



CITY OF
SOUTH LAKE TAHOE

**STRATEGIC
PLAN
2021-2026**

City Council



Tamara Wallace
Mayor



Devin Middlebrook
Mayor Pro Tem



Cody Bass
Councilmember



Cristi Creegan
Councilmember



John Friedrich
Councilmember

Jason Collin
Former Councilmember

Brooke Laine
Former Councilmember



Susan Blankenship
City Clerk



David Olivo
City Treasurer

City Staff



Joe Irvin
City Manager



Heather Stroud
City Attorney

Hilary Roverud
Development Services Director

Ray Jarvis
Public Works Director

Debbie McIntyre
Administrative Services Director

David Stevenson
Police Chief

Clive Savacool
Fire Chief

Lauren Thomaselli
Recreation Superintendent

Tom Stuart
Human Resources Manager

Chris Fiore
Communications Manager





INTRODUCTION

The City developed Strategic Priorities in early 2019, which were further refined as shown below by the City Council on February 25, 2020 during the “Vision and Strategic Planning Workshop.” Shortly after the workshop, the world slowed down due to the COVID-19 Pandemic.

- Develop Economic Development Strategy
- Provide Recreation Opportunities
- Implement Transportation Enhancements
- Provide High Performing Government
- Improve Quality of Life
- Infrastructure Maintenance
- Protect the Environment
- Public Safety

At the March 25, 2020 City Council Special Meeting, the City Council directed staff to bring forward an action item to establish a Council Ad Hoc subcommittee, known as the Transformative Change Committee (“Committee”), to conduct an examination of a long-term economic development and recovery strategy for the City of South Lake Tahoe. The City Council voted to approve the formation of the Committee on April 1, 2020. Councilmembers Middlebrook and Bass were appointed to serve on and lead the Committee. Staff support was provided by City Manager Irvin.



The Committee developed the “Recommendations Report,” which included recommendations that were meant to act as a guiding document for council to develop a set of strategic priorities, goals, and action plans, with the ultimate objective to develop a 5-year Strategic Plan to serve as a “blueprint” for the City Council. The Strategic Priorities identified below are further defined in this Strategic Plan:

- Built Environment
- Recreation and Equitable Access
- Community for All
- Economic Development
- Continuous Improvement



WHAT IS A STRATEGIC PLAN?

A strategic plan states the direction for the community and identifies strategies and action plans to achieve specific goals. Strategic planning helps assure that the organization remains relevant and responsive to the needs of its stakeholders and contributes to the organization's stability and growth. It provides a basis for monitoring progress and assessing results and impacts. Strategic planning enables an organization to look into the future in an orderly and systematic way. The strategic plan for South Lake Tahoe will create a vision for our future to be shared by community members, elected officials, and city staff. A strategic plan also creates consensus about expectations and provides guidelines for the use of city resources. It serves as a roadmap and will guide much of what we do. The South Lake Tahoe Strategic Plan will:

- Convey confidence about our future
- Spark new thinking about what success should look like
- Create clarity about strategies to pursue in order to achieve goals
- Identify priorities, goals and action plans
- Help the City Council match priorities with resources

DEVELOPING THE STRATEGIC PLAN

The first phase of our strategic planning process took place between February and August of 2020. It began with a Vision and Strategic Planning Workshop open to the public where Council Members and City Staff completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

The second phase involved the Transformative Change Committee “ZOOM” series facilitated by Council Members Middlebrook and Bass which were advertised and open to the public. The Committee presented the Recommendations Report to the City Council on September 8, 2020, where the City Council embraced the report and asked staff to initiate a Community Online Survey to further garner public input on the Strategic Priorities. The then City Council also determined it would be prudent to continue to engage in discussion with the community on the Strategic Priorities and present the findings and “Draft” Strategic Plan to the City Council in office in January 2021.

The third phase involved the City holding its first “Community Conversation” via ZOOM on September 15, 2020 where the City Manager presented highlights of the Recommendations Report to the public for further input. The Community Online Survey was published on the City’s Website and in the City’s Official Newsletter, “At Lake Level – November 2020 Edition” on October 30, 2020. The Survey remained open and available to the public until December 18, 2020. Additionally, the City held its second “Community Conversation” via ZOOM on December 8, 2020 where the Strategic Priorities and Community Online Survey were further discussed with the public.

The fourth phase involved a Senior Management Team (SMT) Retreat on November 12, 2020 where the City Manager facilitated the agenda to develop “Draft” Mission and Vision Statements, Values, the Strategic Priorities, Goals and Action Plans to implement the Strategic Plan. The work products generated at the SMT Retreat, which were also informed by the Online Community Survey and Community Conversations were presented to the City Council at their January 19, 2021 Strategic Planning Advance for review and feedback. At the City Council Strategic Planning Advance the Council provided direction and gained consensus on the Mission and Vision Statements, Values, the Strategic Priorities, Goals and Actions Plans. This Strategic Plan was presented to the City Council and adopted at their Regular Scheduled meeting on March 2, 2021.





OUR MISSION

The City was established to provide essential, outstanding and cost-effective services that enhance environmental sustainability, economic vitality and the quality of life for our residents, businesses and guests.



OUR VISION

Elevating South Lake Tahoe by providing service excellence for an inspired future that values the natural and built environments, civic engagement for all and economic prosperity.



OUR VALUES

Accountability: We are all responsible for the City's success moving forward and we take responsibility for our decisions and actions while maintaining high standards and implementing best practices.

Communications: Our communication is respectful, timely, relevant and transparent.

Honesty: We are ethical and truthful, and we do the right thing even when no one is looking.

Innovation: We look for creative solutions to problems, we take risks, embrace change and learn from our mistakes.

Equity and Inclusion: We believe in enabling South Lake Tahoe residents and employees to develop their potential while bringing their full self to engage in a community of inclusion.

Vitality: We support community inclusiveness, healthy living and the local economy.

Efficiency: We are proactive in our efforts to streamline operations while delivering quality services to our residents.

Sustainability: We are committed to promoting a healthy environment and leaving the community better than we found it for the next generation.

While a number of topics and issues were raised throughout the strategy process, the following SWOT graphic represents the most consistent opinions across the community.

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STRENGTHS

- Clear Priorities
- People / Staff
- Equipment
- Institutional knowledge
- Healthy reserve budget
- Public perception of Council
- Employees committed to solve problems
- Versatile
- Protecting environment
- Employees passionate about the community
- Functioning City Council
- Economic Development
- Own infrastructure
- Adaptability (Covid/Crisis)
- Ability to recruit key staff
- Ability to attract development

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WEAKNESSES

- City Hall should be central
- Age of infrastructure
- Retention issues
- Division in the community
- Employees stretched too thin
- Overload/mismatched
- Navigating relationships with basin entities
- Communication challenges and enforcement

Public visioning workshops and throughout the public outreach efforts, the city engaged the diverse groups who participated in the strategic planning process.

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OPPORTUNITIES

- We are Lake Tahoe / we have a world stage
- We have access to tourist dollars
- Expanding our geography – Redevelopment growth
- Re-define tourism / environmental
- Technology
- 2 opportunity zones in community
- Transit / Airport
- Affordable Housing
- Capital projects
- Growth in basin
- Engaged community
- Providing service through contracts with our neighbors
- Collaborations / Partnerships
- Organizational structure
- Aligning strategic plan with CA budget priorities

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THREATS

- Climate change and wildfire
- Housing inventory
- Exponential growth in drive market
- City infrastructure
- CalPERS and the State of California -- State/Federal actions
- Legislative actions
- Changing demographics
- Lack of well-paying jobs
- Lack of affordable housing
- Homeless/lack of mental health services
- El Dorado County and Douglas County homes and recreation (people living and playing outside the City agencies)
- Managing impacts of tourism



Strategic Priorities

The City Council is committed to the below strategic priorities, each of which have corresponding goals and action plans described on the following pages. The goals and action plans are meant to be implemented and initiated during the next five years.

- 1) *Built Environment*
- 2) *Recreation and Equitable Access*
- 3) *Community for All*
- 4) *Economic Development*
- 5) *Continuous Improvement*

Evaluation

Long term strategic planning is not stagnant. It is important to evaluate plans on a regular basis and adapt as conditions change. Strategic plans and priorities should be reviewed regularly to determine how things are fitting together, relevance, whether or not progress is being made, current environment and opportunities for adjustment to keep moving in the right direction. The City Council will evaluate its strategic plan on an annual basis. The City Council will need to consider staffing allocations and budget appropriations on an annual basis starting in Fiscal Year 2020-21 and continuing through Fiscal Year 2025-26 to implement the Strategic Plan.

Transformative Change

Words of Wisdom

South Lake Tahoe's unique mountain culture and community stems from our immediate connection to the lake, its forests and its peaks. This extraordinary geography shapes each of our days – our homes, our routines, our thinking, and our wellness. Trails connect our backdoors to town and to the wilderness, with parks, farmers markets, ski slopes, breweries and more dotting the landscape. The combination of living wage jobs with myriad all-season recreation – whether water, snow, dirt, or sky – means that in our community intellect matches athleticism, and adventure greets both work and family. While we celebrate tourism, we are also consciously building a broader, more resilient, future-focused entrepreneurial economy, leveraging our short distance to the San Francisco Bay Area. Small businesses anchor

redevelopments that add character, provide quality jobs, revitalize their surroundings, and protect the environment. Attractive transit makes it easy to link feet, bikes and skis with boats, busses and gondolas, and reliably get you and your family around town and around the Basin on your own schedule. Our leaders show political courage and accountability, support one another in innovating, and reflect the range of ages, ethnicities, and classes that make up our city. While visitors and tourists can readily find diverse accommodations, families and service workers can afford to live in South Lake Tahoe, with ready access to exceptional schools, high-speed broadband internet, and top-notch physical and mental health care. Living in our dynamic mountain community is not only desirable, it is possible!

Strategic Priorities and Goals

Priority 1- Built Environment

Meet the needs of residents, businesses, and the environment by investing in redevelopment that creates local hubs that promote use of alternative transportation and supports economic prosperity. Incentivize the growth of local serving and remote commercial businesses by providing high speed internet and a world-class urban environment. Minimize the impact our built environment has on Lake Tahoe including stormwater pollution, litter, and wildfire threats. Achieve carbon-neutrality as a community and work to become resilient against known climate impacts.

1.1

Broadband For All

Connect the community via high speed internet to serve the needs of local businesses, residents, and attract remote workers to the Region. Develop a broadband infrastructure deployment plan that identifies fiber hubs, last mile transit, relay points, and redundancy. The City should explore innovative broadband models (ex: community co-op, municipal) and funding opportunities to implement projects. The City will ensure access (broadband and devices) to underserved communities.

Action Items

1. Evaluate and explore the feasibility of working with local, regional, state, and private partners to extend the Digital 395 broadband infrastructure to South Lake Tahoe.
2. Evaluate and explore Community Cooperative and Municipal "locally owned" broadband infrastructure.
3. Seek appropriate funding opportunities to assist in the evaluation of bringing broadband infrastructure to South Lake Tahoe.
4. Actively work with local utility providers and telecom companies to implement the City's "Dig Once Policy," including exploration of undergrounding overhead utilities.

1.2

Mid-Town Revitalization

Leverage the 56-acre master planning process and existing infrastructure at Lakeview Commons and Harrison Avenue to further transform mid-town into a recreation, arts, and community hub. This will include a new recreation and swim complex, updated Bijou/Al Tahoe Area Plan that includes housing, transportation improvements, arts district, Bijou Master Plan and potentially a new city hall and police station.

Action Items

1. Complete the 56-acre Master Plan that includes implementation and funding strategies and enter into a lease agreement with El Dorado County.
2. Complete the new Recreation and Swim Complex.
3. Complete the Bijou/Al Tahoe Area Plan update.



Strategic Priorities and Goals

1.3

Housing

Develop a robust set of housing programs to address the spectrum of housing needs. Ensure housing is available for people in all economic, physical, social, and employment circumstances and contributes to a balanced and equitable community.

Action Items

1. Evaluate potential programs to increase use of existing housing stock for long term rental.
2. Pro-actively work with current affordable housing developers and partner agencies to implement Sugar Pine Village, PDG development (Ski Run and Pioneer Trail), and St. Joseph Land Trust.
3. Update the Housing Element of the General Plan by June 2022.
4. Evaluate and establish the structure with regional partners to establish a local housing authority.
5. Explore feasibility of local discretionary funding source to leverage access to and increase competitiveness for outside funds (second home vacancy tax, real estate transfer tax, inclusionary zoning in-lieu fee, employer impact, etc.)
6. Develop an Operational Agreement with Tahoe Coalition for the Homeless, consistent with the adopted MOU, to provide services to homeless persons.
7. Evaluate Multi-Family Inspection, Single- Room Occupancy, and Housing Hotline programs to optimize efforts to improve rental housing stock conditions.

1.4

Transportation

Invest City resources into the transportation system including street rehabilitation, transit and trails. Work with local partners to develop a funding mechanism and operating structure for local transit while partnering with private micro-transit. Electrification of the transportation system is a top priority. Develop tools and incentives to reduce travel by private auto to and from the Basin, with possible policies to include a Basin entry fee, paid parking options and enhanced enforcement.

Action Items

1. Evaluate the option to develop a local revenue source (i.e., TBID, a Basin entry fee, paid parking and enhanced enforcement) to support transportation projects.
2. Prioritize the implementation of trail and complete street projects including continued progress of the Greenway to Van Sickle Bi-State Park.
3. Evaluation of city-wide parking management strategies, including potential expansion of paid parking and reduction of parking requirements.
4. Continue to work with partners in developing the best possible outcome for the U.S. Highway 50 Community Revitalization Project, while implementing key elements of the Main Street Management Plan regardless of the re-routing of U.S. Highway 50 behind the casinos.
5. Evaluate the feasibility with regional partners to establish a new transit service delivery model via revised agreement, new agency, or Joint Powers Authority to better serve South Lake Tahoe.
6. Develop a Corridor Plan for Highway 50 from the "Y" to "Stateline," while identifying options to prioritize alternative transportation. The Corridor Plan should also evaluate a reroute of Highway 50 around the 56-acre site.
7. Partner with the new South Shore Events Center and South Shore Transportation Management Association to expand and electrify micro-transit service.

1.5

Carbon Neutrality

Implement a variety of projects to reach the City's 100% renewable energy and Climate Action Plan goals, eventually achieving carbon neutrality. Initiatives include but are not limited to power city facilities and fleet with renewable energy. Support community wide deployment of solar, and pursue opportunities for electrification, including transitioning fleet vehicles to electric and building robust EV charging infrastructure by 2025.

Action Items

1. Establish a sustainability/energy manager position to facilitate the implementation of the City Climate Action Plan in coordination with community partners.
2. Create a comprehensive communication strategy to ensure there is consistent messaging related to developing a more sustainable community.
3. Work with community partners to achieve 100% local, renewable energy for all entities by 2025.

Strategic Priorities and Goals

Priority 2- Recreation and Equitable Access

Elevate the recreation experience provided by the City to attract visitors and residents. Promote equitable access to recreation to underserved communities. Leverage city recreation assets and the 56-acre development to provide outdoor and organized recreation activities. Use recreation as an economic development tool to attract outdoor based companies and businesses, sporting and outdoor events, and conventions and trade shows to become the Outdoor Capitol of the World.

2.1

Parks and Recreation Master Planning

Enhance the quality and quantity of Parks and Recreation opportunities for residents and visitors while prioritizing the construction of parks, recreation facilities and trails to support and maximize the highest community benefit that provides access for all.

Action Items

1. *Convert Recreation Services into a Parks and Recreation Department to prepare for the opening of the new Recreation and Swim Complex and to better serve the South Lake Tahoe community.*
2. *Present City Council with a recreation priority list based on the existing Parks and Recreation Master Plan.*
3. *Implement the Regan Beach Master Plan improvements with available funding as it becomes available.*
4. *Update the Master Plan for Bijou Park and evaluate the option to include the Master Plan as part of the scope of work for the Bijou/Al Tahoe Area Plan update.*
5. *Explore Alternative uses for Bijou Golf Course to reach the highest community and environmental benefit to provide access for all.*

Strategic Priorities and Goals

2.2

Equitable Access

Promote equitable access to recreation for underserved and under resourced populations by implementing recreation programs for inclusion. Support active and healthy lifestyles and strive to develop parks in every neighborhood.

Action Items

1. *Create low to no cost recreation programs and access to recreation gear for qualified families to engage in outdoor recreation and education.*
2. *Evaluate the option to develop a park or community garden in every neighborhood.*
3. *Evaluate opportunities to expand partnerships with Barton Health, Senior Citizen Groups, and Lake Tahoe Unified School District to promote health and wellness, combat childhood obesity, and encourage active lifestyles.*

2.3

Connectivity

Enhance the connectivity of the community for those on foot and bike, while promoting a car free culture. Support the expanding trail infrastructure with updated wayfinding, public bike repair stations, charging stations, bike racks, and winter snow removal. Continue to prioritize the expansion of connector bicycle and walking trails, from neighborhoods to the Greenway and other new and existing trail systems.

Action Items

1. *Develop a comprehensive way-finding signage plan and update City signage as needed.*
2. *Develop a plan to determine appropriate locations for bike repair stations, charging stations and bike racks and determine funding to support the installation of such infrastructure.*
3. *Develop a communications strategy to promote biking as a way of life in the South Lake Tahoe community.*
4. *Develop a program to help people who need a bike to travel in our community to get a bike.*

Strategic Priorities and Goals

Priority 3- Community for All

Develop a greater sense of community and connection by investing in community services, resources, gathering areas, events, and dialogue. Give a voice to all community members to ensure the diversity of the community is represented in city decision-making. Be a community leader to drive dialogue and resolution to contentious community issues. Diversity is critical in that the greater sum of many voices to one shared goal gives each voice a stake in a positive outcome.

3.1

Mental Health and Homelessness

Be a community with resources available to assist those suffering from mental health issues, substance use disorders, and/or experiencing homelessness. Work with community partners to bring awareness to the Coordinated Entry System and HMIS (Homeless Management Information System) through the El Dorado County Continuum of Care (EDC COC) which coordinates services for persons experiencing homelessness and explore other case management services for persons suffering from chronic mental health issues and/or substance use disorders which will serve to improve the quality of life for City residents. Work with local organizations to echo the City’s culture on personal and environmental wellness by providing innovative processes (like the STACS program) to provide long-term stabilizations and housing solutions.

Action Items

1. Continue to work with El Dorado County to bring more mental health services to South Lake Tahoe.
2. Full implementation of STACS (South Tahoe Alternative Collaborative Services).
3. Work with local partners to support permanent supportive housing/transitional homeless shelter resources and provide more services to mitigate existing homeless camps.

3.2

Inclusion and Diversity

As City leaders our goal is to execute the commitment to support diversity, equity, and inclusion in all hiring practices. Additionally, the City should conduct an external baseline analysis of the City to understand where action can be taken to be more equitable and inclusive.

Action Items

1. Evaluate the City’s involvement with the Government Alliance on Race and Equity to develop a racial equity action plan.
2. If it is feasible to develop the plan, establish an Equity and Inclusion Task Force to guide development and implementation of the racial equity action plan.
3. Increase equity, inclusion, and racial bias training for all City staff.
4. Continue to support the foster engagement opportunities to support the newly established Multi-Cultural Alliance and continue to cultivate our relationship with Ameca, MX.
5. Continue to expand translation services to increase accesibility and engagement.

3.3

Arts and Culture Program

Invest in arts and culture and create a sustainable stream of funding for public art including murals and sculptures and cultural events and encourage the support for year-round live music venues.

Action Items

1. Create and designate an arts district in the Bijou/Al Tahoe Area, Sierra Blvd. and the Y.
2. Develop a permanent venue for outdoor music events and other festivals as part of the 56-Acre Master Plan.
3. Identify funding to support arts programs in our arts districts.

Strategic Priorities and Goals

3.4

Waste Management and Stewardship

Develop a culture of stewardship and care taking by residents and visitors and coordinate with regional partners to reduce the amount of litter impacting the environment. Reduce the source of litter by increasing availability of trash cans in public, banning single use plastics, installing water bottle filling stations, and bear boxes in the community. Reduce the amount of waste reaching the landfill through recycling and other programs.

Action Items

1. *Develop a "Tahoe Way" marketing and awareness campaign of protecting the environment that highlights personal action, business stewardship, and environmental justice.*
2. *Implement strong enforcement policy that the "Tahoe Way" includes not littering in our community.*
3. *Evaluate potential code amendments to update trash ordinance with respect to SRO's.*
4. *Evaluate the option to ban certain single-use plastics, especially water bottles.*

Strategic Priorities and Goals

Priority 4- Economic Development

Support the South Lake Tahoe community on COVID recovery efforts, while implementing a "Green Jobs Initiative." Develop a strategy to attract and retain companies and workers that live in Tahoe. Create a future where our kids can live and work in Tahoe as adults and build the necessary infrastructure and provide incentives to achieve the strategy. Support and incubate a local culture of entrepreneurship and craft where knowledge workers and the creative class can thrive. Invest in creating a higher quality, regenerative tourism industry that mitigates negative impacts.

4.1

Economic Diversification Strategy

Develop an economic development strategy that supports the City in the implementation of a strong recovery following the COVID-19 pandemic. The strategy should focus on a regenerative tourism industry, while expanding health and wellness, sustainable outdoor recreation, environmental innovation clusters, and resident retention and workforce development opportunities.

Action Items

1. *Develop Economic Development Core Values to serve as the City's guiding principals on matters related to Economic Development.*
2. *Evaluate available methods and tools which support a City of South Lake Tahoe economic development function to identify, recruit, and retain businesses.*
3. *Complete an update to the City's Economic Development Chapter of the General Plan that is inclusive and supports the City's Economic Development Core Values.*

4.2

Support Development of a Regenerative Tourism Model

Work with our local tourism partners to reimagine and develop a regenerative tourism industry that reframes tourism to give back to the community and lake while transforming and contributing to a better quality of life for all. Develop better management tools and resources to reduce negative impacts such as traffic, crowding, litter, increased wildfire risk, lake degradation, and COVID-19 recovery efforts.

Action Items

1. *Develop a framework to create a City Tourism, Arts and Culture Commission (TACC) to assist City Council in efforts related to reframing tourism, arts and culture while coordinating with the Lake Tahoe Visitors Authority (LTVA).*
2. *Facilitate the development of the "Hole in the Ground" site as a way of supporting and attracting visitors to the Stateline core.*

Strategic Priorities and Goals

4.3

Resident Retention and Workforce Development

Identify ways to support Lake Tahoe Community College and the ADVANCE workforce development program, along with private workforce training programs, and the development of a talents and flexible workforce, such as but not limited to the fire academy.

Action Items

1. *Evaluate opportunities and the feasibility to provide scholarships/grants for local, Black, Indigenous People of Color (BIPOC), and re-entry population into local workforce development programs with paid internships/apprenticeships.*
2. *Evaluate and develop career pipelines to the City with incentives for hiring local in the City's hiring practices.*
3. *Work with regional economic development partners to implement sustainable green industry jobs and clusters which promote the efforts of local resources and people.*
4. *Work with businesses to address the need for a living wage in our City.*

Strategic Priorities and Goals

Priority 5- Continuous Improvement

Improve city government capacity, customer service, and efficiency through continuous improvement initiatives. Deliver high quality services to the community including public safety, fiscal sustainability, well maintained public infrastructure, and excellent parks and recreation services. Utilize modern technology to do more with less and to stay relevant with community expectations. Create a culture of leadership, empathy, and empower employees to have a yes-first attitude.

5.1

Public Safety

Ensure substantial investment in public safety by investing in police, fire and snow removal operations and equipment needs and develop engagement opportunities for residents to participate in meaningful dialogue with first responders to improve community trust.

Action Items

1. *Prioritize a new public safety communications system.*
2. *Develop a wildfire preparedness and emergency evacuation plan in coordination with neighboring jurisdictions.*
3. *Develop a Community Police Advisory Board that reflects our community.*
4. *Continue "Community Conversations" (and other outreach/training events) with the public to discuss relevant public safety issues and/or concerns and establish long term positive relationships with all segments of the community.*

5.2

Digital Government

Utilize modern technology to do more work digitally in order to improve efficiency and vaccess to services. Invest heavily in digital permitting and GIS technology.

Action Items

1. *Upgrade the CommunityPLUS permit tracking software to provide robust opportunities to increase workflow efficiencies and provide customer access to real time status and permit information.*
2. *Implement the IT Strategic Plan to ensure the City utilizes state of the art technology and ensure such technology is updated appropriately.*

5.3

Infrastructure and Maintenance

Ensure our city has sustainable funding sources to properly maintain infrastructure including roads, snow removal, facilities, recreation sites and trails. Actively seek funds to develop sustainable infrastructure projects based on a prioritized capital improvement project list.

Action Items

1. *Define maintenance needs by Asset Class, and match to appropriate funding sources.*
2. *Develop Sustainable Capital Improvement Infrastructure Projects.*

Strategic Priorities and Goals

5.4

Local Control

Explore ways to develop more local control for the City and residents to make decisions about the community.

Action Items

1. *Revisit whether City should pursue charter city status.*
2. *Analyze desirability and feasibility of annexation of certain unincorporated areas of El Dorado County into the City.*
3. *Develop a strategy to improve the way the City coordinates with Basin entities.*

5.5

Fiscal Sustainability and Resiliency

Ensure wise stewardship/oversight of public resources to maintain long-term financial viability.

- Several recessions and economic downturns in the past two decades have taught us that sustainability is necessary to ensure the ongoing financial health of the City.
- To achieve sustainability, the financial structure needs to be balanced and adaptable.
- Adaptability is a key to resiliency to ensure resistance to external shocks and challenges from outside forces, such as natural disasters and economic downturns one shared goal gives each voice a stake in a positive outcome.

Action Items

1. *Seek new and diverse revenue streams, partnerships and grant opportunities.*
2. *Address pension liabilities and make a commitment from future available revenue streams to pay pension liabilities.*
3. *Ensure alignment of service levels and the organization size with Council and community priorities.*

