



OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



EXHIBIT F-7
17 Pages

Strategic Plan – Work Plan Progress Report #8

DATE: December 12, 2023
TO: District Board of Directors
FROM: Mike Geary, General Manager
SUBJECT: Progress Report #8 – Strategic Plan – Work Plan

BACKGROUND: The Board approved the District’s Five-Year Strategic Plan and its Work Plan over eleven years ago, in April 2012. To support its implementation, the Work Plan has been reviewed periodically; the last review occurred in July 2018. The entire Strategic Plan is available at the District’s office and can be viewed on our website here: <http://www.ovpsd.org/sites/default/files/Strategic%20Plan%20-%20Final.pdf>

Staff issued a Request for Proposals (RFP) in November 2023 and received three proposals. The Board will be requested to award the contract to the recommended consultant as a separate item on this meeting’s agenda (Item F-8).

DISCUSSION: Today’s review of the updated Work Plan, attached, serves as the eighth Progress Report as well as a step in the current process to prepare a new Strategic Plan. Many tasks from the 2012 Work Plan may be included in the new Work Plan because they are ongoing work activities or pursue long term strategic objectives.

These work tasks are not included in the 2012 Work Plan Other but have **started** since the last Work Plan Update in 2017 and are in-progress:

- Fuels Management Program – CWPP, OV-1, OV-3, OV-4 (Task 2.2.0).
- Fire Dept. Financial Analyses & Report – Staffing Plan, Revenue Increase & Sustainability Plan.
- Water Management Action Plan (WMAP)
- Granite Chief Sewer Line Replacement Project
- CA Short-Lived Climate Pollutant Reduction Strategy (SB 1383) Compliance

These work tasks are not included in the 2012 Work Plan Other but were **completed** since the last Work Plan Update in 2017:

- Olympic Meadow Preserve (OMP) Acquisition – Measure E (Task 2.2.0)

- Truckee River Sewer Siphon Line Replacement Project
- Recoat West Tank.
- Recoat Zone 3 Tank.
- Palisades at Squaw Construction
- Granite Chief Water Line abandonment and reconnections
- District Transparency Certification
- Annual Year-End Financial Statements prepared in-house
- Implement new water and sewer rate structures
- Update Financial Reserve Policies (FARF contribution & balance targets)
- Accounting Software Upgrade
- Updates to the Water Code and Sewer Code
- Update Technical Specifications for Water and Sewer
- Workplace and public safety adjustments to the District's working environment required by COVID social distancing and workplace safety protocols.

Future work to consider for the new 2024 Work Plan:

- Update Personnel Policies and Procedures Manual (PP&PM)
- Prepare Master Plans – Water, Fire, Sewer, Property

Currently, there is a clear workload for District staff over the next year and beyond. Those projects are included in the current Work Plan or noted above.

ALTERNATIVES: This report is for information only; no action is requested of the Directors.

FISCAL/RESOURCE IMPACTS: *Actions* and *Priorities* identified in the Work Plan significantly influence decisions on operational and capital expenditures included in the District's annual budget. Staff prepared this update of the Work Plan and did not incur any consultant expenses.

In 2012, the District paid \$7,000 to Rauch Communications Consultants, Inc. to help prepare the Five-Year Strategic Plan. The consultant's scope included interviews with Board, management, staff and key members of the community; public workshop; two Board workshops; staff workshop; and a final Five-Year Strategic Plan. Staff prepared the Work Plan. The work took approximately 12-weeks.

RECOMMENDATION: Consider which projects and work tasks / activities should be carried into the new Work Plan in the new Strategic Plan. Identify which projects achieve the District's mission, strategic direction, goals, and objectives.

ATTACHMENTS: Strategic Plan's Work Plan – Progress Report #8 (15-pages).

DATE PREPARED: December 8, 2023.



Olympic Valley Public Service District 2012 Strategic Plan Summary



Priorities (P):

1. Critical project that must be accomplished on time.
2. Important project but that can be delayed if needed to complete a #1 priority project.
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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
1.0.0		Goal 1 – Water Supply. Develop and maintain a high quality water supply that meets the needs of our community today and in the future.				
1.1.0		Identify long-range water supply options.				
1.1.1	1	<p>Participate in the evaluation of the proposed improvements and expansion of the water supply, treatment, distribution and storage systems to meet demands of proposed development. Verify proposed supply is adequate to meet proposed demands.</p> <p>Negotiate Development Agreement(s) to address conditions of service.</p> <p><u>Acronyms:</u> ELR – Everline Resort; VPTSP - Village at Palisades Tahoe Specific Plan; SVNC WL - Squaw Valley North Condos Waterline Replacement Project; GC - Granite Chief; GV – Granite View; WDS - Well Development Schedule; DA - Development Agreement; Evals. - Evaluations needed for project’s FEIR, performed by PSD; DEIR - Draft Environmental Impact Report, FEIR - Final Environmental Impact Report.</p>	Mike Dave	ELR Ph. 2: 100% Palisades: 100% SVNC WL: 100% Painted Rock: 100% Carville SFRs: 100% VPTSP: 75% PlumpJack: 50% Museum: 25% Branagh: 10% Granite View: 0%	ELR Ph.2: WDS & DA. Palisades: 2 Evals. & FEIR. SVNC WL: DA. Painted Rock: DA. Carville SFRs: DA. VPTSP: 5 Evals., FEIR, WSA x2, PRDEIR. PlumpJack: 2 Evals., FEIR. Museum: DEIR Branagh & GV: Planning (2.1.4)	ELR Ph. 2: 2011-23. Palisades: 2014-18. SVNCWL: 2011-16 Pnt'd Rock: 2018-23. Carville: 2015-22. VPTSP: 2011-24. PlumpJack: 2014-24 Museum: 2012-24. Branagh: 2021-24. GV: 2015-24.
1.1.2	1	<p>Develop a Feasibility Study of water supply options and incorporate information on key study and implementation steps, including CEQA, funding, timelines, permits, TROA implications, costs and benefits, pros and cons, infrastructure needs, next steps and other pertinent information for all practical options.</p> <p>Specifically consider redundancy, maximizing water supply from within the watershed by accessing previously unavailable areas, imported options, optimizing internal resources through conservation, treatment, etc. Incorporate into an update of the Master Plan upon completion of improvements spurred by new development.</p>	Mike	100%	Dave, Jesse & Brandon RWS-PAE completed Jan. 2016. (1.2.0) (1.5.0) (2.2.2)	Complete
1.1.3	1	<p>Look for <u>partnerships to enhance water supply options</u>. Continue to collaborate with other agencies. Pursue <u>funding opportunities</u> for primary and redundant water supply projects, and the Truckee River Utility Corridor & Bike Trail Project (2.2.2).</p>	Mike	Ongoing	RWS-PAE complete. (2.2.2)	Ongoing
1.1.4	2	<p><u>Communicate</u> with the public effectively about the purposes, pros and cons of the various water supply options. Utilize the Communications Plan (3.2.1).</p>	Mike	Ongoing	Dave (3.2.1)	Ongoing
1.2.0		Complete Phase II of the Creek Aquifer Interaction Study				
1.2.1	1	<p>Procure funding and complete Phase II – Creek Aquifer Interaction Study. The project will quantify the impact of groundwater pumping on flows in Washeshu Creek and provide information on developing and implementing different pumping management and/or creek strategies to increase the amount of water that could be stored in local aquifers. It advances water supply reliability and promotes groundwater storage.</p>	Mike	100%	Jesse, Cindy Completed Nov. 2014.	Complete

*RWS-PAE – Redundant Water Supply / Preferred Alternative Evaluation



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1.3.0		Apportion costs and benefits fairly among the water supply users.				
1.3.1	3	Perform update of <u>Capital Replacement Program</u> (4.1.0). Implement a <u>Work Order System</u> to track operating expenses by department to determine the cost of each service provided. Use data to accurately set rates and assessments that correlate to the levels of services provided (4.2.0). <u>Update</u> Water Plant Availability Charge (PAC) Fees and <u>Connection Fees</u> (4.3.0).	Mike	100% See sections referenced	Danielle, Dave, Brandon Complete (4.1.0) (4.2.0) (4.3.0)	See sections referenced
1.4.0		Monitor Status of the Truckee River Operating Agreement (TROA)				
1.4.1	3	Prepare a Biennial TROA Status Report that includes: 1) status of implementation of the Agreement; 2) relevance to District water supply planning, permitting, and operations (e.g., regulatory constraints on import project, well development, surface water diversions, and other water supply options); and 3) strategies and actions to anticipate, plan, respond, and react to implementation of TROA.	Mike Brandon	100%	Staff presented two (2) Status Reports. (3.3.0)	#1: April 2012. #2: May 2019. TROA went into effect Jan. 2016.
1.5.0		Seek funding for an Olympic Valley Watershed Study				
1.5.1	2	<u>Apply for grant funds</u> through Integrated Regional Water Management (IRWM) and Local Groundwater Assistance Program (LGWAP) to study the entire watershed.	Mike	100%	RWS-PAE funded. (4.4.1)	Complete
1.5.2	2	Implement the Watershed Study if funding can be found. Study, investigate, and evaluate expanding local water supply resources from areas in the upper watershed, beyond the basin (valley floor) considered in the Groundwater Management Plan (GMP). Consider horizontal wells, springs, variable snow accumulations, surface water flows, subsurface flows, effects of snowmaking, road construction, etc. Prepare an overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.	Mike	100%	RWS-PAE Phases I & II complete. (1.1.0) (1.2.0) (2.1.3) (3.2.0)	Complete

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2.0.0		Goal 2 – Services. Deliver high quality, cost-effective services that meet the needs of our community.				
2.1.0		Prepare a plan and strategy for identifying staffing, facilities, and resources needed to provide services to any new development at the same service level or higher as is provided today.				
2.1.1	1	<p>Develop practical, available, useful and applicable <u>benchmarking metrics</u> to assess and monitor the levels of services delivered. Consider current levels of service as a baseline.</p> <p>Improve the Operations and Fire Departments’ Annual Operating Reports to include metrics described above to evaluate performance through the period of development and beyond.</p> <p>Examples of metrics to benchmark levels of services for comparative purposes include the annual number of water outages, annual water quality or pressure complaints or violations, sewer system overflows (SSO’s), providing Basic Life Support (BLS) vs. Advanced Life Support (ALS), staffing levels (e.g., 3.0 vs. 4.0), emergency response time, emergency call volume, impact from simultaneous calls; performance of Preventive Maintenance on District facilities, infrastructure, & equipment (e.g., linear-feet of sewer laterals and mains cleaned or inspected by television (TVI), number of valves exercised, adherence to equipment maintenance schedules, compliance metrics for solid waste disposal contract, etc.).</p> <p>See Community Survey (2.2.3) for customer satisfaction benchmarking.</p>	Brandon, Allen, Dave	Ongoing	<p>Bike Trail Snow Removal & PM Work Mgmt., Sewer System Cleaning & TVI Condition Assmt., Leak Rate, Valve Exercise, H₂O Qual. & Outages, SSO’s benchmarks are recorded.</p> <p>Response Time, ALS service, staffing, & call volume benchmarks are recorded.</p> <p>(2.2.3) (5.1.2)</p>	Ongoing
2.1.2	1	<p><u>Identify impacts</u> to existing levels of services from proposed development. Identify elements to improve levels of services to meet the demands and expectations of existing and new customers.</p> <p>Use metrics (2.1.1) to ensure that current core services--water, wastewater, fire and garbage--are delivered with high quality and are not negatively impacted by any future extension of new services or development.</p>	Mike, Pete, Dave, Brandon, Jesse	100%	<p><u>ELR Ph. 2</u>: WDS & DA. <u>Palisades</u>: 2 Evals. & FEIR. <u>SVNC WL</u>: DA. <u>Painted Rock</u>: DA. <u>Carville SFRs</u>: DA. <u>VPTSP</u>: 5 Evals., WSA x2, FEIR, PRDEIR <u>PlumpJack</u>: 2 Evals., FEIR. <u>Museum</u>: DEIR <u>Branagh & GV</u>: Planning</p>	Complete
2.1.3	1	<p>Participate and provide support in <u>Master Planning</u> of proposed development. Examples of support include updates to water and sewer hydraulic models and unit demands, modeling groundwater pumping scenarios in the District’s groundwater model, programmatic design of water and sewer system expansions, analyses of impacts on staffing, operations, equipment, assets, and facilities and mitigations to address them.</p>	Mike	100%	<p>Pete, Jesse, Brandon</p> <p>Master Planning for four large projects completed in 2012-2016</p>	Complete



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2.1.4	1	Negotiate Development Agreement(s) to address conditions of service necessary for issuance of permits to serve new development.	Mike	<u>ELR Ph. 2:</u> 100% <u>Palisades:</u> 100% <u>SVNC WL:</u> 100% <u>Pnt'd Rock:</u> 100% <u>Carville SFRs:</u> 100% <u>VPTSP:</u> 30% <u>PlumpJack:</u> 25% <u>Museum:</u> 10% <u>Branagh:</u> 0% <u>Granite View:</u> 0%	Pete, Allen, Dave, Brandon, Danielle (1.1.1)	Complete <u>VPTSP:</u> 2024 <u>PlumpJack:</u> 2024 <u>Museum:</u> 2024 <u>Branagh:</u> 2024 <u>GV:</u> 2024
2.1.5	1	Participate and provide support in preparation of the Environmental Impact Report (EIR) and County <u>permitting</u> for proposed development.	Mike Pete Dave	<u>ELR Ph. 2:</u> 100% <u>Palisades:</u> 100% <u>Pnt'd Rock:</u> 100% <u>Carville SFRs:</u> 100% <u>VPTSP:</u> 100% <u>PlumpJack:</u> 100% <u>Museum:</u> 50% <u>Branagh:</u> 20% <u>Granite View:</u> 10%	See Status of Task 1.1.1	See Schedule for Task 1.1.1
2.1.6	1	Participate in the <u>design, review, permitting, construction, inspection and dedication of improvements:</u> <ul style="list-style-type: none"> • to the water and sewer systems • necessary to provide fire protection and life safety services • of private development to enforce codes protecting public health and safety through life and fire protection systems, access, water supply, identification of hazardous materials use and storage, and other emergency services issues • necessary to provide adequate dumpster facilities 	Mike Dave Allen Brandon	<u>ELR Ph. 2:</u> 100% <u>Palisades:</u> 100% <u>SVNC WL:</u> 100% <u>Pnt'd Rock:</u> 100% <u>Carville SFRs:</u> 100% <u>VPTSP:</u> 100% <u>PlumpJack:</u> 100% <u>Museum:</u> 50% <u>Branagh:</u> 20% <u>Granite View:</u> 10% <u>GC Sewer:</u> 25%	Schedule driven by developers.	Ongoing
2.1.7	1	Procure assets, facilities and equipment necessary to provide services at the levels expected from the District.	Mike Dave	Developers dedicate project infra-structure to District. <u>Palisades:</u> Zone 1 PRV. <u>PlumpJack:</u> 400 gpm Well.	Schedule driven by developer(s). Impacts & mitigations evaluated.	Ongoing



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2.2.0	Take a leadership role in considering whether to provide additional services by being responsive to community desires for new services. Examine each opportunity on a case-by-case basis. Seek to provide services collaboratively when mutually beneficial partnerships can be found.					
2.2.1	2	Remain engaged with the Mutual Water Company to explore ways to collaborate, provide support and improve overall water service in Olympic Valley. Examples include operational and administrative support on a contractual basis, evaluation and construction of system inter-ties for redundancy and emergency preparedness, and coordination during MWC’s capital replacement projects.	Brandon Mike Dave	Ongoing	Provided O&M Services 2014-22. Rec’d \$404,000 Grant from PCWA. Inter-Tie Plans at 90%.	Inter-Tie Construction in 2023. Ongoing
2.2.2	1	Pursue funding and partnerships for a feasibility analysis of the <u>Truckee River Utility Corridor and Bike Trail Project</u> . Consider redundant water supply, natural gas service, Class I Bike Trail, communication / fiber optic, other utilities.	Mike	100%	RWS-PAE completed Jan. 2016. (1.1.0) (2.1.0) (3.2.0) (3.3.0) (4.4.1).	Complete

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2.2.3	3	Perform a professional Community Survey to gauge the community’s desire to take on additional services, including what type and their willingness to pay. Consider evaluating the Communication Plan and Feasibility Study and benchmarking overall satisfaction with the District.	Jessica A.	Ongoing	Conducted Voter Survey for Measure E (Olympic Meadow Preserve acquisition)	Ongoing
2.2.4	3	Consider providing Public Recreation services. Evaluate cost and benefit of ownership, operation, and maintenance of park and trail facilities. Include community interest; incorporate a cost/benefit analysis, and funding options (e.g., Park Dedication Fees, TOT funds, Public Recreation/Parks CSA, benefit assessment). Use Community Survey (2.2.3).	Mike	Ongoing	Bike Trail Snow Removal. Board Report 3/24/15. P&R Forum 5/4/15. P&R Committee 2018. OMP 2018-2020. County Plan 2022. (2.2.3)	Ongoing
2.2.5	3	<u>Pursue funding for the expansion of the sewer collection system to serve the eastern portion of the valley.</u> Consider grant funding, benefit assessment, buy-back agreements for undeveloped properties.	Mike	Ongoing	Gateway/Museum, VPTSP Park Ded. Fees.	Ongoing
2.3.0		Develop cost/benefit analysis for ambulance service.				
2.3.1	2	Undertake cost/benefit study for <u>ambulance service</u> . Include information on potential benefit or detriment in patient care; current level of service with Engine Company Advanced Life Support (ALS); economic feasibility; impacts on local market, current providers, and Exclusive Operating Areas (EOA); impacts from an increased demand in services from proposed development; trigger / transient populations; training; staffing; timing; and other pertinent issues.	#1: Pete #2: Allen	#1: 100% #2: 100%	Determined to be infeasible. Regional Ambulance Service Study completed (flawed & biased).	#1: 2013-16 #2: 2020-22

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3.0.0		Goal 3 – District / Community Alignment and Communications. Proactively communicate to foster greater understanding and alignment between the District, it's stakeholders and constituents.				
3.1.0		Update website				
3.1.1	1	<u>Update website.</u> Improve user interface, content, functionality, and organization. Include web-based component and messages from the Communication Plan. Continue to update and maintain it.	#1: Kathy #2: Jessica A.	#1: 100% #2: 0%	#1: Updated. #2: Budgeted for 2024. Improvements & maintenance ongoing (1.1.4) (2.2.3)	#1: 2014 #2: 2024
3.2.0		Develop and implement an effective Communication Plan				
3.2.1	2	<u>Develop a Communication Plan.</u> Identify audiences and their specific communication needs and opportunities. Consider e-news, web, paper news, speaking opportunities, etc. Utilize Community Survey (2.2.3) and incorporate water supply communication issues (1.1.4).	Jessica A. Nicole Aline	Ongoing	PSD hard copy & e-newsletters, website, newspapers. (1.1.4) (2.2.3)	Ongoing
3.2.2	2	<u>Incorporate water supply</u> issues into the Communication Plan. Develop a message, basic facts and explanation of the District's water supply plan. Include explanations about water supply successes to date and that water supply and demand are in balance for current needs in Olympic Valley. Incorporate the purposes and results of the Feasibility Study on water supply (1.1.2), Creek Aquifer Interaction Study (1.2.0), Watershed Study (1.5.0) and the Truckee River Utility Corridor & Bike Trail Project (2.2.2) into the Communication Plan. Consider timing between the Feasibility Study on water supply and preparation and delivery of the Plan.	Dave Mike	Ongoing	WSA x2, C/A Int. Study, WMAP, Capacity & Reliability Reports, RWS-PAE, Maximum Supply Analysis, PlumpJack Well, QRR & SSR in newsletters, website, newspapers, breakfast club, Lahontan Board & web blogs. (1.1.2) (1.2.0) (1.5.0) (2.2.2)	Ongoing
3.2.3	2	<u>Identify</u> specific audiences both locally and regionally interested in water supply issues. Identify their interests and the best way to communicate with each.	Mike Dave	Ongoing	Messages continue to be delivered. See cell above.	Ongoing



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3.2.4	2	Reach out to other regions and entities and <u>deliver</u> relevant message to identified audiences included in the Communication Plan. Ensure that they understand that water supply and demand are in balance currently in Olympic Valley, our intent in developing new and redundant water supplies, and the District's next steps in its water supply plan.	Mike	Ongoing	Messages continue to be delivered. See cells above.	Ongoing
3.3.0		Promote collaborative relationships and partnerships with mutual benefit when developing new plans and programs, and while evaluating existing ones.				
3.3.1	2	<ul style="list-style-type: none"> • 1.1.0 Water Supply • 1.2.0 Creek Aquifer Interaction Study - Phase II • 1.4.0 TROA • 1.5.0 Watershed Study • 2.1.0 New Development • 2.2.0 Additional Services <ul style="list-style-type: none"> ○ 2.2.1 Mutual Water Company ○ 2.2.2 Truckee River Utility Corridor and Bike Trail ○ 2.2.3 Community Survey ○ 2.2.4 Park and Trail Services ○ 2.2.5 Sewer System Expansion • 2.3.0 Ambulance Service • 3.3.0 Communication Plan • 4.4.0 Alternative Sources of Funding • 5.2.0 Workplace Culture • 5.5.0 Property Master Plan 		See sections referenced. * The District is a member in, participates in, and / or collaborates with the groups & associations noted below.	See sections referenced	See sections referenced

* Olympic Valley Groundwater Management Plan; Tahoe-Truckee Sanitation Agency Monthly Manager Meetings; Olympic Valley Mutual Water Company Board Meetings; North Lake Tahoe Resort Association; Placer County Water Agency District Five Water Agencies Quarterly Meetings; Olympic Valley Technical Review Committee; Olympic Valley Business Association; Tahoe Sierra Integrated Regional Water Management Group; Olympic Valley Watershed Alliance; Placer County CEO / Area Managers Quarterly Meetings; Olympic Valley Municipal Advisory Council Meetings; Olympic Valley Property Owners Association Meetings; Eastern Placer County Joint Powers Authority; Sierra Front Wildland Cooperators; North Tahoe Training Officers Association; Lake Tahoe Regional Fire Chiefs Association; Truckee Donner Chamber of Commerce; Placer County Utility Stakeholders Biannual Meetings; Truckee River Basin Water Group Monthly Meetings; Tahoe Truckee Engineer's Association; Inter-District Staff Peer Groups (Human Resources, Finance, Board Clerks); California Special Districts Association; California Rural Water Association; North Lake Tahoe-Truckee Leadership Program; Rural Community Assistance Corporation; American Water Works Association; California Water Environment Association.



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4.0.0		Goal 4 – Finance. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.				
4.1.0		Maintain adequate funding to meet long-term District obligations, including asset replacement, maintenance, expansion and employee benefits.				
4.1.1	1	Continue <u>Strong Reserve Funding</u> of the Capital Replacement Programs by setting rates that include contributions to asset replacements.	Board	Ongoing	\$1.4M contribution to FARFs in 2023-24 Budget	Ongoing
4.1.2	2	Prepare <u>Deferred Maintenance / Replacement Schedules</u> including cost estimates for all District Facilities, Equipment and Fixed Assets and assign funding responsibilities to beneficiary service department by allocations developed from Work Order System (4.2.1).	Dave Allen Brandon	100%	Mike, Danielle (4.2.1)	Complete
4.1.3	1	Prepare Capital Replacement Programs for each service department (water, sewer, fire, administration, dumpster facility, parks and recreation) that include Needs Analyses, Budget Forecasts and Funding Plans. Clearly justify capital replacement contributions collected from User Fees. Incorporate in to an update of Master Plans for each service upon completion of improvements prompted by new development.	Dave Allen Brandon	80%	Mike, Danielle Water, Sewer, & Fire CRP's complete.	April 2015 - 2024
4.2.0		Implement a GIS-based Work Order System and Asset Management System to apportion costs and benefits fairly among existing customers as well as among current and future generations of customers.				
4.2.1	1	Implement a Work Order System . Track expenses for labor, equipment, materials, and services to accurately determine the cost of operations for each service provided. Develop cost allocations for shared resources. Use data to inform operating and capital budget decisions, and to accurately set rates and assessments that correlate to the levels of services provided.	Dave	100%	Mike (1.3.0) (5.20)	Jan. 2012 - Dec. 2015 + ongoing



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4.3.0		Continue to review and update Water, Sewer, Fire, Garbage, Park/Public Recreation Facilities connection fees and user fees. Include capital replacement fees in user fees.				
4.3.1	1	Utilize annual budget process to update User Fees to cover operating expenses. Use Capital Replacement Programs to determine asset replacement contributions to User Fees. Update Connection Fees. Utilize cost allocations for shared resources developed from Work Order System.	Danielle Dave	100%	All Fees updated. Rate Study, Cost of Service Analysis, Water, Sewer & Fire CRPs and CIPs complete. (1.1.2) (1.3.0)	Complete
4.4.0		Seek alternative sources of revenue / funding that don't rely on customer rates and fees.				
4.4.1	1	Continue pursuit of <u>grant funding</u> opportunities. Consider cost of application and grant contract administration versus the benefit.			(1.2.0) (1.5.0) (2.2.0)	Ongoing
		<ul style="list-style-type: none"> • Federal Emergency Management Agency (FEMA) 	Allen, Brandon	Ongoing	DHS - Rec'd \$5k for Digital Mobile Radios. DHS - Rec'd \$5k for iPads in 2022.	Ongoing
		<ul style="list-style-type: none"> • Integrated Regional Water Management (IRWM) 	Dave	Ongoing	IRWM Plan done. Many projects submitted. Toilet Exchange \$21.4k.	Ongoing
		<ul style="list-style-type: none"> • Local Groundwater Assistance Program (LGWAP) 	Dave	Ongoing	RWS-PAE funded \$225,000	Ongoing
		<ul style="list-style-type: none"> • Placer County Water Agency's (PCWA's) Financial Assistance Program (FAP) 	Dave	Ongoing	2012-2021 Projects: \$873,000 Total	Ongoing
		<ul style="list-style-type: none"> • North Lake Tahoe Resort Association's (NLTRA's) Transient Occupancy Tax (TOT) 	Mike	Ongoing	Annual Bike Trail Snow Removal – \$48,300 / year	Ongoing
		<ul style="list-style-type: none"> • Park Dedication Fees 	Mike	Ongoing	Identify Projects	Ongoing
		<ul style="list-style-type: none"> • Public Recreation/Parks County Service Area (CSA) 	Mike		Must provide Park Services	
		<ul style="list-style-type: none"> • Fuels Management Grants (CALFIRE, TTCF, TU, OVWA) <i>(Added Dec. 12, 2023)</i> 	Jessica A.	Ongoing	CWPP Projects \$686,000	Ongoing

*RWS-PAE – Redundant Water Supply / Preferred Alternative Evaluation



Olympic Valley Public Service District 2012 Strategic Plan Summary



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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
4.4.2	3	Consider potential for <u>rental revenue</u> in the property master plan.	Jessica A. Brandon	100%	Mike, Brad All available space is leased to tenants. (5.5.0)	Ongoing
4.4.3	3	Consider <u>benefit assessments</u> . Utilize Community Survey.	Brad Mike Danielle Jessica A.	#1: 100% #2: 10%	#1: OMP 2018-20. #2: Fire Dept. Financial Analyses (2.2.3)	#1: 2018-2020 #2: March 2024
4.4.4	3	Consider providing services (e.g., administrative, operations & maintenance) outside of District's service areas on a contractual, time and material, reimbursable, fee basis. Mutual Water Company, Olympic Valley Park, Bike Trail, etc.	Mike Brad	100%	Brandon, Dave Bike Trail Snow Removal, MWC O&M, Strike Teams	Ongoing
4.4.5	3	Develop a graph that benchmarks revenue from outside funding sources by year. Include grants, reimbursable expenses, rental income.	Danielle	100%	Complete. Inserted into Budget.	Ongoing



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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.0.0		Goal 5 – Facilities, Operations and Management. Carry out the needed planning, organizational, operations and asset policies and activities to ensure excellence in all service areas.				
5.1.0		Meet staff challenges caused by District growth and retirements: capturing institutional knowledge, developing existing employees, etc.				
5.1.1	1	Identify and mitigate <u>impacts to staffing levels from proposed development</u> .	Mike Pete Jesse Brandon	100%	Complete. Citygate & PR DEI. (2.1.0)	Dec. 2014
5.1.2	1	Develop Water System Operations Plan to address succession of key staff. Develop and include system operational goals, description, DPH permit and inspection history, map of facilities and pressure zones, hydraulic model, system capacities, water sampling requirements, sample site plan. Include a plan for operation and maintenance of water wells and pumping plants that contains a facility plan, a schematic representation of the system, and relevant standard operating procedures (SOP's). Develop and include a plan for distribution system flushing with best management practice (BMP's) for discharges and erosion control, valve inventory and exercise program, water tank operations and maintenance as well as inspection procedures and schedules. Inventory and maintenance plan for fire hydrants that include a painting schedule, flow test procedures, plan to upgrade obsolete fire hydrants per code. Inventory of blow-off valves and air vacuum breakers with maintenance schedules. Develop and prepare an emergency contingency and response plan; consider system interties, emergency generator operations, notification procedures. Spare parts inventory.	Jesse	100%	Complete (2.1.1)	Jan. 2013 – Feb. 2016
5.1.3	1	Update, improve and expand <u>calendar, tickler system and digital document / resource library</u> for District activities. Consider users (Board, staff, customers, public), content (board materials, minutes, planning documents, ordinances, resolutions, working documents, water consumption data, interactive GIS, etc.) and access (internet, intranet, remote access, smart phone applications).	Kathy Jessica A. Aline Nicole	Ongoing	Board mat'ls online. <u>DMS</u> : Files scanned; Server migration to Cloud in 2024.	Ongoing
5.1.4	2	Develop a Succession Plan for capturing institutional knowledge for three key retirements and for hiring replacements internally or externally. Have adequate documentation for each position; updated Job Descriptions; SOP's for each position. Include approximated schedules.	Mike	100%	Plans, processes, content, schedules complete.	Ongoing



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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.1.5	2	Update, audit and peer-review the Sewer System Master Plan (SSMP) to identify content improvements, changes in regulatory requirements, operational opportunities, etc.	Jesse Dave	100%	Complete	Mar. 2015 Nov. 2020
5.2.0		Continue to provide benefits, salaries, training and a work culture that are sustainable, synchronized with current economic realities, and competitive to recruit and retain high-quality staff.				
5.2.1	1	Conduct a confidential survey of staff to identify what keeps people at the District, what might lead them to leave? Continue the use of salary surveys of comparable positions to benchmark District compensation and benefits. Conduct exit interviews when employees leave or retire.	Kathy Jessica G.	100%	Survey completed in 2012.	Ongoing
5.3.0		Implement an effective GIS-based Work Order System and Asset Management System and improve it over time to improve governance and accountability.				
5.3.1	2	Improve existing program by implementing a risk-based Asset Management System that considers a life-cycle approach, develops cost-effective management strategies for the long-term, provides a defined level of service and monitoring performance, manages risk associated with asset failures, and provides for a sustainable use of resources. Specifically, it should include asset condition assessment, performance monitoring, probability of failure, consequence of failure, and risk assessments.	Dave	100%	Business Processes continue to be implemented. Work Orders to restart in 2024. (4.2.0)	Ongoing
5.3.2	2	Utilize the Asset Management System to inform and improve the accuracy of the Capital Replacement Programs, rate setting and apportionment of costs and benefits. Provide long-term financial stability that avoids rate shocks and special assessments.	Dave Danielle	100%	A.M. System informs completed CRP's. (4.1.3)	June 2014 - July 2017



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No.	P	Action	Lead	Progress (% Complete)	Status/ Comments	Schedule
5.4.0		Develop an Information Technology Master Plan.				
5.4.1	2	<p>Develop Information Technology (IT) Master Plan that aligns the direction of IT to the business functions and processes of the District; outlines the strategy, direction and initiatives for the use of technology; promotes effective management of an expensive and critical asset of the District.</p> <p>Include cost estimates, procurement schedules and budget forecasts for hardware, software, maintenance, and labor as well as funding mechanisms by department. Incorporate into District's annual budget process. Plan for integration of Fire Dept. into the District's common network. Consider cloud-based vs. server-based solutions, opportunities with existing software (VUEWorks, Springbrook, MS Office, Outlook, SCADA, Firehouse, EPCR), new technology, remote access and portability (cell/smart phones, tablets), organization, backup (business continuity and disaster recovery), security, reliability, growth, data management, community access, etc.</p>	Brandon Danielle Jessica A.	80%	Migration to cloud continues. Conversion to cloud-based software complete. On-premise servers being eliminated. Document Management System (DMS) continues.	Ongoing
5.5.0		Develop a long-range Property Master Plan.				
5.5.1	3	Develop a long-range Property Master Plan to meet the needs of the Fire and Operations Departments, including a materials handling area. Incorporate scenarios for various levels of potential build out, alternative timelines, and funding options and mechanisms.	Jessica A.	30%	Citygate & PR DEI Reports identify needs. Rental income at 1810 SV Rd. maximized.	2024



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Some guidelines used to update the Work Plan:

- ❖ Staff update the *Lead*, *Progress (% Complete)*, *Status / Comments*, and *Schedule* fields only.
- ❖ Only the Board can change, add, or delete *Actions*; staff does not.
- ❖ Only the Board can change *Priorities*; staff does not.
- ❖ The planning horizon considered in *Schedule* is up to 2024.
- ❖ *Progress* for *Actions* that exceed the 30-month planning horizon often do not have discrete completion dates and are shown as “Ongoing”.
- ❖ *Progress* for *Actions* that are considered to be standard business processes, ongoing best-practices, and do not have discrete start and completion target dates are shown as “Ongoing”.
- ❖ *Progress* is shown only for *Actions* for which a *Schedule* has been assigned.
- ❖ *Progress* shown is for completed work; staff’s *intent* to get an *Action* completed is not shown.
- ❖ *Action* numbers (e.g., 1.2.1) referenced in the *Status / Comments* field are for reference and are typically related or have some overlap or relevance to the subject *Action*.
- ❖ RWS-PAE stands for the *Redundant Water Supply – Preferred Alternative Evaluation Project*.
- ❖ The District’s name was updated in the Work Plan in September 2021.