

NORTH TAHOE PUBLIC UTILITY DISTRICT STRATEGIC PLAN 2018-2022 - Adopted April 10, 2018

	STRATEGIC OBJECTIVE		GOALS	TACTICS	LEAD	STATUS
1	PROVIDE QUALITY RECREATION, EVENT FACILITIES, AND ACTIVITIES	1.1	Establish sustainable funding sources for Recreation and Parks	Evaluate Cost/benefit of hiring marketing manager as recommended two years ago	AM	Completed
				Create sustainable models for facility repairs, maintenance, and replacement	AM	Scheduled
				Utilize public/private partnerships when dollars cannot be budgeted	AM	Ongoing
				Maximize benefits of Boys & Girls Club financial support	AM	Ongoing
				Maximize revenues through concessionaires and independent contractors; Coordinate marketing with PIO	AM	Initiated
				Equate level of maintenance services with costs to provide and establish the highest standard of affordable service that can be sustained	AM	Ongoing
				Identify strategy for Recreation solvency and complete first year objectives. Timeline to be determined.	AM	Initiated
				Systematically apply for TOT and Park Dedication Fees for projects in the NTPUD service areas	AM	Ongoing
				Evaluate maintenance and operation impacts of opportunities for acquisition of future park land	AM	Initiated
				Establish advisory working group to generate operational model recommendation for the NTEC	AM	Completed
				Consider use of property tax to meet and/or bridge sustainability and maintenance standards	GM	Initiated
		1.2	Utilize responses from needs assessment for funding programs, facilities, and services	Review public input on desire for recreation programs	GM/CFO	Completed
				Consider subsidies for youth programs and fees charged for adult programs	AM	In Process
		1.3	Update Recreation and Park Master Plan	Work with Recreation and Parks Commission on development of priorities	AM	Initiated

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				Analyze ownership and/or disposal of related facilities. Assess pros and cons of acquiring public owned vacant land	AM	Ongoing
				Manage Board and Commission expectations to correct safety items first	AM	Ongoing
2	MAINTAIN HIGHEST LEVEL OF SAFE SUSTAINABLE SEWER AND WATER SERVICE	2.1	Utilize Lucity Asset Management Program	Work with outside consultant to maximize procedures/processes to obtain full value of this program	UOM	In Process
				Complete populating equipment assets	UOM	In Process
				Complete inventory update	UOM	In Process
		2.2	Meet all regulatory and environmental standards	Increase frequency of emergency response training to all operations staff including mutual aid	UOM	Ongoing
				State required reporting	UOM	Annual
				Maintain state required permits	UOM & EOM	Annual
		2.3	Compliance with State Water Use mandate of 20% by 2020	Complete 2015 Urban Water Management Plan to ID Use Sectors	EOM	Completed
				Complete Water Audit via "Water Loss Technical Assistance Program" State Training (required per SB555)	EOM & UOM	Completed
				Develop Compliance Master Plan for implementation	EOM	Scheduled
				Coordinate with Public Information Officer on public outreach to assist in meeting these goals	EOM & PIO	Ongoing
		2.4	Ensure Capital Funding is Adequate to Sustain Systems: Sewer, Water, Base	Identify Appropriate Annual Budget Amounts for: Sewer, Water, Base, Fleet.	EOM	Completed
				Assist in Cost of Service Study with timely data	EOM & OUM	In Process
				Complete Cost of Service Study Justification	GM	Initiated
		2.5	Prioritize Capital Projects using industry standards and field observations	Compile all identified projects into one location	EOM	Completed
				Identify all Capital Drivers	EOM	Completed
				Develop Ranking and Prioritization System	EOM	Completed
				Consider sewer infrastructure needs (Capital & Operations) as priority	EOM	Completed

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				Prioritize values at risk, i.e. sewer spills ahead of other needs	EOM	Completed
		2.6	Maintain safe system uptime	Meet Preventative Maintenance Goals per Sanitary Sewer Management Plan	EOM & UOM	Ongoing
				Review Preventative Maintenance Goals for all Water and Sewer Assets after full District rotation. Revise if warranted.	UOM	Ongoing
				Establish preventative maintenance goals that are achievable given current and proposed funding	UOM	Ongoing
				Schedule and Maintain repairs on all Water and Sewer Assets.	UOM	Ongoing
				Evaluate emergency response effectiveness	EOM & UOM	Annual
				Annual update of area resource guide	EOM	Annual
3	PROVIDE EXCEPTIONAL DISTRICT GOVERNANCE	3.1	Create timeline to review all ordinances	Update Personnel Ordinance & create Personnel Policies Handbook	HRM	In Process
				Critique District ordinances considering current State requirements and new litigation	MGMT TEAM	In Process
		3.2	Budget Transparency	Clearly identify methodologies for allocations and assumptions	CFO	Scheduled
				Ensure that annual budget is understandable to the public. Provide education to the public as needed.	CFO	Ongoing
				Hold educational sessions with Board, Commission and Managers as needed	CFO	Scheduled
		3.3	Enhance engagement of Recreation and Parks Commission	Clarify and confirm roles of Commissions and Committees as directed by the Board	GM & AM	Ongoing
		3.4	Celebrate District accomplishments.	Submit annual report of District's accomplishments to Board, staff, and public including successes and lessons learned. Focus on value for taxes and fees used.	GM	In Process
		3.5	Evaluate alternative service models including Joint Power Agreements, contracts, collaborating on shared services, etc.	Consult with neighboring agencies at least annually	BOARD GM MGMT TEAM	Ongoing

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		3.6	Obtain District Transparency Certificate of Excellence from CSDA	Adopt Board Policy Manual including all required policies reflecting new laws and/or legislation	PIO & ASL	In Process
				Board to keep current status on Ethics, Sexual Harassment, and other required training	ASL	Ongoing
		3.7	Promote Board Member training	Budget for training conferences	ASL	Ongoing
				Educate Board regarding training opportunities in areas of interest	ASL	Ongoing
		3.8	Monitor Federal, State, and Local legislation affecting the District's ability to complete Board directed strategic goals, i.e. TRPA, LRWQCD, Placer County	Work with lobbyist (CSG), California Special Districts Association (CSDA) and Placer County.	MGMT TEAM	Ongoing
		3.9	Increase Public Outreach and Exposure	Annual update of Public Outreach Plan	PIO	Annual
4	EMPOWER TRAINED PROFESSIONAL STAFF	4.1	Stabilize IT Functions	Implement recommendations of IT Needs Assessment	AM	Scheduled
				Issue RFP for Managed Services and Help Desk functions for IT	AM	Initiated
		4.2	Provide Meaningful Employee Training Sessions/Meetings	Provide diverse topics at each semi-annual meeting with an emphasis on safety; Consider rotation of spokespersons from each department	HRM	Ongoing
		4.3	Update Performance Evaluation Process	Create and adopt annual General Manager Performance Evaluation form and process	HRM & GM	Completed
				Implement Trakstar employee evaluation software	HRM	In Process
				Tie Core Values to performance evaluations	HRM	Completed
				Provide training to managers and employees on use of Trakstar	HRM	Scheduled
		4.4	Monitor Organizational Chart	Take advantage of opportunities to address possible changes to the organization chart when employees move from the District's employment	GM	Ongoing
		4.5	Renew Memorandum of Understanding and Confirmation of Understanding	Assist Labor Negotiator	MGMT TEAM	Ongoing
		4.6	Engage existing staff through career development and job enrichment	Establish baseline and current responsibilities	MGMT TEAM	Scheduled

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				Assess skill sets and work with employees to identify and implement cross-training opportunities	MGMT TEAM	Ongoing
				Enable staff to identify opportunities within their area of authority	MGMT TEAM	Ongoing
		4.7	GIS/SCADA focus with access for all employees	Update district maps for easy access	EOM	Completed
5	ENSURE FINANCIAL SUSTAINABILITY	5.1	Maintain stable and sustainable rates	Evaluate need for rate study.	CFO	Completed
				Conduct external rate review with third party and staff input	CFO	Scheduled
				Internal analysis of costs, allocations and funding sources as recommended by third party	CFO	Scheduled
				Evaluate Debt versus Cash (Pay as you go)	GM & CFO	In Process
				Make recommendation to Board if necessary	GM & CFO	Scheduled
		5.2	Ensure Timely availability of accurate information for decision-making	Establish reconciliation process and timelines.	CFO	Initiated
				Document month-end and year-end closeout procedures	CFO	Scheduled
				Assess accounting software capabilities, if adequate, develop implementation plan to maximize	CFO	Scheduled
		5.3	Ensure consistency of data and reporting	Work with other stakeholders to assess non-accounting software; identify and rectify redundancies	CFO	Scheduled
				Assess current processes; develop automation implementation plan	CFO	Scheduled
		5.4	Adopt and regularly review financial policies.	Establish review policy timelines	CFO	Scheduled
				Review and access needed updates and adequacy of financial policies	CFO	Scheduled
		5.5	Monitor grant opportunities	Be aware of grants and/or other public/private opportunities available.	GM	Ongoing

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				Identify and research grant opportunities with Grant Coordination Committee for recommendations for available opportunities and planning needs to leverage or apply for funds	GM & PIO	Ongoing
				Maximize grant funding by increasing grants investigated over prior year by 10% to 15%	GM & PIO	In Process
		5.6	Maintain reserves at desired level according to adopted policy.	Work with internal stakeholders to determine failure costs	CFO	Scheduled
				Ensure compliance with Proposition 218 for current or future rate structure	CFO	Ongoing
		5.7	Maintain regulatory compliance and continued funding levels	Continue collection of Federal and State unfunded mandate fees	CFO	Ongoing
				Forecast RDA funds, pass-through dollars, etc.	GM & CFO	Ongoing
				Create CFD 94-1 Engineer's Report	EOM	Annual
				Review tiers as they pertain to legal requirements and water conservation	EOM & CFO	Scheduled
		5.8	Develop tools to support ongoing financial performance and viability analyses	Develop long-term financial plan and projection including operations, capital requirements and funding forecast	CFO	Initiated
				Conduct external benchmarking research	CFO	Scheduled
				Develop and implement program that calls for review of prices of ongoing purchases	CFO	Ongoing
				Implement Maintenance Impact Fees in all concessionaire agreements; utilize revenue for deferred maintenance items and leverage in obtaining non-District funds	AM	Initiated
6	MAINTAIN OPERATIONAL EXCELLENCE	6.1	Forecast Capital Expenses Accurately	Review and update the CIP	EOM & CFO	Annual
				Recommend realistic schedules for work being accomplished in light of current/proposed System Replacement Rates	EOM & CFO	Annual
		6.2	Create Succession Plan	Formulate succession plan strategy and how to implement plan including timeline	GM & MGMT TEAM	In Process

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		Plan for new employees unable to afford to live in the Tahoe area	HRM & MGMT TEAM	In Process	
		Design Talent Review Plan	HRM & MGMT TEAM	In Process	
		Develop and implement employee training, cross training and mentoring opportunities	HRM	Ongoing	
		Work with Department Heads to develop plan ensuring outgoing job knowledge is documented	HRM	In Process	
		Review and update job descriptions and adjust staff assignments as necessary	HRM	Ongoing	
		Evaluate unmet labor needs and implement strategy to recruit	HRM	In Process	
	6.3	Maintain a fully operational fleet	Perform fleet maintenance per goals set	UOM	Ongoing
	6.4	Eliminate redundancy in internal processes	Produce timesheet from Lucity Work Order input	EOM & UOM	Initiated
	6.5	Focus on structure and consistency in all areas	Develop and continue implementation of an integrated Systems and Technology Plan	EOM	Initiated
			Continue/complete goals and processes associated with “intent to serve” program	EOM	In Process
	6.6	Be Prepared for all scenarios	Provide emergency response training to all operations staff and mutual aid partners	UOM	Ongoing
	6.7	Ensure staff has resources and infrastructure to perform	Develop long term Plan for Base Facilities to include seismic and other natural hazards	EOM	Completed
	6.8	Base decisions on sound, consistent data	Build, Populate, and Utilize CMMS (Lucity)	UOM	In Process
	6.9	Ensure adequate staffing levels	Evaluate current number of regular and seasonal Maintenance Workers during construction season considering sick leave, vacation, injuries and the OT consequences.	UOM	Annual
Abbreviations Key					
AM	Administrative Manager				
ASL	Administrative Services Mgr.				
CFO	Chief Financial Officer				
EOM	Engineering & Operations Mgr.				

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GM	General Manager					
HRM	Human Resources Manager					
PIO	Public Information Officer					
UOM	Utility Operations Manager					