- Best approach to service delivery;
- Approach to communication of services and programs.

The activity enabled the consulting team to not only gain an understanding of the Utility's strategic direction, but also provided significant inputs towards subsequent critical analyses and the development of a Strategic Plan for the agency.



Conduct Interviews with Cascade's Board Members

The Cascade Board of Directors approves all decisions that affect the long-term performance of the organization. Therefore, its members' input into defining the future direction for Cascade was vital. The Project Team conducted interviews with Cascade's Board members. These interviews enabled us to gain insights into their strategic views and opinions for the agency. The involvement of the Board continued during the review and final approval of Cascade's vision, mission and strategic goals.

Conduct Assessment of the Current IT Systems

The Project Team conducted an assessment of Cascade's IT systems. The activity involved a database assessment, application architecture review, as well as network and hardware infrastructure reviews. In addition, the Project team distributed an IT survey and conducted interviews with Cascade's employees and IT support staff. We captured information related to the existing IT infrastructure, the end user satisfaction with the current IT environment, and future IT needs. The Project Team conducted an IT Gap Analysis, identifying major gaps between the current IT environment and the desired state of Cascade. The recommendations from the Gap Analysis were utilized for the development of specific IT strategic goals. This activity, along with the interviews was vital for gaining employee "buy-in" for potential organizational and IT related changes that may arise out of this project. All deliverables from this assessment are included in Appendix A.

Review External Environment


The Project Team utilized the following methodology steps in order to conduct an analysis of the external factors that affect Cascade's operations:

- **Conduct Focus Groups with Cascade's Members**

The Project Team conducted focus groups with Cascade's Members Staff Members in order to obtain an understanding of their vision and goals for future of the agency. Open ended discussion techniques, as well as a clicker exercise were utilized in order to identify Cascade's strategic priorities and direction of the organization. Please see Appendix B for focus group results summary.

- **Community Engagement**

In order to obtain the views of the community as related to Cascade's current and future water needs, the Project Team developed and disseminated an External Strategic Planning Survey to community members from various types of organizations. Survey questions and graphical



representations of responses accompanied by an analysis of the information collected for each question is available in Appendix C.

- **Review Competition and Water Suppliers**

In any business, the competition and industry structure and dynamics define numerous business processes and value propositions of an organization. The Project Team reviewed the current trends in the water utility industry, scoped the current water supplier market and gauged the future growth and potential of Cascade.

This activity helped us recommend strategies that will enable Cascade to enhance customer service levels, increase flexibility and responsiveness, determine competitive water rates, and identify cost effective water management techniques.

- **Review Regulatory, Social and Economic Projections**

The Project Team reviewed and analyzed the regulatory environment, as it relates to Cascade, by reviewing pertinent sources, including federal and state laws, and state utilities commissions' decisions. The goal of the analysis was to define the major regulatory trends from a federal and state perspective and identify potential opportunities for Cascade.

- **Define Opportunities and Threats. Conduct External Factors Analysis**

The Project Team conducted evaluation of Cascade's strategic position in order to identify any opportunities and threats for the agency, as related to factors within its external environment. The consulting team assessed the forces outside of the Agency that affect its ability to serve its customers. We also assessed the threat of established rivals, the threat of new entrants, as well as the bargaining power of Cascade's water suppliers and that of its customers. This activity enabled the consulting team to gain a grasp of the strength of Cascade's current competitive position.

Review Internal Environment

The Project Team utilized the following methodology steps in order to conduct an analysis of the internal factors that affect Cascade's daily operations:

- **Define Cascade's Competitive Advantage and Sustainability Factors**

The Project Team used all of the information collected up to this point to define Cascade's competitive advantage and sustainability factors. The consulting team assessed the agency's strengths and combined them into specific capabilities. We listed core competencies which are the activities Cascade can do exceedingly well. This activity helped the Project Team to formulate a strategy that will enable Cascade to get the best use of its internal resources and

competitiveness. In addition, this activity allowed us to define any resource gaps and develop strategies to address them.

- **Determine Value Creating Activity**

The Project Team identified value adding activities within Cascade. Information gathered through surveys, interviews, and reviews of Cascade’s organizational structure, culture, marketing, finance, operations, HR and IT, was used to define activities, which bring value to the agency, as well as ones that do not. The objective of this review was to assess the accuracy and completeness of existing activities performed within Cascade and to discover value adding opportunities.

- **Define Cascade’s Strength and Weaknesses. Conduct Internal Factors Analysis**

Based on the analyses conducted in preceding project activities the consulting team defined Cascade’s strengths and weaknesses as an organization. This was used for the development of a SWOT Analysis and consequently to create Cascade’s strategic goals and related strategies.

Conduct SWOT Analysis

In order to examine Cascade’s internal and external environment, the Project Team conducted a SWOT Analysis, which facilitated the identification of Strengths, Weaknesses, Opportunities and Threats facing Cascade. This activity proved invaluable information for identifying the strategic resources available to the organization and the constraints within which it operates. Based on activities conducted thus far the consulting team documented Cascade’s strengths and weaknesses (internal environment) and opportunities and threats (external environment). This task was conducted in close collaboration with Cascade project sponsors and drew upon staff and Board member interview findings, focus groups with members’ staff, internal and external survey findings, visioning session, IT analysis, review of documentation (both internal and external), and other critical analyses conducted to provide a picture of the organization’s strategic position, as well as future direction and needs. Once all the information was compiled, the Project Team organized Cascade’s strengths, weaknesses, opportunities and threats within the following functional areas:

1. Management Efficiency and Organizational Development
2. Finance and Administration
3. Regional, Policy and Intergovernmental Relations
4. Communications and Outreach
5. Environmental Protection and Water Quality
6. Conservation
7. Long Term Water Supply
8. Lake Tapps, the White River Project, and Operational Infrastructure
9. Information Technology (IT)



Please refer to Appendix E for a complete SWOT Analysis.

Conduct Vision, Mission, and Values Development Session

The Project Team conducted facilitative sessions with Cascade staff to finalize the values, vision and mission statements that will propel the agency to succeed as a water utility. This session was paramount for understanding the existing position of Cascade within its competitive environment, and to develop concise values and mission statements for the agency. Based on the information collected from previous project activities the consulting team developed emerging vision, mission and value statements for Cascade. During this meeting the Project Team led a discussion aimed at finalizing those statements. The Vision, Mission Statement, and Values were then reviewed and approved by Cascade's Board of Directors.


Generate Strategic Goals

Once a SWOT analysis was developed and Cascade's vision, mission and values were finalized, the Project Team generated strategic goals for the agency. We matched external opportunities and threats facing Cascade with identified strength and weaknesses. The consulting team utilized brainstorming to create strategic alternatives that may have not been considered otherwise. We thought of ways for the agency to use its strengths to take advantage of opportunities and considered Cascade's strengths that can be used to avoid threats. Also, the Project Team identified strategies to overcome weaknesses by taking advantage of opportunities. Finally we developed defensive strategies that will help Cascade to act to minimize weaknesses and avoid threats. This task was greatly beneficial to Cascade in establishing an efficient and effective future organizational strategy that focuses on improving the agency's competitive position within the Puget Sound Region.

The strategic goals developed by the Project Team are realistic, measurable and time bound. We identified the goals that are to be accomplished within the next 0-3 years and goals to be accomplished within a longer time period of 4-10 years. After identification of the goals, the consulting team developed strategic action steps that outline the path Cascade should follow in order to accomplish the identified strategic goals and measure strategic goal implementation success.

Validate Strategic Goals

Following the development of strategic goals for Cascade, the Project Team held validation sessions with Cascade's staff. The consulting team also asked agency staff to review the final goals with the agency's Board of Directors. The purpose of these activities was to obtain key

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stakeholders' feedback and comments, as well as to ensure that the goals are consistent with Cascade's expectations.

The following section contains the Strategic Plan for Cascade. The Project Team reflected on the information collected in all project activities to formulate a well-constructed Strategic Plan for the future of the agency. We also developed strategic plan implementation performance measures to guide Cascade in the successful implementation of the strategic plan.



Cascade's Values

1. Provide high quality customer service

- We are responsive to the needs of our member agencies, board, and partners.
- We develop working partnerships that will serve the region in the future.
- We deliver services that are valued by our members.

2. Foster Forward-Thinking and Innovation

- We are committed to ensuring reliable future water supplies.
- We project long-term water demands.
- We develop and analyze water supply alternatives for an uncertain future.
- We meet the water needs of our customers in the most cost-effective and risk-aware way.
- We work towards becoming a role model for regional collaboration.

3. Commitment to Teamwork and Collaboration

- All of Cascade staff members' roles are equally important.
- All Cascade staff members work towards a common goal.
- We respect, support, and openly encourage one another.
- We value open communication among our member agencies.

4. Commitment to a Sustainable Business and Environmental Strategy

- We are systematic in our approach to deliver quality services.
- We are committed to full cost accounting.
- We ensure current and future water supply while protecting the environment.
- We improve the lives of our employees, customers, and partners.
- Our team competency gives us the ability to accomplish our jobs with optimum expenditure, time and effort.
- We promote water conservation.

5. Promote Public Trust

- We operate in a transparent manner.
 - We listen and are responsive to our members' needs.
 - We openly communicate with our member agencies and partners.
- Our members and partners rely on our integrity and ability to meet their water needs now and in the future.



Cascade Strategic Direction Overview

Cascade Core Competencies

Based on the SWOT Analysis, RNR Consulting assessed Cascade's strengths and combined them into specific capabilities. This activity enabled the Project Team to define Cascade's core competencies, and sustainability factors. Core competencies are particular strengths relative to other organizations in the industry which provide the fundamental basis for the provision of added value. A core competency is a specific factor that an organization sees as being central to the way it, or its employees, work, a factor which is not easy for competitors to imitate. In other words, core competencies are activities which Cascade does exceedingly well. Identifying core competencies helped the Project Team define strategies that will enable Cascade to get the best use of its internal resources and competitiveness. In addition this activity allowed us to identify any resource gaps and develop strategies to address them.

The consulting team identified the following core competencies for Cascade:

1. Cascade has a well working business model.
2. Cascade's organizational structure allows for quick and efficient decision making process.
3. Cascade's CEO has a good understanding of the water industry and is respected throughout the nation.
4. Cascade has experienced highly competent employees.
5. Cascade is successful at leveraging limited staff resources to provide high quality services in a professional and efficient manner.
6. Cascade has competitive, well engaged Board. Cascade's Board members work well together and strive to achieve mutually satisfactory outcomes within members' service area community.
7. Cascade proactively seeks cost effective ways to provide water to the members' service area community.
8. Cascade has a transparent governmental process.
9. Cascade is maintaining open communication with members.
10. Ownership of Lake Tapps provides Cascade members with a long term water source and enables Cascade to be a partner within the region with regard to water supply.



Cascade Value-Adding Activities

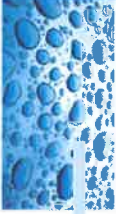
RNR Consulting identified value adding-activities within Cascade. Such activities generate a positive return on the investment of resources and cannot be eliminated without impairing a given process. The consulting team utilized information from the SWOT analysis to identify effective activities that satisfy the stakeholders' expectations and their perspective of Cascade. This assessment helped us identify completeness of existing activities performed within Cascade and additional value-adding opportunities.

The consulting team identified the following value-adding activities for Cascade:

1. Planning to meet future water demands.
2. Providing leadership with regard to negotiations related to water supply and delivery on behalf of the members.
3. Maintaining the water quality and water levels of Lake Tapps.
4. Providing strong intergovernmental and legislative representation for Cascade.
5. Influencing the behavior of the general public with regard to water conservation through Cascade's Conservation program.

In addition, RNR Consulting identified the following value-adding opportunities for Cascade:

1. Increasing membership will enable Cascade to:
 - a. Reduce its charges to the agency's current members.
 - b. Increase the agency's bargaining power within the region.
 - c. Make progress towards development of a regional water delivery system.
2. Contracting out the management/operations of The White River Project to return the highest value to Cascade members. Contracting out dike maintenance responsibilities to outside parties.
3. Provide additional (non-water) consulting services to Cascade members. Implement the "service bureau" concept.
4. Provide leadership in Lake Tapps watershed management.



Cascade Strategic Goals - Overview

Based on the SWOT Analysis, which facilitated the identification of Strengths, Weaknesses, Opportunities and Threats facing Cascade, as well as the rest of the activities previously conducted the Project Team generated strategic directions and associated strategic goals for Cascade. External opportunities and threats facing Cascade were matched with identified strength and weaknesses. Brainstorming was utilized to create goals and to develop implementation strategies, which Cascade could utilize in order to overcome and minimize weaknesses, take advantage of opportunities and to avoid threats. The strategic goals are realistic, measurable and time bound. The consulting team identified goals that are to be accomplished within the next year, 1-3 years, as well as within the next 3-10 years. The strategic goals for Cascade were organized based on the following functional areas:

1. Management Efficiency and Organizational Development
2. Finance and Administration
3. Regional, Policy and Intergovernmental Relations
4. Communications and Outreach
5. Environmental Protection and Water Quality
6. Conservation
7. Long Term Water Supply
8. Lake Tapps, the White River Project, and Operational Infrastructure
9. Information Technology (IT)

We have established one major strategic direction for each functional area that accommodates the associated strategic goals and implementation strategies.

The tables below provide a brief overview of the strategic goals developed for Cascade, including the overarching strategic directions per each functional area. *The complete listing of all strategic directions, goals and strategies per functional area is following.*

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goals

1. Analyze the feasibility of providing additional services to Cascade members
2. Document institutional knowledge
3. Develop a succession plan for Cascade staff members
4. Develop mechanisms to evaluate and control Cascades' strategic plan implementation
5. Promote professional and personal development for Cascade staff members
6. Improve teamwork through fostering internal and external communication of issues, ideas and purpose
7. Optimize collaboration with Members' staff on initiatives that will bring value to Cascade Member Agencies
8. Exploit Cascade's unique business model to deliver cost effective and efficient public services

Finance and Administration

Strategic Direction

Maintain Cascade's financial efficiency and stability.

Strategic Goals

1. Explore funding alternatives for implementation of system infrastructure development projects.
2. Improve Cascade's rate structure to ensure fair and equitable cost allocation model
3. Enhance Cascade management approach to vendor procurement.
4. Pursue the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award by following the established criteria for budget documentation development.
5. Perform continuing reassessment of Cascade's financial structure. Integrate identified strategic goals into organization's Finance Model.
6. Maintain adequate bond structure and financing to reduce cost to Cascade Members.

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goals:

1. Closely monitor legislative initiatives, municipal policies, and regulatory requirements
2. Ensure continued regional presence by participating in the regional planning and community serving initiatives as appropriate
3. Ensure continuous communication with member agencies' governing bodies
4. Maintain Cascade on-going legislative agenda to advance Cascade's overall mission
5. Continue reassessing and updating Cascade's stakeholder involvement strategy
6. Continue Cascade presence on the national policy, legal, and regulatory arena

Communications and Outreach

Strategic Direction

Advance Cascade's ability to provide effective public services through relationship building, information sharing and effective marketing and branding

Strategic Goals:

1. Develop an annual targeted communications and outreach plan
2. Expand communication with current partners and community stakeholders
3. Utilize appropriate communications vehicles to disseminate Cascade news to appropriate stakeholders in timely and efficient manner
4. Design effective communication approaches aimed at influencing water conservation behavior

Environmental Protection and Water Quality

Strategic Direction

Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goals

1. Participate proactively in regional efforts related to environmental protection and water quality
2. Establish strong relationship with the environmental groups in the region
3. Participate in the regional water emergency response cooperation efforts
4. Refine, expand and continue the water quality monitoring program at Lake Tapps
5. Develop sustainability policy for Cascade
6. Coordinate water environment protection and conservation efforts at Cascade
7. Analyze Lake Tapps watershed basin planning and regulatory needs

Conservation

Strategic Direction

Utilize Conservation as a cost effective water supply and demand planning tool and develop a well-defined water Conservation Program.

Strategic Goals:

1. Develop Conservation Program goals and establish baselines to measure Program's effectiveness.
2. Develop a Rebate Program Policy as part of Cascade Conservation Program
3. Lead the regional and national water conservation efforts to influence changes in standards and implementation codes.

Long Term Water Supply

Strategic Direction

Ensure flexibility when providing safe, clean and reliable water supply to Cascade's customers

Strategic Goals:

1. Maintain a regional water delivery approach
2. Finalize the 2010 Transmission and Supply Plan and select the best portfolio for Cascade
3. Develop an action plan for the development of the next Transmission and Supply Plan (Due date 2015)
4. Maintain flexibility through constant monitoring and modification of both the supply and demand side of water services

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

Maintain a quality water supply

Strategic Goals:

1. Develop an Asset Management Plan that meets customer service level expectations at the lowest life cycle costs.
2. Ensure safe operations of the White River Project.
3. Develop a long-term operations strategy for the White River Project and Lake Tapps
4. Select a long term operator for the White River Project and Lake Tapps
5. Ensure an adequate water delivery infrastructure

Information Technology

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission

Strategic Goals:

1. Develop IT strategy implementation plan and ensure true management of IT strategy execution
2. Enhance website management to allow for timely website content updates
3. Enhance utilization of available software solutions to enable more effective utility management
4. Improve documents and processes organization at Cascade through implementation of Data Management Solutions.
5. Improve Cascade office technology to ensure better customer service



Cascade Strategic Directions, Goals, and Strategies

Management Efficiency and Organizational Development

Strategic Direction

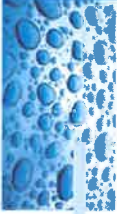
Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 1

Analyze the feasibility of providing additional services to Cascade members.

Strategies

1. Implement the “Service Bureau” concept for providing additional services to Cascade members.
 - a. Develop/distribute a survey to Cascade’s members in order to assess what services will be beneficial to them.
 - b. Analyze survey results.
 - c. Work with Cascade members to go over survey results and develop a list of desired services. Additional Services could include things like:
 - Rate Strategies/Funding Strategies/ Water Audits;
 - Bond Bank;
 - Asset Management;
 - Customer Billing;
 - Supply Management;
 - Supply Planning;
 - Community Outreach;
 - Communication and intergovernmental relations;
 - Other consulting services.



Stakeholders

Cascade Water Alliance; Cascade Member Agencies

Resources

Cascade CEO; Cascade Director of Planning; Cascade Director of Finance and Administration; Cascade’s Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Members are interested in additional services that Cascade can provide.

Cascade staff provides services in professional and efficient manner.

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 2

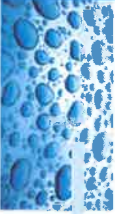
Document institutional knowledge.

Strategies

1. Encourage a culture of knowledge documentation.
2. Create a mechanism for capturing and documenting cognitive knowledge (e.g., job-specific data, information and their sources).
3. Create a mechanism for capturing and documenting skills knowledge (e.g., skills and training necessary to perform well in a position).
4. Create a mechanism for capturing and documenting systems knowledge.
5. Create a mechanism for capturing and documenting process and procedural knowledge (e.g., knowledge of formal and informal organizational processes and procedures).
6. Create a mechanism for capturing and documenting cultural knowledge (e.g., knowledge of organizational norms, values, roles, standards of conduct).
7. Create a mechanism for capturing and documenting knowledge from consultants and contractors.

Stakeholders

Cascade Water Alliance



Resources

Cascade CEO; Cascade Director of Planning; Cascade Capital Projects Director; Cascade Business Manager; Cascade Water Resources Manager; Cascade Operations Manager; Cascade Director of Finance and Administration; Cascade Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Cascade has experienced and highly competent staff.

Cascade CEO is a strong leader.

Cascade does not have a strategy for knowledge continuity.

Cascade has a “shallow” organizational structure.

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 3

Develop a succession plan for Cascade staff members.

Strategies

1. Develop appropriate and effective succession strategies and resources.
2. Develop a knowledge questionnaire (K-Quest) for each job classification.
3. Develop procedures for administering the K-Quest.
4. Administer the K-Quest to relevant positions.
5. Harvest the information from the K-Quest and develop a knowledge profile.
6. Utilize Cascade staff individual work plans.
7. Develop a process for transferring the knowledge profile to successor employees.
8. Develop and implement a monitoring plan and oversight plans for Cascade's operations.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies

Resources

Cascade CEO; Cascade Director of Planning; Cascade Capital Projects Director; Cascade Business Manager; Cascade Water Resources Manager; Cascade Operations Manager; Cascade Director of Finance and Administration; Cascade Intergovernmental and Communications

Director; Member staff.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Employees are the most important asset of Cascade.

Cascade does not have a succession planning strategy.



Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 4

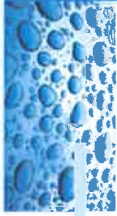
Develop mechanisms to evaluate and control Cascades' strategic plan implementation.

Strategies

1. Develop Business Plans for Cascade main functional area to reflect the adopted strategic plan.
 - a. Develop Outreach and Conservation Plan that includes policies and procedures, work plans and budgets.
 - b. Develop an Operating and Supply Planning Plan that includes policies and procedures, work plans and budgets.
 - c. Develop a Finance and Administration Plan that includes policies and procedures, work plans and budgets.
2. Utilize Management by Objectives.
3. Ensure that employee objectives correlate to Cascade's strategic objective.
4. Establish employees' performance measurement standards.
5. Evaluate progress toward completion of each objective in the business plan by utilizing the performance measurement standards developed in the previous step.
6. Perform strategic plan implementation evaluation and adjustments.
7. Report performance achievements in Cascade's annual report.

Stakeholders

Cascade Water Alliance



Resources

Cascade Director of Planning; Cascade Director of Finance and Administration; Intergovernmental and Communications Director, Outside consultant

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

Developing business plans by functional area will help Cascade employees increase interdepartmental communication and coordination.

Implementing employee performance measurement standards will enable Cascade to continuously evaluate individual work plans and strategic goals for each functional area.

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 5

Promote professional and personal development for Cascade staff members.

Strategies

1. Encourage individual professional development plans.
 - Identify and prioritize competences or particular skills for development.
 - Identify learning opportunities to maintain and enhance appropriate skills and competences.
 - Link professional development into current appraisal system.
 - Align professional development with the requirements of the water industry.
 - Provide opportunities for attendance of seminars and conferences thereby extending professional development.
2. Encourage personal development plans.

Stakeholders

Cascade Water Alliance

Resources

Cascade CEO; Cascade Director of Planning; Cascade Capital Projects Director; Cascade Business Manager; Cascade Water Resources Manager; Cascade Operations Manager; Cascade Director of Finance and Administration; Cascade Intergovernmental and Communications Director.



Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 6

Improve teamwork through fostering internal and external communication of issues, ideas and purpose.

Strategies

1. Maintain adequate communication system with Cascade's Board and Members
2. Continue developing and implementing team-building activities.
3. Conduct staff retreats focused on teamwork and communication.
4. Ensure that communication among staff members is efficient in all functional areas.
5. Continue promoting open sharing of knowledge.

Stakeholders

Cascade Water Alliance

Resources

Cascade CEO; Cascade Director of Planning; Cascade Capital Projects Director; Cascade Business Manager; Cascade Water Resources Manager; Cascade Operations Manager; Cascade Director of Finance and Administration; Cascade Intergovernmental and Communications Director

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 7

Optimize collaboration with Members' staff on initiatives that will bring value to Cascade Member Agencies.

Strategies

1. Promote and execute sessions with Members' staff on strategic and policy issues.
2. Set up subcommittees composed of Members' staff which would be responsible for working on specific initiatives.
3. Coordinate Cascade's strategic community outreach efforts with Members' staff.
4. Continue communication with Members' Legislative Bodies to ensure their involvement in Cascade's future planning.
5. Continue Cascade educational activities and "Tell our Story" approach to stakeholders' education.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies

Resources

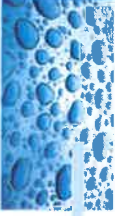
Cascade CEO; Cascade Intergovernmental and Communications Director; Cascade Member Staff Members; Cascade CEO.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

1. Exploit Cascade's unique business model to deliver cost effective and efficient public services
2. Promote innovative solutions/services that create sustainable value to Cascade members



3. Explore opportunities for process innovations and re-engineering to increase efficiency and take advantage of available technology

Management Efficiency and Organizational Development

Strategic Direction

Strive for effective utility management through variety of organizational efficiency approaches.

Strategic Goal: 8

Exploit Cascade's unique business model to deliver cost effective and efficient public services.

Strategies

1. Promote innovative solutions/services that create sustainable value to Cascade members.
2. Explore opportunities for process innovations and re-engineering to increase efficiency and take advantage of available technology.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies

Resources

Cascade CEO; Cascade Intergovernmental and Communications Director; Cascade Member Staff Members; Cascade CEO.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A



Finance and Administration

Strategic Direction

Maintain Cascade’s financial efficiency and stability.

Strategic Goal: 1

Explore funding alternatives for implementation of system infrastructure development projects.

Strategies

1. Adopt the system infrastructure development program
2. Define funding strategies. Research potential funding opportunities and consider the following current alternatives:
 - a. Federal Water Infrastructure Bank;
 - b. Water Infrastructure Financing Act (S.1005);
 - c. Federal loan programs (planning and financial assistance):
 - o Drinking Water State Revolving Fund (DWSRF) program. (Under H.R. 5320, the “Assistance, Quality, and Affordability Act” (AQUA);
 - o The US Department of Agriculture Rural Development Administration Loan Program;
 - o The Community Development Block Grant Program.
 - d. Federal Build America Bond (BAB) (if it is reinstated).
 - e. Federal earmarks.

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Finance and Administration; Cascade Business Manager; Cascade Economist; Outside consultants.

Timeframe

Short 0 - 1 Year	intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A

Finance and Administration

Strategic Direction

Maintain Cascade’s financial efficiency and stability.

Strategic Goal: 2

Improve Cascade’s rate structure to ensure fair and equitable cost allocation model.

Strategies

1. Develop rate pricing structures that will recoup costs and provide resources for the future.
2. Utilize Cascade’s guiding principles to provide a framework of understanding of the existing Cascade structure, and help avoid neglecting any substantive principles as new options are explored.
3. Conduct equity review and evaluation of Cascade’s member charge structure.
4. Consider the following principles that center on a concept of “cost-based rates”, meaning that payment is linked to shares of costs: Revenue reliability; Financial and rate stability; Rate Equity; Understandable rates and price signals; Transparency of the rate process; Consistency with costs; Generational equity; Consistency with Founding Principles; Accountability; Managing and Allocating Risk.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies

Resources

Cascade Economist

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	✓

Comments

Members are interested in Cascade maintaining equity in rate structures.



Finance and Administration

Strategic Direction

Maintain Cascade's financial efficiency and stability.

Strategic Goal: 3

Enhance Cascade management approach to vendor procurement.

Strategies

1. Maintain vendor procurement practices that consider life cycle costing, efficiency, and the best value for Cascade.
2. Ensure compliance with vendor procurement laws, regulations and rules that specifically govern each step of Cascade procurement process.
3. Update/Develop Cascade Standard Operating Procedures for Procurement Management. Cascade should consider the following:
 - Development of a Procurement Management Plan;
 - Guidance for creation of a clear Statement of Work;
 - Standardization of contracts and procurement documents to be used based on a project type. Creation of templates to regulate procurement process and reduce time;
 - Definition of risk assessment and procurement schedule development techniques;
 - Procedures for cost estimation;
 - Procedures for procurement administration (contract control and change approval systems);
 - Procurement closure and audit procedures.
4. Utilize Washington State Purchasing Cooperative Program.
5. Utilize the eCityGov Alliance Shared Procurement Portal Roster Program.



- Stakeholders**
- Resources**
- Timeframe**
- Comments**

Cascade Water Alliance

Cascade CEO; Cascade Director of Finance and Administration; Cascade Operations Manager

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

The concept of life cycle costing (when it comes to project management) means looking at the cost of the whole life of the product, not just the cost of the project.

Finance and Administration

Strategic Direction

Maintain Cascade's financial efficiency and stability.

Strategic Goal: 4

Pursue the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award by following the established criteria for budget documentation development.

Strategies

1. Update Cascade's budget documents to include Company's strategic goals (both financial and non-financial) for each department/functional area.
2. Update Cascade's budget documents to include strategic goals implementation planning process and performance measures.
3. Update Cascade's budget documents to include other mandatory and non-mandatory information as required by the GFOA Detailed Criteria Location Guide.

Stakeholders

Cascade Water Alliance; the Finance Officers Association of the US and Canada (GFOA); State Auditors.

Resources

Cascade Business Manager; Cascade Director of Finance and Administration.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	

Comments

N/A

Finance and Administration

Strategic Direction

Maintain Cascade’s financial efficiency and stability.

Strategic Goal: 5

Perform continuing assessment of Cascade’s financial structure. Apply identified strategic goals into organization’s Finance Model.

Strategies

1. Ensure that funding for capital projects, operations, maintenance, conservation, administration, and marketing functions is balanced against available funds and project revenues.
2. Perform risk assessment and risk management.
3. Allocate funds wisely considering all risks and Return on Investment (ROI).
4. Monitor Cascade’s financial position on regular bases to assure adequate financial resources and performance. Project future financial resources on regular bases.
5. Take appropriate measures and corrective actions if necessary to adjust.

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Finance and Administration

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Finance and Administration

Strategic Direction

Maintain Cascade's financial efficiency and stability.

Strategic Goal: 6

Maintain adequate bond structure and financing to reduce cost to Cascade Members.

Strategies

1. Understand the full life-cycle cost of Cascade and establish and maintain an effective balance between long – term debt, asset values, operations and maintenance.
2. Establish rates that will help maintain support from bond rating agencies and plan and invest for future needs.
3. Maintain appropriate fiscal policy for bond rating.

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Finance and Administration; Cascade Economist.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 1

Closely monitor legislative initiatives, municipal polices, and regulatory requirements.

Strategies

1. Be proactive about changes in the policy and legislative arenas.
2. Ensure close communication with local governments, interest groups, and state and federal regulatory bodies.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies;

Resources

Cascade Intergovernmental and Communications Director

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Regional, Policy and Intergovernmental Relationships

Strategic Direction

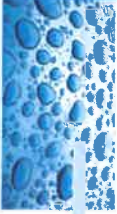
Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 2

Ensure continued regional presence by participating in the regional planning and community serving initiatives as appropriate.

Strategies

1. Adopt a leadership role to promote sustainability of rivers, lakes, streams, groundwater aquifers, wetlands, and watersheds.
2. Look for a consensus among regional water utilities on issues affecting the water supply and demand in the area.
3. Foster a cooperative regional forum with common cause and purpose, where over-arching regional needs are placed above localized competitive interests.
4. Continue active participation in the regional Water Supply Forum.
5. Work towards regional water reliability through interconnection of major regional sources. Establish a partnership between Seattle-Tacoma-Cascade-Everett to intertie the regional water supply system.
6. Continue the good working relationship with PSE, Sound Transit, King County and the Port of Seattle. Work towards establishing mutual understanding related to the possibility of securing good terms for the easement rights¹ *
7. Strengthen current partnerships and/or seek for partnering opportunities with:
 - o City of Tacoma/TPU
 - o Lake Tapps Community
 - o Environmental groups
 - o City of
 - o USGS
 - o Johnson



- Seattle/SPU
- o EPA in Washington
- o Department of Ecology
- o Department of Health
- o Department of Natural resources
- o Department of fish and wild life
- o Parks and Recreation Commission
- o Puget Sound Partnership
- o US Fish and Wild Life service
- o National Marine and Fisheries Services
- o Business organizations
- o Policy/Industry Groups
- o City of Bonney Lake
- o City of Sumner
- o City of Auburn
- o City of Buckley
- o King County
- o Pierce County
- o Puget Sound Regional Council
- o Mountains to Sound Greenway
- Foundation

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director; Cascade CEO; Cascade Water Resources Manager.



Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

Cascade can serve as a stewardship role in the region.

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 3

Ensure continuous communication with member agencies' governing bodies.

Strategies

1. Enhance communication with member agencies' governing bodies to ensure collaboration and support for future regional initiatives.
2. Work strategically with members staff members to organize briefings for their corresponding Legislative Bodies and other bodies when appropriate.
3. Ensure that Cascade's CEO is more visible to members' Legislative Bodies and various boards for better support for Cascade's mission.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies; Cascade Member Legislative Bodies

Resources

Cascade CEO; Cascade Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

Cascade can serve as a stewardship role in the region.

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 4

Maintain Cascade on-going legislative agenda to advance Cascade's overall mission.

Strategies

1. Ensure continuous policy support from the member agencies.
2. Continue to work closely with Legislative Bodies and the Congressional Delegation to ensure support for Cascade's legislative agenda.
3. Continue to strengthen Cascade's position in Olympia.
4. Continue monitoring municipal county and city activities regarding water quality and land use issues.

Stakeholders

Cascade Water Alliance; Cascade Member Agencies;

Resources

Cascade Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 5

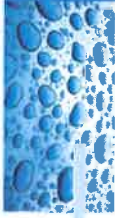
Continue reassessing and updating Cascade's stakeholder involvement strategy.

Strategies

1. Update key stakeholders list:
 - Develop a list of priority stakeholders.
2. Develop the tools:
 - Develop stakeholder characteristics;
 - Develop an interview questionnaire;
 - Develop an interview protocol.
3. Collect and record information:
 - Review existing information;
 - Make interview appointments;
 - Conduct interviews;
4. Complete and analyze the stakeholder information.
5. Define stakeholders with high interest in and high influence on Cascade's business.
6. Determine which stakeholders' interests should be taken into account when implementing Cascade strategies.
7. Develop an action plan to increase support and build consensus for Cascade's policies and strategies implementation.

Cascade Water Alliance; Cascade stakeholders.

Stakeholders



Resources

Cascade Director of Planning; Cascade Intergovernmental and Communications Director; Outside Contractors.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Cascade needs to develop communications strategies with the organizations that are/will be the most influential for Cascade’s business related to: Lake Tapps (water quality, fish and infrastructure); water supply and quality; infrastructure maintenance and development; and conservation.

Regional, Policy and Intergovernmental Relationships

Strategic Direction

Participate Proactively in Policy, Legal, and Regulatory Issues.

Strategic Goal: 6

Continue Cascade presence on the national policy, legal, and regulatory arena.

Strategies

1. Maintain current relationships and identify new opportunities for continuing national representation of Cascade Members.
2. Launch strategic partnerships that will help Cascade accomplish its strategic goals and expand its national presence.

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director; Cascade CEO.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

Cascade needs to develop communications strategies with the organizations that are/will be the most influential for Cascade's business related to: Lake Tapps (water quality, fish and infrastructure); water supply and quality; infrastructure maintenance and development; and conservation.



Communications and Outreach

Strategic Direction

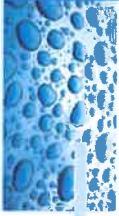
Advance Cascade's ability to provide effective public services through relationship building, information sharing and effective marketing and branding.

Strategic Goal: 1

Develop an annual targeted communications and outreach plan.

Strategies

1. Develop a clear vision and mission for the organization's communications and outreach efforts as they relate to each functional area.
2. Enhance the organization's brand. This will form one of the core aspects of all communications for the organization.
3. Define key stakeholders that Cascade can serve, and that can be best served. Define a positioning statement to communicate the organization's brand to these targeted stakeholders. (Coordinate this effort with the stakeholder analysis).
4. Select appropriate website development strategies.
5. Consider utilization of the social network as a communication and advertising medium.
6. Work with Cascade finance team to define the best communications approach for Cascade's rates restructuring.
7. Identify different communication methods for marketing the organization's services.
8. Evaluate communications and outreach plan implementation success through targeted focus groups and surveys with the community and key stakeholders.
9. Coordinate Cascade marketing plan development efforts with:
 - o Cascade's business plans development;
 - o Cascade's community outreach and education efforts;



- o Implementation of the Collaborative Community Plan for managing Lake Tapps;
- o Cascade Conservation plan development efforts.
- o Cascade’s 2011 Public Affairs Work Plan and Sponsorship Plan.

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

Communications and outreach plan is a very important aspect of Cascade’s efforts towards achieving regional recognition as a leader in managing water resources and providing water to its members.

Communications and Outreach

Strategic Direction

Advance Cascade’s ability to provide effective public services through relationship building, information sharing and effective marketing and branding.

Strategic Goal: 2

Enhance communication with current partners and community stakeholders.

Strategies

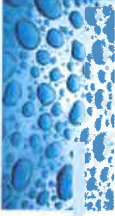
1. Maintain effective communications with key stakeholders.
2. Utilize the communications and outreach plan which should address the best stakeholder’s communication strategy for Cascade.
 - o Continue to reach out to local authorities, businesses and communities in order to nurture the already established relationships.
 - o Maintain frequent communication with the board and members’ staff members.
 - i. Consider multi-level communication and collaboration with member agencies in terms of planning.
 - ii. Enhance communications with current members with regards to conservation program status and updates.
 - iii. Ensure roles and responsibilities of members’ staff members are communicated clearly.
 - iv. Ensure that Members have all available information in a timely fashion.

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director



Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A

Communications and Outreach

Strategic Direction

Advance Cascade’s ability to provide effective public services through relationship building, information sharing and effective marketing and branding.

Strategic Goal: 3

Utilize appropriate communications vehicles to disseminate Cascade’s news to appropriate stakeholders in a timely and efficient manner.

Strategies

1. Develop a communication strategy that aims at leveraging social networking technology.
 - o Consider contracting a Communications Strategist to develop communication plan that leverages social networking technology
2. Utilize social networking tools (LinkedIn, Facebook, Twitter, etc.) to disseminate information about Cascade
3. Bring web content management in-house to allow for timely website content updates

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A

Communications and Outreach

Strategic Direction

Advance Cascade’s ability to provide effective public services through relationship building, information sharing and effective marketing and branding.

Strategic Goal: 4

Design effective communication approaches aimed at influencing water conservation behavior.

Strategies

1. Define communications channels to be utilized for promoting water conservation.
2. Educate the customer about the importance and value of water
3. Encourage behaviors and practices that reduce demand for water especially during peak seasons.
4. Work with SPU, TPU and other utilities in the region to utilize integrated water conservation communication approaches.
5. Facilitate effective communication between the Conservation Department and the Intergovernmental and Communications Department.

Stakeholders

Cascade Water Alliance

Resources

Cascade Intergovernmental and Communications Director; Cascade Water Resources Manager.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Cascade’s Conservation program needs to be included into the overall community outreach plan.

Water conservation is more important during the peak season.

Environmental Protection and Water Quality

Strategic Direction

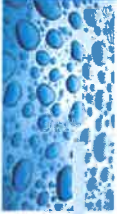
Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 1

Participate proactively in regional efforts related to environmental protection and water quality.

Strategies

1. Develop and implement a strategy aiming at building a strong working relationship with environmental groups (identified as key stakeholders that have high interest in and high influence on Cascade's business) in the region. Follow Cascade's stakeholder involvement strategy.
 - Consider meeting with key environmental groups' representatives to build alliances on environmental issues.
 - Collaborate with key environmental groups to develop a common lobbying agenda.
2. Maintain Cascade's good relationship and facilitate frequent communications with the State Departments of Health and Ecology;
3. Become involved with the Washington State Source Water Protection Program under the Department of Health.
4. Partner with Cascade's Members and regional environmental planning processes to develop and implement key environmental initiatives.
5. Actively participate in and help shape regional environmental issues relevant to the mission of the Cascade Water Alliance.



6. Become involved in the ground water protection and surface water protection efforts.
7. Promote education concerning ground water.
8. Promote preventative maintenance.
9. Coordinate efforts with the Washington State EPA Source water program.
10. Follow Cascade municipal agenda (municipal county and city levels) for:
 - o Ongoing monitoring of water quality and other issues in the White River and Lake Tapps;
 - o Ongoing monitoring of local land use issues (camp plans, shoreline management).
 - o Ongoing monitoring of King County Flood Control District and Pierce County Executive task Force (Howard Hansen Dam and Watershed)

Stakeholders

Cascade Water Alliance; Member Agencies; State Departments; Environmental Groups within the region.

Resources

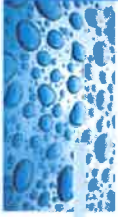
Cascade Intergovernmental and Communications Director, Cascade CEO; Director of Planning; Water Resource Manager; Members staff.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	✓

Comments

Scarcity and quality of water resources become one of the main



concerns of the US Local governments. Sustainability initiatives increasingly focus on water. Virtually every corporate, municipal and institutional sustainability policy emphasizes water quality and efficiency.

The power of environmental groups is increasing as they are gaining influence over public opinion and perception about the ecological issues. Some of them have substantial control over corporate resources and decisions companies make about the environment. They are very important stakeholders that influence environmental policies.

Cascade does not have established long term relationships with environmental groups.



Environmental Protection and Water Quality

Strategic Direction

Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 2

Establish strong relationship with the environmental groups in the region.

Strategies

1. Develop and implement key environmental groups outreach plan
 - a. Follow Cascade’s stakeholder involvement strategy to target key environmental groups that have high interest in and high influence on Cascade’s business. (See Goal 5 – Participate Proactively in Policy, Legal, and Regulatory Issues)
2. Meet with environmental group representatives to build alliances on environmental issues.
3. Collaborate with environmental groups to develop a common lobbying agenda.

Stakeholders

Cascade Water Alliance; Environmental Groups within the region.

Resources

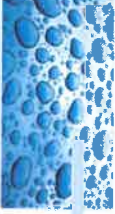
Cascade Intergovernmental and Communications Director, Cascade CEO; Director of Planning;

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

The power of environmental groups is increasing as they are gaining



influence over public opinion and perception about the ecological issues. Some of them have substantial control over corporate resources and decisions companies make about the environment. They are very important stakeholders that influence environmental policies.

Cascade does not have established long term relationships with environmental groups.



Environmental Protection and Water Quality

Strategic Direction

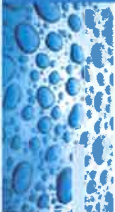
Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 3

Participate in the regional water emergency response cooperation efforts.

Strategies

1. Define Cascade's roles and responsibilities related to responding to water emergencies. Clearly communicate that role to Cascade members.
2. Consider becoming involved in the disaster recovery plans and emergency efforts with SPU.
3. Consider participation in the regional emergency response forums.
 - o Assist in the facilitation of the cooperative regional effort of responding to the effects of natural, technological, and human caused emergencies.
 - o Assist in the development of architecture for a systematic, coordinated, and effective response to multi-agency, multi-jurisdictional water emergencies and disasters that occur within the region.
4. Develop Cascade emergency response plan for current supplies that addresses the regional emergency response cooperation efforts.
5. Develop cooperative relationships with any public, private, tribal and non-profit organizations which participate in the regional water emergency response cooperation efforts.



Stakeholders

Cascade Water Alliance; Member agencies; Regional Partners.

Resources

Cascade Intergovernmental and Communications Director, Cascade CEO; Director of Planning; Members staff.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	✓

Comments

Cascade is committed to delivering quality water. At the same time: Cascade is not involved in the regional emergency response cooperation efforts; Cascade does not have a water quality monitoring program at Lake Tapps; and Cascade does not have emergency response planning for its current water supplies.



Environmental Protection and Water Quality

Strategic Direction

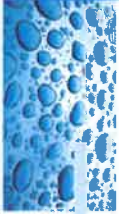
Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 4

Refine, expand and continue the water quality monitoring program at Lake Tapps.

Strategies

1. Assess water quality risks due to septic tanks and motor boats.
2. Evaluate the following water quality considerations which could be affected by climate change:
 - Water temperature changes;
 - Low summer flow;
 - Effects on vegetation that may affect runoff quality;
 - Corrosion rates on materials.
1. Assess the chemical balance and implications of the storm water draining in Lake Tapps.
2. Develop and implement a policy preventing illegal activities at Lake Tapps that affects water quality.
3. Employ appropriate communication strategy with the Lake Tapps community.
4. Work in collaboration with the Pierce County to enforce the policy.
5. Anticipate and address changes in water quality and water quality regulations.
6. Develop a notification plan to contact the Lake Tapps community in case of emergencies. Include actions response plan and tasks.



7. Detail the Lake Tapps milfoil and other invasive species program.
Consider available funding.
8. Coordinate Cascade’s efforts related to water quality monitoring at Lake Tapps and the TSP development and update.

Stakeholders

Cascade Water Alliance; Lake Tapps Community; Cascade regional partners; The Tribes; State and Federal environmental Agencies; Environmental groups.

Resources

Cascade Capital Projects Director; Cascade Operations Manager; Cascade Director of Planning; Cascade Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A



Environmental Protection and Water Quality

Strategic Direction

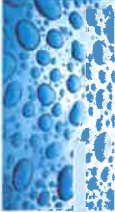
Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 5

Develop sustainability policy for Cascade.

Strategies

1. Monitor US EPA regulations under the Clean Water Act and any potential regulatory changes as they pertain to the Pacific Northwest states including:
 - a. Drinking Water;
 - b. Ground Water;
 - c. Stormwater;
 - d. Waste Water.
2. Consider the Clean Water and Drinking Water Infrastructure Sustainability Policy issued by US EPA when planning for the future and maintaining its current and future infrastructure.
3. Set Sustainability Vision and Results.
4. Assess the baseline of Cascade's environmental footprint.
5. Identify best opportunities and areas for improvement.
6. Set supply planning and infrastructure sustainability goals that are consistent with community sustainability goals; result in projects that are cost effective over their life cycle; and are resource efficient.
7. Develop an Implementation Plan.
8. Set deadlines.
9. Revisit the plan bi-annually.
10. Encourage effective utility management practices.



Stakeholders

Cascade Water Alliance

Resources

Cascade CEO; Cascade Intergovernmental and Communications Director; Cascade Director of Planning; Water Resources Manager, Outside Consultant.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

Cascade does not have a sustainability policy that addresses its mission and values.

Sustainability policy will designate Cascade’s commitment to sustainable business strategy and to the organization’s mission to provide water in “a cost effective and environmentally responsible manner”.

Sustainable business strategy applies to Cascade’s efforts to maintain the triple bottom line “people, planet, profit”. It is embedded in Cascade’s core values: “*We are committed to a sustainable business strategy through:*

- *Full cost accounting;*
- *Ensuring current and future water supply while protecting the environment;*
- *Improving the lives of our employees, customers, and partners.”*

Environmental Protection and Water Quality

Strategic Direction

Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 6

Coordinate water environment protection and conservation efforts at Cascade.

Strategies

1. Develop and implement environment protection and conservation communication plan.

Stakeholders

Cascade Water Alliance

Resources

Cascade's Intergovernmental and Communications Director; Cascade's Water Resources Manager; Cascade CEO

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

Cascade conservation program is a vital part of the sustainability efforts of the utility. Cascade's communication and intergovernmental efforts and Cascade's educational and outreach efforts should be coordinated to work towards achieving the organization mission.

Environmental Protection and Water Quality

Strategic Direction

Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.

Strategic Goal: 7

Analyze Lake Tapps watershed basin planning and regulatory needs.

Strategies

1. Identify aquatic life protection needs
2. Identify destructive flooding reduction strategies
3. Identify recreational impact
4. Identify community education and stewardship needs
5. Identify drinking water supply protection needs
6. Identify erosion and sediment control
7. Identify regulatory requirements related to watershed protection
8. Develop Lake Tapps watershed protection and management pl

Stakeholders

Cascade Water Alliance

Resources

Cascade's Planning Director; Cascade CEO; Cascade's Intergovernmental and Communications Director, Outside Consultant.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

N/A

Conservation

Strategic Direction

Utilize Conservation as a cost effective water supply and demand planning tool and develop a well-defined water conservation program.

Strategic Goal: 1

Develop Conservation Program goals and establish baselines to measure Program's effectiveness.

Strategies

1. Review future water demand forecasting.
2. Collect necessary conservation data and reports.
3. Develop short term and long term goals for the Conservation Program.
4. Identify water conservation measures/baselines.
5. Update the current Conservation Program.
6. Develop conservation program implementation strategy.
7. Measure and asses Conservation Program effectiveness.
8. Communicate regularly water Conservation Program goals and effectiveness to Cascade members.
9. Establish clear roles and responsibilities, in terms of conservation, with Cascade members to ensure no overlap of activities.
10. Include Cascade's Conservation Program into the overall communications and outreach plan of Cascade.

Stakeholders

Cascade Water Alliance

Resources

Cascade Water Resource Manager; Cascade CEO; Cascade Intergovernmental and Communications Director.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

A vertical rectangular graphic on the left side of the page, showing a close-up of water droplets on a surface.

Comments

Cascade has not developed Conservation program goals in order to determine what programs to implement.

Some of Cascade members indicated that they do not receive sufficient Conservation program status and updates.

Members are decreasing their efforts related to conservation. Cascade has the potential of becoming the primary (only) agency involved in conservation efforts in its members' jurisdictions.

Conservation

Strategic Direction

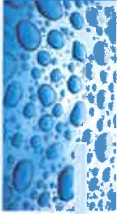
Utilize Conservation as a cost effective water supply and demand planning tool and develop a well-defined water conservation program.

Strategic Goal: 2

Develop a Rebate Program Policy as part of Cascade Conservation Program.

Strategies

1. Cascade should consider the Conservation Program goals when developing the Rebate Program Policy.
2. Develop Rebate Program goals.
 - a. Determine type of Rebate Programs.
 - b. Define Customer Interest – This may be gauged by the number of applications received.
 - c. Review quantity of water conserved.
 - d. Determine industry trends.
 - e. Verify State and local conservation requirements.
 - f. Determine longevity of the Rebate Program.
 - g. Define budget for each Rebate Program based on identified goals and prioritization.
 - h. Define Rebate programs requirements and processes.
 - i. Develop Rebate Programs evaluation criteria (measures) and schedule.
 - j. Measure the Rebate Program effectiveness
3. Streamline Cascade Rebate program.
 - a. Implement recommendations from the Rebate Process Assessment completed by RNR Consulting to improve Rebate program efficiency and resource utilization.



Stakeholders

Cascade Water Alliance

Resources

Cascade Water Resource Manager

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

Cascade has not developed Conservation program goals, including Rebate Program goals, in order to determine what programs to implement. Conservation-dedicated resources available at Cascade are not sufficient to adequately support each of the conservation programs at the agency.

Water conservation is more important during the peak season.



Conservation

Strategic Direction

Utilize Conservation as a cost effective water supply and demand planning tool and develop a well -defined water conservation program.

Strategic Goal: 3

Lead the regional and national water conservation efforts to influence changes in standards and implementation codes.

Strategies

1. Continue monitoring EPA actions related to water conservation
2. Monitor WaterSense standards to identify the need for modification or opportunities for new rebate programs.
3. Make necessary adjustments to the Conservation Program goals.

Stakeholders

Cascade Water Alliance

Resources

Cascade Water Resource Manager

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

N/A

Long Term Water Supply

Strategic Direction

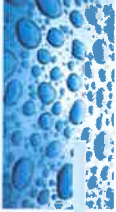
Ensure flexibility when providing safe, clean and reliable water supply to Cascade's customers.

Strategic Goal: 1

Maintain a regional water delivery approach.

Strategies

1. Re-negotiate current contract or negotiate new agreements (where appropriate) to ensure long term water supply.
2. Negotiate a wheeling agreement with the Seattle Public Utilities:
 - o Examine current supplies, facilities and operations;
 - o Plan for Long term supplies and infrastructure:
 - i. Consider the acquisition of the Eastside Reservoir as part of the wheeling agreement with SPU.
3. Develop wholesale contracts with the Four Cities (as per the current agreements) :
 - o Complete negotiations and finalize agreements with the Cities of Bonney Lake and Auburn.
 - o Engage the Cities of Buckley and Sumner in a discussion related to their future water needs.
 - o Determine the future water needs of the cities of Buckley and Sumner.
 - o Determine timelines for Cascade.
4. Finalize the preferred supplier agreement with the Covington Water District.
5. Explore alternative water supply options and partnerships in the region:
 - o Pursue a partnership between Seattle-Tacoma-Cascade-Everett, which would allow for an intertie of the water supply system in the



region.

- Research on whether there is an interest among water agencies in the region to become members of Cascade.
- Assess options related to Cascade’s management/ownership of members water supply
- Participate actively in the regional Water Supply Forum in order to develop a regional demand forecast.
- Collaborate with King County, SPU and TPU on water resource reclaimed water planning.
- Participate in regional water quality and emergency response meetings.
- Monitor federal and state legislature.
- Utilize integrated water resource planning approach.

Cascade Water Alliance. Regional Partners.

Cascade Director of Planning; Cascade CEO; Cascade Board; Cascade Economist; Outside contractors.

Stakeholders

Resources

Timeframe

Comments

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

N/A



Long Term Water Supply

Strategic Direction

Ensure flexibility when providing safe, clean and reliable water supply to Cascade's customers.

Strategic Goal: 2

Finalize the 2010 Transmission and Supply Plan (TSP) and select the best portfolio for Cascade.

Strategies

1. Complete contract renegotiations with SPU and TPU by summer of 2011.
2. Finalize the following parts of Cascade's Transmission and Supply plan:
 - Current Water Supply and Operations;
 - Water Conservation;
 - Emergency Response Planning for Current Supplies;
 - Water Shortage Contingency Plan;
 - Water quality regulatory compliance;
 - Facilities Acquired for Future Supply;
 - Future infrastructure needs for the selected portfolio (including a plan for the White River Project);
 - Financial forecast and plans.

3.

Stakeholders

Cascade Water Alliance. Regional partners.

Resources

Cascade Director of Planning; Cascade CEO; Cascade Board; Outside Contractors.



Timeframe

Short 0 - 1 Year

Intermediate 1 -3 Years

Long 3-10 years

✓

Comments

N/A

Long Term Water Supply

Strategic Direction

Ensure flexibility when providing safe, clean and reliable water supply to Cascade's customers.

Strategic Goal: 3

Develop an action plan for the development of the next Transmission and Supply Plan (Due date 2015).

Strategies

1. Establish project goals.
2. Prioritize goals, set realistic deadlines for project goals completion, and identify resources.
3. Revise the demand forecast as appropriate. Consider the following:
 - Current supplies, facilities and operations;
 - Long term supplies and infrastructure;
 - Household demographics and economic factors;
 - Water usage policies;
 - The effects of climate change on water utility facility planning and design;
 - Regional water supply issues;
 - Changes in Population rates;
 - Changes in Energy cost and housing.
4. Complete the 2015 Transmission and Supply Plan based on revised water demand forecast.

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Planning. Outside Contractors.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	✓

Comments

N/A



Long Term Water Supply

Strategic Direction

Ensure flexibility when providing safe, clean and reliable water supply to Cascade’s customers.

Strategic Goal: 4

Maintain flexibility through constant monitoring and modification of both the supply and demand side of water services.

Strategies

1. Incorporate broader view of planning into Cascade policies and procedures
2. Identify and give balanced considerations to supply and demand management alternatives
3. Analyze engineering, economic, social, and environmental costs and considerations while balancing the needs of Cascade members and the multiple objectives of the use of the available water sources
4. Strive for consensus of all members while encompassing short and long term planning options and satisfying regulatory policies
5. Improve planning process by effectively involving members and key stakeholders to work together
6. Monitor the effectiveness of Cascade conservations efforts and modify conservation program and demand forecasting as necessary

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Planning. Outside Contractors.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
		✓

Comments

N/A

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

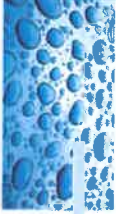
Maintain a quality water supply.

Strategic Goal: 1

Develop an Asset Management Plan that meets customer service level expectations at the lowest life cycle costs.

Strategies

1. Assure efficient operations and management of existing assets.
2. Define current state of Cascade's assets for each asset zone:
 - Develop asset inventory and system map;
 - Perform asset condition assessment and develop rating system;
3. Review regulatory requirements and drivers.
4. Assess assets remaining useful life.
5. Define assets sustainable level of service.
6. Perform asset risk assessment:
 - Analyze assets failure risks and consequences;
 - Identify critical assets;
 - Develop risk mitigation strategies;
7. Document existing operational and maintenance strategy and identify opportunities to optimize the strategy.



8. Identify tools/systems that can optimize management of the assets such as a Maintenance Management System.
9. Define the actions required to resolve operational and maintenance issues and/or funding gaps.
10. Develop performance measures.
11. Develop a long-term cash flow projection.
12. Monitor changes in demand and revenues under various capital planning and financial scenarios.

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Planning; Cascade Capital Projects Director; Cascade Operations Manager.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

An asset management plan should minimize the risk of infrastructure failure (improve reliability), while minimizing costs.

All decisions related to asset management should factor the long term usage of available water supplies.

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

Maintain a quality water supply.

Strategic Goal: 2

Ensure safe operations of the White River Project.

Strategies

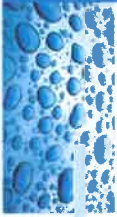
1. Develop operations and maintenance instructions for the White River Project facilities
2. Improve the safety of Lake Tapps, including dams and operating facilities:
 - a. Sell the Dam and property rights to the Corps;
 - b. Work with the Corps of Engineers to replace the Barrier Dam.
3. Conduct a condition inspection of the White River Project that includes the head works to Lake Tapps, the Lake dikes, and from the intake structure to the tailrace. Strive for lower lifecycle cost.
4. Define a long-term management/replacement strategy for the wood flume
5. Develop electrical assessment strategy for code compliance
6. Meet all OSHA and other appropriate regulations.
7. Develop emergency actions plans

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Planning; Cascade Capital Projects Director; Cascade Operations Manager



Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

The maintenance and operations of the White River Project is considered the weakest link in the system and requires a priority attention at the current state.

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

Maintain a quality water supply.

Strategic Goal: 3

Develop a long term operations strategy for the White River Project and Lake Tapps.

Strategies

1. Develop short term and long term operations and funding plan for Lake Tapps and the White River Project that considers at a minimum:
 - a. Inventory of assets and equipment at the White River Project;
 - b. Cascade's Asset Management Plan;
 - c. Dikes management plan:
 - o Regulatory requirements related to dikes safety;
 - o Dike 13 conveyance agreement with Bonney Lake and other similar agreements, if executed.
 - d. Cascade's responsibilities related to the White River Project as per Water Rights;
 - e. IT systems status and requirements reports;
 - f. Emergency plans for current infrastructure;
 - g. Roads management;
 - h. Infrastructure safety at Lake Tapps and the White River Project;
 - i. Risks associated with constructing water supply facilities at Lake Tapps and the White River Project;
 - j. The extent of investment and training needed for an effective transition of the management/operations of Lake Tapps and the White River Project;
 - k. Strategy for dealing with unforeseen long-term river flows;
 - l. Minimum flow compliances requirements.



- m. Policies for use of Lake Tapps and the White River Project facilities;
 - n. Strategy for transitioning of the project from PSE to Cascade and ultimately to the Contractor;
 - o. White River Management Agreement and related settlement agreements between Cascade and the Muckleshoot and Puyallup Tribes;
 - p. 2010 Lake Tapps area water resources agreement between Cascade and the cities of Auburn, Bonney Lake, Buckley, and Sumner;
 - q. Agreements between Cascade and Pierce County covering various real estate transactions, such as easements and boundary line adjustments around the North Tapps Park (if executed);
 - r. Collaborative Community Plan for Management of Lake Tapps.
2. Develop Habitat Conservation Plan to consider while performing maintenance activities
 3. Assess power generation opportunities

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Planning; Cascade Capital Projects Director; Cascade Operations Manager; Cascade Intergovernmental and Communications Director; Cascade CEO; Cascade Board. Outside contractors.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	✓

Comments

There is no long-term operation strategy for The White River Project.

There is no condition and risk assessment for The White River Project.

Cascade is facing issues with the aging infrastructure at Lake Tapps and the White River Project.

Access/connection to the White River bypass needs to be improved.

Asset management at the White River Project is reactive vs. proactive. Management/Operations of Lake Tapps are not up to current operational standards. There is no dikes management plan.

Cascade does not have policies for use of the White River Project facilities.

There was limited asset condition assessment prior to the acquisition of The White River Project. Currently, there is not information on the assets and equipment that exist.

TOTT (Tapps Operator Transition Team) timelines for selection of the new White River Project operator are very aggressive and not coordinated with the timelines for all prerequisite work and projects.

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

Maintain a quality water supply.

Strategic Goal: 4

Select a long term operator for the White River Project and Lake Tapps.

Strategies

1. Consolidate documentation and the Scope of work for the White River Project and Lake Tapps operation
2. Develop a comprehensive scope of work for the White River Project and Lake Tapps operations
3. Utilize existing procurement procedures to solicit proposals and select the best long term operator of the White River Project and Lake Tapps

Stakeholders

Cascade Water Alliance

Resources

Cascade CEO; Cascade Capital Projects Director; Cascade Operations Manager; Cascade Director of Planning. Outside contractor.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓	✓	

Comments

N/A

Lake Tapps, the White River Project and Operational Infrastructure

Strategic Direction

Maintain a quality water supply.

Strategic Goal: 5

Ensure an adequate water delivery infrastructure.

Strategies

1. Continue safe and reliable management of current infrastructure
 - o Develop BIP (Burlington Issaquah Pipeline) management plan
2. Complete the Transmission and Supply Plan
3. Develop future infrastructure development plan. Considerations:
 - o Outcome of the Burlington right of way negotiations
 - o Eminent Domain bill;
 - o The possibility of coordinating infrastructure development efforts with the Washington State Department of Public Works;
 - o Financial scenarios and funding options.

Stakeholders

Cascade Water Alliance. Regional Partners.

Resources

Cascade Director of Planning; Cascade CEO; Cascade Board; Cascade Intergovernmental and Communications Director; Cascade Capital Projects Director

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
		✓

Information Technology (IT)

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission.

Strategic Goal: 1

Develop IT strategy implementation plan and ensure true management of IT strategy execution.

Strategies

1. Develop IT strategy implementation plan
2. Establish an IT Steering Committee
3. Hire Part-Time (5 hours weekly) IT Systems Analyst

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Finance and Administration.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

N/A

Information Technology (IT)

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission.

Strategic Goal: 2

Enhance website management to allow for timely website content updates.

Strategies

1. Bring web content management in-house to allow for timely website content updates

Stakeholders

Cascade Water Alliance

Resources

Cascade Director of Finance and Administration; IT resources.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

N/A

Information Technology (IT)

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission.

Strategic Goal: 3

Enhance utilization of available software solutions to enable more effective utility management.

Strategies

1. Examine options for utilizing an existing Geographic Information System (GIS) owned by a surrounding City or a member agency
2. Conduct Full System Evaluation of Sage Required Functionality with the Vendor
3. Evaluate the Sage Fixed Assets module with Fixed Asset test data assimilated from Bellevue Office and execute test cases for functionality.
4. Identify the White River Project IT needs and implement the best solutions for Cascade
 - a. Complete the evaluation of the SCADA system
 - b. Identify available options for SCADA transition from PSE and the system future management
 - c. Determine Cascade's assets maintenance, material inventory, and work order management needs at the White River Project. Define if available technology and Saga Fixed Assets module can serve Cascade's needs.
 - d. Identify opportunities for meter automation and automating piezometers and wires for the dikes
 - e. Define security system needs



5. Identify metering requirements based on current infrastructure needs and the outcomes of the regional water delivery initiatives of Cascade (Outcome of the negotiations with the Four Cities and any other regional partnerships)

Stakeholders

Cascade Water Alliance

Resources

Cascade Director Finance and Administration; Cascade Business Manager; IT resources.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
✓		

Comments

N/A

Information Technology

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission.

Strategic Goal: 4

Improve documents and processes organization through implementation of Data Management Solutions.

Strategies

1. Implement Microsoft SharePoint or other online document management solution.
2. Centralize and automate the Rebate Program Processes.

Stakeholders

Cascade Water Alliance. Cascade Members.

Resources

Cascade Director of Finance and Administration; Cascade Water Resource Manager; IT resources.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

SharePoint Workspace 2010 allows everyone to take content from SharePoint sites offline and work with that content from their desktop, without reliance on an Internet connection.

SharePoint 2010 allows users to work collaboratively on the same document without the need to save multiple versions.

Information Technology

Strategic Direction

Maintain appropriate IT infrastructure that supports Cascade vision and mission.

Strategic Goal: 5

Improve Cascade office technology to ensure better customer service.

Strategies

1. Improve the telephone system at Cascade
2. Implement Microsoft Office 2010 office productivity software
3. Create a full virtual image of the current server setup and configuration
4. Migrate the physical server "Server" to a virtual server using Cascade current VMware ESXi software
5. Renew the Cisco ASA 5510 Firewall and Symantec Backup Exec 12.5 maintenance agreements

Stakeholders

Cascade Water Alliance

Resources


Cascade Director of Finance and Administration; IT resources.

Timeframe

Short 0 - 1 Year	Intermediate 1 -3 Years	Long 3-10 years
	✓	

Comments

- a. Implementing an IP-Based (IP-PBX, VoIP, or hybrid) telephone system will enable Cascade to manage Caller ID, eliminate dropped calls, and provide needed telephone functionality at a cheaper cost, which will provide a base setup for moving towards unified communications.

- 
- b. Cascade currently does not have many critical applications installed on the server. The server hosts the following applications:
 - o Active Directory, DNS, DHCP;
 - o Sage and databases;
 - o Microsoft Exchange Server 2003;
 - o Blackberry Server.
 - c. As Cascade considers implementing new applications into their infrastructure, the need for server recovery capabilities will become more critical and prevalent.

Strategic Plan Implementation Roadmap

Strategic Goals and Strategies	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Strive for effective utility management through variety of organizational efficiency approaches										
Analyze the feasibility of providing additional services to Cascade members.										
Document institutional knowledge										
Develop a succession plan for Cascade staff members.										
Develop mechanisms to evaluate and control Cascades' strategic plan implementation										
Promote professional and personal development for Cascade staff members.										
Improve teamwork through fostering internal and external communication of issues, ideas and purpose.										
Optimize collaboration with Members' staff on initiatives that will bring value to Cascade Member Agencies.										
Exploit Cascade's unique business model to deliver cost effective and efficient public services										
Maintain Cascade's financial efficiency and stability.										
Explore funding alternatives for implementation of system infrastructure development projects.										
Improve Cascade's rate structure to ensure fair and equitable cost allocation model.										
Enhance Cascade management approach to vendor procurement.										

Strategic Goals and Strategies	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Pursue the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award by following the established criteria for budget documentation development.										
Perform continuing assessment of Cascade's financial structure. Apply identified strategic goals into organization's Finance Model.										
Maintain adequate bond structure and financing to reduce cost to Cascade Members.										
Participate Proactively in Policy, Legal, and Regulatory Issues.										
Closely monitor legislative initiatives, municipal polices, and regulatory requirements.										
Ensure continued regional presence by participating in the regional planning and community serving initiatives as appropriate.										
Ensure continuous communication with member agencies' governing bodies.										
Maintain Cascade on-going legislative agenda to advance Cascade's overall mission.										
Continue reassessing and updating Cascade's stakeholder involvement strategy										
Continue Cascade presence on the national policy, legal, and regulatory arena.										



Strategic Goals and Strategies	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Advance Cascade’s ability to provide effective public services through relationship building, information sharing and effective marketing and branding										
Develop an annual targeted communications and outreach plan										
Enhance communication with current partners and community stakeholders.										
Utilize appropriate communications vehicles to disseminate Cascade’s news to appropriate stakeholders in a timely and efficient manner										
Design effective communication approaches aimed at influencing water conservation behavior										
Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.										
Participate proactively in regional efforts related to environmental protection and water quality.										
Establish strong relationship with the environmental groups in the region.										
Participate in the regional water emergency response cooperation efforts.										
Refine, expand and continue the water quality monitoring program at Lake Tapps										
Develop sustainability policy for Cascade.										
Coordinate water environment protection and conservation efforts at Cascade.										
Analyze Lake Tapps watershed basin planning and										



Strategic Goals and Strategies	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
regulatory needs										
Utilize Conservation as a cost effective water supply and demand planning tool and develop a well-defined water conservation program										
Develop Conservation Program goals and establish baselines to measure Program's effectiveness.										
Develop a Rebate Program Policy as part of Cascade Conservation Program.										
Lead the regional and national water conservation efforts to influence changes in standards and implementation codes.										
Ensure flexibility when providing safe, clean and reliable water supply to Cascade's customers.										
Maintain a regional water delivery approach.										
Finalize the 2010 Transmission and Supply Plan (TSP) and select the best portfolio for Cascade.										
Develop an action plan for the development of the next Transmission and Supply Plan (Due date 2015).										
Maintain flexibility through constant monitoring and modification of both the supply and demand side of water services										
Maintain a quality water supply.										
Develop an Asset Management Plan that meets customer service level expectations at the lowest life cycle costs.										

Strategic Goals and Strategies	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Ensure safe operations of the White River Project.										
Develop a long term operations strategy for the White River Project and Lake Tapps.										
Select a long term operator for the White River Project and Lake Tapps.										
Ensure an adequate water delivery infrastructure.										
Maintain appropriate IT infrastructure that supports Cascade vision and mission.										
Develop IT strategy implementation plan and ensure true management of IT strategy execution.										
Enhance website management to allow for timely website content updates.										
Enhance utilization of available software solutions to enable more effective utility management.										
Improve documents and processes organization through implementation of Data Management Solutions.										
Improve Cascade office technology to ensure better customer service.										

Strategic Plan Implementation Performance Measures

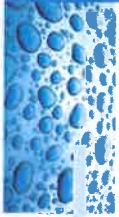
The following section is developed to guide Cascade in the implementation of the strategic plan. Strategy implementation was considered and addressed in the strategic plan by identifying goals and strategies that will enable Cascade to develop realistic implementation plans. We suggest that Cascade applies the Management by Objective (MBO) approach to link the strategic goals to the individual employees' goals and work activities. In addition we recommend a flexible approach to strategy implementation that will allow for timely reaction to any changes in the external and internal environment. The strategic plan implementation process should be controlled through regular monitoring and evaluation. The success of the process should be determined based on the comparison of actual performance with desired performance. RNR Consulting has developed the general performance measures for each strategic goal. These performance measures will serve as the foundation for the next step Cascade will need to take – establishment of organizational performance standards. This step involves development of specific standards for the strategies under each strategic goal based on identified business plans priorities and budgets. In this way the organization will ensure establishment of a control system and a true measurement of “what really matters”.

I. Strategic Plan Implementation Evaluation and Control Steps

In order to maintain effective strategy implementation Cascade should consider ongoing monitoring of the external and internal environment in which it operates. Any unfolding events and trends may result in the need to change/modify the strategic plan. Strategy implementation measurement and control involves not only identifying if short and long term goals are attained but also assessment of the results within the broader context of ongoing events and trends in both the internal and external environment.

The most important steps involved in effective strategy implementation management that Cascade needs to follow are listed below. These steps also ensure flexibility in strategy implementation to account for changes in the environment in which Cascade operates.

1. Obtain validation of established strategic goals by all employees.
2. Align individual objectives with approved strategic goals
3. Develop strategic goals implementation plans (business plans) for each functional area to ensure adherence to Cascade Vision, Mission, Values, and Strategic Directions.
4. Develop budgets, as an important tool for implementing the strategic goals. They will serve as benchmarks against which Cascade performance can be evaluated and monitored in financial terms. This will help avoid unnecessary spending and concentrate on areas of concerns and develop corrective actions.



5. Review the suitability of strategic directions and goals, given important changes in the external and internal environment.
6. Make adjustments to Cascade Vision, Mission and strategic directions and goals when appropriate.
7. Perform strategic goals implementation monitoring, evaluation and control:
 - a. *Determine what to measure.* Cascade needs to identify specific processes and results to be monitored and evaluated. Strategic goals implementation processes and results must be measurable in a consistent manner. This step involves focusing on the processes with the highest importance. Measure progress toward achieving desired outcomes, as opposed to simply measuring deployed resources.
 - b. *Establish standards of performance.* This step involves identification of measurement standards. They may include a tolerance range which defines acceptable deviation.
 - c. *Measure actual performance.* This step involves measuring if the actual performance results the established standards.
 - d. *Take corrective actions.* If the actual performance is outside the tolerance range, Cascade must take actions to correct the deviation and prevent the reoccurrence. If the actual performance matches the established standards then the measurement process stops.
8. Periodically review performance as it relates to the strategic goals and including the results in the employee performance appraisal.
9. Install and maintain appropriate reward and information systems that best support the strategy implementation.

II. Suggested Strategic Plan Implementation Performance Measures

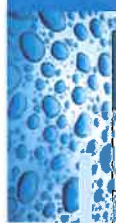
The true value and the success of any initiative can be only justified and tabulated with performance measures. Measurement is the only indication of success and can ensure continuous improvement. In order to enable Cascade to track the agency's progress towards achievement of the strategic goals, RNR Consulting developed the following performance measures. We have utilized utility measures published in the *Effective Utility Management: A Primer for Water and Wastewater Utilities (2008, June)*.

Strategic Goals	Measure of Success
Management Efficiency and Organizational Development	
I. Strive for effective utility management through variety of organizational efficiency approaches.	
1. Analyze the feasibility of providing additional services to Cascade members	Members overall satisfaction with the number of services provided by Cascade (percent) $100 \times (\text{number of members who annually rate Cascade variety of services as sufficient} / \text{total number of members})$
2. Document institutional knowledge	<p>Does Cascade document institutional knowledge (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
3. Develop a succession plan for Cascade staff members	<p>Does Cascade have a current long term workforce succession plan that accounts for projected retirements and other vacancies in each skill and functional area (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
4. Develop mechanisms to evaluate and control Cascades' strategic plan implementation	Cascade success in achieving its strategic goals (percent) $100 \times (\text{number of strategic goals achieved} / \text{total number of strategic goals})$.



Strategic Goals	Measure of Success
<p>5. Promote professional and personal development for Cascade staff members</p>	<p>Does Cascade have professional and personal development programs that include leadership, training, and other learning and development opportunities (YES/NO)?</p> <p>Cascade success in achieving its strategic goals (percent) 100 X (number of professional personal plan developed / total number of employees).</p>
<p>6. Improve teamwork through fostering internal and external communication of issues, ideas and purpose</p>	<p>Overall satisfaction of Cascade staff, members' staff and Board Members with the communication effectiveness within/with Cascade (percent) 100 X (number of Cascade staff/members' staff/ Board members who annually rate Cascade communication effectiveness as sufficient / total number of Cascade staff/ members' staff/ Board Members)</p>
<p>7. Optimize collaboration with Members' staff on initiatives that will bring value to Cascade Member Agencies</p>	<p>Does Cascade utilize members' staff on initiatives that will bring value to Cascade, (present) 100 X (number of Cascade projects or activities where members participated and / or provided input for which Cascade employees believe there was value added as a result of stakeholder participation and input / total number of projects where stakeholders participated and provided input?</p>
<p>8. Exploit Cascade's unique business model to deliver cost effective and efficient public services</p>	<p>Does Cascade promote efficient practices within the organization and among its member agencies (YES/NO)?</p>
<p>Finance and Administration</p>	
<p>II. Maintain Cascade's financial efficiency and stability.</p>	

Strategic Goals	Measure of Success
1. Explore funding alternatives for implementation of system infrastructure development projects.	Does Cascade explore and define new funding alternatives (YES/NO)?
2. Improve Cascade's rate structure to ensure fair and equitable cost allocation model	<p>Cascade success in achieving members' satisfaction with its rate structure (percent) $100 \times (\text{number of satisfied members} / \text{total number of members})$</p> <p>Does Cascade establish rates that fully consider life cycle cost of services and capital funding options? (YES/NO)</p>
3. Enhance Cascade management approach to vendor procurement	<p>Does Cascade develop and implement procurement management standard operating procedures (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
4. Pursue the Finance Officers Association of the US and Canada (GFOA) Distinguished Budget Presentation Award by following the established criteria for budget documentation development.	Does Cascade obtain the GFOA Distinguished Budget Presentation Award (YES/NO)?
5. Perform continuing reassessment of Cascade's financial structure. Apply identified strategic goals into organization's Finance Model	Does Cascade Finance Model reflect the organization strategic goals (YES/NO)?
6. Maintain adequate bond structure and financing to reduce cost to Cascade Members	Does Cascade maintain adequate bond structure and financing (YES/NO)?
Regional, Policy and Intergovernmental Relationships	
III. Participate Proactively in Policy, Legal, and	



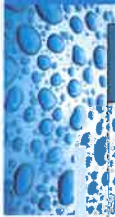
Strategic Goals	Measure of Success
Regulatory Issues.	
1. Closely monitor legislative initiatives, municipal polices and regulatory requirements	Does Cascade implement the strategies identified for this strategic goal (YES/NO)?
2. Ensure continued regional presence by participating in the regional planning and community serving initiatives as appropriate	Does Cascade implement the strategies identified for this strategic goal (YES/NO)?
3. Ensure continuous communication with member agencies' governing bodies	Does Cascade implement the strategies identified for this strategic goal (YES/NO)?
4. Maintain Cascade on-going legislative agenda to advance Cascade's overall mission	Does Cascade implement the strategies identified for this strategic goal (YES/NO)?
5. Continue reassessing and updating Cascade's stakeholder involvement strategy	<p>Does Cascade have updated stakeholder involvement strategy (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
6. Continue Cascade presence on the national policy, legal, and regulatory arena.	Does Cascade implement the strategies identified for this strategic goal (YES/NO)?
Communications and Outreach	
IV. Advance Cascade's ability to provide cost effective public services through relationship building, information sharing and effective marketing and branding	
1. Develop an annual targeted communications and outreach plan	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the</p>

Strategic Goals	Measure of Success
	<p>strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
<p>2. Expand communication with current partners and community stakeholders</p>	<p>Does Cascade have methods to provide members agencies input into utility decision making, priority setting, etc. (YES/NO)?</p> <p>Does Cascade consult/communicate regularly with stakeholders (YES/NO)?</p> <p>Responsiveness (percent): $100 \times (\text{number of stakeholders who annually rate utility responsiveness to stakeholder needs as positive} / \text{total number of stakeholders surveyed})$.</p>
<p>3. Utilize appropriate communications vehicles to disseminate Cascade news to appropriate stakeholders in timely and efficient manner</p>	<p>Measure message recollection for outreach programs targeted to specific stakeholder groups (percent) $100 \times (\text{number of stakeholders who recall key messages and the message source} / \text{total number of stakeholders surveyed})$.</p> <p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p>
<p>4. Design effective communication approaches aimed at influencing water conservation behavior</p>	<p>Does Cascade have a program to educate the community about the value of water, and water conservation (YES/NO)?</p>



Strategic Goals	Measure of Success
	Measure message recollection for outreach programs targeted to specific stakeholder groups (percent) $100 \times (\text{number of stakeholders who recall key messages} / \text{total number of stakeholders surveyed})$.
Environmental Protection and Water Quality	
V. Strive for sustainability by managing water resources, infrastructure, and investments while protecting the natural environment.	
1. Participate proactively in regional efforts related to environmental protection and water quality	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
2. Establish strong relationship with the environmental groups in the region.	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
3. Participate in the regional water emergency response cooperation efforts	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20%</p>

Strategic Goals	Measure of Success
	complete when it starts and gets credit for the last 80% only when it is completed.
<p>4. Refine, expand and continue the water quality monitoring program at Lake Tapps</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>5. Develop sustainability policy for Cascade</p>	<p>Does Cascade develop and implement a sustainability policy (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
<p>6. Coordinate water environment protection and conservation efforts at Cascade</p>	<p>Does Cascade develop and implement environment protection and conservation efforts coordination plan (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>



Strategic Goals	Measure of Success
<p>7. Analyze Lake Tapps watershed basin planning and regulatory needs</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>Conservation</p>	
<p>VI. Utilize Conservation as a cost effective water supply and demand planning tool and develop a well-defined water Conservation Program.</p>	
<p>1. Develop Conservation Program goals and establish baselines to measure Program’s effectiveness.</p>	<p>Does Cascade have conservation program in place (YES/NO)?</p> <p>Cascade success in measuring its conservation program effectiveness (percent) $100 \times (\text{number of programs that are measured} / \text{total number of programs})$?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>



Strategic Goals	Measure of Success
<p>2. Develop a Rebate Program Policy as part of Cascade Conservation Program</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>3. Lead the regional and national water conservation efforts to influence changes in standards and implementation codes.</p>	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p>
<p>Long Term Water Supply</p>	
<p>VII. Ensure flexibility when providing safe, clean and reliable water supply to Cascade’s customers</p>	
<p>1. Maintain a regional water delivery approach</p>	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>

Strategic Goals	Measure of Success
<p>2. Finalize the 2010 Transmission and Supply Plan and select the best portfolio for Cascade</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>3. Develop an action plan for the development of the next Transmission and Supply Plan (Due date 2015)</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>4. Maintain flexibility through constant monitoring and modification of both the supply and demand side of water services</p>	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p>
<p>Lake Tapps, the White River Project and Operational Infrastructure</p>	

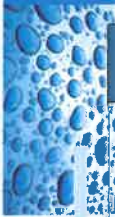


Strategic Goals	Measure of Success
VIII. Maintain a quality water supply	
1. Develop an Asset Management Plan that meets customer service level expectations at the lowest life cycle costs.	<p>Does Cascade have a long term comprehensive assets management plan that addresses current and future assets needs (YES/NO)?</p> <p>Measure efforts towards assets condition assessment. Inventory coverage (percent): $100 \times (\text{total number of critical assets inventoried within a reasonable period of time (e.g., 5-10 years)} / \text{total number of critical assets})$.</p>
2. Ensure safe operations of the White River Project.	<p>Does Cascade implement the strategies identified for this strategic goal (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>
3. Develop a long-term operations strategy for the White River Project and Lake Tapps	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10</p>

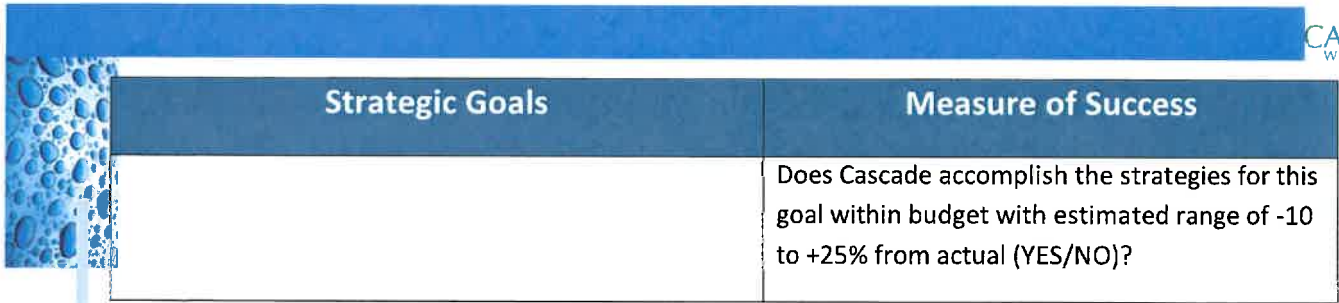
Strategic Goals	Measure of Success
	to +25% from actual (YES/NO)?
<p>4. Select a long term operator for the White River Project and Lake Tapps</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>5. Ensure an adequate water delivery infrastructure</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>Does Cascade consider the Efficiency ratio - Operations and Management expenditures relative to revenue (YES/NO)?</p>
Information Technology	
<p>IX. Maintain appropriate IT infrastructure that supports Cascade vision and mission.</p>	
<p>1. Develop IT strategy implementation plan and ensure true management of IT strategy execution</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>Does Cascade maintain awareness of</p>



Strategic Goals	Measure of Success
	<p>information and operational technology developments to anticipate and support timely adoption of improvements (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>2. Enhance website management to allow for timely website content updates</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade’s progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>3. Enhance utilization of available software solutions to enable more effective utility management</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p>



Strategic Goals	Measure of Success
	<p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>4. Improve documents and processes organization at Cascade through implementation of Data Management Solutions.</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p> <p>Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?</p>
<p>5. Improve Cascade office technology to ensure better customer service</p>	<p>Does Cascade implement the strategies identified for this strategic goal on time and within budget (YES/NO)?</p> <p>What is Cascade's progress in achieving the strategies within this goal (percent)? Use the 20/80 rule – a strategy is considered 20% complete when it starts and gets credit for the last 80% only when it is completed.</p>

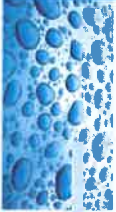


Strategic Goals	Measure of Success
	Does Cascade accomplish the strategies for this goal within budget with estimated range of -10 to +25% from actual (YES/NO)?



Glossary of Terms

<u>Term:</u>	<u>Definition:</u>
Activity	A specific and distinguishable unit of work performed by an organization to accomplish a specific objective; activities may be grouped into processes or projects
Board	The Board of Directors of Cascade
Business continuity	Activities performed by an organization to ensure that critical business functions will be available to customers and other stakeholders that must have access to those functions
Business processes	Collection of activities designed to produce a specific output for a particular customer or market; it implies a strong emphasis on how the work is done within an organization.
Bylaws	The bylaws of Cascade, as adopted and amended by the Board of Directors
Cascade	The Cascade Water Alliance
Challenges	External conditions that could be harmful to attaining the objective(s); Also known as threats
Community Engagement	Describes the process of involving the public in the early stages of the strategic planning process
Dashboard	A summary that provides an accurate “snapshot” of where a project currently stands; it provides up-to-date status information on Key Performance Indicators (KPI’s); often used to monitor and track progress as well as to indicate where action needs to be taken
Economic factors	Factors related to the production, development, and management of material wealth that have major impacts on how businesses operate and make decisions e.g. economic growth,



Term:

Definition:

Gap Analysis

interest rates, inflation rate

An analysis of the differences between the current organizational environment and strategic vision for the organization (“gaps”); the gaps identified through critical analyses (e.g. SWOT) will provide an understanding of the “As-Is” situation which will be compared to the organization’s strategic vision. From that review, gaps will be documented between the “as-is” and desired (“to-be”) states which will help in developing a strategic plan and action steps

Goal

An idealized statement of purpose directed toward a vision and consistent with the mission, indicating a desired result; statement of expectations or of what is to be achieved (where we want to end up)

Independent supply

Refers to a member’s water supply assets that are not part of the supply system

Internal environment

Conditions, entities, events, and factors within an organization which influence its activities and choices, particularly the behavior of the staff; these may include the organization's mission statement, leadership styles, and its organizational culture

Member(s)

Refers to one or more member agencies of Cascade

Mission

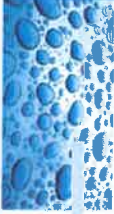
A statement of general purpose for an organization; the reason the organization exists. Who are we? What do we do? For whom do we do it? Why do we do it? (clear and concise)

Objective

A specific and measurable result expected within a specified time period, consistent with a goal; a clear target (milepost on the road)

Opportunities

External conditions that are beneficial to attaining the objective(s)



Term:

Definition:

Organizational culture

Distinct collection of values and norms shared by staff and work teams in an organization; as such, it controls the way they interact with each other and with stakeholders outside the organization

Performance measure

Indicator which measures the degree of accomplishment of an objective (odometer that indicates what milepost we have reached)

Policy factors

Include government regulations and legal issues and define both formal and informal rules under which the organization must operate; e.g. tax policy, employment laws, environmental regulations, political stability

Resources

Inputs that can include staff, facilities, materials, or funds, etc-- anything invested in the program to accomplish the work that must be done

Social factors

Cultural and demographic aspects that affect how the organization operates, as well as customer needs and the size of potential markets e.g. health consciousness, population growth rate, age distribution, career attitudes, emphasis on safety

Stakeholder

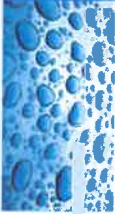
Person, group, or organization that has a direct or indirect interest (stake) in an organization as it can influence or be influenced by the organization's actions, objectives, and policies; can be one of two types: internal (from within an organization) and external (outside of an organization)

Strategy

A statement identifying how a goal will be realized (method or means); strategies establish broad themes for future actions and should reflect reasoned choices among alternative courses; strategies should communicate priorities (the road we take)

Strengths

Attributes of the organization that are helpful to attaining the objective(s)



Term:

Definition:

SWOT

Abbreviation for strengths, weaknesses, opportunities, and threats/challenges; An assessment of an agency or department, designed solely to identify the strengths and weaknesses (internal environment) and opportunities and threats/challenges (external environment) of the current status of the organization

Supply system

The water supply assets owned or controlled by Cascade

Timeframe

Duration or time period with respect to an action or implementation plan

Values

Beliefs that are shared among the stakeholders of an organization; values drive an organization's culture and priorities

Vision

A statement of what the future will be like, indicating how the organization or community will excel; it should reflect deeply held values of key stakeholders and be vivid and motivating; broad organization visions may be broken down into supporting visions for parts of the organization (a guiding star)

Weaknesses

Attributes of the organization that are detrimental to attaining the objective(s)

Word Cloud

A visual depiction of content used as preliminary step in analyzing responses to open-ended questions. Greater prominence is given to words that appear more frequently in the source text

Appendix A - IT Analysis

IT Application Architecture Review

Introduction:

The objective of this activity was to review applications presently being utilized by Cascade to manage data and support the business functions of the agency. The Application Architecture presents the various critical applications that are utilized, the relationships that exist between the applications and each of their associated databases. This analysis enabled the consulting team to identify strengths and weaknesses in the current infrastructure and provide a basic overview of how everything currently communicates.

The application architecture below is presented in the form of a “reference architecture”, a graphical illustration of the current architecture for Cascade. The architecture is depicted visually with a layered structure beginning at the foundational database layer. The structure is broken down as follows:

- Database layer
- Operational layer
- Integration layer
- Middle Ware layer
- Consumer layer

We have also included key observations within each layer to identify the key areas for improvement for each particular application.

In order to successfully complete the application architecture analysis, the project team conducted interviews with Staff and the IT Technician (IT Technician is outsourced) to assimilate their views on the current application architecture in terms of application adequacy and efficiency, ability to maintain applications, and the manual processes which have been developed. We also explored current outsourced applications to determine areas where outsourcing functions is required and where they can be eliminated. In addition, we explored opportunities for procuring new systems to provide a more productive and efficient environment to the Cascade Water Alliance. These systems include Electronic Document Management Systems and Work Asset Management Systems.

Review results:

The application diagram below outlines the interconnections that exist between the applications within the environment. It includes the databases and storage mechanisms utilized, the critical applications managed in-house and externally, and the way the general public interacts with the agency.

Application Architecture Legend

Symbols



Existing Applications



Existing Databases



Integration



Spreadsheets

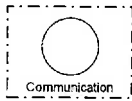


Documents



Client Applications

Client Applications



Internet Communications

Communication

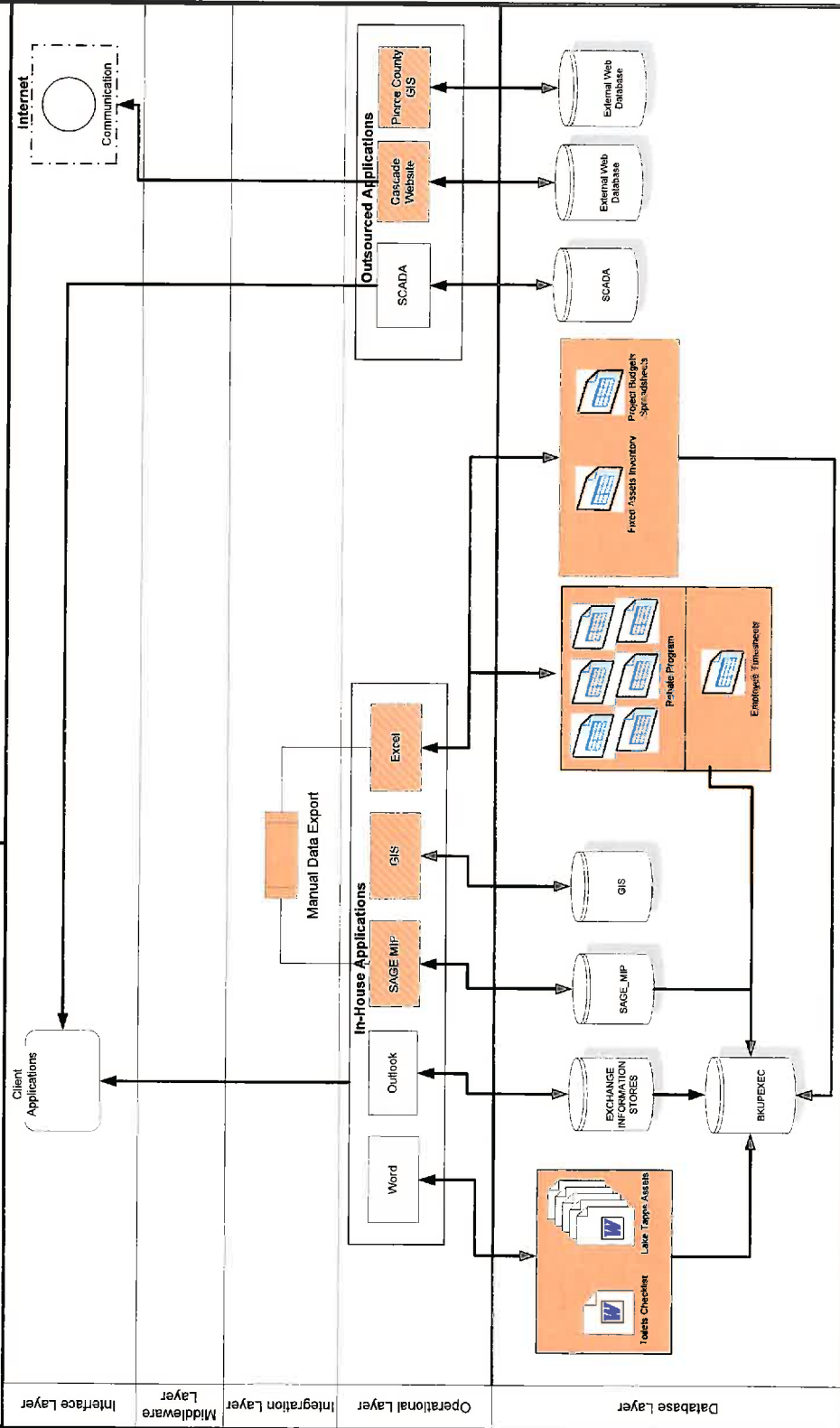
Color Patterns



Signifies gaps/issues/opportunities

Cascade Water Alliance – Application Architecture

Drafted for Discussion Purposes Only



The red highlights in the architecture depict the areas that need improvement, upgrade, and replacement or should be brought in-house. More information on each of these areas is provided in the sections below.



Database Layer

The database layer includes all of the underlying data storage associated with Cascade's application environment. This layer includes structured and unstructured data, spreadsheets, and storage areas as places for storing data.

In-house Databases:

Cascade currently hosts three (3) databases on a generic custom-built server. This server is an Intel Pentium D 3.4Ghz server with 3.1GB of memory and 99.2GB of 300GB storage space remaining.

On this server, Cascade manages an application called Sage MIP Fund Accounting Software which is built on a proprietary database. The Sage MIP software interacts with this database and is updated as the Business Manager makes changes and/or adds data. The Sage MIP database currently consumes approximately 65 megabytes of space. This accounts for less than 1% of total storage space remaining on the physical server's storage drives leaving Cascade with plenty of storage space for the growth of the database.

Cascade also manages a Microsoft Exchange 2003 server which has its own built-in database that utilizes Information Stores as storage for email data. Additionally, the server hosts a backup database to which all stored data including documents and spreadsheets are backed up.

Outsourced Databases:

Cascade's website is currently hosted by Integra Telecom. Integra Telecom provides the storage space to which all website changes and updates are uploaded. Cascade outsources the maintenance of the website to a vendor called AdVentures who uploads and updates content to the website.

Cascade indicated that occasionally, they would utilize Pierce County's Geographic Information System (GIS) to view various types of spatial data such as land usage, sewers, drains, pipes, permits, and Lake Tapps assets. However, the database for this GIS system is stored within Pierce County's IT infrastructure. Cascade currently lacks updating privileges. However, due to their limited use of the system, they do not require that type of accessibility.

Cascade also inherited a Supervisory Control and Data Acquisition (SCADA) system through the acquisition of Lake Tapps. Cascade does not currently monitor any data from SCADA and the related database is still maintained by Puget Sound Energy. Cascade has hired a contractor to develop a plan for the operations of Lake Tapps that will include a plan for the future SCADA management.



Key Observations

- The current data storage needs of Cascade are sufficiently managed by the existing databases. Integra Telecom provision of storage space for Cascade’s website is a great solution and should remain.

Spreadsheet Database:

Cascade utilizes Word and Excel spreadsheets to store data for their critical processes. The entire rebate program data is stored in Word and Excel data spreadsheets. These spreadsheets are accessed by several staff for the purpose of creating and/or retrieving rebate data. The spreadsheets are stored on the network drive and can be accessed by anyone with permissions to access the document. As Cascade staff makes changes within the spreadsheet, they must ensure to overwrite the appropriate file or save it as a new version. This can present challenges as users may not be aware of the changes made to the spreadsheet and/or may not know which spreadsheet contains the most recent data when various versions are created

The data in the spreadsheets is exported into Sage MIP for cutting rebate checks and processing payroll information. It is important to note that although they are titled as “databases” they are actually non-relational spreadsheet tables. These spreadsheets include:

- Residential Toilets Rebate Master Database
- Retailers and Plumbers Database
- Commercial Free Toilet Program Database
- Commercial Toilet Rebate Database
- Survey Spreadsheet
- Irrigation

Excel Spreadsheets are also used to track fixed assets within the Bellevue office and has recently been expanded to include Lake Tapps’ assets. Cascade is currently in the process of inventorying Lake Tapps’ assets and entering the data in the Excel Spreadsheets. As these spreadsheets continue to grow, data can become complex and eventually, very difficult to manage. These fixed assets will be tracked in the spreadsheets and eventually exported into Sage MIP Fixed Assets Module once all fixed assets have been recorded and the Module is implemented.

Cascade also stores project budget data within Excel Spreadsheets. Typically, Excel Spreadsheets are adequate for managing Cascade’s budget data. However, there are situations when a contract has multiple budgets attached to it. This can present challenges when managing budgets and generating reporting against the data in the spreadsheets.



Key Observations

- Cascade currently stores much of their critical data into spreadsheets. These spreadsheets are non-relational databases which complicate data retrieval, data updates, data share, and security access levels
- Cascade will be more efficient if it utilizes Access databases or SQL database to manage its rebate program data
- Lake Tapps' fixed assets are in the process of being inventoried
- Bellevue Office fixed assets are still in spreadsheets

Documents Storage

Cascade has massive amounts of documentation stored in the Bellevue office storage room. Boxes with documents are spread throughout the Lake Tapps and Bellevue office locations. Cascade's storage space is rapidly diminishing and the need for additional storage capabilities is a high priority. This issue can be resolved with transitioning to electronic document management.

Key Observations

- Cascade's storage space is rapidly diminishing and the need for electronic document management is a high priority especially with the acquisition of Lake Tapps.

Operational Layer

The operational layer includes the packaged applications that support Cascade's business activities and that collectively make up Cascade's IT application portfolio. Cascade has a set of applications which they manage in-house and few applications which are outsourced.

In-House Applications:


Microsoft Office 2007 (Outlook, Word, Excel)

Cascade currently uses MS Outlook, Excel, and Word, to access spreadsheet data, documents, and email. Currently, these applications are a part of the Microsoft Office 2007 suite. This tool is installed on every staff member's workstation or laptop.

Key Observations:

- Cascade relies heavily on Microsoft Office. Cascade is one version behind as the latest version of Microsoft Office is 2010 which is a very robust tool and built for better integration with Microsoft SharePoint 2010.

Sage MIP Accounting Fund Software



Sage MIP Fund Accounting software is utilized to plan and manage Cascade's budgets, accounting processes, process payroll, and to generate ad-hoc reports. The tool is installed on two (2) workstations, utilized by the Business Manager and the Director of Finance and Administration. The modules which Cascade currently owns include: General Ledger, Budget, Accounts Receivable, Encumbrances, Fixed Assets, Accounts Payable, Report Manager, Dashboard. The Encumbrances feature however, does not have the ability to split expenses on contracts. This causes challenges when time to report expenses utilized on a contract as the Business Manager has to manually create reports. The Fixed Assets module was purchased without development of system and functional requirements specific to Cascade's fixed asset management needs. At this point it is not completely clear if the module includes all capabilities required by Cascade.

The service level agreement (Business Care MIP Fund Accounting M&S Silver Plan) expires on April 30, 2011. This SLA covers the following:

- System upgrades and release
- 24/7 access to Sage Online and the Knowledgebase
- Expert support
- Payroll tax table updates
- Access to the customer forum

The current service level agreement coverage is sufficient for Cascade's needs. However, before renewal, Cascade should ensure to identify the encumbrances and reporting challenges they are experiencing, and explore options and solutions with Sage. This will ensure that Cascade receives quality support and service from Sage and that their issues are either resolved or discussed at the least.

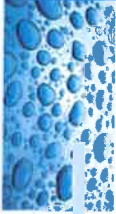
Key Observations:

- The Encumbrances feature of Sage does not function to Cascade's expectations.
- Requirements for the Fixed Assets module were not determined upon procurement. Thus it is possible that the tool may not completely meet Cascade's needs and will require full evaluation of the feature. e

Geographic Information Systems

Cascade's ArcGIS provides digital tools that abstract and organize geospatial data, model geographic processes, and visualize these data and models with advanced computer techniques. Cascade currently owns two (2) licenses of ArcGIS. These ArcGIS is stored on the laptops of the Operations Manager and the Capital Projects Director. Currently, there are not many layers or data sets built into the system. This may be due to the user's lack of knowledge and/or training. There are various types of spatial data which Cascade wishes to monitor through ArcGIS. This information includes but certainly not limited to:

- White River Project (Lake Tapps)
- Permits



- Water Quality
- Sewers
- Drains
- Land Use
- Septic Tanks

GIS layers can be difficult and complex to maintain. Cascade could benefit from GIS systems that have already been fully implemented to monitor spatial data throughout the region (i.e. Pierce County, etc.) Cascade would be relieved of any GIS management, maintenance, maintenance cost, and resources to support the system.

Key Observations:

- Cascade’s GIS users have not maximized on capabilities of their in-house GIS as the tool is complex and needs time to build the appropriate data sets and layers. This may require more training and vendor support.
- Cascade would benefit from utilizing existing GIS layers that have already been built by the member agencies. Cascade would be provided with minimum access to view their data and make updates.

Outsourced Applications:

Supervisory Control and Data Acquisition (SCADA)

Currently, Cascade utilizes SCADA to monitor and control Lake Tapps operations. SCADA is operated by Puget Sound Energy. The management of SCADA is currently being transitioned to Cascade. Cascade is currently working with a contractor to develop a plan for future operation of the SCADA system for Lake Tapps.


Key Observations:

- Cascade currently does not have the training or manpower to operate the SCADA system. The contractor will provide options for operating the system.

Cascade Website

Cascade currently outsources the maintenance and design of their website to AdVentures, a professional web service provider. AdVentures provide web design services for Cascade as they do not currently have the time, manpower, or resources to conduct the services in-house. AdVentures is responsible for uploading content to the website, supporting the Intergovernmental and Communications Director’s outreach efforts to the public, formatting newsletters for web placement, and supporting programs as approved by the Water Resources Manager.

AdVentures does not host the website within their infrastructure. The website is hosted and stored by Integra Telecom, Cascades DSL and Telephone provider. AdVentures sole responsibility is only to maintain the website per the contract with Cascade. Cascade does own the rights to the website and can move the website to any server whenever they desire.



The information presented on the website is managed by two Cascade employees – the Intergovernmental and Communications Manager and the Water Resource Manager. They communicate their requests to the vendor separately. They do not coordinate their efforts or share with each other the content of the posted information. This may result in duplication of efforts and may send unclear messages to Cascade customers and stakeholders. In addition, Cascade would like to implement on-line Application submission within its Rebate program; a feature currently not available to the rebate program customers.

Cascade is currently satisfied with the design of their website; however, there are concerns as to the services provided by the vendor. Some of the limitations which Cascade has experienced include: lack of urgency, untimely website updates, no control to the format of newsletters, and no guidance on the strategic actions that should be taken to improve the website. The service level agreement with AdVentures expired on December 31, 2010 and Cascade is currently paying for services on a monthly basis. At this point, Cascade should not renew this contract but evaluate other options for the management and maintenance of the company website.

Key Observations:

- Cascade currently does have the control needed to properly manage the website. The organization will benefit bringing the content management features in-house at a minimum and to implement online Application submission for the rebate program
- Cascade should identify an in-house staff with the technical ability and time to maintain the company website. This could also be augmented by an in-house IT Systems Analyst.
- Cascade should evaluate options for procuring a Web Content Management System to provide a user-friendly and robust web maintenance tool that can be managed in-house.

County GIS

Cascade utilizes Pierce County's GIS system. This utilization occurs rarely. The member agencies have GIS system which Cascade may be able to leverage for its needs. These GIS systems are typically fully operable and will alleviate the maintenance and service responsibilities of Cascade. Cascade would only be allowed to view and possibly update data which will suffice for their needs and expectations.

Key Observations:

- Pierce County and possibly other surrounding jurisdictions may have fully implemented GIS which Cascade could leverage for its own purposes

Integration Layer

The integration layer includes the software components that are responsible for system interoperability. Cascade's current environment has no integration. However, they do utilize exporting tools for importing information from one application to another.

Manual Data Export

Cascade manually transports data from Excel spreadsheets to Sage MIP by way of Sage MIP export/import features, copy and paste, or manual entry.

Key Observations:

- Cascade could benefit from automation of data export from Excel Spreadsheets into databases through the following types of solutions:
 - Building automation scripts through code such as Visual Basic.
 - Network automation such as “Automate” (Automate is a tool that automates Excel functions and integrates Excel spreadsheets with enterprise applications and databases – all without writing code)

- Other opportunities for future integration exist but are not limited to the following:
 - *Asset Management System to GIS*: Attach/display geographic locations and attach digital files to work order
 - *GIS to Electronic Document Management System*: Point and click retrieval of EDMS documents from a GIS map
 - *Sage MIP to Asset Management System*: Track what is used on the job and tie cost to work order, asset based on vendor contract and/or actual cost

Middleware Layer

The middleware layer contains software components that are responsible for connecting the operational layer and the consumer layer. These applications provide a variety of processing services including transactional brokering and execution, and presentation layer emulation.

Key Observations:

- Cascade currently has no middleware due to their limited use of integration features and remote access.

Consumer Layer

The consumer layer provides the capabilities required to deliver IT functions and data to end users to meet specific usage preferences. This can also be thought of as the presentation layer or the user interface layer.

Internet

Internet refers to Cascade’s public facing web page. The current internet site is used for providing information to the general public. Currently, Cascade posts information such as newsletters, conservation information, and news & reports on the website. Cascade does not currently leverage the use of social media tools to communicate with the general public and promote awareness.

Internet Communication – includes Cascade’s ability to communicate with customers and other stakeholders by posting rich, relevant, and timely content to the internet site

Key Observations:

- Cascade should leverage the use of social media (i.e. MS SharePoint, Twitter, LinkedIn, and Facebook) to promote company awareness and communicate with the general public
- Cascade should work with a Communications Strategist to develop strategies and goals for maximizing the internet usage and leveraging social media



IT Network Review

Introduction

RNR Consulting conducted Network Architecture review for Cascade. The review was aimed at gaining an understanding of the setup of Cascade's network including the network layout, servers, switches, routers, internet connection, and their ability to support the current IT infrastructure of the agency. This review also allowed for an inventory of deficiencies or opportunities for network upgrades or modifications to allow for potential future functionalities.

Another objective of this activity was to review the configurations and specifications of hardware currently utilized by Cascade to determine effectiveness and efficiency for current operational demands. Assessing the ability of current hardware to accommodate potential software expansion, upgrades and changes was also a goal for this analysis.














RNR Consulting utilized inventory of current applications, servers, routers, and workstations on the network, as well as list of hardware provided by Cascade staff and the IT Technician. The analysis of inventory of hardware currently being utilized by Cascade to operate its information systems considered current operational demands and also took into account potential expansion initiatives.

In order to successfully complete the network infrastructure analysis, the project team conducted interviews with Staff and IT Technician to assimilate their views on the current network infrastructure in terms of network response, backup, and computer reliability. In addition, we utilized our knowledge and experience completing hardware analysis for various utilities and public sector clients, networking analysis experience, and experience analyzing Disaster Recovery procedures.



Review results

The network diagram below outlines the Local Area Network or the Office Network layout. It includes each user's workstation, their printers and the way workstations are connected to the server and receive internet access.

Network Legend

Legend	
Symbol	Description
	Cisco Linksys Wireless-G Broadband Router Model WRT54GS
	LionLi
	Netgear Gigabit Ethernet 24-Port Switch Model GS524T
	View Sonic Monitor
	Zhone DSL Modem
	Wireless access point
	Leviton CAT5e Gigamax 24-Port Patch Panel
	HP ProJiant ML350 G6
	Cisco ASA 5505 Series Adaptive Security Appliance
	APC UPS Smart UPS 1500
	Firewall
	Copier
	Laptop computer

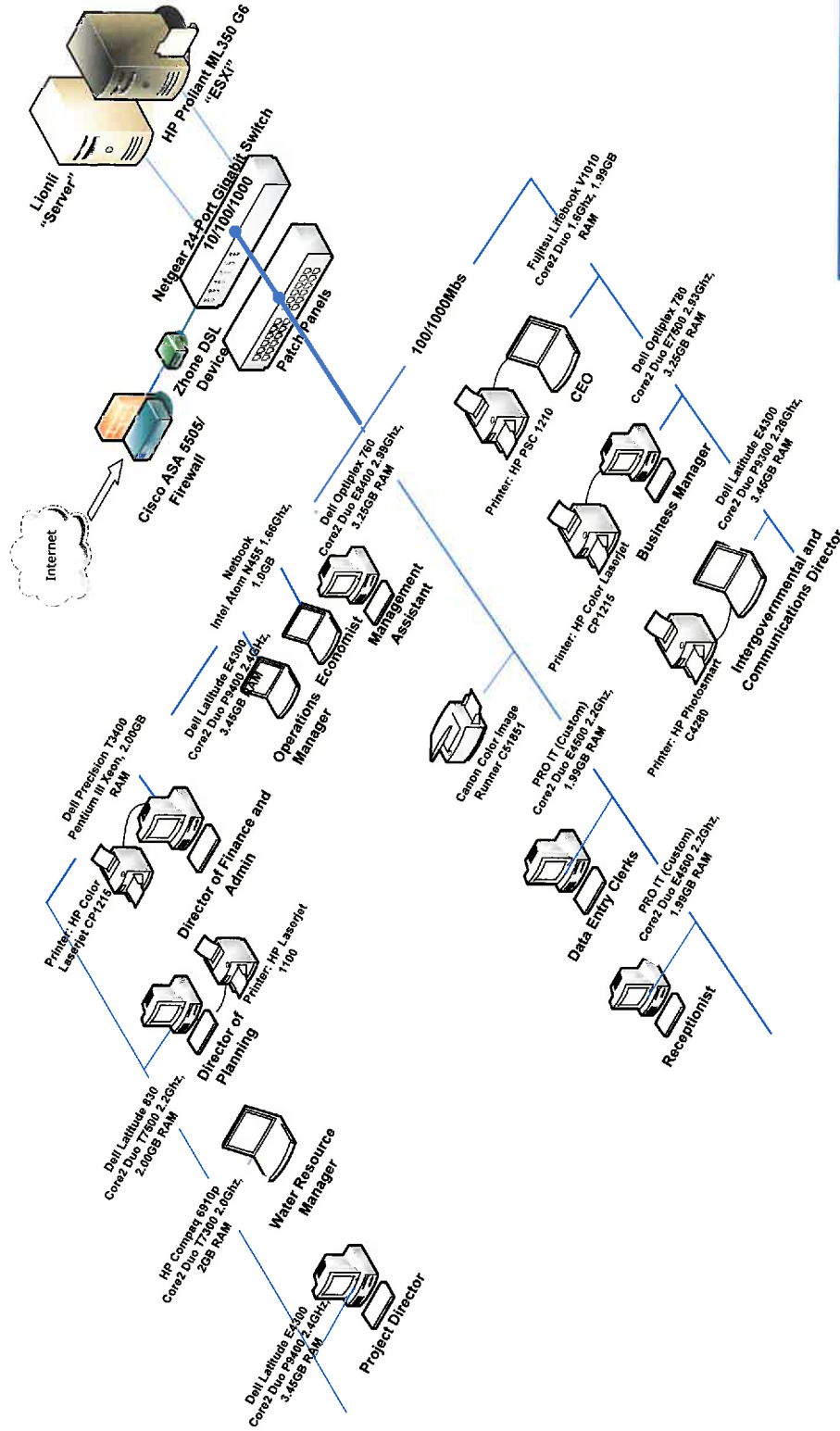
Line Patterns

	Device to Device Connection
	Devices Plug Into UPS

Color Patterns

	CATS Cable
	USB Connection
	UPS Connection

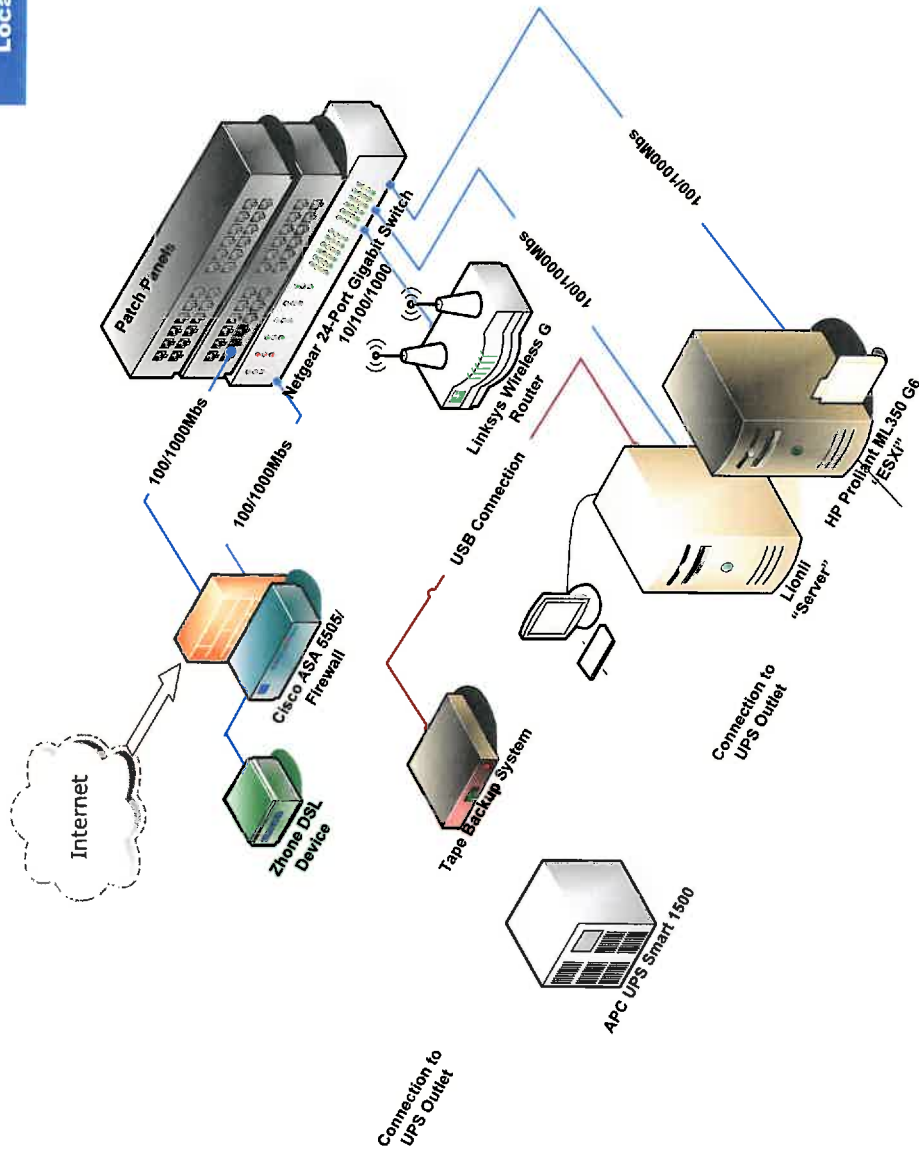
Bellevue Office Network



The network diagram below outlines the server room's network infrastructure. It includes the servers, wireless router, internet access, and all other devices that facilitate network operations.

Bellevue Server Room

Local Area Network



Local Area Network (LAN) – Wiring and Structure

Currently, the Bellevue office runs on a LAN backbone which is capable of running on Gigabit Ethernet which aggregates to 1Gbps. However, the majority of Cascade users obtain transmission rates up to 100Mbps. This speed is sufficient when considering that Cascade users access Sage MIP, GIS, and internet mostly. Overall, the majority of Cascade users indicated they are satisfied with the network speeds they obtain. However, the IT Technician to whom they outsource their IT operations has expressed concerns with slowness in the speed of the network. This was discovered through network testing. The internet is currently brought in by way of DSL connection. The cause of the slowness will need to be investigated. This is not a critical issue at the current moment but can prove to be significant if Cascade should choose to implement document management system and prepare to interconnect with the new Lake Tapps site. At that time Cascade will need to consider upgrading the current internet connection to one designed for medium size business such as T1 line. Currently, Cascade has a T1 line within their infrastructure which is only utilized for voice transmission. The T1 line can be leveraged and expanded manage Cascade’s internet transmissions in the future. Cascade’s current network layout is a star topology. This means that all computers and network devices are all connected directly to the switch.

The LAN star topology of Cascade’s network allows for scalability. Workstations can easily be added to this site. However, it is important to keep in mind that the most users connect to the network by way of wireless access. The more workstations and transmission are made over the network, the more traffic will be facilitated. This means that Cascade will most likely see slowness in the network.

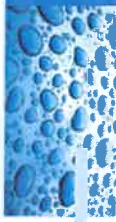
Key Observations

- Cascade’s network is testing at slow speeds and could prove to be an issue in the future if not investigated and resolved.
- Cascade should consider utilizing the T1 line to manage internet transmissions especially as interconnection with Lake Tapps site becomes imperative.

Network Devices

Cascade network infrastructure is a fairly small network with not many devices. The devices on the network include the following:

Device	Description	Role
Patch Panels	(2) Leviton CAT5e Gigabit Ethernet	Provides the medium for connecting all wired devices to the switch and



	24-Port Patch Panels		ultimately the network.
Network Switch	(1) Netgear Gigabit Ethernet Switch		All devices are connected to the switch for interconnectivity and internet access.
	24-Port Switch		
DSL Model	(1) Zhone DSL Modem		Provides the network with internet access
Uninterruptible Power Supply (UPS)	(1) APC Smart UPS 1500		Most of the critical devices are plugged into it for power backup in case of power failure.
Remote Access and Firewall	(1) Cisco ASA 5505 Series Adaptive Security Appliance		Protects the network against unwanted traffic and provides remote access.
Wireless Router	(1) Cisco Linksys Wireless-G Broadband Router (Model WRT54GS)		Connects wireless devices to the network
Tape Backup System	(1) HP Ultrium 2 Tape Drive (LTO 2 tapes)		Backup for business data including Sage and the network drives.

The firewall is currently used as the VPN endpoint allowing remote access. It is locked down by username and password. The network switch facilitates 10/100/1000 data transmissions. Additionally, there is a Linksys router for wireless access. It is locked down by a WPA2 key. The network monitoring is done by a combination of Spiceworks and ManageEngine's IMS probe.

The Backup system uses Symantec Backup Exec 12.5 for backups and the HP Ultrium 2 tape drive for storage. The media devices are LTO2 tapes.

Key Observations

- The firewall denying a high count of email being sent from the mail server. This has been reported but uninvestigated.
- The network slowness might be attributed to the network switch. It is possible that the network switch is not managing the faster speeds of the network. This should be investigated.

Disaster Recovery and Backups

Currently, Cascade runs incremental backup jobs Monday through Thursday with a full back up on Friday to a single tape. There are ten (10) tapes in the rotation, each containing a full

backup. These are stored in a Director of Finance and Administration's home weekly and rotated.

In the case of a disaster which may include server failures, power failures, or some natural disaster to the server room, the data could be recovered as tapes are stored off-site. However, there are no server configuration backups currently kept. If a failure should occur, Cascade would need to rebuild a server, configure it, and then restore data. At the same time the server currently has very minimum set of applications installed on it and system reconfiguration would not take a long time. Cascade could be backed up and running in a couple hours with data restoration.

Additionally, Cascade does have virtual server software which would allow them to keep images of the server and restore servers easily in the event of a disaster or system failure.

Key Observations

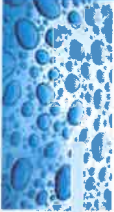
- There is currently no server image backup. In the case of a server failure or disaster, the server would need to be rebuilt and reconfigured. The server backup capabilities of Cascade are sufficient for the current needs of the organization.
- Cascade does not have disaster recovery plan/business continuity plan.

Servers and Server Room

Cascade currently runs two physical servers in-house: "Server" and "ESXi1".

The "Server" server runs MS Windows 2003 R2 Standard Edition with Service Pack 2. It has two (2) SATA drives installed that combine for 380GB of storage with 99GB of free storage space remaining. This server is a generic box which was custom-built. It provides all the main functions on the network which include:

- **DHCP:**
Manages distribution of IP addresses
- **DNS:**
Manages server/website names
- **Email:**
The email server utilizes Microsoft Exchange Server 2003. Manages all email functions. Users have the ability to share calendars and the system has Global Address Books available.
- **Database:**
The server has two databases: BKUPEXEC and SAGE_MIP. 65 MB of the server space for the database is currently consumed which accounts for less than 1% of storage space used.

- 
- A decorative graphic on the left side of the page, consisting of a vertical blue bar with a pattern of white water droplets of various sizes.
- **File/Print:**
Allows for the management of files for storage and printing.
 - **Blackberry server:**
Allows users to collaborate with Microsoft Exchange to receive emails and redirect emails and synchronize contacts and calendaring information between servers, desktop workstations, and mobile devices. There are a few users who are still utilizing Blackberry cellphones.

The "Server" server is running low on memory space and can become a problem as more applications and services are added to it. Additionally, it has no warranty associated with it as it was custom built. Thus any service related issues would remain until the server is replaced.

The "ESXi1" server runs VMware ESXi server for the purpose of virtualizing servers. This reduces the need for physical server boxes thus saving on cost and energy. This server has approximately 340GB of storage drive space with approximately 258GB of hard drive space remaining.

Cascade has installed a virtual server named "TERM1" which was intended to be used for Terminal Services or remote access. This server is no longer being used.

The server room which contains the servers and all network devices currently does not have any ventilation. Although this has not been a problem to date, it should be monitored in the future. Currently, the servers in the room are connected to a phone box that alerts users when the server is getting beyond a certain preset temperature.

Key Observations

- The use of the virtual server should be leveraged as it has a good amount of free space. All servers should be migrated to the virtual server machine.
- Cascade can use the current "Server" server for archival purposes.
- The server room needs some form of ventilation or A/C service.

Workstations and Printers

The majority of Cascade's computers and/or laptops are up-to-date and modern. Each of the workstations is equipped with Microsoft Office 2007. Microsoft Sage MIP is installed on two (2) workstations and ArcGIS application is on two (2) laptops. The workstation inventory is listed below:

Owner	Manufacturer	Processor Type	Memory	Disk Size	Device Type	Critical Software
Receptionist	Generic	Intel Core2 Duo E4500 2.20GHz	2 GB	149 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007
Data Entry Clerks	Generic	Intel Core2 Duo E4500 2.20GHz	2 GB	149 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007
Director of Finance and Administration	Dell Precision T3400	Intel Pentium III Xeon	2 GB	74.4 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007 • Sage MIP
Management Assistant	Dell OptiPlex 760	Intel Core2 Duo E8400 3.00GHz	3.2 GB	148.9 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007
Business Manager	Dell OptiPlex 780	Intel Core2 Duo E7500 2.93GHz	3.2 GB	465.7 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007 • Sage MIP
CEO	Fujitsu Lifebook V100	Intel Core2 T5200 1.60GHz	2 GB	110.8 GB (C:) 1 GB (D:)	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007
Intergovernmental and Communications Director	Dell Latitude E4300	Intel Core2 Duo P9300 2.26GHz	3.5 GB	148.9 GB (C:)	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007
Operations Manager	Dell Latitude E4300	Intel Core2 Duo P9400 2.4GHz	3.5 GB	TBD	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007 • ArcGIS
Economist	Netbook	Intel Atom N455 1.66GHz	1 GB	TBD	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007
Water Resource Manager	Hewlett-Packard Compaq 6910P	Intel Core2 Duo T7300 2.00GHz	2 GB	65.6 GB (C:) 7.4 GB (D:) 1.6 GB (E:)	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007
Projects Director	Dell Latitude E4300	Intel Core2 Duo P9400 2.4GHz	3.5 GB	TBD	Laptop	<ul style="list-style-type: none"> • Microsoft Office 2007 • ArcGIS
Director of Planning	Dell Latitude D830	Intel Core2 Duo T7500 2.20GHz	2 GB	148.9 GB (C:)	Desktop	<ul style="list-style-type: none"> • Microsoft Office 2007

Some users have their own office printers. However, a few of the printers are old and have been discontinued. The printers are listed below:

User/Owner	Printer	Comments
Intergovernmental and Communications Director	HP Photosmart C4280	Tends to lose scans (Based on HP website)
Director of Finance and Administration	HP Color LaserJet CP1215	Printer has been discontinued. No longer supported by HP.
Business Manager	HP Color LaserJet CP1215	Printer has been discontinued. No longer supported by HP.
Director of Planning	HP LaserJet 1100	Printer has been discontinued. No longer supported by HP.
CEO	HP PSC 1219	Still supported by HP
Office Printer	Canon Color Image	Still supported by HP


The Business Manager has a HP Color LaserJet CP1215 printer. As stated in the chart, this printer is no longer supported by Hewlett Packard. This poses a challenge as the printer malfunctions when printing multiple checks. Typically, the Business Manager will print multiple checks when preparing to send out refund checks for the rebate program. When multiple checks are entered into the printer, the printer jams. This has been happening more frequently than usual.

Key Observations

- Most of the workstations are up-to-date with very good specifications
- Currently, there are two (2) model printers which Cascade uses that are outdated and no longer supported by Hewlett Packard. These printers include HP Color LaserJet CP1215 and HP LaserJet 1100.

Telephone System

Cascade currently contracts their telephone services to Integra Telecom. Integra provides Cascade with a T1 line for voice transmissions and a DSL line for internet transmission. Part of the T1 line remains unused as it is intended to be used for data but remains unused because of



the DSL line. The telephone devices are AVAYA technology. The phone lines are analog based lines. Cascade often experience issues and users indicated the following challenges and dissatisfaction with the phone system:

- Not user-friendly
- Confusing and outdated
- Call pick-up feature rarely works
- Occasionally drops calls when transferring calls
- Lack of ability to announce calls

There are several solutions that are available to Cascade to provide more pleasant telephone system user experiences. These include Voice over Internet Protocol (VoIP), enhanced PBX and hybrids of VoIP, PBX, and analogs. The VoIP technology is very manageable as it provides voice transmissions over the internet. This eliminates phone carriers, physical phone lines, and often reduces cost due to the ability to add and/or eliminate lines. It can easily be managed over the T1 line.

Most of Cascade's cellphone users have migrated to Apples' iPhones. However, the Chief Executive Officer, the Intergovernmental and Communications Director, and the Operations Manager still utilize Blackberries. Thus, the need to continue to utilize the Blackberry server remains. Users often experience remote access challenges as their cellphones have minimum integration with the office network. Cascade users see a need for a more Unified Communications structure which brings together the use of office voicemail, simplistic call forwarding to cellphone, video conferencing, and messaging into a more unified integrated solution allowing users to stay connected to the network even from remote areas.

Key Observations

- Cascade should evaluate and explore options for moving to VoIP phones and other enhanced telephone solutions.
- Cascade should explore unified communications technologies to integrate voice, emails, voicemails, video conferencing, voice conferencing and messaging as one solution for business continuity.

IT GAP Analysis

Functional Area	Current State	Issues/Gaps	Recommendations
Systems/ Applications			
Geographic Information Systems (GIS)	<p>Currently, Cascade owns two (2) licenses of ArcGIS which provides digital tools that abstract and organize geospatial data and visualizes these data and models with advanced computer techniques.</p> <p>The tool does not allow concurrent usage. It is underutilized as staff does not have time and are not well trained in its utilization.</p> <p>Cascade has also in the past accessed Pierce County's GIS system. Through the system they have monitored data sets such as:</p> <ul style="list-style-type: none"> • Lake Tapps assets • Roads • Pipes • Sewers • Drainage • Permits 	<p>Users monitor very few data points within the current GIS system due to time and training constraints.</p> <p>Cascade has various items they would like to be able to monitor using GIS:</p> <ul style="list-style-type: none"> • Pipeline routes • Lake • Roads • Transportation Systems • Utilities • Permits • Land Use • Property Information 	<p>Examine options for utilizing an existing GIS owned by a surrounding City or a member agency.</p>
Supervisory Control and Data Acquisition (SCADA)	<p>Cascade utilizes SCADA to monitor and control Lake Tapps operations. SCADA is operated by Puget Sound Energy. The management of SCADA is currently being transitioned to Cascade. Cascade is working with a contractor (Parametrix) to develop a plan for future operation of SCADA system</p>	<p>Cascade staff has limited knowledge of the available SCADA system. Cascade currently does not have the training or manpower to operate the SCADA system. The deadlines for SCADA evaluation keep changing. Once the</p>	<p>Complete the evaluation of the SCADA system. Identify White River Project IT needs. Identify available options for SCADA transition from PSE and future management. Implement the best solution for Cascade.</p>

Functional Area	Current State	Issues/Gaps	Recommendations
	for the White River Project.	evaluation is completed, the contractor will provide options for operating the system. The documentation of the available knowledge about SCADA and the indication of available options for Cascade is one of the important factors that will influence the scope of work for the White River Project management and operation.	
Sage MIP Accounting	<p>Cascade utilizes Sage MIP to manage all accounting processes and payroll. The application is used specifically for the following functions:</p> <ul style="list-style-type: none"> • Budget and Encumbrances Tracking • Producing and Tracking Invoices • Cutting Rebate Checks • Tracking Employee Time and Payroll • Tracking Fixed Assets • General Ledger Posting 	<p>The encumbrance feature of the current version of SAGE MIP does not split expenses correctly when tracking contracts that have different expense types or line items.</p> <p>Users are utilizing MS Excel spreadsheets to manage contracts with separate expenses.</p>	<p>Reevaluate accounting needs with the Sage vendor to:</p> <ul style="list-style-type: none"> • Identify requirements for encumbrance processes and additional accounting processes. • Discover the customizable capabilities of Sage MIP software and verify its ability to satisfy requirements for encumbrances. • Develop requirements document and develop plan for

Functional Area	Current State	Issues/Gaps	Recommendations
	<ul style="list-style-type: none"> Tracking all Receivables and Payables Report Writing 	<p>Payroll distribution is cumbersome and time-consuming. (This is partially due to the fact that Cascade does not own the payroll module but uses features included with the expenditures portion of Sage MIP to manage payroll)</p> <p>Sage does not provide timely service and support.</p> <p><i>Invoicing capabilities of Sage MIP are outdated. Bills cannot be used legally.</i></p> <p>Sage MIP cannot track invoice balances when more than one invoice is tracked on a contract.</p>	<p>modifying Sage MIP.</p> <ul style="list-style-type: none"> Conduct a configuration work session with Sage to set Sage MIP settings. <p>Evaluate Payroll Distribution functionality needs with Sage to determine the feasibility of procuring the Payroll module.</p> <p>Renegotiate terms with Sage before renewing service level agreement. Service level expires in April 2011.</p> <p>Reevaluate needs for report writing. Conduct requirements session with Sage regarding report writing needs including invoices needs.</p>
Telephone System	Cascade's current phone system is an AVAYA phone system with several missing functionalities. The	<p>System lacks caller ID for identifying callers.</p> <p>Occasionally drops call, specifically when calls</p>	Implement Internet Protocol IP-Based (IP-PBX, VoIP, or hybrid) telephone system to manage Caller ID, eliminate



Functional Area	Current State	Issues/Gaps	Recommendations
	<p>telephone system is serviced by Integra Telecom.</p>	<p>are transferred.</p> <p>Lack of functionality to announce callers before transferring them.</p> <p>Lack of functionality to "call pickup" a line that is ringing at another desk.</p>	<p>dropped calls, and provide needed telephone functionality at a cheaper cost. This will provide a base setup for moving towards unified communications.</p>
		<p>Lack of real-time delivery of voicemail and messaging as staff is becoming diverse in schedules and locations.</p>	<p>Evaluate unified communication possibilities and identify problem processes and their impact on company initiatives/objectives. Basic requirements of a unified communications system should include:</p> <ul style="list-style-type: none"> • Ability to receive emails from any locations • Ability to phone/video conference from locations where devices are available.
Communications			
Website	<p>Cascade's website maintenance and design is currently contracted to a vendor (AdVentures).</p>	<p>The website vendor does not prioritize Cascade's web needs nor do they post updated information to</p>	<p>Implement hosted web content management solution to provide Cascade complete control over website maintenance.</p>



Functional Area	Current State	Issues/Gaps	Recommendations
	<p>Cascade sends content, newsletters, and other requests for website updates to the vendor to post.</p> <p>The vendor consulted with Cascade on the website design. Cascade pays the vendor on a monthly basis to maintain the website.</p> <p>The current contract with the vendor expired in December 2010. Currently Cascade is procuring their services on a monthly basis.</p> <p>Cascade contracts the hosting of the website to Integra Telecom. They provide the storage space and the domain name for users to access to the website.</p> <p>Cascade holds all rights to their website and is allowed to move the website to any server in the event they decide to go with a new provider or bring the maintenance in-house.</p>	<p>the website in a timely fashion.</p>	<p>Requirements should include:</p> <ul style="list-style-type: none"> • System with website templates as foundation for custom building. • User ability to create and management content • User ability to drill down into deeper levels of webpage design to add content as needed and make the simplistic presentation changes quickly and with little to no effort. • A comprehensible and intuitive user interfaces allowing various users the ability to add or customize specific sites and provide information that is relevant to their work are or job functions. • Ability for Cascade to administer the system while system is hosted by the current vendor (Integra Telecom).



Functional Area	Current State	Issues/Gaps	Recommendations
			<ul style="list-style-type: none"> • Ability to add video, podcasts, and other forms of media. • Service level agreement with clearly stated terms for maintenance, upgrades, training, etc. • Ability to format newsletters and similar documents to the website on-demand.
		Lack of in-house skills or software to manage/update website in-house.	Identify resource to manage the web content management system. Resource should either be: <ul style="list-style-type: none"> • A current in-house staff with the IT aptitude and job time to learn and manage the system • Hire a part-time IT Specialist with web experience.
		Contract with the vendor expired in December 2010.	Evaluate new web content management vendors.
		Lack of strategic direction for improving website and integrating social networking tools for promoting company awareness and listening	Develop a communications strategy plan. Communications plan should include: <ul style="list-style-type: none"> • Agency initiatives



Functional Area	Current State	Issues/Gaps	Recommendations
		to customers.	<p>and goals for promoting company business</p> <ul style="list-style-type: none"> • Plan for developing IT governing committee for evaluating all IT initiatives and strategizing internet/web communications. • Plan for hiring an IT Technician with experience in web social networking to implement strategies. • Consider hiring communications specialist to conduct working sessions for building web communications infrastructure. The vendor should understand communication objectives, know how to target your audience, be able to communicate effectively with staff, and is up-to-date with emerging channels such as social media. <p>Various types of</p>



Functional Area	Current State	Issues/Gaps	Recommendations
			<p>communication strategies may include:</p> <ul style="list-style-type: none"> • Google instant previews • Leveraging Twitter, Facebook, and Blogs • Methods for organizing website
Processes			
Fixed Assets Inventory	<p>Cascade keeps a list of Bellevue office fixed assets in inventory spreadsheets. All White River project assets, have not yet been inventoried.</p>	<p>White River project (Lake Tapps) equipment and assets are not inventoried.</p>	<p>Hire temps, such as high school seniors, to document equipment and assets at the Lake Tapps site.</p>
	<p>Cascade is deferring to collect data on Lake Tapps assets before they enter the fixed assets data into the Fixed Assets module of Sage MIP.</p>	<p>Currently, all fixed assets including the Bellevue office are inventoried in spreadsheets.</p> <p>This limits Cascade's ability to manage data that would allow staff to properly track assets and make analytical and organizational decisions based on variables such as:</p> <ul style="list-style-type: none"> • Condition data • Replacement life cycle cost • Cost data • Depreciation data 	<p>Ensure documentation of all fixed assets at the Bellevue office and populate Sage MIP Fixed Assets module with the information.</p>
		<p>Fixed assets module in</p>	<p>Review Fixed Assets</p>

Functional Area	Current State	Issues/Gaps	Recommendations
		<p>Sage MIP is currently not implemented. Cascade does not have a complete listing of White River project assets. Data types to be collected include but are not limited to:</p> <ul style="list-style-type: none"> • Tag# • Description • Date Tagged • Location • Value • Date Acquired • Audit# • Class Disposed of 	<p>requirements with Sage to determine the capabilities of the Fixed Assets module and its ability to meet Cascade’s needs.</p> <p>Completed Fixed Assets inventory at the White River Project and populate Sage MIP with the information.</p>
<p>Document Management (Search and Retrieval)</p>	<p>Cascade continues to utilize boxes for storage of paper documentation, which makes data location complicated and time consuming.</p> <p>A large number of such documents were acquired by the agency as part of the procurement of Lake Tapps. Currently, Cascade has hired interns to manually scan through boxes to capture and inventory the types of documents that exist and label (index) them.</p> <p>Institutional documentation</p>	<p>Lack of a central document repository, indexing and organization makes document retrieval a cumbersome and time-consuming task. The types of documents that are often difficult to retrieve include but are not limited to:</p> <ul style="list-style-type: none"> • PSE (SCADA) Information • Contracts and Agreements • Permits & Approvals • Plans 	<p>Evaluate document management goals and objectives, identify document management requirements and evaluate various systems for document management. The document management tool should include:</p> <ul style="list-style-type: none"> • Ability to store electronic files • Document search and retrieval services • Scan and store capabilities • Versioning controls • Role-based

Functional Area	Current State	Issues/Gaps	Recommendations
	<p>dated before the purchase of Lake Tapps is not completely organized, indexed or easily accessible to Cascade employees.</p> <p>A shared network drive is still utilized for storage of electronic documents. Such documents are organized in folders.</p>	<ul style="list-style-type: none"> • Reports • Policies & Procedures • Equipment Information • Real Estate • Lake Tapps Assets • Historical Records • Board Minutes 	<p>access/security controls</p> <ul style="list-style-type: none"> • User friendly file organizational structures
		<p>Lack of an electronic document retention policy is resulting in rapid accumulation of paper documentation.</p>	<p>Establish a records security or document retention policy.</p>
		<p>Physical storage space for paper documentation is steadily diminishing as Cascade continues to produce more documents. Additionally, the newly acquired Lake Tapps comes with a lot of documentation that needs to be restored.</p>	<p>Evaluate server storage space and upgrade as appropriate to accommodate document storage needs.</p>
<p>IT Staffing</p>	<p>Cascade outsources their IT Support to Seitel Systems, LCC. The IT Technician spends 4 hours per month onsite to address IT related issues and provide network</p>	<p>IT Technician scheduled onsite once a month for four (4) hours.</p>	<p>Conduct a cost-benefit analysis of hiring an IT resource. Hire part-time IT Technician to provide 12 – 20 hours IT service to Cascade weekly.</p>



Functional Area	Current State	Issues/Gaps	Recommendations
	<p>infrastructure maintenance which includes the servers, networks, and workstations.</p> <p>Any issues that arrive in between visits, the technician attempts to address at his earliest convenience.</p>	<p>Occasionally, IT issues are opened for extended periods of time.</p>	<p>Conduct a cost-benefit analysis for hiring an IT resource. Hire part-time IT Technician to provide 12 – 20 hours of IT service to Cascade weekly and address IT issues immediately.</p>
	<p>Whenever decisions need to be made regarding system upgrades, maintenance agreement renewals, or any IT changes, the IT Technician informs Cascade. Cascade reviews the changes and provides the vendor with permission to move forward.</p>	<p>Frequently, non-technical staff will provide IT support and respond to service requests.</p>	<p>Conduct a cost-benefit analysis for hiring an IT resource. Hire part-time IT Technician to provide 12 – 20 hours of IT service to Cascade weekly to release non-technical staff of IT responsibilities.</p>
		<p>The acquisition of Lake Tapps has brought in more IT assets that need maintenance and support.</p>	<p>Conduct a cost-benefit analysis of hiring an IT resource. Hire part-time IT Technician to provide 12 – 20 hours IT service to Cascade weekly and prepare/support the IT environment at Lake Tapps.</p>
		<p>Whenever Cascade approves a system change proposed by the IT Technician, they are often waiting from the vendor for next step actions.</p>	<p>Conduct a cost-benefit analysis of hiring an IT resource. Hire part-time IT Technician to provide 12 – 20 hours IT service to Cascade weekly to monitor all service level agreements and take action on IT needs and decisions. The IT Technician should have web experience and provide website content</p>

Functional Area	Current State	Issues/Gaps	Recommendations
			management for Cascade.
Office Equipment	The office has a centralized Canon multifunctional networked printer to which all staff is connected.	Office fax machine jams occasionally.	Identify warranty options with Canon for scheduling routine service maintenance.
		Personal printers/copiers are outdated.	Upgrade personal printers with the latest printer models.
Disaster Recovery	<p>Cascade currently conducts incremental backups daily (Mon – Thurs) and a full backup on Friday. All data is written to a single tape. There are ten (10) tapes in rotation.</p> <p>All data is backed up, aside from non-essential folders. However, this backup does not include a complete image of the servers in case of an emergency system recovery is needed.</p>	There is currently no complete backup image of the server in case of a server failure. Only data is backed up. This could cause a minor setback in recovery time in case of a full server or network failure.	Implement a tool for imaging/ghosting a server for full configuration backup.
		There is little knowledge of the IT infrastructure at Lake Tapps in terms of operations and disaster recovery.	Conduct an evaluation of Lake Tapps IT infrastructure and the disaster recovery environment.
Network Infrastructure			
IT Maintenance Agreements	<p>Cascade has maintenance agreements for the following applications/systems:</p> <ul style="list-style-type: none"> • Cisco ASA 5510 (Firewall) • Symantec Backup Exec 12.5 	The Symantec Backup Exec 12.5 maintenance agreement expired a year ago, and the Cisco ASA 5510 expires in a couple weeks.	<p>Renew the Symantec Backup Exec 12.5 and Cisco ASA 5510 maintenance agreements.</p> <ul style="list-style-type: none"> • Symantec Backup Exec 12.5 expired February 12, 2010. • Cisco ASA 5510 expires February 28,



Functional Area	Current State	Issues/Gaps	Recommendations
	<ul style="list-style-type: none"> • Sage MIP Accounting <p>The Symantec , Cisco and domain name provider maintenance agreements are maintained by the IT Technician to whom Cascade outsources IT.</p> <p>The IT Technician provides Cascade with updates as to what agreements are expiring and needs to be renewed. Once Cascade approves the renewals the IT Technician is tasked to coordinate the renewals of the agreements. Often times, the approval to renew is given, but no action is done to complete the tasks on the IT side.</p>	<p>Cascade has to wait for the vendor to provide them with maintenance agreement updates and to act on decisions.</p>	<p>2011.</p> <p>These maintenance agreements should be renewed as the Cisco ASA device protects Cascade against unwanted internet traffic and the Symantec Backup software manages the backup of data to tapes.</p> <p>Hire part-time IT Technician to provide 12 – 20 hours IT service to Cascade weekly to manage service level agreements among other IT services as listed above.</p> <p>Evaluate the terms of the agreement to ensure quality level of service.</p>
<p>Network Speed and access</p>	<p>Cascade uses DSL to provide for internet access.</p> <p>The network switch is a 10/100/1000MB unit which allows the network to run at speeds up to 1GB. The network has a wireless router which provides wireless access to all wireless users.</p> <p>The network is monitored by the outsourced IT Technician.</p>	<p>Ping test indicates internet slowness with .82Mb down, .25Mb up with 90ms ping under the firewall. This affects speed of the network. Website pages take longer to load and information takes longer to download.</p>	<p>Evaluate alternative options for implementing internet access such as T1 lines. This will be significant as Cascade looks to implement document management and manage the Lake Tapps site.</p>

Functional Area	Current State	Issues/Gaps	Recommendations
Server Room	<p>Cascade's servers and network devices are all operating from within the server room. This includes:</p> <ul style="list-style-type: none"> • (2) Servers • (1) Netgear Switch • (2) Patch Panels • (1) Cisco ASA Device • (1) Linksys Wireless Router • (1) AVAYA Phone System • (1) DSL Box <p>The server room does not have any heating ventilation. In the case the servers begin to overheat, an alert is made and automatic phone call is sent to the Director of Finance and Administration. person.</p>	<p>Server room has no self-cooling mechanism for preventing overheating of servers and network equipment.</p>	<p>Evaluate options for implementing server room cooling solutions. The cooling system options may include:</p> <ul style="list-style-type: none"> • Heat ventilation • Air conditioning
Interruptible Power Supply (UPS)	<p>Only the most critical network equipment is plugged into the UPS. This includes:</p> <ul style="list-style-type: none"> • Servers • Wireless Router • Cisco ASA 5100 (VPN) • DSL Modem (Internet) 	<p>Not all devices are plugged into the UPS. This includes the following:</p> <ul style="list-style-type: none"> • Network Switch • Patch Panels <p>In the case of a power outage, these will not have backup power supply.</p>	<p>Identify the network devices that are critical for business continuity. Implement a UPS that facilitates all critical and non-critical devices.</p>
Workstations and	<p>Cascade staff utilizes a mixture of workstations and</p>	<p>Currently, there is no replacement cycle for</p>	<p>Implement a life cycle for all workstations and printers.</p>

Functional Area	Current State	Issues/Gaps	Recommendations
Printers	<p>laptops. Most of the laptops and workstations are updated with the latest technical features and capabilities.</p> <p>Most of the office printers are outdated or older models. However, they still function.</p>	<p>workstations and printers.</p> <p>Several printers are outdated, discontinued or defective in some way. These printers include the following:</p> <ul style="list-style-type: none"> • HP Color Laserjet CP1215 (discontinued – Based on HP website) • HP Photosmart C4280 (Tends to lose scans. – Based on HP website) • HP Laserjet 1100 (discontinued-based on HP website) 	<p>Update outdated and discontinued printers.</p>
Asset Management	<p>The acquisition of Lake Tapps comes with a massive load of assets which need to be inventoried and managed. Currently, there is not information on the assets and equipment that exist.</p>	<p>Lack of ability to monitor company assets in terms of:</p> <ul style="list-style-type: none"> • Work History • Work Order • Asset Conditions • Preventative Maintenance • Trend Tracking 	<p>Evaluate options for a work management system.</p>

Functional Area	Current State	Issues/Gaps	Recommendations
Server Equipment	<p>Cascade has physical server boxes and one virtual server. The servers are called "Server", "ESXi1", and "TERM1".</p> <p>"Server" is a generic box which has approximately 100GB of 300GB of hard drive space remaining. This server also has 3.1 GB of RAM (memory) in which the majority of the RAM is utilized. This server runs all the major applications which include: DHCP, DNS, Email, SAGE Databases, Backup, and Blackberry servers.</p> <p>"ESXi1" is an HP ProLiant ML350 G6 server. It currently has six 72GB SAS hard drives which comes to 430GB. However, the server is formatted for 340GB hard drive space of which 250GB is free space. This server runs VMware ESXi in which only one virtual server has been created. The server has a warranty that expires in two years.</p> <p>"TERM1" is a virtual server which runs Terminal Server for remote access. Currently, no one is using the virtual server.</p>	<p>The generic server "Server" is running out of memory space which will eventually affect its ability to operate its multiple services efficiently.</p>	<p>Migrate critical services from "Server" server to the "ESXi1" server. Use the "Server" server for historical records or data.</p> <p>Identify the amounts of data produced yearly and evaluate storage needs. Migrate critical services from "Server" server to the "ESXi1" server.</p>
		<p>The generic server "SERVER" has no service level agreements because it is a custom made box.</p>	
		<p>The server "ESXi" has unused hard drive space.</p>	

Functional Area	Current State	Issues/Gaps	Recommendations
Microsoft Excel Spreadsheets			
Rebate Program	<p>Cascade users track rebate information in spreadsheets. The Residential Toilet Rebates Spreadsheet is shared by the Water Resource Manager and two data entry clerks. This spreadsheet is also accessed by the Business Manager who copies information into another database and exports data into Sage MIP.</p> <p>There are other spreadsheets in which rebate data is stored but not shared. These spreadsheets contain data which other users will eventually need to access for the sake of tracking rebate candidates and cutting checks.</p>	<p>Lack of central database is causing duplicated data entry. The same data exists in more than one spreadsheet.</p>	<p>Identify the various data requirements for processing rebates and implement:</p> <ul style="list-style-type: none"> • A Microsoft Access database to centralize data, facilitate data share, and streamline reporting. • Rebate Management Solution <p>Data requirements should include:</p> <ul style="list-style-type: none"> • Rebate Amount • Payee • Payment Date • Rebate Type
Project Budgets	<p>The Capital Project Director monitors project budgets that are executed. Some of the vendors have multiple projects each with their own budgets. The budgets are tracked in Microsoft Excel spreadsheets.</p>	<p>Tracking project budgets in Microsoft Excel is cumbersome when tracking multiple budgets.</p>	<p>Implement a database or project budget management software.</p>
Timesheets	<p>All time is tracked on spreadsheets and forwarded to the Business Manager to capture. This information is eventually entered into Sage</p>	<p>Users are redundantly creating data in more than one place. Users create the data on spreadsheet and The</p>	<p>Evaluate options with Sage for integrating Sage MIP and Microsoft Excel by way of export.</p>



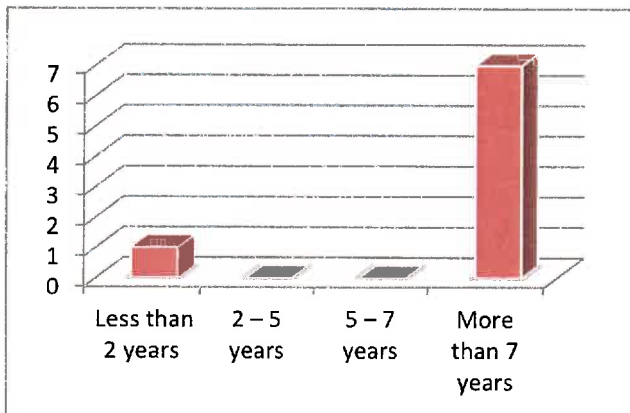
Functional Area	Current State	Issues/Gaps	Recommendations
	MIP from which pay checks are produced.	Business Manager manually enters the data into Sage.	
Check Printers	<p>Rebate checks are printed using the Business Manager's HP Color Laserjet CP1215 printer. These printed checks are initiated through the Sage MIP application.</p> <p>Additionally, the HP Color Laserjet CP1215 has been discontinued and is no longer supported by HP.</p>	Printer tends to jam when checks are printed in bunches.	Upgrade the HP Color Laserjet CP1215 to the latest model# CP1025 or another brand/model.

Appendix B – Focus Group with Members’ Staff Members Analysis

Listed below are questions and graphical representations of responses accompanied by an analysis of the information collected for each question. A total of eight (8) Member staff members participated in the focus group, including Alison Bennett (Bellevue), Cheryl Scheuerman (Skyway), Gwenn Maxfield (Covington Water District), Jay Krauss (Sammamish Plateau Water and Sewer District), Juliana Elsom (Kirkland), Pat Brodin (Tukwila), Ray Steiger (Kirkland), Scott Thomasson (Redmond), and Sheldon Lynne (Issaquah).

CLICKER EXERCISE

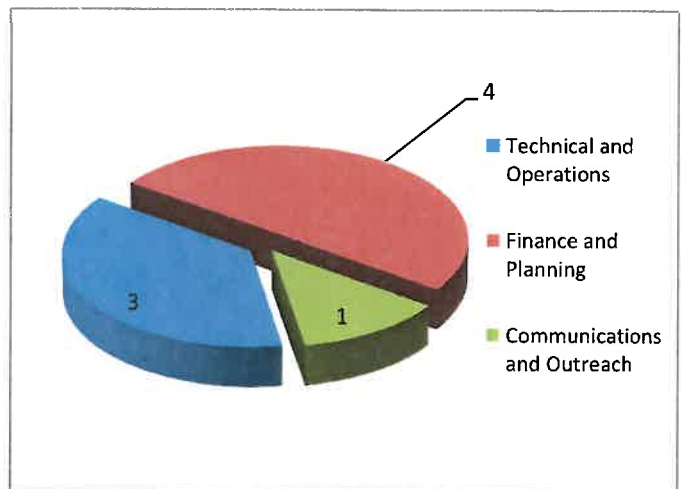
1. *How long have you been involved with the Cascade Water Alliance?*



Most of the Member staff members who attended the focus group have been involved with the agency for more than seven years. Therefore, they were closely familiar with the agency. While seven (7), or 87.5% of the total number of participants in the focus group have been involved with Cascade for more than seven (7) years, the remaining Member staff member, has been involved with the agency less than a year¹.

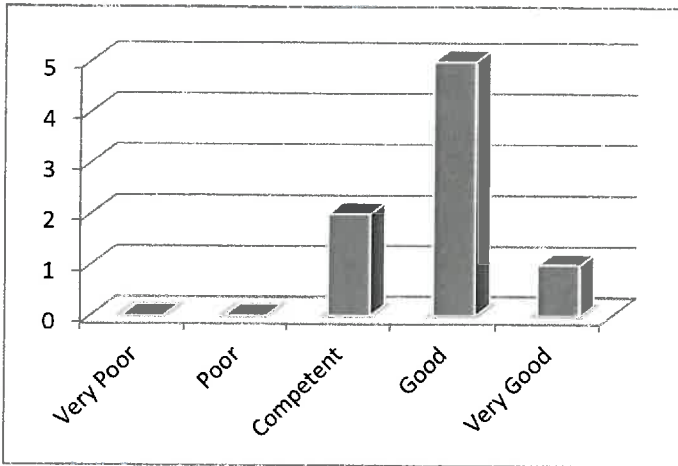
2. *What is your area of expertise?*

Half or 50% of the Member staff members who participated in the focus group indicated that their expertise lays in “Finance and Planning”. Three (3), or 37.5% specialize in “Technical and Operations”, while the remaining 12.5% participant focuses on “Communication and Outreach”. All of the respondents verbally specified that their expertise stretches across functional areas.



¹ The Member Staff member verbally specified that he has been involved with Cascade for less than a year.

3. The quality of services I currently receive from Cascade is:

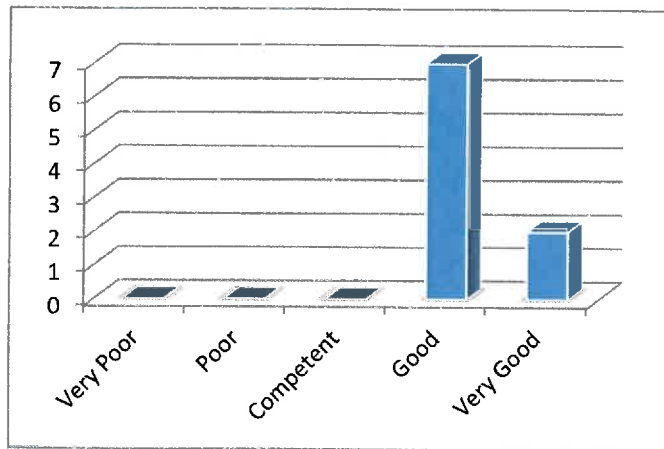


The majority, or five (5), (62.5%), of the Member staff members who attended the focus group indicated that Cascade provides “Good” services to their corresponding entities. Two (2), or 25 %, of participants rated the quality of services as “Competent”. The remaining Member staff member rated Cascade’s quality of services as “Very Good”.

The following question was part of the Strategic Planning Survey, distributed internally to Cascade staff. It is listed here for the purposes of comparing the opinions of Member staff members to those of Cascade staff.

3A. Please rate Cascade’s current efforts to satisfy the needs of its members.

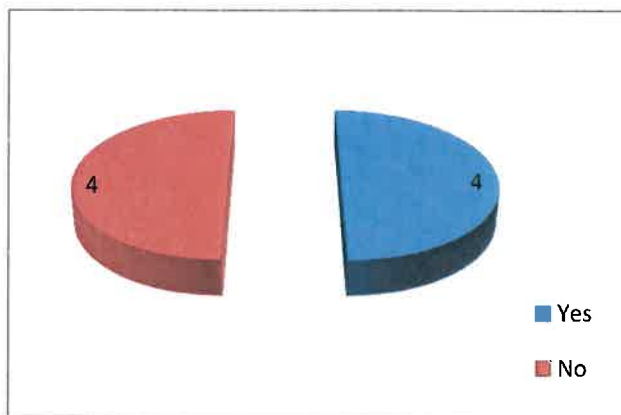
Seven (7), or 78 %, of the total number of Cascade staff members who participated in the Strategic Planning Survey believe that Cascade’s current efforts to satisfy the needs of its members are “Good”. The remaining two (2), or 22%, rated those efforts as “Very good”.



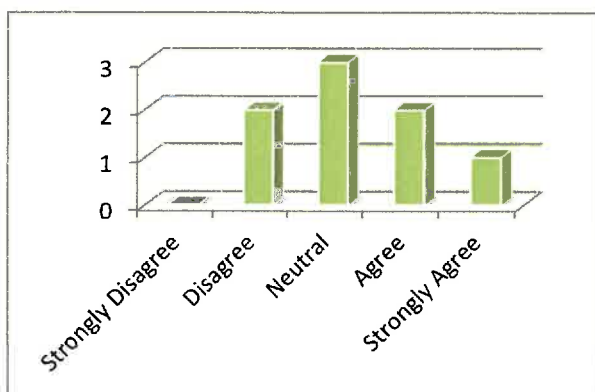
The opinions of Cascade staff and those of Member staff, with regard to the quality of services which Cascade provides to its Member Agencies are similar. Although Member staff indicated a slightly lower satisfaction with the quality of services offered by Cascade, most of the responses fall within the “Good” category. This is a good indication of Cascade’s quality of work and awareness of its Members’ needs.

4. *My opinion matters and my voice is heard during meetings of the Standing Committees, including Public Affairs, Resource Management, and Finance and Audit.*

Member staff was evenly split when it comes to their satisfaction with their current role during meetings of the Standing Committees, including Public Affairs, Resource Management, and Finance and Audit. Four (4) or 50% of the total number of respondents agreed with the statement, while the remaining 50% disagreed. Therefore, there is an inconsistency in the way Standing Committees are utilizing Member staff members' input.



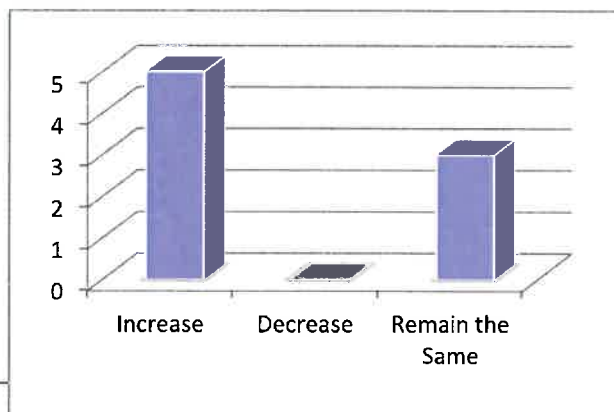
5. *I am satisfied with my role in the Member Staff Advisory Groups and/or Work Groups.*



Opinions were mixed with regard to Member staff's satisfaction with their role in the Member Staff Advisory Groups and/or Work Groups. Two (2), or 25 %, of the total number of staff members who attended the focus group disagreed; three (3), or 37.5%, were neutral; two (2), or 25%, agreed; and the remaining 12.5% strongly agreed. The diversity of responses may be explained by the lack of clearly defined roles and responsibilities as those may have evolved within the past few years.

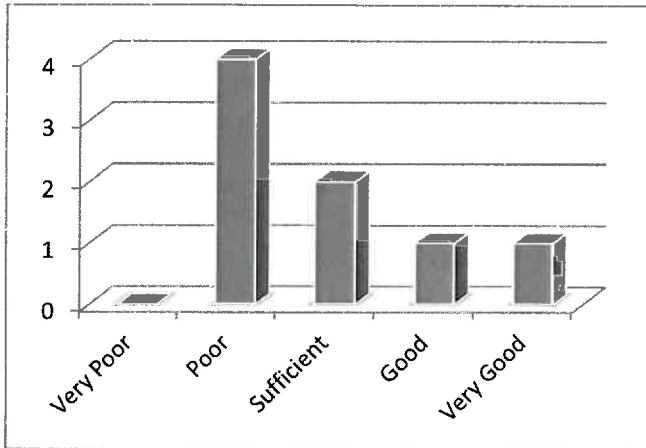
6. *The level of involvement of the Member Staff Advisory Groups in the day-to-day operations of Cascade should:*

Five (5) or 62.5% of the total number of Member staff members who attended the focus group believe that the level of involvement of the Member Staff Advisory Groups in the day-to-day operations of Cascade should increase. The remaining three (3) participants, or 37.5%, are convinced that this role should remain the



same. The inconsistency with the responses may be due to the fact that the roles and responsibilities of certain Member staff members have recently decreased and that they are still struggling with the transition.

7. *When it comes to Cascade, how would you rate the quality of communication between you and your elected officials?*

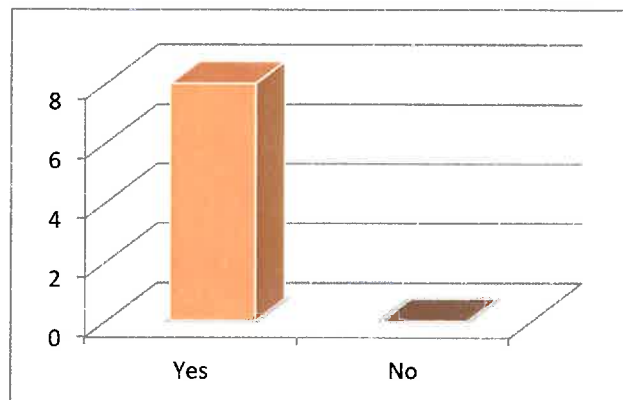


Opinions were mixed with regard to the quality of communications between Cascade Members’ staff and their corresponding elected officials. Four (4), or 50%, of the total number of Member staff members who participated in the focus group rated those communications as “Poor”. Two (2), or 25% rated the communication as “Sufficient”; one (1), or 12.5%, selected “Good”; and one (1), or 12.5%, rated those communications as

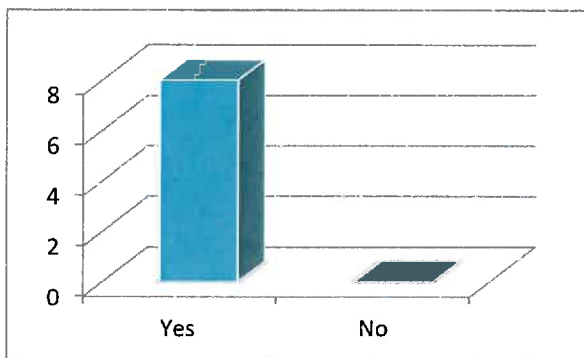
“Very good”. During the round table discussion, which followed the clicker question activity, Member staff expressed concerns that they are not provided with necessary information in a timely manner, e.g. Board Packets. As a result, Member staff may not be able to effectively relate all the information to their elected officials.

8. *Is Cascade a successful organization today?*

All (100%) of the Member staff members who attended the focus group believe that Cascade is a successful organization at present. The results from this question come as no surprise, as Member staff clearly appreciates Cascade and its management.



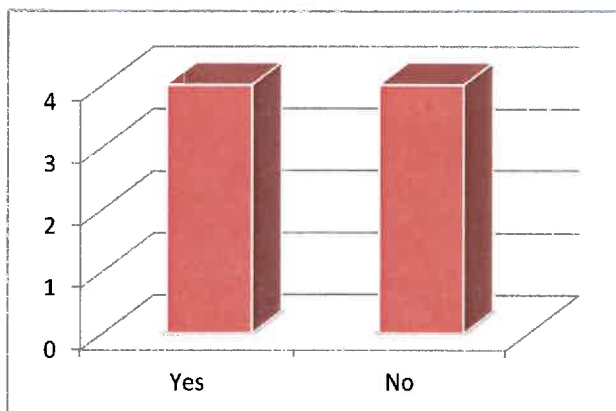
9. *The conservation program at Cascade is successful.*

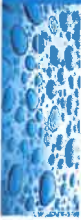


Once again, all, or 100%, of the Member staff members who attended the focus group believe that Cascade’s conservation program is successful. Clearly, Member staff is satisfied with the services that Cascade provides to them related to Conservation.

10. *Lake Tapps should only be used as an insurance policy in case the current partnership with Seattle and Tacoma fall apart.*

With regard to the development of Lake Tapps, Member staff members’ opinions were evenly split. While 50% believe that the lake should only be used as an insurance policy in case the current partnerships with Seattle and Tacoma fall part, the remaining 50% are convinced that the lake should be developed nevertheless. The Member staff members who want to develop Lake Tapps as a water supply source indicated a belief that development of the asset should not begin for at least ten (10) years.





CONCLUSIONS (CLICKER QUESTIONS)

- 87.5% of the Member staff members who attended the focus group have been involved with the agency for more than seven years.
- All of the respondents verbally specified that their expertise stretches across functional areas.
- 75% of the Member staff rated the quality of services provided by Cascade as “Good” or “Very Good”. In comparison, all of Cascade staff members believe those services to be “Good” or “Very Good”.
- Member staff was evenly split with regard to being able to voice concerns during meetings of the Standing Committees, including Public Affairs, Resource Management, and Finance and Audit. Therefore, there is an inconsistency in the way Standing Committees are utilizing Member staff members’ input.
- Opinions were mixed with regard to Member staff’s satisfaction with their role in the Member Staff Advisory Groups and/or Work Groups.
- 62.5% of the Member staff members who attended the focus group believe that the level of involvement of the Member Staff Advisory Groups in the day-to-day operations of Cascade should increase; the remaining 37.5% believe that this role should remain the same. The inconsistency with the responses may be due to the fact that the roles and responsibilities of certain Member staff members have recently decreased and that they are still struggling with the transition.
- Opinions were mixed with regard to the quality of communications between Cascade Member staff members and their corresponding elected officials.
- All of the Member staff members who attended the focus group believe that Cascade is a successful organization.
- All (of the Member staff members believe that Cascade’s conservation program is successful.
- Member staff members’ opinions were evenly split with regard to the development of Lake Tapps as a water supply source. The Member staff members who want to develop Lake Tapps indicated a belief that development of the asset should not begin for at least ten (10) years.

ROUND TABLE DISCUSSION



The following questions were asked of Member staff members who attended the focus group.

1. *What does Cascade do well when it comes to serving its member agencies?*
2. *Please name 3 major needs and priorities of your agency that Cascade should consider when planning for the future?*
3. *Name some major uncertainties within the region that may influence the future of Cascade.*

Answers were compiled and grouped in a Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT) table, which is listed below.

STRENGTHS:

- ✓ *Cascade has taken leadership in the water supply planning efforts in the region*
- ✓ *Cascade has done well with regard to bringing its members to the forefront of the water supply planning efforts in the region*
- ✓ *Cascade has a strong intergovernmental (political) position in the region*
- ✓ *Effective public outreach efforts*
- ✓ *Cascade is able to maintain equity between its members*
- ✓ *Effective efforts in water use efficiency planning; Successful Conservation program*
- ✓ *Having lake Tapps as an insurance policy*
- ✓ *Competent and responsive staff, available and open for discussions*

WEAKNESSES:

- ✓ *Cascade has not yet made any long term decisions*
- ✓ *Member Staff expressed a feeling that Cascade does not adhere completely to its founding principles*
- ✓ *Cascade has not yet ensured knowledge continuity*
- ✓ *Roles and responsibilities of member staff are not clearly defined*
- ✓ *Members feel excluded from the brainstorming process*
- ✓ *Members staff's opinions differ with regard to their level of involvement at Cascade*
- ✓ *Cascade's financial invoicing system is prone to errors*
- ✓ *Cascade is too involved satisfying the needs of the lake Tapps community*
- ✓ *Cascade has not yet developed a management plan for lake Tapps*
- ✓ *Cascade is not involved in the disaster recovery plans and emergency efforts that SPU is undertaking*



OPPORTUNITIES:

- ✓ *Implementing a business process related to the admittance of new members into the Cascade Water Alliance*
- ✓ *Ensuring that Members have all available information in a timely fashion*
- ✓ *Renegotiating the contracts with Seattle and Tacoma*
- ✓ *Involving the Member staff in Cascade's community outreach efforts*
- ✓ *Development of Lake Tapps as a water supply source*

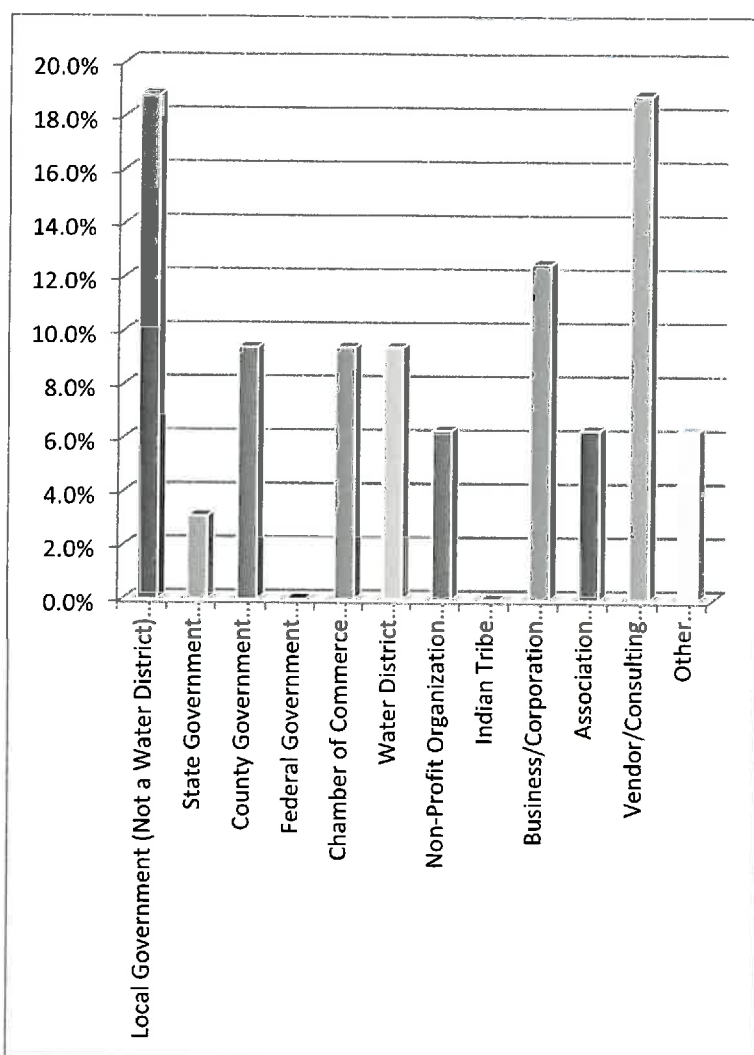
THREATS/CHALLENGES:

- ✓ *Maintaining equality between members*
- ✓ *Keeping water rates stable*
- ✓ *Developing a flexible mechanism for calculating rates*
- ✓ *Ensuring that Member City Councils feel involved in the future planning efforts*
- ✓ *Future cost of water*
- ✓ *Water Demand Forecast may not be completely precise*
- ✓ *Purple pipe and the politics of reusable water*
- ✓ *Uncertainties related to regional water distribution*
- ✓ *Risks associated with building infrastructure at Lake Tapps*
- ✓ *SPU policies change with each mayor*
- ✓ *Determining how rates for members would change in case of changes in membership*
- ✓ *Half of Cascade's members have independent water supplies*
- ✓ *Based on the water rights for lake Tapps, Cascade must begin development of the lake within the next 50 years*
- ✓ *The future water demand in the region is uncertain*

Appendix C – Strategic Planning External Survey Analysis

In order to obtain the views of the community as related to Cascade current and future water needs, RNR Consulting developed and disseminated an External Strategic Planning Survey to approximately one hundred and fifty (150) community members, from various types of organizations. Listed below are survey questions and graphical representations of responses accompanied by an analysis of the information collected for each question. A total of thirty two (32) respondents participated in the External Strategic Planning Survey.

1. Please select the type of organization you are associated with:

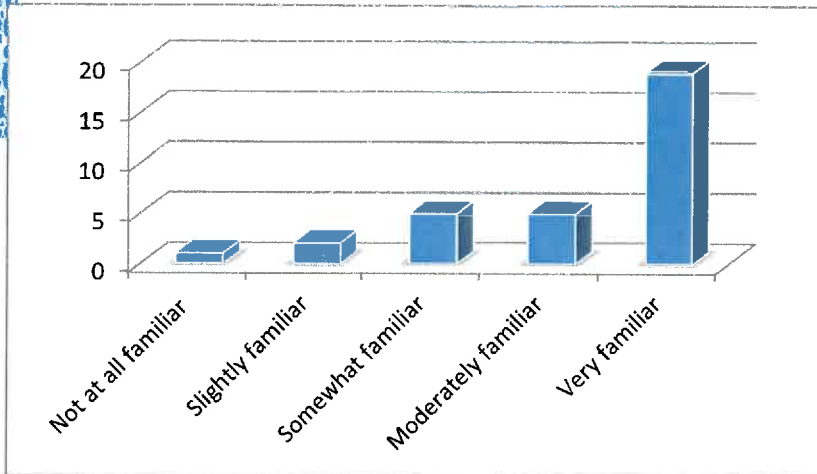


The sample of community members who participated in the survey is representative of the general population of organizations that hold an interest in Cascade's operations.

Participation was as follows:

- 18.8% - Local Government (Not a Water District)
- 18.8% - Vendor/Consulting
- 12.5% - Business/Corporation
- 9.4% - County Government
- 9.4% - Chamber of Commerce
- 9.4% - Water District
- 6.3% - Non-Profit Org.
- 6.3% - Association
- 6.3% - Other
- 3.1% - State Government

2. How familiar are you with the mission, work and staff of the Cascade Water Alliance?

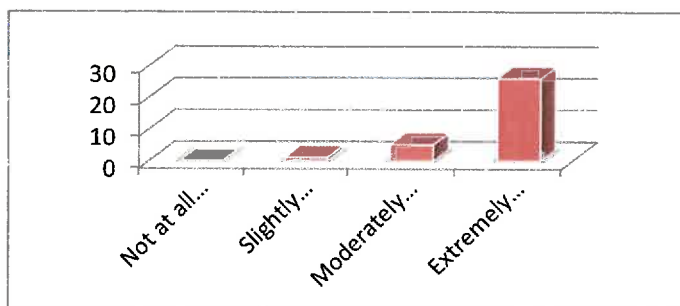


97% of the total number of participants in the External Strategic Planning Survey were familiar with the mission, work and staff of the Cascade Water Alliance, at least to some extent. 60 % were “Very Familiar”; 15% were “Moderately Familiar”; and 15% were “Somewhat Familiar”.

3. There are several goals that are part of Cascade’s mission. For each of the following, please indicate how important you think that particular goal is.

Cascade’s current mission statement is “To provide water supply to meet current and future needs in a cost effective and environmentally sensitive manner by purchasing wholesale water from other suppliers; coordinating conservation and supply management; acquiring, constructing and managing water supply infrastructure and fostering regional water planning to provide water for people, fish and fun.” In order to obtain a maximum level of feedback, the consulting team divided Cascade’s mission statement into four shorter statements: 1. To provide water supply to meet current and future needs; 2. Coordinating conservation and supply management; 3. Acquiring, constructing and managing water supply infrastructure; and 4. Fostering regional water planning to provide water for people, fish and fun. Overall, community members indicated a belief that each of the goals, which are part of Cascade’s mission statement are important to them. Results are broken down further and presented on the following pages.

- **To provide water supply to meet current and future needs**

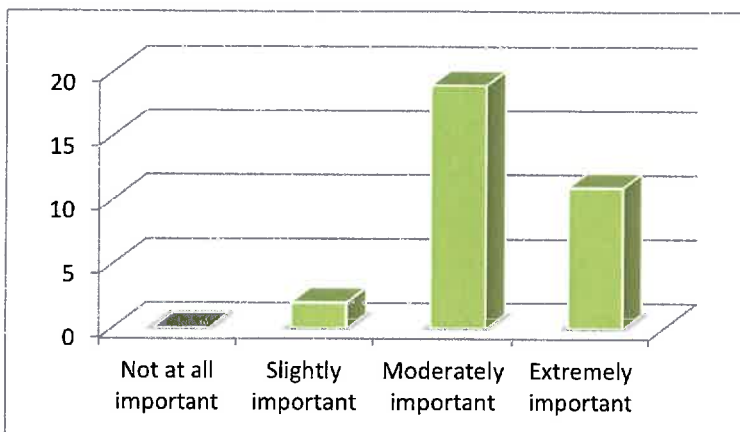


81% of the community members who participated in the strategic planning survey believe that Cascade’s goal to provide water supply to meet current and future needs is “Extremely Important”. 16% rated the goal as “Moderately

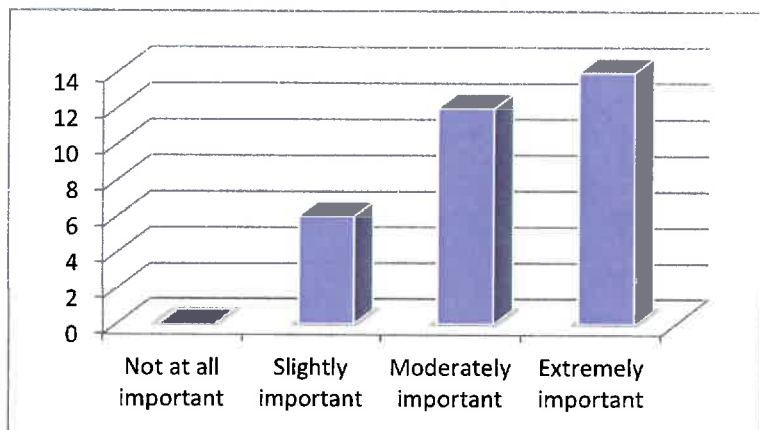
Important”, while 3% indicated that it is “Slightly Important”.

- **Coordinating conservation and supply management**

59% of the community members who participated in the survey believe that coordinating conservation and supply management is “Moderately Important”; 34% rated the goal as “Extremely Important”; while the remaining 6% of respondents indicated that it is “Slightly Important”.



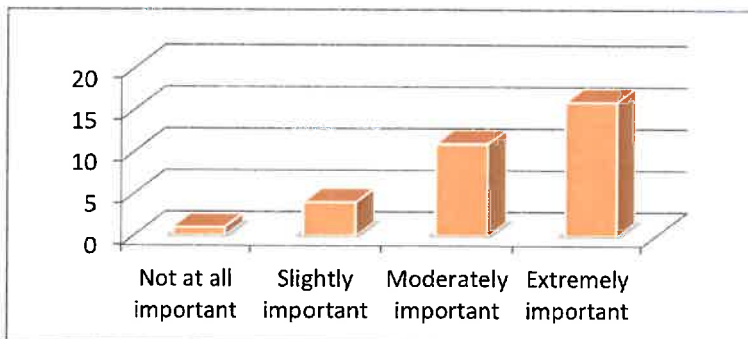
- **Acquiring, constructing and managing water supply infrastructure**



Acquiring, constructing and managing water supply infrastructure was rated as “Extremely Important” by 44% of the total number of community members who participated in the survey. An additional 38% rated the goal as “Moderately Important”, while the remaining 18% believe it to be “Slightly Important”.

- **Fostering regional water planning to provide water for people, fish and fun**

Fostering regional water planning to provide water for people, fish and fun was rated as “Extremely Important” by 50% of the community members who participated in the strategic planning survey. 34% of

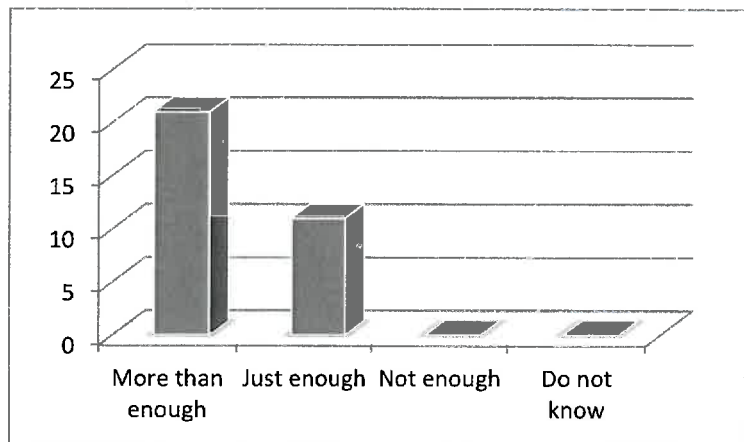




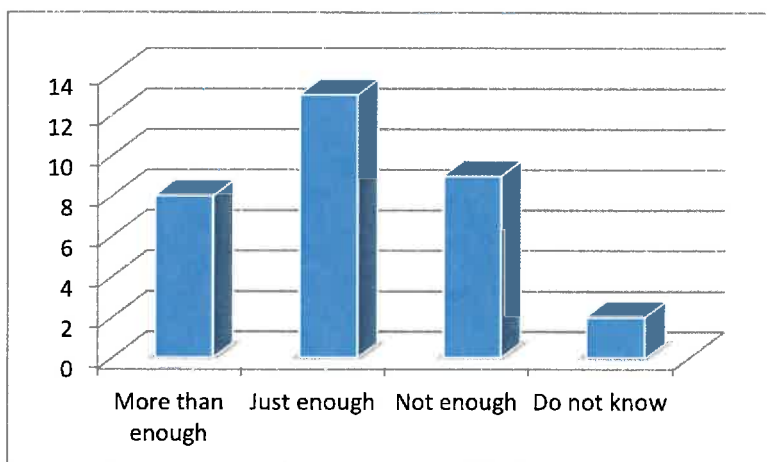
- Non-water-related recreational use of Lake Tapps and flume facilities;
- Tours of the Lake Tapps facilities, including the power station and the barrier dam;
- Water level forecasting website;
- Bottled water;
- Clearing house for water conservation;
- Nothing unless King County would like to turn over wastewater treatment to Cascade;

8. *With regard to the current water supply, do you think that the Puget Sound Region has more than enough water, just enough water, or not enough water to meet our current water needs?*

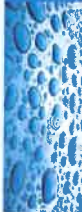
66% of the community members who participated in the strategic planning survey believe that the Puget Sound Region has “More than Enough” water, to meet the current needs of the region. The remaining 44% expressed a belief that the Puget Sound has “Just Enough” water to meet the current needs of the region.



9. *What about in the future? Do you think that the Puget Sound Region has more than enough water, just enough water, or not enough water to meet future needs?*

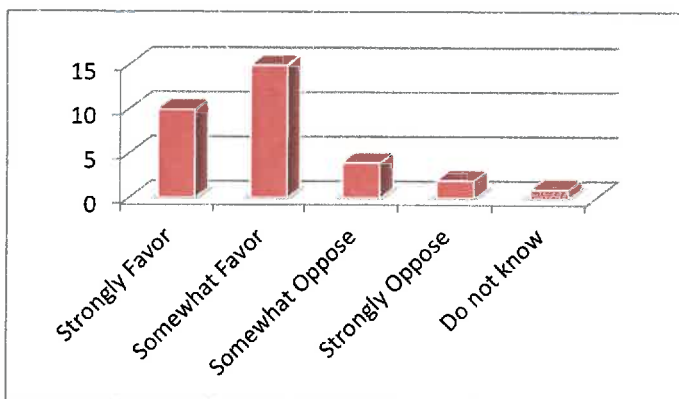


With regard to the future, 40% of the community members who participated in the survey believe that the Puget Sound has “Just Enough” water to meet the needs of the region. 25% of respondents suggested that the Puget Sound has “More than enough” water, while 28% believe that it has “Not enough” water. The remaining 6% were unsure.



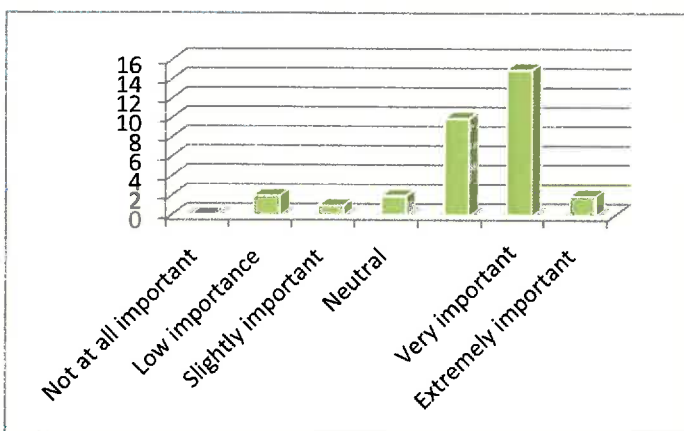
10. As you may know, the Cascade Water Alliance recently acquired Lake Tapps reservoir, which is in east Pierce County. Lake Tapps is part of Cascade’s long-term plan to provide safe, clean and reliable water to its members and the region. Over the next decade or so Cascade may begin building the infrastructure needed to develop Lake Tapps as a municipal water supply, including a state-of-the-art treatment facility and a water pipeline. Knowing this, do you strongly favor, somewhat favor, somewhat oppose, or strongly oppose the development of Lake Tapps?

78% of the total number of community members who participated in the strategic planning survey favor the development of Lake Tapps, including 47% who “Somewhat Favor” and 31% who “Strongly Favor”. In addition, 19% of respondents oppose the development of the lake, while the remaining 3% were unsure.



11. Please rate the following items based on their priority for the long-term water planning for the region.

- **Water rates/cost**

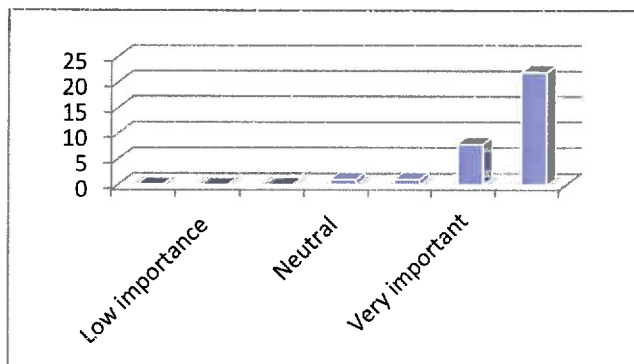


94% of the community members who participated in the strategic planning survey believe that “Water rates/cost” is important for the long-term water planning for the region. Responses vary from “Low Importance” to “Extremely Important”, with most answers falling within the “Moderately Important” (34%) and “Very Important” (47%) categories.

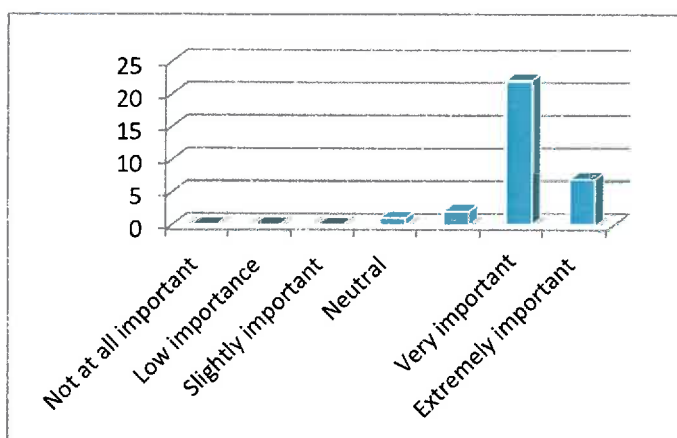
- **Quality of drinking water/ Sustainable supply for the future**

Quality of drinking water/sustainable supply for the future was rated as “Extremely Important” and “Very Important” for the long-term water planning of the region by 69% and 25% of the community members who participated in the strategic planning survey, respectively. The

remaining 6% of respondents were evenly split between the “Moderately Important” and “Neutral” categories.



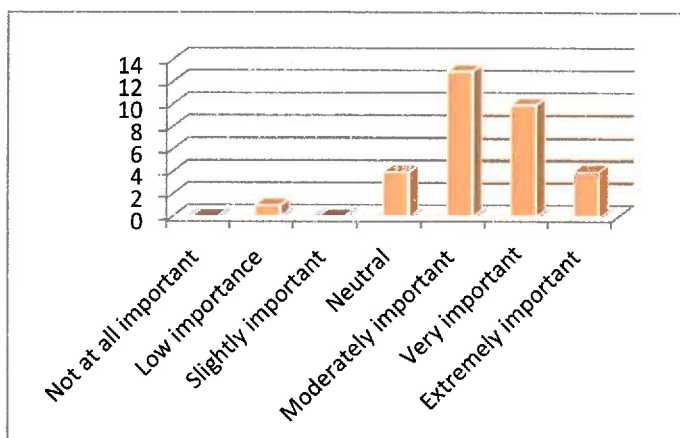
- **Having enough water to support our economy**



Having enough water to support the economy was rated as “Very Important” for the long-term water planning of the region by 70% of the community members who participated in the strategic planning survey. An additional 21% of respondents rated having enough water as “Extremely Important”. The remaining responses were split between “Moderately Important” (6%) and “Neutral” (3%).

- **Quality of water in Lake Tapps**

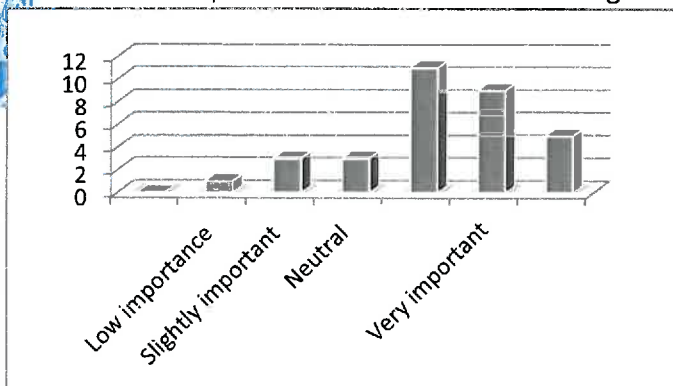
40 % of the community members who participated in the strategic planning survey believe that the quality of water in Lake Tapps is “Moderately Important” for the long-term water planning of the region. An additional 30% of respondents rated the quality of water in the lake as “Very Important”, while 12% rated it as “Extremely Important”. The remaining responses were split between “Neutral” (15%) and “Low Importance” (3%).



- **Water conservation/reclamation/reuse**

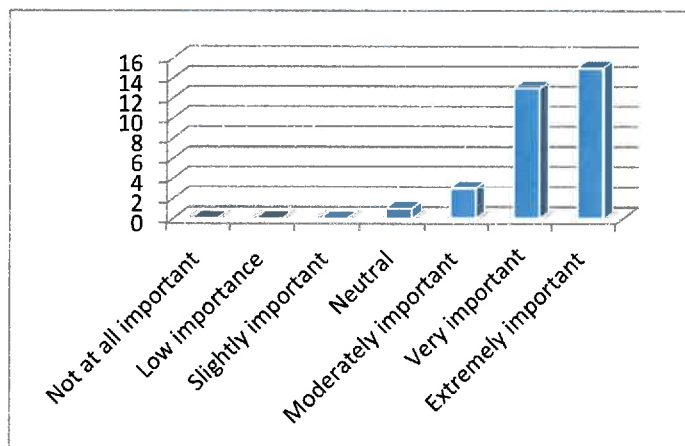
Responses were mixed with regard to the importance of water conservation/

reclamation/re-use for the long-term water planning of the region. Most answers were clustered close to the high end of the scale, including “Moderately Important” (36%); “Very Important” (27%); and “Extremely Important” (15%). The remaining responses were split between “Neutral” (9%); “Slightly Important” (9%); and “Low Importance” (3%).

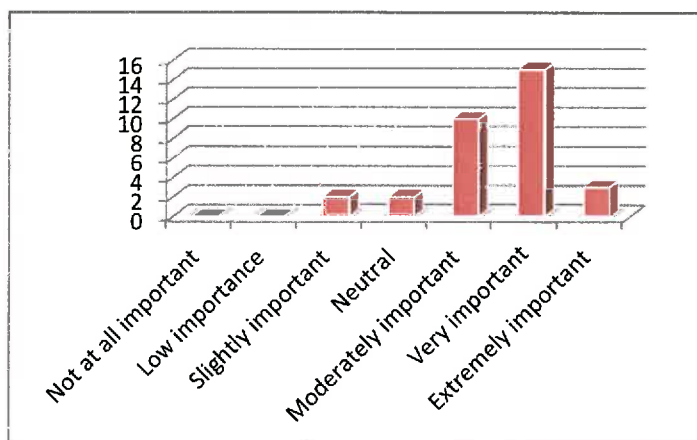


- **Having a reliable water supply infrastructure for the region**

A reliable water supply infrastructure is clearly important for the long-term water planning of the region, according to the community members who participated in the strategic planning survey. 46% of the total number of respondents believe that having a reliable water supply infrastructure is “Extremely Important” while 40% rated it as “Very Important”.



- **Protecting fish habitat**

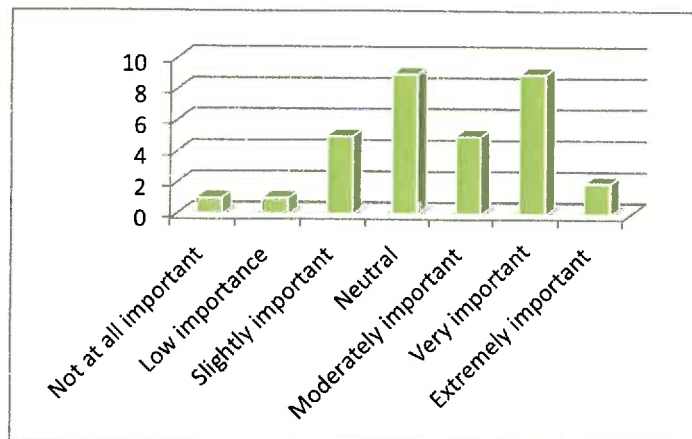


47% of the community members who participated in the strategic planning survey believe that protecting the fish habitat is “Very Important” for the long-term water planning of the region. An additional 31% rated protecting the fish habitat as “Moderately Important”. The remaining responses were split between “Extremely Important” (9%), “Slightly Important” (6%) and “Neutral” (6%).



- **Having recreational water uses available**

Responses were mixed with regard to the importance of having recreational water uses available for the long-term water planning of the region. While 28% and 15% of participants rated recreational water use as “Very Important” and “Moderately Important”, respectively, another 15% of respondents believe it to only be “Slightly Important”. Finally, 28% were “Neutral”.



Based on the answers analyzed above we can prioritize the respondents’ answers in the following manner:

- **Quality of drinking water/Sustainable supply for the future**
- **Having enough water to support our economy and reliable water infrastructure**
- **Water rates/cost**
- **Protecting fish habitat**
- **Water conservation/reclamation/reuse**
- **Having recreational water uses available**
- **Quality of water in Lake Tapps**

12. *List any other community water needs that Cascade should consider when planning for the future.*

According to community members who participated in the strategic planning survey, Cascade should consider the following community water needs when planning for the future:

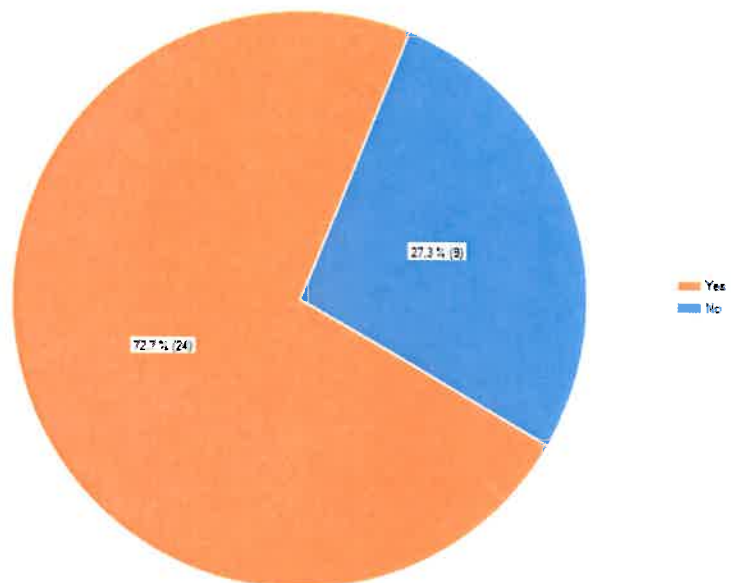
- Cascade should continue to be a supporter of sustainable water supplies
- Cascade should explore reclaimed water
- Connecting TPU’s Second Supply Pipeline with SPU’s Water Supply System
- As a wholesale supplier of domestic water Cascade has the opportunity to offer water in competition with SPU and TPU. The additional competition Cascade represents would not only benefit its membership directly, but the entire region as well.



- Consider the future growth in a young City such as Sammamish, especially as business grows.
- Local urban food gardening
- Recreational swimming/ cooling areas as summer temperatures rise in local heat islands
- Bottled water (for emergency use in case supply is disrupted)
- Dealing with small systems and exempt wells
- Emphasize water conservation
- Monitor irrigation water separately
- Economic development
- Continue exploring the potential impacts of climate change
- Having water available for other communities to mitigate impacts associated with their water supply sources.
- Improve the safety of Lake Tapps, including its "dams" and operating facilities
- Reduction of septic systems around Lake Tapps.
- Preserve the ecosystem of Lake Tapps

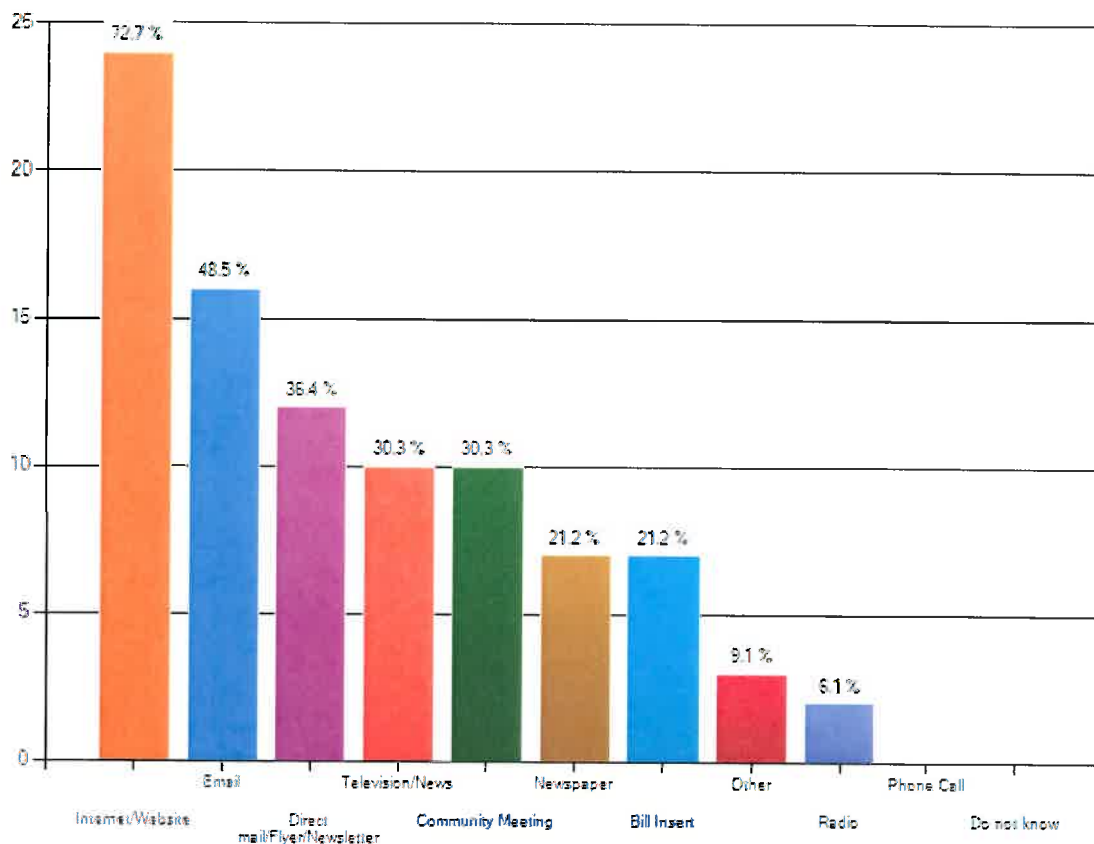
13. Do you believe that you are kept up-to-date when it comes to matters involving Cascade, such as water supply and long term planning, conservation efforts, etc.?

Although 73% of the community members who participated in the strategic planning survey believe that they are kept up-to-date when it comes to matters involving Cascade, such as water supply planning, long-term planning, and conservation efforts, the remaining 27%, however, indicated that they are not kept up-to-date when it comes to matters involving Cascade.



14. As the Cascade Water Alliance works to keep residents informed about issues related to water supply and long-term planning, what do you think is the best way to communicate that information?²

The importance of utilizing the cyber space, for keeping the community up-to-date when it comes to water supply and long-term planning, was clearly revealed. The majority of community members who participated in the strategic planning survey believe that disseminating information over the Internet (Cascade’s Website) is the best way to keep residents informed about issues related to water supply and long-term planning. Types of communication media were rated as follows: Internet/Website (72.7%), Email (48.5%), Direct Mail/Flyer/Newsletter (36.4%), Television/News (30.3%), Community Meeting (30.3%), Newspaper (21.2%), Bill Insert (21.2%), and Radio (6.1). The chart below presents a graphical representation of these findings.



² Respondents were able to select more than one (1) answer.

15. Additional comments.

Community members were clearly pleased to be involved in the strategic planning initiative. Responses were as follows:

- Keep up the great work. I am honored to be able to work alongside you.
- Thank you for your planning effort.
- Thank you CWA for being willing to consider all of these issues and address them publicly.
- Keep up the good work!
- Cascade is doing a good job providing regional leadership, asking questions, and thinking creatively.
- Develop a video, post it on YouTube and circulate it through the chamber email or e-newsletter as a link which can be forwarded.
- Implement Succession planning for Cascade staff.
- Speak to community organizations such as Chamber, Rotary, Kiwanis, and PTSA's at least once per year.

Appendix D - Strategic Planning Internal Survey Analysis

Listed below are survey questions and graphical representations of responses accompanied by an analysis of the information collected for each question. A total of nine (9) respondents participated in the Strategic Planning Survey. The information is organized in eight (8) sections, including Mission/Vision, Organizational Development, Organizational Culture, Processes and Resources, Training, Team Work, Public Outreach/Marketing, and Stakeholders.

Mission/Vision

1. Assume you are speaking to a class of Middle School students (7th and 8th graders) about Cascade. In one sentence, how would you answer the question: "What does the Cascade Water Alliance do?"

The following statement summarizes all survey responses:

The Cascade Water Alliance provides safe, clean, and reliable water to roughly 500,000 citizens and businesses in King County and ensures that there will be water in the future through forecasting demands, developing ways to meet those demands and executing the best way to do so.

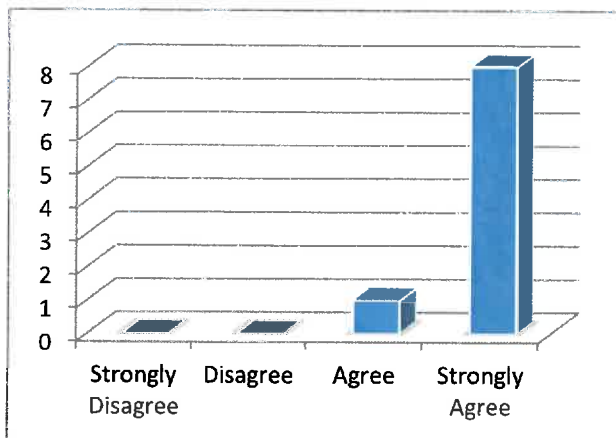
The "Word cloud" below was developed based on the statement above. It gives greater prominence to words that appear more frequently in the source text above.



3. Please indicate whether Cascade's work team's purpose supports the current mission of the agency.

Cascade's current mission statement is "To provide water supply to meet current and future needs in a cost effective and environmentally sensitive manner by purchasing wholesale water from other suppliers; coordinating conservation and supply management; acquiring, constructing and managing water supply infrastructure and fostering regional water planning to provide water for people, fish and fun." In order to obtain a maximum level of feedback, the consulting team divided Cascade's mission statement into four shorter statements: 1. To provide water supply to meet current and future needs; 2. Coordinating conservation and supply management; 3. Acquiring, constructing and managing water supply infrastructure; and 4. Fostering regional water planning to provide water for people, fish and fun. Overall, Cascade staff clearly believes that the team's purpose supports the current mission of the agency and that Cascade's current efforts are successful, meaningful, and related to the purpose of the organization. Results are broken down further and presented below.

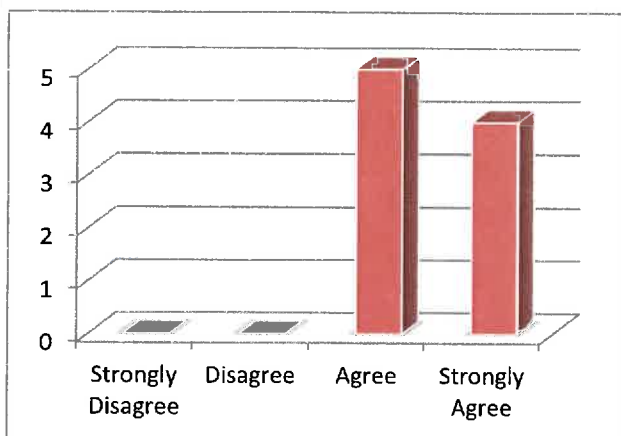
To provide water supply to meet current and future needs



Cascade staff members clearly believe that the agency's work team's purpose supports the first part of Cascade's current mission, to provide water supply to meet current and future needs. Eight (8), or 89% of the survey respondents indicated that they strongly agree with the statement; (1), or 11% simply agreed.

Coordinating conservation and supply management

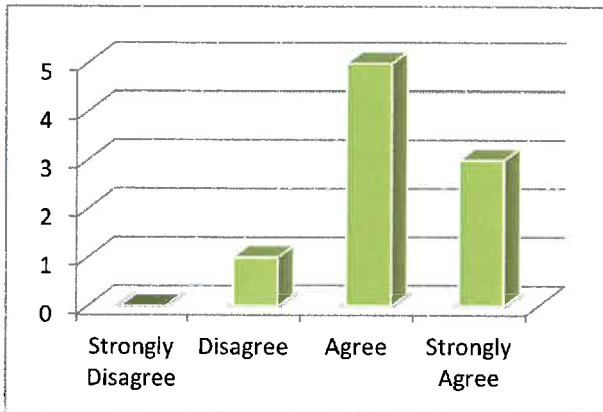
All, or 100%, of the Cascade staff members who participated in the strategic planning survey



agreed that Cascade’s work team’s purpose supports the coordination of conservation and supply management. Five (5), or 56% of the total number of respondents agreed, while the remaining four (4), or 44% of participants strongly agreed.

- **Acquiring, constructing and managing water supply infrastructure**

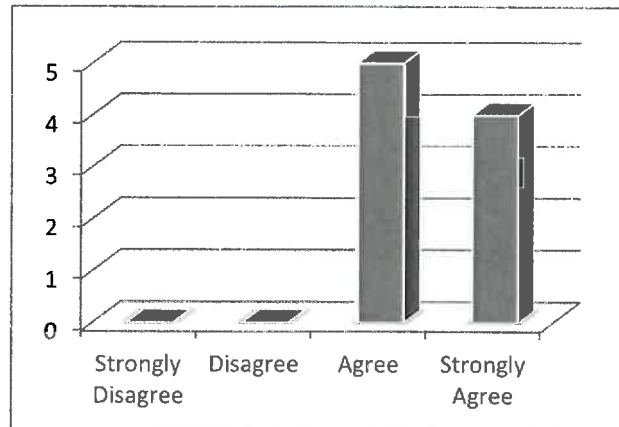
With regard Cascade’s mission related to acquiring, constructing and managing water supply



infrastructure, the opinions of Cascade staff members varied. While five (5), or 56% of all respondents agreed and three (3), or 33% strongly agreed, one (1) participant, or 11% disagreed. The 11% disagreement may be attributed to the fact that Cascade has yet to develop an operations and management plan for Lake Tapps.

- **Fostering regional water planning to provide water for people, fish and fun**

All of Cascade’s staff members who participated in the strategic planning survey agreed that their team’s purpose supports fostering regional water planning to provide water for people, fish and fun. Five (5), or 56% of all respondents agreed, while the remaining four (4), or 44% of participants strongly agreed.



4. Please list two (2) - three (3) core values that give life to Cascade, without which the organization would cease to exist? A VALUE is a standard, principle, or quality that is considered worthwhile in and of itself. Core organizational values describe how an organization wants to act on a day-to-day basis. For example, “Teamwork”, “Caring”, “Quality service”, “Innovation”.

The “Word cloud” below gives greater prominence to words that appeared more frequently within the answers provided by Cascade staff members, related to the agency’s core values that



8. *Put yourself ten years into the future. It is 2021. Visualize the Cascade you really want to work toward. Be bold. It's the company you want to see. In 2021, you will be most proud of Cascade when what occurs?*

The following statements summarize Cascade staff's vision for the agency ten (10) years from now. The statements are organized by question and topic. Key terms and phrases are displayed in **bold**.

8a. In 2021, I will be most proud of Cascade when what occurs?

- Cascade continues to **purchase water from SPU and TPU**
- The current round of "long-term" **contracts are re-negotiated**
- Cascade is the **model for effective regional solutions**
- Cascade is regionally recognized as a **premier public agency**
- Cascade receives the **Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award** for its Comprehensive Annual Financial Report (CAFR)

8b. What do you see in the future – things that are new, better, and sustainable?

- Cascade works towards true sharing of supply and transmission infrastructure and truly systematic regional service delivery.
- Cascades shifts towards sustainability.
- Cascade offers additional services to its members.
- Cascade is a leader in asset management.
- Cascade implements new Document Management and Fixed Assets Management systems.

8c. How did this come about? What are the things that support this vision?

- Cascade is always exploring ways to lower the cost of water supply.
- Cascade receives recognition for the long term value of its public investments.
- Cascade fosters a regional forum with common cause and purpose.
- Cascade is a model for regional team building.
- Cascade recognizes the changing customer attitudes.
- Cascade establishes trust with its stakeholders.
- Cascade leads regional political initiatives, earns public support.
- Cascade invests in its internal organization and infrastructure.



8d. What makes this vision exciting to you? What results do you envision?

- Cascade works towards efficient and flexible regional water system.
- Cascade leaves a water legacy.
- There is no waste and water is delivered regionally in a cost-effective and politically-effective manner.
- Good data management.
- Promoting regional well-being and quality of life.
- Cascade is a leader in asset management.
- Cascade implements new Document Management and Fixed Assets Management systems.

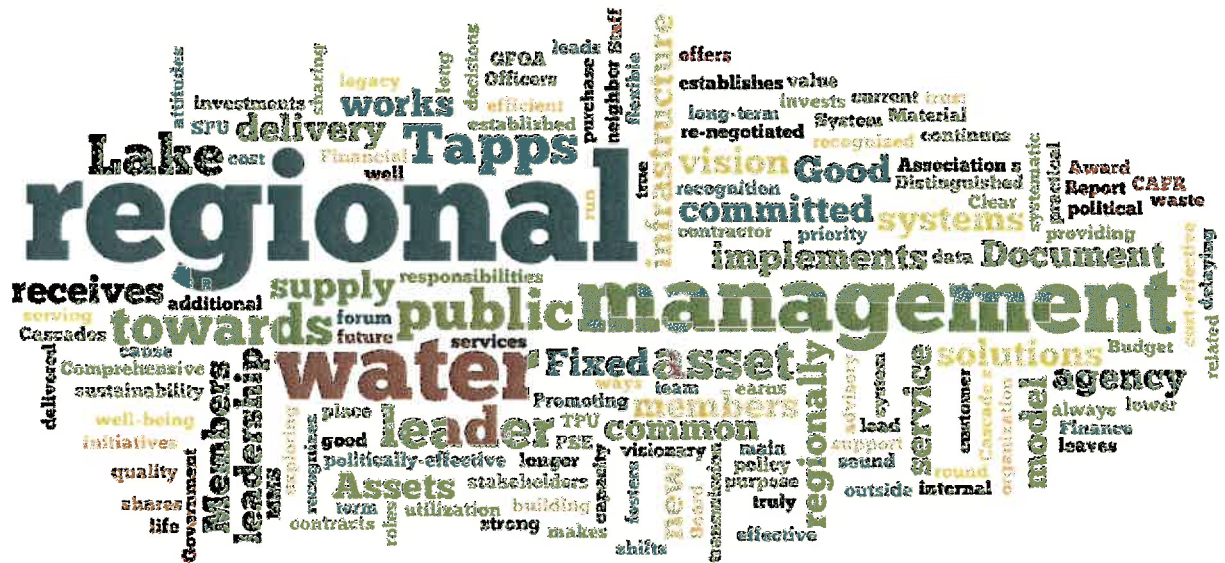
8e. How do you envision the role of Cascade’s Board, Staff Advisory and Work Groups?

- Cascade has a strong leadership to lead the agency into the future.
- Cascade’s leadership shares the vision for regional service delivery.
- Members are committed to the common good as their main priority.
- Cascade has a visionary Board, which makes sound policy decisions.
- Members’ Staff members are serving Cascade in an advisory capacity, as well as through providing practical solutions for vision implementation.

8f. What is your vision related to Lake Tapps management and operations?

- Lake Tapps is no longer run by PSE but by an outside contractor.
- Clear roles and responsibilities are established related to the management and operations of Lake Tapps.
- Cascade has a Material Management System (MMS) in place.
- Cascade is a leader in asset management.
- Cascade is a “Good neighbor”.
- Cascade has committed itself to **delaying utilization of Lake Tapps until 2100.**

The word cloud below lists key words related to Cascade staff’s vision for the agency ten years in the future. Such words include *regional, management, water, leader, and asset.*



Organizational Development

1. In what ways is Cascade a successful organization today?

According to staff members who participated in the strategic planning survey, common factors that have enabled the Cascade Water Alliance to become a successful organization today, include the following:

Identified strengths:

- Cascade has a strong CEO
- Cascade is able to meet the ever-evolving needs of its members
- Cascade provides quality services at a reasonable cost
- Cascade’s Board is visionary and supportive
- Cascade is a recognized and respected leader
- Cascade is effective in accomplishing its goals
- Cascade has quality staff members who are experts in their respected fields
- Cascade has planned its future
- Cascade is open to reassessment and retargeting as it relates to the specifics while maintaining adherence to its mission
- Cascade is trusted by the members of the community



- Continued political support from members and others
- Material Management System (MMS)
- Electronic Data Management System (EMDS)
- Align resources to current and future goals
- Project Tracking System
- Contract Management System
- Maintain good customer service
- Get a better handle on the cost and tasks associated with the White river project
- Board's involvement remains at the policy level
- Continued legislative support
- New growth strategies
- Replace the adversarial "zero sum" politics with a collaborative centering on common ground
- Continued outreach to the lake Tapps communities
- Succession planning to ensure strong leadership in the future

4. *What other new services or programs should Cascade consider providing?*

Emerging opportunities:

- Provide services that members request and are willing to pay for.
- Be a Service Bureau that provides workshops and training type services.
- Lobbying.
- Additional conservation outreach.

5. *When you think of your precious time and how you spend it, what are the things you do that add the most value to Cascade?*

Responses demonstrated that Cascade staff members know the essence of their job functions. Clearly, there is a high level of alignment of employee functions to the organization's mission and identified emerging goals. Such an alignment is one of the indicators of a strong organization.

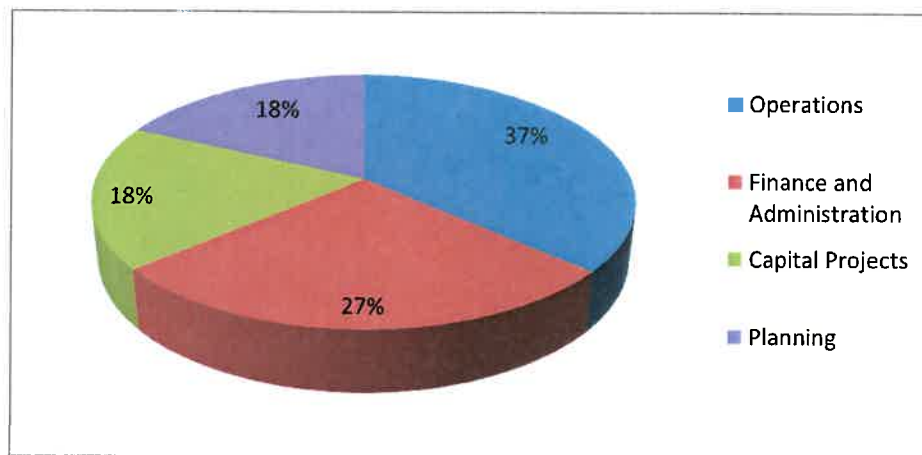
6. *Please rate Cascade's current efforts as related to knowledge documentation and succession planning.*

Cascade staff members clearly believe that the agency's current efforts related to knowledge documentation and succession planning are not sufficient. Seven (7), or 78% of participants believe that these efforts are poor. The remaining two (2), or 22% of respondents indicated that the agency is simply competent when it comes to knowledge documentation and succession planning.

7. Please rank the following six (6) functional areas based on their importance for knowledge documentation and succession planning. Use a scale of one (1) to six (6), one (1) being the most important and six (6) being the least important.

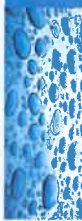
- a. Finance and Administration
- b. Communications and Intergovernmental
- c. Water conservation
- d. Operations
- e. Planning
- f. Capital Projects

Thirty seven percent (37%) of Cascade’s staff members who participated in the Strategic Planning survey rated “Operations”-related knowledge as the most imperative for documentation and succession planning. The “Operations” were closely followed by Finance and Administration (27%); Capital Projects (18%); and Planning (18%).



8. What resources bring value and sustainable advantage to Cascade and provide opportunities for growth? Some examples: “Money”, “Staff and Reputation”, “Member Agencies”, “Quality of Service”. Name 2-3 such resources.

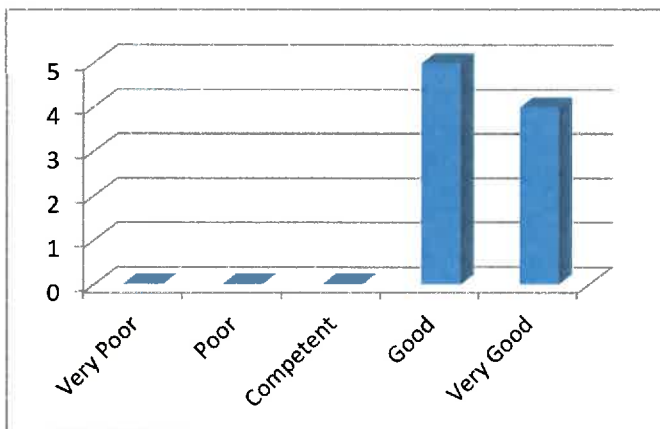
The following word cloud summarizes responses related to resources that bring value and sustainable advantage to Cascade and provide opportunities for growth. Key terms include *Staff, Quality, Board, Cooperation, Reputation, Experience, Financial, Competence, Trust, Expertise, Commitment, and Partnerships.*



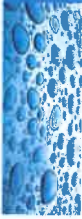
Organizational Culture

1. Below are some key characteristics of a successful organizational culture. Please rate how well Cascade is doing based on these key characteristics?

- **Innovation and Risk Taking**

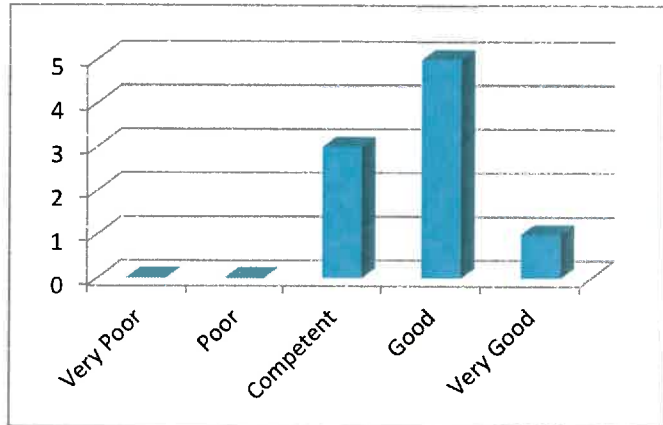


All, or 100%, of the Cascade staff members who participated in the survey agreed that Cascade is successful in terms of innovation and risk taking. Five (5), or 56% of all respondents agreed, while the remaining four (4), or 44% of participants strongly agreed.

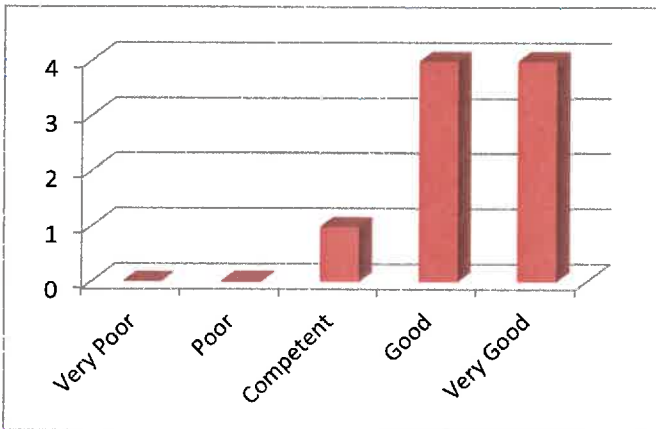


- **Attention to detail**

With regard to attention to detail, three (3), or 33% of respondents rated Cascade as competent. The remaining five (5), or 56% and one (1), or 11%, rated the agency as good or very good, respectively.

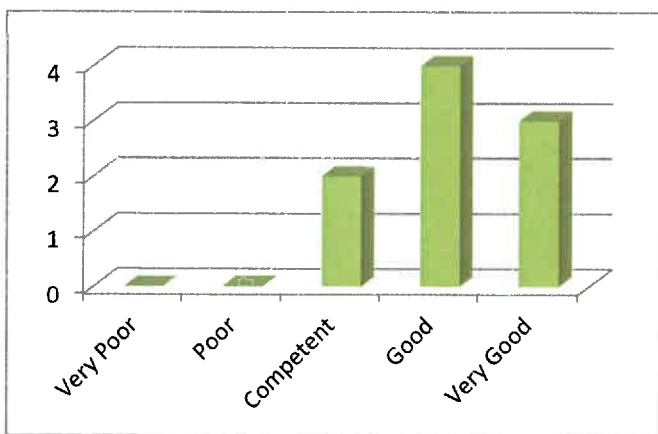


- **Outcome Orientation**



While most, or 89%, of Cascade staff members believe that the agency is successful with regard to outcome orientation, the remaining 11% rate the Cascade as competent. Four (4), or 44% of all respondents rated Cascade’s outcome orientation as good, and four (4), or 44% percent rated the agency’s outcome orientation as very good.

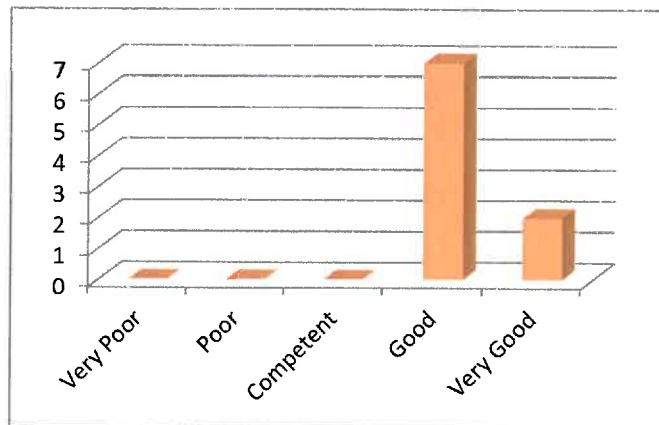
- **People Orientation**



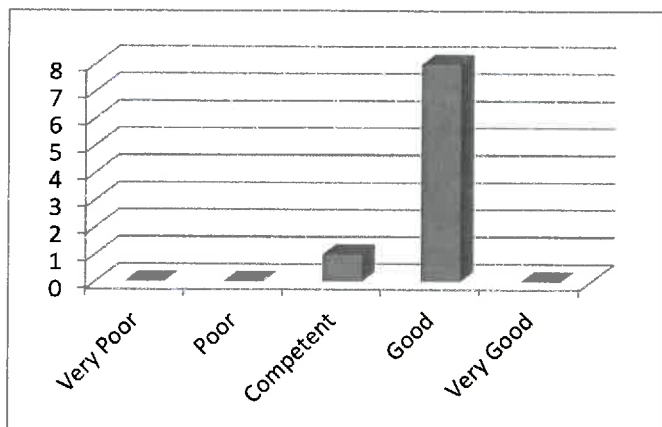
With regard to people orientation, Cascade was rated as “competent” by two (2) or 22% of all respondents; “good” by four (4), or 44%; and “very good” by three (3), or 33% of staff members.

• **Team Orientation**

Cascade was rated highly in terms of team orientation. Seven (7), or 78% of participants graded Cascade as good, while the remaining two (2), or 22% of respondents rated the agency as very good.

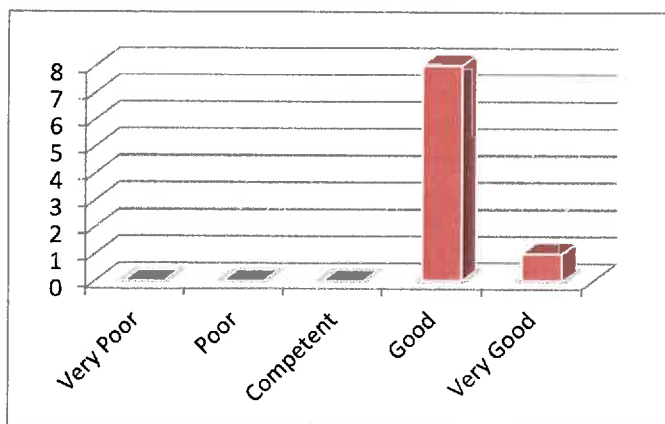


• **Aggressiveness**

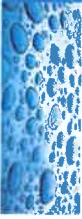


While eight (8), or 89% of the Cascade staff members who participated in the Strategic Planning Survey rated the agency as “good” in terms of aggressiveness, the remaining respondent (11% of the total number of participants) believes that the agency is competent when it comes to aggressiveness.

• **Stability**

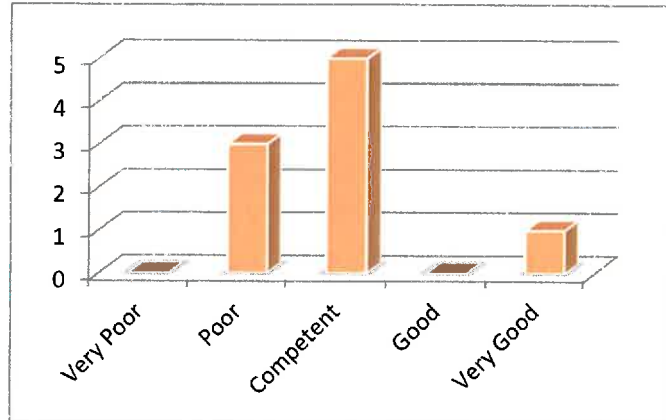


Cascade staff believes that the agency is currently stable. While eight (8), or 89% of the Cascade staff members who participated in the Strategic Planning Survey rated the agency’s stability as “good”, the remaining respondent (11% of the total number of participants) believes that the agency’s stability is very good.

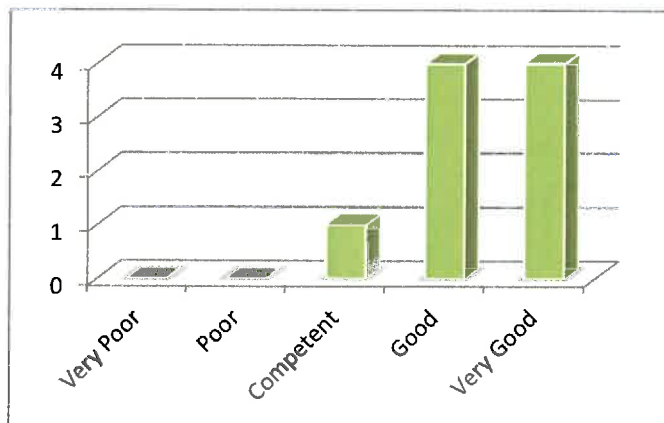


- **Opportunities for Advancement**

Cascade received mixed reviews in terms of opportunities for advancement. Such a result may be attributed to the fact that staff members may have already reached the highest possible level within the organization. While three (3), or 33% and five (5), or 56% of participants rated Cascade as poor and competent, respectively, the remaining staff member (or 11%) rated the agency as “very good”.

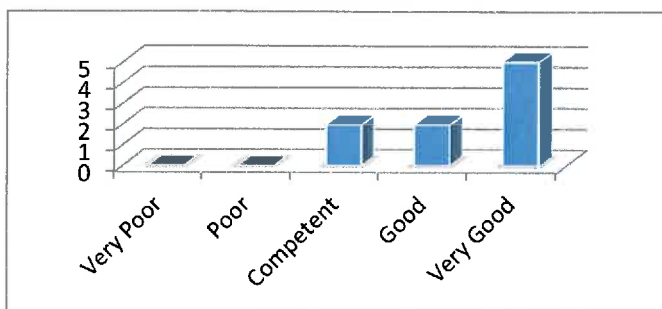


- **Mission Alignment**



Cascade was rated favorably when it comes to mission alignment. While four (4) or 44% of all staff members who participated in the strategic planning survey rated the agency as “very good”, and four (4) others or 44.3%, rated Cascade as “good”, the remaining one staff member (11.3%) believes that the agency is “competent” when it comes to mission alignment.

- **Strong internal communication**

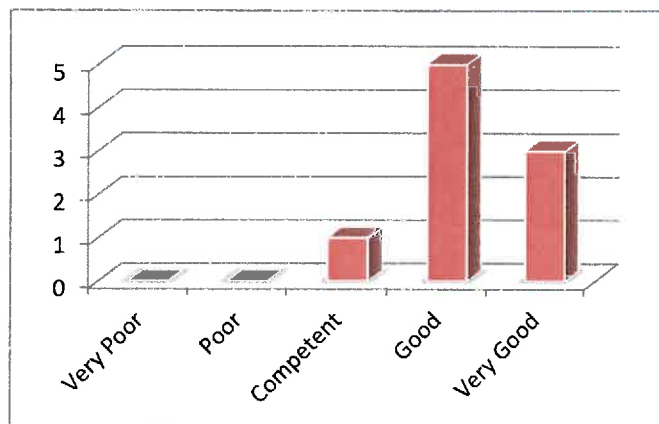


Five (5), or 56% of the total number of participants in the strategic planning survey rated Cascade’s internal communication as “very good”. Two (2), or 22% of all respondents believe the agency’s internal communication to be “good”, while the remaining two (2), or 22%, rated Cascade as

“competent” with regard to internal communication.

- **Strong external communication**

With regard to Cascade’s external communication efforts, the agency was rated as “competent” by one (1) or 11% of all respondents. In addition, five (5), or 56% of Cascade staff believe that the agency’s external communication efforts are “good”. The remaining three (3), or 33% of all participants rated the agency’s external communication efforts are “very good”.



2. *How should Cascade maintain a successful organization culture?*

Key points:

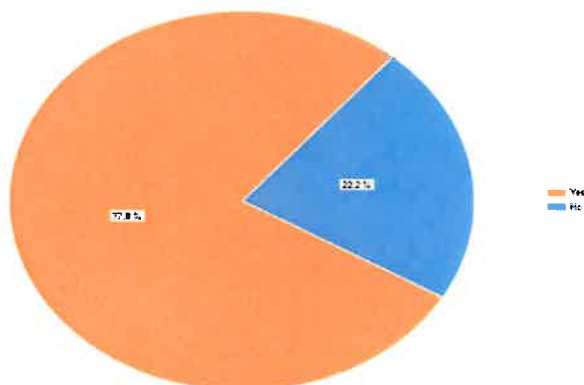
- Succession Planning
- Avoid being bureaucratic
- Build and maintain a good team
- Open sharing and a team orientation
- Clear and constant communication

Processes and Resources

1. *In the ideal, if you were able to re-craft what you do, what parts of your work would you want to keep doing, let go of, or do new and differently?*

Based on the responses provided by staff members, one could easily conclude that Cascade employees enjoy what they do and are satisfied with their job functions and processes. One respondent indicated the need for additional administrative resources. Quicker contracts development, and management of water infrastructure (BIP) are areas of desire for two of the respondents respectively.

2. *I believe that I may benefit from additional resources (personnel, equipment, time, funds and/or other) while performing my daily duties?*



Seven (7), or 78% of the total number of respondents who participated in the strategic planning survey believe that they may benefit from additional resources while performing their daily duties. In addition, two (2), or 22% of all respondents indicated that they do not require such resources.

According to Cascade staff, key resources that may benefit them in performing their daily duties include *clerical support, up-to-date technology, Contract Management System, SCADA System, and a Document Management System.*

SCADA-System Document-Management-System
Contract-Management-System
Up-to-date-Technology
Clerical-Support

Training

1. *Reflecting on your past and where you are today, what types of training have proven most beneficial to you?*

The following training types were identified as most beneficial by the respondents:

- On the job training. Work experience.
- Conferences
- Case studies
- Technology training

2. *What staff training or professional development opportunities would be helpful to you?*



Responses to this question depend primarily on staff members' job functions. These include training on *natural resources, resource economics, procurement, HR law, construction and emergency operations, dam ownership, lake management, and irrigation.*



3. *We want to ensure that Cascade continues to be a high performing agency. Over the next year, what do you think should Cascade's top priorities for self-improvement be?*

The following key priorities for self-improvement were identified by the survey respondents:

- IT Training on Materials Management (MMS), Document management, MS Office
- Strategic Planning
- Lake Tapps operations
- Irrigation
- Resource economics and natural resources
- Succession Planning
- Individual development plans
- Conferences

Team Work

1. *What are your top ideas for creating efficiencies, making reductions, or reassigning resources? Be bold and think creatively - no ideas are wrong and no savings too small.*

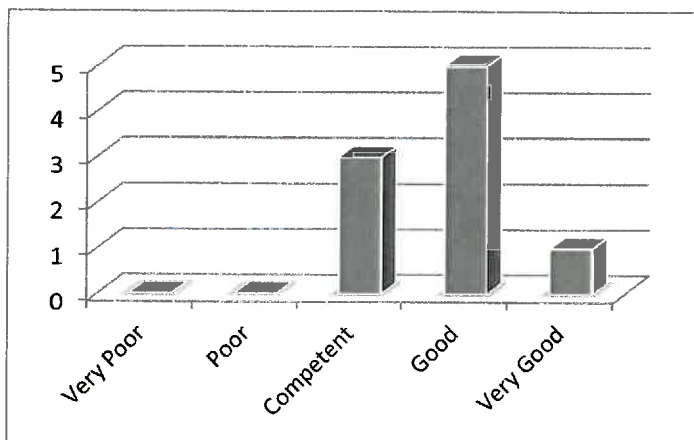
Emerging Strategies:

- Cascade staff should act as if they are spending their own money when making decisions - think of value to the rate payer
- More flexible use of consultants (on-call or on retainer)
- Shift vendor insurance issues with respect to contracts to Finance.



- Limit or combine meetings with member staff.
- Limit Monday staff meetings to one hour maximum.
- Create a process where all future new administrative duties for staff are introduced to staff, discussed and considered before implementing.
- Stop copying checks, as copies of cancelled checks can be retrieved online at any time
- Replacing PSE as the operator at Lake Tapps
- More clerical support

2. On a scale of one (1) through five (5), 1 being very poor and 5 being very good, please rate Cascade’s current efforts in improving internal (cross-functional) communications?



Five (5) or 55% of Cascade’s staff members who participated in the strategic planning survey rated the agency’s current efforts in improving its internal (cross-functional) communications as “**Good**”. Three (3), or 33% of participants rated those efforts as “**Competent**”. The remaining staff member (12%) indicated that Cascade’s current efforts in improving its internal

communications are “**Very Good**”.

3. What internal communication challenges should Cascade address?

Emerging Challenges:

- Keeping everyone current with the large number of activities going on at the same time
- Notifying every one before any procedural changes in work activities
- Lack of succession planning strategy
- An “old” vs. “new” staff mentality is still present

4. What are your suggestions for addressing the challenges you identified in the previous question?

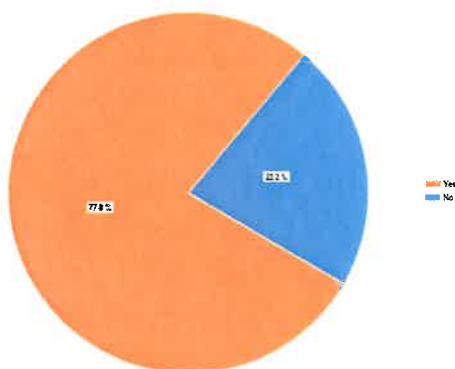


Emerging Strategies:

- Work towards improving teamwork
- Create a process where all future new administrative duties for staff are introduced to staff, discussed and considered before implementing.
- Task staff with creating a manual of what they do on a daily basis and updating it annually
- Combine and coordinate the efforts of the Water Resources Manager and the Intergovernmental and Communications Director when it comes to conservation outreach
- Constant reinforcement from the CEO on areas where improvements are needed

Public Outreach/Marketing

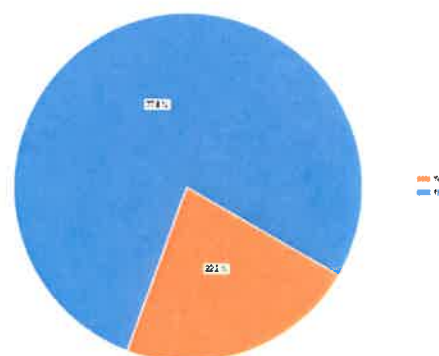
1. *In your opinion, does Cascade have sufficient resources (personnel, equipment, time, funds and/or other) to manage its current public relations/marketing communication activities?*



Seven (7) or 78% percent of the total number of participants in the strategic planning survey indicated a belief that at present Cascade has sufficient resources to manage its current public relations/marketing communication activities. The remaining two (2) respondents (22%) rated Cascade’s resources as insufficient.

2. *Should Cascade implement additional public relations/marketing communication activities?*

While seven (7) or 78% percent of all respondents who took part in the strategic planning survey believe that Cascade should not implement any additional public relations or marketing communication activities, the remaining two (2), or 22% of respondents indicated that Cascade should implement additional public



relations/marketing communication activities.

3. Which media venues indicated below should Cascade use to communicate to internal and external stakeholders. Check all that apply.

- Internal/Staff
- Internet / E-mail
- Social media
- Print
- Broadcast (TV or radio)
- External Partners
- Internet / E-mail
- Social media
- Print
- Broadcast (TV or radio)
- Other: (please specify whether internal and/or external) _____

All Cascade staff members who participated in the survey indicated that all media venues should be used by Cascade to communicate to stakeholders.

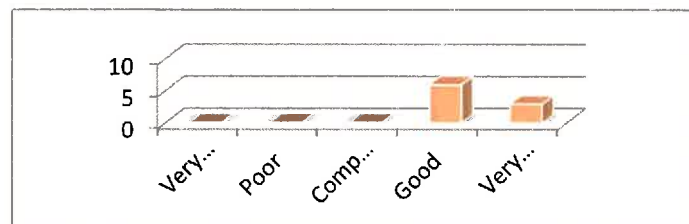
5. What communication strategies should Cascade adopt in order to maintain effective communications with its key stakeholders?

The following communication strategies dominated in the survey respondents:

- Adopted to the audience communication strategy
- News releases
- Social media
- Continue traditional media
- Participation in meetings – internal and external
- Attend member council and commission meetings

Stakeholders

1. On a scale of one (1) through five (5), 1 being **very poor** and 5 being **very good**, please rate Cascade's current efforts in serving its most involved, interested, and influential stakeholder groups.





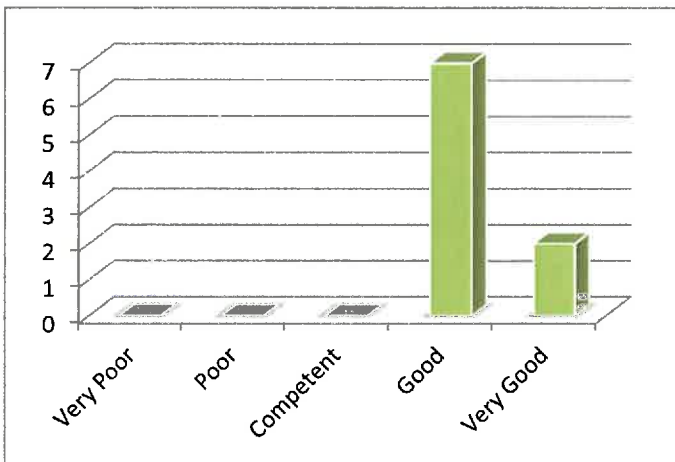
Six (6) or 66.7% percent of the total number of participants in the Strategic Planning Survey indicated that Cascade provides “**Good**” service to its stakeholders groups. The remaining three (3) respondents (33.3%) rated Cascade’s efforts as “**Very Good**”.

2. *What are Cascade members’ most important needs and perspectives?*

The word cloud below lists Cascade member’s most important needs and perspectives as indicated by the participants in the Strategic Planning Survey. Key needs include *rates, water supply, communications, and service delivery*.



3. *On a scale of one (1) through five (5), 1 being **very poor** and 5 being **very good**, please rate Cascade’s current efforts to satisfy the needs of its members?*

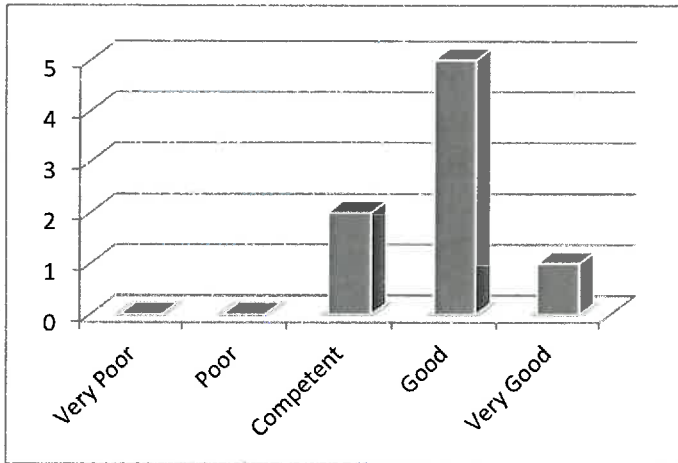


Seven (7) or 77.8% percent of the total number of participants in the strategic planning survey indicated that Cascade provides “**Good**” service to its members. The remaining two (2) respondents (22.2%) rated Cascade’s efforts “**Very Good**”.



The following question was asked of a sample of Cascade’s Member staff members, who participated in a Strategic Planning Focus Group³ led by RNR Consulting. It is listed here for the purposes of comparing the opinions of Member staff members to those of Cascade staff.

4. The quality of services I currently receive from Cascade is:



The majority, or five (5), (62.5%), of the Member staff members who attended the focus group indicated that Cascade provides “Good” services to their corresponding entities. Two (2), or 25 %, of participants rated the quality of services as “Competent”. The remaining Member staff member rated Cascade’s quality of services as “Very Good”.

The opinions of Cascade staff and those of Member staff, with regard to the quality of services which Cascade provides to its Member Agencies are similar. Although Member staff indicated a slightly lower satisfaction with the quality of services offered by Cascade, most of the responses fall within the “Good” category. This is a good indication of Cascade’s quality of work and awareness of its Members’ needs.

³Participants in the focus group included Alison Bennett (Bellevue), Cheryl Scheuerman (Skyway), Gwenn Maxfield (Covington Water District), Jay Krauss (Sammamish Plateau Water and Sewer District), Juliana Elsom (Kirkland), Pat Brodin (Tukwila), Ray Steiger (Kirkland), Scott Thomasson (Redmond), and Sheldon Lynne (Issaquah).

Appendix E – Strength Weaknesses Opportunities and Threats (SWOT) Analysis

I. Management Efficiency and Organizational Development

STRENGTHS

1. Cascade has a very well working business model. It is closer to the private sector than the public sector, which allows for flexibility.
2. Cascade provides its services in a professional and efficient manner.
3. Cascade proactively seeks cost effective ways to provide water to its members.
4. Cascade uses innovative approach to problem solving.
5. Cascade is proficient in building consensus solutions to complex policy issues.
6. Staff's understanding of Cascade's role and community's perception of Cascade are in alignment.
7. Cascade staff members support the current mission of the organization.
8. Cascade is successful at leveraging its available resources.
9. Cascade is successful in providing leadership in regional initiatives. Cascade is aware of the importance to think regionally.
10. Cascade is able to adapt as water industry conditions change.
11. Cascade has realized the importance of effective community outreach.
12. Cascade is a good negotiator (with Tribes, 4 Cities, homeowners, etc.) and its planning efforts are thorough and effective.
13. Cascade staff is available, responsive and open for discussions.
14. Cascade is building a legacy. It is a result of long term thinking.
15. New legislation to recognize Cascade as government agency has passed.
16. Cascade was able to transform from a small organization to an enterprise one.
17. Cascade is in compliance with applicable work place rules and regulations, based on an audit by the Washington State Department of Labor & Industries.
18. Cascade hired experienced consultants to manage the White River management transition process.
19. The Cascade Water Alliance Code allows for alternative bid security and clarifies the process for determining lowest responsible bidder.
20. Cascade established periodic contractor evaluations to maintain accountability and transparency in its contracting practices.
21. Cascade has time-effective hiring process for outside contractors, consultants, vendors and staff.
22. Cascade has an open and transparent governmental process.
23. Summer interns will be assisting with needed administrative services and field work at Lake Tapps.

STRENGTHS

24. Cascade was successful in acquiring a water supply (Lake Tapps). Cascade can use Lake Tapps as an insurance policy in case the current partnerships with Seattle and Tacoma are discontinued.
25. Cascade established a White River Project advisory group. Cascade is building a The White River Project management plan.
26. Cascade Board members work well together and strive to achieve mutually satisfactory outcomes with the community.
27. Creative, progressive thinking, flexibility and willingness to compromise are present among Cascade staff members.
28. Cascade organizational structure and experienced employees allows for quick and efficient decision making process.
29. Cascade has developed a list of team norms to enhance team effectiveness.
30. Cascade holds an annual awards/recognition event for its employees.
31. Cascade initiated a Strategic Planning process.
32. Cascade has an effective and dedicated team.
33. Cascade's CEO has a good understanding of the water industry and has many contacts within the water industry and is respected through the region.
34. Cascade staff stays abreast of issues by having monthly meetings with the members' staff members.
35. Individual work plans are utilized by Cascade.
36. Cascade Board members are good in promoting Cascade to their respective jurisdictions.
37. Cascade's Board is willing and able to set common purpose above individual advantage.
38. Cascade has passionate Board members with long term involvement with Cascade.
39. The role of the Board has become broader. Board is loyal to its members. It is directly involved and is not isolated from its councils and commissions.
40. Projects undertaken by Cascade are cost-effective, on time and on budget.
41. Staff members have independence in decision making with shared risk.
42. Cascade has capable lake management leadership.
43. Cascade is making efforts to make members' staff feel part of the group.
44. With Ed Cebron on board Cascade will be able to track changes in the economy and react more quickly. Cascade will be able to move the rate development and implementation in house.
45. Board and Members used to be involved in the day-to-day operations of Cascade. This is not required currently due to Cascade's new way of management.
46. Cascade staff members have annual reviews.
47. Cascade staff provides support to individual members' utilities.



WEAKNESSES

1. Cascade has not yet completed the Transmission and Supply plan as of March 2011.
2. Cascade does not have enough storage space to keep paper records and its records system is inadequate.
3. Some of the members reported communication insufficiency with regards to status/updates of the conservation program.
4. Cascade may rely too much on outside attorneys for non-legal services.
5. Cascade risks instituting more bureaucracy if additional staff members are hired.
6. Cascade has not yet developed/implemented strategies related to growth in membership.
7. Cascade has not made any long term decisions related to its future. A Strategic Planning initiative had never taken place in Cascade prior to the current endeavor.
8. Roles and responsibilities of members' staff are not clearly defined.
9. Members' staff members do not share the same opinion related to their level of involvement with Cascade.
10. Cascade may be too involved with the Lake Tapps community, which prevents it from reaching out to other communities.
11. Members' staff members are not completely aware of the job functions of Cascade staff.
12. Cascade has very a high dependence (based on its business model) on the private sector/outside contractors.
13. The roles of some of Cascade's outside consultants are not clearly defined, which may result in role overlap.
14. Cascade does not have an Asset Management Plan.

OPPORTUNITIES

1. As part of the EPA's Sustainable Infrastructure Initiative, the Office of Water Works in collaboration with partner organizations hosts and co-sponsors training sessions and facilitate discussions on best practice in Advanced Asset Management. The agency also issued several useful practical guides on asset management.
EPA provides a Check Up Program for Small Systems (CUPSS) Software. CUPSS is a free, easy-to-use, asset management tool for small drinking water and wastewater utilities. It is provided by EPA and provides a simple, comprehensive approach to implementing an asset management program and developing effective asset management plans. CUPSS is a computer-based program that allows users to baby-step their way into asset management and comes loaded with example data and tutorials. EPA has established a growing network of trainers to help new users get started.
 1. Service plans are effective policy-level decision making tools that can provide a road map, prioritize community activities, and assist in managing risk and community expectations.
 2. There are experienced vendors that provide quality services related to the management/operations of Lake Tapps and the White River Project.



OPPORTUNITIES

3. Member agencies employ experienced water and finance management employees.
4. Members are interested in additional services that Cascade can provide. (More conservation activities, financial and rate structure services, policy and intergovernmental guidance, etc.)
5. Water utilities in the US, including SPU, have experienced success implementing Assets Management Programs. Cascade can learn from available best practices.
6. Business plans are effective tool for implementing strategic goals.
7. Organizations such as AWWA and AMWA provide learning opportunities to water providers including best practices studies.

THREATS/CHALLENGES

1. It is challenging to ensure equitable and efficient service delivery to all members given their differences in customer base and water availability.

Organizational Development

STRENGTHS

1. Cascade has developed a list of team norms to enhance team effectiveness.
2. Cascade initiated a strategic planning process.
3. Cascade has various in house training programs.
4. Cascade national profile is raised through CEO's participation in the Charting New Waters with Johnson Foundation.
5. Cascade has experienced and highly competent staff.
6. Cascade encourages individual development plans.
7. Staff attends nation-wide conferences to keep up with industry issues.
8. Cascade staff is available and open for discussions.
9. Cascade staff does and is willing to participate in the City Council and Commissioner meetings of their respective members.
10. Cascade has a positive work environment.
11. Cascade staff members have independence in decision making with shared risk.
12. Cascade has effective employee evaluation system.
13. Employees are the most important asset of Cascade.
14. Cascade has a good team composition. It is an expert team. Cascade has the people with the level of expertize the organization needs. The staff organization is lean and works well.



WEAKNESSES
1. Cascade does not have a succession planning strategy.
2. Cascade does not have a strategy for knowledge continuity.
3. Cascade risks instituting more bureaucracy if additional staff members are hired or policies and procedures are adopted.
4. Roles and responsibilities of Cascade staff are stretched and therefore not completely clear.
5. Cascade's conservation program is functioning in a silo.
6. Communication among staff members is not efficient in all functional areas. More specifically between Marketing and Conservation.
7. Cascade has a "shallow" organizational structure.
8. Cascade is unclear about the right staffing model for the agency.
9. There is a perception among some of Cascade's stakeholders that staff members are not willing to take risks.

OPPORTUNITIES
1. Different Water Utility conferences can provide good learning experience for Cascade employees.
2. Implementing a "Service Bureau" concept when it comes to providing services to the members: <ul style="list-style-type: none"> • Conservation • Rate Strategies/Funding Strategies/Bond Bank • Asset Management • Customer Billing • Supply Management and Supply Planning • Community Outreach • Advocate for legislation

THREATS/CHALLENGES
N/A

II. Finance and Administration

STRENGTHS
1. Cascade received a \$75,000 grant from the Department of Ecology Aquatic Vegetation Grant Funds for the implementation of the Integrated Aquatic vegetation management plan which was completed in 2010. Cascade is planning to use the money to offset for the 2011 milfoil costs.



STRENGTHS

2. Cascade secured favorable rates on its 2009 bonds issue.
3. Moody's investor Services has upgraded Cascade rating from Aa3 to Aa2.
4. The State Auditor's report concluded that Cascade complied with state laws and regulations. It concluded that Cascade's internal controls were adequate to safeguard public assets.
5. Funding for the Mud Mountain Dam design remains in the proposed president's 2011 budget.
6. The average member rate charge increase for 2011 and 2012 has been revised from 7.0% to 6.0% for both years.
7. The cost of water in 2011 has gone down since the June forecast (due to SPU true-up of 2009).
8. The 2011 Operating Budget is 4.3% lower than 2010. The 2011-2012 Budget enables the provision of all Cascade services at no less than 2010 levels, as well as the operations, maintenance, planning, and infrastructure improvements needed for Cascade's water transmission and supply system.
9. Cascade joined the Washington State Purchasing Cooperative Program administered by the Office of State Procurement. The program allows saving money by pulling purchases, in volume, through state contracts. Also, six (6) Cascade members participate in the program.
10. Cascade joined the eCityGov Alliance Shared the Procurement Portal Roster Program for on call engineering services and other procured services. It is envisioned that a number of firms will be hired under this process to provide Cascade with engineering expertise.
11. Some Cascade members share the opinion that Cascade provides services at reasonable cost.
12. Lake Tapps gives Cascade contract negotiation and purchasing power in the region.
13. Cascade does not have to amass cash reserves (e.g. operating or contingency funds) to account for the high demand months (summer) – as the amount of water they receive from Seattle is fixed. In 2025 under the current contract, Cascade's payment to Seattle will decrease by \$15 million.
14. Cascade is conducting workshops with Cascade's Members as part of the planned review of the current cost allocating model; more (6-7) workshops will be conducted before final decision is made on the new cost allocation model.
15. Cascade finances are fully backed up by the members' credit ratings and payment obligations.
16. Upon approval of the new changed water rights each of the four cities should pay Cascade a one-time regional water charge.
17. Cascade projects stable rates for the 6-8 years following completion of capital investments.

WEAKNESSES

1. The Federal Build America Bond (BAB) program expired at the end of 2010. BABs will not be available in the future unless the program is reinstated.
2. Cascade has not completed the Transmission and Supply Plan as of March 2011.
3. Regardless of whether Cascade has or has not established a Requested Initial Delivery date,

WEAKNESSES

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| <p>Cascade must pay not less than the Minimum Monthly Bill to Tacoma for the period of 2009 to 2026.</p> |
| <p>4. According to the random L&I Audit Report, Cascade reported a deficiency or material weakness in internal controls over financial reporting regarding the year end closing process. It revealed that Cascade must correct three immaterial errors, including time cards for part-time employees, time card agreement with quarterly reports, and reporting of hours for salaried employees.</p> |
| <p>5. Cascade's water rates are perceived as very high by some of the member agencies.</p> |
| <p>6. Rates for Members are based on current, past, and future demand estimates. Members are not aware of the risks in demand fluctuations and do not reserve for it.</p> |
| <p>7. The White River Project is a non-revenue generating asset. It is a big cost for Cascade. The cost associated with it may increase.</p> |
| <p>8. Operational costs for Cascade increased since the acquisition of Lake Taps.</p> |
| <p>9. Conservation results in decreased revenues and increase in rates. However it is a cost effective tool in a 30 year period.</p> |
| <p>10. Cascade lacks flexibility in its rate structure. If the members do not agree on simple changes to the rate structure the inter-local agreement may need to be changed.</p> |
| <p>11. Cascade is planning demand share charge for Cascade's members to be increased by \$.25 (to a total of \$1.75) per 100 cubic feet of water. This, and the fact that the new water surcharge rate (\$.75) will be discontinued at the end of 2011, may result in an increase of costs for some members and a decrease for others.</p> |
| <p>12. The current economy affects negatively the RCFC collected by Cascade. This reduces the capital improvement funds available through collection of RCFCs.</p> |

OPPORTUNITIES

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|---|
| <p>1. The American Recovery and Reinvestment Act of 2009 provided funding for financing high-priority infrastructure projects. The 2009 Economic Recovery Bill providing 6 Mill in grants may be extended.</p> |
| <p>2. Gradual economic recovery leads to a forecast for slow increase of CERUs.</p> |
| <p>3. Increased membership would allow Cascade to spread the cost of new infrastructure developments among more members.</p> |
| <p>4. Water Research Infrastructure bank is the most effective tool to finance water infrastructure.</p> |
| <p>5. The national ground water monitoring network initiative requests 1 mill additional funding for the US Geological Survey's Ground Water Resources Program in 2010.</p> |
| <p>6. Cascade has the opportunity to minimize future rate increases by today's capital and operational decisions. If Cascade becomes regional supplier this will reduce the infrastructure investment and will create central control and increased efficiency.</p> |

OPPORTUNITIES

7. Water Infrastructure Financing Act (S.1005) authorizes \$39 billion to help pay for critical water infrastructure needs.
8. Available Federal loan programs (planning and financial assistance).
 - USEPA's State Revolving Fund programs.
 - Clean Water State Revolving Fund (SRF) program provides funding for water quality management planning. The 2010 SRF program money for drinking water increased. State revolving loan fund (SRF) provides green infrastructure guidance for materials used in stimulus funded money.
 - The House of Representatives in July 2010 approved legislation to reauthorize the Drinking Water State Revolving Fund (DWSRF) program. Under H.R. 5320, the "Assistance, Quality, and Affordability Act" (AQUA), the DWSRF could receive up to \$4.8 billion in federal funds over the next three years. DWSRF could increase the ability of urban water systems to receive funding.
 - The US Department of Agriculture Rural Development Administration Loan Program.
 - The Community Development Block Grant Program.
9. The Obama administration will recommend making permanent the Build America Bonds program in its fiscal 2011 budget proposal.
 - The plan would reduce the subsidy from 35% to 28% beginning Jan. 1, 2011, but would greatly expand the program's reach to include re-funding.
 - http://freerisk.org/wiki/index.php/Build_America_bond

THREATS/CHALLENGES

1. Water utilities are finding it increasingly difficult to accurately manage their finances in the face of changing residential water use patterns.
2. Water utilities across the nation are experiencing decline in sales.
3. It is difficult to develop appropriate pricing structures that will recoup costs and provide resources for the future.
4. Water rates have risen by 100-500% in the last decade. This is the general trend for the USA. SPU rates rose from 30.57 in 2009 to 34.01 in 2011.
5. Water rates can be regressive by nature and represent a higher burden on lower-income residents. Because of economies of scale, smaller communities experience more affordability issues. SkyWay customer base is predominantly low income.
6. Members are interested in Cascade maintaining equity in rate structures.
7. It is a challenge to keep the water rates stable.
8. Utility capital spending for 2011 is projected to drop by about 1%.
9. Sustainability is a challenge since the price of water may not reflect its full cost.
10. Peak season demands drive the water rates costs and the need for higher future supply.

THREATS/CHALLENGES

11. Water utilities are finding it increasingly difficult to accurately manage their finances in the face of changing residential water use patterns.
12. The federal 2011 budget proposal for EPA has significant reductions.
13. When water demand decreases Cascade’s ratio of revenue to cost decreases.
14. Tacoma’s water rates are influenced by external factors.
15. Bonds to fund municipal projects normally are sold in the tax-free arena. With the advent of the Build America Bonds, or BABs, the \$2.7 trillion market for tax-free debt is expected to see less volume in the months ahead. That has boosted this market also, with prices of the highly rated, long-term muni bonds advancing almost 0.3 percentage point.

III. Regional, Policy and Intergovernmental Relations

STRENGTHS

1. Cascade is working toward establishing long term regional partnerships with Seattle and Tacoma.
2. Cascade is a good negotiator and has strong relationships with the Tribes, 4 Cities, Lake Tapps homeowners, Pierce County, etc.).
3. Cascade is in the process of negotiating extension (10-15 years extension) of the Existing contract with SPU. It will also discuss potential for future increases in the block capacity, revisions of penalties and delivery provisions.
4. Cascade was able to do things that no one else has done: Obtain lake Tapps; unite the members and the community around the lake; and acquire the biggest water rights in the State for the last 50 years with no appeals.
5. HB 1014 – Eminent Domain – Modifying the authority of a watershed management partnership, passed the House of Delegates and the Senate and has been signed by the WA State Governor.
6. HB1332 – Joint Municipal Authority has been passed into law. The bill can save entities 20% in operating cost.
7. Cascade regularly sends newsletter to its stakeholders.
8. Cascade is involved and provides support to members in their crisis and communications planning.
9. Cascade presented to the Puyallup watershed Council.
10. Cascade proactively seeks cost effective ways to provide water to the community.
11. Cascade gives its members a “Voice and a vote” with regard to regional water supply. Cascade enables its members to be players at the table with Seattle and Tacoma.
12. Cascade is good in building consensus solutions to complex policy issues.
13. Cascade has been able to unite disparate entities and focus them on making decisions that



STRENGTHS

better the entire community.
14. Cascade has taken a leadership role in the water supply planning efforts in the region.
15. Cascade has a strong intergovernmental position in the region.
16. Cascade staff is willing and has participated in the meetings of their respective members' governing authorities.
17. Cascade's CEO has many contacts within the water industry and the region.
18. Cascade is respected by local environmental groups.
19. Cascade is a member of AMWA and on its Board.
20. Cascade is a model of how regional partnerships can work.
21. Cascade CEO is well positioned for becoming more active in the communication with cities councils and boards.
22. Cascade is actively involved with the Water Supply Forum.
23. Cascade CEO, Chuck Clarke, joined The Call of Action (As part of the Johnson Foundation), a diverse coalition of businesses, farmers, environmental not-for profits and government agencies in late 2010 in issuing a landmark call to action aimed at heading a national crisis in water quality and supply that could potentially affect the U.S. economy, the livability of local communities and the health of American ecosystems. Clarke participated on the panel of water policy leaders from the government, business, non-profit and agricultural sectors. The panel was moderated by Gwen Ifill, award winning host of PBS' Washington Week.

WEAKNESSES

1. Cascade does not have relationships with the environmental groups in the region.
2. Cascade has not yet developed/implemented strategies related to growth in membership.
3. There is no clear and cost-effective way to add new members.
4. There is some distrust between Cascade and some of the smaller neighboring communities (not Cascade members). Cascade separates such smaller communities from the Seattle corridor.
5. Some of the members governing bodies are not well informed when it comes to the current situation at Cascade.
6. Cascade's CEO and staff do not have enough regional interaction.
7. Cascade is currently not very proactive when it comes to developing new partnerships with interest groups in the region.

OPPORTUNITIES

1. The congressional delegation has helped Cascade work with the Army Corps of Engineers. There are gray areas due to many of the arguments Cascade has put forth.
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OPPORTUNITIES

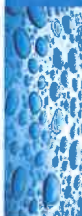
2. Cascade participated in the South King County Chambers of Commerce Legislative Coalition which will help shape the area 2010 legislative agenda.
3. The good relationship with the State Department of Health and Ecology helped Cascade and LOTT convene a group of 30 municipal entities that provide water services to strategize together for the 2011 legislative session. State Department of Ecology will give opportunity to strong players like Cascade to have bigger role in the region.
4. Cascade has Robust intertie with other water systems.
5. As a wholesale supplier of domestic water Cascade has the opportunity to offer water to others. The additional competition Cascade represents would not only benefit its membership directly, but the entire region as well.
6. King County's Wastewater Treatment Division has been safely using reclaimed water since 1997 at its regional treatment plants in Seattle and Renton. The treatment plant recently completed in Carnation is producing reclaimed water. One treatment plant under construction, Brightwater, will be producing reclaimed water when it is operational.
7. Membership in Cascade could grow along with its purpose and influence.
8. Key stakeholders are expecting Cascade to use the social media to communicate with them.
9. Cascade membership may change with time.
10. Establish a partnership between Seattle-Tacoma-Cascade-Everett to intertie the system and to use the available water in the region.
11. There are less risks and it could be cheaper to continue purchasing water from Tacoma and Seattle than to build the Lake Tapps project. Cascade may never need to completely develop Lake Tapps and the associated pipelines.
12. Seattle and Tacoma are not competitors, they are partners.
13. Recent legislation provides opportunities for Cascade. It will allow other entities to move in this direction of consolidation. (The Washington State Departments of Ecology and Health organized a group of water- related utilities, including Cascade, to address critical legal issues surrounding existing and forming regional organizations that deliver essential public services such as water, sewer, stormwater and flood control. More than 30 entities were able to produced clarifying legislation. The proposed measure does not grant any new powers. However it makes it easier for water utilities to provide essential services to the public in a more efficient and cost effective way.)
14. Cascade can serve a stewardship role in the region.
15. Cascade is negotiating development of terms and conditions that would allow Cascade to wheel Tacoma water to its members through SPU transmission network.



THREATS/CHALLENGES	
1. Cascade will have to assume some risk with contracts negotiations with Seattle and Tacoma.	
2. There is a lot of politics behind issues related to reusable water and purple pipe	
3. Water sector is unstable since there is a conflict among businesses, environmentalists and, agriculture organizations, etc. There is a conflict in Olympia between businesses and environmentalists.	
4. Cascade's legal identity and powers as an entity are not clear.	
5. The Department of Ecology is reducing staff and having budget cuts. As a result preventing illegal water use will be problematic.	
6. Current water laws require residents to reduce water consumption.	
7. Cascade may get involved in issues not related directly to water * involved partners are still trying to work out a final agreement.	The
8. White River Hydro LLC filed an application for preliminary permit pursuant to section 4 of the Federal Power Act, proposing to study the feasibility of the White River Hydroelectric Project located on the White River in Pierce County WA. The sole purpose of the permit is to grant the holder priority to file a license application during the permit term. A preliminary permit does not authorize the permit holder to perform any land disturbing activities or otherwise enter upon lands or waters owned by others without the owners express permission.	
9. The players in the region (King county, Pierce County, the 4 cities, the State, the Tribes) have financial constraints. This makes it difficult for them to participate more actively in the regional planning and community serving.	
10. Cascade is working with Pierce County on the Mooring Buoy Easement which will allow the County to anchors 6 mooring buoys into Lake Tapps.	
11. Cascade is working with PSE and Bonney Lake on the dike conveyance.	
12. Cascade is working with Pierce County on obtaining an easement to the North Tapps Park in order to access the dikes.	

IV. Communications and Outreach

STRENGTHS	
1. Cascade has a Good Reputation and very skilled and respected Marketing and Intergovernmental Director.	
2. Cascade has a working marketing strategy related to the Lake Tapps community.	
3. The Lake Tapps Community Council is pleased that Cascade has honored and incorporated the Cascade/Community Agreements into the Water Rights.	
4. Community involvement related to the Lake Tapps Management Plan development is well organized.	



STRENGTHS

5. The Lake Tapps community looks forward to a warm, long-term mutually beneficial relationship with Cascade.
6. Cascade, Pierce Co, Bonney Lake and other key governments and jurisdictions are dedicated to working with the community to ensure long-term safety and security for Lake Tapps.
7. Cascade current Public Outreach and education efforts are successful.
8. Cascade conducts Public Education initiatives at Issaquah Middle School and Bellevue Interlake High School.
9. Cascade sends a newsletter to its stakeholders.
10. Cascade's Board does good work and shows willingness to work towards achieving mutually satisfactory outcomes with the community.
11. Cascade's team understanding of the organization role and community's perception of it are similar.
12. Cascade has been able to unite disparate entities and focus them on making decisions that better the entire community.

WEAKNESSES

1. Cascade does not have a social media communication approach.
2. Cascade does not have a communication approach that reaches to all stakeholders.
3. Cascade branding strategy is not implemented in all communications with the community and stakeholders.
4. Cascade's logo is not listed on all of the forms that Members send out to customers.
5. Cascade does not educate the members' customers on the organization purpose and role.
6. There is a perception among the members that Cascade does not participate enough in community events. There is a concern that Cascade is only involved with the Lake Tapps community.
7. Roles and responsibilities have not yet been clearly defined between agencies and the community with regard to the management of Lake Tapps.
8. Cascade's conservation program is not part of the overall community outreach plan.
9. Cascade has already established relationships with local businesses and communities.

OPPORTUNITIES

1. Cascade could be recognized regionally as a leader in managing water resources and providing water to its members.
2. Executive Pat McCarthy, Mayors of Bonney Lake, Neil Johnson, Buckley, Pat Johnson, Sumner Dave Enslow ,Auburn Pete Lewis, Sheriff's office and East Pierce Fire and Rescue participated in a dialog related to Lake Tapps community issues.



OPPORTUNITIES

3. Social media is becoming very popular. Key stakeholders are expecting Cascade to use the social media to communicate with them.
4. Customer attitudes change.
5. Customers realize what efforts are taken to supply them with safe quality drinking water.
6. There are many opportunities for sponsorships for Cascade.

THRETS/CHALLENGES

1. The lake Tapps community has too high expectations of Cascade in terms of lake management and financial responsibility. Cascade does not have the funds to cover for the recreational activities around Lake Tapps as per community expectation.
2. Cascade is working with a vast variety of stakeholders with specific interests related to Lake Tapps. It is challenging to balance the expectations of all stakeholders involved.
3. There are Board and Members concerns on how resources are allocated between The White River Project and the Members organizational boundaries.

V. Environmental Protection and Water Quality

STRENGTHS

1. Cascade is able to provide high value, sustainable drinking water to its members in the most responsible and economical way possible through changing circumstances.
2. Cascade is committed to delivering quality water.
3. The water Cascade purchases from SPU is of very high quality.
4. Each of Cascade’s members is responsible for the water quality within its respective distribution system.
5. Cascade is in the process of implementing a water quality monitoring program at Lake Tapps. USGS started the implementation.

WEAKNESSES

1. Cascade has not worked on establishing relationship with the environmental groups in the region.
2. Cascade is not involved in the regional emergency response cooperation efforts. Cascade is also not involved in regional efforts related to water quality.



WEAKNESSES

3. Cascade does not have emergency response policy.

OPPORTUNITIES

1. Sustainability initiatives increasingly focus on water. Virtually every corporate, municipal and institutional sustainability policy emphasizes water efficiency.
2. Clean Water State Revolving Fund (SRF) program provides funding for water quality management planning.
3. The Washington State Source Water Protection Program (Washington's Department of Health – Office of Drinking Water) provides information, tools, resources, guidance, and support to water systems and others to promote and achieve source water protection statewide.

THREATS/CHALLENGES

1. There are concerns related to the chemical balance of the storm water draining in Lake Tapps.
2. There are a lot of septic systems around Lake Tapps that affect the quality of the water in the lake.
3. The quality of the water in Lake Tapps is lower than the water delivered from Seattle and available from Tacoma.
4. There is illegal water use at Lake Tapps.
5. The scientific literature provides strong evidence that global climate change is affecting the world's water resources. Recent climate change predictions indicate that the climate patterns of the future will not be consistent with those of the past.
6. EPA and state regulations will become more stringent in the future. Regulations under the Clean Water Act and any potential regulations as they pertain to the Pacific Northwest state may change.

VI. Conservation

STRENGTHS

1. Cascade has a good portfolio of Conservation projects:
 - WaterSense Road shows.
 - WaterSense Partnership program
 - Irrigation efficiency program. Irrigation video for homeowners.
 - The Partnership with SPU for the installation of rain sensors at residents and businesses.



STRENGTHS

- WaterSense Toilet Replacement Program.
 - WashWise Federal matching funds for clothes washer rebates.
 - Customers are overwhelmingly satisfied with their new toilets.
 - Commercial car wash project in Issaquah.
 - Leak detection mailer.
 - Spring garden fairs
 - Commercial shower head program
2. Distributed survey for some of the programs (toilet replacement and rain sensor installation) showed high degree of customer satisfaction.
 3. Cascade was chosen by US EPA as the 2010 WaterSense Promotional partner of the year for its efforts to educate customers about the national WaterSense labeling program.
 4. Cascade hired additional support to develop and implement a strategic conservation outreach plan.
 5. Cascade conducts Public Conservation Education initiatives such as the presentations at Issaquah Middle School and Bellevue Interlake High School.
 6. Cascade has developed a 2011 Conservation Work Plan in consultation with staff from its member agencies.

WEAKNESSES

1. Cascade's Conservation program is silo-ed.
2. Cascade's Conservation program has not participated in the overall community outreach plan.
3. Business process and standards related to the Conservation program and the rebate system need improvement.
4. Cascade has not developed Conservation program goals in order to determine what programs to implement. Conservation-dedicated resources available at Cascade are not sufficient to adequately support each of the conservation programs at the agency. There are too many such programs and too few resources.
5. The role of Cascade vs. the role of its members in terms of Conservation efforts has not yet been defined.
6. Some of Cascade members indicated that they are not receiving sufficient Conservation program status and updates.

OPPORTUNITIES

1. Retailers report dramatic shift towards the sale of WaterSense labeled toilets.
2. The quality of WaterSense toilets has improved.



OPPORTUNITIES

3. Federal Cash for Appliances rebate program was announced.
4. Conservation is as good as a supply.
5. Members are decreasing their efforts related to conservation. Cascade has the potential of becoming the primary (only) agency involved in conservation efforts in its members' jurisdictions.
6. Water Efficiency Conservation and Adaptation Act – Permanently authorize the WaterSense program, create a residential water efficiency program, and establish a “Blue bank” to fund water and wastewater utility climate change adaptation projects.
7. AWWA asked EPA to expand its WaterSense program beyond household fixtures to create new opportunities for water savings. Also AWWA is asking EPA to expand the program to encourage consumers to make efficient choices that conserve water and protect the environment. Also to develop Water Sense standards for water softeners.

THREATS/CHALLENGES

1. It is challenging to find the balance between conservation as an ethic and as a source.
2. Water conservation is more important during the peak season.
3. Conservation results in decreased revenues and increase in rates. However it is a cost effective tool in a 30 year period.
4. The need for Conservation is diminishing in the long run. The New home and business building and improvements standards promote conservation. Current educational efforts reached out to kids and their parents. Mass media is also very vocal on the need for conservation.
5. There is not enough clarity on if all Members are in agreement on what Cascade’s conservation program should be.

VII. Long Term Water Supply

STRENGTHS

1. The development of the 2010 water Supply Plan included development of a water demand forecast (which was later revisited) and evaluation of 28 potential water supply sources.
2. Cascade has identified water supply portfolios comprised of multiple sources, as none of the water supply sources are large enough individually to fully meet Cascade’s projected demands throughout the 50-year planning period.
3. Upon approval of the new changed water rights each of the four cities should pay Cascade one time regional water charge equal to \$ 743, 950 per efs.
4. Each of the four cities agrees to buy water under the Cascade’s Tacoma Wholesale Agreement.



STRENGTHS

5. Cascade is in the process of negotiating extension (10-15 years extension) of the Existing contract with SPU. It will also discuss potential for future increases in the block capacity, revisions of penalties and delivery provisions.
6. Cascade has taken a leadership in the water supply planning efforts in the region.
7. Cascade is currently re-negotiating its contracts with Tacoma and Seattle.
8. Cascade does not deal with a lot of risk (as related to water management).
9. Cascade has good Partnerships with Seattle and Tacoma.
10. Cascade CEO is respected in the region and by Seattle and Tacoma.
11. Seattle water supply outlook is good.
12. Cascade will be able to ensure (through its current agreements with Seattle and Tacoma and through Lake Tapps) the water supply to its customers even if demand rapidly increases. Cascade has financial considerations that need to be resolved with the new SPU and TPU contracts. If the new contracts are not signed Cascade will have to push the Lake Tapps development by 10 years from 2045 to 2035.
13. Cascade maintains transparency with regard to Cascade’s negotiations with SPU and TPU.
14. eCityGov Alliance Shared the Procurement Portal Roster Program for on call engineering services. It is envisioned that a number of firms will be hired under this process to provide Cascade with engineering expertise.
15. Cascade is actively working with the Core of Engineers to arrange for the dam repairs.
16. HB 1014 – Eminent Domain – Modifying the authority of a watershed management partnership, passed the House of Delegates and the Senate and has been signed by the WA State Governor.
17. HB1332 – Joint Municipal Authority – passed the House of Delegates and the Senate and it is on the WA State Governor desk for signature. The bill can save entities 20% in operating cost.
18. Tacoma-Cascade pipeline is a shovel ready project at this time based on Cascade work in the past 4 years on the routing, SEPA compliance, design, permitting, and real estate acquisitions.
19. No additional infrastructure will be needed to obtain water from Covington once the Tacoma-Cascade pipeline is completed.
20. Tacoma -Covington – Seattle pipeline route is selected and designed. Right of way is secured. Cascade needs a franchise agreement with King County and a wheeling agreement with Seattle.

WEAKNESSES

1. Cascade has not yet completed its Transmission and Supply Plan, as of March 2011. Parts of the Transmission and Supply plan which are not yet finished include: <ul style="list-style-type: none"> • Current Water Supply and Operations (pending – due to contract renegotiations); • Water Conservation (The Water Resource Manager is revising it);



WEAKNESSES

<ul style="list-style-type: none"> • Emergency Response Planning for Current Supplies (has been drafted, but not finalized); • Water Shortage Contingency Plan (should be completed by the end of April 2011); • Long term supply and infrastructure (pending development– due to contract renegotiations); • Five year action plan for Lake Tapps.
2. Cascade currently does not provide integration of the water supply for the entire aquatic landscape.
3. Cascade’s roles and responsibilities when it comes to emergencies and droughts are not established.
4. Cascade made some incorrect assumptions in the past about the water needs of the region. Scenario Planning was not conducted while developing a strategy for long-term investment.
5. Cascade is not involved in the regional emergency response cooperation efforts. Cascade is not present at emergency meetings with SPU. Cascade is also not involved in regional efforts related to water quality.
6. In case of an emergency Cascade may not have a way to route water to its members.
7. WSDOT SR900 Road Widening Pipeline Installation started in April 2009. Although construction is complete, there are several outstanding issues to close out Cascade’s portion of the project (a number of change orders still need finalization; construction quantities are being finalized; and final payments have not yet been calculated).
8. Cascade does not have a wheeling agreement with SPU.
9. There is water quality concerns related to the use of the BIP. (Issaquah and Sammamish Plateau have decreased their use of the BIP due to utilization of their own water supplies.)
10. Cascade purchases treated Green River water from TPU. However it does not have the necessary infrastructure to use this water.
11. Cascade does not have a reservoir which could collect all of the water which accumulates in the winter season.
12. Cascade does not have an emergency plan for its infrastructure.

OPPORTUNITIES

2. There is an opportunity for development of wholesale contracts for the Four Cities.
3. There is an opportunity for working with Covington as a preferred supplier. This is a step toward regional water supply strategy.
4. Construction of the Tacoma-Cascade Pipeline – Central Segment Project (CSP) need to transmission Tacoma water to Cascade clients. This is the only line that will provide the opportunity for connecting the TPU and SPU, currently independent, water supply systems. The TCP CSP will provide 100 jobs for the time for the life of the project.
5. Cascade signed implementation agreement to provide continues supply of water from TPU to Covington during the periods when Second Diversion water under the Second Supply Project



OPPORTUNITIES

Partnership Agreement was not be available to Covington. The water will be available to Cascade from TPU under the terms of the 2005 TPU Cascade Agreement. (The rate is equal to their previously scheduled rate or at a rate that does not exceed the maximum allowed under the TPU-Cascade Agreement and is mutually agreeable.)

6. Cascade is currently contracted to receive 4 MGD from Tacoma. In addition to the wholesale water deliveries Tacoma should make available to Cascade 6 MGD through 2026, 4 MGD through 2027, 3MGD through 2028, 2 MGD through 2029, 1 MGD through 2030.
7. Tacoma and Cascade are each responsible for the construction and operation of the Interconnection facilities on their respective sites.
8. Tacoma has the obligations to investigate if it can provide whole sale water on a temporary basis in addition to the amount set in the agreement with Cascade.
9. Cascade can make beneficial use of available supply in Tacoma's Second Supply Project both permanently and for a finite period of years.
10. The Tacoma-Cascade Pipeline would involve constructing a pipeline to convey drinking water from the Tacoma Water Second Supply Pipeline (SSP) to Cascade's Bellevue-Issaquah Pipeline (BIP).
11. Cascade has the opportunity to work towards a truly systemic regional service delivery. There is a notion in the region for a united Seattle, Tacoma and Everett water systems.
12. There are less risks and it could be cheaper to continue purchasing water from Tacoma and Seattle than to build Lake Tapps project.
13. Seattle's water demand is down.
14. The water supplier forum (Seattle, Tacoma and Everett) developed regional demand forecast. They did not make the next step to develop strategies.
15. Cascade is negotiating development of terms and conditions that would allow Cascade to wheel Tacoma water to its members through SPU transmission network.
16. Cascade can work towards robust intertie with other water systems.
17. As a wholesale supplier of domestic water Cascade has the opportunity to offer water in competition with SPU and TPU. The additional competition Cascade represents would not only benefit its membership directly, but the entire region as well.
18. Cascade has the opportunities to make water available for other communities to mitigate impacts associated with their water supply sources.
19. Cascade could be recognized regionally as a leader in managing water resources.
20. Cascade has the opportunity for re-negotiating the current round of "long-term" contracts to address 2010 to 2020 water needs. Depending on contract renegotiations with TPU and SPU, Cascade may not need to build any major infrastructure within the next 10 years.
21. There are new water supply options in the region that are worth exploring.
22. The region has a tremendous supply of water.
23. Water Demand from Commercial clients may increase.
24. The 4 Cities will not have enough own supply and will have to buy water. It is better for them to get it from Cascade than from Tacoma. Cascade may sell surplus water to the 4 Cities which would help offset Cascade's contracted water costs.
25. Cascade does not have a reservoir which could collect all of the water which accumulates in the winter season.
26. Utilization of reclaimed water is done by some regional agencies. King County works on



OPPORTUNITIES

- initiatives for water reuse.
- 27. National ground water monitoring network initiative – requests 1 mill additional funding for the US Geological Survey’s Ground Water Resources Program in 2010.
- 28. Sustainability initiatives increasingly focus on water. Virtually every corporate, municipal and institutional sustainability policy emphasizes water efficiency.
- 29. Integrated water resource planning is a useful tool to examine assumptions concerning supply, demand, and alternative methods of meeting otherwise unmet future demand.
- 30. With regard to water, it is a buyers’ market right now.
- 31. Connecting TPU’s Second Supply Pipeline with SPU’s Water Supply System
- 32. Public-Private Partnerships or PPP provides for privatization and Outsourcing and the employment of private capital in public water projects. It can range from simple contract management of water utilities by third parties to outright purchase of distribution and treatment infrastructure by private firms.
- 33. If Cascade becomes regional supplier this will reduce the infrastructure investment and will create central control and increased efficiency.
- 34. Construction projects undertaken by other organizations can be used for building future water infrastructure.

THREATS/CHALLENGES

- 1. There is no clear understanding of the driving forces behind changing water use patterns.
- 2. Water demand is never forecasted correctly. The future water demand of the region is uncertain.
- 3. Purple pipe and the politics behind reusable water are complicated.
- 4. Water availability may become a big concern in the long run.
- 5. Lake Tapps is a shallow lake with a limited water capacity.
- 6. The practicality of utilizing lake Tapps for water use is questionable.
- 7. Sky Water may never use water from Lake Tapps.
- 8. Some of Cascade’s members have independent water supplies. Sky Water District is working toward building its own wells and in 2-4 years the project will be complete.
- 9. USEPA’s Jackson announced a new drinking water strategy in March 2010. This could affect Cascade if it develops Lake Tapps.
- 10. TSP cannot be completed before the negotiations with Tacoma and Seattle are finalized. Depending on the outcome of the negotiations Cascade may need to: Build infrastructure; Adjust rates; Borrow funds; Utilize small water sources.
- 11. Cascade has not yet secured a Wheeling agreement with SPU, which is needed for the Tacoma-Covington-Seattle connection. If such an agreement is not secured Cascade will have to identify a new route.
- 12. Changes in Population rates are the biggest factor that can influence Cascade since they directly influence water consumption. Changes in Energy cost and Housing are other factors that need to be monitored.

THREATS/CHALLENGES

13. Based on the lake Tapps water rights, Cascade must begin development of the Lake within the next 50 years
14. There are several important issues *
 - Partners have competing interests.
 - Very costly.
 - Not the best option for Cascade today.
15. There are many risks associated with constructing water supply facilities at Lake Tapps.
16. EPA and state regulations will become more stringent in the future. Regulations under the Clean Water Act and any potential regulations as they pertain to the Pacific Northwest state may change.
17. Federal budget deficit may hinder Congress's intent to pass infrastructure bills.
18. Replacement of the Barrier Dam to be completed by the Corps of Engineers – construction may not begin before 2015. Cascade has to sell the Dam and property rights to the Corps of Engineers first.

VIII. Lake Tapps, the White River Project, and Operational Infrastructure

STRENGTHS

1. Cascade received the \$75,000 grant from the Department of Ecology Aquatic Vegetation Grant Funds for the implementation of the Integrated Aquatic vegetation management plan which was completed in 2010. Cascade is planning to use the money for the 2011 milfoil offset costs.
2. Cascade hired experienced consultants to manage the White River management transition process.
3. Community meeting related to Lake Tapps and the lake management plan identified the role of Cascade. Community members understand that they will not receive the same (2009) services and level of involvement from Cascade going forward. They understand that Cascade will not be responsible to provide and enforce rules related to the recreational activities around the lake.
4. Cascade will hire summer interns to help with needed administrative services and field work at Lake Tapps.
5. The sediment piece at Lake Tapps is completed.
6. Screen fish facilities are back in service.
7. The wood flume is repaired.
8. Funding for the Cascade's Mud Mountain Dam construction, maintenance and operations remain in the president's 2011 budget.
9. The Lake Tapps Community Council is pleased that Cascade has honored and incorporated the Cascade/Community Agreements into the Water Rights.



STRENGTHS

10. Cascade’s efficiency has resulted in the ability to improve control over inflows at Lake Tapps and to timely refill the Lake for the spring.
11. Cascade, Pierce Co, Bonney Lake and other key governments and jurisdictions are dedicated to working with the community to ensure long-term safety and security for Lake Tapps.
12. Cascade has established regular visual inspection procedures for Lake Tapps.
13. A maintenance policy manual is available at the White River Project.
14. Cascade has obtained the following water rights permits: Lake Tapps Reservoir Water Rights and Supply Project and Regional Reserved Water Program.
15. Cascade established the Lake Tapps advisory group.
16. Cascade is able to keep the required Lake water levels for recreational use.
17. Cascade is preparing a motion to intervene and requests more time to comment on the White River Hydro LLC FERC permit application.
18. The White River Management Agreement and the additional agreements between Cascade and each Tribe provide Cascade with security in its new municipal water rights and provide funding for fishing, and natural resource programs.
19. Cascade new “good neighbor” philosophy which helped for the addressing issues related to Lake Tapps.
20. eCityGov Alliance Shared the Procurement Portal Roster Program for on call engineering services. It is envisioned that a number of firms will be hired under this process to provide Cascade with engineering expertise.
21. Cascade’s water right will protect lake levels and enhance flows at Lake Tapps. The water right is unique because it is so large. The rights allow Cascade to store water in the lake Tapps Reservoir, divert water from the White River into the lake to supply water for the Water Supply Project and withdraw water from Lake Tapps for municipal water supply purposes. In addition, the rights grant Cascade the authority to use Lake Tapps as a long-term drinking water source.
22. Cascade is finally in the position to drive decisions related to water within the region.
23. The water rights for Lake Tapps do not require Cascade to do anything within the first 30 years of ownership/management. The water rights can be extended after the 50 year period.
24. The lake Tapps community is in support of Cascade’s legislative strategy regarding Mud Mountain Dam and will work with Cascade to further its adoption and implementation. (This would include completing the Barrier Dam and seeking a study on malty-purpose operations of Mud Mountain Dam.)
25. Cascade solidifies its ongoing positive relationships with key leaders in Pierce County through the Lake Tapps planning efforts.



WEAKNESSES
1. Cascade faces Lake flow line challenges.
2. 10% of the flume floors needed replacement. Completion date was Feb 2011.
3. Cascade does not have a mechanism for dealing with unforeseen long-term river flows.
4. Documentation and aid to field inspection staff at Lake Tapps is insufficient.
5. Maintenance instructions available at The White River Project are not based on manufacturer specifications. Instead, these are based on interviews and past maintenance records.
6. The information Cascade has received from PSE is not organized and easily retrievable.
7. There is no long-term operation strategy for The White River Project.
8. Cascade is facing issues with the aging infrastructure at Lake Tapps and the White River Project.
9. Access/connection to the White River bypass needs to be improved.
10. Roles and responsibilities have not yet been clearly defined between agencies and the community related to the management of Lake Tapps. A management and funding plan is not yet developed.
11. Asset management at the White River Project is reactive vs. proactive. Management/Operations of Lake Tapps are not up to current operational standards. There is no dikes management plan.
12. Cascade does not have polices for use of the White River Project facilities.
13. There was limited asset condition assessment prior to the acquisition of The White River Project. Currently, there is not information on the assets and equipment that exist. The Board was not aware of all of the issues surrounding the White River Project at the time the asset was acquired.
14. TOTT (Tapps Operator Transition Team) timelines are very aggressive and not coordinated with the timelines for all prerequisite work and projects.

OPPORTUNITIES
1. Lake Tapps sediment is safe for reuse. Cascade will be seeking possible users to determine if it has any market value.
2. Lake Tapps and flume facilities can be used for non-water-related recreational activities. For example for tours of the Lake Tapps facilities, including the power station and the barrier dam.
3. The contract with PSE (conducting day – to – day operations at Lake Tpps) is renewable up to 5 years.

THREATS/CHALLENGES
1. There is a risk associated with the transition of the management of the White River project from PSE to an outside third party.
2. Cascade is facing Easement issues at Lake Tapps.



THREATS/CHALLENGES
3. The White River Project management/operations require a lot of efforts, time, and resources.
4. Some of the penstocks at the powerhouse at Lake Tapps are up for replacement.
5. Valves at the powerhouse are not fit to handle emergencies.
6. Cascade promised the Dam Safety Office to complete a report related to the condition of the valves by the end of 2011.
7. There are risks associated with dike safety.
8. Lake Tapps residents do not have vision and understanding on how Cascade manages Lake levels.
9. Lake Tapps residents do not have good understanding on what regulatory requirements are related to the Lake.

IX. Information Technology (IT)

STRENGTHS
1. Fixed assets at the White River Project are in the process of being inventoried. Staff has developed a records inventory sheet for cataloging documents into a database. (improvement towards EDMS)
2. Integra Telecom provision of storage space for Cascade’s website is a great solution.
3. 60% of Cascade staff indicated that are happy with the level of IT support received.
4. Cascade has a virtual server that could be leveraged as it has a good amount of free space.
5. Most of Cascade employees’ workstations are up-to-date with very good specifications.
6. Cascade hired skilled consultants to develop short term and long term strategies for the White River Project systems management.

WEAKNESSES
2. Cascade does not utilize an Electronic Data Management System (EDMS): <ul style="list-style-type: none"> • Lack of a central document repository, indexing and organization makes document retrieval a cumbersome and time-consuming task. • Physical storage space for paper documentation is steadily diminishing as Cascade continues to produce more documents. • The White River Project came with a lot of documentation that needs to be stored.
3. Cascade does not utilize a Material Management System (MMS).
4. Cascade does not utilize a Contract Management System.
5. Cascade does not utilize a Project Management System. Tracking project budgets in Microsoft

WEAKNESSES

Excel is cumbersome when tracking multiple budgets.
<p>6. Cascade Website management is not done in a timely fashion.</p> <ul style="list-style-type: none"> • The website vendor does not prioritize Cascade’s web needs nor do they post updated information to the website in a timely fashion. • Some of the information on the website is outdated. • Cascade lacks in-house skills or software to manage/update website in-house.
7. Cascade has outdated equipment/systems at The White River Project. The systems are not designed for managing a water utility.
8. There is a duplication of data management at The White River Project (2 separate databases are utilized for the same information)
9. Cascade users monitor very few data points within the current GIS system due to time and training constraints.
10. Cascade does not have an IT strategy.
11. The encumbrance feature of the current version of SAGE may not have the capability to split expenses correctly when tracking contracts that have different expense types or line items.
12. Payroll distribution is cumbersome and time-consuming. (This is partially due to the fact that Cascade does not own the payroll module but uses features included with the expenditures portion of Sage to manage payroll).
13. Sage does not provide timely service and support.
14. Cascade does not have a clear strategic direction for improving the website and integrating social networking tools for promoting company awareness and listening to customers.
<p>15. Cascade’s phone system has missing functionalities.</p> <ul style="list-style-type: none"> • It lacks caller ID for identifying callers. • Occasionally drops call, specifically when calls are transferred. • Lack of functionality to announce callers before transferring them. • Lack of functionality to “call pickup” a line that is ringing at another desk.
16. The Fixed Assets module of Sage is currently not implemented. Cascade does not have a complete listing of White River project assets. Cascade lacks the ability to monitor company assets in terms of: Work History, Work Order, Asset Conditions, Preventative Maintenance, Trend Tracking.
17. Cascade outsources their IT Support to Seitel Systems, LCC. The IT Technician spends only 4 hours per month onsite to address IT related issues and provide network infrastructure maintenance which includes the servers, networks, and workstations.
18. There is currently no complete backup image of the server in case of a server failure. Only data is backed up. This could cause a minor setback in recovery time in case of a full server or network failure.
19. There is little knowledge of the IT infrastructure at The White River Project in terms of operations and disaster recovery.



WEAKNESSES
20. Cascade staff has limited knowledge of the available SCADA system. Cascade currently does not have the training or manpower to operate the SCADA system.
21. Ping test indicates internet slowness with .82Mb down, .25Mb up with 90ms ping under the firewall. This affects speed of the network. Website pages take longer to load and information takes longer to download.
22. The Symantec Backup Exec 12.5 maintenance agreement expired a year ago, and the Cisco ASA 5510 expires in March 2011.
23. Server room has no self-cooling mechanism for preventing overheating of servers and network equipment.
24. Only the most critical network equipment is plugged into the UPS. In the case of a power outage, these will not have backup power supply for the Network Switch and the Patch Panels
25. Currently, there is no replacement cycle for workstations and printers. Several printers are outdated, discontinued or defective in some way.
26. The generic server "Server" is running out of memory space which will eventually affect its ability to operate its multiple services efficiently.
27. Cascade lacks central database related to Conservation and Rebates program management: <ul style="list-style-type: none"> • This is causing duplicated data entry. • The same data exists in more than one spreadsheet. • There are other spreadsheets in which rebate data is stored but not shared.

OPPORTUNITIES
1. Water level forecasting website for Lake Tapps.
2. Social media is becoming very popular.
3. Cascade members and the community are expecting Cascade to be more active utilizing the social media.
4. Cascade members have GIS systems. A GIS will enable Cascade to know the location, size, type and maintenance history of its assets and have a single, permanent repository for all of the information.
5. MS SharePoint 2010 capabilities are suitable to the current document management needs of Cascade.
6. Check Up Program for Small Systems (CUPSS) Software CUPSS is a free, easy-to-use, asset management tool for small drinking water and wastewater utilities. It is provided by EPA and provides a simple, comprehensive approach to implementing an asset management program and developing effective asset management plans. CUPSS is a computer-based program that allows users to baby-step their way into asset management and comes loaded with example data and tutorials. EPA has established a growing network of trainers to help new



OPPORTUNITIES	
	users get started.
7.	The Water research foundation will issue a manual on Business and IT Alignment. This can serve as a best practices tool for Cascade when planning for the future.
8.	IP-Based telephone systems enable management of cellular ID, elimination of dropped calls and provide needed telephone functionality at a cheaper cost.
9.	A web content management system (WCMS) can provide website authoring, collaboration, and administration tools designed to allow users with little knowledge of web programming languages or markup languages to create and manage website content with relative ease.
10.	Microsoft Office 2010 is a productivity suite for Microsoft Windows, and the successor to Microsoft Office 2007. Office 2010 includes extended file format support, user interface updates, and a changed user experience.
11.	T 1 dedicated voice and data lines offer the following advantages: <ul style="list-style-type: none"> a. Reasonable WAN speed (1.5Mbps); b. Internet T1 is faster and more reliable than analog or dial-up services; c. Full T1's are almost always less expensive than Frame Relay; d. Allows for better productive by accomplishing more on-line.
12.	MS Access allows for better data management and reporting.

THREATS/CHALLENGES	
	N/A