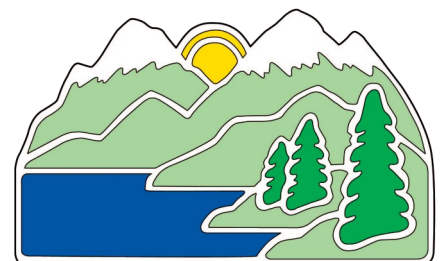


TAHOE CITY PUBLIC UTILITY DISTRICT



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

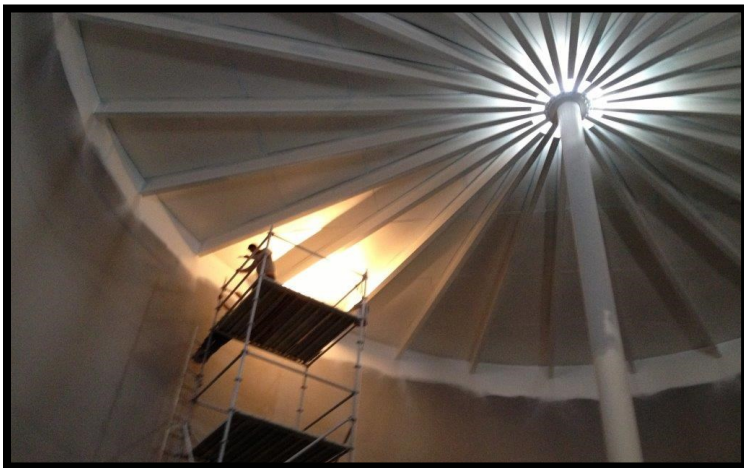




STRATEGIC INITIATIVE #5:

PROTECT AND IMPROVE DISTRICT INFRASTRUCTURE

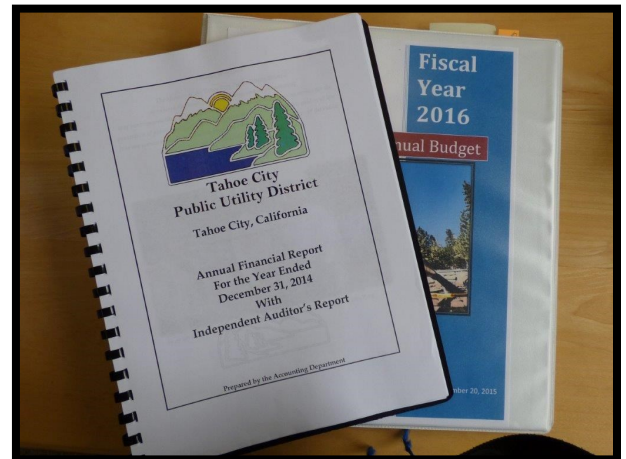
- ⇒ Proactively Respond to Other Agencies' Projects Impacting District Infrastructure
- ⇒ Complete Capital Projects per 5-Year Capital Plans
- ⇒ Improve Cost Effectiveness of Project Delivery



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. 2017

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
1 Provide Exceptional District Management & Governance	1.1 Develop & Implement the 2016 -2019 Strategic Plan	1.1.A Manage District through updated 2017 adopted measures	CG
		1.1.B Develop Best Practices for scanning & filing of documents for entire District (paper filing, Laserfiche & T Drive)	TV
	1.2 Promote Customer & Taxpayer Transparency	1.2.A Update Candidate/Employee/Customer Orientation Packet	TV
		1.2.B Complete District Website Redesign Project	SB
		1.2.C Implement Board Meeting Webcast System Improvements	SB
		1.2.D Seek out & schedule opportunities for District presentations with community groups	KA
		1.2.E Continue FlashVote, increase subscribers, & release a minimum of 1 "survey" every 60 days	KA
		1.2.F Host 2 District Tours for Community Leaders/Partners/Agencies/Staff	KA
		1.2.G Expand OpenGov Reports for consumption, FTE, etc.	RC
	1.3 Leverage Technology to Increase Efficiencies & Effectiveness of District Systems	1.3.A Implement Laserfiche System Upgrades - Client software update	SB
		1.3.B Implement VUEWorks Enhancements for Parks & Utilities (Time Coding, Develop Reporting, MobileVUE, Fleet Maintenance)	SB
		1.3.C Complete Annual IT Asset Replacement/Rotation Program	SB
		1.3.D Develop District Property Rights GIS Database	SB
		1.3.E Complete 100% Residential Customer APN File Scanning	SB
1.3.F Complete 100% Commercial Customer File Scanning		SB	
1.3.G Utilize VUEWorks, Harvest, & other tracking systems to evaluate service delivery efficiencies & staffing levels		CG	
1.3.H Migrate All "District Records" - to Laserfiche		TV	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
	1.4 Continually Update District Policies & Procedures to Industry Best Practices	1.4.A Implement & Maintain Records Retention Plan	TV
		1.4.B Draft & present Sewer & Water Ordinance Revisions for Board adoption	SB
		1.4.C Develop a District-wide Purchasing Policy	RC
	1.5 Ensure Board Member Governance Training & Participation	1.5.A Achieve all required certificates & participate in other training & conferences	Board
		1.5.B Attend District sponsored events & other organization meetings	Board
	1.6 Evaluate Alternative Structures for Service Delivery	1.6.A Complete process with NTPUD, & consider other partnerships, consolidations, & privatization as appropriate	CG
		1.6.B Participate with Placer County & TCDA on formation of a Business Assessment District	CG
1.7 Manage Risk Exposure Across all District Operations	1.7.A Maintain the JPIA's Commitment to Excellence Program	RC	
2 Ensure Safe & Sustainable Water & Sewer Services for all District Taxpayers	2.1 Provide Safe & Efficient Drinking Water	2.1.A Meet or exceed all water quality goals & water system loss standards	TL
	2.2 Meet or Exceed Industry Standards for Water System Loss	2.2.A Track system loss monthly, investigate & repair all system leaks	TL
	2.3 Expand District Taxpayers' Water Supply through Regional Partnerships	2.3.A Evaluate & follow up on all partnership opportunities	TL
	2.4 Evaluate Mergers, Consolidations or Acquisitions of Mutual, Private, or Public Water Systems	2.4.A Follow-up on all inquiries or opportunities	CG
		2.4.B Provide continued effort for acquisition of Mid Sierra Utilities	CG
		2.4.C Develop strategic planning process for water system acquisitions	CG
2.5 Implement New Technology to Improve Operational Efficiency &	2.5.A Implement VUEWorks mobile application & capture all staff time through VUEWorks	TL	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
	Effectiveness	2.5.B Implement & refine field use of GraniteNet program for field inspections, data collection & reporting	TL
	2.6 Complete Master Plans	2.6.A Complete Final Draft of Sewer Pump Station Master Plan. Substantially complete Rubicon Water System Master Plan	TL
	2.7 Reduce Sanitary Sewer Overflows & Infiltration & Inflow in the Collection System	2.7.A Clean 50% of District sewer lines	TL
		2.7.B Televis/inspect 20% of District sewer lines, repair as necessary	TL
	2.8 Maintain Compliance with all Regulations & Standards	2.8.A Implement conservation targets & other restrictions per State Conservation Mandate	TL
	2.9 Provide Required Oversight & Coordination for State & County Road & Erosion Control Projects	2.9.A Coordinate with various parties to assure the safety & continuity of service of District facilities	TL
	2.10 Ensure Infrastructure Renewal per Adopted Five Year Capital Improvement Plans	2.10.A Install 7 emergency bypass ports & develop emergency plans for all sewer pump stations	TL
		2.10.B Complete recoating of Rubicon 2 & 3 Tanks	TL
		2.10.C Complete the six remaining Tahoe City Main Production Meter Replacements	TL
		2.10.D Complete the 3rd Year of Large Commercial/Domestic Meter Replacement Program to include 15 replacements	TL
		2.10.E Complete the Cedar Point Water Service Line Replacements	TL
		2.10.F Complete the remaining seven Sewer Pump Station Flow Meter Installations	TL
		2.10.G Complete three to five locations for the Satellite Pump Station Control Upgrade Program	TL
		2.10.H Begin Year 1 of Sewer Pump Station Transfer Switch Replacements to include up to four locations	TL
		2.10.I Lake Forest Water System Abandonments (Bunker on the Beach)	TL
	2.11 Improve Technical Services	2.11.A Review & Revise FOG Ordinance	SB

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
	Program Delivery	2.11.B Review Cross-Connection Program policies/procedures & revise as needed	SB
		2.11.C Document & improve internal policies/procedures	SB
		2.11.D Improve Public Outreach - workshops with contractors & realtors - website content	SB
	2.12 Increase Cost Recovery & Efficiencies for Technical Services Division	2.12.A Develop Technical Service Fee Schedule Update Report	SB
		2.12.B Review Inspection/Permitting software solutions	SB
3 Provide Sustainable, Customer Responsive, Recreation & Leisure Opportunities	3.1 Expand Recreational Offerings & Programs	3.1.A Monitor & evaluate operations & programming of TC Ice Rink. Make changes, add programs as necessary. Determine additional operating needs.	BB
		3.1.B Monitor & evaluate operations of winter snow removal of bike trails. Work with Caltrans, Placer County & property owners. Adapt operations as necessary	BB
		3.1.C Monitor & evaluate golf course & pro shop operations. Work with expand & improve number of rounds & recreation offerings	BB
		3.1.D Document & follow up with Caltrans HWY 89 EIP impacts to bike trails.	BB
		3.1.E Mitigate operational & capital impacts to bike trails due to Fanny Bridge Project Construction	BB
		3.1.F Monitor & analyze food & beverage operations. Draft lease extensions as appropriate	SB
	3.2 Develop Parks & Recreation Master Plan	3.2.A Complete Phase I - Complete asset replacement costs & evaluate age & condition of parks infrastructure	BB
		3.2.B Develop Master Plans for Skylandia Park & Lake Forest Boat Ramp Parking, Golf Course	BB
	3.3 Update Leases & Agreements for Park Facilities	3.3.A Complete negotiations for renewed MSA's with Placer County	BB
		3.3.B Negotiate Lease Amendment with TTUSD for Rideout School Regarding changes in 2017/18	BB
3.4 Implement Parks Infrastructure	3.4.A Install new lights at Connors Field	BB	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD		
	Renewal Projects per 5 Year Capital Plan	3.4.B	Install solution to stabilize Midway Trail	BB	
		3.4.C	Develop plan for Bell's Landing erosion issues	BB	
		3.4.D	Construct ADA accessible playground at Marie Sluchak Park	BB	
		3.4.E	Replace Skylandia Camp Lodge	BB	
		3.4.F	Finalize design/permitting for installation of Rideout Entry Sign at SR89 in 2018	BB	
		3.4.G	Purchase/construct capital improvements to Golf Course	BB	
		3.5	Increase Utilization of Rideout Community Center	3.5.A	Develop plan for moving out of Rideout for 2017/18 school year. Determine changes in recreation needs
			3.5.B	Implement recreation office changes due to Rideout closure	BB
	3.6	Increase Participation in District Recreation Programs	3.6.A	Improve results in meeting cost recovery goals	BB
			3.6.B	Increase programming for adult & special interest classes	BB
3.7	Participate in Planning for Tahoe City Lodge Club House & Parking Improvements	3.7.A	Negotiate various agreements with developer which ensure enhanced recreational opportunities & other MOU partners' goals	CG	
3.8	Fully Implement VUEWorks Maintenance Management System	3.8.A	Implement VUEWORKS mobile application, & capture all staff time through VUEWorks	CG	
4 Maintain a High Performing Team of Professional Staff	4.1 Provide Increased Training & Development for All Staff	4.1.A	Expand management staffs' involvement in outside organizations, agencies, & community activities	CG	
		4.1.B	Initiate succession planning & development for entire District	CG	
		4.1.C	Continue staff development with training & team building exercises	TL	
		4.1.D	Continue to provide regular training, cross training, & development opportunities	MM	
		4.1.E	Develop Board Policy Manual	MM	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
	4.2 Demonstrate Core Values in all Interactions	4.2.A Hold quarterly District-wide meetings & other meetings on topics as appropriate	CG
		4.2.B Provide regular updates at all staff meetings	CG
		4.2.C Plan & implement District-wide staff activities	CG
		4.2.D Emphasize Trainings & Activities around Core Values	CG
	4.3 Engage in Regional Efforts to Expand Local Workforce	4.3.A Participate in TTCF workforce housing study & task force	CG
		4.3.B Participate in Tahoe Prosperity Center efforts on improving workforce in the region	CG
5 Protect & Improve District Infrastructure	5.1 Proactively Respond to Other Agencies' Projects Impacting District Infrastructure	5.1.A Monitor & inspect construction of District Facilities associated with the SR89 / Fanny Bridge Project	MH
		5.1.B Review & approve TTAD's emergency helipad project plans & easement	MH
		5.1.C Address & follow up on CalTrans ECP construction impacts to District trails & utilities	MH
		5.1.D Review & approve plans, specs & agreements for Meeks Bay Bike Trail Project	MH
		5.1.E Monitor & inspect construction (if awarded) of Meeks Bay Bike Trail Project by CFLHD Contractor	MH
		5.1.F Review & approve plans, specs & agreements for the Tahoe City Lodge Development	MH
		5.1.G Review & approve plans, specs & agreements for the Homewood Mountain Resort Development	MH
		5.1.H Complete the Tahoe City Wells 2 & 3 CTC License Renewal	MH
	5.2 Complete Capital Projects per Five-Year Capital Plans	5.2.A Complete Wetlands Conservation Easement with Lahontan & Placer County	MH
		5.2.B Complete construction of the Rubicon Water Service Line Replacements Project	MH
		5.2.C Complete construction of Tahoe City Sewer System Rehabilitation Project - Phase 2	MH
		5.2.D Complete construction of the Bunker Water Tank Replacement Project	MH
		5.2.E Complete permitting & design for the Truckee River Trail Pavement Rehabilitation Project	MH

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD	
		5.2.F Complete construction of the Truckee River Trail Pavement Rehabilitation Project	MH	
		5.2.G Complete permitting, design, funding, & water rights for West Lake Tahoe Regional Water Treatment Plant (WLTRWTP)	MH	
		5.2.H Complete permitting & design for the TCGC Rear Parking/Maintenance Area BMP Compliance Project	MH	
		5.2.I Complete permitting & design for the Manzanita Water Main Replacement (Polybutylene) Project	MH	
		5.2.J Complete construction for the Manzanita Water Main Replacement (Polybutylene) Project	MH	
		5.2.K Complete permitting/design/easement acquisition for the Dollar 1 (Edgewater) Sewer Lift Station Backup Power Project	MH	
		5.2.L Complete permitting & design for the John Cain Sewer Main Realignment Project	MH	
		5.2.M Complete permitting & design for the Dollar-Edgewater Sewer Line Rehabilitation Project	MH	
		5.2.N Complete permitting & design for the Highlands Water Service Line Replacements (Polybutylene) Project	MH	
		5.2.O Complete permitting & design for the Tahoe City Main Emergency Water Supply Project (pending funding acquisition)	MH	
		5.3 Improve Cost Effectiveness of Project Delivery	5.3.A Complete updates/rewrites of Capital Project Bidding & Contract Front End Documents (Division 0)	MH
			5.3.B Complete updates/rewrites of Capital Project General Provisions & Special Provisions (Division 1)	MH
			5.3.C Create Category A & B Contract Document Packages (if appropriate)	MH
			5.3.D Adopt final Construction Contract Bidding Policy & Procedure	MH
	5.3.E Complete updates/rewrites of Sewer Technical Specifications	MH		
6 Ensure District's Long-	6.1 Maintain the District's Strong	6.1.A Meet or Exceed Budgeted Net Position	RC	

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD	
6	Term Financial Sustainability	6.1.B Support new golf/food & beverage/ice rink operations by developing tools & reports to monitor success	RC	
		6.1.C Evaluate cost-effective alternatives for service delivery	CG	
		6.2 Continue to Build Reserves According to Adopted Policies	6.2.A Review & monitor reserve funds to designated levels as directed by Board	RC
	Identify & Develop Plans to Address Items that may Impact the District's Financial Stability	6.3.A Develop policy for addressing UAL	RC	
		6.3.B Develop policy for addressing OPEB	RC	
		6.3.C Monitor impacts & changes to the Affordable Care Act excise tax on health premiums	RC	
		6.3.D Update five-year financial model	RC	
	Complete Requirements for a Comprehensive Annual Financial Report (CAFR)	6.4.A Expand the Management's Discussion & Analysis section of the audit report	RC	
		6.4.B Expand the Required Supplementary Information section of the audit report	RC	
	Ensure District's Long-Term Financial Sustainability	6.5 Research Opportunities to Cost Effectively Amend Employee Benefits	6.5.A Analyze PEHA programs for potential cost-savings	MM
6.6 Meet or Exceed GASB Requirements & Best Practices		6.6.A Implement new water & sewer funds	RC	
Obtain Outside Funding for District Projects & Operations		6.7.A Research & apply for funding to implement West Lake Tahoe Regional Water Treatment Plant	KA	
	6.7.B Research & apply for all applicable funding opportunities for District Capital projects	KA		
7	Maintain Proactive Leadership with Community & Agency	7.1 Participate Effectively with Other Organizations & Agencies	7.1.A Monitor & participate in Placer County Area Plan process as it impacts TCPUD properties & assets	CG
			7.1.B Participate in Stakeholder Group for Lake Tahoe West Partnership	CG

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	LEAD
Partners		7.1.C Participate in regular meetings with other agencies including: TRPA, Conservancy, TTUSD, TTSA Managers, PCWA, Placer County CEO's office, NTRAC, & Parks Commission	CG
		7.1.D Participate in regular meetings with other organizations & groups including: Breakfast Club, NLTRA, & service organizations	CG
		7.1.E Resolve ownership of Meeks Bay Trail segment with TTD, USFS, & El Dorado County	CG
		7.1.F Create & manage a marketing program & budget for TCGC, TCWSP & leverage co-op efforts with TCPUD Concessions where applicable	KA
		7.1.G Review 100% of all Monthly NLTRA Meeting agendas & attend or notify staff of relevant matters	KA
		7.1.H Create (or contract for) uniformed templates for email blasts, continue email collection, & provide customers with subscription self management	KA
		7.1.I Continued attendance &/or monitoring of agendas of NLTRA/TCDA/WSA/ & others as necessary	KA
		7.1.J Revise TCGC Memorandum of Understanding to address changes as appropriate	CG
	7.2 Participate & Respond as Appropriate to Community Events & Projects	7.2.A Monitor Tahoe XC Lodge Project & develop agreement on ownership & funding partnership	CG
		7.2.B Attend various community events & activities as requested	CG
7.2.C Provide communication & presentation efforts on specific District project / programs / activities to outside agencies & the public		KA	