

PROJECT MANAGEMENT PLAN

Recovery Act: Local Energy Assurance Planning City of Hailey

June 10, 2010

WORK PERFORMED UNDER AGREEMENT

DE-OE0000389

SUBMITTED BY

City of Hailey

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SUBMITTED TO

U. S. Department of Energy

National Energy Technology Laboratory

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Submitted through: <https://www.eere-pmc.energy.gov/SubmitReports.aspx>

1. EXECUTIVE SUMMARY

Hailey will conduct a Local Energy Assurance Planning initiative to build energy assurance capability and enhance coordination and communication locally, regionally and statewide. The project goals are to:

- Strengthen and expand Hailey's energy assurance planning and resiliency
- Reduce the impacts from energy supply disruptions
- Create jobs and save jobs in energy assurance planning at the city level
- Create a new Hailey Energy Assurance Plan that integrates with Hailey's Emergency Operations Plan draft, Blaine County's All Hazards Mitigation Plan and the State of Idaho's Energy Plan
- Collaborate with stakeholders throughout the planning process, including local utilities, Blaine County, the Local Emergency Planning Committee, the Idaho Homeland Security Office, and the Idaho Office of Energy Resources
- Create an energy assurance plan that is easily and readily utilized by building in realistic timeline and finance elements, education and ongoing training activities, and an annual plan review and update; assure the plan is comprehensible
- Plan for incorporation of new technologies and renewable energy into the city's and region's energy supply, including exploration of geothermal, hydro and solar
- Share lessons learned and best practices with other local governments

The project results are expected to include 1) a city better prepared for the energy landscape of tomorrow, 2) improved preparedness, continuity of operations and response in an emergency or during an energy disruption event, 3) increased knowledge of city officials and staff on the full spectrum of energy assurance planning issues, 4) a better informed public on energy assurance planning issues, 5) increased knowledge of alternative energy sources for future planning.

2. TECHNICAL APPROACH

Hailey's planning process will follow the Public Technology Institute's Local Government Energy Assurance Guidelines, Appendix B, tailored to fit the City of Hailey's particular circumstances with regard to facilities, fuel supply and personnel. This includes the following tasks:

- **PROJECT MANAGEMENT:** Includes PMP and WDP as well as a kick-off meeting, training in PM skills for new employee, monthly project meetings, and initial meetings with the Idaho Office of Energy Resources and the Idaho Homeland Security Office.
- **FACILITY ANALYSIS:** Identify critical facilities. Identify opportunities to use alternative energy sources, standard energy sources, and Smart Grid technology. Complete a Strategic Investment Plan.
- **FUEL SUPPLY:** Identify fuel sources, fuel storage locations, fuel delivery routes, dispensing operations, and the required fuel reserve supply and initiate contracts with suppliers.
- **PERSONNEL TRAINING & EDUCATION:** Define responsibilities and necessary training for city personnel in energy assurance implementation. Conduct a tabletop training exercise using an energy emergency scenario.
- **ENERGY EMERGENCY OPERATIONS:** Develop a plan for consolidating city operations and maintaining communications in an energy emergency.

- **FINAL ENERGY ASSURANCE PLAN:** Final draft of the Energy Assurance Plan will be reviewed by project stakeholders, the city management team, and the Hailey City Council.
- **OUTREACH ACTIVITIES:** Project web page, quarterly newsletter updates, a pamphlet; and a presentation to other local governments comprise the outreach activities.

Hailey will collaborate with the following parties:

- Idaho Office of Energy Resources (initial meeting to acquire state-level data; project meetings as appropriate; EA awareness education session review/attendance; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Idaho Homeland Security Office (initial meeting to acquire state-level data; project meetings as appropriate; EA awareness education session review/attendance; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Local Emergency Planning Committee (project meetings as appropriate; EA awareness education session attendance; personnel training and education; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Blaine County (project meetings as appropriate; EA awareness education session attendance; facility analysis; personnel training and education; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Idaho Power (project meetings as appropriate; EA awareness education session review/attendance; facility analysis; personnel training and education; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Intermountain Gas (project meetings as appropriate; EA awareness education session review/attendance; personnel training and education; energy emergency operations; stakeholder review of plan draft; presentation to local governments)
- Cox Communications (project meetings as appropriate; EA awareness education session review/attendance; facility analysis; personnel training and education; energy emergency operations; stakeholder review of plan draft; presentation to local governments)

3. RISK MANAGEMENT

Risk	Impact	Mitigation Method
1. Timely search for, and employment of, qualified Energy Emergency Assurance Coordinator (EEAC).	End date of plan could be pushed back.	Seek applicants prior to grant award to move quickly into interviews and hiring if needed. Begin work with current staff.
2. EEAC is a shared position; may be impacted by other city priorities.	Schedule delay.	Priority to this project in annual performance review.

3. Coordination with numerous internal personnel, private sector entities and other government agencies could create bottleneck.	Parts of the plan could take longer without other entities input	Work through Local Emergency Planning Committee (LEPC) for coordination; use PW Director's personal contacts for coordination.
4. City Budget Priorities	Schedule delay.	Incorporation into City's CIP.

4. MILESTONE LOG

Title: Hire EEAC
Planned Date: 6/07/2010
Verification Method: Employee on payroll

Title: Project Kick-Off Meeting
Planned Date: 6/07/2010
Verification Method: Meeting Minutes

Title: Project Management Plan Submitted
Planned Date: 6/11/2010
Verification Method: Plan Received by DOE/NETL

Title: Data Gathering Meeting with Idaho Office of Energy Resources and Idaho Department of Homeland Security
Planned Date: 8/01/2010
Verification Method: Meeting Minutes

Title: Introduction to Hailey City Council and City Management Team of What the EAP Will Achieve and How the Process Will Unfold
Planned Date: 8/01/2010
Verification Method: Meeting Minutes

Title: Basic EA Education Sessions Commence
Planned Date: 8/15/2010
Verification Method: Sign In Sheet

Title: City Council Approval of Facility Analysis in its Entirety, including a Strategic Investment Plan
Planned Date: 3/01/2011
Verification Method: Meeting Minutes including SIP approval

Title: Stakeholder Review and Approval of Draft EAP
Planned Date: 9/01/2011
Verification Method: Meeting Minutes

Title: City Management Team Review and Approval of Draft EAP
Planned Date: 10/01/2011
Verification Method: Meeting Minutes

Title: City Council Review and Approval of Draft EAP
Planned Date: 11/01/2011
Verification Method: Meeting Minutes

Title: Presentation to Other Local Governments
Planned Date: 01/01/2012
Verification Method: Sign In Sheet

Title: Progress and Final Reports to DOE/NETL
 Planned Date: 7/30/10, 10/30/10, 1/30/11, 4/30/11, 7/30/11, 10/30/11, 1/30/12, 3/30/12 (Final)
 Verification Method: Reports Completed, Sent and Received by DOE/NETL

5. **FUNDING AND COSTING PROFILE**

Table 1 – Sample Project Funding Profile

Budget Category	Year 1		Year 2 (6 mo.)		Total	Hailey Cost Share %
	DOE	Hailey	DOE	Hailey		
Personnel						
PM/EEAC	30,000	30,000	15,000	15,000	90,000	50%
Admin Support	2,200	2,200	1,100	1,100	6,600	50%
PW Director	3,500	3,500	1,750	1,750	10,500	50%
City Administrator	2,500	2,500	1,250	1,250	7,500	50%
Fire Chief	1,900	1,900	950	950	5,700	50%
Police Chief	2,100	2,100	1,050	1,050	6,300	50%
Idaho Power		1,400		700	2,100	100%
Subtotal	42,200	43,600	21,100	21,800	128,700	51%
Fringe Benefits						
PM/EEAC	9,000	9,000	4,500	4,500		50%
Admin Support	660	660	330	330		50%
PW Director	1,050	1,050	525	525		50%
City Administrator	625	625	310	310		50%
Fire Chief	475	475	240	240		50%
Police Chief	500	500	250	250		50%
Subtotal	12,310	12,310	6,155	6,155	36,930	50%
Other – Travel	687				687	0
Subtotal	687				687	0
						0
Other – PM Training	750				750	0
Subtotal	750				750	0
Total Direct Charges	55,947	55,910	27,255	27,955	167,067	51%
Indirect Charges	0	0	0	0	0	0
Grand Total	55,947	55,910	27,255	27,955	167,067	51%

Table 2 – Project Spending Plan

Monthly Spending Plan (Year 1)			Monthly Spending Plan (Year 2)		
	DOE	Hailey		DOE	Hailey
April 2010	\$394	\$394	April 2011	\$3,620	\$3,771
May 2010	\$511	\$511	May 2011	\$3,620	\$3,771
June 2010	\$3,620	\$3,771	June 2011	\$3,620	\$3,771
July 2010	\$5,019	\$3,771	July 2011	\$3,620	\$3,771
August 2010	\$3,620	\$3,771	August 2011	\$3,620	\$3,771
September 2010	\$4,878	\$3,771	September 2011	\$3,620	\$3,771
October 2010	\$3,620	\$3,771	October 2011	\$3,620	\$3,771
November 2010	\$3,620	\$3,771	November 2011	\$3,620	\$3,771
December 2010	\$3,620	\$3,771	December 2011	\$3,620	\$3,771
January 2011	\$3,620	\$3,771	January 2012	\$3,620	\$3,771
February 2011	\$3,620	\$3,771	February 2012	\$3,620	\$3,771
March 2011	\$3,620	\$3,771	March 2012	\$3,620	\$3,769
Total	\$39,762	\$38,615	Total	\$43,440	\$45,250

6. PROJECT TIMELINE

Task, Subtask or Milestone	Start Date	End Date	Team Member / Role	Interdependencies
Task 1 Project Management				
1.1 Kick-Off Meeting	6/7/10	6/7/10	EEAC – Run Meeting, City Personnel – Attend meeting and offer input on plan schedule	
1.2 PMP	5/17/10	6/11/10	EEAC – Complete plan and submit, Current City Personnel – Begin plan prior to hiring EEAC	
1.3 PM Training	7/1/10	7/31/10	EEAC – attend Project Management Training	
1.4 Project Meetings	6/7/10	1/31/12	EEAC – Set meeting dates and run meetings, City personnel – attend meetings, review documents as presented	
1.5 Reporting	6/11/10	1/31/12	EEAC and Administrative Support – Prepare and submit reports	
Task 2 Workforce Development				
2.1 WDP	5/17/10	6/11/10	EEAC – Complete plan and submit, Current City Personnel – Begin plan prior to hiring EEAC	
2.2 Hire Energy Emergency Assurance Coordinator	5/1/10	6/7/10	Current City Staff to interview candidates and select EEAC	
2.3 Develop Basic EA Awareness Education Session and Target Audience	6/7/10	8/15/10	EEAC and Administrative Support – Prepare presentation	
2.4 Develop Basic EA Awareness Education Schedule	8/1/10	8/15/10	EEAC – Set meeting dates and run meetings, City personnel – attend meetings	
2.5 City Council, Management Team and Project Stakeholder Updates	8/1/10	1/31/12	EEAC – Set meeting dates and run meetings, City personnel – attend meetings	
Task 3 Energy Assurance Planning	6/14/10	11/1/10	EEAC – Create draft of EAP	

Task 4	Energy Assurance Plan Implementation Activities				
	4.1 Energy Infrastructure Inventories	6/14/10	3/1/11	EEAC and Stakeholders - Develop inventory of Critical Facilities, Energy Demand and Reduction Options, and Strategic Investment Plan	
	4.2 Emergency Fuel Supply Plan	6/14/10	3/1/11	EEAC – Determine fuel storage and replenishment requirements. Develop Fuel Supply Plan	
	4.3 Readiness Assessment	6/14/10	3/1/11	EEAC and Stakeholders – Determine readiness of Critical Facilities	
	4.4 Investigate Renewable Energy Resources and New Technologies	6/14/10	3/1/11	EEAC – Determine opportunities for utilizing Renewable Energy Resources and New Technologies for Critical Facilities	
Task 5	Tabletop Exercise	12/1/11	1/1/12	EEAC – Develop and conduct a training exercise. Coordinate with City personnel, facility owners, emergency personnel, project stakeholders, and the Local Emergency Planning Committee.	
Task 6	Energy Emergency Operations				
	6.1 Facility Consolidation Plan	6/14/10	3/1/11	EEAC – Develop a plan for consolidating City operations	
	6.2 Communications Plan	6/14/10	3/1/11	EEAC – Develop a plan for maintaining communications with local utilities, fuel suppliers, and project stakeholders	
	6.3 Emergency Operations Plan	6/14/10	3/1/11	EEAC and Administrative Support – Update the City’s EOP to include the energy assurance plan	
Task 7	Outreach Activities				
	7.1 Project Web Page	8/1/10	1/31/12	EEAC and Administrative Support – develop outline of page, Administrative Support – webpage design and updates	
	7.2 City Newsletter Updates	8/1/10	1/31/12	EEAC and Administrative Support – Provide current project information, Admin Support – Write articles for newsletter	
	7.3 Utility Bill Mailer	8/1/10	1/31/12	EEAC and Administrative Support - update public on LEAP project progress and information	

7.4 Presentation to Local Governments	1/1/12	1/1/12	EEAC – Prepare presentation to describe the purpose, planning process, and results of the EAP project.	
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7. STATEMENT OF PROJECT OBJECTIVES

A. OBJECTIVES

The initiative will focus on building regional energy assurance capability to allow Cities to better coordinate and communicate state-wide and with one another, on energy security, reliability, and emergency response issues. The objectives of this initiative are to: 1) strengthen and expand local government energy assurance planning and resiliency, (2) reduce the impacts from energy supply disruptions, and (3) create jobs and save jobs in energy assurance planning at the city level.

B. TASKS TO BE PERFORMED

Task 1.0 - Project Management Plan

The Recipient shall prepare and maintain a Project Management Plan (PMP). The PMP shall detail the work elements required to manage and report on activities in accordance with the ARRA and grant requirements. This PMP shall also document the project plan, schedule and project budget for carrying out all Tasks and completing all Deliverables under this Grant. It is anticipated that the PMP will be periodically revised during the performance period, but should at all times provide sufficient detail to plan, carry out and monitor all project activities.

Task 2.0 – Workforce Development Plan

The Workforce Development Plan (WDP) shall document the jobs created or saved as a direct result of this grant. The WDP shall be revised as necessary to provide the status of its implementation and any changes to the WDP during the course of the project.

Task 3.0 – Energy Assurance Planning

The Energy Assurance Plan (new or revised) shall be modeled after the Local Energy Assurance Guidelines (<http://www.pti.org/docs-sust/LocalGovernmentEnergyAssuranceGuidelines.pdf>) developed by Public Technology Institute (PTI) and DOE Office of Electricity Delivery and Energy Reliability (OE). The Energy Assurance Plan should incorporate response actions for new energy portfolios, including Smart Grid technologies, and be integrated with the respective State Energy Assurance Plan. Energy assurance planning will be coordinated with appropriate entities, such as the emergency management office, homeland security office, fire departments, public utility commissions, state energy office, private sector utilities, etc.

Task 4.0 - Energy Assurance Plan Implementation Activities

Subtask 4.1 – Conduct Energy Infrastructure Inventories, including a facility analysis, fuel supply analysis, and personnel analysis.

Subtask 4.2 – Develop Emergency Fuel Supply Plan

Subtask 4.3 – Develop a Readiness Assessment – Hailey’s readiness to respond to an emergency

Subtask 4.4 – Investigate the incorporation of Renewable Energy Resources and New Technologies into the city’s energy assurance plan

Task 5.0 – Conduct/Participate in an Energy Assurance Tabletop Exercise.

B. DELIVERABLES

Reports shall be submitted in accordance with the "Federal Assistance Reporting Checklist" and the instructions accompanying the checklist included as Attachment 3 to the Award Document. In addition, the following deliverables are required.

Deliverable 1.0 – Project Management Plan (PMP) (PMP due 45 days following award and subsequent revisions (if needed), due quarterly throughout the performance period.)

Deliverable 2.0 – Workforce Development Plan (WDP) (WDP due 45 days following award and subsequent revisions (if needed) due quarterly throughout the performance period.)

Deliverable 3.0 – Energy Assurance Plan – (due at end of project period)

Deliverable 4.0 – Energy Assurance Plan Implementation Report documenting completion of all identified subtask 4.1 – 4.4 (Due one (1) month before end of project period.)

Deliverable 5.0 – Provide an after action report on Energy Assurance Table Top Exercise(s) (Due at end of project period.)