



NORTH TAHOE PUBLIC UTILITY DISTRICT
Board of Directors Special Meeting Agenda
North Tahoe Event Center
8318 North Lake Boulevard, Kings Beach, CA

Wednesday, July 27, 2022, at 3:00 p.m.

Welcome to a meeting of the North Tahoe Public Utility District Board of Directors

The District welcomes you to its meetings. Your opinions and suggestions are encouraged. With a few exceptions, all meetings are recorded and available online after the meeting has concluded. The meeting is accessible to people with disabilities. In compliance with Section 202 of the Americans with Disabilities Act of 1990 and in compliance with the Ralph M. Brown Act, anyone requiring reasonable accommodation to participate in the meeting should contact the North Tahoe Public Utility District office at (530) 546-4212, at least two days prior to the meeting.

In addition, all written public comments received by 2:30 p.m. on July 27, 2022, will be distributed to the District Board Members for their consideration and all written comments will be included in the minutes. Pictures, graphics, or other non-written comments may be included in the minutes at the discretion of the Board of Directors. Written comments may be emailed to mmoga@ntpud.org, mailed or dropped-off at NTPUD's Administrative Offices located at 875 National Ave., Tahoe Vista, CA. 96148.

The Board of Directors may take action upon any item listed on the agenda at any time during the meeting. Scheduled items will be heard at or after the time noted, but the Directors may interrupt or defer discussion in order to deal with other matters. No action will be taken at the meeting on any business not appearing on the posted agenda except as permitted by Government Code Section 54954.2.

TIMED ITEMS ON THIS AGENDA

3:00 P.M. Public Comment and Questions

- A. CALL TO ORDER/OPEN SESSION/PLEDGE OF ALLEGIANCE**
- B. REVIEW AGENDA** - *Agenda Items may be taken off the agenda or taken out of order.*
- C. PUBLIC COMMENT AND QUESTIONS (3:05 p.m.):** *Any person wishing to address the Board of Directors on items on the agenda or matters of interest to the District not listed elsewhere on the agenda may do so at this time. Please limit comments and questions to three (3) minutes since no action can be taken on items presented under Public Comment. Members of the public should wait to be recognized on the conference line prior to submitting a comment.*
- D. GENERAL BUSINESS**
 - 1. STRATEGIC PLANNING WORKSHOP – Maggie Steakley of the Glen Price Group will lead a Strategic Planning Workshop
- E. PUBLIC COMMENT AND QUESTIONS:** *See protocol established under Agenda Item C, Public Comment and Questions.*
- F. ADJOURNMENT**



NORTH TAHOE PUBLIC UTILITY DISTRICT

DATE: July 27, 2022

ITEM: D-1

FROM: Office of the General Manager

SUBJECT: District Strategic Planning Workshop

RECOMMENDATION:

Participate, discuss, and provide feedback during the strategic planning workshop.

DISCUSSION:

At their November 9, 2021, regular meeting, the Board of Directors authorized a contract with Glen Price Group (GPG) to support the District's Five-Year Strategic Plan update.

Since that time, GPG and District Staff have – 1) worked through the plan discovery process; 2) conducted internal and external interviews and surveys; 3) updated the District's Mission, Vision, and Core Values; 4) identified and finalized four District Goals, and; 5) finalized Objectives and drafted associated Tactics and Activities; 6) prepared a final text version of the District's Strategic Plan.

At their July 12, 2022, regular meeting, the Board of Directors approved the final Strategic Plan Objectives associated with the established Goals.

The goal of today's item is to complete the final review of the text version of the District's Strategic Plan prior to the project's graphic design phase and the Plan's subsequent public distribution.

The Board's acceptance of this text for the District's Strategic Plan will allow Staff to move forward in completing the final drafting and design of the Plan (suitable for public consumption and presentation) and further develop the District's Communication Plan for public distribution of the Plan and announcement of the District's updated Mission, Vision, and Core Values.

The attached and updated text version of the District Strategic Plan includes all the Board's feedback and input as of the time of this report, along with editorial changes initiated by Staff in track changes. Please note that the comprehensive list of proposed Tactics and Activities is not included. These items will be developed in the coming weeks as part of the District's separate Implementation Plan that Staff will use to support the implementation of the Strategic Plan.

FISCAL ANALYSIS: No Fiscal Impact


STRATEGIC PLAN ALIGNMENT:

- Objective 3: Provide Exceptional District Governance – Goal 3.2: Budget Transparency – Tactic c: Hold educational sessions with Board, Commission, and Managers as needed.

ATTACHMENTS:

- Draft NTPUD Five-Year Strategic Plan Document – Text only (no design or photos)

REVIEW TRACKING:

Submitted By: 
Bradley A. Johnson, P.E.
General Manager/CEO



2022 – 2027

Strategic Plan

Our History & Purpose

The North Tahoe Public Utility District (NTPUD) was formed in 1948 under the State of California Public Utilities Code to provide wastewater services to the residents of the north shore of Lake Tahoe. In November of 1967, water services were added to the District's responsibility, and the Recreation and Parks Department was created in 1968. The District's boundaries range from the Nevada state line in Crystal Bay to Dollar Hill. Our service area includes the communities of Kings Beach, Tahoe Vista, Brockway Vista, Carnelian Bay, Cedar Flat and Agate Bay. The District currently serves 5,524 sewer connections and 3,828 metered water connections and maintains most of the public beaches in our service area as well as the North Tahoe Regional Park in Tahoe Vista. As we approach our 75th year of operation, the NTPUD continues to provide high-quality water, wastewater, and recreational resources to the residents of the north shore of Lake Tahoe.

The District's Place - **North Lake Tahoe**

Every day at the NTPUD, we have the privilege of serving the residents and visitors of our beautiful mountain community. Nestled on the **North Shore** of the largest alpine lake in North America, the District comprises pristine forests and panoramic shorelines, state parks and national forests, and a vibrant local community with endless recreation opportunities **for all ages and abilities**. Our partners at the Tahoe Prosperity Center have expressed our sentiments well, "The health of the environment and the health of the economy are interdependent with the health of the community. Each must be planned for and considered jointly."¹

We embrace the **essential** role that we play in maintaining the natural beauty and resources of Lake Tahoe and this strategic plan outlines our commitment to this place.

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¹ Envision Tahoe Prosperity Playbook: A Shared Action Plan For Economic Resilience, Investment And Community Inclusion. Executive Summary. Pg 6.
https://tahoeprosperity.org/wp-content/uploads/Executive-Summary-Report_6-2022_Final.pdf

What is a Strategic Plan?

Our strategic plan is a living document that clarifies our direction and identifies our critical areas of focus over the next five years (2022 – 2027). We will use this plan to communicate our purpose, values, and goals with the community. The process of strategic planning ensures that as an organization, we remain responsive to the ongoing needs within the community and the current context in which we live. It enables us to anticipate and proactively take action to systematically improve our community.

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Our strategic plan outlines our mission, vision, leadership core values, goals, and objectives. A separate internal Implementation Plan includes activities, timelines, and indicators, and will be used by staff to support the implementation of the Strategic Plan.

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Planning Process

The NTPUD launched a discovery and planning process to develop a new Five-year strategic plan in early 2022 and engaged the Glen Price Group (GPG) to support this work.

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The planning process included three phases:

1. A discovery phase, focused on understanding the strengths, opportunities, and threats facing the organization
2. A design phase, to develop the organization's strategic direction (vision, mission, leadership core values, and goals)
3. A delivery phase, focused on refining objectives and finalizing the plan

Our planning process engaged elected representatives, community partners, and staff through a variety of activities including interviews, public meetings, staff meetings, and a staff survey. GPG also conducted desk research on the local context and potential threats.

Discovery Report Findings

Through the analysis of interviews, focus groups, survey results, and research into the external context, we identified strengths, threats, areas for improvement, and priorities.

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These findings served as a basis for subsequent planning work in the design phase. A summary of the discovery phase results is included below.

Strengths

When asked to describe the NTPUD in a single word, the Board, community partners, and staff responses included: *"involved, transparent, concerned, dedicated, engaging, helpful, reliable, responsible, service, and thoughtful"*.

Specific district operations, management, and resource strengths include:

- The expertise and commitment of employees and management
- The District's infrastructure assets and public spaces
- The direct elected leadership of the District
- Consistency in water and wastewater services
- Accessibility of programs and facilities for youth
- Ongoing collaboration with other leaders and organizations
- The District's financial management

We are committed to building upon these strengths now and into the future.

Threats

Threats are defined as potential inhibitors of the District's ability to fulfill its mission. They are specific local contexts, potential future challenges, and important trends or factors that the organization should be prepared for in order to successfully mitigate and respond to negative externalities. Specific threats identified in the discovery process are presented below.

- Environmental hazards and climate change issues such as wildfire, drought, and air quality.
- Issues pertaining to modernization, such as aging infrastructure and cybersecurity.
- Impacts of inflation, cost of living, and high housing prices on workforce retention and recruitment.
- Increased tourism and its impacts.

We intentionally considered these threats in the development of this strategic plan and developed a plan that is designed to address and mitigate these threats.

Areas for Improvement

A number of areas were identified where, as an organization, we could improve our processes or performance:

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- Providing more community recreation programming and events.
- Enhancing and expanding Recreation and Parks facilities.
- Evaluating the NTPUD's pace of replacing/repairing utility infrastructure and facilities.
- Improving internal communication.
- Increasing compensation, mitigating issues related to the high cost of living / regional housing crisis, and providing more professional development and training.

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We commit to working towards improvement in these areas and have identified specific goals and objectives in our plan to do so.

Opportunities

Through the discovery process, we uncovered a rich set of opportunities and potential priorities for the District. These opportunities generally coalesced around maintaining District operations and enhancing District resources and programming.

Suggestions included:

- Upholding maintenance excellence, especially for wastewater and water.
- Maintaining the standards of each of the newly installed sewer systems.
- Maximizing land and facilities use to increase recreation opportunities in the District.
- Optimizing the use of the North Tahoe Event Center as a community space.
- Continuing to support ongoing youth recreation accessibility and partnerships.
- Supporting efforts to ensure uniform water service throughout District boundaries.

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Our strategic plan responds to these opportunities and to our community while directing us to achieve our mandate to provide water, wastewater, and recreation services.

Five-Year Strategic Plan (2022 – 2027)

Vision Statement

Our vision statement is an aspirational and memorable statement of what the NTPUD seeks to achieve in the future. The following vision provides the "True North" for the NTPUD's compass and describes the future we, in collaboration with our community, are working to achieve.

NTPUD's vision is that:

North Lake Tahoe is a vibrant and healthy community where we optimize our resources for the greater good and protect our environment for generations to come.

Mission Statement

Our mission statement is our core reason for existing, who we exist for, and how we plan to serve our community. The mission is the NTPUD's purpose and serves to differentiate our functions and core expertise from other organizations that are working in different ways toward the same vision. While we recognize a collaborative vision of the future that the community must work together to achieve, our mission very clearly explains the means by which we contribute to that vision.

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The mission of the NTPUD is to:

Serve North Lake Tahoe by providing exceptional water, wastewater, and recreational resources.

Leadership Core Values

NTPUD's leadership core values are our essential and enduring tenets – a small yet mighty set of guiding principles that inform how we make decisions. We recognize that we are leaders in the community and that our decisions have a significant impact on the people that we serve. These core values demonstrate how much the District **C.A.R.E.S**

about North Lake Tahoe, the community, and our team.

At the NTPUD, we serve as a leader in North Lake Tahoe by demonstrating the following:

1. **C**ollaboration: Advance efficiency and progress through teamwork
2. **A**ccountability: Build and maintain trust through integrity, transparency, clear and accessible communications, and a commitment to fiscal responsibility
3. **R**espect: Honor, celebrate, and leverage the value and diversity of staff, partners, and community
4. **E**xcellence: Provide exemplary water, wastewater, and recreation services through a commitment to ongoing maintenance, innovation, and community responsiveness
5. **S**tewardship: Ensure that all actions protect, preserve, and enhance the resources, community, and environment of Lake Tahoe

Goals

NTPUD's goals are broad statements that describe our areas of focus for the next five years (2022 – 2027).

1. Provide high-quality community-driven recreation opportunities and event facilities
2. Provide safe, efficient, sustainable water and wastewater services with a focus on industry best practices and continuous improvement
3. Enhance District governance and partnerships
4. Sustain and strengthen organizational resources, expertise, and culture

Specific Objectives and are identified for each goal in the following section.

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Objectives

NTPUD has developed objectives that correspond with the goals outlined in the Statement of Strategic Direction. Objectives are steps we commit to taking over the next five years to make progress towards achieving our goals.

In addition to objectives, the NTPUD has an internal [Implementation Plan with detailed tactics, activities, timelines, milestones, and indicators of success, that will be used by staff to support the implementation of this plan.](#) Objectives for each goal are listed below each goal statement.

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Goal 1: Provide high-quality community-driven recreation opportunities and event facilities

- Expand public access for recreation opportunities and promote the District as an exceptional provider of year-round programming, special events and recreation services.
- Enhance Tahoe Vista Recreation Area as a public lakefront amenity; and review opportunities for additional public access to Lake Tahoe across the District.
- Capitalize on the North Tahoe Event Center as our community's lakefront asset for year-round events and programming.
- Utilize the North Tahoe Regional Park as a community asset for passive and active recreation.
- Use the Active Recreation Needs Assessment to establish community priorities and set a roadmap for the future of District recreation facilities.
- Uphold maintenance and capital investment of existing facilities to ensure their vitality for generations to come.

Goal 2: Provide safe, efficient, sustainable water and wastewater services with a focus on industry best practices and continuous improvement.

- Comply with all regulatory mandates and environmental standards.
- Optimize preventative maintenance of District utility system assets.
- Maintain District utility system up-time with a focus on redundancy and reliability.
- Prioritize Capital Project planning and delivery toward uniform service using industry standards, asset condition data, and a focus on climate resilience and emergency preparedness.
- Actively advance the District's consumer-facing public utility initiatives through community engagement.

Goal 3: Enhance District governance and partnerships

- Maintain best practices in public agency governance throughout all levels of the District.
- Ensure financial sustainability of the District.
- Monitor and advocate for Federal, State, and Local legislation; and actively pursue relevant grant opportunities that support District priorities.
- Be a strong community partner to provide value in alignment with the District's charter.
- Identify opportunities to minimize redundancies with neighboring special districts and private water systems.

Goal 4: Sustain and strengthen organizational resources, expertise, and culture

- Ensure the District can recruit and retain a qualified and skilled workforce.
- Maintain a culture of an empowered and professional workforce.
- Maintain excellence in all internal and external District communications.
- Ensure the District's fleet and equipment are safe and well maintained, and in alignment with industry standards and best practices.
- Ensure reliability and security of the District's information technology systems.
- Ensure the District's support facilities are well maintained and adequate for all operations.
- Actively address emergency preparedness and climate resilience and adaptation in District operations.