

NORTH TAHOE PUBLIC UTILITY DISTRICT STRATEGIC PLAN 2019-2022 (Adopted April 10, 2018 - Amended April 16, 2019)									
	STRATEGIC OBJECTIVE	GOALS	TACTICS	LEAD	STATUS	COMMENTS	STATUS DATE		
1	PROVIDE QUALITY RECREATION, EVENT FACILITIES, AND ACTIVITIES	1.1	Establish sustainable funding sources for Recreation and Parks	a	Evaluate Cost/benefit of hiring marketing manager as recommended two years ago	AM	Completed	Hired Event Center Manager in May 2019, implementing recommendations of AWG; working on long-term operating plan.	February 2020
				b	Create sustainable models for facility repairs, maintenance, and replacement	AM	Ongoing	Building out models in Lucity, adding NTEC maintenance to system.	February 2020
				c	Utilize public/private partnerships when dollars cannot be budgeted	AM	Ongoing	Regularly monitoring funding agencies for possible grants; creating a selection of projects ready to bring forward as funding is available.	February 2020
				d	Maximize benefits of Boys & Girls Club financial support	AM	Ongoing	Recreation and Community Event Supervisor will work with BGCNLT to increase effectiveness of District's financial support.	February 2020
				e	Maximize revenues through concessionaires and independent contractors; Coordinate marketing with PIO	AM	Ongoing	Increasing social media posts through PIO, increased park use is being noted. Revised contracts implemented in 2019.	February 2020
				f	Equate level of maintenance services with costs to provide and establish the highest standard of affordable service that can be sustained	AM	Ongoing	Inputting data into Lucity to create the base information needed to generate reports necessary to be able to quantify level of service information.	February 2020
				g	Identify strategy for Recreation solvency and complete first year objectives. Timeline to be determined.	AM	In Process	Fiscal Year 2019/20 established revised use of Property Tax and ensured sustainable support for Recreation. Financial performance within Recreation, including the NTEC, continues to be monitored.	February 2020
				h	Systematically apply for TOT and Park Dedication Fees for projects in the NTPUD service areas	AM	Ongoing	Monitoring Placer County, TOT, and State Parks for grant opportunities. Have planned projects ready to move forward as funding becomes available.	February 2020
				i	Evaluate maintenance and operation impacts of opportunities for acquisition of future park land	AM	In Process	Initial meetings with CTC, US Forest Service, Placer County have taken place. Timetable is being driven by the US Forest Service. CTC on-boarding new North Lake Tahoe lands manager that will support this effort from the CTC.	February 2020

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					j	Establish advisory working group to generate operational model recommendation for the NTEC	AM	Completed	Presented recommendation of the Advisory Working Group to the Board at their November 2018 meeting. Board accepted the report and directed staff to move forward on identifying plan to implement recommendations.	April 2019
					k	Consider use of property tax to meet and/or bridge sustainability and maintenance standards	GM	In Process	Fiscal Year 2019/20 established revised use of Property Tax and ensured sustainable support for Recreation. Financial performance within Recreation, including the NTEC, continues to be monitored.	February 2020
			1.2	Utilize responses from needs assessment for funding programs, facilities, and services	a	Review public input on desire for recreation programs	GM/CFO	Completed	Initial review of responses indicated public is not desirous of paying more for status quo of operations. Results did indicate a desire for trails in the Park and connecting to trails from outside the District.	April 2019
					b	Consider subsidies for youth programs and fees charged for adult programs	AM	Ongoing	Annually evaluated during the budget process; benefits AYSO, Little League, and NTHS.	February 2020
			1.3	Update Recreation and Park Master Plan	a	Work with Recreation and Parks Commission on development of priorities	AM	Ongoing	Initial study focused on high-priority needs; Synthetic Turf Field expansion, Tennis Court/Pickleball Courts, and accessible pathways. In discussion with TCPUD on a jointly executed Parks Assessment/Master Plan in Fiscal Year 2020/21.	February 2020
					b	Analyze ownership and/or disposal of related facilities. Assess pros and cons of acquiring public owned vacant land	AM	Ongoing	Determined not feasible to dispose of the NTEC; staged initial meetings with CTC, US Forest Service, Placer County have taken place regarding lands surrounding the NTRP as well as management of beach properties. Long-range timetable due to dealing with Forest Service but discussions are being held regularly.	February 2020
					c	Manage Board and Commission expectations to correct safety items first	AM	Ongoing	Identified three projects to address for safety concerns, Field #4 (synthetic turf), Tennis Courts, and Accessibility.	February 2020

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			1.4	Maintain or Update Recreation Facilities	a	Implement plan to address deferred maintenance of existing assets	AM	Ongoing	Identified three projects to address for safety concerns, Field #4 (synthetic turf), Tennis Courts, and Accessibility.	February 2020
					b	Implement Capital Plan to Upgrade Recreation Assets	AM	Ongoing	Completed Multi-use trailhead Improvements, roof repairs and paint/flooring upgrades at NTEC. Planning study completed on three assets in need of repairs/expansion.	February 2020
	2	MAINTAIN HIGHEST LEVEL OF SAFE SUSTAINABLE SEWER AND WATER SERVICE	2.1	Utilize Lucity Asset Management Program	a	Work with outside consultant to maximize procedures/processes to obtain full value of this program	UOM	Ongoing	Working with FastLane Tek on updating asset management program.	February 2020
					b	Complete populating equipment assets	UOM	Ongoing	Progress in this effort continues and is ongoing.	February 2020
					c	Complete inventory update	UOM	Ongoing	Progress in this effort continues and is ongoing.	February 2020
			2.2	Meet all regulatory and environmental standards	a	Increase frequency of emergency response training to all operations staff including mutual aid	UOM	Ongoing	Emergency response drills and training twice a year. Local Utility Operations Managers meet quarterly and have reviewed the Mutual Aid equipment and contacts at the NTPUD.	February 2020
					b	State required reporting	UOM	Ongoing	Monthly and Annual Reporting is completed and filed on time.	February 2020
					c	Maintain state required permits	UOM & EOM	Ongoing	Monthly and Annual Reporting is completed and filed on time. Reporting on time has been maintained.	February 2020
			2.3	Compliance with State Water Use mandate of 20% by 2020	a	Complete 2015 Urban Water Management Plan to ID Use Sectors	EOM	Completed	Urban Water Management Plan was adopted by Board on June 13, 2017.	April 2019
					b	Complete Annual Water Audit via "Water Loss Technical Assistance Program" State Training (required per SB555)	EOM & UOM	Ongoing	2018 Water Audit was submitted to State on September 26, 2019.	February 2020
					c	Develop Compliance Master Plan for implementation	EOM	Completed	20 X 2020 Compliance Plan was adopted by Board on May 8, 2018.	April 2019
					d	Coordinate with Public Information Officer on public outreach to assist in meeting these goals	EOM & PIO	Ongoing	Efforts with PIO continue with a current focus on Summer 2020 outreach. Targeted outreach is planned immediately ahead of irrigation season.	February 2020

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			e Implement and Follow Compliance Master Plan	EOM & UOM	Ongoing	Review Master Plan monthly to ensure all items and areas are occurring.	February 2020
		2.4 Ensure Capital Funding is Adequate to Sustain Systems: Sewer, Water, Base	a Identify Appropriate Annual Budget Amounts for: Sewer, Water, Base, Fleet.	EOM	Ongoing	High level review of amounts to sustain infrastructure performed with presentations to Board provided at 2 workshops: August 15, 2017 and November 14, 2017. Staff currently developing a more detailed analysis of: asset inventory, current age, expected life, anticipated replacement/rehabilitation costs, etc. to establish anticipated future costs in greater detail. Ongoing effort to populate asset information into CMMS to utilize this platform for analysis.	February 2020
			b Assist in Cost of Service Study with timely data	EOM & UOM	Ongoing	Cost of Service Study is complete and Staff continues to provide input and supplies supporting documentation as requested during assessment of utility revenue performance and budgeting.	February 2020
			c Complete Cost of Service Study Justification	GM	Completed	Board approval to execute Cost of Service Study professional services agreement with HDR was granted on April 10, 2018.	April 2019
		2.5 Prioritize Capital Projects using industry standards and field observations	a Compile all identified projects into one location	EOM	Completed	Provided in Capital Improvements Programming Guide, Appendix B.	April 2019
			b Identify all Capital Drivers	EOM	Completed	Provided in Capital Improvements Programming Guide, Section 3 (with discussion and definition provided in Appendix C)	April 2019
			c Develop Ranking and Prioritization System	EOM	Completed	Provided in Capital Improvements Programming Guide, Section 4 and 5.	April 2019
			d Consider sewer infrastructure needs (Capital & Operations) as priority	EOM	Completed	As described in Capital Improvements Programming Guide, Section 4.2.1	April 2019
			e Prioritize values at risk, i.e. sewer spills ahead of other needs	EOM	Completed	As described in Capital Improvements Programming Guide, Section 4.2.1	April 2019

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			2.6	Maintain safe system uptime	a	Meet Preventative Maintenance Goals per Sanitary Sewer Management Plan	EOM & UOM	Ongoing	Preventative Maintenance Goals as outlined in Sanitary Sewer Master Plan, Adopted by Board on October 8, 2013. Tracking and ensuring timely completion via asset management PM work order monitoring and aging. <b>District is on track for meeting goals as solidified in 2013.</b>	February 2020
					b	Review Preventative Maintenance Goals for all Water and Sewer Assets after full District rotation. Revise if warranted.	UOM	Ongoing	<b>Three of the four year rotation has been completed as of end of 2019. Full completion is on track for the end of 2020.</b>	February 2020
					c	Establish preventative maintenance goals that are achievable given current and proposed funding	UOM	Ongoing	<b>Three of the four year rotation has been completed as of end of 2019. Full completion is on track for the end of 2020.</b>	February 2020
					d	Schedule and Maintain repairs on all Water and Sewer Assets.	UOM	Ongoing	<b>Based on the information from the first three years of preventive maintenance, repairs are being schedule and completed.</b>	February 2020
					e	Evaluate emergency response effectiveness annually.	EOM & UOM	Ongoing	The scheduled weekly, monthly and annual preventive maintenance in Lucity is our first line of defense and the annual practice drills and training are in place.	February 2020
					f	Annual update of area resource guide	EOM	Ongoing	Information provided to Placer County for their compiled area resource guide when/as requested. District performs annual update to internal Sewer Emergency Response Plan.	February 2020
	3	PROVIDE EXCEPTIONAL DISTRICT GOVERNANCE	3.1	Create timeline to review all ordinances	a	Update Personnel Ordinance & create Personnel Policies Handbook	HRM	In Process	<b>First Draft received from District legal counsel, Dan Coyle with DELFINO MADDEN O'MALLEY COYLE &amp; KOEWLER, LLP and is currently under review by Staff. Completion date expected before fiscal year-end.</b>	February 2020
					b	Critique District ordinances considering current State requirements and new litigation	MGMT TEAM	In Process	District Ordinance and Policy update professional services agreement with District Counsel BB&K awarded by Board on January 8, 2019. <b>Completion expected early FY 2020/21.</b>	February 2020
			3.2	Budget Transparency	a	Clearly identify methodologies for allocations and assumptions	CFO	Completed	Methodologies developed during course of FY 2018/19 budget process.	April 2019

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			<b>b</b> Ensure that annual budget is understandable to the public. Provide education to the public as needed.	CFO	Ongoing	Work with Finance Committee and Board during budget workshop to identify clear presentation opportunities. Present to Committees as appropriate.	February 2020
			<b>c</b> Hold educational sessions with Board, Commission and Managers as needed	CFO	Ongoing	Completed as needed as topics are identified and requested by Directors, Management or Committee.	February 2020
		<b>3.3</b> Enhance engagement of Recreation and Parks Commission	<b>a</b> Clarify and confirm roles of Commissions and Committees as directed by the Board	GM & AM	Ongoing	Improved agenda format implemented, engaged Commission on capital project priorities, reviewed By-laws.	February 2020
		<b>3.4</b> Celebrate District accomplishments.	<b>a</b> 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	Fiscal Year 2018/19 Annual Report mailed in April 2019. Fiscal Year 2019/20 report awaiting completion of Fiscal Audit.	February 2020
		<b>3.5</b> Evaluate alternative service models including Joint Power Agreements, contracts, collaborating on shared services, etc.	<b>a</b> Consult with neighboring agencies at least annually	BOARD GM MGMT TEAM	Ongoing	Meetings between General Managers of neighboring agencies are held monthly. A number joint efforts have been launched to date including water rights analysis, legislative outreach, and Placer County building permit clean-up. TCPUD and NTPUD Staff are assessing a joint Parks Assessment/Recreation Master Plan effort for Fiscal Year 2020/21.	February 2020
		<b>3.6</b> Obtain District Transparency Certificate of Excellence from Special District Leadership Foundation (SDLF)	<b>a</b> Adopt Board Policy Manual including all required policies reflecting new laws and/or legislation	PIO & ASL	In Process	Board awarded contract for policy updates at January 8, 2019 meeting. Once project completed District will submit for Transparency Certificate.	February 2020
			<b>b</b> Board to keep current status on Ethics, Sexual Harassment, and necessary filings (i.e. Form 700), and other required training	ASL	Ongoing	Currently the Board continues with its Ethics training requirement and required filings. Other training is being monitored for completion.	February 2020
		<b>3.7</b> Promote Board Member training	<b>a</b> Budget for training conferences	ASL	Ongoing	Sufficient funds for attendance at conferences, training or networking opportunities are placed in the budget annually for Board attendance.	February 2020

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					b Educate Board regarding training opportunities in areas of interest	ASL	Ongoing	Establishment of the long range calendar in monthly Board packet will assist in keeping the Board up to date regarding training opportunities throughout the year.	February 2020
			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		a Work with District Counsel, California Tahoe Alliance lobbyist, California Special Districts Association (CSDA) and Placer County.	MGMT TEAM	Ongoing	Legislative updates via CSDA and District Counsel BB&K continue. Work with Placer County as well as the California Tahoe Alliance continues. <b>Increased legislative advocacy at the State and Federal levels will be assessed for Fiscal Year 2020/21.</b>	February 2020
			3.9 Increase Public Outreach and Exposure		a Review Public Outreach Plan and update as necessary to address current needs and outreach priorities of the District.	PIO	Ongoing	Reviewed by Board at August 15, 2017 meeting. Updates and outreach efforts are ongoing.	February 2020
	4 EMPOWER TRAINED PROFESSIONAL STAFF		4.1 Stabilize IT Functions		a Implement recommendations of IT Needs Assessment	AM	Ongoing	<b>Utilizing Managed Services provider, available daily via phone/emails; continuing implementation of best practices. Educating staff in using helpdesk function to address IT needs. Updating software and hardware throughout the year; replaced District server.</b>	February 2020
					b Issue RFP for Managed Services and Help Desk functions for IT	AM	Completed	Issued Agreement in August 2018 for managed services.	April 2019
					c <b>Assess data silos, develop plan of action, and implement effort to integrate District databases as appropriate.</b>	AM, EOM, UOM, & CFO	Initiated	<b>Assessment effort underway.</b>	February 2020
			4.2 Provide Meaningful Employee Training Sessions/Meetings		a Provide diverse topics at each semi-annual meeting with an emphasis on safety; Consider rotation of spokespersons from each department	HRM	Ongoing	Continuous training provided through Special Districts Rick Management Authority (SDRMA) online training and employee development workshops with partnership CSDA. District provides monthly, semi-monthly, quarterly safety training through Safety Consultant. Team building exercises and targeted training provided at Semi-Annual Employee Meetings.	February 2020
			4.3 Update Performance Evaluation Process		a Create and adopt annual General Manager Performance Evaluation form and process	HRM & GM	Completed	Rolled out new evaluation form for GM in 2017 and a new evaluation form for CFO in 2018.	April 2019

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					b Implement Trakstar employee evaluation software	HRM	Completed	Rolled out June 2018 to all employees.	April 2019
					c Tie Core Values to performance evaluations	HRM	Completed	The Board's core values were included in the performance evaluation categories used to rate employee performance. There is a total of fifteen categories including ten core values plus five position specific categories.	April 2019
					d Provide training to managers and employees on use of Trakstar	HRM	Ongoing	Completed manager training with initial roll-out. Ongoing refresher training continues as required.	February 2020
			4.4 Monitor Organizational Chart		a Take advantage of opportunities to address possible changes to the organization chart when employees move from the District's employment	GM	Ongoing	District evaluates organizational structure, staffing levels, and positions whenever a vacancy occurs.	February 2020
			4.5 Renew Memorandum of Understanding and Confirmation of Understanding		a Assist Labor Negotiator	MGMT TEAM	Completed	Final MOU approved by Board of Directors in June 2019 and COU approved in October 2019.	February 2020
			4.6 Engage existing staff through career development and job enrichment		a Establish baseline and current responsibilities	MGMT TEAM	In Process	As a result of the Classification and Compensation Study conducted in 2018, all active labor union job descriptions have been updated. Management job descriptions were reviewed during the COU update. Classified job descriptions listed in the MOU that are not budgeted or being filled are being assessed and identified for update.	February 2020
					b Assess skill sets and work with employees to identify and implement cross-training opportunities	MGMT TEAM	Ongoing	With Trakstar software managers can assess skill sets and identify areas and goals for employee development and succession planning. Reviews occur annually as a component of the performance evaluation process.	February 2020
					c Enable staff to identify opportunities within their area of authority	MGMT TEAM	Ongoing	Trakstar software allows employee and manager comments at any time increasing communication and goal setting.	February 2020



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			4.7 GIS/SCADA focus with access for all employees	a	Update district maps for easy access	EOM	Ongoing	Map connected to Lucity to allow full time access to current map. Map additions and refinements continue. Large progress recently made with population of water services. This work performed with summer intern labor. <b>Population of asset information continues.</b>	February 2020
5	ENSURE FINANCIAL SUSTAINABILITY	5.1	Maintain stable and sustainable rates	a	Evaluate need for rate study.	CFO	Completed	Board approved Cost of Service Study professional service agreement with HDR on April 10, 2018.	April 2019
				b	Conduct external rate review with third party and staff input	CFO	Completed	<b>Cost of Service Study process completed and recommendations approved by Board November 2019.</b>	February 2020
				c	Internal analysis of costs, allocations and funding sources as recommended by third party	CFO	Completed	Received Board direction regarding funding and utilization of Property Tax during December 11, 2018 meeting.	April 2019
				d	Evaluate Debt versus Cash (Pay as you go)	GM & CFO	Ongoing	Evaluated on an ongoing basis in conjunction with Capital planning, management, budgeting and asset life analysis.	February 2020
				e	Make recommendation to Board and implement as Directed	GM & CFO	Ongoing	Recommendations to be brought forth as indicated by 5.1.d analysis.	February 2020
		5.2	Ensure Timely availability of accurate information for decision-making	a	Establish reconciliation process and timelines.	CFO	Completed	Process developed and timelines identified. Work towards meeting timelines continues.	April 2019
				b	Document month-end and year-end closeout procedures	CFO	Completed	Processes documented during course of 2017/18 Fiscal Year end and 2018/19 Fiscal Year begin.	April 2019
				c	Assess accounting software capabilities, if adequate, develop implementation plan to maximize	CFO	In Process	<b>Currently implementing vendor software optimization processes.</b>	February 2020
		5.3	Ensure consistency of data and reporting	a	Work with other stakeholders to assess non-accounting software; identify and rectify redundancies	CFO	Completed	Identification of electronic timekeeping opportunity reducing the need for paper based time cards and time sheets with manual calculation. TimeClock project kicked-off as a result.	April 2019

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					<b>b</b> Assess current processes; develop automation implementation plan	CFO	Completed	Completed initial assessment working with SpringBrook to identify best practices. Implementation of recommendations to be forthcoming upon conclusion of 5.2.c	April 2019
			<b>5.4</b> Adopt and regularly review financial policies.		<b>a</b> Establish review policy timelines	CFO	Completed	Policy approved by Board in July to be incorporated into BB&K full policy review	April 2019
					<b>b</b> Review and access needed updates and adequacy of financial policies	CFO	In Process	Participate and support Policy & Ordinance update project with BB&K. <b>Sewer/Water Ordinance approved by Board November 2019. Policy review underway.</b>	February 2020
			<b>5.5</b> Monitor grant opportunities		<b>a</b> Be aware of grants and/or other public/private opportunities available.	GM	Ongoing	District continues to identify, review, and pursue grants and other opportunities.	February 2020
					<b>b</b> 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	Staff grant team meeting regularly to identify grant funding opportunities to address District needs.	February 2020
					<b>c</b> Maximize grant funding by improving applications via increased District planning efforts, preliminary design, and District contributions. Ensure project applications align with grant priorities and scoring criteria.	GM & PIO	Ongoing	District continues to identify, review, and pursue grant opportunities. <b>Fiscal Year 2019/20 CAP grant application in alignment with this effort.</b>	February 2020
					<b>d</b> Align grant pursuit with District Capital Improvement Plan	GM & EOM	Ongoing	<b>Fiscal Year 2019/20 CAP grant applications were in alignment with the District's 5-year CIP and incorporated the recommendations developed in the Regional Park Facilities Assessment document.</b>	February 2020
			<b>5.6</b> Maintain reserves at desired level according to adopted policy.		<b>a</b> Work with internal stakeholders to determine failure costs	CFO	Completed	Board approved Reserves Policy August 14, 2018.	April 2019
					<b>b</b> Ensure compliance with Proposition 218 for current or future rate structure	CFO	Ongoing	<b>January 2020 rate increases in compliance during the course of current Cost of Service Study recommendation implementation. Continued focus and attention in future Cost Study results recommendations.</b>	February 2020

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			5.7	Maintain regulatory compliance and continued funding levels	a	Continue collection of Federal and State mandate fees	CFO	Ongoing	Federal and State Mandate Fees updated January 2020.	February 2020
					b	Forecast RDA funds, pass-through dollars, etc.	GM & CFO	Ongoing	Analyzed in conjunction with current Cost of Service Study.	February 2020
					c	Prepare & Submit Annual CFD 94-1 Engineer's Report	EOM	Ongoing	Annual reports are due August 10th each year. 2019 CFD 94-1 was submitted on 7/17/2019.	February 2020
					d	Review tiers as they pertain to legal requirements and water conservation	EOM & CFO	Completed	Cost of Service Study presentation to Board October 9, 2018.	April 2019
			5.8	Develop tools to support ongoing financial performance and viability analyses	a	Develop long-term financial plan and projection including operations, capital requirements and funding forecast	CFO	Ongoing	Initial analysis of current state conducted during course Cost of Service Study. Further development to be initiated during course of current budget process.	February 2020
					b	Conduct external benchmarking research	CFO	Ongoing	Initial research presented to Finance Committee June 2018. Goals to be developed by Management and continuously monitored for appropriateness.	February 2020
					c	Develop and implement program that calls for review of prices of ongoing purchases	CFO	Completed	Identification of state programs and group purchasing lists to leverage when level of expenditure, timeliness, and occurrence is appropriate.	April 2019
					d	Implement Maintenance Impact Fees in all concessionaire agreements; utilize revenue for deferred maintenance items and leverage in obtaining non-District funds	AM	Ongoing	All new Concessionaire agreements now contain a provision for collecting Impact fees. Updating Recreation and Park policies to allocate collected impact fees for recreation and park maintenance items.	February 2020
6	MAINTAIN OPERATIONAL EXCELLENCE		6.1	Forecast Capital Expenditures Accurately	a	Annually Review and update the Capital Improvement Plan	EOM & CFO	Ongoing	Initial analysis of current state conducted during course Cost of Service Study. Further development to be initiated upon conclusion of study. Engineering developing conditioned based asset inventory assessment to refine anticipated capital expenditure forecasting.	February 2020

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			<b>b</b> Recommend realistic schedules for work being accomplished in light of current/proposed System Replacement Rates	EOM & CFO	Ongoing	Management will be conducting an analysis of infrastructure for all Divisions, focusing on end of life cycle replacement of assets during budget cycle with identification of current funding need relative to proposed rates.	February 2020	
			<b>c</b> Ensure Timely delivery of Capital Projects, Assess internal vs. external resources necessary to accomplish scheduled completion	EOM	Ongoing	Projects are prioritized per goal 2.5, Project schedules determined through review of anticipated expense vs. adequate funds assessments per tactics 6.1 a & 6.1 b. Design delivery approach assessments for all projects are made to identify the most efficient path to completion (either internal or external design preparation) <b>Utilization of external consultants has proven beneficial to ensure project delivery.</b>	February 2020	
		<b>6.2</b> Create Succession Plan	<b>a</b> Formulate succession plan strategy and how to implement plan including timeline	GM & MGMT TEAM	Ongoing	Succession plan analysis is ongoing relative to in-house talent growth and tracking via Trakstar software and the annual performance evaluation. Gap analysis is in process.	February 2020	
			<b>b</b> Plan for new employees unable to afford to live in the Tahoe area. Research employee housing options, identify best practice strategies, and report to the Board with recommendations.	HRM & MGMT TEAM	Ongoing	Utilize results of Classification and Compensation study. Participate in Mountain Housing Council.	February 2020	
			<b>c</b> Design Talent Review Plan	HRM & MGMT TEAM	Ongoing	Managers are able to track employee accomplishments and foster employee development using Trakstar.	February 2020	
			<b>d</b> Develop and implement employee training, cross training and mentoring opportunities	HRM	Ongoing	Department Heads utilize Incentive Certification Program, education, and conferences for training opportunities.	February 2020	
			<b>e</b> Work with Department Heads to develop plan ensuring outgoing job knowledge is documented	HRM	In Process	Documenting job knowledge is ongoing in each department and as employees retire over hire practice provides new employee opportunity to spend time with outgoing employee thereby capturing as much job knowledge as possible.	February 2020	

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					f	Review and update job descriptions and adjust staff assignments as necessary	HRM	Ongoing	Classification and Compensation Study will update all job descriptions and then reviewing job descriptions will be an ongoing process. See 4.6.a	February 2020
					g	Evaluate unmet labor needs and implement strategy to recruit	HRM & GM	Ongoing	Gap analysis of current staffing levels and organizational chart is ongoing.	February 2020
			6.3	Maintain a fully operational fleet	a	Perform fleet maintenance per goals set	UOM	Ongoing	Preventative maintenance tracking is in place for the majority of District vehicles and equipment in Lucity.	February 2020
			6.4	Eliminate redundancy in internal processes	a	Produce timesheet from Lucity Work Order input	EOM & UOM	In Process	Crews are tracking their time in Lucity and verifying their time per pay period. Accounting is implementing a new timeclock system for payroll.	February 2020
			6.5	Focus on structure and consistency in all areas	a	Develop and continue implementation of an integrated Systems and Technology Plan	EOM	Ongoing	Standardization of systems is a fundamental consideration in all system improvements as they occur (pump stations, SCADA, etc.).	February 2020
					b	Continue/complete goals and processes associated with "intent to serve" program	EOM	In Process	District continues to work internally, with TTSA member agencies, and Placer County to improve plan review process. District has gained access to County's Accela platform to monitor Building Permits. Efforts continue with TTSA member General Managers and Placer County to receive full write access in Accela to allow commenting and placement of permitting holds.	February 2020
			6.6	Be Prepared for all scenarios	a	Provide emergency response training to all operations staff and mutual aid partners	UOM	Ongoing	Emergency response drills and training twice a year. Local Utility Operations Managers meet quarterly and have reviewed the Mutual Aid equipment and contacts at the NTPUD.	February 2020



NORTH TAHOE PUBLIC UTILITY DISTRICT STRATEGIC PLAN 2019-2022 (Adopted April 10, 2018 - Amended April 16, 2019)							
	STRATEGIC OBJECTIVE	GOALS	TACTICS	LEAD	STATUS	COMMENTS	STATUS DATE
	EOM - Engineering & Ops Manager		Ongoing - Work is continuous or annual. Tactic is an ongoing or annual project or procedure				
	GM - General Manager						
	HRM - Human Resources Manager						
	PIO - Public Information Officer						
	UOM - Utility Operations Manager						