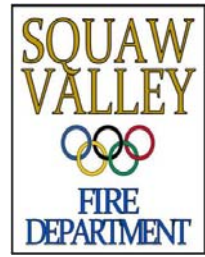




SQUAW VALLEY PUBLIC SERVICE DISTRICT



SUCCESSION PLANNING

DATE: November 17, 2015
TO: District Board Members
FROM: Mike Geary, General Manager
SUBJECT: Succession Planning

BACKGROUND: Succession planning is generally accepted as a way for organizations to address replacement of key employees, to support anticipated growth and to address training and/or skill shortages within the existing staff of an organization.

Succession planning is part of the District's Five-Year Strategic Plan, specifically Goal 5.

Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, operations and asset policies and activities to ensure excellence in all service areas.

The Strategic Plan's Work Plan identifies the following elements with a number one or two priority ranking:

5.1.0 – Meet staff challenges caused by District growth and retirements: capturing institutional knowledge, developing existing employees, etc.

5.1.1 – Identify and mitigate impacts to staffing levels from proposed development.

5.1.4 – Develop a Succession Plan for capturing institutional knowledge for three key retirements and for hiring replacements internally or externally. Have adequate documentation for each position; updated Job Descriptions; SOP's for each position. Include approximated schedules.

It is prudent for the District to plan for the retirement of key staff especially with the District's small organizational structure. The impact of one retirement in an agency of 20 staff has a much greater impact than it would in a larger agency.

DISCUSSION: At the October, 2015 Personnel Committee meeting, the group discussed staffing levels and planning efforts in anticipation of retirements and workload impacts from current and proposed development. The Committee reviewed existing and proposed transition and future staffing levels and organizational structures.

Preparing for the future will allow the District to more quickly identify which employees will fill open positions, allowing the District to operate with minimal disruption. Planning ahead will save District resources with a strategy in place to promote and train existing staff and less time and money spent recruiting external candidates. This planning effort also helps identify where there are gaps that cannot be met within existing staffing.

This issue is being brought before the Board and public for review and feedback.

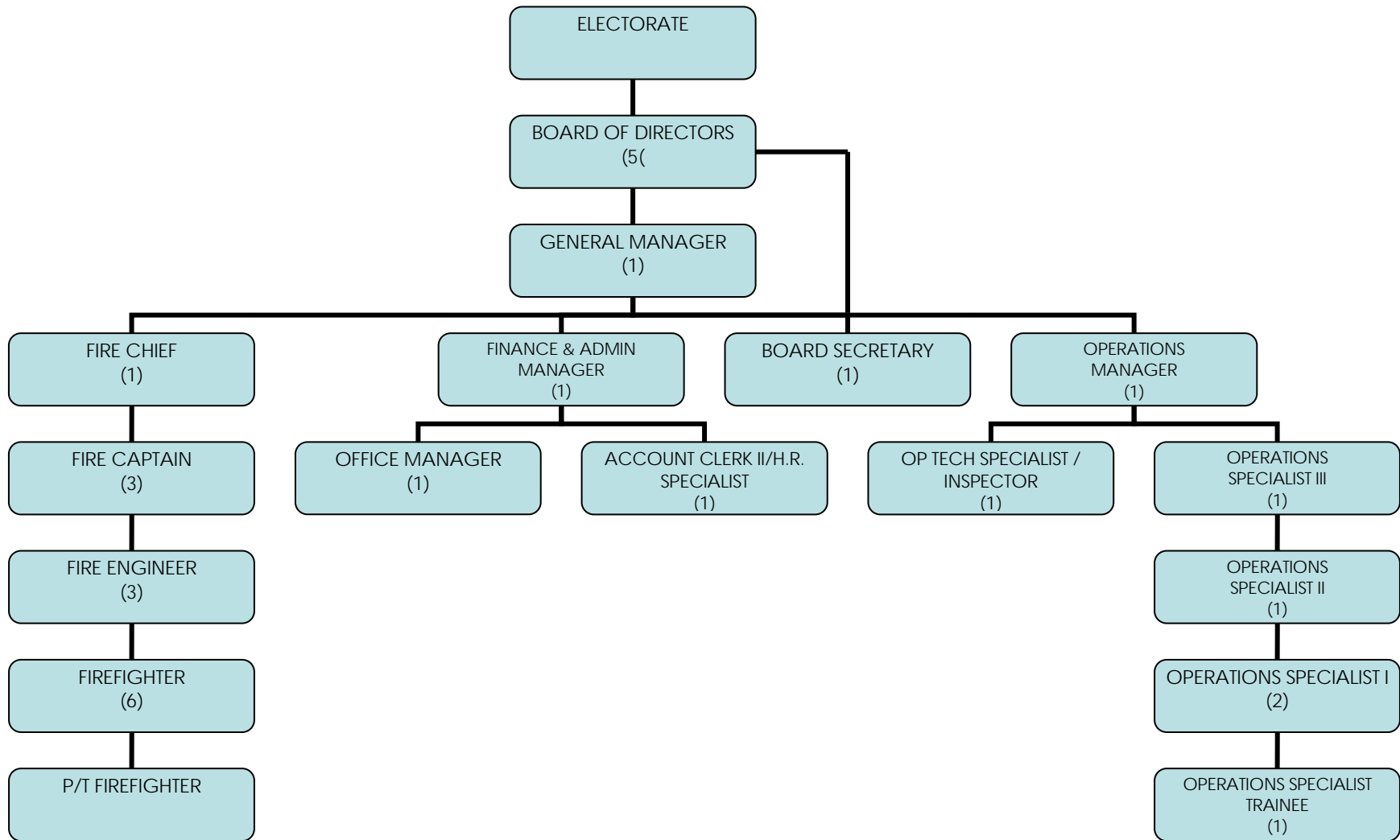
FISCAL/RESOURCE IMPACTS: Fiscal impacts are unknown at this time until specific action is requested.

RECOMMENDATION: Staff recommends the Board direct staff to continue efforts in support of the proposed transition and future staffing levels and organizational structures.

ATTACHMENTS: Existing, Transition and Future Organizational Charts.

DATE PREPARED: November 6, 2015

SQUAW VALLEY PUBLIC SERVICE DISTRICT ORGANIZATION CHART
 (Approved by Board of Directors May 27, 2014)
 (EXISTING)



Fire Department = 13

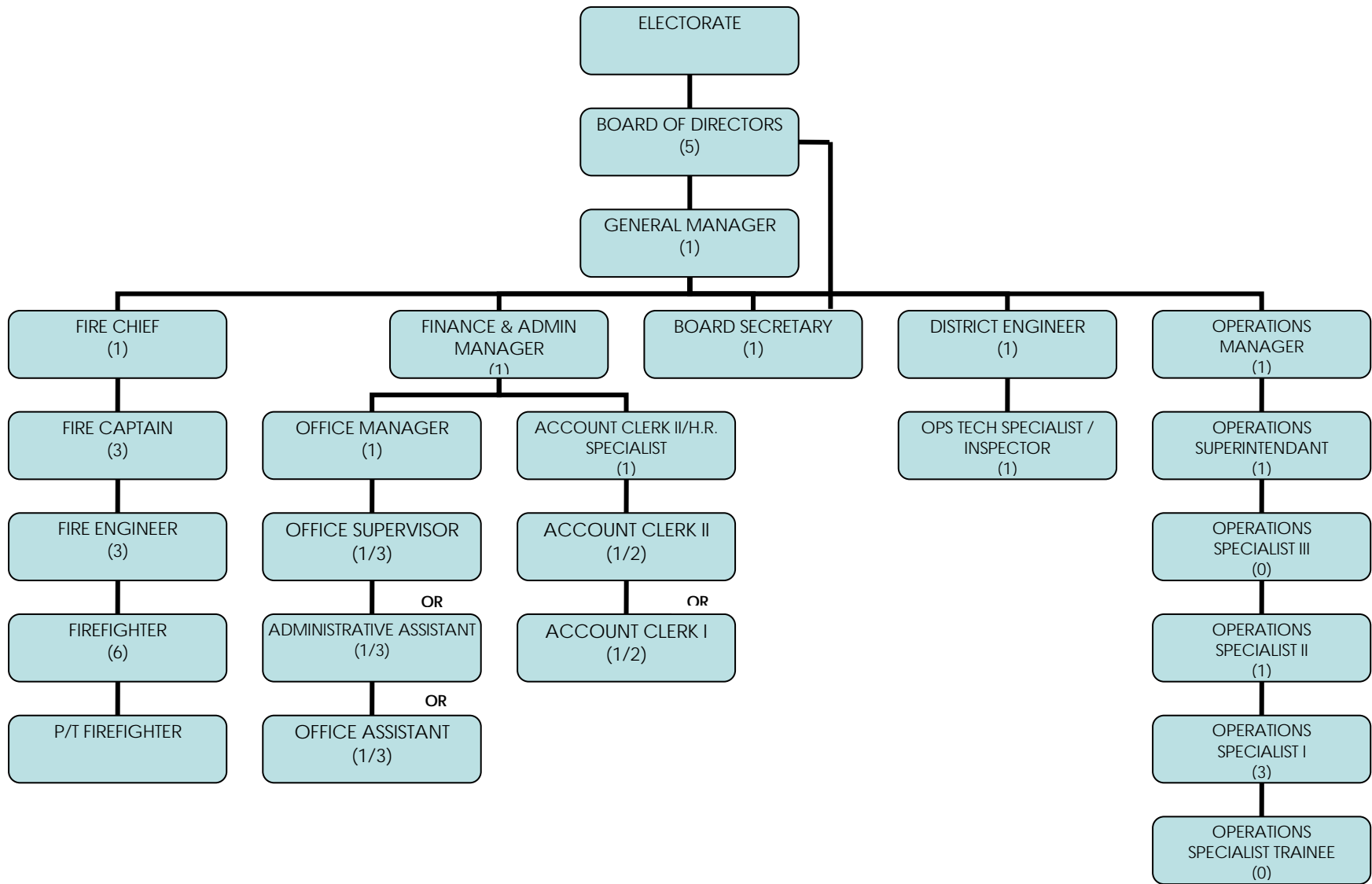
Admin Department = 3

Board = 1

Operations Department = 7

TOTAL = 25

SQUAW VALLEY PUBLIC SERVICE DISTRICT ORGANIZATION CHART (TRANSITION)



FIRE DEPT = 13

ADMIN DEPT = 5

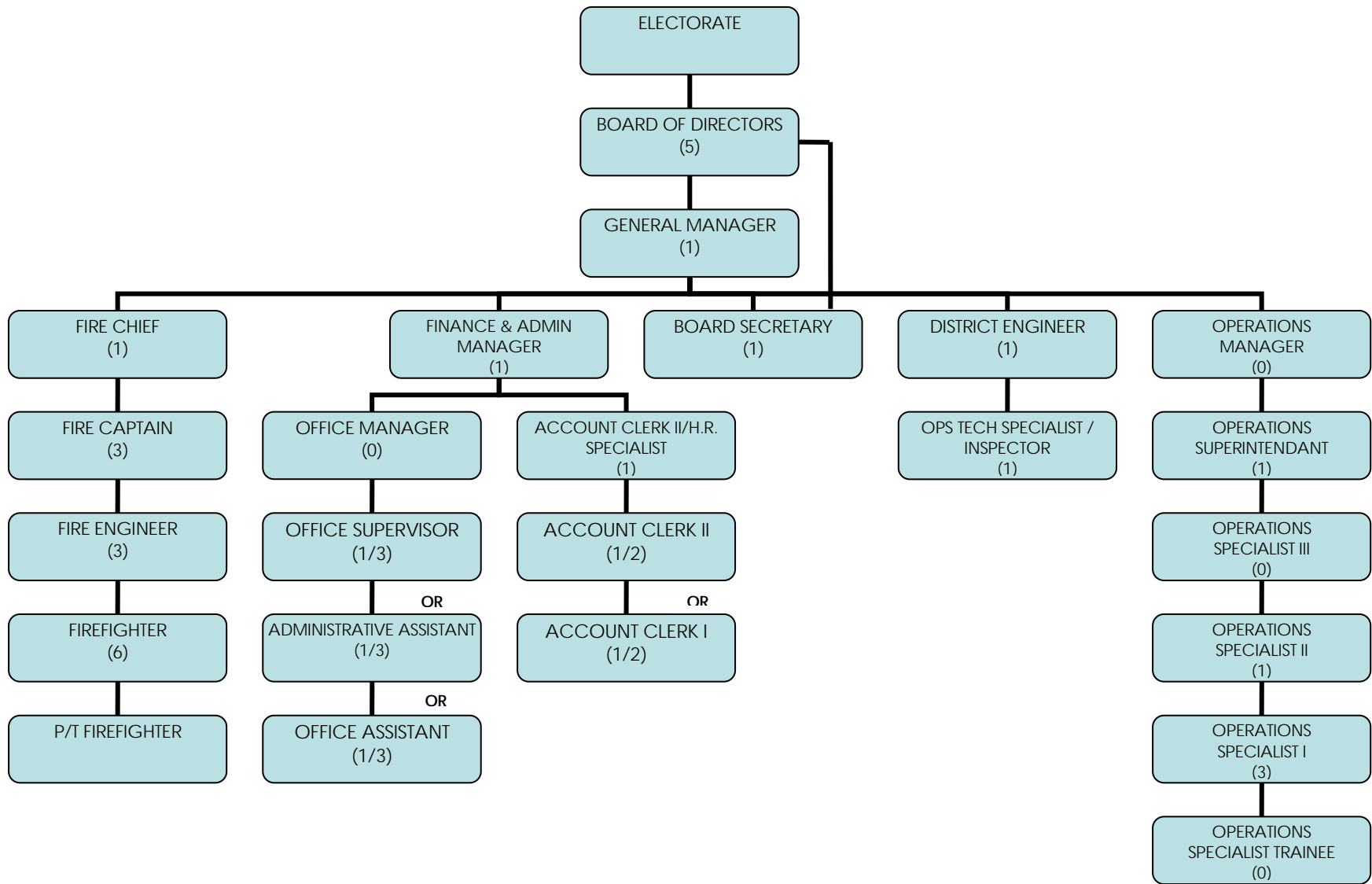
BOARD = 1

ENGINEER DEPT = 2

OPS DEPT = 6

TOTAL = 28

SQUAW VALLEY PUBLIC SERVICE DISTRICT ORGANIZATION CHART (FUTURE)



FIRE DEPT = 13

ADMIN DEPT = 4

BOARD = 1

ENGINEER DEPT = 2

OPS DEPT = 5

TOTAL = 26