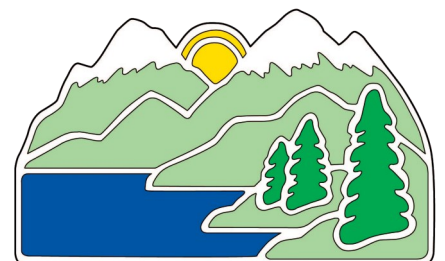


# TAHOE CITY PUBLIC UTILITY DISTRICT



## STRATEGIC PLAN 2016 - 2019



Adopted May 20, 2016



## Tahoe City Public Utility District Board of Directors

Ron Treabess, President

Judy Friedman, Vice President

Dan Wilkins

John Pang

Erik Henrikson

## Tahoe City Public Utility District Management

Cindy Gustafson, General Manager

Matt Homolka, Assistant General Manager – District Engineer

Ramona Cruz, Chief Financial Officer

Tony Laliotis, Director of Utilities

Bob Bolton, Director of Parks and Recreation

Sean Barclay, Director of Support Services

Terri Viehmann, District Clerk

## With the Leadership and Guidance of

Katy Simon-Holland, President

Simon and Associates Consulting



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# Introduction

This Strategic Plan is a guiding document that will inform the District’s annual goal-setting, budget development, and improve accountability to our Community. The Plan updates the previous Strategic Plan developed in 2010 and continues its focus on providing governmental excellence in leadership, efficiency and service. Sustainability is also a key focus for the District as it continues to adapt to a dramatically evolving community and region.



The Plan was developed over several sessions with the guidance and assistance of Katy Simon-Holland of Simon and Associates Consulting (*see background below*). The Board and Management staff participated in numerous interviews and preparations for two

extended workshop meetings. These sessions facilitated the purposeful discussion and identification of external and internal issues that represent challenges and opportunities for District operations and community dynamics.

Some of the external influences which play a significant role in District workloads and community impacts include: County and Regional planning efforts; significant demographic changes; workforce housing shortages; other agencies’ projects; expanding community expectations; technological changes and opportunities; growing regulatory requirements; State requirements on small water systems; and climate change.

Katy Simon-Holland, President Simon and Associates

Ms. Simon-Holland retired in 2013 after serving in local government for more than 25 years, most recently as the Washoe County (NV) Manager for 15 years. As County Manager, she oversaw a budget of \$800 million and 3200 employees serving a population of 423,000 residents. Ms. Simon Holland has returned to consulting as President of Simon and Associates, and in that capacity has worked with local and state government clients in California, Nevada, Arizona, Maine, Massachusetts and Florida, as well as non-profits and corporations such as Qualcomm, Baxter Healthcare, Sony, Mitsubishi, Amoco Oil, USWest technologies, and others in leadership development, vision, strategy, and innovation. She was recently named a Senior Consultant with ICMA, is a Senior Consultant with the nationally-recognized local government consulting firm Management Partners, and serves on the faculty and as Innovation Mentor for the Alliance’s national Innovation Academy, as well as having served as a guest lecturer and Manager in Residence for the USC Sol Price Graduate School of Public Policy.

The sessions also focused on addressing internal issues that are affecting service delivery including: staffing levels; financial strain from growing employee benefit costs; the need for workforce training and development; administrative building and site constraints; and succession planning for Board and management staff.

This 2016-19 Strategic Plan endeavors to address and plan for the issues and challenges identified above in a deliberate, coordinated manner to best serve our District’s vision and our community.



# TCPUD VISION STATEMENT

**We are  
a proactive local government agency,  
dedicated to providing  
outstanding public service and  
collaborative leadership,  
now and in the future.**



# TCPUD MISSION STATEMENT

**The mission of the Tahoe City Public Utility District is to serve people, our community, and its environment. It is our responsibility to provide safe and reliable water service, sewer service for the protection of public health, and parks and recreation services to enhance quality of life. It is our commitment to accomplish these and other tasks within the scope of the Public Utility District Act, as amended, in a sound fiscal manner.**





## CORE VALUES

TCPUD Board and Staff have adopted and committed ourselves to the following Core Values. These Core Values articulate our pledge to ourselves and to our Community.

- ❖ **Service** – We extend our passion for service to all we encounter, and consider the following as our “customers”; rate payers, fellow team members, contractors, Board of Directors, agencies, taxpayers, visitors and the entire community we serve
- ❖ **Professionalism** – We are a team of professionals that take pride in always doing what is right. We value our role as financial stewards and are dedicated to serving our community in the most efficient, effective and safe manner
- ❖ **Teamwork** – We put team success first and work to promote cooperation and commitment within the District to fulfill our mission and serve our community. We believe that together we achieve more
- ❖ **Initiative** – We are committed to the pursuit of excellence and believe that innovation, learning and growth are critical to that pursuit. We all act like owners and take personal responsibility for the District’s success
- ❖ **Communication** – We value relationships in all areas and believe that communication is fundamental to the success of our team, our “customers” and our community

## Strategic Initiatives and Work Plan

During this Plan's development, seven Strategic Initiatives were identified. The accomplishment of these Initiatives will ensure alignment with the District's vision. The District Board and Management will focus staff work plans and resources on the accomplishment of these Initiatives over the 2016-2019 time period.

The following pages list each of the Initiatives, along with the associated goals for implementation. The appendix at the back of this plan presents the detailed measurements for the current year and the responsible staff member.

- ❖ **Initiative 1** – Provide Exceptional District Management & Governance
- ❖ **Initiative 2** – Ensure Safe and Sustainable Water and Sewer Services for all District Taxpayers
- ❖ **Initiative 3** – Provide Sustainable, Customer Responsive, Recreation and Leisure Opportunities
- ❖ **Initiative 4** – Maintain a High Performing Team of Professional Staff
- ❖ **Initiative 5** – Protect and Improve District Infrastructure
- ❖ **Initiative 6** – Ensure District's Long-Term Financial Sustainability
- ❖ **Initiative 7** – Maintain Proactive Leadership with Community and Agency Partners







## STRATEGIC INITIATIVE #1:

# PROVIDE EXCEPTIONAL DISTRICT MANAGEMENT AND GOVERNANCE

- ⇒ Develop and Implement the 2016-2019 Strategic Plan
- ⇒ Promote Customer and Taxpayer Transparency
- ⇒ Leverage Technology to Increase Efficiencies and Effectiveness of District Systems
- ⇒ Continually Update District Policies and Procedures to Industry Best Practices
- ⇒ Ensure Board Member Governance Training and Participation
- ⇒ Evaluate Alternative Structures for Service Delivery
- ⇒ Manage Risk Exposure Across all District Operations



## STRATEGIC INITIATIVE #2:

# ENSURE SAFE AND SUSTAINABLE WATER AND SEWER SERVICES FOR ALL DISTRICT TAXPAYERS

- ⇒ Meet or Exceed Industry Standards for Water System Loss
- ⇒ Expand District Taxpayers' Water Supply through Regional Partnerships
- ⇒ Evaluate Mergers, Consolidations or Acquisitions of Mutual, Private, or Public Water Systems
- ⇒ Implement New Technology to Improve Operational Efficiency and Effectiveness
- ⇒ Complete Sewer System Master Plan
- ⇒ Reduce Infiltration and Inflow in the Collection System
- ⇒ Maintain Compliance with all Regulations and Standards
- ⇒ Ensure Infrastructure Renewal per Adopted Five Year Capital Improvement Plan
- ⇒ Improve Technical Services Program Delivery
- ⇒ Increase Cost Recovery and Efficiencies for Technical Services Division





## STRATEGIC INITIATIVE #3:

# PROVIDE SUSTAINABLE, CUSTOMER-RESPONSIVE, RECREATION AND LEISURE OPPORTUNITIES

- ⇒ Expand Recreational Offerings and Programs
- ⇒ Develop Parks and Recreation Master Plan
- ⇒ Fully Implement VUEworks Maintenance Management System for Park Facilities
- ⇒ Update Leases and Agreements for Parks Facilities
- ⇒ Implement Parks Infrastructure Renewal Projects per 5 Year Capital Plan
- ⇒ Increase Utilization of Rideout Community Center
- ⇒ Increase Participation in District Recreation Programs
- ⇒ Participate in Planning and Design for Tahoe City Lodge Club House and Parking Improvements



## STRATEGIC INITIATIVE #4:

# MAINTAIN A HIGH PERFORMING TEAM OF PROFESSIONAL STAFF

- ⇒ Obtain Desired Quality and Quantity of Seasonal Employees Needed for Service Delivery
- ⇒ Provide Increased Training and Development for All Staff
- ⇒ Engage in Regional Efforts to Expand Local Workforce
- ⇒ Demonstrate Core Values in All Interactions





## STRATEGIC INITIATIVE #5:

# PROTECT AND IMPROVE DISTRICT INFRASTRUCTURE

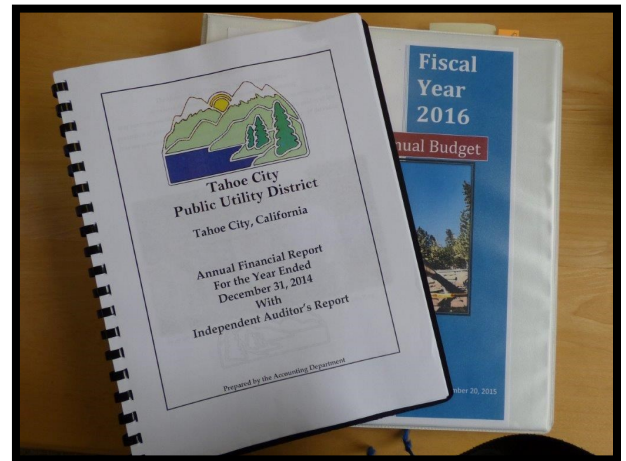
- ⇒ Proactively Respond to Other Agencies' Projects Impacting District Infrastructure
- ⇒ Complete Capital Projects per 5-Year Capital Plans
- ⇒ Improve Cost Effectiveness of Project Delivery



STRATEGIC INITIATIVE #6:

ENSURE DISTRICT'S LONG-TERM FINANCIAL SUSTAINABILITY

- ⇒ Maintain the District's Strong Financial Position
- ⇒ Continue to Build Reserves According to Adopted Policies
- ⇒ Identify and Develop Plans to Address Items that may Impact the District's Financial Stability
- ⇒ Complete Requirements for a Comprehensive Annual Financial Report (CAFR)
- ⇒ Research Opportunities to Cost Effectively Amend Employee Benefits
- ⇒ Meet or Exceed GASB Requirements and Best Practices
- ⇒ Obtain Outside Funding for District Projects and Operations





# STRATEGIC INITIATIVE #7:

## MAINTAIN PROACTIVE LEADERSHIP WITH COMMUNITY AND AGENCY PARTNERS

- ⇒ Participate Effectively with Other Organizations and Agencies
- ⇒ Participate and Respond as Appropriate to Community Events and Projects





## APPENDIX



# Tahoe City Public Utility District Strategic Plan 2016-2019 rev. 2018

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
<b>1 Provide Exceptional District Management &amp; Governance</b>	1.1 Develop & Implement the 2019 Strategic Plan	2016 - 1.1A Manage District through 2018 adopted measures	SB
	1.2 Promote Customer & Taxpayer Transparency	1.2A Update Candidate/Employee/Customer Orientation Packet	TV
		1.2B Develop Best Practices for scanning and filing of documents for entire District (paper filing, Laserfiche and T Drive)	TV
		1.2C Complete District Website Improvements	KA
		1.2D Implement Board Meeting Webcast System Improvements	SB
		1.2E Seek out and schedule opportunities for District presentations with community groups	KA
		1.2F Continue FlashVote, increase subscribers, and release a minimum of 1 "survey" every 60 days	KA
		1.2G Expand OpenGov Reports for consumption, FTE, etc.	CM
	1.3 Leverage Technology to Increase Efficiencies & Effectiveness of District Systems	1.3A Utilize VUEworks, Harvest, & other tracking systems to evaluate service delivery efficiencies & staffing levels	SB
		1.3B Implement Laserfiche Forms	SB
		1.3C Complete Annual IT Asset Replacement/Rotation Program	SB
		1.3D Complete District server replacements	SB
		1.3E Complete GIS System Infrastructure Update Project	SB
		1.3F Implement Contract/Agreement Document Management System (ECS Consulting - Laserfiche)	TV
		1.3G Migrate All "District Records" - to Laserfiche	TV
	1.4 Continually Update District Policies & Procedures to Industry Best Practices	1.4A Implement Records Retention System to ensure adopted policy compliance (ECS Consulting - Laserfiche)	TV
		1.4B Draft and present Sewer & Water and Fog Ordinance Revisions for Board adoption	KV
		1.4C Develop a District-wide Purchasing Policy	RC/CM
	1.5 Ensure Board Member Governance Training & Participation	1.5A Achieve all required certificates & participate in other training & conferences	Board
1.5B Attend District sponsored events & other organization meetings		Board	
1.6 Evaluate Alternative Structures for Service Delivery	1.6A Participate with Placer County & TCDA on formation of a Business Assessment District	SB	
1.7 Manage Risk Exposure Across all District Operations	1.7A Maintain the JPIA's Commitment to Excellence Program	RC/MM	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
<b>2 Ensure Safe &amp; Sustainable Water &amp; Sewer Services for all District Taxpayers</b>	2.1 Provide Safe & Efficient Drinking Water	2.1A Meet or exceed all water quality goals and water system loss standards	DL
	2.2 Meet or Exceed Industry Standards for Water System Loss	2.2A Perform leak detection, water audits and repair all known leaks in a timely fashion	TL
	2.3 Expand District Taxpayers' Water Supply through Regional Partnerships	2.3A Evaluate and follow up on all partnership opportunities	TL
	2.4 Evaluate Mergers, Consolidations or Acquisitions of Mutual, Private, or Public Water Systems	2.4A Follow-up on all inquiries or opportunities	TL/SB
		2.4B Provide continued effort for all current acquisitions	TL/SB
		2.4C Develop strategic planning process for water system acquisitions	TL/SB
	2.5 Implement New Technology to Improve Operational Efficiency & Effectiveness	2.5A Continue VUEWorks System enhancements - mobile application & enhanced reporting	DL
		2.5B Refine field use of GraniteNet program for field inspections, data collection and reporting	DL
	2.6 Complete Master Plans	2.6A Complete Rubicon System Master Plan and Tahoe Cedars and Madden Creek Master Plans	TL
	2.7 Reduce Sanitary Sewer Overflows & Infiltration & Inflow in the Collection System	2.7A Clean 50% of District sewer lines	DL
2.7B Televiser/inspect 20% of District sewer lines, repair as necessary		DL	
2.7C Install remote manhole monitors in 5 locations		DL	
2.8 Maintain Compliance with all Regulations & Standards	2.8A Work cooperatively with various regulatory agencies to assure compliance with all applicable standards	TL	
2.9 Provide Required Oversight & Coordination for State & County Road & Erosion Control Projects	2.9A Coordinate with various parties to assure the safety and continuity of service of District facilities	DL	
2.10 Ensure Infrastructure Renewal per Adopted Five Year Capital Improvement Plans	2.10A Support and participate in larger capital projects	DL	
	2.10B Install 4 emergency bypass ports and develop emergency plans for all sewer pump stations	DL	
	2.10C Complete remaining Tahoe City Main Production Meter Replacements	DL	
	2.10D Complete the 3rd Year of Large Commercial/Domestic Meter Replacement Program to include 15 replacements	DL	
	2.10E Complete the Cedar Point Water Service Line Replacements	DL	
	2.10F Complete the remaining seven Sewer Pump Station Flow Meter Installations	DL	
	2.10G Complete three to five locations for the Satellite Pump Station Control Upgrade Program	DL	
	2.10H Begin Year 1 of Sewer Pump Station Transfer Switch Replacements to include up to four locations	DL	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
<b>2 Ensure Safe &amp; Sustainable Water &amp; Sewer Services for all District Taxpayers</b>	2.11 Improve Technical Services Delivery	2.11A Review Cross-Connection Program policies/procedures and revise as needed	KV
		2.11B Public Outreach - workshops with contractors and realtors - website content	KV
	2.12 Increase Cost Recovery & Efficiencies for Technical Services Division	2.12A Develop Technical Service Fee Schedule Update Report	KV
		2.12B Review Inspection/Permitting software solutions	KV
<b>3 Provide Sustainable, Customer Responsive, Recreation &amp; Leisure Opportunities</b>	3.1 Expand Recreational Offerings & Programs	3.1A Monitor and evaluate operations and programming of Winter Sports Park operations. Make changes, add programs as necessary. Determine additional operating needs	VM
		3.1B Monitor and evaluate operations of winter snow removal of bike trails. Work with Caltrans, Placer County and property owners. Adapt operations as necessary	KB
		3.1C Monitor & evaluate golf course & pro shop operations. Work to expand & improve number of rounds & recreation offerings	KB
		3.1D Mitigate operational and capital impacts to bike trails due to Fanny Bridge Project Construction	VM
		3.1E Monitor and analyze food and beverage operations. Complete Lease Agreements / Liquor License transfer as needed.	VM
	3.2 Develop Parks & Recreation Master Plan	3.2A Complete Phase I - Complete asset replacement costs & evaluate age & condition of parks infrastructure	VM
		3.2B Develop a Master Plan approach for Parks and Facilities	VM
	3.3 Update Leases & Agreements for Park Facilities	3.3A Annual negotiations for renewed MSA's with Placer County	VM
		3.3B Update and address other agreements as necessary	VM
	3.4 Implement Parks Infrastructure Renewal Projects per 5 Year Capital Plan	3.4A Develop plan for Bell's Landing erosion issues	VM
		3.4B Construct Conners Field light replacement	KB
		3.4C Replace NTHS Bechdolt turf	KB
		3.4D Construct ADA accessible playground at Marie Sluchak Park	KB
		3.4E Replace Camp Skylandia Lodge	KB
		3.4F Construct capital improvements to Golf Course Property	KB
	3.5 Increase Utilization of Rideout Community Center	3.5A Continue to monitor Tahoe Truckee Unified School District Tahoe Lake Modernization Project timeline	VM
	3.6 Increase Participation in District Recreation Programs	3.6A Continue reporting cost recovery results and establish goals	DS
		3.6B Increase programming for adult and special interest classes	DS
	3.7 Participate in Planning for Tahoe City Lodge Club House & Parking Improvements	3.7A Participate in the Development Project process and negotiations to ensure District and other MOU partners' goals are achieved	SB
		3.7B Monitor impacts to Parks & Recreation facilities. Evaluate community needs for TCGC/TCWSP Clubhouse Building.	VM
3.8 Fully Implement VUEworks Maintenance Management System	3.8A Oversee continued improvement in the use VUEworks for operations planning and reporting	SB	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD	
	Management System	3.8B Continue VUEWorks System enhancements - mobile application & enhanced reporting	KB	
4 Maintain a High Performing Team of Professional Staff	4.1 Provide Increased Training & Development for All Staff	4.1A Continued staff involvement in outside organizations, agencies, and community activities	SB	
		4.1B Continue proactive succession planning and development for entire District	SB	
		4.1C Continue staff development with training and team building exercises	TL	
		4.1D Continue to provide regular training, cross training, and development opportunities	MM	
		4.1E Develop Board Policy Manual	TV	
	4.2 Demonstrate Core Values in all Interactions	4.2A Hold District-wide meetings and other meetings on topics as appropriate	SB	
		4.2B Provide regular updates at staff meetings	SB	
		4.2C Plan and implement District-wide staff activities	SB	
		4.2D Emphasize Trainings and Activities around Core Values	SB	
	4.3 Engage in Regional Efforts to Expand Local Workforce	4.3A Participate in TTCF workforce housing study and task force	SB	
	5 Protect & Improve District Infrastructure	5.1 Proactively Respond to Other Agencies' Projects Impacting District Infrastructure	5.1A Monitor and inspect construction of District Facilities associated with the SR89 / Fanny Bridge Project	MH
			5.1B Monitor and inspect construction (if awarded) of Meeks Bay Bike Trail Project by CFLHD Contractor	MH
			5.1C Negotiate and finalize agreements, easements, and other entitlement documents associated with the Tahoe City Lodge Project	MH
5.1D Review and approve plans, specs and reports for the Tahoe City Lodge Project			MH	
5.1E Monitor and inspect construction of the Tahoe City Lodge Project for impacts to TCPUD properties and facilities			MH	
5.1F Develop CEQA Document and Public Outreach for the Tahoe XC Lodge Replacement & Expansion Project			KB	
5.1G Participate in the Polaris Creek and Wetlands Restoration Phase I Project feasibility study and monitor potential impacts to Pomin Field.			KB	
5.1H Monitor TNSAR Garage Expansion Project for potential impacts to TCPUD Administration Property			JL	
5.2 Complete Capital Projects per Five-Year Capital Plans		5.2A Complete Wetlands Conservation Easement with Lahontan and Placer County	MH	
		5.2B Complete warranty repairs to the West Shore Export Truckee River Crossing Repair Project	JL	
		5.2C Complete construction of the Bunker Water Tank Replacement Project	JL	
		5.2D Complete construction of the John Cain Sewer Main Realignment	JL	
		5.2E Continue permitting, design, funding, and water rights for West Lake Tahoe Regional Water Treatment Plant (WLTRWTP)	SHJ	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
		5.2F Complete permitting & design for the Tahoe Cedars Water System Interconnection Project	SHJ

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
5	Protect & Improve District Infrastructure	5.2.G Complete permitting & design for the Madden Creek Water System Interconnection Project	SHJ
		5.2.H Complete construction of the Tahoe Cedars Water System Interconnection Project	JL
		5.2.I Complete construction of the Madden Creek Water System Interconnection Project	JL
		5.2.J Complete permitting & design for the Mid-Sierra Water Systems Metering Project	MH
		5.2.K Complete construction of the Dollar 1 (Edgewater) Sewer Lift Station Backup Power Project	KB
		5.2.L Complete permitting & design for the Glenridge Sewer Pump Station Generator Building Project	MH
		5.2.M Complete construction of the Glenridge Sewer Pump Station Generator Building Project	MH
		5.2.N Complete permitting & design for the Tahoe City Sewer System Rehabilitation - Phase 3 Project	MH
		5.2.O Complete construction for the Tahoe City Sewer System Rehabilitation - Phase 3 Project	JL
		5.2.P Complete permitting & design for the Dollar-Edgewater Sewer Line Rehabilitation Project	SHJ
		5.2.Q Initiate design surveys for the Highlands Easement Water Service Replacement (Polybutylene) Project	MH
		5.2.R Complete permitting & design for the Emergency Sewer Bypass Facilities Project	MH
		5.2.S Complete permitting & design for the Tahoe City Main Emergency Water Supply Project (pending funding acquisition)	MH
		5.2.T Complete permitting & design for the Truckee River Trail Pavement Rehabilitation Project	JL
		5.2.U Complete construction of the Truckee River Trail Pavement Rehabilitation Project	JL
		5.2.V Complete Construction of the Connors Field Lighting Replacement Project	JL
		5.2.W Complete permitting & design for the TCGC Rear Parking/Maintenance Area BMP Compliance Project	JL
		5.2.X Complete construction of the TCGC Rear Parking/Maintenance Area BMP Compliance Project	JL
		5.2.Y Complete permitting & design for the TCGC Maintenance Facility Replacement Project	JL
		5.2.Z Complete construction of the TCGC Maintenance Facility Replacement Project	JL
		5.2.A1 Complete permitting & design for the Marie Sluchak Park Playground Replacement Project	KB
		5.2.B1 Complete construction the Marie Sluchak Park Playground Replacement Project	KB

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
		5.2C1 Complete construction of the 2018 Tahoe City Golf Course and Winter Sports Park Drainage Repairs	MH
<b>5 Protect &amp; Improve District Infrastructure</b>	5.3 Improve Cost Effectiveness of Project Delivery	5.3A Complete updates/rewrites of Capital Project Bidding and Contract Front End Documents (Division 0)	SHJ
		5.3B Complete updates/rewrites of Capital Project General Provisions and Special Provisions (Division 1)	SHJ
		5.3C Create Category A, B, and C Contract Document Packages (if appropriate)	SHJ
		5.3D Adopt final Construction Contract Bidding Policy & Procedure	SHJ
		5.3E Complete updates/rewrites of Sewer Technical Specifications	SHJ
		5.3F Revise/Update Technical Consultant Selection Policy & Procedure	MH
<b>6 Ensure District's Long-Term Financial Sustainability</b>	6.1 Maintain the District's Strong Financial Position	6.1A Evaluate cost-effective alternatives for service delivery	SB
		6.1B Meet or Exceed Budgeted Net Position	RC
		6.1C Support new golf/food & beverage/ice rink operations by developing tools and reports to monitor success	RC/CM
		6.1D Provide Committee department financial reports on a regular basis. Minimum is quarterly	CM
	6.2 Continue to Build Reserves According to Adopted Policies	6.2A Review and monitor reserve funds to designated levels as directed by Board	RC
	6.3 Identify & Develop Plans to Address Items that may Impact the District's Financial Stability	6.3A Develop policy for addressing UAL	RC
		6.3B Develop policy for addressing OPEB	RC
		6.3C Monitor impacts and changes to the Affordable Care Act excise tax on health premiums	MM
		6.3D Update five-year financial model	CM
		6.3E Develop a long term financial strategy to achieve currently identified capital projects and strategic priorities	RC
	6.4 Complete Requirements for a Comprehensive Annual Financial Report (CAFR)	6.4A Expand the Management's Discussion and Analysis section of the audit report	RC
		6.4B Expand the Required Supplementary Information section of the audit report	RC
	6.5 Research Opportunities to Cost Effectively Amend Employee Benefits	6.5A Research and/or monitor employee/retiree benefits: Post Employment Health Plan (PEHP), UAL, ACA Excise Tax, MOU negotiation points, Classic v PEPRA employee, etc. and continue discussion with network of local HR professionals.	MM
	6.6 Meet or Exceed GASB Requirements & Best Practices	6.6A Prepare for GASB 75 - Accounting and Financial Reporting for OPEB	RC
	6.7 Obtain Outside Funding for District Projects & Operations	6.7A Research and apply for funding to implement West Lake Tahoe Regional Water Treatment Plant	KA/KB

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
		6.7B Research and apply for all applicable funding opportunities for District Capital projects	KA



STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2018	LEAD
<b>7 Maintain Proactive Leadership with Community &amp; Agency Partners</b>	<b>7.1 Participate Effectively with Other Organizations &amp; Agencies</b>	7.1A Participate in Stakeholder Group for Lake Tahoe West Partnership 7.1B Participate in regular meetings with other agencies including: TRPA, Conservancy, TTUSD, TTSA Managers, PCWA, Placer County CEO's office, NTRAC, & Parks Commission 7.1C Participate in regular meetings with other organizations & groups including: Breakfast Club, NLTRA, & service groups 7.1D Continue to pursue maintenance funding for Meeks Bay Trail segment with TTD, USFS, and El Dorado County 7.1E Monitor and revise TCGC Memorandum of Understanding to address changes as appropriate 7.1F Per the joint policy statement with NTPUD, identify opportunities to work collaboratively, share services and work to improve service to our constituents 7.1G Continue to manage a marketing program and budget for TCGC, TCWSP and leverage co-op efforts with TCPUD Concessions where applicable 7.1H Review 100% of all Monthly NLTRA Meeting agendas and attend or notify staff of relevant matters 7.1I Create (or contract for) uniformed templates for email blasts, continue email collection, and provide customers with subscription self management 7.1J Continued attendance and/or monitoring of agendas of NLTRA/TCDA/WSA and others as necessary	SB SB SB MH SB SB KA KA KA RC/KA
	<b>7.2 Participate &amp; Respond as Appropriate to Community Events &amp; Projects</b>	7.2A Monitor Tahoe XC Lodge Project and develop agreement on ownership and funding partnership 7.2B Attend various community events and activities as requested	SB SB