



NORTH TAHOE PUBLIC UTILITY DISTRICT


2015 STRATEGIC PLANNING

DEPARTMENTAL KEY STRATEGIC ISSUES

OCTOBER 27, 2015

ISSUES AND CHALLENGES AFFECTING THE GENERAL MANAGER'S OFFICE

DIRECTION AND OUTREACH

- Clear direction from the Board on strategic objectives.
 - Need to reach out to work with other agencies
 - Participate in the area planning process and development of the potential sales tax initiative for bike path construction and maintenance
 - Affirm role and responsibilities of the Recreation Commission
 - Support Commission to successfully implement great low-cost ideas
 - Continuous improvement of working relationships amongst Board Members, Commissioners, and staff
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ISSUES AND CHALLENGES AFFECTING THE GENERAL MANAGER'S OFFICE

ADMINISTRATION AND OPERATIONS

- Need to update policies and procedures for personnel and operational activities
- Need to match rates with operations and capital improvements
- Need for risk assessment for sewer spills.
 - This is a priority effort with annual training drills specifically for this.
 - It must include the neighboring districts.
- Continuous review of the CIP for utilities, and create CIP that is funded for recreation department.
- Seek opportunity based projects with grants and/or reserve set-asides
- * Help Finance Office create a more easily understood budget that is used routinely as a tool for answering financial questions by Board members, employees and the general public


ISSUES AND CHALLENGES AFFECTING THE GENERAL MANAGER'S OFFICE

RECREATION AND PARKS MANAGEMENT

- Need guidance for financing service levels for recreation department
- Recreation JPA can be a great start toward collaboration with the Tahoe City Public Utility District on matters of mutual interest
- Regional Park Master Plan including acquisition of public land surrounding it
- Re-energize plans for returning Kings Beach State Recreation Area to NTPUD management
 - Consider off-season as an alternative
- Tahoe Vista Recreation Area Master Plan
 - Public kayak racks
 - Other needs
 - * Goal should be self-sufficiency


ISSUES AND CHALLENGES AFFECTING THE GENERAL MANAGER'S OFFICE

STAFFING CONCERNS

- Need for an assistant to help with administrative tasks beyond the time available by current staff, if progress is deemed inadequate by the Board
 - Need to increase public outreach hours
 - Staff development to gauge potential for upward mobility/promotion/succession, etc.
 - Need to foster customer service attitude with internal and external customers. Elevate status to level of mission and goals
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ACCOUNTING DEPARTMENT KEY ISSUES

CHALLENGES TO THE ACCOUNTING DEPARTMENT

1. Inadequate staffing
 - a. Insufficient to cover for absences due to vacation/illness.
 - b. Insufficient to perform special projects, analysis.
 - c. Insufficient to perform timely grant administration
 2. Inadequate filing area/storage area
 3. The distance between the Office and the Sprung Structure is a challenge
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ISSUES AND CHALLENGES AFFECTING PUBLIC INFORMATION

- **Need for a clear direction, vision and strategy related to the role of Public Information and Marketing at the District.** What is the vision and goals as to the role, depth and breadth of public information, marketing and transparency across the District. Where does marketing of Parks and North Tahoe Event Center fit within this? How are customer contact points coordinated with public information?
- **Resources need to be provided to meet the vision and strategy outlined by the Board.** Whether it is public outreach or marketing the Parks and North Tahoe Event Center, the proper resources (human and financial) need to be put in place. A marketing plan for Parks/NTEC needs to be developed, as well as the funding to bring it to fruition. Use of data to make decisions and analyze effectiveness of marketing and public outreach is critical to make sure the funds are being expended appropriately.
- **A culture of public information, outreach and the associated customer service needs to be created.** Public outreach/marketing staff don't always know what's going on so it is critical that everyone is thinking this way.

ISSUES AND CHALLENGES AFFECTING INFORMATION TECHNOLOGY


- **Need for a clear direction, vision and strategy related to the role of Information Technology at the District.** Information Technology includes hardware, software, data-mining, telecommunications contracts, hand held radios, cell phones, phone and voice mail system.
- **Lack of resources to pro-actively maintain, manage and take advantage of our existing assets (software and hardware).** We are not able to be proactive and take advantage of the resources and/or data available to us to make decisions based on facts; address employee needs; and properly plan for the future. A program should be put in place which is focused on risk aversion, management of our assets, the role of data in the organization and how we use it for decision making, training of employees.
- **Where does SCADA fit with all of this?**

HUMAN RESOURCES

- **Core Values – tie to employee goals**
 - **Use core values as part of Performance Evaluation goals**
 - **Implement evaluation software that is easy for management to use**
 - **Talent Planning**
 - **Document Knowledge**
 - **Assess current talents; train where needed**
 - **Update job descriptions**
 - **Update Personnel Ordinance – policies and procedures**
 - **Update and make it easy to find for employees**
 - **Supervisory Training Manual**
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ENGINEERING AND OPERATIONS

STAFF AND ASSET MANAGEMENT

- Optimizing our biggest resource – Staff
 - Maintaining District infrastructure as efficiently as possible
 - Enforce District Standards and Specifications
 - Ensure Compliance with Regulatory Agencies
 - Continued Training and Education (New Rules/Regs./Requirements)
 - Emergency Response Plans, Inter-district Capabilities & How we can work together in emergency situations.
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ENGINEERING AND OPERATIONS

ORGANIZE, UPDATE, & MAINTAIN DISTRICT OPERATING DOCUMENTS WITH CLARITY AND ACCESSIBILITY BY ALL

- What it is and what it does (i.e. why we have it)
 - Who oversees it and who may modify it
 - Who requires it – internal or regulatory agency
 - How to access it for review or knowledge
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ENGINEERING AND OPERATIONS

CAPITAL PLANNING, DESIGN, AND CONSTRUCTION

- Develop/Update Apparatus Replacement Plan
 - Prioritizing projects in concert with the Finance Department
 - Coordinating with other agencies
 - Monitor Outside projects and the impact on District infrastructure
 - Capitol Improvement opportunities
 - Manage unknown conflicts if they arise
 - In-house design & bid document preparation when applicable
 - Engineering Support for all departments
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RECREATION AND PARKS KEY ISSUES

- Discussion and agreement between board and staff on a process for long term adequate and consistent funding of the Department, that includes needs for deferred maintenance, capital improvements and the services that the community expects.
 - How to make the North Tahoe Event Center a viable and sustainable business while maintaining its availability for the community, meetings, special events and on-going recreation programs.
 - Re-organization of the Recreation, Parks, and Facilities staff to provide a strong management and support team for the use and maintenance of District owned facilities
 - Conduct a needs assessment and plan to provide clear direction regarding changing needs for recreation services
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SUMMARY OF POSSIBLE STRATEGIC ISSUES FROM BOARD INTERVIEWS



POSSIBLE STRATEGIC ISSUES

- *Desired level of service and appropriate funding of Recreation*
 - Public outreach to determine public's desired level of service
 - Funding options
 - Contingency plans dependent upon the funding strategy selected
 - Engagement and role of the Recreation Commission

POSSIBLE STRATEGIC ISSUES

- *Long-term financial planning*
 - Capital improvement program funding; recreation
 - Appropriate balance of pay-as-you-go vs debt financing
 - Reserve Policy
 - Rate Analysis and Rate Philosophy

POSSIBLE STRATEGIC ISSUES

- *Governance*
 - Unified and clear mission, vision, values and direction
 - Decision-making processes and procedures
 - Effective working relationships among Board and between Board and staff
 - Possible alternative models for service delivery: JPA, Consolidation, CSD, other?

POSSIBLE STRATEGIC ISSUES

- *Workforce Development*
 - Succession/talent planning
 - Customer service culture
 - Best practices in high performance, training, performance evaluation
 - Staffing

POSSIBLE STRATEGIC ISSUES

- *Technology*
 - Planning
 - Training
 - Funding