Northstar Community Services District

Strategic Plan 2014

Proudly Serving the Northstar Community since 1990

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BHI MANAGEMENT CONSULTING

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

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

3.0 STRATEGIC PARTNERS		
3.1 General		*Ongoing*
3.2 Water		*Ongoing*
3.3 Sewer		*Ongoing*
3.4 Fire		*Ongoing*
	3.4.1 Develop local fire relationships	*Ongoing*
	3.4 2 Develop regional fire relationships	*Ongoing*
	3.4.3 Maintain regular communications	*Ongoing*
3.5 Road Maintenance		*Ongoing*
3.6 Snow Removal		*Ongoing*
3.7 Trails		*Ongoing*
3.8 Solid Waste		*Ongoing*
4.0 PERSONNEL/ ORGANIZATION		
4.1 Succession Plan		*COMPLETE*
4.2 Employee Retention		*Ongoing*
4.3 Training and Development		*Ongoing*
4.4 Employee Communications		*Ongoing*
4.5 Employee Safety Program		*Q2 16/17*
4.6 Evaluation and Performance Management Program		*Ongoing*
4.7 Health and Wellness Program		*Q2 16/17*

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