#### UPDATED AGENDA



### NORTH TAHOE PUBLIC UTILITY DISTRICT Board of Directors Special Meeting Agenda

North Tahoe Event Center 8318 North Lake Boulevard, Kings Beach, CA

Webinar available via teleconference (Zoom): Link to Webinar: https://us02web.zoom.us/j/85467311447 Webinar ID: 854 6731 1447 (888) 475-4499 (Toll Free)

#### Tuesday, March 26, 2024, at 11:00 A.M.

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

A special meeting of the North Tahoe Public Utility District will be held on Thursday, March 26, 2024, 11:00 a.m. at the North Tahoe Event Center. Public comment may be provided in person at this location. In addition, the District is allowing optional remote attendance by members of the public. Remote access to the meeting and public comment is available by calling: (888) 475-4499 (Toll Free), (Meeting ID: 854 6731 1447). Please note that remote viewing and comment will be provided, subject to availability. In the event of technical disruptions, it may not be available.

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 10:00 a.m. on March 26, 2024 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.

#### 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 (11:00 A.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.

#### D. GENERAL BUSINESS

- 1. North Tahoe Event Center Status Update and Strategic Review (Pages 2-41)
- Fiscal Year 2024/2025 Strategic Focus and Draft Budget Parameters Discussion (Pages 42-81)
- 3. Approve General Liability, Property, and Cyber Insurance Program for 2024/2025 (effective April 1, 2024) (*Pages 82-86*)

#### E. BOARD COMMENTS

- **F. PUBLIC COMMENT AND QUESTIONS:** See protocol established under Agenda Item C, Public Comment and Questions.
- G. ADJOURNMENT



**DATE**: March 26, 2024 ITEM: D-1

**FROM:** Recreation, Parks and Facilities Department

SUBJECT: North Tahoe Event Center Status Update and Strategic Review

#### RECOMMENDATION:

Receive and discuss update from Management on the North Tahoe Event Center 2023 year in review and 2024 look ahead.

#### **BACKGROUND:**

The development and growth of the North Tahoe Event Center (NTEC) has been a major focus for the NTPUD Commission and Board over the past several years. Under the direction of Event Center Manager, Cathy Becker, the goals of the Board of Directors and the Recreation and Parks Commission have begun to be realized. Over the past several years, the NTEC has seen tremendous growth in its use patterns, revenue generating capacity, facility aesthetics, and vision for the future.

This presentation provides the Board with an opportunity to discuss the current operations at the NTEC as well as provide direction and vision for its future.

#### STRATEGIC PLAN ALIGNMENT:

Goal 2: Provide high-quality community-driven recreation opportunities and event facilities – Objective C: Capitalize on the North Tahoe Event Center (NTEC) as our community's lakefront asset for year-round events and programming – Tactic 1: Develop a Capital Improvement action plan based on the results of the architectural study; and Tactic 2: Contract with a reliable food and beverage service; and Tactic 3: Continue to expand on NTEC's potential to be a revenue-generating facility for private events; and Tactic 4: Continue to expand community programming at the NTEC to enhance its important role as the community's lakefront gathering space.

#### ATTACHMENTS:

 North Tahoe Event Center Status Update and Strategic Review PowerPoint Presentation

Approved By:

#### **REVIEW TRACKING:**

Submitted By: (

Amanda Oheracker

Rec, Park & Facilities Manager

Bradley A. Johnson, P.E. General Manager/CEO



# North Tahoe Event Center 2023 Year in Review

March 26, 2024

Presented by — Cathy Becker, Event Center Manager

Justin Broglio, Public Information Officer

Amanda Oberacker, Recreation, Parks, & Facilities Manager



# Outline for Today's Presentation



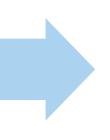




Our Vision & Our Venue



2023
Year In Review





2024
The Road Ahead







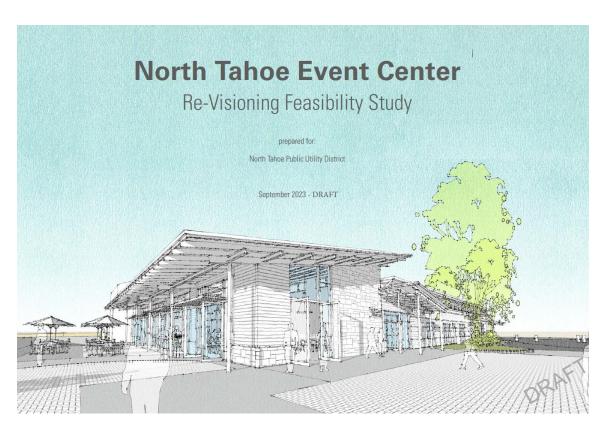
### Advisory Working Group Strategic Vision from 2019

- 1. Maximizing the community use of the Event Center and thereby improving the perceived value of the Event Center to the community.
- 2. Balance community use alongside the degree of commercial use necessary to achieve sufficient revenue so that the Event Center operates in a positive net revenue.
- 3. Community Use Offerings constitute at least 30% of Event Center utilization.
- 4. Pure Community Recreation
- 5. Community Neutral (Governmental use)
- 6. Pure Commercial (Events, Conferences, Weddings)

# Architectural Planning Study







- NTEC needs investment to continue serving the community.
- The existing conditions assessment identified concerns and states the mechanical equipment is approaching the end of life.
- Scheme A and Scheme B represent two capital investment alternatives. The District may also consider an "a la carte" approach to add to, subtract from, or phase the identified schemes.
- The Study is intended to be aspirational in nature, and decisions on floor plans and building architecture, aesthetics, and materials will be made during a future design phase.
- District's current revenues do not allow for near-term implementation of either Scheme.
- NTPUD's 5-year Capital Plan includes \$30,000 in FY 23/24 for additional architectural study and \$100,000 annually for FF&E and deferred maintenance

### PRIVATE





Weddings

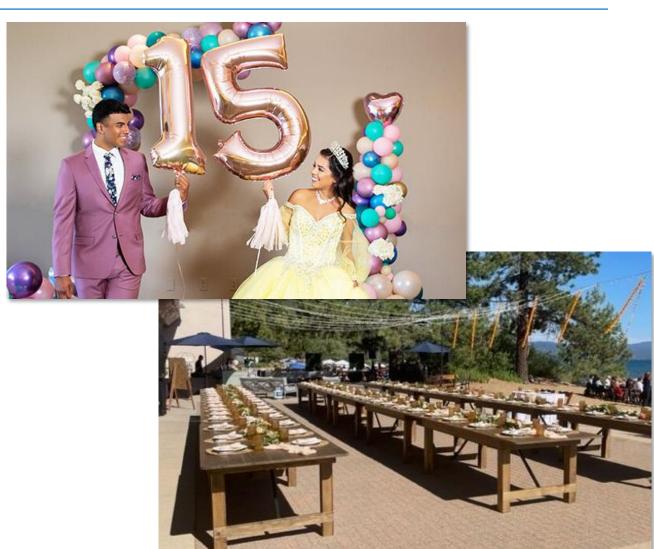
Quinceanera

Memorials

Rehearsal Dinners

**Family Events** 

Bar Mitzvahs



### CORPORATE







NTPUD Meetings

Government (TRPA, PC)

**School Meetings** 

Corporations (Q&D Const)

Realtors/HOA

**Religious Groups** 

Specialty Groups (Tahoe Quarterly)

### **COMMUNITY**





NTPUD Events

**School Parties** 

Winter Warmth

Toys for Tots

Community Thanksgiving

Boys & Girls Club

Snowfest Breakfast

Non-Profit Events

Community Blood Drive

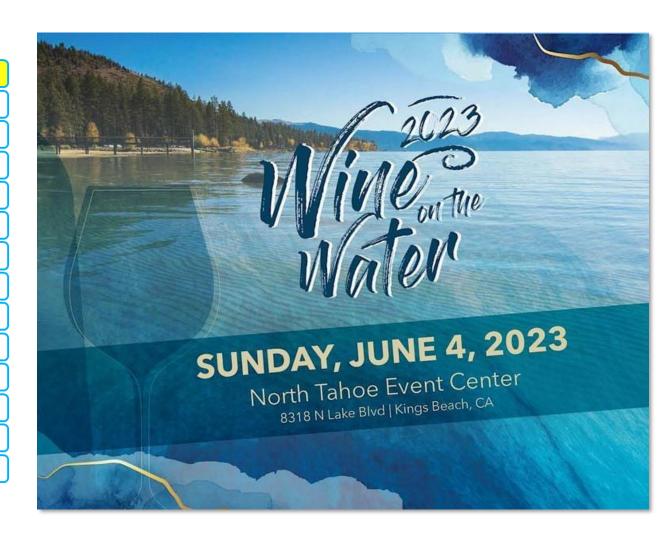
Passport to Dining

**Benefits Community** 

Avalanche & Medical Training

NTBA Appreciation

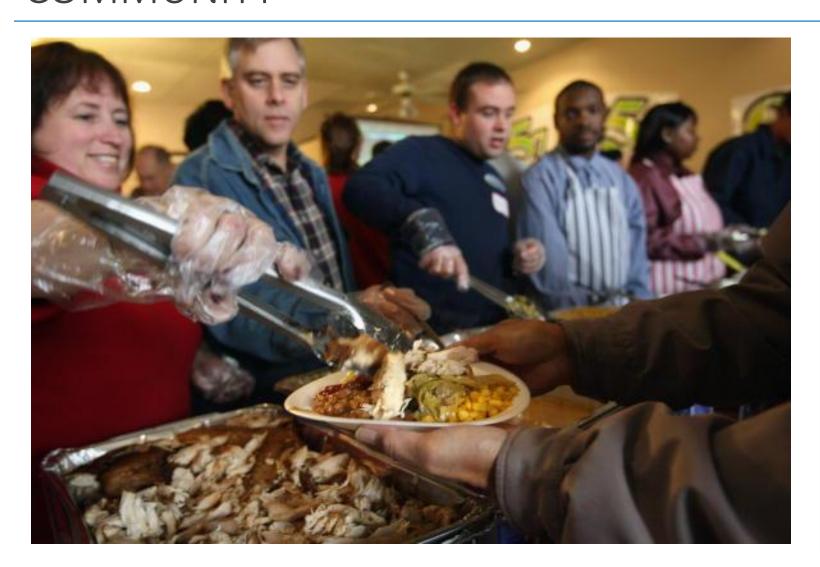
Workshops

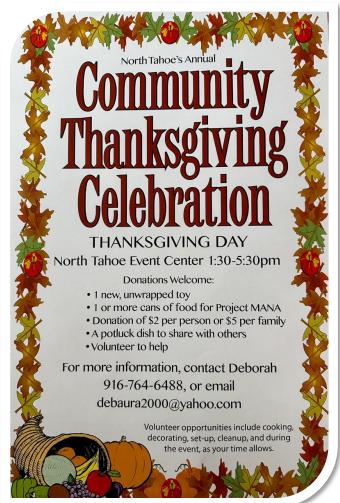


### COMMUNITY









### NTPUD COMMUNITY PROGRAMS





Parents Night Out

**Toddler Time** 

Golden Hour

**Lost Sauna Wellness** 

Fitness Classes - all ages

**Art Programs** 











Our Vision & Our Venue



2023 Year In Review



2024 The Road Ahead

# 2023 – 365 Day Focus



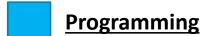


In 2023, we focused on everyday use across all categories

<u>Private</u>
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<u>Community</u>



January

S	M	Т	W	Т	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
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29	30	31				

#### May

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28	29	30	31			

#### September

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#### February

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#### June

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25	26	27	28	29	30	

#### October

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15	16	17	18	19	20	21
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29	30	31				

#### March

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12	13	14	15	16	17	18
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#### July

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

#### November

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27		29	30		

#### April

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

#### August

			_			
S	M	Т	W	Т	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

#### December

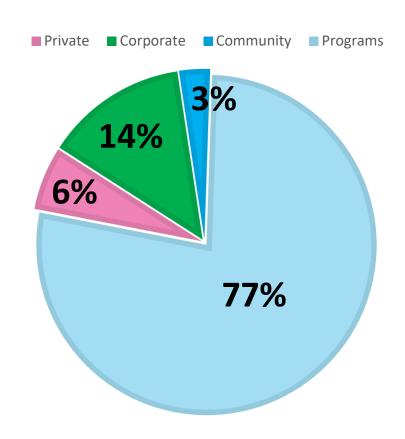
S	М	Т	W	Т	F	s
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31						

### 2023 Calendar Year – Events & Revenue

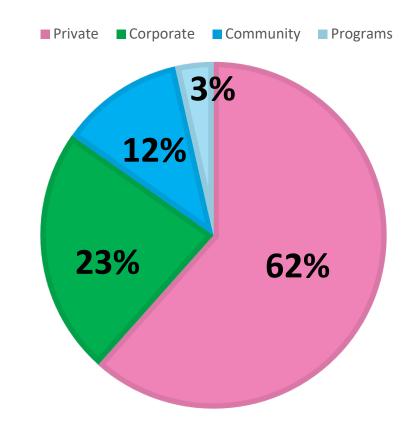




### VENUE USE BY EVENT



### TOTAL REVENUE BY EVENT







# Categories Sold - FY

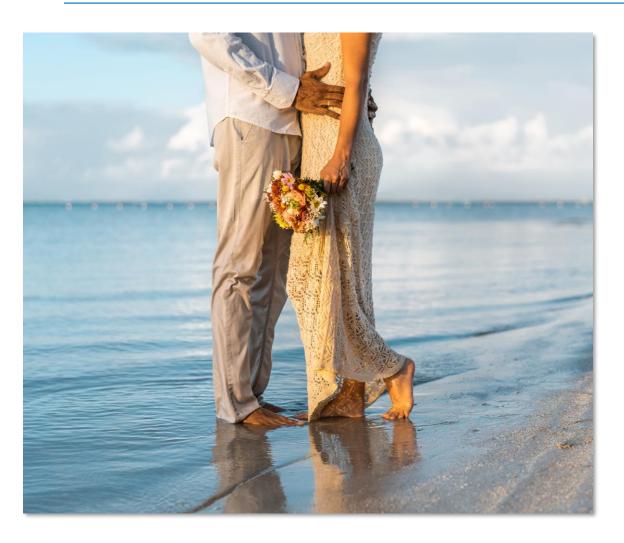
Events Sold As of January 31, 2023													
2022-23	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	June 2023	Total
PRIVATE	10	8	8	8	2	1	3	1	1	4	3	11	60
COMMUNITY	5	0	1	1	3	2	0	0	1	3	1	2	19
CORPORATE	3	7	7	11	9	8	4	10	9	4	7	9	88
Total	18	15	16	20	14	11	7	11	11	11	11	22	167

Events Sold As of January 31, 2024													
2023-2024	July 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	June 2024	Total
PRIVATE	8	5	10	3	4	3	0	3	1	3	5	5	50
COMMUNITY	3	1	0	4	6	6	0	4	2	2	4	4	36
CORPORATE	10	14	9	17	11	6	7	19	24	8	6	7	138
Total	21	20	19	24	21	15	7	26	27	13	15	16	224

# The Engagement Gap







- > 50% drop off around the world in 2024
- Inflation
- 3.5-year relationship cycle halted in 2020-21
  - 2024 "Year of the Proposal"
- Relationships that were formed, broke up
- Normal Boom Bust cycle of business

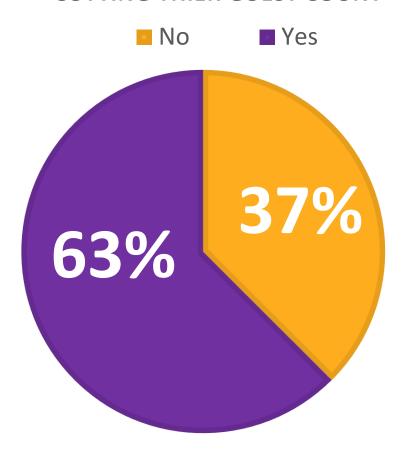


# 2023 – Industry Spending Trend Forecast

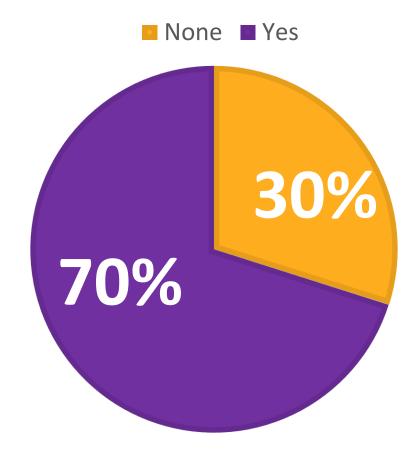




#### **CUTTING THIER GUEST COUNT**



#### **CUTTING THEIR WEDDING BUDGET**

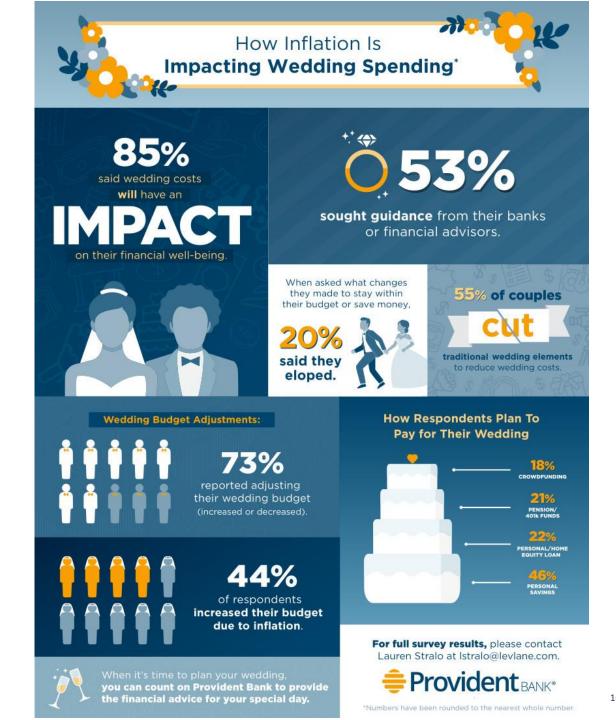




# Inflation Impact

- 20% Eloped
- 53% Went to their banks for a loan











2023	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
Inquiries	138	91	92	87	68	84	92	104	88	90	72	65	1,071
Tours	12	13	5	8	14	7	18	15	19	17	7	7	142
Contracts	4	5	6	1	2	3	5	3	6	7	5	6	53

1,071 Inquiries

13 % 11% (2022)

Converted to **Tours** 

37 % 36% (2022)

Converted to Contracts

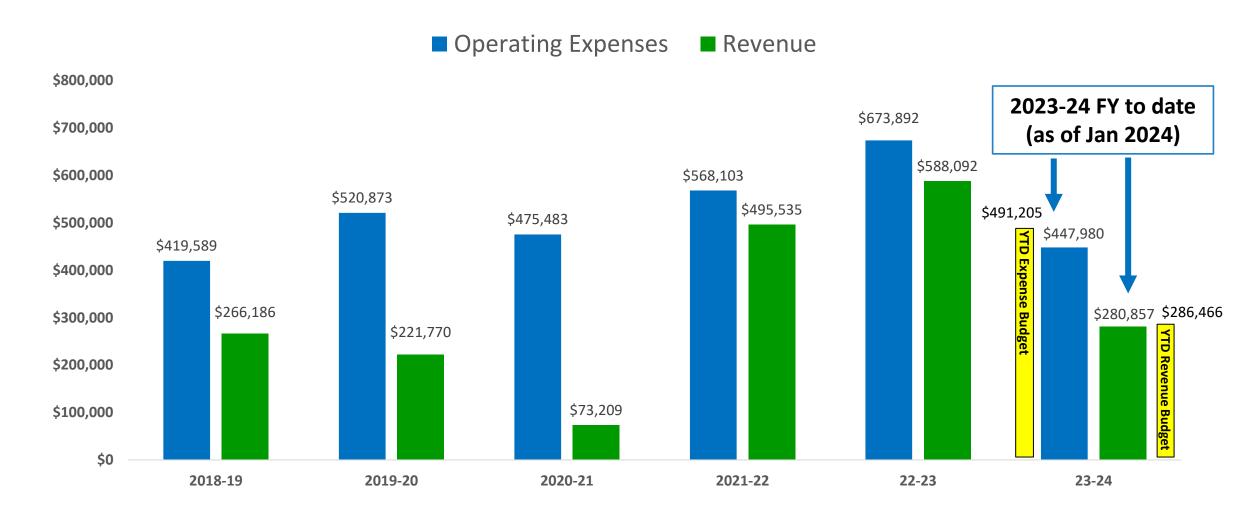


Industry Standard = 5%

# Venue Operating Income (Total by FY)



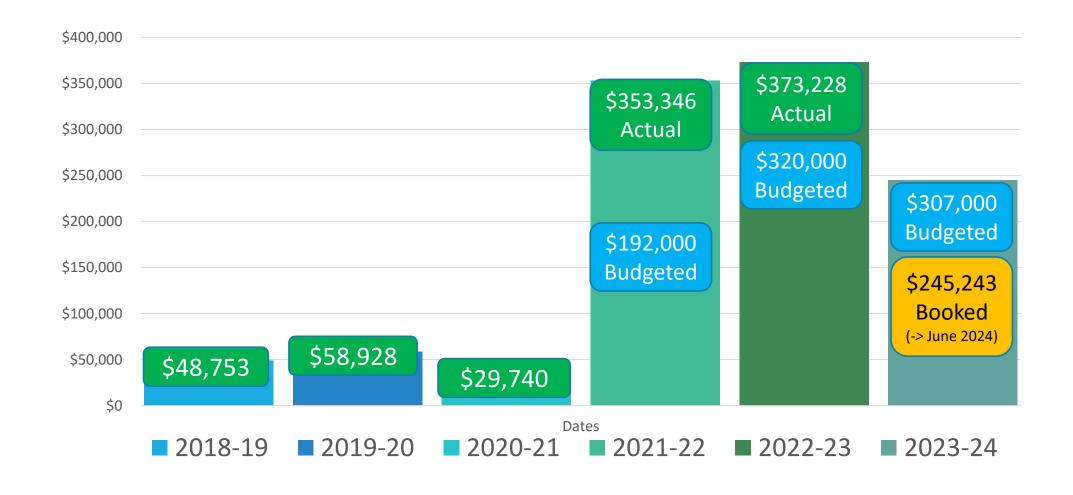








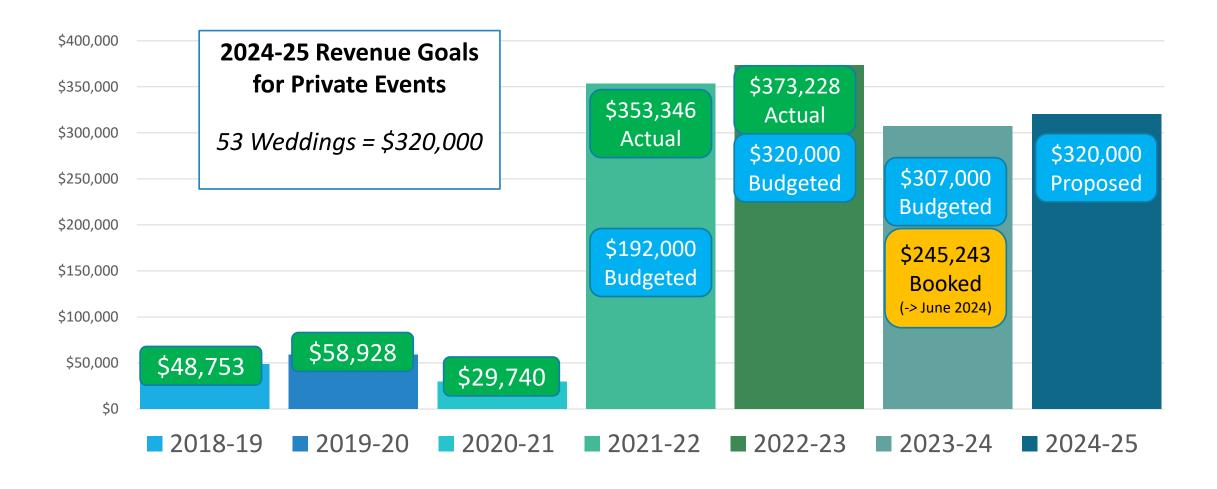




# Total Private Event Revenue (FY) – Forecast



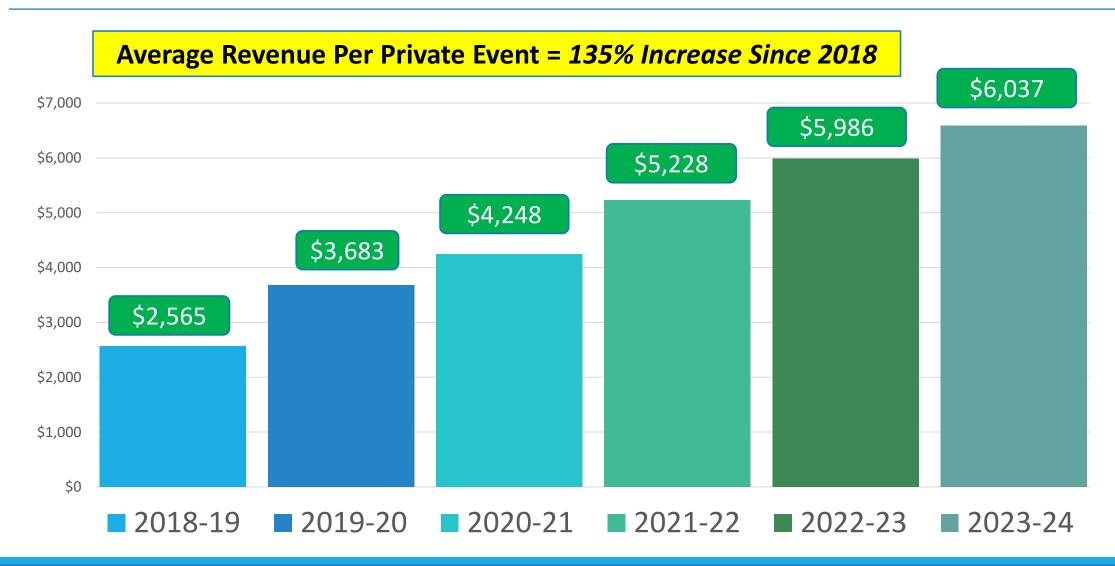








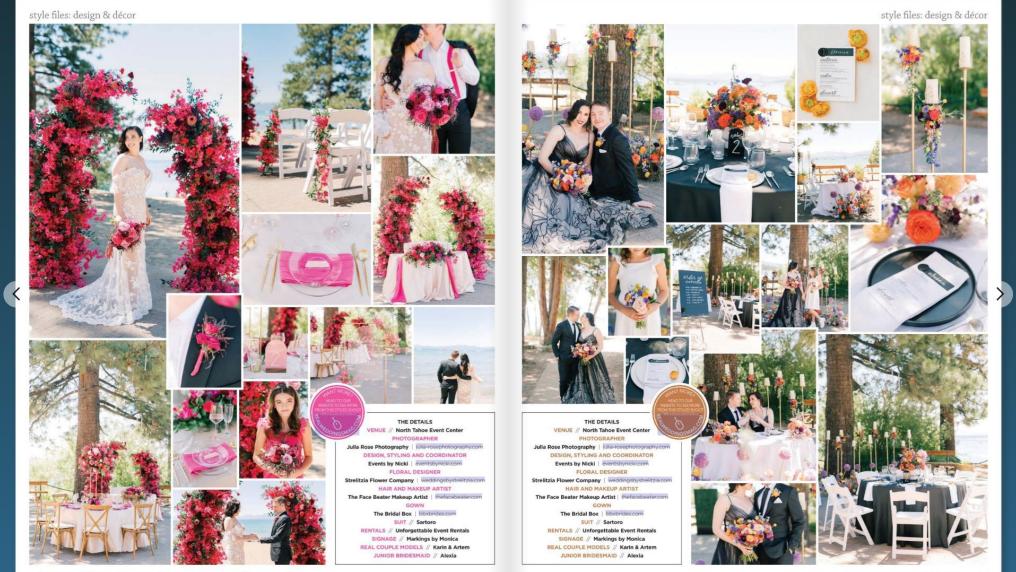
# Revenue Per Private Event (By Fiscal Year)



# Real Weddings Magazine Winter 2024 – Venue Feature







### Awards in 2023







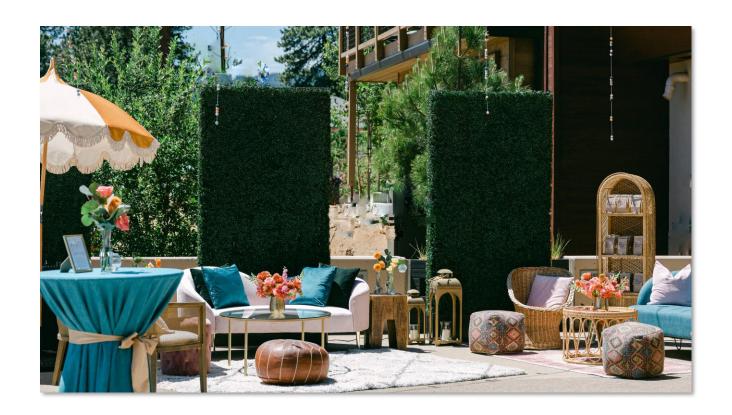


# Facility Improvements Planned for 2023





- ✓ AV in Timberline for Community Events
- ✓ Airwall Maintenance
- ✓ Ceiling tiles in Lobby and Evergreen
- ✓ Replace front doors
- ✓ Replace water fountains
- ✓ add bottle fillers
- ✓ Outside irrigation and landscape
- ✓ Architectural Study Completion
- ☐ Monument (Exterior) Sign
- ☐ Emergency Generator



# Corporate Business Progress





- Continue growth in this area with the understanding that entering corporate market is a slow process
- Desire to work with lodging partners to develop NTEC as an offsite breakout space
- We are seeing growth across all the different components that make up Corporate business



# 2023 Marketing Goals





#### Website -

☐ Add virtual tour and 360 photos

#### Social -

- ✓ Continued cultivation of lead generation via blog content
- ✓ Use of Instagram reels and TikTok videos for link activation.

#### **Update marketing collateral –**

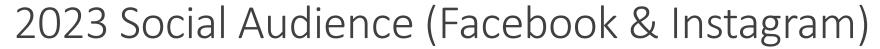
- ✓ Produce a high-quality printed brochure
- ☐ Distribute two versions Weddings and Corporate Clients

#### Our connection with NTCA, LTVA, and RSCVA -

- ✓ More photo highlights to NTCA sales corporate email lists
- ✓ Updates to GoTahoeNorth.com event venue websites
- ☐ Updated listings with RSCVA and Premier Lakeside Venue



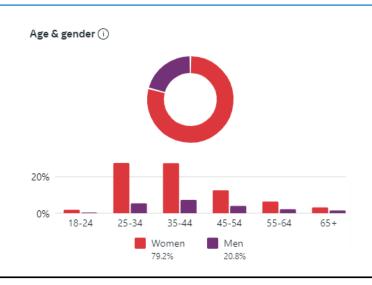
"Expect the best, plan for the worst, and prepare to be surprised."

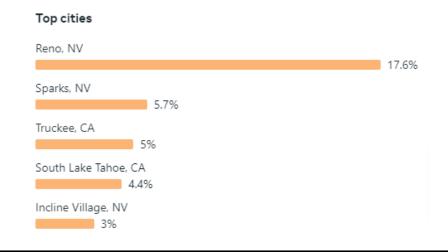




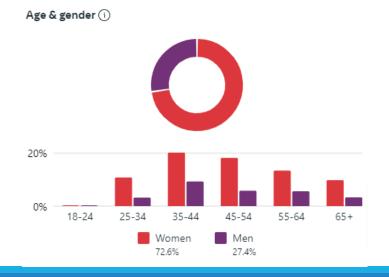


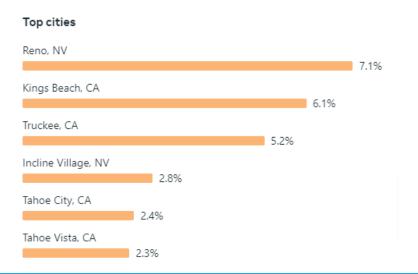








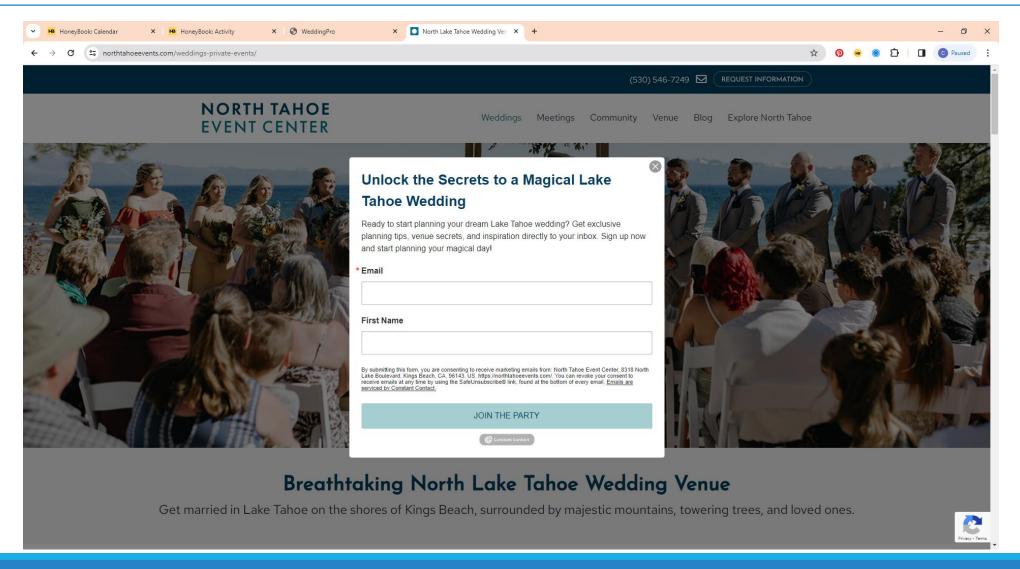












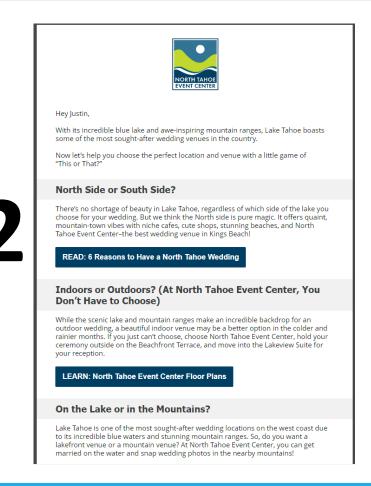
# Email Marketing Campaigns

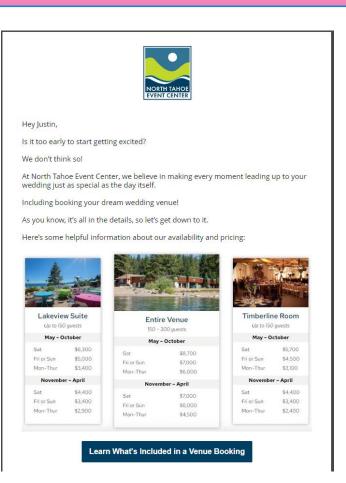




#### 54 leads generated (Organic Website Email Signups) = 5 weddings booked!



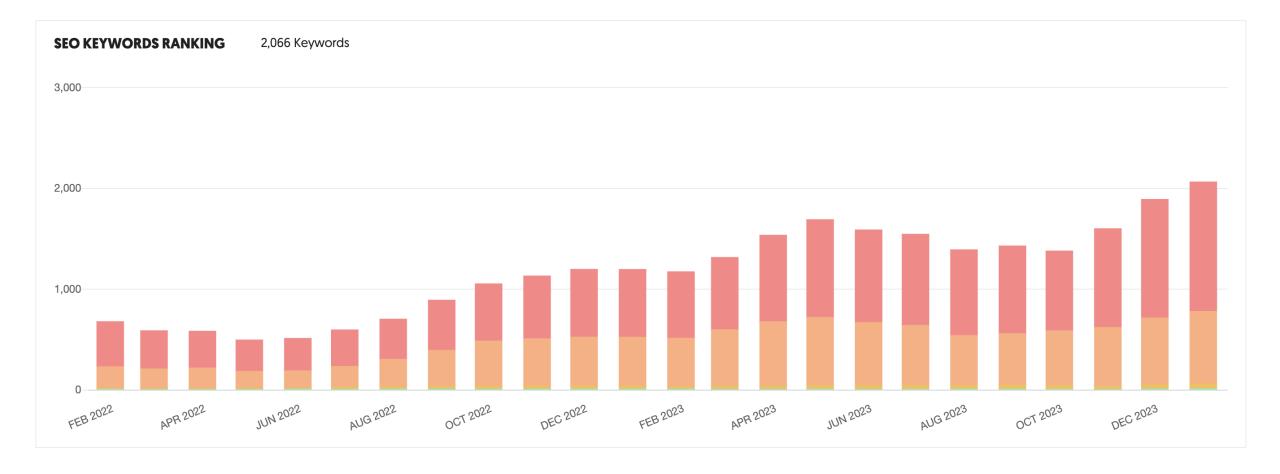




### Social Media Metrics

















Our Vision & Our Venue

2023 Year In Review



2024
The Road Ahead

# 2024 – 365 Day Focus





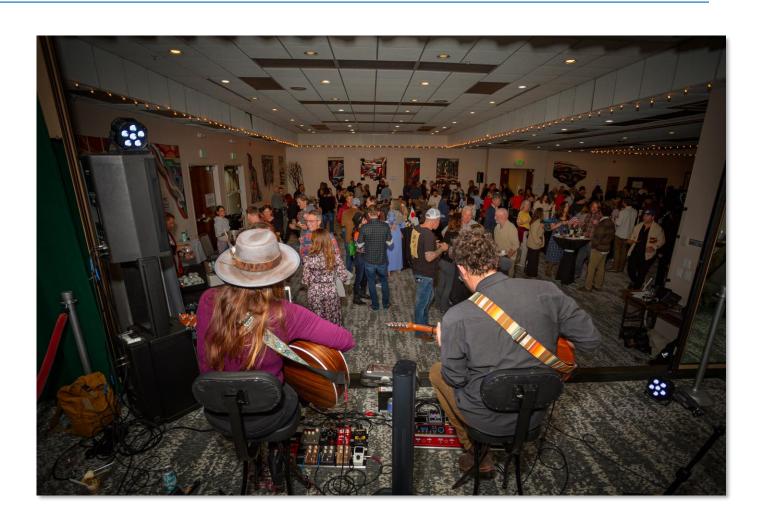
	January	February	March	April				
<u>Private</u>	S     M     T     W     T     F     S       1     2     3     4     5     6       7     8     9     10     11     12     13       14     15     16     17     18     19     20       21     22     23     24     25     26     27       28     29     30     31     -     -	S     M     T     W     T     F     S       4     5     6     7     8     9     10       11     12     13     14     15     16     17       18     19     20     21     22     23     24       25     26     27     28     29     -	S M T W T F S  3 4 5 6 7 8 9  10 11 12 13 14 15 16  17 18 19 20 21 22 23  24 25 26 27 28 29 30  31	S     M     T     W     T     F     S       1     2     3     4     5     6       7     8     9     10     11     12     13       14     15     16     17     18     19     20       21     22     23     24     25     26     27       28     29     30     8     8     8				
<u>Corporate</u> <u>Community</u>	May s M T W T F S  1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	June  S M T W T F S  2 3 4 5 6 7 8  9 10 11 12 13 14 15  16 17 18 19 20 21 22  23 24 25 26 27 28 29  30	July s M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	August s M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31				
<u>Programming</u>	September  S M T W T F S  1 2 3 4 5 6 7  8 9 10 11 12 13 14  15 16 17 18 19 20 21  22 23 24 25 26 27 28  29 30	October  S M T W T F S  1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	November  S M T W T F S  3 4 5 6 7 8 9  10 11 12 13 14 15 16  17 18 19 20 21 22 23  24 25 26 27 28 29 30	December  S M T W T F S  1 2 3 4 5 6 7  8 9 10 11 12 13 14  15 16 17 18 19 20 21  22 23 24 25 26 27 28  29 30 31				

# 2024 Venue Improvements





- ✓ Ceiling tiles
- ✓ Lectern
- ✓ Trash Enclosure
- Washer and dryer
- ☐ Fence between condos
- ☐ Cross back chairs
- ☐ Serviceware
  China, glassware, silverware
- ☐ Sky lights
- ☐ Paint south facing wall
- ☐ Emergency generator
- ☐ Outside building signage
- ☐ Rock veneer on building front



# 2024 – Year 2 of NTPUD Strategic Plan





Provide high-quality community-driven recreation opportunities and event facilities.

Capitalize on the North Tahoe Event Center (NTEC) as our community's lakefront asset for year-round events and programming.

- Contract with a caterer for reliable food and beverage service.
- Continue to expand on NTEC's potential to be a revenue-generating facility for private/corporate events.
- Continue to expand community programming at the NTEC to enhance its important role as the community's lakefront gathering place.
- Develop a Capital Improvement action plan based on the results of the architectural study.

# Capital Improvement Action Plan





- NTEC is nearing the end of what it can do with FF&E makeover.
- District's current revenues do not allow for near-term implementation of either architectural scheme.
- Regardless of the long-term vision, certain projects must happen to remain a viable option for private events.
- NTPUD's 5-year Capital Plan includes \$30,000 in FY 23/24 for additional architectural study and \$100,000 annually for FF&E and deferred maintenance



# Goals for 2024





- Stabilize after the change in Event Center Manager
  - Moderate growth maintain our reputation and our product
- Generate more revenue from each private event
  - > Leverage ancillary revenues and rental add-ons
  - > Implement a new pricing structure set for Board review and action in May 2024
- Corporate rentals
- > Build relationships, target specific groups (DMO), drive market awareness
- Slow, organic build and development

# Best Business Practices – On Going





# 2024 & Beyond

- Increase revenue across all private categories
  - Add-on sales revenue
- Develop corporate business as market recovers
- Leverage brand success to grow our market share
- Focus on Community Use
  - Enhance mid-week facility use both internally and with our partners (BGCNLT)
  - Support NTPUD Recreation programming growth
- Continued venue enhancements and upgrades
- Continued enhancement of social media, website, and email marketing
- Continued emphasis and tracking of venue use categories

# Thank You!



# Questions?









# NORTH TAHOE PUBLIC UTILITY DISTRICT

**DATE:** March 26, 2024 **ITEM:** D-2

**FROM:** Office of the General Manager

**SUBJECT:** Fiscal Year 2024/2025 Strategic Focus and Draft Budget Parameters

Discussion

#### **RECOMMENDATION:**

Participate, discuss, and provide feedback on the Fiscal Year 2024/2025 Strategic Focus and Draft Budget Parameters.

#### **DISCUSSION:**

Receive a presentation from Staff and provide a discussion on the District's Fiscal Year 2024/2025 Strategic Focus and Draft Budget Parameters. No action by the Board of Directors is agendized for this item.

FISCAL ANALYSIS: No Fiscal Impact

#### STRATEGIC PLAN ALIGNMENT:

Goal 3: Enhance District governance and partnerships – Objective A: Maintain best practices in public agency governance throughout all levels of the District – Tactic 2: Budget and financial transparency – Activity a: Clearly identify methodologies for allocations and assumptions; and – Activity b: Hold educational sessions with Board and Commission as needed; and – Activity c: Ensure the annual budget is accessible and understandable to the public.

#### **ATTACHMENTS:**

 NTPUD Fiscal Year 2024/25 Strategic Focus and Draft Budget Parameters PowerPoint Presentation

#### **REVIEW TRACKING:**

Submitted By:

Bradley A. Johnson, P.E. General Manager/CEO

# Fiscal Year 2024-2025 Strategic Focus

Draft Budget Parameters

March 26, 2024



# Areas of Emphasis



- District Mission, Vision, and Core Values
- Budget Structure and Preparation
- Finance and Administration
- Customer Service
- Utility Operations
- Water Loss
- Engineering
- Information Technology
- Graphical Informational System (GIS)
- Computerized Maintenance Management
- Recreation, Parks, and North Tahoe Event Center
- Communications, Marketing, and Outreach
- Workforce
- Ordinances and Policies
- Continued Partnerships
- Capital Improvement Program





# Mission Statement

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

# **Vision Statement**

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.





# Collaboration

Advance efficiency and progress through teamwork

# **Accountability**

Build and maintain trust through integrity, transparency, clear and accessible communications, and a commitment to fiscal responsibility

# Respect

Honor, celebrate, and leverage the value and diversity of staff, partners, and community

# Excellence

Provide exemplary water, wastewater, and recreation services through a commitment to ongoing maintenance, innovation, and community responsiveness

# Stewardship

Ensure that all actions protect, preserve, and enhance the resources, community, and environment of Lake Tahoe

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# **Budget Structure and Preparation**

#### Recurring with Continuous Refinement

- Manage continued impacts of recent economic trends
- Seasonal fluctuations of trended budget
- Property Tax
- RDA
- Utility Rates
  - Implement rate adjustment effective July 1, 2024
  - Utilize adopted rates to develop FY 2024/25 Utility Revenue
- Cost allocations
  - General & Administrative allocations by Fund
  - Operating labor allocations by Fund
  - Capitalization of Engineering staff time
- Recreation revenue impacts
  - North Tahoe Event Center
  - Concessionaires
  - Boat Ramp
  - Programming
  - Parking

#### **Current Strategic Initiatives**

- Incorporate CalPERS Unfunded Liability and Pension Expense expectations
- Utility Rates
  - Rollout Customer Rate Assistance Program
  - Analyze risk mitigation strategies and consider optional insurance vehicles
  - Begin analysis and modeling of impacts of private water system acquisition

# Finance and Administration



# Accounting Department Recurring with Continuous Refinement

- Meet established goals and schedule for reconciliations
- Clearly identify methodologies for allocations and assumptions
- Utilization of OpenGov
- Document processes and procedures
- Expand vendor electronic payment solutions utilization
- Continue expanding District Accounting support
  - Expand Internal Reporting on an as identified need basis
- Continue work to maintain clean audit
- Maintain long term financial model to support capital planning, budgeting, and financing

# Finance and Administration



# Accounting Department Current Strategic Initiatives

- Maintain a clean annual financial audit
- Conduct a policy status assessment and gap analysis
- Document continuation of operations planning in case of remote workforce
- Develop plan to pursue and acquire GFOA Certificate of Excellence in Reporting
- Evaluate Accounting staffing structure
  - Evaluate and consider reclass existing G/L Accountant position to a Lead
     Accountant position to free up Controller to support Finance efforts
- Expand clean-up project capacity via internships candidate dependent

# Finance and Administration



## Customer Service Department Recurring with Continuous Refinement

- Improved revenue tracking accuracy
  - Water consumption reconciliations
  - Utility billing reconciliations
- Document processes and procedures
- Continue expanding Customer Service support
  - Refine Customer Service roles
  - Improve workflow efficiency and accuracy
  - Expand on customer service training
  - Continued outreach for emergency contact data
  - Expand development of internal reporting
  - Develop and expand internal audit to ensure data integrity
  - Establish account maintenance routine



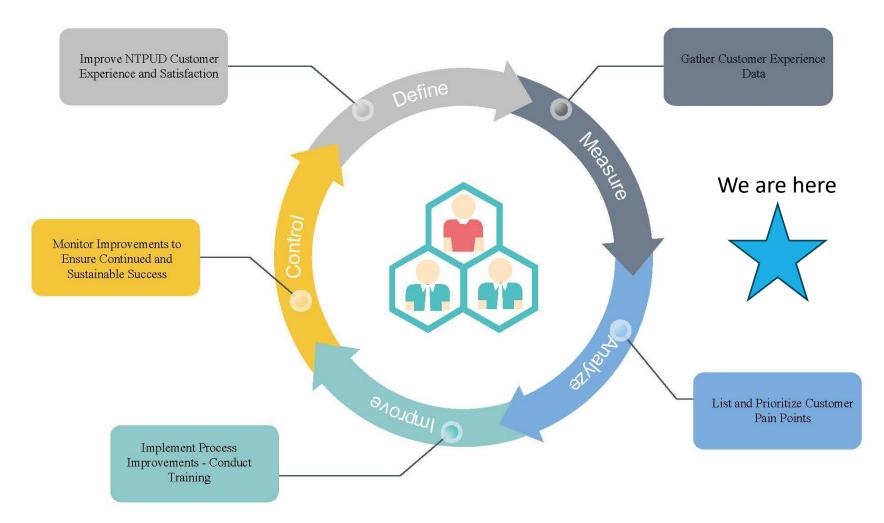


# **Customer Service Current Strategic Initiatives**

- Implement new Five-Year Rate Structure
- Document continuation of operations planning in case of remote workforce
- Explore and implement job enrichment opportunities and additional duties for Customer Service Lead
- Analyze customer experience contact survey results and identify improvement opportunities

# Continue Expanding Customer Service - Improvement Initiative





# **Utility Operations**



#### **Workforce Priorities**

- Priority workload rebalancing based on crew size and availability
- Address workload and technical specialties of Maintenance Technician Division
  - Split duties of a single generalist Lead Technician into two specialized Lead Technicians –
     Mechanical Tech Lead & I & E Tech Lead, no increase in FTE
- Address Utility Operations Manager workload
  - Address number and responsibilities of direct reports
  - Utilize an open position to create a Water Quality & Technician Superintendent
- Two Seasonal Employees in 2023 one promoted to full time approach will continue in 2024
- Commercial Driver License off-site training is priority
  - Two employees have completed course work behind the wheel training to be scheduled
  - Two additional employees need to be enrolled
- Refinement of mobile technology for all Utility Operations personnel
  - Enhance our GPS capabilities in our mapping of assets with mobile devices

# **Utility Operations**



#### Work Order and Work Process Priorities

- Evaluate and prioritize water and wastewater pumping stations preventive maintenance work orders
- Re-establish Fat Oils And Grease inspection program and work order tracking
- Prioritize sewer lateral inspection for 15-20 rehabilitations per year
- Push multi-day repairs and replacement to Engineering for contracting

# Fleet Asset Management Priorities

- Implement the Fleet Size Analysis
  - Fleet Size Reduction net reduction of three vehicles (six new trucks arriving May 2024)
  - Plan for new California medium/heavy duty vehicle electrification rules
  - Refine new Vac-Con schedule and evaluate compact loader purchase for Fall 2024
  - Adapt to changing fleet
    - Maintenance implications of an electrified fleet

# Water Quantity/Water Loss



#### Real & Apparent Loss Targets

- Continue multiple leak detection efforts in distinct areas for loss assessment. Utilize new portable electronic meter and leak detection equipment
- Improve zone metering accuracy with new magnetic flowmeters with automated read capabilities
- Improve large meter accuracy with 27 new ultrasonic 1.5- and 2-inch meters
  - 14 will be installed in FY24 and 13 in FY25
- Data validity, account investigation, and data checking (ADUs, motel units)

#### Department of Water Resource Regulatory Actions

- Level 1 Audit of the three Water Systems.
- Additional state drought & supply and demand assessment reporting
- New Conservation as a Way of Life Reporting to meet Urban Water Use Objectives

#### **End User Consumption Targets**

- Data driven targeted public outreach & education
- Excessive use tracking and reporting
- Deployment of cellular meters to make real time water use available to the customer through on-line accounts

# Engineering



# Continued Focus on Accelerated Capital Project Delivery

- Engineering Manager
  - Management of capital delivery
  - Ensure project delivery as planned in Budget
  - Continue to provide District support services
- Senior Engineer
  - Capital delivery of complex projects
- Project Engineer and Construction Manager
  - Utilize UPCCAA alternative contracting procedures to deliver projects <\$60,000</li>
  - Deferred and facility maintenance support
  - Plan check and inspection support
- Continue Prudent Use of Consultants
  - Design and permitting services
  - Construction inspection
  - End-of-life assessments and planning

# Engineering



# Enhance Support Provided to Utility Operations

- Leverage technical expertise of the Engineering and Operations Manager
- Best practices implementation
- Assessment of workload planning and task prioritization

# Regulatory Support

- California Air Resources Board Advanced Clean Fleet Rule monitoring and implementation
- Department of Water Resources
  - Drought reporting requirements, Supply and Demand Assessments
  - Water Audits for all 3 systems
  - New Regulatory Framework that sets Urban Water Use Objectives for Indoor and Outdoor Use for all customers categories

# Information Technology



# Enhance Level of District-wide Support

- Support Services
  - Continued implementation of internal IT Help Desk
  - Continued use of in-house specialty software support for users
  - Continue IT service contract with Logically for:
    - Security monitoring of servers, workstations, email, web, etc.
    - Managed backup and disaster recovery
    - Patch management and drive space monitoring
    - Emergency after hours help desk services
- New Operational & Information Technology (OIT) Technician
  - Network monitoring and management
  - Workstation and tablet deployment
  - Software, licensing, and warranty renewals
  - Mobile phone and data plan improvements
  - Motorola radio improvements





# **Technology Development**

- System-wide assessments and upgrades in software and hardware
  - Cyber-security enhancements and best practices implementation
  - SCADA radio network optimization and evaluation of technologies
  - Continue IT & OT server and equipment replacement
  - Continued District computer replacement per schedule
  - Lucity and Springbrook database integration
  - Records management scanning and archiving
  - Recruitment and hiring software
  - Internal and external web services and enhancements

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# Graphical Informational System (GIS)

# Leverage GIS Functionality and Improve Map Updates

- Complete as-builts of Brockway Watermain Improvements and run a new simulation of the water system hydraulic model
- Incorporate new Agate and Fulton Water Models to evaluate interties
- Include proposed Trout Street watermain project in the mapping
- Improve the map edit process with field information obtained by Operations Staff
- Improve elevation data of sewer and water assets with LIDAR
- Share data with partner entities for planning and design projects that impact utilities (CalTrans and Placer County road and stormwater CIP)
- Continue integration of Springbrook master customer data into the GIS database for mobile platform usage
- Leverage StoryMap module for PIO Communications
- Leverage Engineering Intern Opportunity for accelerated map updates

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# Computerized Maintenance Management (CMMS)

# Continued Development of Lucity CMMS

- Continue building robust reporting system to retrieve relevant management data
  - Compare to industry established benchmarks
  - Set priorities based on condition and risk
  - Determine performance/success
  - Inform Budget
  - Inform Operations
- Improve asset update information from GPS field collection to GIS input
- Expand Lucity mobile application usage and functionality
- Continue in Lucity eLearning subscription to maximize software utilization
- Assess opportunities to enhance Operations Coordinator Position
- Continue to leverage outside consultant
- Expand utilization of Lucity in Parks Operations & Maintenance
- Expand utilization of Lucity in NTEC Operations & Maintenance





#### North Tahoe Event Center

- Ensure successful transition during first year of NTEC Manager and beyond
- Evaluate reclass of existing Parks and Facility Worker position into a Lead position

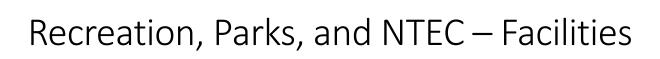
#### Seasonal Staff Push

- Growing Recreation Programming including Regional Park kiosk, Community Garden, and athletic programs are pushing need for more seasonal workers
- Desire to develop a few key Part Time Employees for reliable, year-round employment in Recreation & Events.
- Desire to recruit competent and reliable PT seasonal workers for Parks Department
- Opportunity to develop community wide recognition as a place for seasonal/entry level employment

# **Recreation Expansion**

Continue to expand partnerships with contractors for increased offerings

Emphasis of mobile technology & Lucity for all Parks personnel





## Tahoe Vista Recreation Area

- Deliver another successful boating season in 2024
  - Develop a seasonal employee to lead Boat Launch operations at TVRA
- Begin recreation programming at TVRA
- Increased reservations of space and kayak/paddleboard storage with a 100% fill rate of storage
- Coordinate permits and weather to pick most effective time for dredging
- Work with concessionaire, Tahoe Adventure Company, on contract extension





# Recreation, Parks, and NTEC – Facilities

# North Tahoe Regional Park

- Deliver successful first year of Tennis and Pickleball Court operations, including reservation system and programming
- Provide assistance to Tahoe Tree Top as necessary in development of Zip-Line Aerial Tour
- Focus on parking management during peak weekends throughout the year
- Continue Capital Improvement Projects:
  - Work with Placer County for North Tahoe Trail Project
- Establish NTRP as the premier sport park in the region
- Continue successful Park Host program from 2023 summer to assist with custodial and customer service through Park in summer
- Implement Commemorative Seating Program





# North Tahoe Event Center

- Stabilize after the change in Event Center Manager
  - Target moderate growth maintain our reputation and product
  - Refine pricing structure to increase revenue through packages and add-ons
- Increase Revenue Yield from Private Events
  - Implement new pricing structure
  - Leverage add-ons
- Develop Corporate Rentals
  - Build relationships, target specific groups (DMO), drive market awareness
  - Slow, organic build and development
- Continued NTEC Capital Improvements
  - Furnishings, Fixtures, and Equipment
  - Architectural Assessment
  - NTEC Sign



# Recreation, Parks, and North Tahoe Event Center

# North Lake Tahoe Active Recreation Needs Assessment

- Continue Phase III
  - Develop community group for advocacy should ballot be pursued
  - Work with Placer County and CTC for land at Firestone Property
  - Monitor ballot initiative ACA-1

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# Communications, Marketing, and Outreach

# **Utility Customer Outreach and Education**

- Develop and distribute outreach materials (English and Spanish) for new District Water and Wastewater Rate
   Relief Program
- Continue to utilize printed bill inserts and online bill pay portal for high-impact messaging and seasonal utility campaigns (i.e. winterization, irrigation)
- Update the District's Main Office front lobby space/customer information center with a focus on water conservation and community wildfire resilience
- Update our "New Customer" welcome packet, in collaboration with our CSR Team
- Continue to update and use District Capital Improvement Project webpages as story-telling tools

# Recreation & Parks Department Marketing and Community Outreach

- Design and distribution of new "North Tahoe Regional Park" and "Tahoe Vista Recreation Area" printed visitor guides/tri-folds with maps and activities
- Continued distribution and promotion of the Recreation Activity Guides (3 per year)
- Continued cultivation and growth of our customer/user email database and text (SMS) lists
- Continued refinement our "Recreation Weekly" email newsletter campaigns
- Continue to update and use Recreation & Parks website for information and story-telling

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# Communications, Marketing, and Outreach

#### Digital Platforms – Social Media, Websites

- Continue to utilize digital storytelling tools, GIS mapping, and high-quality photos and videos to continue to tell the story of the District's reinvestment and enhancements throughout the community
- · Continued investment in social media "boosting/advertising" and targeted seasonal and event campaigns
- Develop multi-day social campaigns and "reels" and that highlight specific Department/Roles/Positions and District impact in the community
- Engage "customer success" and "I Love North Tahoe" utility and recreation facility stories as tools to showcase the District's role in everyday life in North Lake Tahoe

#### Continue to Share District Vision, Mission, and Core Values

• Utilize District Strategic Plan elements in marketing, advertising, and outreach campaigns and content

#### Continue Residents/Visitors Engagement

- Collaborative Public Outreach with Agency Partners (e.g. TWSA, Adopt a Hydrant, Take Care, Lake Tahoe Destination Stewardship, TBID/TOT project investments, etc.)
- Cross-promotion of Seasonal Community Events and Recreation & Park Programs and Activities with NTBA, BGCNLT, and NTCA
- Targeted seasonal advertising campaigns in local and regional print publications (i.e. Sierra Sun, Visitor Guides)

# NTEC Marketing and Outreach



#### NTEC Marketing Collateral

 Develop and distribute high-quality printed "take-home" materials for Wedding and Corporate clients

#### Social Media Campaigns and Lead Generation

- Continue to work with Content Strategist to optimize content and imagery for lead generation
- Continue to work with Content Strategist to optimize email marketing leads and email content
- Continue to work with event photographers to share high-quality photos and videos

#### Corporate/Conference/Meeting Industry Engagement

- Continue to foster our relationship with the NTCA/Travel North Tahoe Nevada Corporate Sales and Conference Sales Team
- Develop and foster a corporate email list of meeting planners and conference organizers
- Attend regional and local planner events to promote NTEC offerings

# Workforce



Continued Emphasis on Training and Incentive Program

Evaluate Results and Implications of TCPUD Compensation and Classification Study

#### Assess & Build Morale

- Employee Engagement Survey with Outside Support
  - Gallup Q12
  - Build from strengths assessments and training

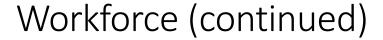
## Meaningful Events and Team Building

Continued Partnership with and empowerment of Employee Association

# Culture Building

Customer Service Development – leverage customer contact survey data

Assess Workforce Housing Opportunities – On-call & Permanent





Refine Employee Onboarding Process

Provide Human Resources Orientations

- New employees (seasonal and full-time)
- Health and Retiree Benefits Information

Work with new Safety Consultant to Upgrade Record Keeping

- Vector Solutions
- Training and Education Certificates

Refine Trakstar Employee Evaluation Process Leveraging New Mission, Vision, and Core Values

# Ordinances and Policies



# Complete Ordinance and Policy Update with District Counsel

- Complete Remaining Major Updates
  - Recreation Ordinance
  - Personnel Policy
  - Record Retention Policy
  - Other District Policies
- Continued Review and Enhancement of Wastewater and Water Ordinance Language
  - Ensure Alignment with Business Practices
  - Ensure Alignment with Best Practices and Neighboring Agencies
  - Address Wildfire Risk Exposure

# Pursue Transparency Certificate

# **Complete Safety Manual Updates**

Leverage new Safety Consultant

## Continued Partnerships



#### Recreation

- TCPUD
- BGCNLT
- NTBA
- Concessionaires
- TTUSD Facilities and Field Use
- Sierra Community House

#### **Customer Rate Assistance**

- Liberty Utilities
- Sierra Community House

## Forest & Fuels Management

NTFPD

### **Placer County**

- Maintenance Contracts
- Funding Opportunities
- North Tahoe Trail Project
- Base Facilities Opportunities

#### **NTCA**

- TBID/TOT Grant Funding
- Public Outreach and Lake Tahoe
   Destination Stewardship Messaging

## Land Exchange/Use

- CTC
- USFS
- Placer County

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## Continued Partnerships

## Multi-District Utility Operations Coordination

## Legislative Affairs

- Joint NTPUD, TCPUD, & STPUD Legislative Efforts
- Lake Tahoe Water for Fire Suppression Partnership
  - Pursuit of Federal Funds for Fire Capacity/Water System Improvements
  - Importance of Lake Tahoe Restoration Act EIP Program Enhancements
- California Tahoe Alliance
  - Pursuit of State of California Funds

## Climate Transformation Alliance of Truckee-Tahoe (monitor)

## Organization Membership

- CSDA
- GFOA
- Continue to evaluate ACWA Legislative Affairs and General Liability/Property Insurance





Draft Fiscal Year 2024/25 Capital Improvement Program 5-year Plan

- \$29.9 M 5-Year Plan across all funds
- 5-year Capital Plan based on Cost-of-Service study completed in 2024 and adopted as Resolution 2024-07
- Cost of replacement has increased significantly over the past several years due to inflationary impacts
- Investments in aging infrastructure and equipment are necessary to maintain service levels
- Improving water infrastructure for fire suppression is a top priority



## Capital Improvement Program

## Multi-Year Priority Capital Projects

## Projects in the Planning-Design-Construction Process

- Satellite Pump Station Rehabilitation Design (8 stations in 4 years)
- Wastewater Export System
- National Avenue Water Treatment Plant
- Drinking Water and Fire Protection Infrastructure projects (watermains)
  - KB Grid, Brockway, Dollar Cove, Infill projects in service area
- NTRP Multi-Purpose Trail Connection Project (grant dependent)



## Capital Improvement Program

## Multi-Year Capital Projects – Planning Phase

## Projects in the Concept – Planning Phase – No construction funds

- NTRP Multi-Purpose Trail Connection Project
- TVRA East End Improvements
- Secline Property Improvement Study
- Base Facilities Master Plan
- Fleet Electrification and Charging Station Facilities

## North Tahoe Regional Projects with Impacts to NTPUD

- Kings Beach Western Approach Project
- CalTrans North Lake Blvd Pavement Restoration
- Rule 20 Undergrounding
- North Tahoe Regional Trail
- Workforce Housing Opportunities

## PUBLIC UTILITY DISTRICT

## Capital Improvement Program

## 5-year Capital Improvement Plan (cont.)

#### Wastewater

- Satellite Pump Station Rehabilitation Design (8 stations in 4 years)
- Wastewater Export Systems Assessment and Predesign
- Gravity Wastewater Collection Main Rehabilitation
- Wastewater Collection Repair and Improvements (manholes, vaults, ARVs, laterals)
- SCADA Improvements

#### Water

- Brockway SR28 Watermain Replacement and Dollar Cove SR 28 Watermain Crossing in FY24/25 (Caltrans driven, prior to paving)
- Trout Street Watermain Replacement
- Brook Fox Trailer Park Water Service Improvements
- SR 267 undercrossing at Commonwealth
- Carnelian Woods Condominium Water Service Replacement
- Zone 2 to Zone 1 PRV Connection
- National Ave Water Treatment Plant Predesign and Assessment
- Water Pump Station and Reservoir Improvements District-wide
- Smart Metering Infrastructure Pursuit of Grant with Bureau of Reclamation

## Capital Improvement Program



#### 5-year Capital Improvement Plan (cont.)

- Recreation and Parks Capital
  - NTRP Stairway to Ramada Rebuild (possible component of Multi-Purpose Trail Connection Project)
  - NTRP ADA/Parking Improvements at Field #5
  - NTRP Pavement Maintenance
  - NTRP Parking Management
  - TVRA Dredging Construction
  - NTEC Generator Installation
  - NTEC Furniture, Fixture, and Equipment Improvement
  - NTEC Building Signage
  - Potential for additional work on Joint NTPUD/TCPUD Recreation and Aquatics Center effort
  - Recreation and Parks, Design Phase Only Pursue Grants for Construction
    - NTRP Multi-Purpose Trail Connection Project
    - NTRP Pinedrop Trail Reconstruction Design
    - TVRA East End Improvements Design
    - Secline Property Improvement Study
- Fleet
  - Compact Loader
  - Crane Truck (electrification impact)
  - Vac-Con Truck Replacements
  - Service Truck Replacements (electrification impact)

## PUBLIC UTILITY DISTRICT

## Capital Improvement Program

#### 5-year Capital Improvement Plan (cont.)

- Base Facility and General & Administrative
  - Building Improvements
  - Building Roof Replacement
  - Base Area Site Improvements
  - Server and Network Equipment Replacement

#### **Continue Targeted Pursuit of Grants**

- Federal/State Funding for Water Infrastructure for Fire Suppression
- Bureau of Reclamation
- Placer County Capital Projects Advisory TOT/TBID Grants
- Placer County Park Dedication Fees
- Proposition 68 California Park Bond Grants
- Land and Water Conservation Fund
- California Tahoe Conservancy Grants
- Vehicle Electrification Grants Federal, State, Placer County (challenging)
- Others

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## Next Steps

## April 2024

- Management Staff Continues Budget Development
- Board Workshop to Discuss FY 2023/24 Capital Improvement Program Budget and Capital Project Tour

## May 2024

- Management Staff Continues Budget Development
- Budget Workshop with Full Board

### June 2024

Budget Approval



## NORTH TAHOE PUBLIC UTILITY DISTRICT

**DATE:** March 26, 2024 **ITEM:** D-3

**FROM:** Office of the General Manager

**SUBJECT:** Approve General Liability, Property, and Cyber Insurance Program for 2024-

2025 (effective April 1, 2024)

#### RECOMMENDATION:

Approve JPRIMA General Liability Insurance and Property Insurance Program by Allied Public Risk/Allied World Assurance and Cyber Security insurance coverage by Houston Casualty beginning April 1, 2024 to April 1, 2025, in the amount of \$439,793 offered through Edgewood Partners Insurance Center (EPIC) Insurance Brokers.

#### **DISCUSSION:**

Since 2017, the District had been covered by the Water Plus General Liability Insurance and Property Insurance Program through Allied Public Risk/Allied World Assurance General Liability. In 2019, EPIC Insurance Brokers presented the District with an alternative general liability and property insurance program (also underwritten by Allied Public Risk/Allied World Assurance) but made available via the California Association of Mutual Water Companies Joint Powers Risk and Insurance Management Authority (JPRIMA). The JPRIMA program is available exclusively to mutual water companies, public utility districts, and other community service districts providing utility services in the State of California. The JPRIMA program offered coverage limits identical to or superior to the Water Plus Program but at a lower annual cost.

A comparison of costs for the proposed term to the current term is outlined in the table below. A proposal and summary of coverage levels and associated costs with comparison to the current term is also attached to this report.

Item	23/24 Costs	24/25 Costs	% Increase	
Property	\$65,731	\$86,782 (includes inland marine)	32%	
Commercial Crime	\$1,438	\$1,736	20%	
General Liability	\$115,242	\$141,368	22%	

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Total	\$372,868	\$438,144	17%
Cyber	\$9,205	\$9,000	-2%
Total JPRIMA Program	\$363,663	\$429,144	18%
JPRIMA Fees	\$33,152	\$39,104	18%
Annual Premium	\$330,511	\$390,040	18%
Commercial Excess Liability	\$67,942	\$78,317	15%
Automobile	\$59,306	\$56,113	-5%
Public Officials/Management Liability	\$20,852	\$25,724	23%

Similar to the last few years, EPIC Insurance Brokers indicated the JPRIMA program is experiencing a base rate increase driven by wildfire risk, inverse condemnation, public officials' liability, and employment practices liability. Additionally, the District continues to conduct a comprehensive internal audit of asset replacement values, resulting in an increase in the value of our insured assets. With industry-wide rate increases, combined with our District updates relative to the District's assets, vehicles, equipment, employee counts, business operations, and budget/revenue numbers. The cyber security renewal coverage will be a product offered through CalMutuals JPRIMA, which will result in a slight decrease in premiums from last year. The total net increase for all insurance products is 17%.

Staff has reviewed the coverage levels and costs for renewal for the next term (April 1, 2024 to April 1, 2025) and recommends renewal of general liability and property insurance, including cyber coverage offered through EPIC Insurance Brokers.

#### **FISCAL ANALYSIS:**

As anticipated, there was an increase in our general liability and property insurance renewal premium. An adequate budget is included in the Fiscal Year 2023/24 Operating Budget to cover the cost through the end of the Fiscal Year without a budget augmentation. Insurance costs for Fiscal Year 2024/25 will be included in the proposed Operating Budget scheduled for approval at the June 11, 2024 meeting of the NTPUD Board of Directors.

#### STRATEGIC PLAN ALIGNMENT:

Goal 3: Enhance District governance and partnerships – Objective A: Maintain best practices in public agency governance throughout all levels of the District; and – Objective B: Ensure financial sustainability of the District.

Goal 4: Sustain and strengthen organizational resources, expertise, and culture – Objective E: Ensure reliability and security of the District's information technology systems.

#### **ATTACHMENTS:**

Insurance Program Proposal and Premium Comparison from EPIC Insurance Brokers

**MOTION:** Approve Staff Recommendation

**REVIEW TRACKING:** 

Submitted by:

Misty Moga

Administrative Liaison

Reviewed by:

Vanetta N. Van Cleave Chief Financial Officer

Approved by:

Bradley A. Johnson, P.E. General Manager/CEO

NORTH TAHOE PUBLIC UTILITY DISTRICT									
AM Bes	PR Term Carrier AM Best Rating			CalMutuals/JPRIMA			4/1/2024 to 4/1/2025 CalMutuals/JPRIMA A XV		
COVERAGE		LIMITS	DEDUCTIBLE	PREMIUM	LIMITS	DEDUCTIBLE	PREMIUN		
PACKAGE Property  Blanket Property-replacement cost - Real Property & Business Personal Property  Blanket Coverage Extension - Applies to the following - Business Income, Extended Business Income, Command	deered	\$36,719,500 \$2,000,000	\$5,000	\$65,731	\$39,289,865 see below	\$5,000	\$78,758		
Property, Civil Authority, Extra Expense, Tenant Leasehold	Interest,								
Electronic Data, Preservation of Property Loss of Income (aka: Business Income) Extra Expense Equipment Breakdown / Boiler & Machinery Terrorism Inland Marine		see above see above Included Included	\$5,000	Included	\$2,000,000 \$2,000,000 Included Included	ALS \$5,000	\$8,024		
Coverage A-Blanket Tools & Equipment-replacement	cost	\$135,855	\$1,000	Included	\$135,855	\$5,000	Ψ0,024		
(Unscheduled, Maximum \$10,000 any one item) Coverage B-Scheduled Equipment		\$1,453,730	\$1,000		\$1,976,705	\$5,000			
-Extended to equipment not owned by you (B/R/L)		\$100,000			\$100,000				
Crime Employee Theft		\$250,000	\$1,000	\$1,438	\$250,000	\$1,000	\$1,736		
General Liability Form Field Payroll-non auditable Budget-non auditable Per Occurrence General Aggregate Products & Completed Operations Aggregate Personal & Advertising Injury Damage to Premises Rented to You Medical Payments Medical Payments for skate park Water & Wastewater Testing Errors & Omissions Inverse Condemnation Public Officials & Management Liability Policy Form Coverage A - Each Wrongful Act - Employment Practices - Employee Benefits Coverage B - Injunctive Relief Aggregate Limit Coverage A & B Combined		Occurrence \$3,752,254 \$15,716,168 \$1,000,000 \$10,000,000 \$10,000,000 \$1,000,000 \$10,000 Excluded Included Included Occurrence \$1,000,000 \$1,000,000 \$1,000,000	\$5,000 \$10,000 \$10,000	\$115,242 \$20,852	Occurrence \$3,752,254 \$16,970,117 \$1,000,000 \$10,000,000 \$10,000,000 \$1,000,000 \$10,000 Excluded Included Included Occurrence \$1,000,000 Included Included Included S5,000 \$10,000,000	\$5,000 \$10,000 \$25,000	\$141,368 \$25,724		



NORTH TAHOE PUBLIC UTILITY DISTRICT PREMIUM COMPARISON								
	Term Carrier AM Best Rating		4/1/2023 to 4/1/2024 CalMutuals/JPRIMA			4/1/2024 to 4/1/2025 CalMutuals/JPRIMA A XV		
COVERAGE		LIMITS	DEDUCTIBLE	PREMIUM	LIMITS	DEDUCTIBLE	PREMIUM	
Automobile  Number of Vehicles Combined Single Limit Uninsured / Underinsured Medical Payments Hired Auto Liability Non-Owned Auto Liability Hired Physical Damage Owned Physical Damage - Comprehensive Deductible - Collision Deductible		43 \$1,000,000 \$1,000,000 \$5,000 \$1,000,000 \$1,000,000 \$100,000 ACV	\$1,000 \$1,000	\$59,306	43 \$1,000,000 \$1,000,000 \$5,000 \$1,000,000 \$1,000,000 \$100,000 ACV	\$1,000 \$1,000	\$56,113	
Excess Each Occurrence General Aggregate		\$10,000,000 \$10,000,000		\$67,942	\$10,000,000 \$10,000,000		\$78,317	
Not including	TOTAL PREMIUM terrorism, taxes & fees			\$330,511			\$390,040	

Refer to quote and policies for complete terms and conditions.

- Subjectivities to bind:

  1. Signed statement of values & inland marine schedules.

  2. Signed driver exclusion.

