

North Tahoe Public Utility District
2017-2020 Strategic Plan
Adopted June 13, 2017

Mission Statement: The mission of the North Tahoe Public Utility District is to be effective environmental stewards through the provision of efficient, safe and accountable water and sewer service; and to provide, promote and support local and regional recreation and event facilities and activities for residents and visitors that enhance the well-being of our community.

Vision Statement: The vision for the North Tahoe Public Utility District is that we will provide the highest quality water and sewer systems, efficiently and economically managing for future demands, and that we will provide outstanding recreational facilities and services that are responsive to our community, while fostering positive long-term relationships with employees, customers, suppliers and partner agencies.

Our Leadership Core Values:

Public and environmental safety - at the highest level

Open Communications - be open to all points of view

Customer Service Excellence - provide exemplary customer service, and meet or exceed our customers' expectations

Transparency and Honesty - be fair, straightforward and factual

Public Trust - be committed to earning this every day

Protecting the Environment - be good stewards of what we have been given

Innovation and Creative Solutions - contribute and be receptive to new ideas

Cooperation - efficiencies come from collaboration and teamwork

Accountability - be responsible, deliberate, accurate and clear

Fiscal Stewardship - exercise careful watch over public funds

Strategic Objectives:

1. Provide Quality Recreation and Event Facilities and Activities
2. Maintain Highest Level of Safe, Sustainable Sewer and Water Service
3. Provide Exceptional District Governance
4. Empower Trained Professional Staff
5. Ensure Financial Sustainability
6. Maintain Operational Excellence
7. Parking Lot Items for Future Discussion

North Tahoe Public Utility District 2017-2020 Strategic Objectives

1.0 Provide Quality Recreation and Event Facilities and Activities (2016 Goals set 1.1 – 1.5)

	Goals	Metric/Optics	Lead
1.1	Establish a sustainable funding source for Recreation and Parks		General Manager
1.2	Perform a recreation needs assessment for funding programs, facilities, and services.	Completed Winter 2016	Administrative Manager
1.3	Evaluate cost/benefit of hiring marketing manager		Administrative Manager
1.4	Update on regional park master plan to include analysis of ownership and/or disposal of related facilities		Administrative Manager
1.5	Create long-term parking plan for Event Center		Administrative Manager
1.6	Consistent application of fees and charges		Administrative Manager
1.7	Allow “common sense” application of rules		Administrative Manager
1.8	Create sustainable models for facility repairs, maintenance and replacement		Administrative Manager
1.9	Review and update survey data to address unmet needs		Administrative Manager
1.10	Manage Recreation Commission/Board expectations to ensure safety items are corrected first		Administrative Manager
1.11	Empower Commissioners to speak on behalf of the Recreation Department		Administrative Manager
1.12	Utilize public/private partnerships when dollars can't be budgeted		Administrative Manager
1.13	Maximize benefits of Boys and Girls Club financial support		Administrative Manager
1.14	Equate level of maintenance services with costs to provide; establish the highest level of affordable service		Administrative Manager
1.15	Maximize revenues through concessionaire and independent contractors		Administrative Manager
1.16	Assure use of TOT and Park Dedication Fees are equitably distributed to the NTPUD		Administrative Manager

1.17	Review public input on desire for recreation programs		Administrative Manager
1.18	Be mindful of the eventual need for future dollars; in other words, the campaign has started		Administrative Manager
1.19	Consider opportunities for acquisition of future park land with operation and maintenance impacts evaluated		Administrative Manager

2.0 Maintain Highest Level of Safe, Sustainable Sewer and Water Service (2016 Goals set 2.1 – 2.4)

	Goals	Metric/Optics	Lead
2.1	Meet all regulatory and environmental standards	Ongoing Compliance – Prioritize Capital per CIPG (Section 5)	Engineering & Operations Manager
2.2	Maintain safe system uptime	Ongoing	Engineering & Operations Manager
2.3	Provide emergency management training to all operations staff	Ongoing	Engineering & Operations Manager
2.4	Complete a review of the CIP	Completed – Per CIPG (Appendix)	Engineering & Operations Manager
2.5	GIS/SCADA focus with access for all employees	Completed – Lucity GIS Map on line	Engineering & Operations Manager
2.6	Update district maps for easy access	Completed – New maps issued April 2017	Engineering & Operations Manager
2.7	Update CIP's with realistic dates for work being accomplished to be considered in light of current/proposed System Replacement Rates	Completed – Per CIPG (Section 5)	Engineering & Operations Manager
2.8	Identify appropriate maintenance schedules for line inspections, i.e. 4 years versus 5 years; set aggressive yet obtainable goals; achieve optimum CCTV goals to minimize failure	Completed – Per SSMP (Chapter 4) & CIPG (Chapter 4)	Engineering & Operations Manager

2.9	Base decisions on sound, consistent database	Completed & Ongoing – Per CIPG (Chapter 4)	Engineering & Operations Manager
2.10	Consider sewer infrastructure needs (Capital & Operations) as priority	Ongoing – Per CIPG (Chapter 4 & 5)	Engineering & Operations Manager
2.11	Consider slip line versus line replacement strategies	Completed – Per CIPG (Chapter 5) & (Appendix)	Engineering & Operations Manager
2.12	Prioritize values at risk, i.e. sewer spills, ahead of other needs	Ongoing – Per CIPG (Chapter 4)	Engineering & Operations Manager
2.13	Establish preventative maintenance goals that are achievable given current funding	Completed – Per SSMP (Chapter 4)	Engineering & Operations Manager
2.14	Focus on structure and consistency in all areas	Completed & Ongoing – Organized Policies and Procedures	Engineering & Operations Manager
2.15	Preventative maintenance must consider gravity mains and sewer laterals	Completed & Ongoing – Prioritized per CIPG	Engineering & Operations Manager
2.16	Evaluate emergency response effectiveness	Ongoing	Engineering & Operations Manager
2.17	Annual update of area resource guide	Annual	Engineering & Operations Manager

3.0 Provide Exceptional District Governance (2016 Goals set 3.1 – 3.3)

	Goals	Metric/Optics	Lead
3.1	Establish best practices for Board procedures including staff report template		General Manager
3.2	Evaluate alternative service models and collaborations including Joint Powers Agreements, contracts, consolidations, etc.		General Manager
3.3	Define role and enhance engagement of Recreation and Parks Commission		Administrative Manager

3.4	Be aware of laws affecting the District and charge Counsel with annual training for Brown Act		General Manager
3.5	Promote Board member training		Administrative Services Liaison
3.6	Budget transparency		Chief Financial Officer
3.7	Tell the public who we are and what we do		General Manager/Board
3.8	Empower decision making of staff with clear direction from the Board		General Manager/Board
3.9	Achieve District Transparency Certificate of Excellence	Coordination with other departments, public outreach, IT needed	Administrative Services Liaison
3.10	Continuous quality improvement of District ordinances including sewer and water		Engineering & Operations Manager
3.11	Be aware of emerging trends, i.e. electronic records, drought regulations		Management Team
3.12	Obtain quorum-based decisions shared by all Board members		General Manager
3.13	Allow Board to focus on "big picture"		General Manager
3.14	Use of professional negotiator for Memorandum of Understanding		General Manager
3.15	Admin. Manager Holt as new IT Executive Manager will oversee the implementation measures for the recent IT needs assessment, including the possibility of a managed services agreement and some level of full time or part time coverage. The current independent contractor will continue with the District as needed.		Administrative Manager
3.16	Celebrate District accomplishments at every opportunity		General Manager
3.17	Consider use of Ad Hoc Committees for short-term assignments		General Manager
3.18	Rates must remain stable		Chief Financial Officer
3.19	Consider Open.Gov as a tool for transparency		Public Information Administrator
3.20	Consider Flash Vote		Public Information Administrator
3.21	Create and engage Public Outreach Committee	Completed and underway	General Manager

4.0 Empower Trained Professional Staff (2016 Goals set 4.1 – 4.7)

	Goals	Metric/Optics	Lead
4.1	Review and recommend appropriate staffing levels		General Manager
4.2	Update Human Resources Policies		HR Manager
4.3	Update job descriptions		HR Manager
4.4	Update training and certification program		HR Manager
4.5	Develop and implement a program for a culture of customer service excellence		General Manager
4.6	Implement employee satisfaction survey to become an Employer of Choice		General Manager
4.7	Develop an employee training plan		HR Manager
4.8	Achieve decision making at lowest levels in organization		Management Team
4.9	Train all staff, Commission, and Board to understand the workings of the NTPUD		General Manager
4.10	Provide training as needed when employees take on new responsibilities, i.e. grant identification. Department managers must submit annual needs and have reasonable estimates for cost, timing, cost-sharing requirements, etc.		Management Team
4.11	Provide diverse topics at each quarterly meeting; consider rotation of spokespersons from each department		HR Manager
4.12	Provide CSR's with ongoing training to assure interdepartmental needs can be met without considerable ramp-up time		Administrative Services Liaison
4.13	Empower responsible employees to be able to take individual action		Management Team
4.14	Ensure informed, knowledgeable employees able to address customer concerns		Management Team
4.15	Encourage suggestions, criticism, and input for operational improvement		Management Team
4.16	Encourage attendance at Special Districts Leadership Academy		General Manager
4.17	Prepare and adopt annual General Manager performance review format		HR Manager
4.18	Monitor and take advantage of low-cost training provided by private, quasi-private, and other public entities		Management Team
4.19	Review job descriptions and other components within the District Personnel Ordinance semi-annually		HR Manager
4.20	Adjust staff assignments via changes to job descriptions as warranted with the Personnel Committee serving as a "check and balance" and liaison to the full Board		HR Manager
4.21	Constant efforts should be made to maximize attention toward unmet labor needs		HR Manager
4.22	Tie performance reviews to core values		HR Manager

4.23	Make workers compensation modification goal less than 100%		Management Team
4.24	Take advantage of opportunities to address possible changes to the organizational chart when employees move from the District's employment		General Manager
4.25	Adopt "talent management" succession planning to avoid impacts from retirements		HR Manager
4.26	Prioritize labor relations as employees are our Number One resource		General Manager

5.0 Ensure Financial Sustainability (2016 Goals set 5.1 – 5.6)

	Goals	Metric/Optics	Lead
5.1	Adopt and regularly review financial policies		Chief Financial Officer
5.2	Maintain reserves at desired level according to adopted policy		Chief Financial Officer
5.3	Evaluate need for/perform a rate study		Chief Financial Officer
5.4	Develop long-term financial master plan		Chief Financial Officer
5.5	Ensure compliance with Proposition 218 for current or future rate structure		Chief Financial Officer
5.6	Develop sustainable funding for all departments		Management Team
5.7	Be sure CFD 94-1 is current and correct; a plan for the future is needed with consideration for a future increase in the CFD.		Engineering & Operations Manager
5.8	Continue collection of Federal and State mandate funds		Chief Financial Officer
5.9	Review tiers as they pertain to legal requirements and water conservation	Consider during rate study	Engineering & Operations Manager
5.10	Consider Debt versus Cash (Pay as you go)		General Manager
5.11	Use property tax in limited situations for recreation sustainability		General Manager
5.12	Determine RDA funds, pass through dollars, etc.		Chief Financial Officer
5.13	Use of concession income for recreation. Implement Maintenance Impact Fees in all concession agreements in the future		Administrative Manager
5.14	Be aware of grants and other public/private opportunities we find		General Manager

5.15	Include all capital replacement costs in schedules for base and parks		Chief Financial Officer
5.16	Develop and implement program that calls for review of prices of ongoing purchases		Chief Financial Officer

6.0 Maintain Operational Excellence (2016 Goals set 6.1 – 6.2)

	Goals	Metric/Optics	Lead
6.1	Develop and continue implementation of an integrated Systems and Technology Plan		Engineering and Operations Manager
6.2	Develop and begin implementation of a Public Outreach Plan		Public Information Administrator
6.3	Exceed Public's expectation for customer service	Ongoing training and monitoring of service goals	Administrative Services Liaison
6.4	Set and manage goals		Management Team
6.5	Avoid work "slipping through the cracks"		Management Team
6.6	Review General Liability and Property Insurance Coverage annually		Management Team
6.7	Foster a culture of "one district" versus multiple departments		Management Team
6.8	Manage and shred unnecessary files based on records retention schedule and legal requirements and utilize Contentverse for Districtwide filing system	Destroy files per Board	Administrative Services Liaison
6.9	Record and stream Board and Commission meetings	Ongoing – Live Stream is added expense not in budget for 2017/2018	Administrative Services Liaison
6.10	Increase frequency of emergency response drills that include mutual aid		Utility Operations Manager
6.11	Provide weekly briefings to Directors by 6 p.m. on Fridays		General Manager
6.12	Reduce turnaround time for complicated plan checks. The current 15-workdays should be reduced by 40% in the next 1-2 years		Engineering & Operations Manager

6.13	Consider impacts and mitigation measures of increasing housing costs and diminishing supply		General Manager
6.14	Post mission and vision statements, and leadership core values in places frequented by the public, employees, and the Board; utilize as part of continuing public outreach	September 1, 2017	Administrative Services Liaison
6.15	Keep vehicles clean and washed weekly. Document vehicle and equipment damage immediately.		Utility Operations Manager
6.16	Investigate accidents at Safety Committee meetings. Avoidable accidents should be well documented with a clear understanding of the consequences of repeated avoidable accidents.		HR Manager
6.17	CSR Team should remind internal customers periodically about help available for projects and short term assignments	Completion of ongoing list of assignments needed by all departments	Administrative Services Liaison
6.18	Submit report of annual accomplishments to Board, public, and employees.		General Manager
6.19	Develop orientation manuals for Board members, new customers, and new employees.	Underway	Administrative Services Liaison

7.0 Parking Lot Items – For Future Discussion

	Goal	Metric/Optics	Lead
7.1	Evaluate seasonal field inspector versus contract inspector for items like USA or Ordinance 100 sewer pressure tests		Utility Operations Manager
7.2	Should District conduct an RFP for safety consultant?		General Manager
7.3	Prepare for upcoming MOU negotiations; including realignment of financial rewards to a true pay for performance in future contracts		HR Manager