

## **2018-2023 STRATEGIC PLAN UPDATE**

The California Tahoe Conservancy (Conservancy) 2012-2017 Strategic Plan is due to be updated for another five years. Staff is proposing a process and schedule for the update, as described below, and seeks Conservancy Board (Board) feedback and direction on the proposed process and schedule. In addition, the Board, as part of Agenda Item 8.c., may choose to appoint a Board committee to oversee development of the Strategic Plan.

### **Background**

The Board approved a five-year Strategic Plan in 2012 that articulates the Conservancy's mission, vision, guiding principles, and areas where the Conservancy would focus its work over the next five years. The Strategic Plan is based primarily on input from the Board and Conservancy staff, and includes an analysis of the Conservancy's strengths, weaknesses, opportunities, and threats. Based on this input and analysis, the Strategic Plan identifies two key areas for the Conservancy to focus: 1) Environmental Improvement Program and Lake Tahoe Basin (Basin)-wide priority projects; and 2) regional policy and coordination needs of the Basin.

The Conservancy has largely implemented the key actions identified in the current Strategic Plan, and as part of this update process, will provide a review of accomplishments achieved under the current Strategic Plan. This will help inform any changes needed as part of the Strategic Plan update. That said, the current Strategic Plan went far in describing strategies to achieve the Conservancy's mission and vision, so the update may not necessarily result in major shifts in strategic focus over the next five years.

### **Update Process and Schedule**

Staff proposes the Strategic Plan update focus on:

- Describing the role of the Conservancy in the Basin and where it adds the most value relative to other agencies, including program development, project implementation, grant-making, and oversight
- Providing options for how the Conservancy can achieve sounder financial footing for its base work, including land management

- Analyzing whether our workforce is aligned with Strategic Plan goals and priorities

Staff plans to engage a consultant to design and manage the Strategic Plan update process with staff and Board oversight. At this time, staff anticipates gathering input for the update from the Board through a retreat and several Board meetings, as well as from Conservancy staff, other State agencies, and Basin agencies and stakeholders. Staff would appreciate Board discussion on the breadth of agency and public input as well as the desired level of Board oversight for this update.

The following is the tentative schedule:

<b>Date</b>	<b>Action</b>
12/15/2017	Process consultant hired
1/15/2018	Process design vetted with Board committee
2/15/2018	Board update
1/2018-3/2018	Staff/consultant research/organizational analysis
3/2018	Conservancy staff retreat
4/19/2018	Board retreat
4/30/2018	Other agency/stakeholder input complete
6/21/2018	Board review of draft Strategic Plan
6/22/2018-7/30/2018	Public review and input
8/2018	Revisions
9/2018	Final Strategic Plan to Board for review and approval

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