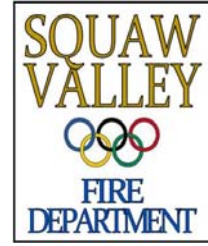




SQUAW VALLEY PUBLIC SERVICE DISTRICT



FIVE-YEAR STRATEGIC PLAN UPDATE

DATE: July 24, 2018
TO: District Board Members
FROM: Mike Geary, General Manager
SUBJECT: Five-Year Strategic Plan and Work Plan

BACKGROUND: In April 2012, the District completed its five-year Strategic Plan that identifies the District's mission, vision, and values, while providing a structure of goals and objectives that becomes a framework for decision-making. The Plan is also a practical working tool that provides clear direction to staff about the Board of Director's goals and objectives and includes a Work Plan developed by staff which is reviewed annually. As such, it is referred to regularly as a guide to District actions.

The Strategic Plan is the District's highest level planning document. It represents the Board's direction for the future and the staff plan for implementing it. It is developed through a step-by-step process that includes recognizing the District's operating environment, strengths and weaknesses of the organization, as well as opportunities and challenges. It identifies the agency's mission, vision, and values, while providing a framework of goals and objectives that becomes a framework for all decision-making.

The Strategic Plan is built from a series of components as described below:

Mission. The mission statement explains why the organization exists and it articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the agency will become at a given time in the future. It is the strategic target which, when achieved, is the fulfillment of the agency's mission. As such, it is at the heart of the strategic planning process.

Values provide guidance when an agency is faced with challenging decisions that require trade-offs, options and alternatives. Values are set by the Board, govern attitudes and behaviors, and generally remain constant over time.

Goals. They describe broad, primary areas of management, operations and planning that need to be addressed in accomplishing the mission. Goals are not connected to timelines.

Objectives are more specific directions that expand upon the goals. They are set by the Board. There may be multiple objectives for each goal, and are SMART: Specific, Measurable, Attainable, Related to Goals, and Time Certain.

Work Plan. Contains measurable, precise timetables and actions to accomplish the mission, goals, and objectives. They are assigned to individuals or departments. There may be multiple tasks for each objective that can finished and crossed off.

DISCUSSION: In accordance with a five year schedule, staff planned to prepare and issue a request for proposals for an update to the District's Five-Year Strategic Plan. In light of the District's budget-tightening, including a focus to pay down the CalPERS Unfunded Accrued Liability, and with the uncertainty of the District's role in Parks and Recreation services in the Valley, staff seeks direction from the Board on the value of preparing a new Five-Year Work Plan only in lieu of preparing a complete new Five-Year Strategic Plan.

A new Five-Year Strategic Plan would require contracting with a consultant at a cost of approximately \$15,000 to \$20,000. Preparation of a new Work Plan could be prepared by staff with Board oversight and would be based on the current Strategic Plan's goals and priorities. The savings to the District would be the entire \$15,000 to \$20,000 as it is expected staff will again draft the Work Plan, whether a consultant is contracted or not. Staff prepared the current Work Plan in 2012 while the consultant, Martin Rauch, prepared the remainder of the Five-Year Strategic Plan.

ALTERNATIVES:

1. Direct staff to seek proposals from consultants for an updated Five-Year Strategic Plan and propose a contract to the Board for approval. The FY 2018-19 budget includes \$15,000 for an update to the Strategic Plan.
2. Direct staff to prepare a new Work Plan based on the Five-Year Strategic Plan's goals and priorities.

FISCAL/RESOURCE IMPACTS: Should the Board select alternative #1, to contract with a consultant, the cost will be approximately \$15,000-\$20,000. Included in the FY 2018-19 budget is \$15,000 for this work.

Should the Board select alternative #2, to prepare a new Work Plan only, the cost will be staff time and office supplies which may be absorbed within the existing budget.

RECOMMENDATION: Staff recommends alternative #2, preparation of a new Work Plan only, based on the Strategic Plan's goals and priorities.

ATTACHMENTS: The District's Five-Year Strategic Plan is too large to attach but can be found on our website here:

<http://www.svpsd.org/sites/default/files/Strategic%20Plan%20-%20Final.pdf>

The Work Plan, updated in May 2017, can be found here:

http://www.svpsd.org/sites/default/files/F-9_StrategicPlanWorkPlan_0.pdf

DATE PREPARED: July 16, 2018