



N.C.S.D

Northstar Community Services District
900 Northstar Drive, Truckee, CA 96161
P: 530.562.0747 • F: 530.562.1505 • www.northstarcsd.org

Board of Directors

John Radanovich, President
Warren "Chip" Brown
Nancy Ives
Marilyn Fomi
Candace Roeder

General Manager

Mike Geary, PE

NORTHSTAR COMMUNITY SERVICES DISTRICT NOTICE OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS

DATE: NOVEMBER 19, 2025
TIME: 9:00 A.M.
PLACE: 900 NORTHSTAR DRIVE AND ZOOM

Members of the public may participate in this meeting by teleconference or in person. Any person interested in attending by Zoom video and/or teleconference may use the following link:

<https://us02web.zoom.us/j/89230504722?pwd=f2K3xcSTqSYIsDwj3NVMHMY7CwMG0W.1>

Meeting ID: 892 3050 4722, Password 656726 or dial by telephone 1-669-900-6833 using access code #89230504722.

CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL

PUBLIC HEARING

9:00 A.M. Open Public Hearing – Call for Public Comment

1. **Public Hearing to adopt the updated Northstar Community Services Ordinance No. 41-25**, An Ordinance Adopting and Amending the 2025 Edition of the California Building Standards Code (Title 24, California Code of Regulations), Part 9 (2022 California Fire Code) and Appendices; and Repealing Ordinance No. 39-22 of the Northstar Community Services District and All Other Ordinances and Parts of Ordinances in Conflict Herewith.

Close Public Hearing

- a. Adopt Northstar Community Services Ordinance No. 41-25 – **Action** (FPO Olk)

PUBLIC COMMENT

Any member of the public may address the Board after roll call on any topic related to the District that is not on the agenda. Public comment will be taken on agenda action items immediately prior to Board action.

Any member of the public on the videoconference may speak during Public Comment or may email public comments to juliez@northstarcsd.org and comments will be read from each member of the public, subject to generally applicable time limitations. For members of the public in attendance via video conference, Northstar Community Services District will use best efforts to swiftly resolve requests for reasonable modifications or accommodations with individuals with disabilities, consistent with the Americans with Disabilities Act, and resolving any doubt whatsoever in favor of accessibility.

CONSENT CALENDAR

2. Discussion and Approval of the following:
 - a. October 15, 2025 Regular Meeting Minutes
 - b. Approval of Claims and Demands – Paid and Unpaid

RECURRING BUSINESS

3. Northstar Property Owners Association – Update
4. Northstar California/Vail – Update
5. Tahoe-Truckee Sanitation Agency (T-TSA) - Update

NEW BUSINESS

6. Appoint New Treasurer to the Board of Directors – Discussion – **Action** (SotB/HRA Zangara)
7. Approve Addition of Effective Dates for Salary Schedules Approved by the Board for Fiscal Years 2021 – 2026 – Discussion – **Action** (SotB/HRA Zangara)
8. Eastern Placer Future – North Lake Tahoe Incorporation – Discussion (GM Geary)
9. Northstar CSD Strategic Plan Update – Discussion (GM Geary)

DIRECTOR REPORTS

10. Individual directors may give brief reports on miscellaneous items for the information of the other members of the Board and NCSD staff. No action will be taken on these agenda items.

OPERATION REPORTS

11. General Manager's Report – Geary – Discussion
12. Fire Department's Report – Gibeaut – Discussion
13. Public Works Report – Martin/Evans – Discussion

CLOSED SESSION PURSUANT TO AGENDA ITEMS 13 THROUGH 17.

14. Conference and Approval of Update to Memorandum of Understanding Pursuant to Government Code §54957.6 – Northstar Professional Firefighters Association – Discussion – Action
15. Significant Exposure to Litigation Pursuant to Government Code Section 54956.9(d)(2) - One potential case.
16. Pending litigation pursuant to Government Code Section 54956.9(d)(1)
 - a. Northstar Community Services District v. Mountainside California 2, LLC et al. Placer County Superior Court Case No. S-CV-0051848
 - b. Community Facilities District No. 1 of the Northstar Community Services District v. ACM Northstar et al. Placer County Superior Court Case No. S-CV-0042801
 - c. Community Facilities District No. 1 of the Northstar Community Services District v. Mountainside California 2, LLC et al. Placer County Superior Court Case No. S-CV-0043081
17. Public Employee Release (Government Code Section §54957).
18. Personnel Matters (Government Code Section §54957(b)(1)). Public Employee Performance Evaluation - Position Title: General Manager

OPEN SESSION

19. Reportable action taken during Closed Session (if applicable) – Board President
20. Approval of November 19, 2025 Regular Meeting Minutes – Discussion – Action (SotB Zangara)

ADJOURNMENT

Items may not be taken in the order listed above.

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, then please contact Julie Zangara at (530) 550-6127 or (530) 562-1505 (fax). Requests must be made as early as possible and at least one full business day before the start of the meeting. NCSD will endeavor to accommodate requests made with less notice than that.



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Fire Chief

Jason Gibeaut

Ordinance 41-25 – Adoption of the 2025 CA Fire Code

DATE: November 11th, 2025

TO: District Board Members

FROM: Brandon Olk, Fire Prevention Officer

SUBJECT: Adoption of Ordinance 41-25, Northstar Community Services District Adopting and Amending the 2025 California Fire Code.

BACKGROUND: At the NCSD Board meeting held in October, the Board introduced proposed Ordinance 41-25, "An Ordinance amending and adopting the 2025 edition of the California Building Standards Code (Title 24, California Code of Regulations), Part 9 (2025 California Fire Code) and Appendices; and repealing Ordinance No. 39-22 of the Northstar Community Services District and all other ordinances and parts of ordinances in conflict therewith." Fire Prevention Officer Brandon Olk provided a Finding of Facts and a brief verbal summary of the major changes to substantiate the adoption of the fire code with amendments. At the conclusion of FPO Olk's presentation, the Board agreed to (1) waive further reading of the entire ordinance; (2) that the publication requirements of Government Code Section 25124 be met by the publication of the summary of the ordinance, and (3) that the District Board Secretary and General Counsel designate to prepare and publish the summary. All three points were pursued and fulfilled.

DISCUSSION: Attached is a final clean version of the Ordinance 41-25, Northstar Community Services District Adopting and Amending the 2025 California Fire Code. FPO Olk will be available for any questions or public comment regarding this ordinance.

FISCAL IMPACTS: None

RECOMMENDATION: To adopt Ordinance 41-25 after the public hearing has been completed. Once the Board has adopted Ordinance 41-25, the Board is to direct the staff to send a copy of the adopted/signed ordinance to Placer County for ratification.

ATTACHMENTS: A final clean version of the Ordinance 41-25.



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Northstar Community Services District ORDINANCE of the Board of Directors

Ordinance No. 41-25

AN ORDINANCE OF THE NORTHSTAR COMMUNITY SERVICES DISTRICT ADOPTING THE 2025 EDITION OF THE CALIFORNIA FIRE CODE AND PORTIONS OF THE 2024 INTERNATIONAL FIRE CODE, REGULATING AND GOVERNING THE SAFEGUARDING OF LIFE AND PROPERTY FROM FIRE AND EXPLOSION HAZARDS ARISING FROM THE STORAGE, HANDLING AND USE OF HAZARDOUS SUBSTANCES, MATERIALS AND DEVICES, AND FROM CONDITIONS HAZARDOUS TO LIFE OR PROPERTY IN THE OCCUPANCY OF BUILDINGS AND PREMISES IN THE NORTHSTAR COMMUNITY SERVICES DISTRICT; PROVIDING FOR THE ISSUANCE OF PERMITS AND COLLECTION OF FEES THEREFOR.

WHEREAS, the Northstar Community Services District (District) is a community services district organized and operating under the authority of Government Code sections 61000 *et seq.*; and

WHEREAS, pursuant to Government Code section 61100, subdivision (d), the District may exercise any of the powers of a fire protection district pursuant to Health and Safety Code sections 13800 *et seq.*; and

WHEREAS, pursuant to Health and Safety Code Section 13869, the District may adopt by reference the 2025 California Fire Code, which establishes minimum building standards related to fire and hazardous conditions; and

WHEREAS, pursuant to Health and Safety Code Sections 13869.7, 17958.5, and 17958.7, the District may adopt standards more stringent than state standards when such modifications are reasonably necessary because of local climatic, geological or topographical conditions; and

WHEREAS, the Board of Directors has made express findings on the necessity of the modifications and has directed that those findings be submitted to the County of Placer with a copy of this Ordinance.

NOW THEREFORE, the Board of Directors of the Northstar Community Services District does ordain as follows:

SECTION 1 California Fire Code – Adopted.

That a certain document, three copies of which are on file in the Office of the Clerk of the Northstar Community Services District, being marked and designed as the California Code of Regulations, Title 24, Part 9, 2025 Edition of the California Fire Code published by the International Code Council and the California Building Standards Commission with errata, together with those portions of the 2024 Edition

of the International Fire Code including Appendices B, C, D and H published by the International Code Council not included in the California Building Standards Code, as modified and amended by this Ordinance, are adopted by this reference into this Ordinance, and are hereby collectively declared to be the Northstar Community Services District Fire Code for the purpose of regulating the safeguarding of life, property, and public welfare to a reasonable degree from the hazards of fire, hazardous materials release and explosion arising from the storage, use and handling of dangerous and hazardous materials, substances, and devices, conditions hazardous to life or property in the occupancy and use of buildings and premises, the operation, installation, construction, location, safeguarding and maintenance of attendant equipment, providing for the issuance of permits and collection of fees therefore, and providing penalties for violation of such code.

SECTION 2 Northstar Community Services District Fire Code – Amended.

The following sections are amended or added to the Northstar Community Services District Fire Code.

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Section 101.1 amended – Title.	
Section 101.1 of Chapter 1 is amended to read as follows:	
101.1 Title. These regulations shall be known as the Northstar Community Services District Fire Code, hereinafter referred to as “this code.”	
 Section 105.5.19 deleted – Floor finishing.	

Section 105.5.19 of Chapter 1 is deleted.

Section 105.5.20 deleted – Fruit and crop ripening.

Section 105.5.20 of Chapter 1 is deleted.

Section 105.5.21 deleted – Fumigation and insecticidal fogging.

Section 105.5.21 of Chapter 1 is deleted.

Section 105.5.30 amended – LP-gas.

Exception to Item 1 of Section 105.5.30 of Chapter 1 is amended to read as follows:

Exception: A permit is not required for individual containers with a 125-gallon (473 L) water capacity or less or multiple container systems having an aggregate quantity not exceeding 500 gallons (1893 L), serving occupancies in Group R-3.

Section 105.5.43 amended – Private fire hydrants.

Section 105.5.43 of Chapter 1 is amended.

105.5.43 Private fire hydrants. An operational permit is required for the removal from service, use or operation of private fire hydrants.

Section 105.5.51 amended – Temporary membrane structures, special event structures and tents.

Section 105.5.51 of Chapter 1 is amended to read as follows:

105.5.51 Temporary membrane structures, special event structures and tents. An operational permit is required to operate an air-supported temporary membrane structure, a temporary special event structure or a tent having an area of 400 square feet (37 m²) or more.

Exceptions:

1. Tents used exclusively for recreational camping purposes.
2. Tents, curtains and extensions attached thereto, when used for funeral services.

Section 105.6.26 added – Exterior fire sprinklers.

Section 105.6.26 is added to Chapter 1 to read as follows:

105.6.26 Exterior fire sprinklers. A construction permit is required for the installation, modification or removal from service of exterior fire sprinklers installed for protection during a wildland fire. Maintenance performed in accordance with this code is not considered to be a modification and does not require a permit.

Section 108.2 amended – Schedule of permit fees.

Section 108.2 of Chapter 1 is amended to read as follows:

108.2 Schedule of fees. Fees for District services shall be paid by the applicant or owner. Fees for permits, administrative services, cost recovery and capital improvement impacts shall be in accordance with the fee schedule established by the District.

Section 108.7 added – Cost recovery fees.

Section 108.7 is added to Chapter 1 to read as follows:

108.7 Cost recovery fees. Fire service fees may be charged to any person, firm, corporation or business that through negligence, violation of the law, or as a result of carelessness, is responsible for the cause of the District to respond to the scene of an incident. The District Board may charge a fee to cover the cost of any service which the District provides or the cost of enforcing any regulation for which the fee is charged. (Health and Safety Code section 13916.) The fee shall not exceed the actual cost of responding to the scene and emergency operations at the incident.

Section 110.3.1 added – Submission of records.

Section 110.3.1 is added to Chapter 1 to read as follows:

110.3.1 Submission of records. Contractors, engineers, test companies and licensed or certified testers who perform inspection, testing or maintenance services on fire protection and life safety systems and equipment are required to electronically submit all compliant and non-compliant reports to the Northstar Community Services District via a method approved by the fire code official.

Section 112.1 amended – General.

Section 112.1 of Chapter 1 is amended to read as follows:

112.1 Board of appeals established. In order to hear and decide appeals of orders, decisions or determinations made by the fire code official relative to the application and interpretation of this code, there shall be and is hereby created a board of appeals, comprised of the Board of Directors of the District. The board of appeals shall adopt rules of procedure for conducting its business and shall render all decisions and findings in writing to the appellant with a duplicate copy to the fire code official.

Section 112.3 deleted – Qualifications.

Section 112.3 of Chapter 1 is deleted.

Section 113.3 amended – Notice of violation.

Section 113.3 of Chapter 1 is amended to read as follows:

113.3 Notice of violation. Where the fire code official finds a building, premises, vehicle, storage facility or outdoor area that is in violation of this code, the fire code official is authorized to prepare a written notice of violation describing the conditions deemed unsafe and, where compliance is not immediate, specifying a time for reinspection.

The fire code official may issue citations for violations of this code pursuant to Health and Safety Code section 13871 and Penal Code section 853.6.

Section 113.4 amended – Violation penalties.

Section 113.4 of Chapter 1 is amended to read as follows:

113.4 Violation penalties. Persons who shall violate a provision of this code or shall fail to comply with any of the requirements thereof or who shall erect, install, alter, repair or do work in violation of the approved construction documents or directive of the fire code official, or of a permit or certificate used under provisions of this code, shall be guilty of a misdemeanor, punishable by a fine of not more than \$1,000.00 or by imprisonment not exceeding 90 days, or both such fine and imprisonment. Each day that a violation continues after due notice has been served shall be deemed a separate offense. (Health and Safety Code, §§13145, 17995.)

Section 202 amended – General definitions.

Section 202 of Chapter 2 is amended by adding or revising certain definitions to read as follows:

CAMPFIRE. An outdoor fire which is used for cooking, personal warmth, lighting, or aesthetic purposes. This includes fires using jellied, liquid, solid or gaseous fuels and may be contained within outdoor fireplaces and enclosed stoves with flues or chimneys, stoves, portable barbecue pits, braziers, or space heating devices which are used outside of any structure, mobile home or any living accommodation mounted on a vehicle.

DISTRICT. The Northstar Community Services District and all areas within the exterior boundaries thereof as now or hereafter established.

FIRE CHIEF. The chief officer of the fire department serving the Northstar Community Services District, or a duly authorized representative, also referred to herein as the “fire code official.”

JURISDICTION. The Northstar Community Services District and all areas within the exterior boundaries thereof as now or hereafter established.

Section 307.1.1 amended – Prohibited open burning.

Section 307.1.1 of Chapter 3 is amended to read as follows:

307.1.1 Prohibited open burning. Open burning, campfires, bonfires, portable outdoor fireplaces and recreational fires, shall be prohibited when atmospheric conditions or local circumstances make such fires hazardous including when, in the judgment of the fire chief or his designee, the menace of destruction by fire to life, improved property, or natural resources is, or is forecast to become, extreme due to critical fire weather, fire suppression forces being heavily committed to control fires already burning, acute dryness of the vegetation, or other factors that may cause the rapid spread of fire such as high winds, low fuel moistures, fire weather or Red Flag Warnings, severe threat of wildland fire, or issuance of Fire Restrictions on lands adjacent to the District by the United States Forest Service or CalFIRE.

Exceptions:

1. Prescribed burning for the purpose of reducing the impact of wildland fire when authorized by the fire code official.
2. Gaseous-fueled outdoor fire pits and barbeques, and pellet grills/smokers unless a Red Flag Warning has been issued
3. Charcoal barbeques for a commercial restaurant, catering operation or special event, where additional mitigations have been approved by the fire code official.

Section 307.4.4 added – Campfires.

Section 307.4.4 is added to Chapter 3 to read as follows:

307.4.4 Campfires. Campfires shall comply with Sections 307.4.4.1 and 307.4.4.2.

307.4.4.1 Prohibited. It is unlawful for any person to light, maintain, or use a campfire upon or near any brush-covered land, grass-covered land, or forest-covered land during the time when burning permits are suspended by the Director of the Department of Forestry, the CalFIRE Unit Chief or the authority having jurisdiction.

307.4.4.2 Campfire restrictions. When campfires are allowed, it shall be unlawful for any person to light, maintain, or use a campfire upon any brush-covered land, grass-covered land, or forest covered land unless the following minimum requirements are complied with.

1. The area within 5 feet of the periphery of the campfire is cleared of all combustible material and vegetation.
2. One serviceable shovel with a handle of at least 12 inches is ready for use at the immediate area of the campfire.
3. Campfires shall be limited to dimensions of 12 inches by 12 inches, unless in an approved manufactured cooking device or fire ring.
4. Written permission of the landowner must be obtained prior to the ignition of the campfire and shall be on site.

Section 308.1.11 added – Outdoor open flame appliances.

Section 308.1.11 is added to Chapter 3 to read as follows:

308.1.11 Outdoor open flame appliances. Outdoor open flame appliances, including permanently installed outdoor fireplaces, fire pits, BBQ's, pizza ovens and any other open flame outdoor device that is connected to a residential or commercial gas line service shall be installed in accordance with the following:

1. All parts and assemblies to be tested and certified by UL, CSA, or ANSI.
2. A gas shut-off valve located shall be installed at the stub out and provided with ready access.

3. A second gas shut-off valve shall be located within 3 feet (9115 mm) to 5 feet (1524 mm) of device where the primary shut-off valve is further than 6 feet (1829 mm) from the appliance.
4. The appliance shall include a timer device which allows a maximum operating time of three hours. The timer shall require a manual reset.
5. A separation distance of 10 feet (3048 mm) feet vertically and horizontally shall be provided to all combustible materials, not including the support structure. The separation distance shall be measured from the open flame.

Exception: Where approved by the fire code official, the separation distance can be reduced provided the manufacturer's installation guidelines specify a lesser distance to combustible materials.
6. The surface supporting the appliance shall be of an ignition-resistant or fire-resistant material for a distance of 2 feet (610 mm) in all directions from the appliance.
7. The appliance shall produce a maximum flame height of 2 feet (610 mm).

Sections 311.5 through 311.5.5 deleted – Placards.

Sections 311.5 through 311.5.5 of Chapter 3 are deleted.

Section 403.1 amended – General.

Section 403.1 of Chapter 4 is amended to read as follows:

403.1 General. In addition to the requirements of Section 401, occupancies, uses and outdoor locations shall comply with the emergency preparedness requirements set forth in Sections 403.2 through 403.11.3.3, where required by the fire code official. Where a fire safety and evacuation plan is required, evacuation drills shall be in accordance with Section 405 and employee training shall be in accordance with Section 406.

Section 503.2.1 amended – Dimensions.

Section 503.2.1 of Chapter 5 is amended to read as follows:

503.2.1 Dimensions. Fire apparatus access roads shall have an unobstructed width of not less than 20 feet (6096 mm), exclusive of shoulders, except for approved security gates in accordance with Section 503.6, and an unobstructed vertical clearance of not less than 15 feet (4572 mm). Driveways shall have an unobstructed width of not less than 12 feet (3658 mm).

Section 503.2.5 amended – Dead ends.

Section 503.2.5 of Chapter 5 is amended to read as follows:

503.2.5 Dead ends. Dead-end fire apparatus access roads and driveways in excess of 150 feet (45 720 mm) in length shall be provided with an approved area for turning around fire apparatus.

Section 505.1 amended – Address identification.

Section 505.1 of Chapter 5 is amended to read as follows:

505.1 Address identification. New and existing buildings shall be provided with address identification as specified below. Address identification characters shall contrast with their background. Address numbers shall be Arabic numbers or alphabetical letters. Numbers shall not be spelled out. Each character shall be not less than 4 inches (102 mm) high with a minimum stroke width of ½ inch (12.7 mm). Where required by the fire code official, address identification shall be provided in additional approved locations to facilitate emergency response. Where access is by means of a private road and the building cannot be viewed from the public way, a monument, pole or other sign or means shall be used to identify the structure. Address identification shall be maintained.

1. The address identification shall be legible and placed in a position that is visible from the street or road fronting the property.

2. The address shall be placed at each driveway entrance and visible from both directions of travel along the road.
3. The address shall be posted at the beginning of construction and shall be maintained thereafter.
4. Address signs along one-way roads shall be visible from both the intended direction of travel and the opposite direction.
5. Where multiple addresses are required at a single driveway, they shall be mounted on a single post.
6. Where a roadway provides access solely to a single commercial or industrial business, the address sign shall be placed at the nearest road intersection providing access to that site.

Section 506.1.1 amended – Locks.

Section 506.1.1 of Chapter 5 is amended to read as follows:

506.1.1 Locks. An approved lock shall be installed on gates or similar barriers, and gated residential driveways where required by the fire code official.

Section 506.1.3 added – Key boxes for buildings with automatic sprinkler systems.

Section 506.1.3 is added to Chapter 5 to read as follows:

506.1.3 Key Boxes for buildings with automatic sprinkler systems. Any building or complex of buildings with an automatic sprinkler system shall be provided with a key box, mounted in an approved location, containing appropriate keys for fire department access. This section applies to all new facilities, and to existing facilities when required by the fire code official.

Section 506.1.4 added – Key boxes for buildings with fire alarm systems.

Section 506.1.4 is added to Chapter 5 to read as follows:

506.1.4 Key boxes for buildings with fire alarm systems. Any building or complex of buildings with a fire alarm sprinkler system shall be provided with a key box, mounted in an approved location, containing appropriate keys for fire department access. This section applies to all new facilities, and to existing facilities when required by the fire code official.

Section 509.2.1 added – Electrical shunt trip/switch.

Section 509.2.1 is added to Chapter 5 to read as follows:

509.2.1 Electrical shunt trip/switch. A remote electrical shunt trip/switch shall be provided where any of the following conditions occur:

1. In new or remodeled structures where the main power disconnect switch is located on the interior of a building,
2. In new or remodeled structures where the main power disconnect switch is inaccessible to fire department personnel due to location or to climatic conditions, or
3. In new or remodeled structures equipped with multiple electrical sources, such as fuel cells, ESS, generators or solar photovoltaic systems.
4. In existing structures where a new electrical power source is provided, such as fuel cells, ESS, generators or solar photovoltaic systems.

Exception: Facilities where the fire code official determines the electrical shunt trip/switch is not required.

The electrical shunt trip/switch shall be installed in an approved location on the exterior of the building and protected from the elements.

Where multiple power sources serve a structure, an electrical shunt trip/switch shall be provided for each power source. Multiple power sources can be connected to a single electrical shunt trip/switch where allowed by the *California Electrical Code*. Where multiple electrical shunt/trip switches are provided for a single structure, the shunt/trip switches shall be separated by no more than 3 feet (914 mm).

Electrical shunt trip/switches shall be hard wired to the power sources it controls. Each electrical shunt trip/switch shall have an approved, permanently mounted, weatherproof sign indicating the power source it controls. For example, “MAIN POWER SHUNT TRIP SWITCH”, “GENERATOR SHUNT TRIP SWITCH”, “ENERGY STORAGE BATTERIES SHUNT TRIP SWITCH”, etc.

Section 605.8 amended – Meters and equipment.

Section 605.8 of Chapter 6 is amended to read as follows:

605.8 Meters and equipment. Above-ground meters, regulators, secondary regulators and piping supplying fuel to fuel-fired appliances shall be protected in accordance with the following:

1. New above-ground meters, regulators, secondary regulators and piping supplying fuel to fuel-fired appliances shall be protected in accordance with Section 605.8.1.
2. Existing above-ground meters, regulators, secondary regulators and piping supplying fuel to fuel-fired appliances shall be protected in accordance with Section 605.8.1 when required by the fire code official.

For LP-gas installations, see Section 6101.4.

605.8.1 Protection of meters, regulators and piping. Above-ground meters, regulators, secondary regulator and piping supplying fuel to fuel-fired appliances shall comply with the following:

1. Meters, regulators and piping subject to vehicular damage shall be protected by a barrier in accordance with Section 312.
2. New meter installations shall be as close as practical to the building wall and located at the gable end of the building or under an engineered deck.
3. A protective cover shall be installed over meters, regulators and piping. The protective cover shall comply with the following:
 - 3.1. The protective cover shall be capable of supporting the design snow load over the meter and piping assembly.
 - 3.2. The protective cover shall meet the approval by the fuel supplier.
 - 3.3. The protective cover shall allow ready access to the gas meter and piping.
 - 3.4. Where the protective cover encloses the meter and piping assembly on all sides, an approved removable panel shall be provided which can be removed without the use of tools at the front of the protective cover.

Exception: The Southwest Gas standard is an acceptable alternative for the protective cover, provided the cover also complies with Item 3.4.

4. Meters, regulators and piping shall be protected from horizontal slide or shift of snow and ice where underground piping extends above ground on a sloping grade or in a location where snow and ice can build up and encroach laterally into the protective cover. The barrier or method of protection shall be approved by the fire code official.

605.8.2 Inspection after interruption of service. Prior to continued use and service of tanks, meters, regulators and piping shall be inspected and approved by the fire code official after any of the following events:

1. When service is interrupted or temporarily discontinued, because of a hazardous condition.
2. Change in size or type of service.
3. Replacement or repair of a tank, meter, regulator, valve or other exterior component, that is not part of routine maintenance for the gas supplier.
4. Relocation of exterior service equipment or piping.
5. Damage to buildings, tanks, meters, piping or exterior components to the extent that the servicing utility, fire department or building department determines the service to be potentially hazardous.

The inspection shall occur prior to refilling the tank or placing the equipment back in operation. Routine refilling of a tank and routine maintenance. of interior appliances does not require this

inspection and approval.

Section 606.3.3.2 amended – Grease accumulation.

Section 606.3.3.2 of Chapter 6 is amended to read as follows:

606.3.3.2 Grease accumulation. If during the inspection it is found that hoods, grease-removal devices, fans, ducts or other appurtenances have an accumulation of grease, such components shall be cleaned in accordance with ANSI/IKECA C10. Cleaning frequency shall not exceed 12 months, except for commercial cooking operations located in a building with Group R-1 and R-2 occupancies above shall be cleaned at intervals not exceeding 6 months.

Section 903.2 amended – Where required.

Section 903.2 of Chapter 9 is amended to read as follows:

903.2 Where required. Approved automatic sprinkler systems in new buildings and structures shall be provided in the locations described in Sections 903.2.1 through 903.2.23.

Exceptions:

1. Spaces or areas in telecommunications buildings used exclusively for telecommunications equipment, associated electrical power distribution equipment, batteries not required to have an automatic sprinkler system by Section 1207 for energy storage systems and standby engines, provided that those spaces or areas are equipped throughout with an automatic smoke detection system in accordance with Section 907.2 and are separated from the remainder of the building by not less than 1-hour fire barriers constructed in accordance with Section 707 of the Placer County Building Code or not less than 2-hour horizontal assemblies constructed in accordance with Section 711 of the Placer County Building Code, or both.
2. Low life hazard structures, such as stand-alone public restrooms and ski lift operator structures with an area less than 500 square feet where approved by the fire code official.

Section 903.2.1 amended – Group A.

Section 903.2.1 of Chapter 9 is amended to read as follows:

903.2.1 Group A. An automatic sprinkler system shall be provided throughout buildings containing a Group A-1, A-2, A-3 or A-4 occupancy.

Sections 903.2.1.1 through 903.2.1.4 deleted – Group A-1 through Group A-4.

Sections 903.2.1.1 through 903.2.1.4 of Chapter 9 are deleted.

Section 903.2.1.7 deleted – Multiple fire areas.

Section 903.2.1.7 of Chapter 9 is deleted.

Section 903.2.2 amended – Group B.

Section 903.2.2 of Chapter 9 is amended to read as follows:

903.2.2 Group B. An automatic sprinkler system shall be provided throughout buildings containing a Group B occupancy and as required in Sections 903.2.2.1 and 903.3.2.2.

Section 903.2.2.1 amended – Ambulatory care facilities.

Section 903.2.2.1 of Chapter 9 is amended to read as follows:

903.2.2.1 Ambulatory care facilities. An automatic sprinkler system shall be installed throughout the entire building containing an ambulatory care facility.

Section 903.2.3 amended – Group E.

Section 903.2.3 of Chapter 9 is amended to read as follows:

903.2.3 Group E. An automatic sprinkler system shall be provided throughout all buildings containing a Group E occupancy.

1. For public school state-funded construction projects see Section 903.2.19.
2. For public school campuses, Kindergarten through 12th grade, see Section 903.2.20.

Section 903.2.4 amended – Group F.

Section 903.2.4 of Chapter 9 is amended to read as follows:

903.2.4 Group F. An automatic sprinkler system shall be provided throughout all buildings containing a Group F occupancy.

Section 903.2.5.1 amended – General.

Section 903.2.5.1 of Chapter 9 is amended to read as follows:

903.2.5.1 General. An automatic sprinkler system shall be provided throughout all buildings containing a Group H occupancy.

Section 903.2.7 amended – Group M.

Section 903.2.7 of Chapter 9 is amended to read as follows:

903.2.7 Group M. An automatic sprinkler system shall be provided throughout all buildings containing a Group M occupancy.

Section 903.2.8.1 amended – Group R-3.

Section 903.2.8.1 of Chapter 9 is amended to read as follows:

903.2.8.1 Group R-3. An automatic sprinkler system installed in accordance with Section 903.3.1.3 shall be permitted in one- and two-family dwellings, townhouses and Group R-3 occupancies. An automatic sprinkler system shall be installed in new manufactured homes, as defined in Health and Safety Code Sections 18007 and 18009, and multiple family manufactured homes with two dwelling units, as defined in Health and Safety Code Section 18008.7, in accordance with Section 4300 of Title 25 of the California Code of Regulations.

Section 903.2.9 amended – Group S.

Section 903.2.9 of Chapter 9 is amended to read as follows:

903.2.9 Group S. An automatic sprinkler system shall be provided throughout all buildings containing a Group S occupancy.

Sections 903.2.9.1 through 903.2.9.4 deleted – Group S-1.

Sections 903.2.9.1 through 903.2.9.4 of Chapter 9 are deleted.

Sections 903.2.10 through 903.2.10.2 deleted – Group S-2.

Sections 903.2.10 through 903.2.10.2 of Chapter 9 are deleted.

Section 903.2.18 amended – Group U Occupancies, Private Garages and Carports Accessory to Group R-3 Occupancies.

Section 903.2.18 of Chapter 9 is amended to read as follows:

903.2.18 Group U occupancies, private garages and carports accessory to Group R-3 occupancies. An automatic sprinkler system shall be provided throughout all buildings containing a Group U occupancy greater than 500 square feet (47 m²).

Carports with habitable space above and garages, accessory to Group R-3 occupancies, shall be protected by residential fire sprinklers in accordance with this section. Residential fire sprinklers shall be connected to, and installed in accordance with, an automatic residential fire sprinkler system that

complies with Section R309 of the *California Residential Code* or with NFPA 13D. Fire sprinklers shall be residential sprinklers or quick-response sprinklers, designed to provide a minimum density of 0.05 gpm/ft² (2.04 mm/min) over the area of the garage and/or carport, but not to exceed two sprinklers for hydraulic calculation purposes. Garage doors shall not be considered obstructions with respect to sprinkler placement.

Exception: An automatic residential fire sprinkler system shall not be required for detached garages or carports not greater than 500 square feet (47 m²).

Section 903.3.11 added – Fire Sprinkler Control Room.

Section 903.3.11 is added to Chapter 9 to read as follows:

903.3.11 Fire sprinkler control room. The automatic fire sprinkler system riser and control valves shall be located in an attached room or enclosure with access from an exterior door which has a minimum size of 3 feet (914 mm) wide and 6 feet 8 inches (2032 mm) high.

Exception: Control valves located underground.

The room or enclosure shall be a conditioned space and maintained at or above 40 degrees Fahrenheit.

In buildings where a required fire alarm control room is required in accordance with Section 907.11, the equipment required in the fire sprinkler control room and the equipment required in the fire alarm control room can be collocated in one room.

Exception: One- and two-family dwellings, townhouses and Group R-3 occupancies.

Section 903.4.1 amended – Electronic supervision.

Exception 1 to Section 903.4.1 of Chapter 9 is amended to read as follows:

1. Automatic sprinkler systems protecting one- and two-family dwellings and townhouses with less than 100 sprinklers.

Section 903.4.2 amended – Monitoring.

Section 903.4.2 of Chapter 9 is amended to read as follows:

903.4.2 Monitoring. Alarm, supervisory and trouble signals shall be distinctly different and shall be automatically transmitted to an approved supervising station or, where approved by the fire code official, shall sound an audible signal at a constantly attended location.

Exception: Monitoring is not required for automatic sprinkler systems with less than 100 sprinklers in one- and two-family dwellings and townhouses.

Section 903.4.3 amended – Alarms.

Section 903.4.3 of Chapter 9 is amended to read as follows:

903.4.3 Alarms. An approved audible and visual sprinkler waterflow alarm device shall be connected to each automatic sprinkler system and installed on the exterior of the building. The sprinkler waterflow alarm device shall be installed in an approved location, shall be connected to each automatic sprinkler system. Such sprinkler waterflow alarm devices shall be activated by water flow equivalent to the flow of a single sprinkler of the smallest orifice size installed in the system. Where a waterflow switch is required by Section 903.4.1 to be electrically supervised, such sprinkler waterflow alarm devices shall be powered by a fire alarm control unit or, where provided, a fire alarm system. Where a fire alarm system is provided, actuation of the automatic sprinkler system shall actuate the building fire alarm system.

Section 903.4.4 added – Alarms in residential occupancies.

Section 903.4.4 is added to Chapter 9 to read as follows:

903.4.4 Alarms in residential occupancies. Every sleeping room in one- and two-family dwellings, townhouses and Group R occupancies shall be provided with an audible notification device which is activated upon waterflow from the automatic sprinkler system. The notification device must provide at

least 75db at the pillow. This can be accomplished by way of interconnected smoke detection systems or horns.

Section 903.6 amended – Where required in existing buildings and structures.

Section 903.6 of Chapter 9 is amended to read as follows:

903.6 Where required in existing buildings and structures. An automatic sprinkler system shall be provided in existing buildings and structures where in any of the following situations:

1. Where required in Chapter 11.
2. Where an existing building or structure undergoes a change of occupancy, and the occupancy classification changes.
3. Where additions are made to existing buildings or structures and the total floor area building exceeds the floor area of the original structure by more than 20 percent.
4. Where remodel, alteration or repairs to an existing building involve more than 50 percent of the gross floor area of the building, or more than 50 percent of the exterior bearing walls.

Section 904.14.6 added – Monitoring.

Section 904.14.6 is added to Chapter 9 to read as follows:

904.14.6 Monitoring. The fire-extinguishing system shall be supervised and monitored by the fire alarm system in accordance with Section 904.3.5.

Where an existing fire-extinguishing system is replaced, the fire-extinguishing system shall be monitored by an existing fire alarm system, if provided. Where the facility is not equipped with a fire alarm system, a fire alarm system shall be installed in accordance with Section 907.2.

Section 907.2.1 amended – Group A.

Section 907.2.1 of Chapter 9 is amended to read as follows:

907.2.1 Group A. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group A occupancies. Portions of Group E occupancies occupied for assembly purposes with an occupant load of less than 1,000 shall be provided with a fire alarm system as required for the Group E occupancy.

Exceptions:

1. Manual fire alarm boxes are not required where the building is equipped throughout with an automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.
2. Manual fire alarm boxes and the associated occupant notification system or emergency voice/alarm communication system are not required for Group A-5 outdoor bleacher-type seating having an occupant load of greater than or equal to 300 and less than 15,000 occupants, provided that all of the following are met:
 - 2.1. A public address system with standby power is provided.
 - 2.2. Enclosed spaces attached to or within 5 feet (1524 mm) of the outdoor bleacher type seating compose, in the aggregate, a maximum of 10 percent of the overall area of the outdoor bleacher-type seating or 1,000 square feet (92.9 m²), whichever is less.
 - 2.3. Enclosed accessory spaces under or attached to the outdoor bleacher-type seating shall be separated from the bleacher-type seating in accordance with Section 1030.1.1.1.
 - 2.4. All means of egress from the bleacher-type seating are open to the outside.
3. Manual fire alarm boxes and the associated occupant notification system or emergency voice/alarm communication system are not required for temporary Group A-5 outdoor bleacher-type seating, provided that all of the following are met:
 - 3.1. There are no enclosed spaces under or attached to the outdoor bleacher-type seating.

- 3.2. The bleacher-type seating is erected for a period of less than 180 days.
- 3.3. Evacuation of the bleacher-type seating is included in an approved fire safety plan.

Section 907.2.2 amended – Group B.

Section 907.2.2 of Chapter 9 is amended to read as follows:

907.2.2 Group B. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group B occupancies.

Exception: Manual fire alarm boxes are not required where the building is equipped throughout with an automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.

Section 907.2.4 amended – Group F.

Section 907.2.4 of Chapter 9 is amended to read as follows:

907.2.4 Group F. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group F occupancies.

Exception: Manual fire alarm boxes are not required where the building is equipped throughout with an automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.

Section 907.2.5 amended – Group H.

Section 907.2.5 of Chapter 9 is amended to read as follows:

907.2.5 Group H. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group H occupancies. An automatic smoke detection system shall be installed for highly toxic gases, organic peroxides and oxidizers in accordance with Chapters 60, 62 and 63, respectively.

Section 907.2.7 amended – Group M.

Section 907.2.7 of Chapter 9 is amended to read as follows:

907.2.7 Group M. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group M occupancies.

Exceptions:

1. A manual fire alarm system is not required in covered or open mall buildings complying with Section 402 of the Placer County Building Code.
2. Manual fire alarm boxes are not required where the building is equipped throughout with an automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.

Section 907.2.7.1 deleted – Occupant Load.

Section 907.2.7.1 of Chapter 9 is deleted.

Section 907.2.8.1 amended – Manual fire alarm system.

Exception 1 to Section 907.2.8.1 of Chapter 9 is deleted.

Section 907.2.9.1 amended – Manual fire alarm system.

Section 907.2.9.1 of Chapter 9 is amended to read as follows:

907.2.9.1 Manual fire alarm system. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group R-2 occupancies.

Exceptions:

1. Manual fire alarm boxes are not required where the building is equipped throughout with an

automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.

2. The manual fire alarm system is not required in buildings that do not have interior corridors serving dwelling units and are protected by an approved automatic sprinkler system installed in accordance with Section 903.3.1.1 or 903.3.1.2, provided that dwelling units either have a means of egress door opening directly to an exterior exit access that leads directly to the exits or are served by open-ended corridors designed in accordance with Section 1027.6, Exception 3.

Section 907.2.10 amended – Group S.

Section 907.2.10 of Chapter 9 is amended to read as follows:

907.2.10 Group S. A manual fire alarm system that activates the occupant notification system in accordance with Section 907.5 shall be installed in Group S occupancies.

Exceptions:

1. Manual fire alarm boxes are not required where the building is equipped throughout with an automatic sprinkler system installed in accordance with Section 903.3.1.1 and the occupant notification appliances will activate throughout the notification zones upon sprinkler water flow.
2. Buildings with a floor area less than 500 square feet (47 m²) may be exempt, as determined by the fire chief, based on building construction material and features, location, occupancy type, and distance to exposures.

Section 907.6.6 amended – Monitoring.

Section 907.6.6 of Chapter 9 is amended to read as follows:

907.6.6 Monitoring. Fire alarm systems required by this chapter or by the Placer County Building Code shall be monitored by an approved supervising station in accordance with NFPA 72 and this section.

Exception: Monitoring by a supervising station is not required for:

1. Single- and multiple-station smoke alarms required by Section 907.2.11.
2. Smoke detectors in Group I-3 occupancies shall be monitored in accordance with Section 907.2.6.3.
3. Agricultural buildings not under Special Use Permit and/or not used for commercial purposes (e.g. retail sales, food service, and/or special events).

Section 907.9 amended – Where required in existing buildings and structures.

Section 907.9 of Chapter 9 is amended to read as follows:

907.9 Where required in existing buildings and structures. An approved fire alarm system shall be provided in existing buildings and structures where required in Chapter 11.

An approved fire alarm system as required in Section 907.2 shall be installed in existing buildings not provided with a fire alarm system where an addition increases the floor area by more than 30 percent or 1,000 square feet (93 m²), whichever is less.

Exceptions:

1. Buildings equipped with an automatic sprinkler system.
2. One- and two-family dwellings.
3. Agricultural building not under Special Use permit for commercial purposes.
4. Buildings with a floor area less than 500 square feet (4 m²) when approved by the fire code official based on building construction materials and features, location, occupancy type and distance to exposures.

Section 907.11 added – Fire Alarm Control Room.

Section 907.11 is added to Chapter 9 to read as follows:

907.11 Fire alarm control room. When a fire alarm system is installed in a building constructed for

multiple tenants and the system protects multiple tenant spaces, the fire alarm control panel and appurtenances shall be located in an attached room or enclosure with access from an exterior door which has a minimum size of 3 feet (914 mm) wide and 6 feet 8 inches (2032 mm) high. In buildings where a fire sprinkler control room is required in accordance with Section 903.3.11, the equipment required to be in the fire alarm control room and the equipment required in the fire sprinkler control room can be collocated in one room.

Exception: One- and two-family dwellings, townhouses and Group R-3 occupancies.

Chapter 11 amended – Construction requirements for existing buildings.

The following sections are deleted from Chapter 11:

1101 – General

1103.4 through 1103.6.2 – Vertical openings - Standpipes

1103.7.1, 1103.7.2, 1103.7.5 and 1103.7.6 – Fire alarm systems

1103.10 – Medical Gases

1104 – Means of egress for existing buildings

1105.1 through 1105.5.11.2 – Construction requirements for existing Group I-2

1106 – Requirements for outdoor operations

Section 1203.1.3 amended – Installation.

Section 1203.1.3 of Chapter 12 is amended to read as follows:

1203.1.3 Installation. Emergency power systems and standby power systems shall be installed in accordance with the Placer County Building Code, *California Electrical Code*, NFPA 110 and NFPA 111. Where emergency or standby power is provided at a structure, an electrical shunt trip/switch shall be provided in accordance with Section 509.2.1.

Section 1203.7 added – Protection from horizontal impact.

Section 1203.7 is added to Chapter 12 to read as follows:

1203.7 Protection from horizontal impact. Fuel piping to generators shall be protected from damage where underground fuel piping extends above ground and is located in an area subject to the horizontal movement of snow. The barrier or method of protection shall be approved by the fire code official.

Section 1203.8 added – Carbon monoxide detection.

Section 1203.8 is added to Chapter 12 to read as follows:

1203.8 Carbon monoxide detection. Carbon monoxide detection in accordance with Section 915 shall be provided where a new fuel-fired generator is installed for a facility regardless of whether the generator is provided for emergency power, standby power or nonrequired standby power.

Exceptions:

1. Carbon monoxide detection is not required where the generator is located in a detached building or structure and separated from other buildings a minimum of 20 feet (6096 mm).
2. Interconnection with other CO detection or smoke detection in the building is not required.

Section 1205.4.3 amended – Rapid shutdown switch.

Section 1205.4.3 of Chapter 12 is amended to read as follows:

1205.4.3 Rapid shutdown switch. Where a facility is provided with more than one electrical power supply, the rapid shutdown switch shall be interconnected to, or within 3 feet (914 mm) of, the electrical shunt trip/switch in accordance with Section 509.2.1. The rapid shutdown switch and the remote electrical shunt trip/switch, if provided, shall have a label located not greater than 3 feet (914 mm) from the switch that states the following: “RAPID SHUTDOWN SWITCH FOR SOLAR PV SYSTEM.”

Chapter 25 deleted – Fruit and crop ripening.
Chapter 25 is deleted.

Chapter 26 deleted – Fumigation and insecticidal fogging.
Chapter 26 is deleted.

Section 3307.1.4 added – Premises identification.

Section 3307.1.4 is added to Chapter 33 to read as follows:

3307.1.4 Premises identification. Prior to and during construction, approved street signs and address signs shall be provided at each fire and emergency vehicle access road and entry into the project.

Section 3307.2.1 amended – Combustible building materials.

Section 3307.2.1 of Chapter 33 is amended to read as follows:

3307.2.1 Combustible building materials. When combustible building materials of the building under construction are delivered to a site, the minimum required fire flow shall be provided. The fire hydrant used to provide this fire-flow supply shall be within 500 feet (152 m) of the combustible building materials, as measured along an approved fire apparatus access lane. Where the site configuration is such that one fire hydrant cannot be located within 500 feet (152 m) of all combustible building materials, additional fire hydrants shall be required to provide coverage in accordance with this section.

Sections 3307.2.2 through 3307.2.2.3 deleted – Vertical construction.

Sections 3307.2.2 through 3307.2.2.3 of Chapter 33 are deleted.

Section 4104.2 deleted – Open-flame cooking devices.
Section 4104.2 of Chapter 41 is deleted.

Section 5704.2.9.6.1 amended – Locations where above-ground tanks are prohibited.

Section 5704.2.9.6.1 of Chapter 57 is amended to read as follows:

5704.2.9.6.1 Locations where above-ground tanks are prohibited. Storage of Class I and Class II flammable liquids in above-ground tanks outside of buildings is prohibited except where approved by the fire code official.

Exception: Protected above-ground storage tanks installed in accordance with Chapters 23 and 57.

Section 5706.2.4.4 amended – Locations where above-ground tanks are prohibited.

Section 5706.2.4.4 of Chapter 57 is amended to read as follows:

5706.2.4.4 Locations where above-ground tanks are prohibited. Storage of Class I and Class II flammable liquids in above-ground tanks is prohibited except where approved by the fire code official.

Exception: Protected above-ground storage tanks installed in accordance with Chapters 23 and 57.

Section 5806.2 amended – Limitations.

Section 5806.2 of Chapter 58 is amended to read as follows:

5806.2 Limitations. Storage of flammable cryogenic fluids in stationary containers outside of buildings is prohibited except where approved by the fire code official.

Section 6101.3 amended – Construction documents.

Section 6101.3 of Chapter 61 is amended to read as follows:

6101.3 Construction documents. Where a single LP-gas container is more than 1,200 gallons (4542 L) in water capacity or the aggregate water capacity of LP-gas containers is more than 2,400 gallons (9084 L), the installer shall submit construction documents for such installation.

Section 6101.4 added – Referenced standard.

Section 6101.4 is added to Chapter 61 to read as follows:

6101.4 Referenced standard. The installation and inspection of liquified petroleum gas containers shall comply with this code and referenced standards. The Placer County Building and Development Code Article 15.12 is adopted as a referenced standard.

Section 6101.5 added – Inspection after interruption of service.

Section 6101.5 is added to Chapter 61 to read as follows:

6101.5 Inspection after interruption of service. An inspection and approval by the fire code official is required when service is interrupted, or temporarily discontinued, because of a hazardous condition; change in size or type of service; replacement or repair of a tank, meter, regulator, valve or other exterior component; relocation of exterior service equipment or piping; damage to buildings, tanks, piping or exterior components to the extent that the servicing utility, fire department or building department determines the service to be potentially hazardous. The inspection shall occur prior to refilling the tank or placing the equipment back in operation. Routine refilling of a tank and routine maintenance of interior appliances does not require this inspection and approval.

Section 6104.2 amended – Maximum capacity within established limits.

Section 6104.2 of Chapter 61 is amended to read as follows:

6104.2 Maximum capacity within established limits. The storage of liquefied petroleum gas in excess of an aggregate of 2,000-gallon water capacity must meet the approval of the fire code official and obtain a Special/Conditional Use Permit issued by the County.

Chapter 80 amended – Referenced standards – NFPA 13D.

Chapter 80 is amended by revising sections and adding sections to NFPA 13D to read as follows:

5.1.1.2 Spare sprinklers. A cabinet with at least one spare sprinkler head of each type and temperature with the corresponding sprinkler head wrenches shall be required and located adjacent to the sprinkler riser.

7.1.5 Riser nameplate. An informational nameplate shall be attached to the riser as required in Section 29.4 of NFPA 13.

7.1.6 Riser design. The fire sprinkler riser shall be designed and constructed in accordance with the District's Residential Riser Detail.

7.1.7 Riser location. The fire sprinkler riser and control valves shall be installed in an approved location and provided with approved access to operable devices.

11.2.1.5 Underground piping. The underground supply pipe shall be hydrostatically tested at 150 psi for two hours. After a successful underground hydrostatic test, the underground piping shall be flushed. Tests and flushing shall be witnessed by the fire code official.

Table B105.2, Footnote a amended – Required fire flow for buildings other than one- and two-family dwellings, Group R-3 and R-4 buildings and townhouses.

Footnote a to Table B105.2 of Appendix B is amended to read as follows:

- a. The reduced fire flow shall be not less than 1,500 gallons per minute.

Table C102.1, Footnote f amended – Required number and spacing of fire hydrants.

Footnote f to Table C102.1 of Appendix C is amended to read as follows:

- f. A 50-percent spacing increase shall be permitted, but not to exceed 300 feet (98 m), where the

building is equipped throughout with an approved automatic sprinkler system in accordance with Section 903.3.1.1 of the Northstar Community Services District Fire Code. The maximum allowable spacing between hydrants is 300 feet (98 m) regardless of the fire-flow requirement.

Section D103.2 amended – Grade.

Section D103.2 of Appendix D is amended to read as follows:

D103.2 Grade. Fire apparatus access roads shall not exceed 10 percent in grade. Driveways for one- and two-family dwellings and Group R-3 occupancies shall not exceed 12 percent in grade.

Exception: Steeper grades where approved by the fire code official.

Section D104.2 amended – Buildings exceeding 62,000 square feet in area.

Section D104.2 of Appendix D is amended to read as follows:

D104.2 Buildings exceeding 62,000 square feet in area. Buildings or facilities having a gross building area of more than 62,000 square feet (5760 m²) shall be provided with two separate and approved fire apparatus access roads.

Section D104.3 amended – Remoteness.

Section D104.3 of Appendix D is amended to read as follows:

D104.3 Remoteness. Where two access roads are required, they shall be placed a distance apart equal to not less than one half of the length of the maximum overall diagonal dimension of the property or area to be served, measured in a straight line between accesses.

Exception: Remoteness of access roads is not required where fire apparatus roads cannot be installed because of location on property, topography, waterways, nonnegotiable grades or similar condition and an approved alternative means of fire protection is provided.

Section D105.1 amended – Where required.

Section D105.1 of Appendix D is amended to read as follows:

D105.1 Where required. Where the vertical distance between the grade plane and the highest roof surface exceeds 30 feet (9144 mm), approved aerial fire apparatus access roads shall be provided. For purposes of this section, the highest roof surface shall be determined by measurement to the eave of a pitched roof, the intersection of the roof to the exterior wall, or the top of parapet walls, whichever is greater.

Section D106.1 amended – Projects having more than 100 dwelling units.

Section D106.1 of Appendix D is amended to read as follows:

D106.1 Projects having more than 100 dwelling units. Multiple-family residential projects having more than 100 dwelling units shall be equipped throughout with two separate and approved fire apparatus access roads.

Section D107.1 amended – One- or two-family dwelling residential developments.

Section D107.1 of Appendix D is amended to read as follows:

D107.1 One- or two-family dwelling residential developments. Developments of one- or two-family dwellings where the number of dwelling units exceeds 30 shall be provided with two separate and approved fire apparatus access roads.

SECTION 3 Repeal of previous ordinances. All prior Ordinances of the Northstar Community Services District adopting and/or amending any prior Uniform Fire Code, International Fire Code or California Fire Code are hereby repealed upon the effective date of this Ordinance except that any enforcement or abatement action under any such prior Ordinance shall remain and be pursued until resolution.

SECTION 4 Severability. That if any section, subsection, sentence, clause or phrase of this Ordinance is, for any reason held to be unconstitutional, such decision shall not affect the validity of the remaining portions of this Ordinance. The Board of Directors of the Northstar Community Services District hereby declares that it would have passed this Ordinance, and each section, subsection, clause or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses and phrases be declared unconstitutional.

SECTION 5 Effect on Litigation. That nothing in this Ordinance or in the 2025 Edition of the California Fire Code or the 2024 Edition of the International Fire Code hereby adopted shall be construed to affect any suit or proceeding pending in any court, or any rights acquired, or liability incurred, or any other cause or causes of action acquired or existing, under any act or Ordinance hereby repealed as cited in Section 3 of this Ordinance; nor shall any just or legal right or remedy of any character be lost, impaired or affected by this Ordinance.

SECTION 6 Publication. That the Administrative Officer of the Northstar Community Services District is hereby ordered and directed to cause this Ordinance to be published and posted in compliance with California Law.

SECTION 7 Effective date. That this Ordinance and the rules, regulations, provisions, requirements, orders and matters established and adopted hereby shall take effect and be in full-force and effect from and after January 1, 2026

PASSED AND ADOPTED this day 19 of November, 2025 at a duly held meeting of the Board of Directors of the Northstar Community Services District on by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

_____ **John Radanovich, President of the**

Board ATTEST:

_____ **Julie Zangara, Secretary of the Board**



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Board of Directors
John Radanovich, President
Warren "Chip" Brown
Nancy Ives
Marilyn Forni
Candace Roeder
General Manager
Mike Geary, PE

AGENDA ITEM #2

The Consent Calendar covers the following:

- a. October 15, 2025 Regular Meeting Minutes
- b. Approval of Claims and Demands – Paid and Unpaid



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Mike Geary, PE

MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OCTOBER 15, 2025 – 9:00 A.M. 900 NORTHSTAR DRIVE

President Radanovich called the meeting to order at 9:00 A.M. Wednesday, October 15, 2025. The Pledge of Allegiance and roll call followed.

DIRECTORS PRESENT **Brown, Forni, Ives, Radanovich**

DIRECTORS ABSENT: **None**

STAFF PRESENT: **Geary, Gibeaut, Goates, Martin, Rosenthal, Evans, Zangara**

OTHERS PRESENT: **Tim Fulton, Austin Cho, Allison Burns**

PUBLIC COMMENT

There was no public comment.

CONSENT CALENDAR

Director Ives moved to approve the following consent calendar items:

- a. September 24, 2025 Special Meeting Minutes
- b. Approval of Claims and Demands – Paid and Unpaid

Director Forni seconded; roll call was taken. Yes: Directors Brown, Forni, Ives, and Radanovich. Noes: None. Abstain: None. Absent: None.

RECURRING BUSINESS

NORTHSTAR PROPERTY OWNERS ASSOCIATION (NPOA) UPDATE

Tim Fulton provided the following report for NPOA:

- NPOA board meeting on Saturday, October 18th to address the budget and mailing list
- Fall projects include replastering/tiling the lap pool and spa
- Two new boilers being installed
- Fall maintenance week scheduled from October 27-30

NORTHSTAR CALIFORNIA/VAIL UPDATE

There was no update for this agenda item.

NEW BUSINESS

RESOLUTION 25-17 APPOINTING CANDACE ROEDER TO FILL VACANCY ON BOARD OF DIRECTORS

General Manager (GM) Mike Geary stated the District received two applications to fill the vacancy on the Board of Directors resulting from the resignation of Michael Witherspoon from the Board in August. Prior to the Board meeting, one applicant withdrew. The remaining applicant, Candace Roeder, provided an overview of her qualifications and experience to the Board.

Director Brown moved to approve Resolution 25-17 Appointing Candace Roeder to Fill Vacancy on Board of Directors. Director Forni seconded; roll call was taken. Yes: Directors Brown, Forni, Ives, and Radanovich. Noes: None. Abstain: None. Absent: None. The motion carried.

Following her appointment to the Board, Ms. Roeder took the Oath of Office.

DIRECTOR REPORTS

There was no update for this agenda item.

GENERAL MANAGER'S REPORT – GEARY

GM Geary provided the following report:

- Presented the Wood Energy Facility (WEF) project at the Forest Biomass Residuals from Wildfire Reduction, Forest Health, and Agricultural Activity for Beneficial Use Meeting

FIRE DEPARTMENT – GIBEAUT

Fire Chief Jason Gibeaut provided the following report:

- Chief Gibeaut took questions from the Board about burn piles, schedules, and future plans for forest fuels in relation to the WEF
- The LAFCO consultant for the MSR study indicated the first report for the review should be available in November. LAFCO will receive the report prior to distribution to individual agencies.
- The NFD responded to a small structure fire possibly caused by a bear
- Hosted a meeting at Station 32 for regional fire chiefs
- After discussion with Director Forni, Chief Gibeaut agreed to have Fuels Management draft an article for the NPOA newsletter providing information regarding burn piling.

PUBLIC WORKS REPORT – MARTIN/EVANS

Director of Public Works (DPW) Martin and Utility Operations Supervisor (UOS) Shaun Evans provided the following report:

- Operations staff responded to a late-night water main break. The crew was able to prevent a catastrophic depletion of a tank by responding in a timely manner.
- DPW Martin and UOS Evans provided the Board with a presentation on the recent Rocky Point water main repair.
- DPW Martin reported on progress for the Martis Valley Trail Segment 3F project.

CLOSED SESSION PURSUANT TO AGENDA ITEMS 9 THROUGH 11 – 10:30 A.M.

The Board adjourned to closed session regarding the following:

- Significant Exposure to Litigation Pursuant to Government Code Section 54956.9(d)(2) - One potential case.
- Pending litigation pursuant to Government Code Section 54956.9(d)(1)
 - Northstar Community Services District v. Mountainside California 2, LLC et al. Placer County Superior Court Case No. S-CV-0051848
 - Community Facilities District No. 1 of the Northstar Community Services District v. ACM Northstar et al. Placer County Superior Court Case No. S-CV-0042801
 - Community Facilities District No. 1 of the Northstar Community Services District v. Mountainside California 2, LLC et al. Placer County Superior Court Case No. S-CV-0043081
- Personnel Matters (Government Code Section §54957(b)(1)). Public Employee Performance Evaluation - Position Title: General Manager

REGULAR MEETING RESUMED – 12:41 P.M.

President Radanovich stated there was no reportable action taken during Closed Session.

ADJOURNMENT:

The meeting adjourned at 12:42 P.M.

Respectfully submitted,

John Radanovich, President of the Board

Julie Zangara, Secretary of the Board



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General Manager
Mike Geary, PE

Approval of Claims & Demands – Paid and Unpaid

DATE: November 19, 2025
TO: Board of Directors
FROM: Cheryl Plexico, Accounting Manager

DISCUSSION:

The attachment, *Warrant Register – PAID*, shows all checks written to pay claims and demands received subsequent to the previous board meeting. This is consistent with Resolution 16-21, which states that checks to pay claims and demands need not be approved by the Board of Directors before payment if the District Treasurer has determined that the claims and demands conform to the District's approved budget.

There is no *Warrant Register – UNPAID* for the current month.

RECOMMENDATION: Approve Claims & Demands – Paid

ATTACHMENTS: Warrant Register – PAID

DATE PREPARED: November 14, 2025

Accounts Payable

Checks by Date - Detail by Vendor Number

User: aimeer@northstarcsd.org
Printed: 11/14/2025 12:27 PM



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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	AT&02 10/06/2025	AT&T Internet and phone Schaffer Mill Pump Station 0	10/29/2025		215.81
Total for this ACH Check for Vendor AT&02:				0.00	215.81
Total for Vendor AT&02 (AT&T):				0.00	215.81
Report Total (1 checks):				0.00	215.81

Accounts Payable

Checks by Date - Detail by Vendor Number

User: aimeer@northstarcsd.org
Printed: 11/14/2025 12:28 PM



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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	CAL11	CalPERS RETIREMENT FUND	11/12/2025		
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			2,898.88
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			21,278.67
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			1,216.46
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			285.88
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			468.77
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			2,569.92
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			1,401.18
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			2,050.99
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			9,805.65
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			6,412.03
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			1,319.06
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			1,174.82
	11/04/2025	Retirement payment for PP#22 - EFT 10/27/202:			5,925.70
Total for this ACH Check for Vendor CAL11:				0.00	56,808.01
ACH	CAL11	CalPERS RETIREMENT FUND	10/29/2025		
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			2,898.88
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			1,384.46
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			1,216.44
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			6,412.00
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			9,805.65
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			21,278.63
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			1,174.81
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			2,050.99
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			5,908.53
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			2,569.93
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			1,319.06
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			285.88
	10/17/2025	Retirement payment for PP#21 - EFT 10/15/202:			468.77
Total for this ACH Check for Vendor CAL11:				0.00	56,774.03
Total for Vendor CAL11 (CalPERS RETIREMENT FUND):				0.00	113,582.04
Report Total (2 checks):				0.00	113,582.04

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	CAL12	CalPERS HEALTHCARE	10/22/2025		
	10/08/2025	Retiree OPEB - Oct 2025 - EFT 10/07/2025			318.06
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			71.00
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			34,238.85
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			11,363.78
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			3,723.15
	10/08/2025	Retiree OPEB - Oct 2025 - EFT 10/07/2025			954.18
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			21,914.88
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			5,274.69
	10/08/2025	Healthcare - Oct 2025 - EFT 10/07/2025			1,043.00
	10/08/2025	Retiree OPEB - Oct 2025 - EFT 10/07/2025			159.03
Total for this ACH Check for Vendor CAL12:				0.00	79,060.62
ACH	CAL12	CalPERS HEALTHCARE	11/19/2025		
	11/07/2025	Retiree OPEB - Nov 2025 - EFT 11/05/2025			318.06
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			71.00
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			11,363.78
	11/07/2025	Retiree OPEB - Nov 2025 - EFT 11/05/2025			954.18
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			5,274.69
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			3,723.15
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			1,043.00
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			34,238.85
	11/07/2025	Retiree OPEB - Nov 2025 - EFT 11/05/2025			159.03
	11/07/2025	Healthcare - Nov 2025 - EFT 11/05/2025			21,914.88
Total for this ACH Check for Vendor CAL12:				0.00	79,060.62
Total for Vendor CAL12 (CalPERS HEALTHCARE):				0.00	158,121.24
Report Total (2 checks):				0.00	158,121.24

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	CAL26 10/24/2025	CALIFORNIA DEPT OF TAX & FEE ADI 3rd (Calendar) Qtr 2025 Use Tax Payment - EFT	11/05/2025		1.00
Total for this ACH Check for Vendor CAL26:				0.00	1.00
Total for Vendor CAL26 (CALIFORNIA DEPT OF TAX & FEE ADMINISTRATION):				0.00	1.00
Report Total (1 checks):				0.00	1.00

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	COM04 10/29/2025	COMPUTERSHARE CORPORATE TRUS Dec 1 Admin bldg lease pmt less deposit \$224.8	11/12/2025		69,925.19
Total for this ACH Check for Vendor COM04:				0.00	69,925.19
Total for Vendor COM04 (COMPUTERSHARE CORPORATE TRUST SERVICES (LRB)):				0.00	69,925.19
Report Total (1 checks):				0.00	69,925.19

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	DEL05 592554473	DE LAGE LANDEN FINANCIAL SERVI Copier lease - Admin bldg - Oct 2025 - EFT 11/12/2025	11/12/2025		187.67
Total for this ACH Check for Vendor DEL05:				0.00	187.67
Total for Vendor DEL05 (DE LAGE LANDEN FINANCIAL SERVICES INC):				0.00	187.67
Report Total (1 checks):				0.00	187.67

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	NAT04	NATIONWIDE TRUST COMPANY	11/12/2025		
	10/24/2025	Employee contribution to PEHP - PP#22 - EFT 1			2,075.00
	10/24/2025	Employer contribution to PEHP - PP#22 - EFT 1			200.00
	10/24/2025	Employer contribution to PEHP - PP#22 - EFT 1			1,100.00
	10/24/2025	Employer contribution to PEHP - PP#22 - EFT 1			800.00
	10/24/2025	Employee contribution to PEHP - PP#22 - EFT 1			800.00
	10/24/2025	Employer contribution to PEHP - PP#22 - EFT 1			2,075.00
	10/24/2025	Employee contribution to PEHP - PP#22 - EFT 1			1,300.00
	10/24/2025	Employee contribution to PEHP - PP#22 - EFT 1			200.00
	10/24/2025	Employer contribution to PEHP - PP#22 - EFT 1			200.00
Total for this ACH Check for Vendor NAT04:				0.00	8,750.00
ACH	NAT04	NATIONWIDE TRUST COMPANY	10/29/2025		
	10/17/2025	Employer contribution to PEHP - PP#21 - EFT 1			800.00
	10/17/2025	Employee contribution to PEHP - PP#21 - EFT 1			2,075.00
	10/17/2025	Employee contribution to PEHP - PP#21 - EFT 1			200.00
	10/17/2025	Employer contribution to PEHP - PP#21 - EFT 1			1,100.00
	10/17/2025	Employee contribution to PEHP - PP#21 - EFT 1			800.00
	10/17/2025	Employer contribution to PEHP - PP#21 - EFT 1			200.00
	10/17/2025	Employer contribution to PEHP - PP#21 - EFT 1			200.00
	10/17/2025	Employee contribution to PEHP - PP#21 - EFT 1			1,300.00
	10/17/2025	Employer contribution to PEHP - PP#21 - EFT 1			2,075.00
Total for this ACH Check for Vendor NAT04:				0.00	8,750.00
Total for Vendor NAT04 (NATIONWIDE TRUST COMPANY):				0.00	17,500.00
Report Total (2 checks):				0.00	17,500.00

Accounts Payable

Checks by Date - Detail by Vendor Number

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	NAV01	NAVIA BENEFIT SOLUTIONS INC	11/05/2025		
	10/24/2025	HRA Disbursement 2 - Oct 2025 - EFT 10/22/20			2,247.08
	10/24/2025	HRA Disbursement 2 - Oct 2025 - EFT 10/22/20			2,149.83
Total for this ACH Check for Vendor NAV01:				0.00	4,396.91
ACH	NAV01	NAVIA BENEFIT SOLUTIONS INC	10/29/2025		
	10/14/2025	HRA Disbursement 1 - Oct 2025 - EFT 10/08/20			347.80
	10/14/2025	HRA Disbursement 1 - Oct 2025 - EFT 10/08/20			1,398.10
Total for this ACH Check for Vendor NAV01:				0.00	1,745.90
Total for Vendor NAV01 (NAVIA BENEFIT SOLUTIONS INC):				0.00	6,142.81
Report Total (2 checks):				0.00	6,142.81

Accounts Payable

Checks by Date - Detail by Vendor Number

User: aimeer@northstarcisd.org
Printed: 11/14/2025 12:33 PM



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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
ACH	UMB01 09/15/2025	UMB BANK NA CFD Res CFD Assessment Paid Parcel Apmt 4/18/25-	11/05/2025		76,963.51
Total for this ACH Check for Vendor UMB01:				0.00	76,963.51
ACH	UMB01 11/05/2025	UMB BANK NA CFD Res CFD Assessment Paid Parcel Apmt 06/30-07	11/19/2025		198.62
Total for this ACH Check for Vendor UMB01:				0.00	198.62
Total for Vendor UMB01 (UMB BANK NA CFD):				0.00	77,162.13
Report Total (2 checks):				0.00	77,162.13

Accounts Payable

Checks by Date - Detail by Vendor Number

User: aimeer@northstarcsd.org
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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
30655	49E01 86589	49ER COMMUNICATIONS INC Bendix King Radios (3)	11/05/2025		8,322.01
Total for Check Number 30655:				0.00	8,322.01
Total for Vendor 49E01 (49ER COMMUNICATIONS INC):				0.00	8,322.01
30656	ALP01 25783	AL POMBO INC Retreat Water Repair - Sand aggregate	11/05/2025		366.92
Total for Check Number 30656:				0.00	366.92
Total for Vendor ALP01 (AL POMBO INC):				0.00	366.92
30700	AMA01	AMAZON CAPITAL SERVICES	11/19/2025		
	179D-TJT4-RH9Y	Coffee maker for Station 32 coffee filters laun			155.39
	179D-TJT4-RH9Y	Plastic sheeting for burn piles fertilizer			152.22
	1N7N-W99P-WGHF	File storage boxes with lids copy paper paper t			151.89
	1PDQ-M9LV-XMCQ	Solar panels controllers for DMAs at Ritz WT			439.76
	1PDQ-M9LV-XMCQ	Keyboard - Bott			14.05
Total for Check Number 30700:				0.00	913.31
Total for Vendor AMA01 (AMAZON CAPITAL SERVICES):				0.00	913.31
30640	ANS01 C5203-101725	ANSWERWEST INC On-call answering service 10/13-11/09/2025	10/29/2025		184.95
Total for Check Number 30640:				0.00	184.95
Total for Vendor ANS01 (ANSWERWEST INC):				0.00	184.95
30641	AP*00117 10/15/2025	MARSHALL HART Water leak repair rebate - 2211 Silver Fox Ct	10/29/2025		100.00
Total for Check Number 30641:				0.00	100.00
Total for Vendor AP*00117 (MARSHALL HART):				0.00	100.00
30625	ARE01 2025-0930-CF	AREVALO TREE & DEFENSIBLE SPAC 2023 NEU PhII CalFire Fuels Reduction-Beyonc	10/22/2025		19,930.00
Total for Check Number 30625:				0.00	19,930.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
30671	ARE01	AREVALO TREE & DEFENSIBLE SPAC	11/12/2025		
	2025-1015-MEASU	2023 NEU PhII CalFire Fuels Reduction - Beyor			168.24
	2025-1015-MEASU	Measure U Fuels Reduction Beyond 300'			26,647.76
Total for Check Number 30671:				0.00	26,816.00
Total for Vendor ARE01 (AREVALO TREE & DEFENSIBLE SPACE SERVICES):				0.00	46,746.00
30642	AT&03	AT&T - CALNET 3	10/29/2025		
	000024191312	Telephones 09/10-10/09/2025			61.37
	000024191312	Telephones 09/10-10/09/2025			126.53
	000024191312	Telephones 09/10-10/09/2025			54.84
	000024191312	Telephones 09/10-10/09/2025			31.41
	000024192588	Fire alarm lines at Admin bldg 09/10-10/09/2025			61.27
Total for Check Number 30642:				0.00	335.42
30657	AT&03	AT&T - CALNET 3	11/05/2025		
	000024264846	Fire alarm lines MVWS M&O facility 09/25-10/			61.27
Total for Check Number 30657:				0.00	61.27
Total for Vendor AT&03 (AT&T - CALNET 3):				0.00	396.69
30626	AT&05	AT&T MOBILITY	10/22/2025		
	287289271450X10	Wireless service 09/03-10/02/2025			13.93
	287289271450X10	Wireless service 09/03-10/02/2025			495.57
	287317205381X10	Res A Inlet Meter Cell Service - Oct 2025 (50%)			25.31
	287317205381X10	Res A Inlet Meter Cell Service - Oct 2025 (50%)			25.31
Total for Check Number 30626:				0.00	560.12
30701	AT&05	AT&T MOBILITY	11/19/2025		
	287289271450X11	Wireless service 10/03-11/02/2025			375.59
	287289271450X11	Wireless service 10/03-11/02/2025			13.68
	287317205381X11	Res A Inlet Meter Cell Service - Nov 2025 (50%)			25.31
	287317205381X11	Res A Inlet Meter Cell Service - Nov 2025 (50%)			25.31
Total for Check Number 30701:				0.00	439.89
Total for Vendor AT&05 (AT&T MOBILITY):				0.00	1,000.01
30643	AUE01	AUERBACH ENGINEERING CORP	10/29/2025		
	25600	MVT Segment 3F Constr Support-PP#7-Billing			320.75
Total for Check Number 30643:				0.00	320.75
Total for Vendor AUE01 (AUERBACH ENGINEERING CORP):				0.00	320.75
30672	BRO02	WARREN "CHIP" BROWN	11/12/2025		
	11/04/2025	Healthcare reimb - Brown - Oct 2025			1,593.80
Total for Check Number 30672:				0.00	1,593.80
Total for Vendor BRO02 (WARREN "CHIP" BROWN):				0.00	1,593.80

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
30627	BUR01 W 82942	BURTONS FIRE INC Annual pump testing for all vehicles 10/07/2025	10/22/2025		2,000.00
		Total for Check Number 30627:		0.00	2,000.00
		Total for Vendor BUR01 (BURTONS FIRE INC):		0.00	2,000.00
30702	BUT01 205	BARBARA BUTTERFIELD Admin office cleaning - Oct 2025	11/19/2025		1,500.00
		Total for Check Number 30702:		0.00	1,500.00
		Total for Vendor BUT01 (BARBARA BUTTERFIELD):		0.00	1,500.00
30658	C&D01 25005-06 25005-06	C & D CONTRACTORS INC MVT Segment 3F Construction - PP#6 MVT Segment 3F Construction - PP#6 5% reten	11/05/2025		1,153,067.80 -57,653.39
		Total for Check Number 30658:		0.00	1,095,414.41
		Total for Vendor C&D01 (C & D CONTRACTORS INC):		0.00	1,095,414.41
30644	CAL16 10/17/2025	CALIFORNIA SPECIAL DISTRICTS ASS CY2026 Annual CSDA Membership	10/29/2025		10,225.00
		Total for Check Number 30644:		0.00	10,225.00
		Total for Vendor CAL16 (CALIFORNIA SPECIAL DISTRICTS ASSOCIATION):		0.00	10,225.00
30673	CHA02 176991601100725	CHARTER COMMUNICATIONS Cable service at Station 31 & 32 10/11-11/10/20	11/12/2025		236.46
		Total for Check Number 30673:		0.00	236.46
30699	CHA02 179209801102125	CHARTER COMMUNICATIONS Cable and internet at Admin bldg 10/21-11/20/20	11/12/2025		371.60
		Total for Check Number 30699:		0.00	371.60
		Total for Vendor CHA02 (CHARTER COMMUNICATIONS):		0.00	608.06
30628	CIN01 4244056617 4244056617 4244807303 4244807303 4246283747 4246283747	CINTAS CORPORATION #623 Cleaning Restroom Safety Supplies & Service Coverall Laundry Inspection Repair & Replace Coverall Laundry Inspection Repair & Replace Cleaning Restroom Safety Supplies & Service Coverall Laundry Inspection Repair & Replace Cleaning Restroom Safety Supplies & Service	10/22/2025		287.59 308.41 159.91 313.09 159.91 251.98
		Total for Check Number 30628:		0.00	1,480.89
30645	CIN01 4247021137	CINTAS CORPORATION #623 Coverall Laundry Inspection Repair & Replace	10/29/2025		159.91

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	4247021137	Cleaning Restroom Safety Supplies & Service			321.95
		Total for Check Number 30645:		0.00	481.86
30659	CIN01	CINTAS CORPORATION #623	11/05/2025		
	1905919546	Nitrile gloves for stock supply			214.50
	4245545540	Cleaning Restroom Safety Supplies & Service			275.00
	4245545540	Coverall Laundry Inspection Repair & Replace			159.91
	4247769093	Coverall Laundry Inspection Repair & Replace			159.91
	4247769093	Cleaning Restroom Safety Supplies & Service			321.48
		Total for Check Number 30659:		0.00	1,130.80
30674	CIN01	CINTAS CORPORATION #623	11/12/2025		
	4248496334	Coverall Laundry Inspection Repair & Replace			159.91
	4248496334	Cleaning Restroom Safety Supplies & Service			283.39
		Total for Check Number 30674:		0.00	443.30
		Total for Vendor CIN01 (CINTAS CORPORATION #623):		0.00	3,536.85
30646	CRA02	CRANMER ENGINEERING INC	10/29/2025		
	GHJ0257	Distribution bacterial analysis chemical analysis			4,465.00
	GHJ0264	Raw and distribution bacterial analysis chemical			1,290.00
		Total for Check Number 30646:		0.00	5,755.00
		Total for Vendor CRA02 (CRANMER ENGINEERING INC):		0.00	5,755.00
30703	DOW03	DOWL	11/19/2025		
	7363.30369.02-1	EV Charger Construction Mgmt & Inspection - F			1,011.05
		Total for Check Number 30703:		0.00	1,011.05
		Total for Vendor DOW03 (DOWL):		0.00	1,011.05
30675	DUD01	DUDEK	11/12/2025		
	202507666	MVT Segment 3F Bio Services Project 12299 - I			3,715.60
	202508909	MVT Segment 3F Bio Services Project 12299 - I			400.00
		Total for Check Number 30675:		0.00	4,115.60
		Total for Vendor DUD01 (DUDEK):		0.00	4,115.60
30676	ELE01	ELEVATED TREE EXPERTS LLC	11/12/2025		
	0401488	Fuels Reduction_2026 TTAD - Beyond 300'			56,460.00
		Total for Check Number 30676:		0.00	56,460.00
		Total for Vendor ELE01 (ELEVATED TREE EXPERTS LLC):		0.00	56,460.00
30677	FAS01	FASTENAL COMPANY	11/12/2025		
	NVREN109501	Cutting edge bolts for snow equipment (27%)			165.17
	NVREN109501	Cutting edge bolts for snow equipment (73%)			446.58

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
			Total for Check Number 30677:	0.00	611.75
			Total for Vendor FAS01 (FASTENAL COMPANY):	0.00	611.75
30678	FOR02 11/04/2025	MARILYN FORNI Healthcare reimb - Forni - Oct 2025	11/12/2025		625.90
			Total for Check Number 30678:	0.00	625.90
			Total for Vendor FOR02 (MARILYN FORNI):	0.00	625.90
30647	GIB01 10/20/2025	JASON GIBEAUT Headlight bulb for C-300 - Reimb Gibeaut	10/29/2025		17.95
			Total for Check Number 30647:	0.00	17.95
			Total for Vendor GIB01 (JASON GIBEAUT):	0.00	17.95
30629	GRA01 9670543199	GRAINGER INC Junction boxes (2) for DMAs at Ritz WTP	10/22/2025		93.44
			Total for Check Number 30629:	0.00	93.44
30679	GRA01 9689570977 9691098454 9692744890	GRAINGER INC Connector brass 45 elbow tee nipple for PRV Fuel hose for diesel side of fuel station Brass elbow for PRV repair	11/12/2025		213.94 137.16 57.20
			Total for Check Number 30679:	0.00	408.30
			Total for Vendor GRA01 (GRAINGER INC):	0.00	501.74
30680	HUN01 835399 835399	HUNT & SONS INC Gasoline Diesel	11/12/2025		3,614.41 3,252.33
			Total for Check Number 30680:	0.00	6,866.74
			Total for Vendor HUN01 (HUNT & SONS INC):	0.00	6,866.74
30630	INF01 296089 296089 296089 296089 296089 296089	INFOSEND INC Statement mailing & processing - Sep 2025 Statement mailing & processing - Sep 2025 Statement mailing & processing - Sep 2025 Statement mailing & processing - Sep 2025 Statement mailing & processing - Sep 2025 Statement mailing & processing - Sep 2025	10/22/2025		260.99 35.82 506.23 387.49 349.75 26.73
			Total for Check Number 30630:	0.00	1,567.01
30704	INF01 297888 297888 297888	INFOSEND INC Statement mailing & processing - Oct 2025 Statement mailing & processing - Oct 2025 Statement mailing & processing - Oct 2025	11/19/2025		35.69 503.62 260.87

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	297888	Statement mailing & processing - Oct 2025			26.72
	297888	Statement mailing & processing - Oct 2025			385.86
	297888	Statement mailing & processing - Oct 2025			348.53
Total for Check Number 30704:				0.00	1,561.29
Total for Vendor INF01 (INFOSEND INC):				0.00	3,128.30
30705	INT06	INTERMEDIA.NET INC	11/19/2025		
	2511047259	Intermedia - Phone system 10/02-11/01/2025			169.97
	2511047259	Intermedia - Phone system 10/02-11/01/2025 - S			77.58
	2511047259	Intermedia - Phone system 10/02-11/01/2025 - S			198.87
	2511047259	Intermedia - Phone system 10/02-11/01/2025			391.79
Total for Check Number 30705:				0.00	838.21
Total for Vendor INT06 (INTERMEDIA.NET INC):				0.00	838.21
30681	IVE01	NANCY IVES	11/12/2025		
	11/04/2025	Healthcare reimb - Ives - Oct 2025			573.34
Total for Check Number 30681:				0.00	573.34
Total for Vendor IVE01 (NANCY IVES):				0.00	573.34
30660	JAM01	JAMES MARTA & CO LLP	11/05/2025		
	5463	FY2025 Audit Billing - PP#01			4,000.00
	5473	FY2025 Audit Billing - PP#02			2,500.00
Total for Check Number 30660:				0.00	6,500.00
Total for Vendor JAM01 (JAMES MARTA & CO LLP):				0.00	6,500.00
30648	JEN02	ERIC JENSEN	10/29/2025		
	10/20/2025	State paramedic license renewal - Reimb Jensen			250.00
Total for Check Number 30648:				0.00	250.00
Total for Vendor JEN02 (ERIC JENSEN):				0.00	250.00
30682	KHS01	KH SCOTT & ASSOCIATES LLC	11/12/2025		
	516A	Consulting services for creation & adoption of N			1,000.00
Total for Check Number 30682:				0.00	1,000.00
Total for Vendor KHS01 (KH SCOTT & ASSOCIATES LLC):				0.00	1,000.00
30683	LIB01	LIBERTY UTILITIES	11/12/2025		
	11/03/2025	Electricity - Oct 2025			13,455.15
	11/03/2025	Electricity - Oct 2025			3,593.29
	11/03/2025	Electricity - Oct 2025			1,699.22
	11/03/2025	Electricity - Oct 2025			25,878.12
	11/03/2025	Electricity - Oct 2025			43.56

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	11/03/2025	Electricity - Oct 2025			312.04
	11/03/2025	Electricity - Oct 2025			2,551.89
	11/03/2025	Electricity - Oct 2025			401.34
Total for Check Number 30683:				0.00	47,934.61
Total for Vendor LIB01 (LIBERTY UTILITIES):				0.00	47,934.61
30631	LIF01 1642889	LIFE ASSIST INC Electrodes nitrile gloves IV catheters IV exte	10/22/2025		467.81
Total for Check Number 30631:				0.00	467.81
30684	LIF01 1644828 1645111	LIFE ASSIST INC Glucose test strips IV catheters Naloxone Endo Ketorolac Tromethamine (2)	11/12/2025		403.41 28.22
Total for Check Number 30684:				0.00	431.63
30706	LIF01 2011706	LIFE ASSIST INC IV catheters	11/19/2025		27.28
Total for Check Number 30706:				0.00	27.28
Total for Vendor LIF01 (LIFE ASSIST INC):				0.00	926.72
30632	MOU01 045603 091493 091681 091724	MOUNTAIN HARDWARE Propane for FKL-1 Hose mender kit for stock supply Connectors chain pull switch for light switch a Mig wire steel angle for stock supply	10/22/2025		69.67 8.71 18.50 46.85
Total for Check Number 30632:				0.00	143.73
30649	MOU01 091857	MOUNTAIN HARDWARE Retreat Water Repair - Conduit PVC glue fittir	10/29/2025		63.14
Total for Check Number 30649:				0.00	63.14
30661	MOU01 092201 092209 092221 092285	MOUNTAIN HARDWARE Wheelbarrow - retirement gift for Ryan Grill brush propane for Ops facility Saw blades for stock supply Shovels (6) for stock supply	11/05/2025		310.63 69.73 61.02 143.81
Total for Check Number 30661:				0.00	585.19
30685	MOU01 048020 092648	MOUNTAIN HARDWARE Propane for crack sealer Paint rollers (4) frames (2) handle for asphalt g	11/12/2025		106.14 34.84
Total for Check Number 30685:				0.00	140.98
Total for Vendor MOU01 (MOUNTAIN HARDWARE):				0.00	933.04
30686	NAV02 11031503 11031503	NAVIA BENEFIT SOLUTIONS INC Monthly admin fee - Oct 2025 Monthly admin fee - Oct 2025	11/12/2025		87.76 39.04

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	11031503	Monthly admin fee - Oct 2025			9.76
	11031503	Monthly admin fee - Oct 2025			53.68
	11031503	Monthly admin fee - Oct 2025			9.76
Total for Check Number 30686:				0.00	200.00
Total for Vendor NAV02 (NAVIA BENEFIT SOLUTIONS INC):				0.00	200.00
30650	NV501 477987	NV5 INC MVT Segment 3F - Inspection & Testing - PP#6	10/29/2025		5,308.10
Total for Check Number 30650:				0.00	5,308.10
Total for Vendor NV501 (NV5 INC):				0.00	5,308.10
30651	OFF02 LVAR610815 LVAR610816	OFFICE1 Copier base rate fees - Fire admin 10/22-11/21/2 Copier overage fees - Captain's office 09/23-10/2	10/29/2025		31.00 27.58
Total for Check Number 30651:				0.00	58.58
30662	OFF02 LVAR611610	OFFICE1 Copier overage fees - Utility ops 09/29-10/28/20	11/05/2025		90.75
Total for Check Number 30662:				0.00	90.75
Total for Vendor OFF02 (OFFICE1):				0.00	149.33
30663	OFF03 5036287871	OFFICE1 Copier lease - Station 32 10/15-11/14/2025	11/05/2025		196.49
Total for Check Number 30663:				0.00	196.49
Total for Vendor OFF03 (OFFICE1):				0.00	196.49
30633	ORE01 4426-296334 4426-301990 4426-301990 4426-301990 4426-301990 4426-301990 4426-301990 4426-304032 4426-304768	O'REILLY AUTOMATIVE INC - ACCT#1 Core charge for P-6 - Returned Filters - separator fuel oil hydraulic for L-3 (C Filters - separator fuel oil hydraulic for L-3 (C Filters - fuel oil hydraulic for L-1 (73%) Filters - fuel oil hydraulic for L-1 (27%) Filters - separator fuel oil hydraulic for L-2 (C Filters - separator fuel oil hydraulic for L-2 (C Battery for P-1 Batteries (2) for DMAs at Ritz WTP	10/22/2025		-214.50 110.47 40.86 89.29 33.03 36.20 97.89 199.09 239.74
Total for Check Number 30633:				0.00	632.07
30664	ORE01 4426-309145	O'REILLY AUTOMATIVE INC - ACCT#1 Batteries for P-7	11/05/2025		407.86
Total for Check Number 30664:				0.00	407.86
30687	ORE01 4426-310216 4426-310216	O'REILLY AUTOMATIVE INC - ACCT#1 Transmission filter fluid for U-3 Battery for U-2	11/12/2025		173.03 203.93

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
Total for Check Number 30687:				0.00	376.96
Total for Vendor ORE01 (O'REILLY AUTOMATIVE INC - ACCT#1894214):				0.00	1,416.89
30634	PIT01 1028269301	PITNEY BOWES INC Postal machine subscription fees 07/09-10/08/20	10/22/2025		204.06
Total for Check Number 30634:				0.00	204.06
Total for Vendor PIT01 (PITNEY BOWES INC):				0.00	204.06
30688	PLA06	PLACER COUNTY PERSONNEL	11/12/2025		
	11/03/2025	Dental and vision insurance - Nov 2025			98.72
	11/03/2025	Dental and vision insurance - Nov 2025			21.60
	11/03/2025	Dental and vision insurance - Nov 2025			1,212.47
	11/03/2025	Dental and vision insurance - Nov 2025			938.16
	11/03/2025	Dental and vision insurance - Nov 2025			265.54
	11/03/2025	Dental and vision insurance - Nov 2025			158.88
	11/03/2025	Dental and vision insurance - Nov 2025			2,133.09
	11/03/2025	Dental and vision insurance - Nov 2025			203.54
	11/03/2025	Dental and vision insurance - Nov 2025			19.28
Total for Check Number 30688:				0.00	5,051.28
Total for Vendor PLA06 (PLACER COUNTY PERSONNEL):				0.00	5,051.28
30652	PRD01 1865	PR DESIGN & ENGINEERING INC MVT Seg 3F Inspection - PP#7 - Billing through	10/29/2025		20,404.70
Total for Check Number 30652:				0.00	20,404.70
30707	PRD01 1859 1874	PR DESIGN & ENGINEERING INC WEF Design & Permitting - PP#17 Billing throu MVT Seg 3F Inspection - PP#8 - Billing through	11/19/2025		22,998.00 16,713.40
Total for Check Number 30707:				0.00	39,711.40
Total for Vendor PRD01 (PR DESIGN & ENGINEERING INC):				0.00	60,116.10
30689	RAD02 11/04/2025	JOHN RADANOVICH Healthcare reimb - Radanovich - Oct 2025	11/12/2025		1,870.66
Total for Check Number 30689:				0.00	1,870.66
Total for Vendor RAD02 (JOHN RADANOVICH):				0.00	1,870.66
30690	RAY01 11/04/2025	CHRIS RAYMER Work boots - Reimb Raymer	11/12/2025		297.67
Total for Check Number 30690:				0.00	297.67
Total for Vendor RAY01 (CHRIS RAYMER):				0.00	297.67

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
30653	REX01	REX MOORE GROUP INC	10/29/2025		
	INV-50388	Fire alarm testing - Utility ops 10/01-12/31/2025			76.14
	INV-50396	Fire alarm testing - Admin bldg 10/01-12/31/202			160.00
	INV-50397	Fire alarm testing & monitoring - Station 31 10/0			385.14
	INV-50398	Fire alarm testing & monitoring - Station 32 10/0			385.14
Total for Check Number 30653:				0.00	1,006.42
Total for Vendor REX01 (REX MOORE GROUP INC):				0.00	1,006.42
30635	SEL01	SELMAN & COMPANY	10/22/2025		
	LB4088_20251001	Life insurance - Oct 2025			18.10
	LB4088_20251001	Life insurance - Oct 2025			26.56
	LB4088_20251001	Life insurance - Oct 2025			225.76
Total for Check Number 30635:				0.00	270.42
30708	SEL01	SELMAN & COMPANY	11/19/2025		
	LB4088_20251101	Life insurance - Nov 2025			18.10
	LB4088_20251101	Life insurance - Nov 2025			26.56
	LB4088_20251101	Life insurance - Nov 2025			225.76
Total for Check Number 30708:				0.00	270.42
Total for Vendor SEL01 (SELMAN & COMPANY):				0.00	540.84
30691	SHA01	MARK SHADOWENS	11/12/2025		
	11/04/2025	Healthcare reimb - Shadowens - Dec 2025			2,173.10
Total for Check Number 30691:				0.00	2,173.10
Total for Vendor SHA01 (MARK SHADOWENS):				0.00	2,173.10
30636	SIE12	SIERRA EQUIPMENT SUPPLY	10/22/2025		
	1468	Chains for snow equipment (27%)			1,214.22
	1468	Chains for L-3 (27%)			829.66
	1468	Chains for L-3 (73%)			2,243.16
	1468	Chains for snow equipment (73%)			3,282.88
Total for Check Number 30636:				0.00	7,569.92
Total for Vendor SIE12 (SIERRA EQUIPMENT SUPPLY):				0.00	7,569.92
30709	SOU01	SOUTHWEST GAS CO	11/19/2025		
	11/05/2025	Natural gas - Oct 2025			64.31
	11/05/2025	Natural gas - Oct 2025			29.91
	11/05/2025	Natural gas - Oct 2025			795.43
	11/05/2025	Natural gas - Oct 2025			113.14
	11/05/2025	Natural gas - Oct 2025			574.09
	11/05/2025	Natural gas - Oct 2025			569.77
Total for Check Number 30709:				0.00	2,146.65

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
Total for Vendor SOU01 (SOUTHWEST GAS CO):				0.00	2,146.65
30637	STR01	STRADLING YOCCA CARLSON & RAU	10/22/2025		
	424195	Legal fees - Aug 2025			3,988.00
	424196	Legal fees - Aug 2025			4,159.00
Total for Check Number 30637:				0.00	8,147.00
Total for Vendor STR01 (STRADLING YOCCA CARLSON & RAUTH):				0.00	8,147.00
30692	TAH01	TAHOE MOUNTAIN CLUB	11/12/2025		
	11/03/2025	2025 Holiday Party - Initial retainer per contract			536.00
Total for Check Number 30692:				0.00	536.00
Total for Vendor TAH01 (TAHOE MOUNTAIN CLUB):				0.00	536.00
30665	TAH03	TAHOE FOREST HOSPITAL OCC HE/	11/05/2025		
	10/27/2025	Monthly admin fee - Sep 2025			138.00
	10/27/2025	Pre placement Fire 1 person - Botto			150.00
Total for Check Number 30665:				0.00	288.00
Total for Vendor TAH03 (TAHOE FOREST HOSPITAL OCC HEALTH TAHOE WORX):				0.00	288.00
30638	TAH06	TAHOE TRUCKEE SIERRA DISPOSAL	10/22/2025		
	0001024764	Garbage pickup service - Admin bldg - Sep 2025			320.58
	0001024899	Garbage pickup service - Station 31 - Sep 2025			52.19
Total for Check Number 30638:				0.00	372.77
30666	TAH06	TAHOE TRUCKEE SIERRA DISPOSAL	11/05/2025		
	0001025857	Residential service 1435 units 10/01-12/31/2025			129,339.21
Total for Check Number 30666:				0.00	129,339.21
30710	TAH06	TAHOE TRUCKEE SIERRA DISPOSAL	11/19/2025		
	0001026822	Garbage pickup service - Admin bldg - Oct 2025			320.58
	0001026957	Garbage pickup service - Station 31 - Oct 2025			50.92
Total for Check Number 30710:				0.00	371.50
Total for Vendor TAH06 (TAHOE TRUCKEE SIERRA DISPOSAL):				0.00	130,083.48
30693	TEI01	TEICHERT & SON INC	11/12/2025		
	10769946	Road base for stock supply			256.50
	10769947	Road base for stock supply			465.62
Total for Check Number 30693:				0.00	722.12
30711	TEI01	TEICHERT & SON INC	11/19/2025		
	10770346	Retreat Water Repair - Asphalt for Big Springs			702.59
	10770346	Asphalt for EV Charging Station at Utility ops			702.60
	10771431	Asphalt for patches on MVT			380.24
	10771432	Asphalt for TH1			266.17

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
Total for Check Number 30711:				0.00	2,051.60
Total for Vendor TEI01 (TEICHERT & SON INC):				0.00	2,773.72
30694	THA01	THATCHER COMPANY INC	11/12/2025		
	2025400105390	CL2 for water treatment (50%)			1,561.78
	2025400105390	CL2 for water treatment (50%) caustic soda ci			7,474.13
	2025400900621	Container deposit refund			-1,500.00
	2025400900621	Container deposit refund			-500.00
Total for Check Number 30694:				0.00	7,035.91
Total for Vendor THA01 (THATCHER COMPANY INC):				0.00	7,035.91
30695	THE04	THE HARTFORD INC	11/12/2025		
	786325898471	Life insurance - Nov 2025			130.90
	786325898471	Life insurance - Nov 2025			23.80
	786325898471	Life insurance - Nov 2025			95.20
Total for Check Number 30695:				0.00	249.90
Total for Vendor THE04 (THE HARTFORD INC):				0.00	249.90
30712	TRU01	TRUCKEE DONNER PUD	11/19/2025		
	13625	Groundwater 5yr management plan update - dist			17,353.16
	13625	Groundwater 5yr management plan update - dist			17,353.17
Total for Check Number 30712:				0.00	34,706.33
Total for Vendor TRU01 (TRUCKEE DONNER PUD):				0.00	34,706.33
30696	TRU04	TRUCKEE RENTS INC	11/12/2025		
	434610	Retreat Water Repair - Vibratory plate rental for			237.90
Total for Check Number 30696:				0.00	237.90
Total for Vendor TRU04 (TRUCKEE RENTS INC):				0.00	237.90
30639	TRU06	TRUCKEE TAHOE LUMBER CO	10/22/2025		
	690258	4x8 plywood (4) for EV Charging Station at Util			188.99
	690258	Concrete (49) for stock supply			484.42
	690885	Duplex nails rebar (5) for EV Charging Station			60.99
	690940	Survey stakes for EV Charging Station at Utility			73.42
	691506	Coiled strap stakes for EV Charging Station at l			127.96
Total for Check Number 30639:				0.00	935.78
30667	TRU06	TRUCKEE TAHOE LUMBER CO	11/05/2025		
	698339	Retreat Water Repair - Concrete			23.49
Total for Check Number 30667:				0.00	23.49
Total for Vendor TRU06 (TRUCKEE TAHOE LUMBER CO):				0.00	959.27

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
30668	UNI01 252370473-001 252370473-001	UNITED RENTALS INC Water Main Repair-Vertical shore cylinder hand Water Main Repair - Plywood	11/05/2025		1,132.24 1,210.53
		Total for Check Number 30668:		0.00	2,342.77
30713	UNI01 254332642-001	UNITED RENTALS INC Retreat Water Repair-Shoring trench plates- Cros	11/19/2025		5,223.79
		Total for Check Number 30713:		0.00	5,223.79
		Total for Vendor UNI01 (UNITED RENTALS INC):		0.00	7,566.56
30714	USB01	US BANK CORPORATE PAYMENT SYS	11/19/2025		
	Oct Barron	Comstock Seed - Revegetation seed			100.53
	Oct Barron	Forestry Suppliers - PPE flagging weather stat			-50.46
	Oct Barron	Forestry Suppliers - Pocket weather station			192.21
	Oct Barron	Forestry Suppliers - Wildland overplant face pr			374.20
	Oct Barron	Forestry Suppliers - Flagging			202.41
	Oct Contardi	Harbor Workwear - Rain bibs rain jackets for O			-84.83
	Oct Contardi	TNT Materials - Concrete for EV Charging Stati			694.44
	Oct Contardi	Parts Warehouse - Ball bearings for cutoff saw			65.40
	Oct Contardi	Corwin Ford - Shifting cable for U-3			173.50
	Oct Contardi	Harbor Workwear - Rain bibs (6) rain jackets (7			1,254.83
	Oct Contardi	Corwin Ford - Shifting bracket for U-3			33.11
	Oct Contardi	Harbor Freight - Concrete vibrator Air gun set (			123.39
	Oct Evans	ULine - Desk drawers for Bott SCADA statior			-10.09
	Oct Evans	ULine - Desk drawers for Bott SCADA statior			1,539.76
	Oct Evans	Uplift Desk - Standing desk drawer lamp for E			2,074.22
	Oct Geary	Siam Cuisine - Lunch meeting - Geary Ryan M			57.66
	Oct Geary	Spindleshanks - Board farewell lunch for Wither			264.37
	Oct Geary	Thai Delicacy - Lunch - Geary Plexico Detwil			85.56
	Oct Geary	Drunken Monkey - Lunch meeting - Geary Plex			109.75
	Oct Gibeaut	NextGen - Front brakes for U-31			573.37
	Oct Gibeaut	Delray - Tire for U-31 - Garnet Fire			298.13
	Oct Goates	Backblaze - Cloud data storage			123.96
	Oct Goates	Box - Personal Pro 10/16/2025-11/15/2025 - Ros			14.00
	Oct Goates	Google Store - Nest Aware - Admin bldg security			100.00
	Oct Goates	Amazon Web Services - Raw could storage serv			-68.72
	Oct Goates	IONOS - Domain name registration - northstarcs			55.33
	Oct Goates	Wasabi - Data storage			7.22
	Oct Goates	Amazon Web Services - Raw could storage serv			915.74
	Oct Martin	Costco - Ryan Retirement BBQ - Utilities Adm			324.36
	Oct Martin	Walmart - Ryan Retirement BBQ - Utilities Ad			58.08
	Oct Zangara	Doughboys Donuts - Board meeting donuts			18.95
	Oct Zangara	Column - Notice for Fire Ordinance 41-25 (10/3			366.34
	Oct Zangara	Doughboys Donuts - Board meeting donuts			18.95
	Oct Zangara	Raley's - Board meeting breakfast			13.92
	Oct Zangara	Column - Summary of Ordinance 40-25 (10/10)			197.25
	Oct Zangara	Raley's - Board meeting breakfast			13.93
		Total for Check Number 30714:		0.00	10,230.77
		Total for Vendor USB01 (US BANK CORPORATE PAYMENT SYSTEM):		0.00	10,230.77
30715	VER01	VERIZON WIRELESS	11/19/2025		

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	6126982737	Cell phones 09/26-10/25/2025			286.52
	6126982737	Cell phones 09/26-10/25/2025			51.30
	6126982737	Cell phones 09/26-10/25/2025			52.68
	6126982737	Cell phones 09/26-10/25/2025			12.67
	6126982737	Cell phones 09/26-10/25/2025			12.67
	6126982738	Dumpster site gate cell service 09/26-10/25/2025			38.01
	6126982738	SCADA alarm line and connectivity 09/26-10/25/2025			82.68
	6126982738	SCADA alarm line and connectivity 09/26-10/25/2025			170.72
	6126982738	Admin internet backup 09/26-10/25/2025			38.01
	6126982738	SCADA alarm line and connectivity 09/26-10/25/2025			140.71
	6127068166	Sewer flow meters 09/28-10/27/2025			184.88
Total for Check Number 30715:				0.00	1,070.85
Total for Vendor VER01 (VERIZON WIRELESS):				0.00	1,070.85
30654	WES01 2625	WESTERN BOTANICAL SERVICES INC MVT Segment 3F - Revegetation & Erosion Cor	10/29/2025		3,000.00
Total for Check Number 30654:				0.00	3,000.00
30716	WES01 2636	WESTERN BOTANICAL SERVICES INC MVT Segment 3F - Revegetation & Erosion Cor	11/19/2025		1,800.00
Total for Check Number 30716:				0.00	1,800.00
Total for Vendor WES01 (WESTERN BOTANICAL SERVICES INC):				0.00	4,800.00
30669	WES04 11993011 11993044 11995056 71985189 71990186	WESTERN NEVADA SUPPLY Valve replacement parts for Martis Landing PRV Pipe fittings for valve repair at Big Springs End ring for valve repair at Big Springs Retreat Water Repair - Pipe fittings Retreat Water Repair - Brass fitting	11/05/2025		3,022.71 4,008.87 102.04 3,815.81 67.10
Total for Check Number 30669:				0.00	11,016.53
30697	WES04 11985479 12000063 12005876	WESTERN NEVADA SUPPLY Retreat Water Repair - Bell joint restraints Retreat Water Repair - Adapter stiffener Retreat Water Repair - Corp stop coupling	11/12/2025		568.32 218.09 470.98
Total for Check Number 30697:				0.00	1,257.39
Total for Vendor WES04 (WESTERN NEVADA SUPPLY):				0.00	12,273.92
30717	WIN01 0012504	WINNER CHEVROLET INC Chevrolet Silverado 2500 for Fire Chief Vehicle	11/19/2025		60,212.42
Total for Check Number 30717:				0.00	60,212.42
Total for Vendor WIN01 (WINNER CHEVROLET INC):				0.00	60,212.42
30670	WOL01 5416875885	WOLTERS KLUWER CCH INCORPORATED ProSystem fx Fixed Asset software maintenance	11/05/2025		2,685.50

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
Total for Check Number 30670:				0.00	2,685.50
Total for Vendor WOL01 (WOLTERS KLUWER CCH INCORPORATED):				0.00	2,685.50
30698	ZAN02 11/04/2025	JULIE ZANGARA Mileage for CSDA Board Secretary Conference .	11/12/2025		319.20
Total for Check Number 30698:				0.00	319.20
Total for Vendor ZAN02 (JULIE ZANGARA):				0.00	319.20
Report Total (93 checks):				0.00	1,683,702.95



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Northstar Community Services District
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Board of Directors

Warren "Chip" Brown, President
John Radanovich
Nancy Ives
Marilyn Forni
Michael "Spoon" Witherspoon

General Manager

Mike Geary

AGENDA ITEM #3

Northstar Property Owners Association

There is no written report for this agenda item.



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AGENDA ITEM #4

Northstar California/Vail

There is no written report for this agenda item.

T-TSA BOARD MEETING SUMMARY

10/15/2025 Regular Board Meeting

1) The August 20th, 2025 – This Regular Meeting was held in person.

- Board Meeting & Agendas: <https://ttsa.portal.civicclerk.com>
- Board Meeting Videos (Media): [T-TSA Board Meeting Video 10/15/2025 1:50:54](#)
- Board Meeting Videos are still available on YouTube (click link): [T-TSA on YouTube](#)

2) Public Comment: (provided during Public Comment or Agenda items): None

3) Status Report:

a) Operations Report:

- All plant waste discharge requirements were met, and the plant performed well in September.
- Cleaned and assisted with repairs on chem sludge tank side one.

b) Capital Projects Report:

- Digestion Improvements Project: Brown and Caldwell (BC) is progressing toward a 60% Design. Construction Management (CM) consultants are being engaged for proposals. Critical path equipment negotiations and purchase agreements are forthcoming.
- Truckee River Interceptor Rehabilitation Project (Alpine Meadows to Olympic Valley): Truckee River Trail Closures have been noticed by T-TSA and TCPUD. Trail closure updates available at [Here: Truckee River Trail Updates](#). Cured-in-Place-Pipe Lining Installation was done on 10/7 and 10/8.
- Nutrient Removal Improvements Project (NRIP): Kick-Off meeting was held with Carollo and T-TSA staff on Wednesday 10/8. Preliminary design began post kick-off.
- Digital Scanning of Sewer Lines Project: Inspection work completed, and staff is awaiting deliverable.

c) Laboratory Report:

- Completed Quarterly pretreatment sampling and annual sampling.
- Proficiency testing is ongoing.
- Continuing CDPH Covid sampling for Department of Health.

d) Public Outreach and Training/Conferences:

- Staff Attended WEFTEC Conference and participated in Chicago Plant Tour.
- Upcoming CSDA Board Secretary/Clerk Conference in Santa Rosa.
- Upcoming Public Outreach event for Big Truck Day.

e) Other Items Report:

• **The Board Approved:**

- The Consent Agenda: General Fund Warrants for September 2025 and the Regular Meeting Minutes for September 17th, 2025.
- To set a Public Hearing on November 19th, 2025, for Ordinance Update of Connection Charge Policy.

• **Additional Items:**

- Discussion of Agency Connection Charge Policy.
- Debt 101 Workshop.
- Land Use Ad Hoc Committee Update.
- Department Reports & General Manager Report: Informational Updates Only.
- Next Regular Meeting is Wednesday, November 19th, 2025, at 9:00 am.



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General Manager
Mike Geary, PE

APPOINTMENT OF DISTRICT TREASURER

DATE: November 19, 2025

TO: Board of Directors

FROM: Julie Zangara, Board Secretary

Background: Greg Rosenthal served as District Treasurer for the District up until October 15. With recent staffing changes, the Board must appoint a new District Treasurer. The Treasurer is one of the statutory officers required under California Government Code and is a key financial oversight role within the governance and operations of a Community Services District (CSD). California Government Code §61050 identifies three required officers for CSDs: the General Manager, the District Counsel, and the District Treasurer. The Treasurer may be a Board-appointed employee, officer, or contractor.

Discussion: Treasurer responsibilities per [California Government Code §61050](#) and the Director Handbook include:

- Maintaining control of District funds.
- Ensuring accurate books and records of financial conditions are maintained.
- Attendance at Board meetings.
- Presents timely and accurate financial reports to the Board on a quarterly basis.
- Making arrangements for the annual audit of District financial statements.
- Ensuring compliance with required reporting regulations.
- Overseeing the preparation of the annual budget.

Alternatives:

1. Appoint the General Manager as Treasurer
2. Appoint another Staff Member (e.g., Accounting Manager)
3. Contract with an External Treasurer

Fiscal Impacts/Costs: There are no direct fiscal impacts associated with appointing the General Manager as Treasurer. The duties will be absorbed into the existing scope of the GM's responsibilities.

Recommendation: Appoint Mike Geary, General Manager, as Treasurer.

Attachments: None

Date Prepared: November 6, 2025



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General Manager
Mike Geary, PE

ADDITION OF EFFECTIVE DATES FOR SALARY SCHEDULES APPROVED BY THE BOARD FOR FISCAL YEARS 2021-2026

DATE: November 19, 2025

TO: Board of Directors

FROM: Julie Zangara, Board Secretary/Human Resources Administrator

Background: The Board approves salary schedules for Unrepresented Employees of the District at each June Meeting of the Board of Directors, and Salary Schedules approved via Memorandum of Understanding (Utility and Fire Operations) are updated according to terms agreed upon by MOU at the beginning of each Fiscal Year. CalPERS recently communicated a requirement that salary schedules cannot only indicate Fiscal Year and must indicate effective date to be considered approved as pensionable compensation.

Discussion: Staff is seeking Board approval to update the salary schedules previously approved by Board action for Fiscal Years 2021, 2022, 2023, 2024, 2025 and 2026 to include the effective date. Cost of Living Adjustments are applied in the first pay period to include July 1 each year. The salary schedules were previously approved as follows:

Fiscal Year 2021 – Approved by the Board June 17, 2020 – (Effective date 6/20/2020)
Fiscal Year 2022 – Approved by the Board June 16, 2021 – (Effective date 6/19/2021)
Fiscal Year 2023 – Approved by the Board June 15, 2022 – (Effective date 6/18/2022)
Fiscal Year 2024 – Approved by the Board June 21, 2023 – (Effective date 7/1/2023)
Fiscal Year 2025 – Approved by the Board June 19, 2024 – (Effective date 6/29/2024)
Fiscal Year 2026 – Approved by the Board June 18, 2025 – (Effective date 6/28/2025)

Fiscal Impacts/Costs: None.

Recommendation: Approve the addition of the Effective Dates of Salary Schedules Approved by the Board for Fiscal Years 2021-2026.

Attachments: None

Date Prepared: November 14, 2025



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General Manager
Mike Geary, PE

Incorporation of Eastern Placer County Proposal

DATE: November 19, 2025

TO: District Board Members

FROM: Mike Geary, General Manager

SUBJECT: Report on efforts to incorporate Eastern Placer County by representatives from "*Eastern Placer Future*".

BACKGROUND: *Eastern Placer Future* is exploring the potential to form a town in Eastern Placer County to have greater control over local issues like land use, roads, development, transit, and community services.

DISCUSSION: Municipal incorporation is a process where a local government (city or town) is established by the people of a community to provide local decision-making and deliver certain public services. Currently, services are provided through Placer County government. Examples within Placer County include Auburn and Colfax, each with their own city councils providing local services.

The main reasons for considering the creation of a Town in the North Tahoe area of eastern Placer County are to enhance local governance and control for community-level services such as transit, parking, recreation, and tourism management, and to establish local decision-making authority through a town council comprised of locally elected officials, similar to the successful model in Truckee.

As population growth shifts westward in Placer County, the representation and influence of North Tahoe in District 5 continues to diminish. Creating a town now would help ensure ongoing local representation and decision-making.

ALTERNATIVES: Information only.

FISCAL / RESOURCE IMPACTS: None. Information only.

RECOMENDATION: Information only.

ATTACHMENTS: None.

DATE PREPARED: November 14, 2025.



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Five-Year Strategic Plan Update

DATE: November 19, 2025
TO: District Board Members
FROM: Mike Geary, General Manager
SUBJECT: Five-Year Strategic Plan Update

BACKGROUND: The Northstar Community Services District's (District) Five-Year Strategic Plan (Plan) was last updated in 2016. Since that time, the District has made significant progress on many of the initiatives identified in the Plan's "*District Vision*" on page 8 (of 36), attached. However, several new opportunities, challenges, and external influences have emerged that necessitate an update to the Plan.

The Northstar Fire Dept. created a Fire-only Strategic Plan in 2024, attached, as a document internal to the Fire Dept. All proposed alternatives to update the District's Five-Year Strategic Plan identified below consider incorporating the Fire Dept.'s Strategic Plan into a single District Five-Year Strategic Plan that includes the Fire Dept.

An updated Plan could reflect the District's current work plan and address new and known impacts on the District's operations, potential changes in the regional governance landscape. and a renewed focus on organizational resilience.

Specifically, an update could address:

New and Expanded Services – Establishing a new service category titled *Energy* to reflect the District's emerging utility role in providing heated water to customers in the Village through the Wood Energy Facility (WEF).

Wood Energy Facility Construction – The \$12 million WEF project is scheduled for construction in 2026 and will become a cornerstone of the District's energy, sustainability, and carbon reduction initiatives. Its successful completion and operation should be a central objective of the next five-year period.

Governance and Regional Dynamics – External forces, including the proposed Incorporation of Eastern Placer County (led by the group at easternplacerfuture.org) and the ongoing LAFCo Municipal Service Review (MSR) evaluating potential consolidation among local districts (OVPSD, NTFPD, ASCWD, Truckee Fire, and Northstar Fire), have the potential to significantly affect NCSD's governance, service delivery, and financial framework.

Succession Planning – Anticipated leadership transitions at both the Board and management levels including retirements in key positions such as the General Manager and Fire Chief as well as transitions in our Administration Dept., require a deliberate succession and recruitment strategy to maintain operational stability and continuity of leadership.

DISCUSSION: The proposed update to the Five-Year Strategic Plan represents both a look forward and a reaffirmation of NCSD's commitment to excellence in public service delivery. The Plan will continue to serve as the District's guiding document for operational priorities, capital planning, and policy direction, and would now account for a broader range of responsibilities and future uncertainties.

The updated Plan could:

- Align the District's mission and vision with our new service, Energy.
- Establish new strategic goals focused on utilization of woody biomass, sustainability, and revenue resilience through the Wood Energy Facility.
- Incorporate an organizational development component emphasizing workforce planning, leadership development, and retention of institutional knowledge.
- Address regional governance issues, ensuring that NCSD remains adaptable to potential outcomes from the Incorporation or Consolidation processes, including inter-agency coordination, service level realignment, and financial implications.
- Provide measurable objectives and performance indicators for each major service area, allowing progress to be tracked and reported annually.

Updating the Plan would position the District to make informed decisions about capital investment, staffing, and partnerships during a period of anticipated regional transition and organizational evolution. The Plan will also serve as a communication tool, articulating NCSD's priorities to stakeholders, partners, and the community.

ALTERNATIVES: 1. Full Update to the Five-Year Strategic Plan. This alternative would involve contracting with a third-party consultant for approximately \$20,000-\$30,000.

2. Partial Update. Staff and Board to update “District Vision” (p.8), and “Strategic Elements” (p. 9), Table 1 (p. 33). And other sections as needed. A third party consultant would not be necessary for this alternative.

3. Defer an update to the Five-Year Strategic Plan.

FISCAL / RESOURCE IMPACTS: Both Alternatives #1 and #2 will involve a fair amount of staff time and Alternative #1 would incur a direct expense estimated at \$20,000 to \$30,000.

RECOMENDATION: Alternative #2 - Staff and Board update the Five-Year Strategic Plan.

ATTACHMENTS: NCSD Strategic Plan, updated January 2016. Northstar Fire Dept. Strategic Plan (2024-2029).

DATE PREPARED: November 14, 2025.



Northstar Community Services District

Strategic Plan 2014

Proudly Serving the Northstar Community since 1990

Updated January, 2016



Board of Directors

Nancy Ives, President

Frank Seelig, Vice President

Jeann Green, Director

Darrell Smith, Director

Cathy Stewart, Director

District Management Team

Mike Staudenmayer, General Manager

Mark Shadowens, Fire Chief

Jim Bowling, Dir. of Human Resources

Eric Martin, District Engineer

Greg Rosenthal, Accounting Manager

Matt Ryan, Utilities Operations Manager

Strategic Plan Consultant

Brent Ives, Principal, BHI Management Consulting



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Introduction

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This planning process began with an environmental scan of the Northstar Community Services District's (NCSD) business environment including an objective assessment of the District's strengths, weaknesses, opportunities and threats. Input from various stakeholders was gathered and analyzed. Starting with that information the District's Mission and Vision and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain, and where appropriate improve, the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently underway and which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort has focused on all of the following important areas:

- Ensuring the District's long-term financial health and stability;
- Carefully managing the infrastructure needed to fulfill the District's Mission;
- Providing responsible delivery of fire, water, sewer and other core services with which we are entrusted;
- Sustaining a high performing, motivated and adaptable workforce;
- Sustaining sound management practices and good governance;
- Fostering partnerships when needed to better achieve our Mission; and
- Assuring clear, concise and consistent communications with the Northstar community we serve.



Strategic Planning Definitions

1. Mission Statement: A declaration of the District's purpose which succinctly describes why the District exists. All activities of the District should be in support of the Mission Statement. The Mission Statement is adopted by the Board of Directors. The Mission Statement is reviewed annually but is intended to be constant over the long term.

2. Vision Statement: A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Vision Statement is adopted by the Board of Directors. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction of where the Board wants to take the District over the five-year time horizon of the Strategic Plan.

3. Strategic Elements: These are the primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals, providing balance for the Plan across the organization as a whole. These essentially serve as the outline and organization of the Strategic Plan. The Strategic Elements are adopted by the Board of Directors. The Strategic Elements are reviewed annually but are intended, absent major new issues to be faced, to be relatively constant over the life of the five year Strategic Plan.

4. Objective And Strategy Statement: This is a concise statement associated with each Strategic Element that describes the objective of that element. It explains why that element is important to the District's overall strategy and finishes with a statement that describes how the Objective for that Element will be achieved through a strategy.

5. Strategic Goals: This is a short description of what will be needed to accomplish to achieve the Vision. The goal statement is supported by a narrative that more briefly explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by management and accepted by the Board. The Strategic Goals may change from year-to-year at



the annual update of the progress on each Strategic Element. The Strategic goals straddle the line between policy (Board responsibility) and implementation (management responsibility) and as such are a collaborative effort of both the Board and management.

Strategic Plan Development

In FYE 2013 the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. BHI first met with the Board of Directors in workshop setting to discuss the important aspects of Mission and Vision for the District.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Two Board workshops were conducted. At these workshops the Board reviewed all input, revisited and refined the existing Mission Statement of the District and drafted a new Vision Statement for the District.

A steering committee, consisting of Senior Management and staff, worked with BHI to develop the Strategic Goals that support each Strategic Element. Using this process, along with both external and internal input, the Strategic Plan was assembled in a way that best articulates the Board's Vision and Strategy for the District over the next five years. The resulting draft document and implementation plan was then brought back to the Board for a "Tone-check" to be sure that the implementation proposed by staff was acceptable to the Board. With minor revisions, the document was provided to the Board for approval.

Continuation Process of the Planning Process

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. Accordingly, the annual update of the strategic plan was built-in to the plan to assure that it would be updated each year. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and conditional needs of the District. The reviews will be documented and followed up with by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.



DISTRICT MISSION

The Northstar Community Services District delivers core public services to enhance the quality of life in the community.

NCSD core public services are:

fire, water, sewer, emergency response, road maintenance, forest fuels management, snow removal, solid waste services, recreational trails.



DISTRICT VISION

In five years NCSD will be able to say ...

- *we remain committed to a high level of emergency medical and fire protection services*
- *we pursue technology where appropriate to gain efficiencies or increase effectiveness*
- *we have continued our commitments to maintenance and replacement of infrastructure*
- *we have improved the usability and security of the corporation yard*
- *that our admin building is complete*
- *we have complete and relevant documents, ie- Personnel Guide, Policy Manuals and Board Handbook*
- *we continue to have a workforce that is healthy, productive and motivated*
- *our financial condition is sufficient to support our needs today and the future*
- *that the Martis Valley Trail is complete to the Northstar village*
- *we have continued our commitment to build collaborative community partnerships*
- *we have continued our Mission to operate in a practical, low-key manner while being sensitive to community needs*
- *we have completed annexation of Zone 4*
- *we have explored becoming a member of Tahoe-Truckee Sanitation Agency (T-TSA)*
- *we will remain efficient with our staffing*
- *we have considered and adopted specific levels of service in all areas*
- *we have completed a succession planning process*
- *we have pursued a more optimized rate structure and billing methodology*
- *we have considered new and expanded services*



Strategic Elements

Strategic Elements represent the vital areas of the District's operation and management wherein strategy is established through Strategic Goals. They assure that the implementation of strategy work to be performed in support of the Mission and Vision are comprehensive in nature and properly cover all areas of the District. Strategic elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic Work Plan. The Strategic Work Plan contains the supportive actions and initiatives organized and prioritized by year within the planning period. It presents each Strategic Goal and consolidates actions in tabular form in Table 1 - Strategic Plan "At-a-Glance" (pg. 33). Items that are listed as "Complete" will require annual review and updates as appropriate.

The Strategic Elements are:

1. Physical Assets
2. Services
3. Strategic Partners
4. Personnel/Organization
5. Administrative Management
6. Finances



1.0 PHYSICAL ASSETS

***Objective/Strategy:** Our objective is to continue our commitment to District assets to keep services effective, adequate and within compliance to meet existing and future needs. We will do this by maintaining, repairing and replacing our infrastructure, facilities and equipment in a proactive and timely manner while undertaking studies for future needs.*

1.1 GENERAL FACILITIES

Develop a Maintenance Plan

A maintenance plan for the District's general facilities will lay out a set of predetermined operations to ensure that the facilities and system components reach their intended useful life. The plan is important to the District because it ensures that our infrastructure maintains an adequate level of service. The plan entails scheduled maintenance activities at the District's general facilities, including but not limited to, the Administration Building, Corporate Yard buildings, Fire Stations, and Mailbox Site. Preparation of a plan will entail combining the above operation and maintenance procedures into a single document. It is expected that work to prepare the maintenance plan will be performed in-house with District resources at minimal cost.

1.2 WATER ASSETS

1.2.1 Develop a Maintenance Plan

A water system maintenance plan is a set of predetermined operations to be carried out on the District's assets necessary to ensure that the assets reach their intended useful life. The plan is important to the District because it ensures that our infrastructure maintains an adequate level of service. It keeps our water quality high and minimizes disruptions in service. The plan includes aspects such as valve exercising, water line main flushing, hydrant inspection and scheduled maintenance. The District's water facilities include, but are not limited to, wells, spring collection systems, tanks, the water treatment plant, pump stations, and chlorine residual stations. Preparation of a plan will entail combining the above operation and maintenance procedures into a single document. It is expected that this work will be performed in-house with District resources at minimal cost.



1.2.2 Develop a Repair Response Plan

A repair response plan is a document intended to formalize the process of making system repairs. It is important to have a standardized response plan so that water system repairs can be made as efficiently as possible. As the District's infrastructure ages, the likelihood of increased system failures increases. The plan will detail work order origination and tracking and it will have provisions for debriefings to improve upon future repair responses. Technology will be leveraged to best track real time system repair information. It is expected that this work will be performed in-house with District resources at minimal cost.

1.2.3 Maintain Current Capital Reinvestment Plan

The District's Capital Reinvestment Plan, formally known as the Capital Improvement Plan, is a comprehensive living document that sets policies for the effective management of capital assets. Revisiting the Capital Reinvestment Plan is crucial in ensuring that adequate funds are being set aside to address future infrastructure rehabilitation and replacement costs. The document was originally adopted through board resolution on April 20, 2011 and is to be updated at a minimum of every three years. It is expected that the work to update the plan will be performed in-house with District resources at minimal cost.

1.2.4 Update the Water Master Plan

The Water Master Plan is a living document that assesses system demands in conjunction with water supplies to determine what, if any, improvement plans are necessary. It is important that the document is updated periodically to ensure water sources and distribution methodologies are adequate for existing and future demands. The District's Water Master Plan was originally prepared in 1971 with updates in 1991 and 2002. A component of the Water Master Plan is updating the District's water model. It is expected that much of the work to collect background information will be performed in-house; however, a consultant will likely be sought to update the model and summarize the findings.



1.2.5 Perform Capacity Studies for New Development

When new development is proposed, capacity studies may be required to determine what system modifications are needed to connect to the District's water system. These studies are typically funded by the Developer.

1.3 SEWER ASSETS

1.3.1 Continue Implementation of the Sewer System Management Plan (SSMP)

An SSMP is a document required of all Sewer Utilities by State Water Resources Control Board Order No. 2006-0003-DWQ in an effort to reduce statewide Sanitary Sewer Overflows (SSOs). It is important that the SSMP be implemented not only because it is mandated by the State, but also because it ensures that the District is committed to maintenance and replacement of the sewer infrastructure. The SSMP includes provisions to provide proper and efficient management, operation, and maintenance of sanitary systems, while taking into consideration risk management and cost benefit analysis. The SSMP also includes a spill response plan that establishes standard procedures for immediate response to an SSO in a manner that minimizes water quality impacts and potential nuisance conditions. The District's SSMP was originally adopted by board resolution on March 20, 2013, and it is a regulatory requirement that it be audited at a minimum of every two years. The specific SSMP elements include: Goals, Organization, Legal Authority, Operation and Maintenance Program, Design and Performance Provisions, Overflow Emergency Response Plan, Fats, Oils and Grease Control Program, System Evaluation and Capacity Assurance Plan, Monitoring, Measurement and Program Modifications, SSMP Program Audits, and a Communications Program. It is expected that the work to update the SSMP will be performed in-house with District resources at minimal cost.

1.3.2 Update the Sewer Master Plan

The Sewer Master Plan assesses system capacity in relation to current and future demands to determine what, if any, improvement plans are necessary. It is important that the document is updated periodically to ensure the collection system is adequate for existing and future demands. A draft of the Sewer Master Plan was produced in 2008 and should be finalized. A component of the Sewer Master Plan is updating the District's sewer model. It is expected that much of the work to collect background information will be performed in-house; however, a consultant will



likely be sought to update the model and summarize the findings. Once completed, the Sewer Master Plan will be included as an attachment to the SSMP.

1.3.3 Maintain Current Capital Reinvestment Plan

The District's Capital Reinvestment Plan, formally known as the Capital Improvement Plan, is a comprehensive living document that sets policies for the effective management of capital assets. Revisiting the Capital Reinvestment Plan is crucial in ensuring that adequate funds are being set aside to address future infrastructure rehabilitation and replacement costs. The document was originally adopted through board resolution on April 20, 2011 and is to be updated at a minimum of every three years. It is expected that the work to update the plan will be performed in-house with District resources at minimal cost.

1.3.4 Perform Capacity Studies for New Development

When new development is proposed, capacity studies may be required to determine what system modifications are needed to connect to the District's sewer collection system. These studies are typically funded by the Developer.

1.4 FIRE ASSETS

1.4.1 Update Capital Improvement Plan (CIP) as needed

In 2011 the District adopted a Capital Improvement Plan. All of the fire departments assets are identified within the CIP. Included within the CIP are the original purchase price useful life, approximate replacement cost, and the amount of money needed to be set aside every year in order to fund replacement. It is essential that as new equipment is acquired or equipment is replaced this document is updated to reflect future funding needs.

1.4.2 Develop standardized bid specification

Apparatus prices have increased by over 30% in the last three years alone, bringing the total cost for a new engine to approximately \$400,000. All of the apparatus identified within the Capital Improvement Plan have a useful life of 15 years for first-out apparatus. Since technology on new apparatus has slowed dramatically, there is an opportunity to refurbish first



out apparatus in order to stretch its useful life to approximately 20 years. This technique will not work on all equipment but could be useful when appropriate to save money for the District.

1.5 ROAD MAINTENANCE

Develop a Road Maintenance Plan

The District maintains the paved roadways in Northstar, including roads within the Highlands Permanent Road Division #7 (Highlands PRD) and the Retreat Subdivision County Service Area #28 Zone of Benefit #187 (Retreat CSA). The maintenance plan is to be a comprehensive document that sets policies for the effective management of capital road assets. Revisiting the maintenance plan will be critical in ensuring that adequate funds are being set aside to address future infrastructure rehabilitation and replacement costs. A pavement condition study may be needed to develop the road maintenance plan. It is expected that the work to prepare the maintenance plan will be performed in-house with District resources at minimal cost. If a pavement condition study is deemed necessary, this work will likely be performed by a consultant.

1.6 SNOW REMOVAL

Develop a Snow Removal Maintenance and Replacement Plan

This plan will define the District's snow removal maintenance and replacement policies. It is important to draft this plan because it will ensure that standards for snow removal operations are met and equipment and assets are replaced as frequently as necessary to maintain the desired level of service. Elements of the plan will include snow pole installation, sand and salt placement, snow removal procedures and policies, road sand sweeping, and equipment maintenance and replacement schedules.

1.7 TRAILS

1.7.1 Develop a Maintenance and Improvement Plan for the Tompkins Memorial Trail (TMT)

A maintenance and improvement plan for the TMT will lay out a set of operations to ensure that the trails meet the current and future needs of Northstar residents. It's necessary to draft a maintenance plan because it will formalize prioritization of trail maintenance activities. The



plan will address future enhancements and expansions, erosion control projects, bridge maintenance, signage, and trail maintenance staffing and equipment needs. It is expected that work to prepare the maintenance program will be performed in-house with District resources at minimal cost.

1.7.2 Martis Valley Trail Construction

The District will strive to complete all stages of development for the Martis Valley Trail from the starting point near Schaffer Mill Road to the Northstar Village. This entails securing funding, planning, environmental permitting and mitigation, design, and construction of multiple segments of trail. One hundred percent of trail construction expenses will be funded through external sources.

1.7.3 Develop and Maintain a Capital Improvement Plan (CIP)

The CIP for the Martis Valley Trail is to be comprehensive living document that sets policies for the effective management of trail assets. Revisiting the CIP periodically will be critical in ensuring that adequate funds are being set aside to address future infrastructure rehabilitation and replacement costs. The CIP is to include development of a maintenance program. It is expected that the work to prepare the CIP will be performed in-house with District resources at minimal cost. External funding sources will be pursued to augment the maintenance budget.

1.8 SOLID WASTE

Develop a Solid Waste Maintenance Plan

The District owns and maintains the solid waste facility on Northstar Drive. A maintenance plan will lay out a set of predetermined operations to ensure that the facility reaches its intended useful life. It is expected that work to prepare the maintenance program will be performed in-house with District resources at minimal cost.



2.0 SERVICES

Objective/Strategy: *Our objective is to provide high quality services in all areas. We will do this by establishing and meeting specific levels of services in all areas to the benefit of our community.*

2.1 GENERAL

Provide adequate resources to reach target service levels

Without the necessary tools, staffing and financial means, service levels will be unobtainable and not sustainable. The District will need to leverage technology by staying abreast of industry technological advancements that have the ability to provide opportunities for higher levels of service and customer satisfaction. Maintaining appropriate staffing levels of skilled employees is critical to adequately meet the demands of providing each service. Rates and revenue programs must be sufficient to cover the costs of delivering each service in a systematic and sustainable manner. Staff will collectively prepare annual operating budgets and review monthly financial statements to analyze performance. The District can analyze the success of delivery of service levels using standard industry metrics to benchmark performance against regional service providers.

2.2 WATER

2.2.1 Define Target Service Level in the Maintenance Plan

The targeted level of water service will be defined in the maintenance plan described in section

1.2.1. Elements specific to service level include:

- Regulatory Requirements
- Customer Service
- Standards for response times to service calls as well as public interaction and perception goals.
- Strategies for addressing taste, odor, iron bacteria and aggressive water related issues
- Formalized policy for notifying customers of leaks.



2.2.2 Water Conservation Program

A Water Conservation Program will be developed by staff. Elements of the Program may include, but are not limited to, updating the water rate structure to better promote conservation, implementing technology to provide customers with better usage data, improving the leak detection program, construction of a conservation garden for community outreach, applying rebates to customers who install low water use fixtures, and educating the public on methods to conserve water.

2.3 SEWER

Define Target Service Level in the SSMP

The targeted level of sewer service will be defined in the SSMP described in section 1.3.1.

Elements specific to service level include:

- Regulatory Requirements. A minimum level of service will entail meeting all regulatory requirements.
- Public Interface. Set standards for response times to service calls as well as public interaction and perception goals.

2.4 FIRE

2.4.1 Complete analysis on providing ambulance service to the community

The fire department started providing advanced life support paramedic services to the community in 1999. At the time the decision was made to provide these services, it was determined that the most efficient and cost effective way was by providing paramedic engine companies. This left the responsibility of transporting patients to a neighboring department, Truckee Fire Protection District. A lot has changed since that original decision to not provide ambulance transport. An independent study should be performed in order to assess the possibility of providing ambulance service.

~~2.4.2 Develop a Forestry Management Plan~~

~~In the past the fire department has been very successful in receiving grant funds for fuels management projects. As competition for grant funding grows and grant funds become less~~



~~available it becomes important to develop programs that will help us stand out from other grant applicants. The State and Federal governments have come up with a standardized template that allows landowners to develop what is known as a Forestry Management Plan. Development of this plan will assist the Northstar Fire Department in obtaining future grant funds by giving us an industry advantage over other grant applicants by having an adopted Forestry Management Plan.~~ **This is no longer needed as it is included in the Community Wildfire Protection Plan (CWPP) which is updated every 2 years.

2.4.3 Research District fuels reduction crew

In 2008, the Northstar Fire Department hired a staff Forester in order to enhance forest fuels reduction on common area properties within the District. At the start of the program it was determined that the most efficient way to complete this work was to hire an outside contractor. To date the program has been very effective based on the fact that we have been very successful in obtaining grant funding for most projects. As grant funds become less available pursuing District employees rather than contracted services will be assessed.

2.4.4 Maintain Fire Department Service Levels

As needed a report can be provided to the Board of Directors that assures service levels are being maintained. The fire department utilizes specific industry standards to establish target service levels. The documents listed below are adopted Standardized Best Practices (SBP) and Standard Operating Procedures (SOP) that define target service levels:

- Northstar Fire Department Standard Response Plan SBP/SOP
- Northstar Fire Department Emergency Fire Ground Operations SBP/SOP
- Mutual Aid Response SBP/SOP
- The department's current Public Protection Classification report prepared by the Insurance Services Office.

2.5 ROAD MAINTENANCE

Define Target Service Level in a Road Maintenance Plan

The targeted service level for road care will be defined in the road maintenance plan described in section 1.5. Elements specific to service level include:



- Extent of deterioration permitted before maintenance projects are proposed
- Frequency of resurfacing and pavement treatments to optimize roadway lifecycles
- Traffic loads – arterial versus collector roads
- Funding availability

2.6 SNOW REMOVAL

Define Target Service Level in the Snow Removal Maintenance and Replacement Plan

The targeted service level for snow removal will be defined in the maintenance and replacement plan referenced in section 1.6. Elements specific to service level include:

- Amount of snow on roadway and treatment
- Roadway priority and timing
- Night operations
- Staffing
- Response Time and frequency

2.7 TRAILS

Define Target Service Level in Maintenance Plan

The targeted service level for trails will be defined in the maintenance plan referenced in section 1.7. Elements specific to service level include:

- Customer service - public outreach and perception goals
- Service call response times
- Policies for waste pickup, map replacement, decomposed granite (DG) placement, washout repairs, monitoring and bulletin board posting

2.8 SOLID WASTE

Define Target Service Level in Maintenance Plan

The targeted service level for Solid Waste will be defined in the maintenance plan referenced in section 1.8. Elements specific to service level include:

- Pick-up scheduling
- Bear abatement



- Dumpster style and maintenance
- Clean-up policy
- Hours of operations



3.0 STRATEGIC PARTNERS

Objective/Strategy: *Our objective is to establish collaborative relationships with strategic partners to the benefit of the District. We will do this by partnering with other agencies and key organizations in our area for mutual benefit and participating with industry specific associations.*

3.1 GENERAL

Established inter-agency, local and regional stakeholder relationships are always helpful to advancing common objectives. Building and maintaining relationships with board and staff of regional public agencies, developers, resort operators and homeowner associations can be achieved by attending meetings and participating in collaborative efforts of mutual benefit.

3.2 WATER

The District's water system consists of various elements of shared and conjunctive legal rights, resources and facilities. As such, having solid partnerships with the regional purveyors, resort operators and regulatory agencies will serve as the foundation to maintaining adequate, efficient and high quality water service for our customers. The District will collaborate with our partners, participate on common initiatives and projects, and remain responsive to partnership needs.

3.3 SEWER

In the past, the District has had contentious relationships with downstream wastewater service providers. Since 2004, these relationships have improved dramatically. Ultimately, the District is better served under this renewed partnership by sharing training expenses, collaborating on best practices and having improved access to specialized equipment in mutual aid scenarios. The District will continue to engage with our regional wastewater service providers by maintaining open lines of communication and collaborating where appropriate on areas of mutual benefit.



3.4 FIRE

Since 2008, fire departments in general have seen significant declines in operating revenue. These declines in revenue have forced departments to try and maintain services with reduced resources. Ultimately, fire departments have realized that now more than ever, we need to maintain positive working relationships with other agencies in order to be successful in delivering the best services to our public. This can be achieved by sharing training costs, providing mutual aid, collaborating on grants, and participating in joint purchases. Northstar Fire Department will strive to be a valued partner with other local government, state, and federal fire agencies.

3.5 ROAD MAINTENANCE

3.5.1 Placer County owns the roads within the District and the District maintains the surface of the roads as part of a contract with the County. The District entered into this agreement as a way to provide a higher level of service than what would otherwise be the case. A continued focus on maintaining the relationship with Placer County is necessary in order to maximize the benefit to the District's constituents. The District will meet and confer in good faith with County DPW reps to ensure the most effective use of available funding sources is employed.

3.5.2 Because resort-generated traffic makes up a large portion of the trip volume, and highly functioning roadways are critical to the resort's operations, the relationship with the resort operators is necessary to support the road maintenance program in a balanced and effective way.

3.6 SNOW REMOVAL

3.6.1 Similar to the road program arrangement with Placer County, snow removal is carried out by the District through a contract with the County. As such, the relationship with the County is necessary to ensure the most effective use of available funding to carry out the operation.

3.6.2 Like road maintenance, snow removal operations are critical to safely and efficiently accommodate the traffic volume generated by resort guests. Partnering with the resort operator is necessary to support snow removal operations in a balanced and effective way.



3.7 TRAILS

3.7.1 The District's TMT system is one of the most visible and appreciated local facilities built and maintained by the District. The most active trail users are the best resource for providing feedback related to maintenance needs and improvement concepts. Having an established relationship with this group through a trail committee or other collaborative arrangements is vital to ensuring this facility is meeting the needs and expectations of the community.

3.7.2 The District's involvement as lead agency and project manager for the Martis Valley Trail has increased the need for more regional partnerships due to its connectivity with other communities including the Tahoe basin and resultant broader user group. Funding partners such as the North Lake Tahoe Resort Association and advocacy groups like the Truckee Trails Foundation are vital to moving this project forward. Engaging all of the stakeholders and the community by regularly attending meetings to give project updates and field questions from interested parties is paramount to gaining the support for the project. Staying engaged in a productive manner with relevant public agencies such as Placer County, Army Corps of Engineers, and Town of Truckee is also necessary for project success.

3.8 SOLID WASTE

The District contracts with Tahoe Truckee Sierra Disposal to provide solid waste and recycling service. A big part of this service offering is the dumpster site built and maintained by the District. The seasonal use patterns, demographics of the community and wildlife issues contribute to a dynamic and unique operational challenge in operating this facility. Having a strong relationship with the contracted service provider, Bear League, NPOA, and the resort is critical to managing the various nuances that are inherent to this operation. Communicating regularly with these partners and staying on top of the effectiveness of the management techniques will continue to prove necessary in order to have an effective and sustainable program.



4.0 PERSONNEL/ORGANIZATION

Objective/Strategy: *Our objective is to maintain a healthy, motivated skilled workforce. We will offer competitive compensation and benefits, insist on a safe workplace, provide opportunities for training and advancement, and utilize sound management practices and policies while keeping the extraordinary goals and values of the District in the back of the minds of all staff members.*

4.1 SUCCESSION PLAN

A succession plan is a process that identifies and develops employees to fill key leadership positions throughout the District. It is vital to the District to have a succession plan in place as the employees identified in the plan will eventually lead the District in the future.

The District will develop a succession plan that will identify key positions in each department that is critical to the District. Department managers will work with the general manager in an effort to identify these positions and possible internal candidates. If an internal candidate does not exist, the department manager will review the current job description and modify if need be. Additionally a salary survey and benefits analysis will be conducted in an effort to attract highly qualified candidates.

4.2 EMPLOYEE RETENTION

The ability of the District to recruit and retain highly qualified employees is critical for the District to continue to provide excellent service to its customers now and into the future. In an effort to attract and maintain a highly qualified workforce, the District will do the following within the bounds of fiscal responsibility:

- Provide competitive wages and benefits based on similar positions in their field of expertise.
- Provide employees the opportunity to enhance their job skills and knowledge in their field.
- Complete actuarial evaluation to determine if post-retirement benefits are feasible to provide for employees.



- Review programs that other local agencies may have in place that provide employee retention incentives such as funding for housing.
- Cross train to increase employee's knowledge and skills.
- Reward employees who exceed expectations.

4.3 TRAINING AND DEVELOPMENT

The District recognizes that training and development of its employees is an ongoing process that benefits both the District and the employee. By participating in education training and development the District will maintain a knowledgeable and skilled workforce. The management team will work to create an environment that will promote and create growth opportunities by implementing and supporting employee training and enhancement programs. Additionally the District will implement the following activities:

- Review, amend or modify current education incentive courses.
- Allow employees the ability to cross-train within their areas of interest.

4.4 EMPLOYEE COMMUNICATIONS

The District recognizes that open communication between management and staff create a healthy and productive work environment. In an effort to encourage and provide avenues of open communication the management team will:

- Conduct monthly sessions with management staff.
- Conduct monthly or quarterly check-ins with department employees and encourage feedback and ideas.
- Review policies, procedures and standard operating procedures with staff.

4.5 EMPLOYEE SAFETY PROGRAM

The District is committed to creating and maintaining a safe and healthy work environment. In an effort to train and educate employees on the importance of safety the District will develop a district safety committee. This safety committee will include a representative from each department of the District. Each safety committee representative will work with staff and other safety committee representatives to organize develop and participate in the following:

- Attend seminars that have a focus on implementing district wide safety



programs.

- Develop, review, and adopt meaningful Standard Operating Procedures for all departments where safety is a concern.
- Work with other department safety committee members regarding safety incentives for employees/depts. who record no workers compensation claims or report of injury for the year. Offer incentives to employees who attend courses or complete classes on SDRMA's PreventionLink.

4.6 EVALUATION AND PERFORMANCE MANAGEMENT PROGRAM

Employee performance evaluations are an important tool for management staff to access and communicate job performance to subordinates. These performance evaluations allow department managers to coach and counsel individuals as well as identify and suggest areas of improvement. They also provide legal protection to the District as they lay the groundwork for discipline. These evaluations also provide support for salary increases, promotions, demotions and terminations.

The District will conduct employee performance evaluations at least annually on all employees throughout the District and bi-annually for those employees that are on probation.

4.7 HEALTH AND WELLNESS PROGRAM

The District recognizes that NCSD employees are its most valuable asset. A healthy workforce directly impacts the success of the District and its ability to provide the highest level of services to its customers. The District's health and wellness program will provide its employees the opportunity to improve their overall health and quality of life. Benefits of the program to the District include the following:

- Decreased absenteeism
- Improved work culture and employee satisfaction
- Reduced injuries both on and off the job
- Improved retention and recruitment
- Optimal productivity
- Explore additional health and wellness practices



5.0 ADMINISTRATIVE MANAGEMENT

Objective/Strategy: *Our objective is to ensure efficient governance and sound management of the District. We will accomplish this by proactively managing organizational knowledge, being responsive, consistent and accountable to our public through effective self-assessment, policies and procedures while adopting management principles necessary to support the evolving needs of the organization.*

5.1 DISTRICT POLICIES AND PROCEDURES

Having up-to-date policies and procedures is beneficial to maintaining clear expectations for all in the organization. The Director of Human Resources (DHR) will update the District Personnel Guide as needed. Additionally, the DHR will collect and maintain all policies adopted by the Board of Directors and keep them in the District's Policies and Procedures Manual.

5.2 BOARD POLICIES AND PROCEDURES

The Board of Directors will create, adopt and maintain a Board of Directors Handbook.

5.3 BOARD DEVELOPMENT

Given the uniqueness of special districts and the range of services delivered by the NCSD, very few incoming Directors have the background to fully understand the complexities of the organization. In addition, ongoing training is beneficial to keeping directors informed of their specific roles and responsibilities.

- An orientation of new Board members provided and will include an overview of the District's services, facilities, organization, budgets, financial planning and employee introductions. More in depth director education can be provided where desired.
- The Secretary of the Board will assist Board members in all other aspects of training and development including initial educational seminars and conferences geared towards new directors as well as ongoing required training and other desired educational augmentation.



- Training for all Board members will include facility tours, overview educational workshops, conference and on-line training opportunities. The Board President and Secretary of the Board will be responsible for evaluating and establishing this program annually.

5.4 RECORDS RETENTION

A records retention policy is recommended to manage the District's files in such a way as to maintain certain categories of records for minimum specific regulated time frames while destroying files that exceed predetermined ages. The District will create a policy to meet the statutory requirements for record storing and purging.

5.5 CUSTOMER SERVICE

The District has historically bred a companywide employee culture of customer service that goes above and beyond the industry norm. District personnel strive to meet the needs of the constituents with a personalized, friendly and respectful manner.

Serve as a resource to connect constituents with the proper contacts for resolving issues that are outside the District's mission we will:

- We will develop and maintain a robust information system to log all customer - District communications and correspondence.
- The District will leverage new technology and adapt management practices appropriately to optimize service delivery for end user experience.

5.6 ENHANCED DISTRICT OUTREACH

Communication with District constituents can often be a challenge due to the high number of second homes and lack of public participation in District meetings. Because of the broad range of services offered, having more public knowledge and input into the District's operations could help optimize the organization's value to the community.

- The District website will be managed to ensure the content is broad, useful and current.
- The District will participate in local and regional information forums



to present information on current issues.

- The District will utilize social media, technology and other channels where appropriate to inform the public of pertinent information.

5.7 EMERGENCY PREPAREDNESS AND RESPONSE

5.7.1 Update Fire Department's Community Emergency Guide

The District's current Community Emergency Guide was originally completed in 2009. The guide was designed to assist homeowners in being self-sufficient during emergency events and to make sure that in the event of an evacuation the general public understand what they can expect during an emergency event. Based on the fact that we have such a transient population, it is important that we reach out to our constituents as much as possible and try to make them aware of the risks this community could face. Although the existing document is still valid it should be updated to reflect new information.

5.7.2 Update the Sewer Emergency Response Plan

The Sanitary Sewer Overflow Emergency Response Plan is a component of the District's SSMP that lays out response procedures and important contacts for assistance with repairs. It is vital that the Emergency Response Plan be updated frequently with current contact information and any procedural revisions geared toward improving response times.

5.7.3 Water Emergency Response Plan

A Water Emergency Response Plan will be drafted with components that address major equipment failures, pipeline breaks, long-duration power outages, jeopardized water quality, and failure of the dam at Reservoir "A". It is important to have a plan should any of the above mentioned events be experienced.

5.7.4 Security Assessment Program

The District will bring in the local law enforcement agency (Placer County Sheriff) to help improve the District's passive and reactive protocols to implement best practices in security against various potential criminal threats. An analysis of facility security will be part of this effort along with staff training on how to prevent and respond to active shooter scenarios. It is



thought that these efforts will result in the development of a plan or series of protocols based on best practices in the industry.

6.0 FINANCES

***Objective/Strategy:** Our objective is to manage public funds to assure financial stability, prudent fiscal management and demonstrate responsible stewardship. We will ensure that adequate financial resources are available to fund current and future demands, utilizing funds to maximize value to the customer.*

6.1 IMPLEMENTATION OF OPERATING RESERVE POLICY

Cash reserves assure the sustainable delivery of core services by providing the ability to avoid financial stress that might otherwise result in rate increases or reductions in service levels. Reserves also create a funding source for unexpected emergencies or temporary cash shortages. The District will create a prudent reserve policy that balances long-term sustainability with the proper use of public funds.

6.2 FINANCIAL PLAN FOR EACH OPERATING DIVISION

A well-constructed, forward-looking financial plan covering both anticipated operating and capital needs will allow the District to be certain that the current and ongoing needs of each division will be met. The District has adjusted fees, completed an intensive Capital Improvement Program (CIP) study, and secured a revenue stream for water and sewer capital replacement. The District will continue to analyze additional operating divisions to ensure that future operational and capital needs will be adequately funded.



6.3 FIVE-YEAR CAPITAL BUDGET

The five-year capital budget details the anticipated capital needs for an upcoming five-year window and focuses attention on the near-term portion of the fully-developed capital expenditure plan. Careful thought and attention must go into developing the five-year capital plan because the impacts of capital expenditures will extend well beyond the current period. The five-year capital budget will be presented to the board of directors for adoption with the annual budget. The document will be organized by fund and include a description of the project, expenditures by year and type, and the funding source. Although the five-year capital budget will be adopted, only the first year of the five-year capital budget will be adopted as part of the budget process.

6.4 BUDGET DEVELOPMENT AND COMMUNICATION

A properly designed budget creates a financial plan that allows for measurement against anticipated fiscal needs. In addition to creating a meaningful and measurable budget, performance results must be communicated to key personnel. The District will continue to improve upon budgeting processes, the conveyance of fiscal information, and the timely, internal reporting of fiscal information.

6.5 DEVELOPMENT OF FINANCIAL MANAGEMENT SYSTEM

A financial management system includes both the software and the tactics employed to reasonably and accurately manage assets, liabilities, revenues, and expenses. An effective and efficient financial management system streamlines billing and collection, reporting, and the analysis of financial data. Staff will continue to improve processes while weighing the often conflicting goals of efficiency and enhanced record keeping. On a continual basis, staff will evaluate the effectiveness of the financial management software, look for opportunities to develop increased access to information, and use technology to improve processes.

6.6 ANNUAL FINANCIAL AUDIT

Although there are many components surrounding a financial statement audit, the main objective is to provide reasonable assurance that the District's financial statements are free from



material misstatements. The annual audit could be used as a starting point for fiscal planning discussions but operating reserve policies, capital planning, and the operating needs of individual funds have all already been addressed in this strategic plan.



2016 Update: Table 1 –The Strategic Plan “At a Glance”

STRATEGIC ELEMENTS	STRATEGIC GOALS	Estimated Completion Date (Fiscal Year)
1.0 PHYSICAL ASSETS		
1.1 General Facilities	<i>Develop a Maintenance Plan for General Facilities</i>	<i>16/17</i>
1.2 Water Assets	<i>1.2.1 Develop a Water System Maintenance Plan</i>	<i>16/17</i>
	<i>1.2.2 Develop a Repair Response Plan</i>	<i>16/17</i>
	<i>1.2.3 Update Current Capital Reinvestment Plan</i>	<i>16/17</i>
	<i>1.2.4 Update Water Master Plan</i>	<i>16/17</i>
	<i>1.2.5 Perform Capacity Studies for New Development</i>	<i>As needed</i>
1.3 Sewer Assets	<i>1.3.1 Continue Implementation of SSMP</i>	<i>Annual Review/Updates</i>
	<i>1.3.2 Update the Sewer Master Plan</i>	<i>16/17</i>
	<i>1.3.3 Update Current Capital Reinvestment Plan</i>	<i>16/17</i>
	<i>1.3.4 Perform Capacity Studies for New Development</i>	<i>As needed</i>
1.4 Fire Assets	<i>1.4.1 Update Capital Improvement Plan</i>	<i>Every 3yrs</i>
	<i>1.4.2 Develop Standardized Bid Specification</i>	<i>Q4 15/16</i>
1.5 Road Maintenance	<i>Develop a Road Maintenance Plan</i>	<i>COMPLETE</i>
1.6 Snow Removal	<i>Develop a Snow Removal Maintenance and Replacement Plan</i>	<i>COMPLETE</i>
1.7 Trails	<i>1.7.1 Develop a TMT Maintenance and Improvement Plan</i>	<i>Q4 15/16</i>
	<i>1.7.2 Martis Valley Trail Construction</i>	<i>11/14 annually</i>
	<i>1.7.3 Develop CIP for MVT</i>	<i>Q1 16/17</i>
1.8 Solid Waste	<i>Develop a Solid Waste Maintenance Plan</i>	<i>Q1 16/17</i>



2.0 SERVICES		
2.1 General	<i>Provide adequate resources to reach targets</i>	<i>Ongoing</i>
2.2 Water	<i>2.2.1 Define target service level in Water System Maintenance Plan</i>	<i>16/17</i>
	<i>2.2.2 Develop a Water Conservation Program</i>	<i>COMPLETE</i>
	<i>2.2.3 Research and Implement Village Water Fill Station</i>	<i>16/17</i>
2.3 Sewer	<i>Define target service level in SSMP</i>	<i>COMPLETE</i>
2.4 Fire	<i>2.4.1 Complete analysis for ambulance service</i>	<i>COMPLETE</i>
	<i>2.4.3 Research creating in-house fuel reduction crew</i>	<i>COMPLETE</i>
	<i>2.4.4 Maintain Fire Service Levels</i>	<i>Q2 16/17</i>
2.5 Road Maintenance	<i>Define target service level in Road Maintenance Plan</i>	<i>COMPLETE</i>
2.6 Snow Removal	<i>Define target service level in Snow Removal Maintenance and Replacement Plan</i>	<i>COMPLETE</i>
2.7 Trails	<i>Define target service level in Maintenance and Improvement Plan</i>	<i>Q4 15/16</i>
2.8 Solid Waste	<i>Define target service level in Solid Waste Maintenance Plan</i>	<i>Q1 16/17</i>



3.0 STRATEGIC PARTNERS		
3.1 General		<i>Ongoing</i>
3.2 Water		<i>Ongoing</i>
3.3 Sewer		<i>Ongoing</i>
3.4 Fire		<i>Ongoing</i>
	<i>3.4.1 Develop local fire relationships</i>	<i>Ongoing</i>
	<i>3.4.2 Develop regional fire relationships</i>	<i>Ongoing</i>
	<i>3.4.3 Maintain regular communications</i>	<i>Ongoing</i>
3.5 Road Maintenance		<i>Ongoing</i>
3.6 Snow Removal		<i>Ongoing</i>
3.7 Trails		<i>Ongoing</i>
3.8 Solid Waste		<i>Ongoing</i>
4.0 PERSONNEL/ ORGANIZATION		
4.1 Succession Plan		<i>COMPLETE</i>
4.2 Employee Retention		<i>Ongoing</i>
4.3 Training and Development		<i>Ongoing</i>
4.4 Employee Communications		<i>Ongoing</i>
4.5 Employee Safety Program		<i>Q2 16/17</i>
4.6 Evaluation and Performance Management Program		<i>Ongoing</i>
4.7 Health and Wellness Program		<i>Q2 16/17</i>



5.0 ADMINISTRATIVE MANAGEMENT		
<i>5.1 District Policies and Procedures</i>		<i>Q4 15/16</i>
<i>5.2 Board Policies and Procedures</i>		<i>COMPLETE</i>
<i>5.3 Board Development</i>		<i>Ongoing</i>
<i>5.4 Records Retention</i>		<i>Q4 15/16</i>
<i>5.5 Customer Service</i>		<i>Ongoing</i>
<i>5.6 Enhanced District Outreach</i>		<i>Ongoing</i>
<i>5.7 Emergency Preparedness and Response</i>	<i>5.7.1 FD Community Guide</i>	<i>COMPLETE</i>
	<i>5.7.2 Sewer Emergency Response Plan</i>	<i>COMPLETE</i>
	<i>5.7.3 Water Emergency Response Plan</i>	<i>16/17</i>
<i>5.8 Security Assessment</i>	<i>5.7.4 Security Assessment and Program Development</i>	
6.0 FINANCES		
<i>6.1 Implementation of Operating Reserve Policy</i>		<i>COMPLETE</i>
<i>6.2 Financial Plan for Each Operating Division</i>		<i>Ongoing</i>
<i>6.3 Five-Year Capital Budget</i>		<i>Annually</i>
<i>6.4 Budget Development and Communication</i>		<i>Ongoing</i>
<i>6.5 Development of Financial Management System</i>		<i>Ongoing</i>
<i>6.6 Annual Financial Audit</i>		<i>Annually</i>



NORTHSTAR FIRE DEPARTMENT



STRATEGIC PLAN 2024 - 2029

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Introduction

Northstar Fire Department (NFD) strives to do our best as an organization in various disciplines. To seek excellence, we cannot rest on our laurels. We must be proactive rather than reactive. As such, strategic planning will allow NFD to be aggressive in evaluating our future and developing strategies that will take this department to greater heights.

The Northstar Fire Department (NFD) has never sought its own strategic plan. As such, the 2024-2029 Strategic Plan will be a first for the Northstar Fire Department.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Vision and Culture) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future. This strategic plan focuses on developing a stronger, and more unified and capable organization. This document should be viewed as a dynamic document that requires the entire organization to embrace it to achieve success. As new ideas come about or conditions that impact the organization change, this document will be updated.

Process

In November 2022, the Fire Chief performed an internal survey – specifically, a SWOT Analysis – in which all employees were asked what they thought were NFD's strengths, weaknesses, opportunities, and weaknesses. At that same time, the Fire Chief also created a "SWOT committee" (comprised of four full-time firefighters of different ranks) to help review the feedback gained from their fellow colleagues. Lastly, a public survey was offered to the constituents and stakeholders within the community in early April 2023. Such feedback gained from this public survey was also reviewed by the same SWOT committee.

The same members on the SWOT committee transitioned to then help serve on the "planning team". The planning team used the feedback gained from the SWOT analysis and public survey to help focus the team's efforts.

Firstly, this planning team worked closely with the Fire Chief reaffirming the Department's clearly stated **mission** describing the organization's general purpose. Building on the mission, the planning team confirmed its **vision** for the Department/District, thus establishing targets of excellence for the future. Recognizing that its collective personality and the values of its members enhance the organization, the planning team also reaffirmed the Department's **culture**.

Secondly, this planning team took the input received (suggested priorities, expectations, concerns, and other comments) and helped to develop the strategic initiatives, goals, and objectives for the Department.

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Organizational Background

The Northstar Fire Department has been serving the Northstar Community since 1972. Our boundaries cover approximately 4.8 miles with a sphere of influence of approximately 18 square miles. The Northstar Fire Department operates as an independent Special District under the Northstar Community Services District. The Community Services District is managed by a General Manager. A five-person elected Board of Directors governs the District. The fire department is managed by the Fire Chief.

The community of Northstar is home to one of Lake Tahoe's premier ski resorts. During peak seasons, the population at Northstar can grow to more than 15,000 people. As an all-risk fire department, we seek to accomplish our mission by providing fire prevention and suppression, rescue, and emergency medical services. In addition to these services, the Northstar Fire Department provides public education such as First Aid/CPR classes and fire extinguisher training.

The district is protected by two stations. Station 31 is located at 910 Northstar Drive and Station 32 is located at 9100 Highlands View Road. The firefighters at Station 31 staff three types of fire apparatus. Engine 31 responds to structure fires, rescues, vehicle accidents, and medical aids. The engine has a full complement of firefighting equipment, rescue equipment, vehicle extrication equipment, and advanced life support equipment. The advanced life support equipment includes a heart monitor that can defibrillate, medications, IV access supplies, and intubation equipment. Truck 31 responds primarily to structure fires and rescue emergencies. The truck is equipped for firefighting and rescue providing such tools as a complement of ladders and a one-hundred-foot aerial ladder. Brush 31 is designed to respond to vegetation fires. Brush 31 is smaller than the other apparatus and, thus, allows it to be more mobile off road. Brush 31 offers four-wheel drive and carries a full complement of wildland firefighting equipment.

Station 32 personnel respond with several pieces of equipment as well. Engine 32 and Brush 32 are set up much the same as the Station 31 respective apparatus. Rescue 32 is designed mainly to respond to medical aids that are not accessible by paved roads. It is also equipped with advanced life support equipment. Most of the incidents that Rescue 32 responds to are biking and hiking accidents in and around the Northstar area. Station 32 also houses two snowmobiles for our "over the snow" responses.

The Northstar Fire Department is staffed with well trained, dedicated, caring personnel 24 hours a day, 365 days a year. All personnel are professional firefighters with extensive medical training. Each shift consists of two captains, two engineers, and one firefighter divided between Station 31 and Station 32. In addition to the shift personnel, the department is staffed with a full-time Fire Prevention Officer, Forester, Forestry Assistant, and a full-time Fire Chief that work weekdays from 8:00am to 5:00pm. All fire personnel except for the Forester, Forestry Assistant and Fire Prevention Officer are paramedics.

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Mission, Vision and Culture/Values

The development and reaffirmation of mission, vision, culture/values, and key organizational concerns helps to clarify the important work to be done moving forward.

Mission Statement

An organization's mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

Northstar Fire Department's Mission Statement:

To Protect and Enhance the Quality of Life for our Community's Members and Visitors through Community Risk Reduction, Aggressive Response, Strong Mutual Aid Agreements, and Personalized Service for Any Type of Incident.

Vision Statement

All successful organizations need to define where they expect to be in the future. Vision statements can provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. Conversely, it can be simple, easy to read and capture essentially what is most important to the organization.

Northstar Fire Department's Vision Statement:

We Strive To Do Our Best

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Northstar Fire Department Culture

Establishing a culture that exudes values embraced by all the organization's members is extremely important. Cultural statements provide the organization's expectations of how its individual members will interact with each other and with the community. It also defines the expectations of how the organization will interact with its members. As it applies to NFD, all employees "strive to do their best" (our department's vision) in living and upholding our culture.

Northstar Fire Department's Cultural Statements:

We are Here to Serve Our Community

To help and aid those in need is inherent in each one of us. We love helping others. It is the primary reason and focus for why we do what we do. Although we may not live in the District, we are unabashedly loyal and dedicated to the community out of a sense of gratitude to the homeowners and, more significantly, the leaders of this District who take such good care of us. We like the types of calls this District offers. They are unique and different in scale from other cities/areas. We find great satisfaction and joy providing all-risk services that can be lifesaving, while also frequently helping to solve the most routine problems.

We are a Family

We like how the department runs things. It is not operated solely like a business but predicated more on those virtuous ideals found in families. Since we know that we spend so much time with one another - living, eating, sleeping and working together - all of us sincerely work towards maintaining a family-type atmosphere. We are one's family away from family. This is the next best place we feel like we can be ourselves - accepted just the way we are. We are in it together unconditionally. We will show up to help and defend one another. We have moments of tension and irritation, yet more times of calmness and pleasantness. We are concerned for each other's welfare - offering support and encouragement to one another when one of our members is hurting or feels like everything else is going against them. We encourage, cooperate and care for one another. We tease and share laughter with one another. We show mutual respect. We like that we are influenced by what each member brings – beliefs, feelings, limits, traditions and culture.

We are Dynamic and Inclusive

Not all of us are Type A personalities. The department is made up of people with various interests, skills and distinctive character. We are valued for who we are and what we bring. We allow for people to pursue and participate in all necessary trades of the fire department – not being relegated to only one company or discipline. We encourage employees to have attitudes full of energy and to share new ideas knowing that such involvement

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increases engagement and productivity overall. Even though we are paramilitary in nature with rank or file, all of us strive to be approachable and attentive allowing for voices to be heard when done respectfully.

We Exude Professionalism

We place a great importance on training so that we may be the most efficient and effective during emergencies. The fire department strives to help keep its employees informed knowing that those who have the proper knowledge and understanding can then safely, confidently and effectively perform their jobs. We place a great importance on finding individuals who can empathize and care for those in need and hurting - placing others before themselves. We value men and women who are honest and full of integrity. We value firefighters that demonstrate correct skills and knowledge while showcasing proper demeanor and appearance – all of which are signs of excellence.

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Purpose of Strategic Plan

The Northstar Fire Department Strategic Plan is a tool designed to be a working document prepared and included with specific tools for both short- and long-term strategic planning. To be effective in any planning process, it is imperative that the plan be embraced by the organization, communicated as to its uses in a proper manner that engages the organization in a way that allows for work flows to be outlined, carried through and evaluated regularly to measure progress.

The Northstar Strategic Plan is centered on the department's mission and vision statements as well as our culture/values. The goals and objectives are specifically linked to projects. Linking the department's mission/vision statements, values, goals and objectives to projects is critical in order for all members of the department to have a greater understanding of why the Strategic Plan exists and how they can have an impact on the plan as the department moves forward into the future.

The Strategic Plan is designed to offer guidance for the 3-5 year time horizon. Each year, objectives are developed/sought in conjunction with the creation of the next year's budget that fit under each Strategic Goal. These goals and objectives assist in determining funding priorities as part of the budget development. The document is also frequently reviewed by department staff to ensure that the mission, vision and community expectations have not dramatically changed. Each initiative included in the Strategic Plan is carefully evaluated and reviewed frequently to ensure it is aligned with the organization's Strategic Objectives and the appropriate numbers of resources, both physical and financial, are dedicated to the project.

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Goals & Strategic Initiatives

In the following pages, there are 5 main goals NFD seeks to address. These goals are not unique – but typical. These goals are what most progressive fire departments hope to achieve in some form or manner.

Assigned to each of these goals are strategic initiatives. These strategic initiatives describe *general* priorities to be sought by NFD to help accomplish its goals in the coming years.

Strategic Initiatives:

- Improve Internal training programs.
- Provide for succession planning.
- Review staff workload and skillsets to determine if additional staff is needed and/or workload should be reassigned.
- Enhance community outreach and public information.
- Develop programs to ensure the Department's community image remains positive (branding).
- To make interpersonal aspects of managing personnel critical to the success of the personnel and fire department.
- Improve internal communications to ensure full and accurate information is available to all employees.
- Enhance employee health and wellness programs.
- Develop culture of accountability, ownership, and empowerment, where weaknesses drive development.
- Reduce the fire hazards to our community as prioritized by our District's CWPP.
- Enhance the public safety education and programs offered to the community.
- Explore additional revenue opportunities and maintain existing fiscal sustainability.
- Sustain and/or improve the resources (personnel, equipment, apparatus and facilities) required to accomplish the fire department's mission.

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Objectives

To accomplish NFD's designated broader, longer-term goals and strategic initiatives, **objectives** must be chosen to pursue in the shorter term – defining measurable actions to achieve within certain proposed timeframes. Realistic objectives must be established to enhance strengths, address identified weaknesses and provide individual members with clear direction.

The planning team was instrumental in addressing this critical phase of the planning process. The fire chief set timelines for the completion of the objectives. As needed, the fire chief will establish work groups to focus on accomplishing particular objectives. These work groups will meet periodically to review progress, adjust timelines as needs change and report back to the fire chief with status reports.

As objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target (or, objective) will be recognized and celebrated by NFD to provide a sense of organizational accomplishment.

In the following pages, the objectives should now become the focus of the efforts of NFD. By following these objectives carefully, NFD can better meet its goals and strategic initiatives while reducing likely obstacles and distractions along the way.

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Goal #1: Develop a highly trained and proficient workforce.

Strategic Initiatives

- Improve Internal training programs.
- Provide for succession planning.
- Review staff workload and skillsets to determine if additional staff is needed and/or workload should be reassigned.

Objective #1A	Institute trainings that clearly capture standards, procedures or policies to follow (ISO, CFAI, NFPA and NFD Lexipol compliant)
Timeline	Ongoing
Critical Tasks	• Create new training standards for all ranks and disciplines in anticipation of future trainings. (i.e. Tulare Drill) • Take inventory of current NFD training standards and determine if any of them need to be modified or updated. • Schedule the required trainings so that the firefighters have the necessary time to practice so that they participate in such drills with confidence.
Key Intended Outcomes	• To provide an understanding for why and how we are being asked to train. • Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

Objective #1B	Review existing and create new Operational SOPs or Policies
Timeline	Complete by December 2024
Critical Tasks	• Review other departments' Operational SOPs. • Firefighters should be given an opportunity to participate in the development of Operational SOPs through the committee process. • Firefighters to train on Operational SOPs.
Key Intended Outcomes	• Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Administration

Objective #1C	Offer Trainings where there is department-wide deficiency
Timeline	Complete by January 2024
Critical Tasks	• SIM U SHARE Command Software

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	- Choose Captains to oversee the development and institution of command trainings for both Captain and Engineer ranks. - Look for outside instructors to teach.
Key Intended Outcomes	Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

Objective #1D	Appoint proper individuals and/or ranks to oversee Training Program
Timeline	January 2024
Critical Tasks	Determine who to appoint to oversee Fire and EMS trainings based upon character, personality and rank.
Key Intended Outcomes	Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

Objective #1E	Explore regional training opportunities to enhance efficiency and interoperability.
Timeline	
Critical Tasks	By way of the local Training Officer's Association: - Identify regional training opportunities and partners. - Coordinate training schedules with interested partners. - Initiate partnerships for training and assign a schedule for training development and delivery.
Key Intended Outcomes	Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

Objective #1F	Training Facility
Timeline	2028
Critical Tasks	- Secure funding for the purchase of land and building of the structure. - Locate the land and purchase. - Construct the new training facility. - Occupy the new training facility.
Key Intended Outcomes	Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

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Objective #1G	Annually review and revise training programs based on requirements and future needs
Timeline	January 2024
Critical Tasks	• Establish a quarterly committee to review training programs. • Conduct an annual review of all training programs. • Identify and examine future training needs. • Report all information to administration for review and recommendation. • Make necessary revisions as needed.
Key Intended Outcomes	• Ensure efficiency, predictability, consistency, and safety for all firefighters operating on the fireground.
Division	Training

Objective #1I	Add part-time/seasonal firefighter staffing
Timeline	Ongoing
Critical Tasks	• Work with NCSD Admin to create a sustainability “curve” for NFD. • Determine with the help of NCSD Accounting, the cost savings afforded between CALPERS classic and pepa members. • Look into possible grants that will allow for a seasonal firefighter program to be funded and re-instated. • As development continues and tax revenue increases, seek to budget accordingly so that staffing levels can be increased. • As financial obligations (i.e. debts) are met, seek to reallocate monies towards increasing staffing.
Key Intended Outcomes	• To provide our district with the personnel/resources necessary to deal with emergencies most efficiently and effectively.
Division	ALL

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Goal #2: Maintain close and effective communications with the public.

Strategic Initiatives

- Enhance community outreach and public information.
- Develop programs to ensure the Department's community image remains positive (branding).

Objective #2A	To be more deliberate and intentional in using social media.
Timeline	Ongoing
Critical Tasks	• Review and edit NFD's Social Media policy where needed. • Establish a committee (Fire, EMS, Fire Prevention, Training, Fuels Management) that is responsible for establishing, publishing and overseeing the use of social media. • Take inventory of current social media platforms currently being used and determine if they can be used more effectively. • Create a schedule reflecting what and when information should be communicated in a year.
Key Intended Outcomes	• To keep the community informed about what NFD is up to ... today ... right now ... and what it is doing for them personally.
Division	ALL

Objective #2B	To offer a website that is interactive and easy to navigate
Timeline	Ongoing
Critical Tasks	• Research software/platforms to replace existing. • Use ESRI to create interactive webpages for both Fire Prevention and Fuels Management. • Expand the use of Story Maps across other departments
Key Intended Outcomes	• To keep the community informed about what NFD is up to ... today ... right now ... and what it is doing for them personally.
Division	Fire Prevention & Fuels Management

Objective #2C	Develop and implement customer service survey program
Timeline	Ongoing
Critical Tasks	• Develop survey for post service satisfaction results. • Develop or update resident expectation survey for fire

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	department service.
Key Intended Outcomes	• To allow the public to provide continual feedback and for the fire department to address certain feedback in timely manner.
Division	Fire Prevention

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Goal #3 Maintain an effective organization responsive to the needs of its members and the community it serves.

Strategic Initiatives

- To make interpersonal aspects of managing personnel critical to the success of the personnel and fire department.
- Improve internal communications to ensure full and accurate information is available to all employees.
- Enhance employee health and wellness programs.
- Develop culture of accountability, ownership, and empowerment, where weaknesses drive development.

Objective #3A	Develop a fair and consistent disciplinary process for holding members accountable
Timeline	Ongoing
Critical Tasks	• Review and edit existing policies, MOU's and personnel guide. • Assign person or committee to review and edit the policies. • Document and follow-up. • Differentiate between poor behavior and poor performance. • Ensure consequences are reflected in policies, procedures, and rules. • Educate all personnel re. policies, procedures, and rules
Key Intended Outcomes	• Strengthen internal controls to achieve more accountability. • Provide a disciplinary process that meets FBOR.
Division	Administration, ALL

Objective #3B	To Review/Edit Hiring/Promotional Policies and Job Descriptions
Timeline	Complete by January 2024
Critical Tasks	• Review/edit current promotional policies. • Review/edit Job Descriptions for all ranks.
Key Intended Outcomes	• To create well-written, accurate and legally defensible documents to assist in the promotional processes.
Division	Administration

Objective #3C	To Review/Edit Interview and Testing Process
Timeline	Complete by May 2024
Critical Tasks	• Form a committee to determine the best use of objective and subjective criteria for the promotional testing processes.

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Key Intended Outcomes	To provide a testing/examination/interview process that is fair and equitable while justifying promotions.
Division	Administration, ALL

Objective #3D	Develop a Succession Plan for the Fire Chief's position
Timeline	Complete by January 2025
Critical Tasks	- Evaluate Succession planning needs - Evaluate promotional process for best practices
Key Intended Outcomes	To allow the preferred amount of time for internal candidates to prepare and apply for the position.
Division	Administration

Objective #3E	Create performance reviews for all ranks that is comprehensive in evaluation
Timeline	Complete by September 2023
Critical Tasks	- Review current performance reviews and look for adequacy (reducing possible redundancy) of questions capturing both performance and behavior. - Submit to all staff to review and offer suggestions. - Train Captains on how the evaluations must be performed. - Use the performance reviews prior to shift changes in November 2023.
Key Intended Outcomes	- All ranks believe that the performance reviews provide a fair opportunity to be graded on both performance and behavior. - All ranks believe their performance reviews clearly articulate what goals should be sought to grow in knowledge/understanding. - All ranks understand the significance of performance reviews and how they can negatively or positively affect their aspirations within the Department.
Division	Administration, ALL

Objective #3F	Reinforce the importance of the updated NFD Mission, Vision, and Values within the organization.
Timeline	Ongoing
Critical Tasks	Publish and display the mission, vision, and values in all work locations. Training on the meaning and importance of the mission, vision, and values in the new-recruit academy, new

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	employee orientation, and periodically during ongoing training. • Provide opportunities for staff to communicate to Administration re. department issues that may or may not align with Department's mission, vision and values. • Develop criteria within the employee performance review to evaluate adherence to the mission, vision, and values. • Align District Mission, Vision and Values to decision making.
Key Intended Outcomes	• Maintain quality of service. • Enhance working relationships within the Department.
Division	ALL

Objective #3G	Continue to provide support for a Health and Wellness program that will improve the health, wellness, and safety of employees.
Timeline	Ongoing
Critical Tasks	• Designate a District Health, Wellness and Safety Officer and committee. • Create a comprehensive program including associated policies and regulations. • Maintain funding to provide for the needs identified for the District. • Integrate health and wellness program activities into the District's training program and schedule. • Continue to Support TM and Northern Nevada Peer Support Program. • Continue to support and develop a chaplaincy program. • Analyze the success of the health and wellness program through data analysis of pre and post program injuries and illnesses.
Key Intended Outcomes	• For members to confidently believe and trust that such programs are for the sake of each member's welfare and the department's success operationally.
Division	Administration, ALL

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Goal #4: – Develop a safe community through proactive fire prevention, public safety education, and hazard mitigation.

Strategic Initiatives

- Reduce the fire hazards to our community as prioritized by our District's CWPP.
- Enhance the public safety education and programs offered to the community.

Objective #4A	Develop a fire prevention & safety program for the school(s) within our District.
Timeline	Complete by August 2025
Critical Tasks	• Create a program for fire prevention and education for delivery to the schools in the District. • Meet with school officials to stress the importance of fire safety and a proposed program for education. • Explore and implement opportunities to deliver fire safety messages. • Implement a program to educate students on fire safety and the consequences of youth set fires annually.
Key Intended Outcomes	• To provide the community with programs that educates and reduces community risks.
Division	Fire Prevention

Objective #4B	Expand community risk reduction program offerings such as CPR, First Aid, Fire Extinguisher, AED, Child Safety/Car Seats, etc...
Timeline	Ongoing
Critical Tasks	• Develop and adopt a training curriculum. • Prepare cost analysis and identify methods for cost recovery. • Develop methods to determine the need and effectiveness of District's community trainings. • Create a list of certified instructors. • Determine the source of funding. • Develop advertising.
Key Intended Outcomes	• To provide the community with programs that educates and reduces community risks.
Division	Fire Prevention

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Objective #4C	Conduct a District-wide assessment of Fuels Management needs
Timeline	July 2024
Critical Tasks	• Follow time frames as identified in current CWPP • Research and prioritize fuels management areas for future funding applications and project implementation. (i.e. Hwy 267, West Slope, etc...) • Secure and account for revenue gained from Biomass Facility.
Key Intended Outcomes	• To reduce the fire hazards surrounding Northstar not funded by Measure U. • To strategically plan for and accomplish within given timeframes the reduction of fire hazards surrounding Northstar.
Division	Fuels Management

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Goal #5: Effectively manage the organization's financial and capital resources to ensure its long-term financial stability.

Strategic Initiatives

- Explore additional revenue opportunities and maintain existing fiscal sustainability.
- Sustain and/or improve the resources (personnel, equipment, apparatus and facilities) required to accomplish the fire department's mission.

Objective #5A	Replace all SCBAs and supporting equipment.
Timeline	Complete by December 2024
Critical Tasks	• Seek to purchase items by way of a grant pursued by the local Eastern Placer County Fire Chiefs JPA. • Hire consultant (and share in costs) to prepare grant application submittal. • Budget for grant match requirements. • Make purchase.
Key Intended Outcomes	• Ensure that NFD personnel have the proper PPE that meets NFPA standards.
Division	Administration

Objective #5B	Identify and acquire funding sources not currently being used by the District.
Timeline	Start by July 2025
Critical Tasks	• Research/brainstorm funding opportunities outside those already being utilized (fire department fundraisers, association donations, etc..) • Evaluate merit of alternate funding sources. • Establish contracts/funding sources if benefit is worth the cost.
Key Intended Outcomes	• Ensure that such a purchase is made expediently since SCBAs are beyond expiration date.
Division	Administration

Objective #5C	Replacement plan for fleet command/utility vehicles & apparatus
Timeline	Complete by March 2025, March 2027, June 2029
Critical Tasks	• Determine service life (call volume/miles/hours/urban environment/etc.). • Budget allocation for fleet.

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	• Specification modification if required. • Auction old apparatus. • Bid process for acquisition of new apparatus. • Purchase new apparatus. • Delivery.
Key Intended Outcomes	• Ensure department has a reliable fleet replaced per a Capital Replacement schedule.
Division	Administration

Objective #5D	Develop a comprehensive facilities improvement plan for stations/facilities.
Timeline	Complete by May 2025
Critical Tasks	• Perform a condition assessment and risk analysis of District's facilities. • Create capital maintenance/improvement plan for each station. (Prioritize the plan based on need and funding sources. Determine what maintenance will be provided internally versus outsourcing.) • Develop station manuals that capture procedures/guidelines re. various systems, equipment, etc..
Key Intended Outcomes	• Ensure station(s) upkeep follows a schedule that will allow all staff work/live within fully functional/safe buildings.
Division	Administration

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Appendix A – 2014 Strategic Plan’s Completed Objectives

The following “strategic elements” were completed since the implementation of the 2014 Strategic Plan.

Objective/Strategy: Update Capital Improvement Plan (CIP)

Resolve: NFD updated their portion of the District’s Capital Replacement Plan (formerly, CIP) in 2011 and 2018.

Objective/Strategy: Develop standardized bid specification.

Resolve: NFD updated its General Bid Specifications in 2014.

Objective/Strategy: Complete analysis on providing ambulance service to the community.

Resolve: NFD performed two studies (2010 and 2020). Both studies revealed that it was not financially viable to own and operate ambulances.

Objective/Strategy: Develop a Forestry Management Plan.

Resolve: NFD researched updating the 1999 Wildland Fire Management Plan. However, it was discovered that such a plan was not necessary for the purposes of acquiring future grants. As such, NFD pursued CWPP.

Objective/Strategy: Research District fuels reduction crew

Resolve: NFD researched the possibility of having a fuels reduction crew and found that it was not financially feasible. However, it was determined that future needs and financial means could make such a proposition viable.

Objective/Strategy: Maintain Fire Department Service Levels

Resolve: NFD has attempted to keep the proper staffing levels while meeting fiscal obligations.

Objective/Strategy: Develop Local and Regional Relationships

Resolve: NFD participates in the local Fire Chief’s JPA and regionally as a member of LTRFCA.

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Objective/Strategy: Maintain Regular Communications

Resolve: The Fire Chief routinely schedules at least 1 annual All-Staff meeting. Additionally, the Fire Chief schedules 4 quarterly Captains Only meetings.

Objective/Strategy: Update Fire Department's Community Emergency Guide

Resolve: The Emergency Guide was update in 2020. However, since 2020, the emergency guide was made digital and posted on the fire department's website as separate sections for the public to review.

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Appendix B – Strengths, Weaknesses, Opportunities, and Threats

The following pages capture the Strengths, Weaknesses, Opportunities, and Threats assessment – specifically, the responses provided by NFD personnel.

STRENGTHS

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Below are the strengths of NFD identified and prioritized.

- ✓ Ability to frequently train
- ✓ Additional benefits (insurance, retirement, etc.. offered by the District)
- ✓ Fully funded retirement for employees
- ✓ Ability to go "above and beyond" and offer/provide personalized care
- ✓ Professionalism of personnel, quality of level of care and customer service
- ✓ Good response times
- ✓ Community's support for the fire department
- ✓ Fun place to work
- ✓ Employee retention
- ✓ Employee retention
- ✓ Fire Department possesses its own fire prevention and fuels management depts/personnel - thus, not having to hire consultants or "farm out".
- ✓ Facilities are conducive to living and operating effectively
- ✓ Support from Board and District management
- ✓ Opportunities to serve on out-of-county assignments
- ✓ Fire Department has adopted and enforces progressive/forward-thinking fire codes/ordinances
- ✓ Honest personnel
- ✓ Most acreage within the community has had at least 1 fuels treatment both past or present
- ✓ Employees who have the knowledge to be able to seek and perform in-house grant writing
- ✓ Working relationships with neighboring fire departments are strong
- ✓ Working relationships with community's stakeholders, owners, businesses, etc.. are strong
- ✓ Personnel take pride in their work
- ✓ Helpful and attentive District Admin (Human Resources, Accounting, IT etc...)
- ✓ Fire Department has a good reputation within the fire service - locally and abroad
- ✓ Measure U offers stream of money separate from fire suppression budget
- ✓ Quality equipment, vehicles, gear, tools, etc..
- ✓ Appropriate staffing levels
- ✓ Diversification of skills, strengths and disciplines of the personnel
- ✓ Consistently good morale
- ✓ Entire community inspected for defensible space and brought under 1st time compliance

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- ✓ Department helps personnel financially with training, schooling, etc...
- ✓ Department/personnel who are adaptable
- ✓ Trust & camaraderie amongst the employees
- ✓ District finances in good standing and managed well
- ✓ Proactive employees
- ✓ Level of education (degrees, certs, etc..) of the personnel
- ✓ Employee development
- ✓ Effective delegation of tasks and duties
- ✓ Progressive in ideas and technology
- ✓ Consistency among the shifts and what is required or demanded
- ✓ Smaller size of department and thus easier to deal with change
- ✓ Public education

WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all.

- ✓ Inability to service our vehicles in-house (In-house mechanic) or by a contractor in a timely, effective manner
- ✓ Cost prohibitive for employees to live in the District they serve or even be able to live nearby
- ✓ Employees complaining about petty things
- ✓ The importance of training or desire to train is different among the Captains
- ✓ Unable to retain or promote Seasonals
- ✓ Routine tasks and duties taught differently. For example, everyone at some point should be shown "this is how you perform a monthly on a particular apparatus" and it should be done this way no matter what shift you are on or Captain you serve under
- ✓ Website needs improvement
- ✓ Lack of calls
- ✓ Lack of in-house classes
- ✓ Lack of pride and ownership re. station, apparatus, tools, gear, etc....
- ✓ Inconsistency of staffing levels
- ✓ Lack of digital inspection forms
- ✓ Lack of in-house company officer/command level trainings
- ✓ Lack of training props
- ✓ Employee evaluation/reviews
- ✓ Employees not using proper chain of command from top down and bottom up.
- ✓ Promotional testing/process
- ✓ Lack of presence/posting(s) on social media
- ✓ Lack of communication amongst peers. Issues can fester.
- ✓ Handling of discipline

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- ✓ Lack of fire station upkeep
- ✓ Misguided priorities regarding new hires (too much focus on getting new hires signed-off to drive versus firefighter skills).
- ✓ Employees failing to perform dailies, weeklies, monthlies that are required
- ✓ Limited call backs or employees not easily made aware of call backs
- ✓ Lack of direction or goals given once an employee comes off probation
- ✓ Not enough money budgeted for employees to seek training/classes
- ✓ Lack of accountability - making sure that certain task, duties, etc... get done in a timely and effective manner.
- ✓ No internal fire investigator
- ✓ Not changing-up who's in charge of certain collateral duties in order to bring a "fresh set of eyes"
- ✓ Board members not informed of who we are and what we do.
- ✓ Weak relationships with NCSO admin employees
- ✓ Lack of everyone within the department knowing and understanding their roles, the roles of admin and roles of the stakeholders should there be a major wildland fire and evacuation within our District
- ✓ Lack of fitness program or accountability of personnel to continually be seeking ways to stay fit WHILE ON DUTY
- ✓ Do not have the needed gear for employees to serve as line medics
- ✓ Lack of training beyond what is required for ISO
- ✓ Older age of employees
- ✓ Fire Chief does not give certain employees the ability to operate and spend within an allotted budget for a fiscal year
- ✓ Too much reliance on other District departments to help with IT, accounting, etc...
- ✓ Inability to host meetings virtually effectively and efficiently
- ✓ Inability for employees to charge e-cars at either fire station
- ✓ Distrust of leadership at all levels - including Board and GM
- ✓ Lack of mentorship
- ✓ Lack of leader's intent with everyday activities

OPPORTUNITIES

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for NFD.

- ✓ Seeking grants to offset costs
- ✓ Peer Support program to help with mental health issues/crisis
- ✓ Host CSFM classes or general classes for our fire department employees and the surrounding area/firefighters
- ✓ Live fire trainings
- ✓ Provide "in-service" trainings and routine inspection" trainings so that everyone understands how to operate something and to do it in the same way regardless of the shift

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- ✓ More get-togethers to build camaraderie
- ✓ The use of property/land next to station 31 to train now that the school is gone and the biomass facility will be next door
- ✓ Employees who have a specialty or a known skill host a class to impart their knowledge for the entire department to attend together or by individual shifts
- ✓ Employees' ability to seek further red card qualifications
- ✓ As "classic" employees retire, the ability to hire "Pepra" employees brings a cost savings to the department
- ✓ Demographics of community allows for the fire department to possibly seek and receive financial donations
- ✓ HR to host and/or provide frequent "service announcements" re. our benefits, healthcare, etc...
- ✓ Revise current firefighter and EMS trainings for all ranks
- ✓ Sending employees to classes hosted routinely by NTFPD
- ✓ Greater opportunities for OT
- ✓ Allow for more civic opportunities to be hosted by the fire department (public health efforts, blood drives, senior care, etc...)
- ✓ Public education - to further educate our community through classes, social media, etc...
- ✓ Fitness program
- ✓ Use of advanced technology
- ✓ Perform STR inspections on behalf of the County
- ✓ Integration of more true forestry and wildlife enhancement
- ✓ Charging for all inspections
- ✓ Offer more public education (cpr, fire protection, evacuation, etc...)
- ✓ District providing property insurance

THREATS

There are conditions in the internal and external environment that are not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

- ✓ Inability to cover costs of future planned capital replacement purchases
- ✓ Unstable economy, inflation, rising costs, poor supply chains, decrease in home sales
- ✓ Increased threat of wildland fire
- ✓ Complacency due to lack of calls (lack of motivation) and older age of some firefighters ("stuck in their ways")
- ✓ Projected lack of development thus decrease in projected property tax revenue
- ✓ Rising cost of insurance premiums for fire departments
- ✓ Fewer applicant pool and less qualified
- ✓ Increased mental health issues
- ✓ Increased possibility of a large percentage of our fire department retiring within a short span
- ✓ More people who have moved into the community who are less knowledgeable or educated in fire safety in the WUI.

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- ✓ High costs of disposing green waste and lack of opportunities for merchantable timber
- ✓ Aging fire admin vehicles
- ✓ Not enough Measure U money to complete all fuels management/treatment goals within 10 years
- ✓ Lack of manpower or contractors to perform certain work within our community - slowing down Measure U/fuels management progress
- ✓ High percentage of deficiencies with commercial properties maintaining their fire protection systems
- ✓ Vail hiring medics to respond to EMS calls on the ski hill reducing the fire department's call volume
- ✓ Terrorist groups targeting our affluent community.

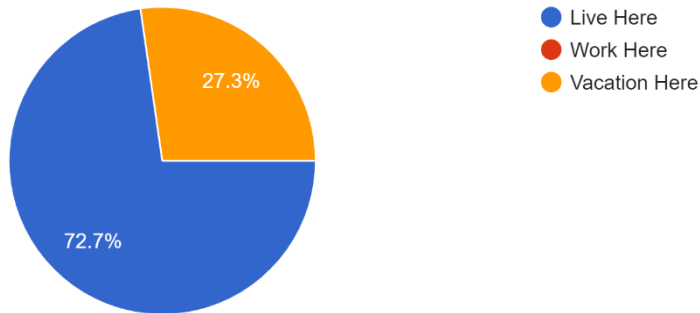
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Appendix C – Public Survey

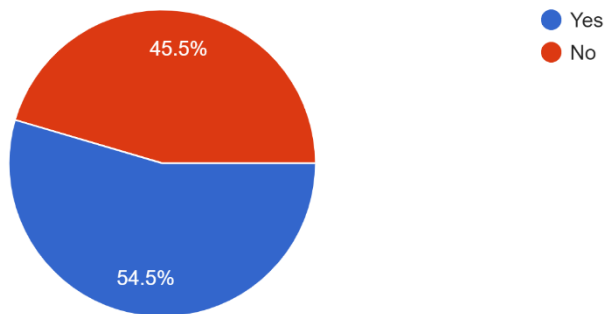
1. What connection do you have to Northstar?

11 responses



2. Have you ever interacted with a member of the Northstar Fire Department in a professional setting (emergency response, inspection, education session, etc.)?

11 responses

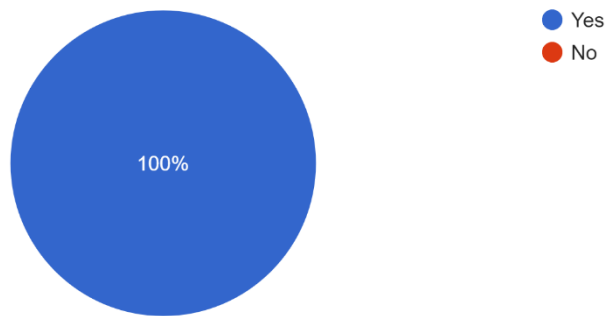


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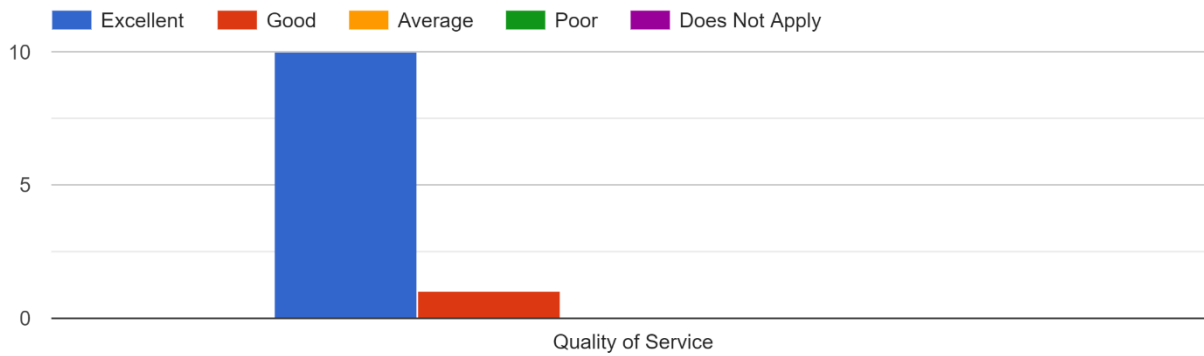
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3. If you answered "YES" to the previous question, did your interaction with Northstar Fire Department meet both your expectations and needs?

6 responses



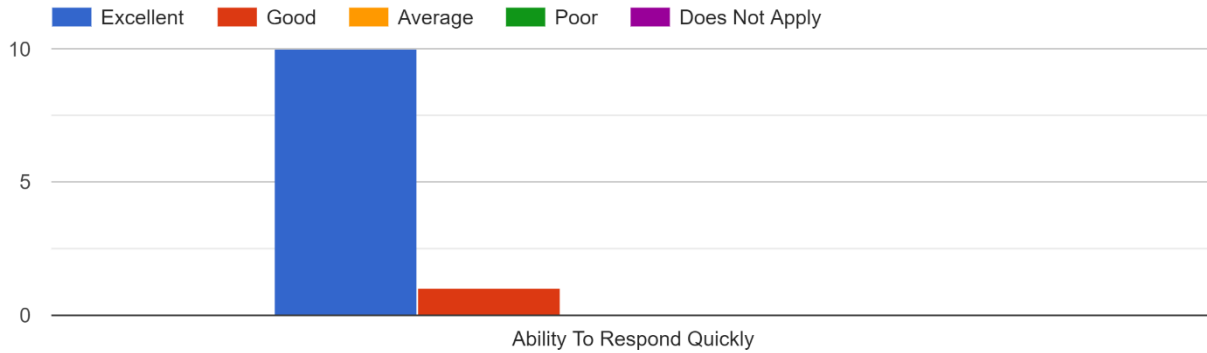
4. How would you rate the Northstar Fire Department in the following area?



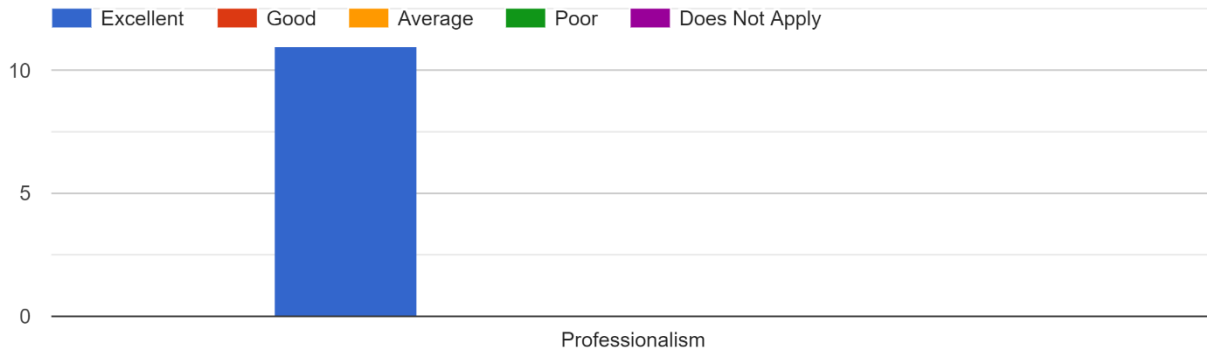
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5. How would you rate the Northstar Fire Department in the following area?



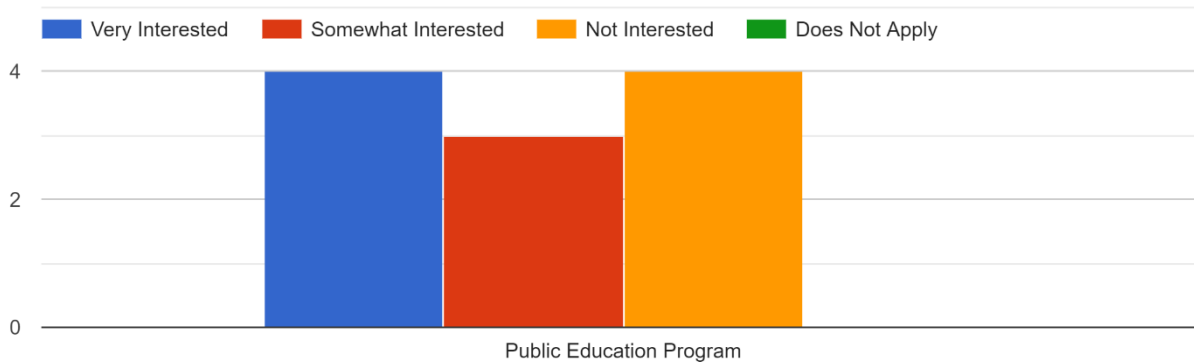
6. How would you rate the Northstar Fire Department in the following area?



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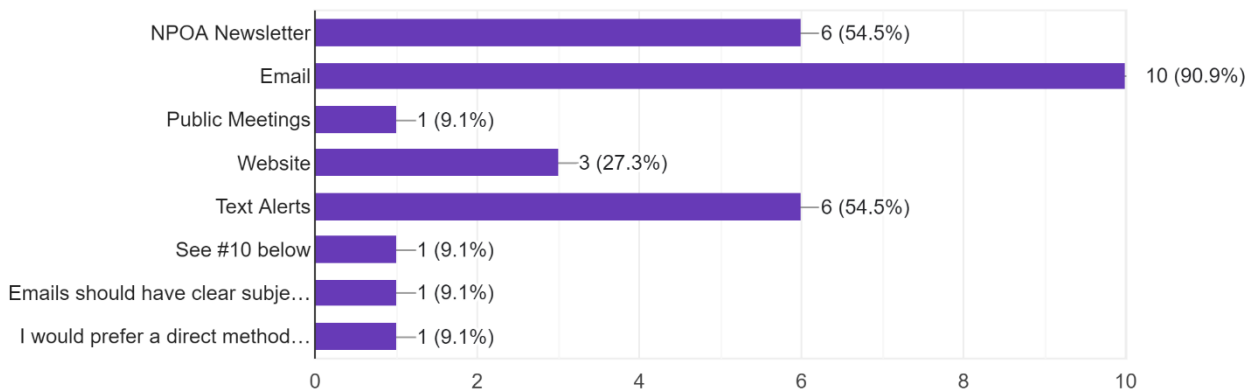
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7. Please rate your interest in the following program. (i.e. CPR, 1st aid, fire extinguisher training, etc.)



8. What is your most preferred method of communication from Northstar Fire Department? (select all that apply)

11 responses



9. List three values you feel are essential for Northstar Fire Department employees to adhere to. (i.e. compassion, honesty, selflessness)

11 responses

PROFESSIONALISM

Professionalism, desire to be helpful, responsiveness

Integrity Professional Transparency

Professionalism, responsiveness, partnership with homeowners (educate and enforce defensible space)

timeliness, ability, professionalism

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efficiency

Direct, clear, friendly

Compassion is a good one. Communication, Response time

Service, Safety, Compassionwhen I do this exercise with my company, I find it helps to provide a list of 25 or so values to pick from.

Friendliness. Professionalism. Honestly

I would hope the employees would have pride and enjoyment working for this unique community.

10. What are your expectations of the Northstar Fire Department? Are there expectations that are currently not being met? Should NFD be providing services that they are not providing now?

10 responses

I am a Ski Trails condo owner who rents our unit under the Placer County STR provisions. I was told that the Placer County Fire Department would conduct defensible space inspections in Northstar. This does not seem right since your department handles defensible space and I found that you "certified" our building last year and provided a report to Camco of which I got a copy. Since I am required to provide proof of defensible space under the county rules, would it be possible for me to receive your departments certification the next time it is done? I would also like clarification of any roll Placer County FD has in the defensible space matter. Thanking you in advance for your help and excellent service.

1. Ability to keep Northstar residents and homes safe from fire. 2. Assistance with making property defensible and homes fire-resistant. 3. EMT knowledge and experience. I believe the NFD meets my expectations.

Nothing comes to mind. We've had very positive interactions with the defensible space folks. I'm sure my kids would like NFD stickers or the chance to drive a fire truck.

Expectations - fight fire, paramedic, emergency response

I have always felt that the NStar Fire Department was doing a great job. I have been going there yearly since 1976!

I think current levels of service are very solid

Completion of defendable space requirements of snow easement area between property owner's property markers and the street currently not being done by property owners Def Space contractors. I expect them to come when called and from what I've seen, they do.

None I can think of

With many residents not being full time, I worry that there is no one neighbor present regularly to "adopt" a fire hydrant to keep in clear of snow in the winter time. Who is in charge of keeping the hydrants clear of snow? This winter they seemed to be buried.

We are new part-time residents of Northstar. The fire Defensible Space Inspection rules still aren't clear to me. I thought we needed to have our property inspected by the fire department annually, but the latest article in the NPOA magazine (page 24 of Spring 2023 issue) makes it sound like yearly inspection

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isn't necessary. I am more than happy to have our property inspected yearly, especially since we are not there full time and may not be aware of potentially hazardous vegetation issues.

11. Are there any other comments regarding the Northstar Fire Department and the level of service it provides to our community that you would like us to consider in the development of our five year strategic plan?

9 responses

no

Very challenging times for NFD, from recruiting to salaries to housing. NPOA should consider a proposal/ resolution to provide funds for on site housing, as well as incentives to minimize turnover. If each Association were to assess a homeowner fee exclusively for NFD, we may be able to address some of the above issues.

I appreciated NFD's willingness to walk my property with me and point out defensible space issues and even "trade trees." It was very helpful to get an education on the trees on my property. Is there a way to motivate more homeowners to do this? Second, perhaps when you do defensible space inspections, use the interaction to remind homeowners (especially new ones!) that smoke and CO detectors should be replaced every 7 - 10 years. I think most people don't know that. Great work all around. We really appreciate NFD and all you do for us!

Continue to ask for input from the people who live and vacation there.

n/a

You Guys are great!!!

None

Continue doing the good work you do in protecting our community

I've listened to a Northstar Fire Department representative speak at one of the NPOA board meetings. I really appreciated that the rep was knowledgeable and speaking at the meeting.



N•C•S•D

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Board of Directors

John Radanovich, President
Warren "Chip" Brown
Nancy Ives
Marilyn Forni
Candace Roeder

General Manager

Mike Geary, PE

AGENDA ITEM #10

Director Reports

There is no written report for this agenda item.



N.C.S.D.

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Nancy Ives
Marilyn Forni

General Manager
Mike Geary, PE

General Manager's Report

DATE: November 19, 2025

TO: District Board Members

FROM: Mike Geary, General Manager

SUBJECT: General Manager's Report – For Information Only

BACKGROUND: The discussion section below provides information from the District's management on current projects and activities that are not the subject of a separate report. This report is prepared to provide new information and recent progress only.

DISCUSSION: The General Manager participated in the following meetings in the last month:

- Direct Reports – weekly with Fire Chief, Director of Finance & Administration, Accounting Manager, Board Secretary / HRA, and Director of Public Works.
- Personnel – Admin, Operations, & Engineering Dept. Staff.
- Admin Dept. Roles & Responsibilities – several meetings with AM Plexico and SotB / HRA Zangara.
- Budget – Intra-District Allocations – DFA Rosenthal and Chief Gibeaut.
- Utility Operations Manager Matt Ryan.
- Farewell lunch – Utility Operations Manager Matt Ryan.
- Wood Energy Facility – CA Joint Institute of Wood Innovation Representative and DPW Martin.
- Northstar Highlands I and II Conditional Use Permits – Placer County Staff and DPW Martin.
- Presented WEF Project at the Forest Biomass Residuals from Wildfire Reduction, Forest Health, and Agricultural Activity for Beneficial Use Meeting.
- CFD / Mello Roos – several meetings with new property owners.
- CFD / Mello Roos – counsel, trustees' counsel, property owners.

- **Monthly Board Meeting Prep – HRA Zangara, DPW Martin, AM Plexico, Chief Gibeaut.**
- **Fire Dept. Personnel – meeting with 3 shifts and Chief Gibeaut.**
- **CalCLASS – Bob Shull and AM Plexico.**
- **Tahoe Area Managers Meeting – hosted by Supervisor Gustafson.**
- **T-TSA Monthly General Managers Meeting**
- **Empower 457 Plan – David McCray and staff.**
- **Director Radanovich.**

ATTACHMENTS: N/A

DATE PREPARED: November 13, 2025



N·C·S·D

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General Manager

Mike Geary, PE

Fire Chief

Jason Gibeaut

DATE: November 19th, 2025
TO: District Board Members
FROM: Jason Gibeaut, Fire Chief
SUBJECT: Fire Chief's Report – For Information Only

BACKGROUND:

The section below provides information from the Fire Department on its current projects that are not the subject of a separate report. This report is formatted to provide new information and recent progress only.

OPERATIONS:

- Continue to research all viable means of additional revenue or cost-savings for NFD in preparation for sharing before the Board of Directors.
- Eastern Placer County fire departments/districts are still waiting on the 1st part of LAFCO's study which we were told would be ready for review by the end of October.
- NFD has scheduled a new meeting with the Village management to discuss "Elevator NON-emergencies" and how they can be reduced.
- Eastern Placer County Fire Chiefs met with a production company who is proposing filming a television series capturing the unique operations of the fire departments within our region.
- NFD hosted a regional mid-high rise training class taught by instructors from Sacramento City Fire to further education firefighters on the intricacies of mitigating hazards in such structures.
- Attended a Lake Tahoe Regional Fire Chief's Association meeting to discuss and address issues mutually affecting our operations/services within the Northern Nevada/Lake Tahoe region.
- Attached is a report reflecting the number and types of calls NFD was dispatched over the last month.

PREVENTION:

- All state mandated occupancies' Fire & Life Safety Inspections are in compliance. The Ritz hotel finally completed their required corrections.
- Placer County STR Defensible Space Inspections and *Focus Area* inspections are finishing up for the season. While weather permits, NFD will continue to inspect properties upon request. NFD is still receiving a few inspection requests each week.
- Continued meetings with Eastern Placer Fire Prevention Officers to discuss fire code, local prevention measures and enforcement within the greater region.
- Plan review and inspections for development within Northstar (tenant improvements, new construction and means of egress/ingress).
- Continued enforcement of fire suppression/prevention system's compliance within commercial buildings.
- Assisting stakeholders with fire and life safety concerns. (Ritz Carlton Hotel, Mid Mountain Day Lodge, Gold Bend Condominiums) by testing fire protection systems and updating pre-plans to reflect the most current site and contact information.
- Preparations for the International Code Council (ICC) test.

FUELS MANAGEMENT:

- With inclement weather ahead, forest fuels reduction work is nearing completion for the 2025 project season. Arevalo Tree and Defensible Space Services and Elevated Tree Experts are closing out final project areas before weather shuts their operations down. The 2025 project season breakdown is as follows:
 - Summitt Forests, Inc. finished fuels reduction work within the 300' and beyond the 300' zone. This is a milestone for Measure U by having all the acres within and beyond the 300' zone completed in one

project season. Previously, Measure U projects had lasted before the June 30th deadline of the following calendar year.

- Elevated Tree Experts, Inc. completed what is identified as Project Area One in the 2025-2026 Truckee Tahoe Airport District (TTAD) Fuels Reduction Project. Approximately 48-acres were treated for forest fuels reduction. The treatment provides a contiguous buffer zone from Conifer and Basque running uphill, (south) to Martis Landing. Additionally, there is a contiguous buffer zone (east-west) from Wolf Tree to Deer Path. This milestone implements an entire buffer zone and places these treated areas in a declared “Maintenance Mode”. If fall weather holds, a small part of Project Area Two may start to gain momentum on this future 18-month project. A refresher for the Measure U Buffer Zones and a map of the TTAD project is included in this report.
 - Arevalo Tree and Defensible Space Services completed five curbside pick-up sessions collecting defensible space material, and - as mentioned in an earlier board report - it was another record setting year for collecting biomass. The Arevalo crew performed project work within and outside the 300’ zone, removing over thirty dead, diseased, dying and pest infected trees throughout the Wildfire Prevention Zone (WPZ).
 - At the time of this reporting, for the 2025 project season, the Fuels Management department has treated 268-acres of forested land within the (WPZ). (The 2024 project season was considered a record setting season at 253-acres.) In the last two project years, a total of 521-acres has been treated within the WPZ for forest fuels reduction. A map provided to CAL FIRE for the Quarter 3 grant report has been included as a reference for acres treated.
- Pile Burning – The burn ban was lifted by CAL FIRE in October; however, weather patterns and the fuel moisture content are not in a favorable prescription to begin operations. The Fuels Management department is waiting for colder temperatures and snow on the ground. For the 2025-2026 pile burning project season, the Placer County Air Pollution Control District (PCAPCD) burn permit cost \$508.82. The cost of the permit was covered by a grant from the PCAPCD which helped save money in the Measure U budget. Attached is an updated map of the 2025-2026 pile burning operation. This map shows the updated number of piles - a reduction from 548 to 446 burn piles and a reduction from 43 to 33-acres. The burn piles were re-counted during a pile covering operation to provide a revised and exact count. The updated pile burning map is included in this report and is updated on the Fuels Management Hub at this link: <https://fuelsmanagementhub.northstarcsd.org/pages/operations>. If NCSD Board of Directors wish to be on the pile burning notification list, please e-mail Forester Barron (jbarron@northstarcsd.org) or Forestry Assistant, Cooper Johnson (cjohnson@northstarcsd.org).
 - Revegetation Projects – As forest fuels reduction work continues and the prescription to reduce forest fuels has increased along evacuation routes, the Fuels Management department is experimenting with revegetating road cuts and embankments. Two “test plot” project areas have been set up within the WPZ, and it is the goal next spring/summer to report on the results and details of the project. The goals of the revegetation are as follows:
 - Stabilize treated areas due to forest fuels reduction by planting seed to re-establish native and indigenous vegetation while increasing soil stability and minimizing soil erosion.
 - Re-establish native and indigenous vegetation to help outcompete non-native vegetation while mitigating or slowing the re-establishment of flammable vegetation.
 - Provide wildlife habitat to pollinators, and mammals.

Respectfully Submitted,
Jason Gibeaut
Northstar Fire Chief

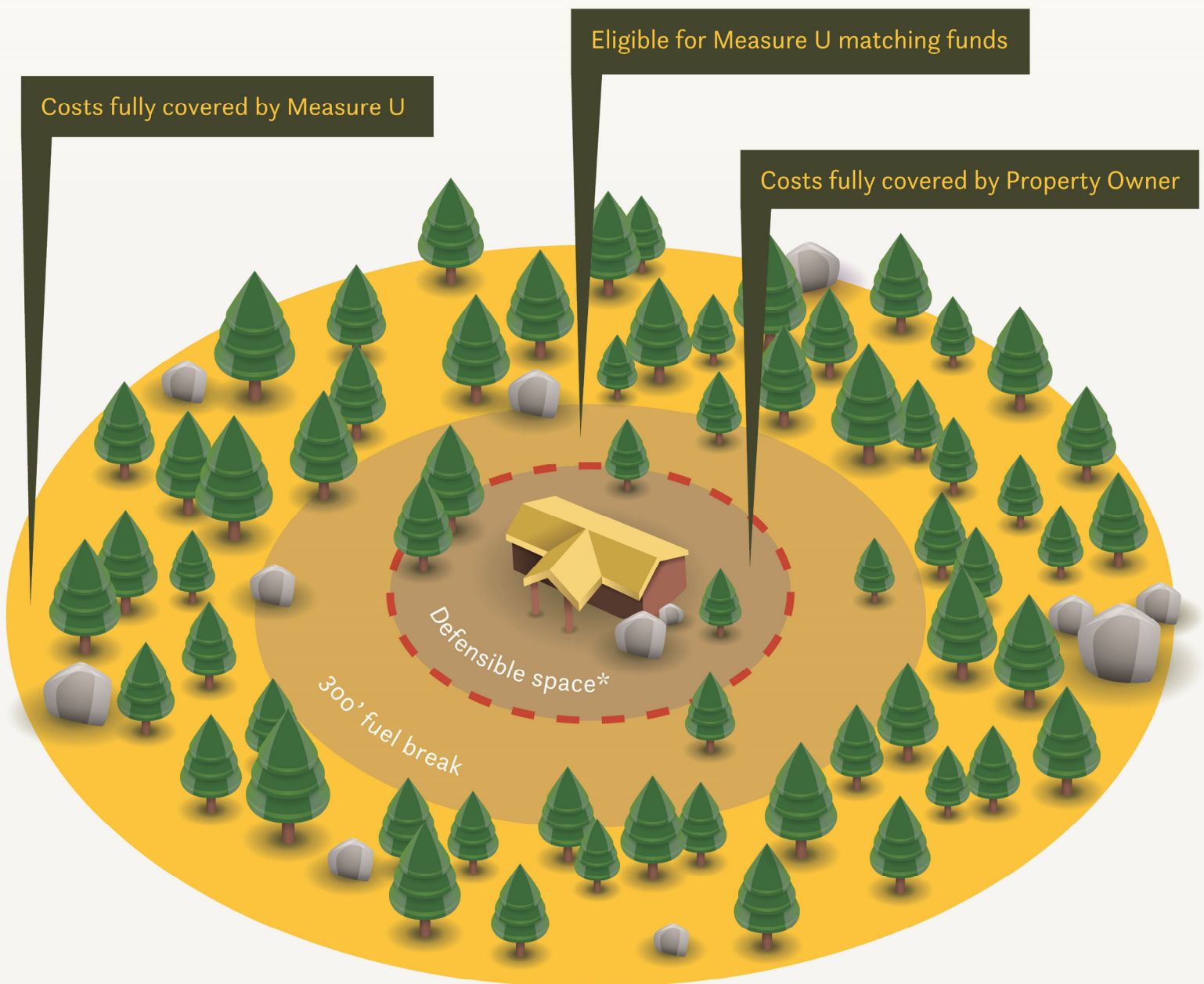
How MEASURE U MATCHING FUNDS Will Be DISTRIBUTED



If approved, Measure U will have a matching funds program where landowners of properties within the 300-foot fuel breaks will be eligible to receive matching funds for 50% of the cost of forest fuels reduction projects, like highly combustible ground vegetation and tree density, in the area. After those projects are completed, Measure U funds will help to fully cover the costs of any forest fuels reduction projects outside and beyond the 300-foot fuel breaks.

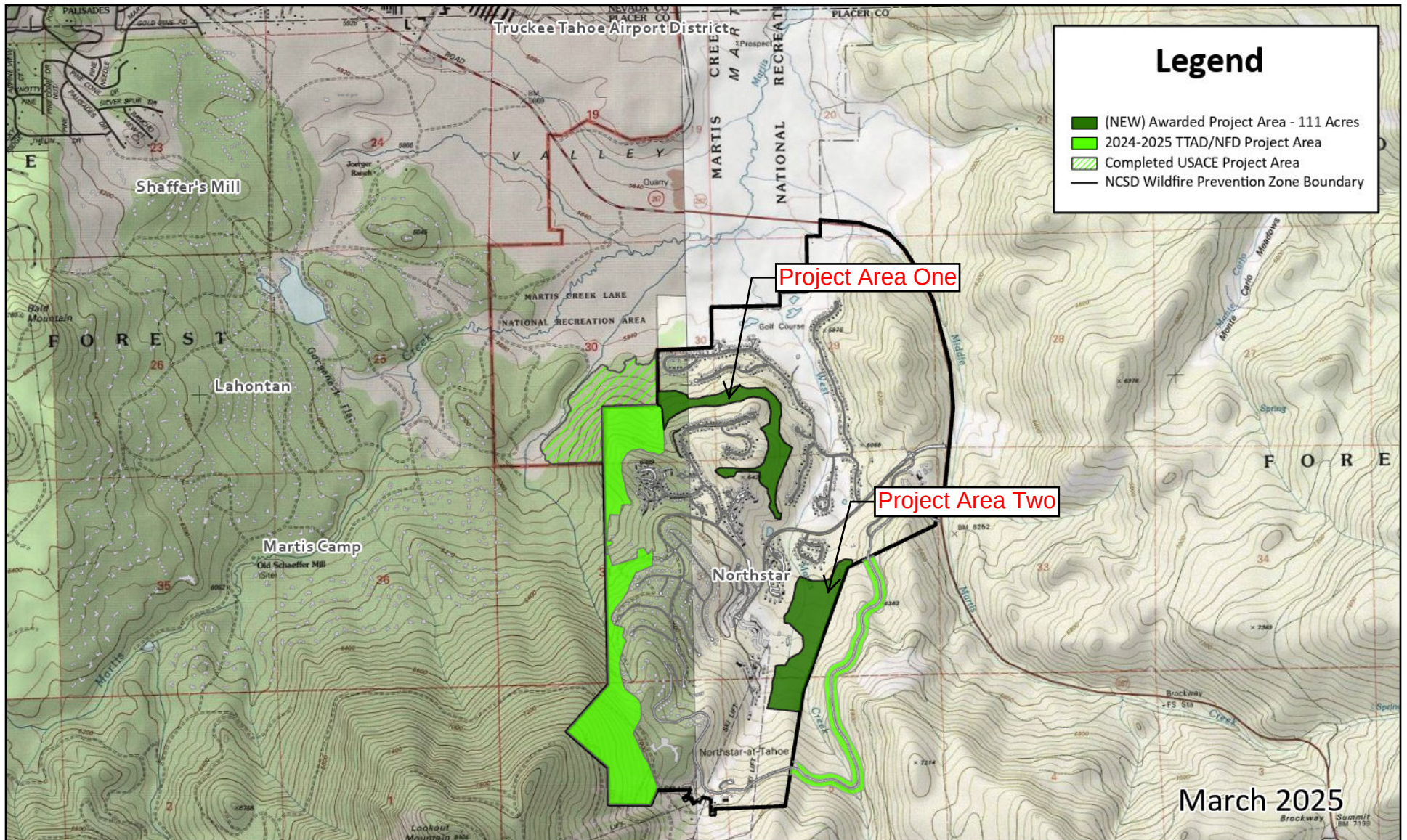
The District will manage all aspects of those projects covered by Measure U funding.

The graphic below shows the areas eligible for Measure U – both matching and fully covered funding.



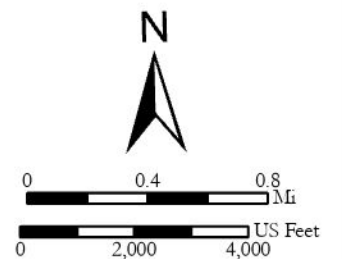
Property line - - - - -

*100' out from the structure or to the property lines



NCSD/TTAD Awarded Fuels Reduction Project

- Large scale fuel break project proposing to treat 111 acres in a "Very High Fire" severity zone.
- Total estimated cost: \$400,000.00. Average cost to treat per acre: \$3,500.00-\$4,000.00.
- Project areas will prioritize open common spaces in proximity to habitable structures and infrastructure.
- Will reduce forest fuels, improve forest health, and strengthen defenses on both eastern and western boundaries of Northstar by tying multiple phases of fuels reduction together.
- Meets the objectives of Priorities 3, 4, 5, and 6 of NFD CWPP.

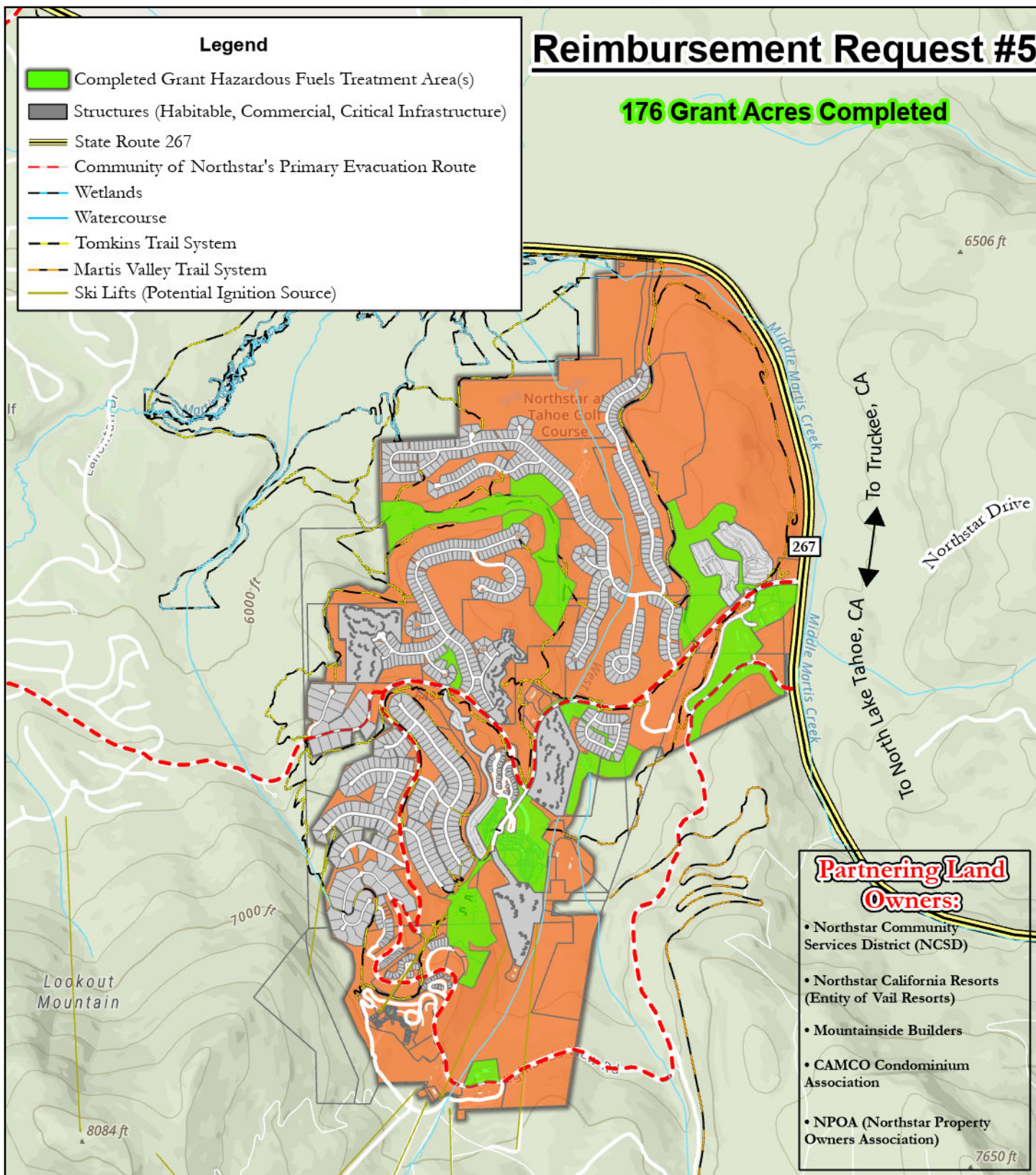


Reimbursement Request #5

176 Grant Acres Completed

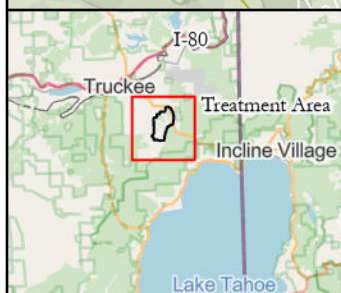
Legend

- Completed Grant Hazardous Fuels Treatment Area(s)
- Structures (Habitable, Commercial, Critical Infrastructure)
- State Route 267
- Community of Northstar's Primary Evacuation Route
- Wetlands
- Watercourse
- Tomkins Trail System
- Martis Valley Trail System
- Ski Lifts (Potential Ignition Source)



Partnering Land Owners:

- Northstar Community Services District (NCSD)
- Northstar California Resorts (Entity of Vail Resorts)
- Mountainside Builders
- CAMCO Condominium Association
- NPOA (Northstar Property Owners Association)



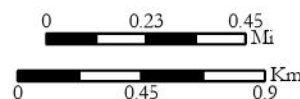
Northstar Community Services District / Northstar Fire Department
California Department of Forestry and Fire Protection

Grant #5GA22210

Unincorporated/Rural Placer County

- Non-Commercial Thin (Enhancements to WUI Evacuation Routes/Easements/Common Areas), Community Curbside Pickup Chipping Program (846 Single-Family Homes, 600 Condominium Units Served: Minimum 20 Chipping Days Over 4-years)

October, 2025



Legend

- Burn Pile Location
- State Route 267
- NCSD Boundary

▶ = Preferred Wind Direction

★ = Signage Location

🔥 = Station 31 and 32

446 Burn Piles

33 Acres.

To Truckee, CA / I-80

6 - 8' x 8' burn piles remain at this location.
Preferred east/southeast dispersal.

9 - 8' x 8' burn piles remain at this location.
Preferred east/southeast dispersal.

Skidder Trail

Basque Drive

Martis Landing

Northstar Drive

Big Springs Drive

157 - 6' x 6' burn piles remain at this location.
Preferred east/southeast dispersal.

6 - 5' x 5' burn piles remain at this location.
Preferred east/southeast dispersal.

57 - 5' x 5' burn piles remain at this location.
Preferred east/southeast dispersal.

6 - 5' x 5' burn piles remain at this location.
Preferred east/southeast dispersal.

Village at Northstar

200 - 5' x 5' burn piles remain at this location.
Preferred east/southeast dispersal.

Highlands View Road

Ritz-Carlton Hotel

5 - 5' x 5' burn piles remain at this location.
Preferred east/southeast dispersal.



Northstar Fire Department 2025-2026 Pile Burning Project Location Map

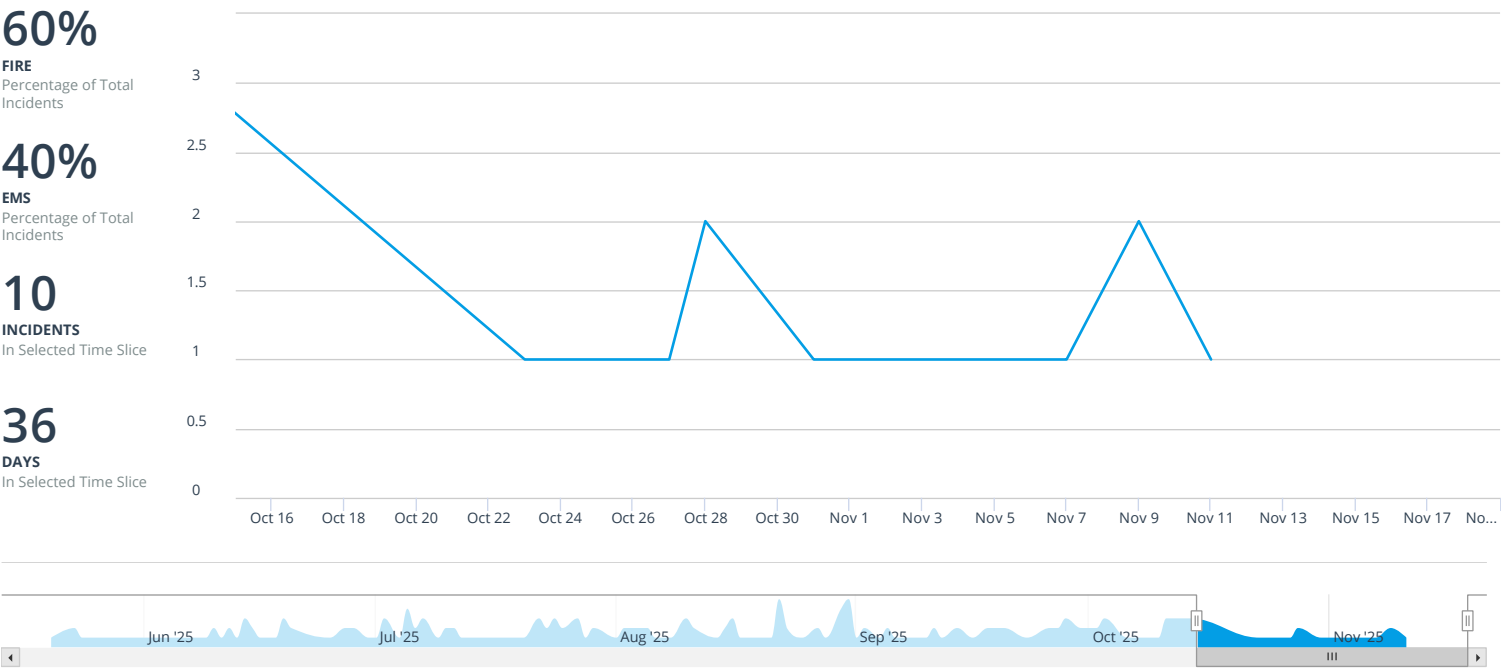
1:19,600

0 1,000 2,000 3,000
Feet

October 2025

Custom ▾

Oct 15, 2025 - Nov 19, 2025 ▾



Counts

% Rows

% Columns

% All

Week Ending	10/19/25	10/26/25	11/2/25	11/9/25	11/16/25	11/23/25	11/30/25	12/7/25	12/14/25	12/21/25	12/28/25	1/4/26	1/11/26	Total
(32) Emergency medical service (EMS) incident		1	2	1										4
(55) Public service assistance				1										1
(61) Dispatched and canceled en route			1											1
(70) False alarm and false call, other					1									1
(74) Unintentional system/detect... operation (no fire)			1	2										3
Total		1	4	4	1									10



N • C • S • D

Northstar Community Services District
900 Northstar Drive, Truckee, CA 96161
P: 530.562.0747 • F: 530.562.1505 • www.northstarcsd.org

Board of Directors

John Radanovich, President
Warren "Chip" Brown
Nancy Ives
Marilyn Forni
Candace Roeder

General Manager

Mike Geary, PE

Public Works Report

DATE: November 19, 2025

TO: Board of Directors

FROM: Eric Martin, Director of Public Works

SUBJECT: Public Works Report – For Information Only

BACKGROUND: The updates below provide information on the District's public works services, projects, and programs that are not the subject of a separate report. This report is formatted to provide new information and recent progress only.

DISCUSSION:

- **Martis Valley Trail Segment 3F – C&D Contractors** is nearing project completion. Paving was completed the week of October 19, and aggregate base shoulders were added the week of October 27. All grading was completed by October 31. Final revegetation is to be completed November 10 and 11. Work on the rest area structures will continue through November. It is expected that the trail will be opened to the public by the end of November.
- **Wood Energy Facility**
 - **Placer County Use Permit Amendment:** A formal request for a conformity review was submitted to the Placer County Planning Department. The application is currently under review.
 - **DPW Martin** met with PR Design and Sierra Institute representatives to discuss Cross Laminated Timber building purchase opportunities using locally sourced timber.
 - **Organic Rankine Cycle (ORC) Power Generators:** The ElectraTherm equipment purchase will be processed upon Liberty's service application approval. DPW Martin coordinated with Liberty, ElectraTherm, Sugar Pine Engineering, Messersmith, Precision Partners, and PR Design on project equipment's ability to withstand Liberty's anticipated voltage dips and surges. Surge protection measures are being considered with the electrical design.
 - **PR Design** continues to coordinate with Messersmith and subconsultants to further design. Bid documents will be prepared over the next few months in an effort to bid the project in February/March 2026. Progress meetings are being held regularly.

- **Regional Collaboration:**

- **DPW Martin presented on a panel at the 2025 Biomass and Beyond workshop aimed at creating a resilient bioeconomy.**
- **Staff continue to coordinate all aspects of the Corp Yard Car Chargers. Trenching and site work has been completed by Ops Dept. staff for the District's side of the power infrastructure installation. Liberty Utilities reports that they will soon mobilize for their portion of the installation. Electrical work by San Joaquin Electric has commenced and installation inspection was provided by DOWL. The chargers have arrived onsite. EV Range will install them once the switchboard arrives in March.**
- **IT/GIS Coordinator Goates and Nims and Associates representative Aaron Dinette are continuing to make progress with the IT infrastructure migration to the Cloud. An IT steering group meeting was held internally overviewing the project's progress.**
- **A staff retirement barbeque was held for UOM Ryan. Matt's legacy at the District spans nearly three decades. His oversight of the Utilities Department has set the bar impressively high as he has assembled a crew of dedicated, hard working team members that are more family than co-workers. Matt can be credited with the community first, can-do, shirt off your back culture that we've been lucky to foster down in Utilities. He will be sorely missed, and we are ever thankful for his service at the District.**

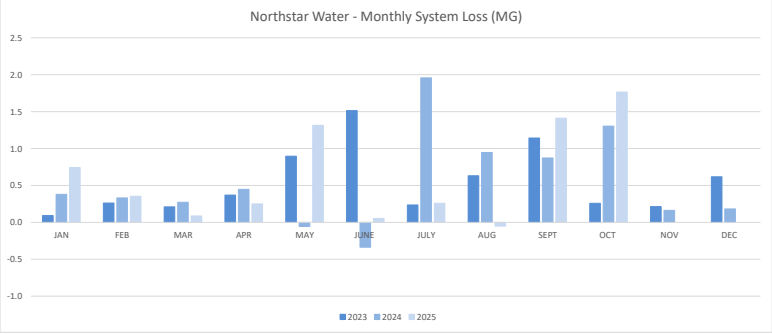
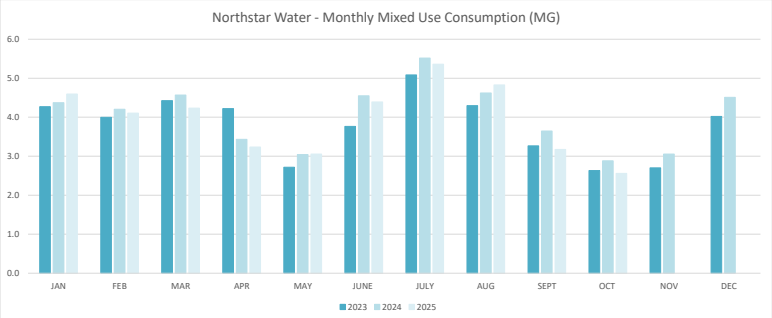
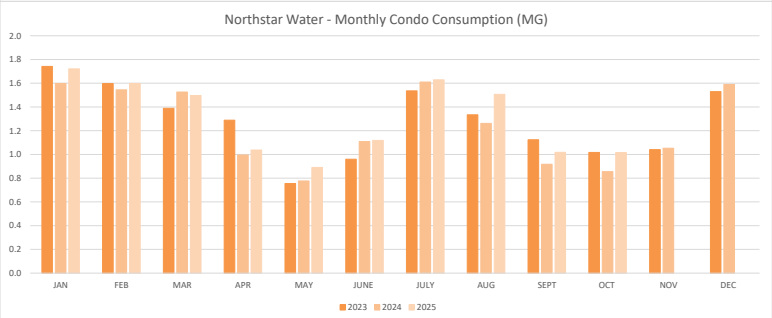
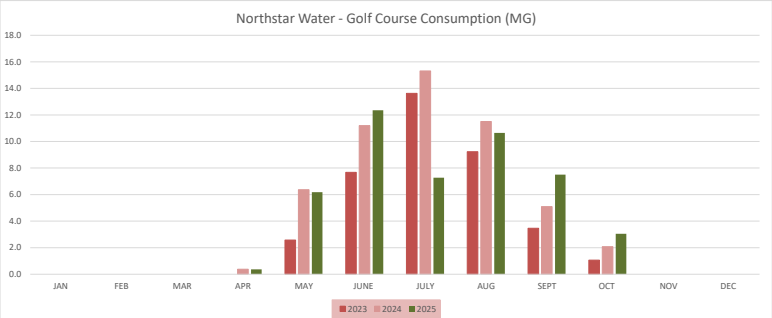
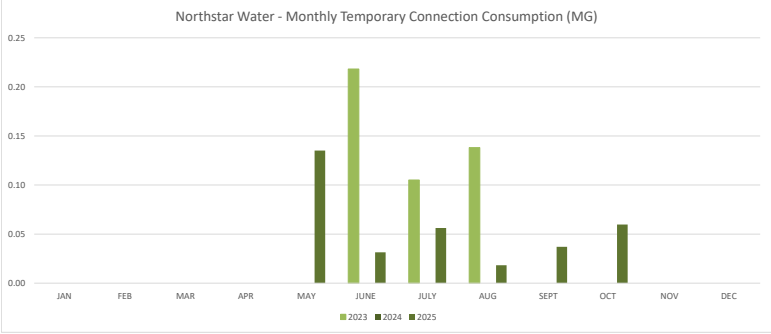
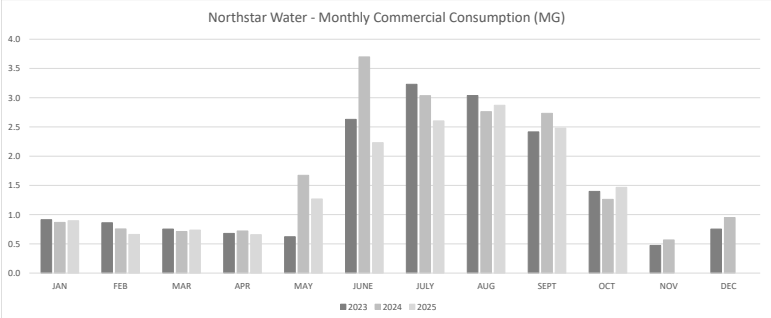
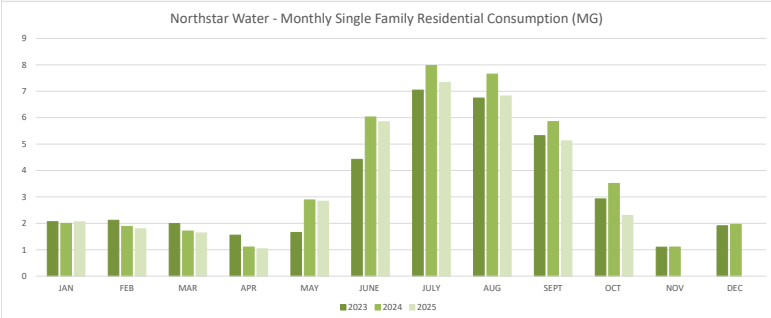
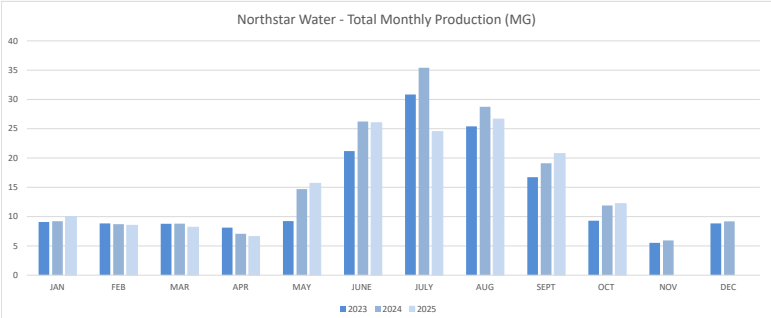
MONTHLY WATER DATA TABLE:

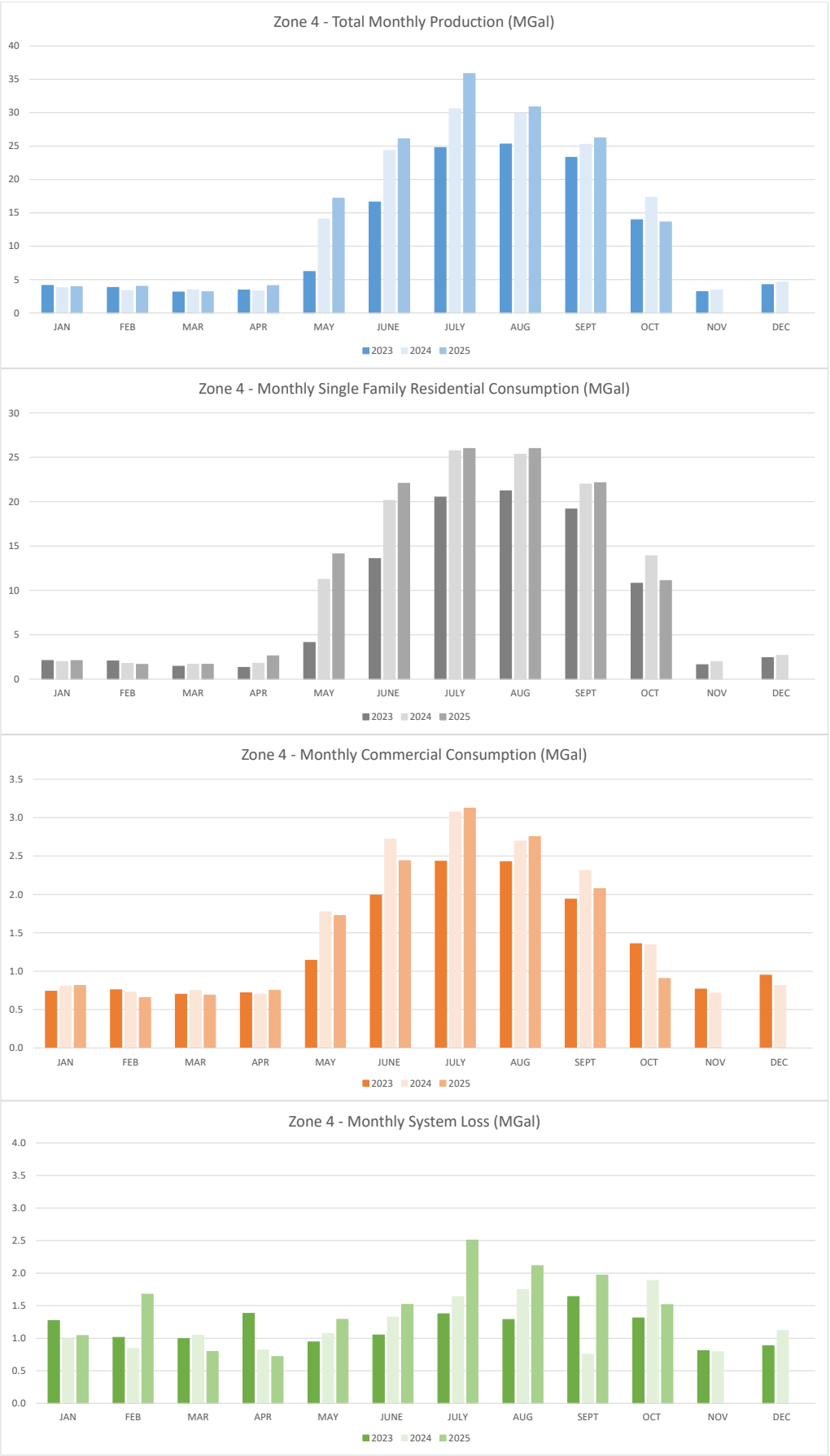
NWS Production and Pumping Data			
	Oct. 2023	Oct. 2024	Oct. 2025
WTP Production	7.62 MG	9.04 MG	10.07 MG
TH1 Production	1.67 MG	2.79 MG	0.09 MG
TH2 Production	0.00 MG	0.05 MG	2.05 MG
TH1 Static Level / Pumping Level	16.2' / 35.7'	29.0' / 46.7'	5.4' / 25.3'
TH2 Static Level / Pumping Level	37.4' / n/a	40.2' / 109.2'	32.4' / 104.1'
Northstar Drive BPS	0.25 MG	0.11 MG	0.51 MG
Spring Collection & Storage Data			
Reservoir A Volume (180 AF Capacity)	166 AF (92%)	148 AF (82%)	170 AF (94%)
Reservoir A Elevation (Max = 6,985')	6,983.5'	6,981.5'	6,984.0'
Big Springs	495 GPM	400 GPM	360 GPM
Sawmill Flat	195 GPM	56 GPM	56 GPM
Maximum Storage in Tanks = 3.6 MG	2.7 MG	2.4 MG	2.2 MG

MVWS Production and Pumping Data			
	Oct. 2023	Oct. 2024	Oct. 2025
Well 1 Production	14.62 MG	0.00 MG	9.05 MG
Well 2 Production	0.00 MG	17.32 MG	4.58 MG
Well 3 Production	0.00 MG	0.00 MG	0.00 MG
Well 1 Static Level / Pumping Level	117.6' / 152.8'	137.5' / n/a	139.6' / 178.4'
Well 2 Static Level / Pumping Level	113.0' / n/a	133.4' / 202.8'	125.3' / 189.8'
Well 3 Static Level / Pumping Level	250.7' / n/a	273.3' / n/a	270.2' / n/a

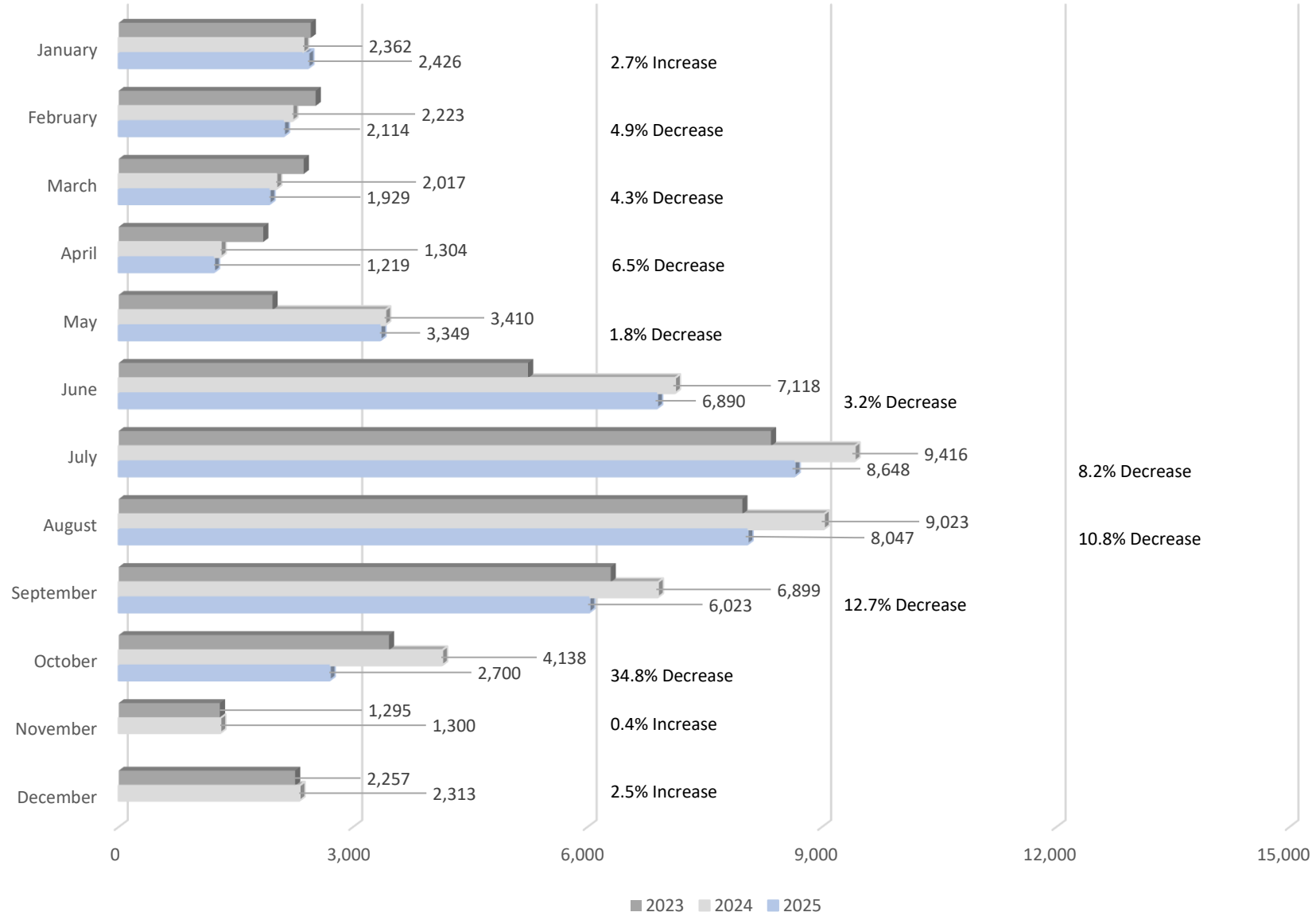
DATE PREPARED: November 7, 2025**ATTACHMENTS:**

1. Water System Production and Consumption Trends

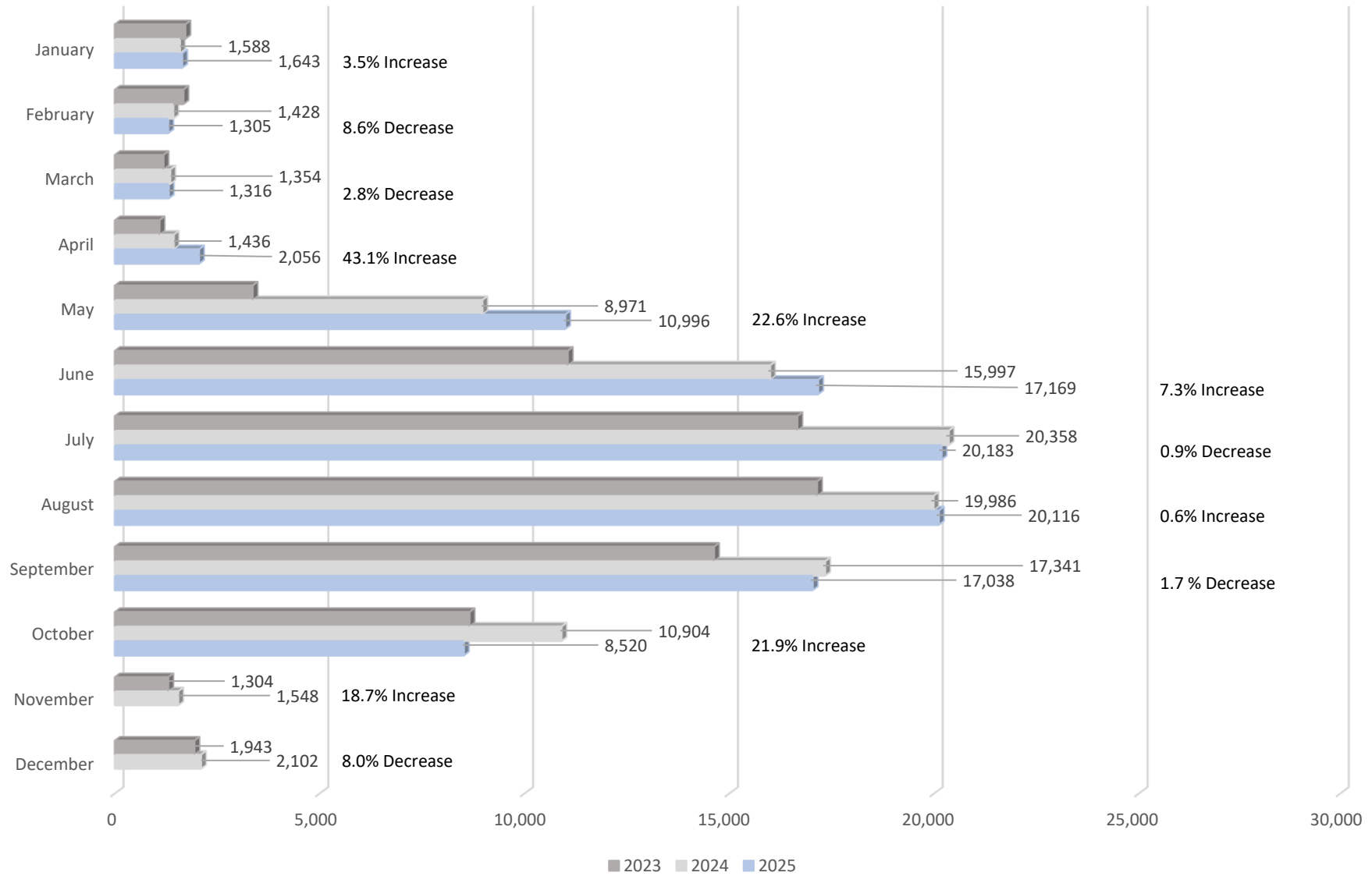




Northstar Water System Average SFR Monthly Consumption (Gallons)



Zone 4 Water System Average SFR Monthly Consumption (Gallons)



Calendar for NCSD 2025

JANUARY	FEBRUARY	MARCH
	• 2nd Quarter Financial Reporting • Public Hearing GMP update • Anti-harassment Training	• File Form 700 by April 1 • Union Negotiations for Operations MOU Open
APRIL	MAY	JUNE
• Budget Timeline Review • Ethics Training	• Preliminary Draft Budget – Key Data Presentation • 3rd Quarter Financial Reporting	• Approve FY2025/2026 Budget • Resolutions for user fees on tax rolls • Reserve Schedule A & B • Resolution to place delinquent Water charges on the Tax Roll • Public Hearing GMP adoption
JULY	AUGUST	SEPTEMBER
• Budget needs to be in place • ACES Game - TBD		• 4th Quarter Financial Reporting
OCTOBER	NOVEMBER	DECEMBER
	• 1st Quarter Financial Reporting • Measure U Annual Fiscal Report • Anti-Harassment Training	• Nomination of Board Officers for 2026 • FY 2024-25 external audit presentation • District Holiday Party – TBA

***Tentative**

BOARD ATTENDANCE CALENDAR - 2025

JANUARY	FEBRUARY	MARCH
Ives Not Attending		
APRIL	MAY	JUNE
JULY	AUGUST	SEPTEMBER
OCTOBER	NOVEMBER	DECEMBER

NCSA Acronym Listing

<u>Acronym</u>	<u>Definition</u>
ACOE	Army Corps of Engineers
ACWA	Association of California Water Agencies
ADP	Additional Discretionary Payment
AMR	Automatic Meter Reading
AWWA	American Water Works Association
BMP	Best Management Practices
BMS	Business Management System
BPS	Booster Pump System
CalPERS	California Public Employees' Retirement System
CAMCO	Condominium Association Management Company
CEPPT	California Employers' Pension Prefunding Trust
CC&Rs	Covenants, Conditions and Restrictions
CEQA	California Environmental Quality Act
CFD	Community Facilities District (Mello-Roos)
CIP	Capital Improvement Plan
CMMS	Computerized Maintenance Management System
COLA	Cost of Living Adjustment
CSA	County Service Area
CSDA	California Special Districts Association
CPUC	California Public Utilities Commission
CWPP	Community Wildfire Protection Plan
CY	Current Year or Calendar Year
DE	District Engineer
DFA	Director of Finance & Administration
DIP	Debtor in Possession
EDU	Equivalent Dwelling Unit
EVA	Emergency Vehicle Access
EWP	East West Partners
FASB	Financial Accounting Standards Board
FOG	Fats, Oil, and Grease
FSE	Food Service Establishment
FY	Fiscal Year
FYE	Fiscal Year End
GAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GPM	Gallons per Minute
GWMP	Groundwater Management Plan
HHC	Highlands Hotel Company
HRA	Health Reimbursement Arrangement or Human Resources Administrator
HVR	Highlands View Road
IT	Information Technology
JPA	Joint Powers Authority
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund
Lahontan	Lahontan Regional Water Quality Control Board

NCSD Acronym Listing

MCL	Maximum Contaminant Level
MOU	Memorandum of Understanding
MVWS	Martis Valley Water System (aka ZONE 4)
NCSD	Northstar Community Services District
NWS	Northstar Water System
NEPA	National Environmental Policy Act
NLTRA	North Lake Tahoe Resort Association
NMMA	Northstar Mountain Master Association
NMP	Northstar Mountain Properties
NPOA	Northstar Property Owners Association
NTPUD	North Tahoe Public Utility District
O&M	Operations and Maintenance
OPEB	Other Post-Employment Benefits
PCMP	Pension Cost management Policy
PCWA	Placer County Water Agency
PEPRA	Public Employees' Pension Reform Act
PERF	Public Employees' Retirement Fund
POUs	Public Owned Utilities
PRD	Permanent Road Division
RFP	Request for Proposal
RMA	Rate and Method of Apportionment
SAS	Statement on Auditing Standards
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus (Air Tanks)
SEP	Supplemental Environmental Project
SOW	Scope of Work
SSMP	Sewer System Management Plan
SVPSD	Squaw Valley Public Service District
TCPUD	Tahoe City Public Utility District
TDPUD	Truckee Donner Public Utility District
TLC	Trimont Land Company
TOT	Transient Occupancy Tax
TROA	Truckee River Operating Agreement
TSD	Truckee Sanitary District
TTSA	Tahoe Truckee Sanitation Agency
TTSD	Tahoe Truckee Sierra Disposal
UOM	Utility Operations Manager
UAL	Unfunded Accrued Liability
VE	Value Engineering
VTM	Vesting Tentative Map
WTP	Water Treatment Plant
WUI	Wildland Urban Interface
ZONE4	PCWA nomenclature for Martis Camp, Schaffer's Mill, Lahontan, and adjacent communities