

OLYMPIC VALLEY PUBLIC SERVICE DISTRICT BOARD REPORT



SUBJECT: Strategic Plan Adoption EXHIBIT: F-1, 25 Pages

AUTHOR: Charley Miller, General Manager **MEETING DATE:** August 26, 2025

RECOMMENDED ACTION: Adopt the 2025 Strategic Plan.

DISCUSSION: The Strategic Plan is the District's highest-level planning document. It reflects the Board's long-term vision and outlines staff's roadmap to achieve it. The plan will serve as a foundation for annual work plans, budget development, and performance measurement, with progress reporting anticipated each year. Adoption of this plan will align the organization around a unified direction and a shared understanding of priorities.

The District engaged Agnew::Beck in late 2024 to lead a collaborative planning process. This effort included interviews with all staff and Board members, two Board workshops, a staff workshop, and several working sessions with the consultant. Two staff teams were established as a part of this effort and played key roles in the planning process:

- **The Management Team** refined the strategic focus areas and set five-year goals and objectives.
- The Culture Team comprised of non-management representatives from each department, consolidated input from the Board and Staff to develop the guiding principles (mission, vision, and core values), ensuring they reflect input from across the District.

Upon the Board's adoption of the Strategic Plan, staff will prepare a detailed work plan to define specific actions, timelines, and resource requirements for each objective within the five identified focus areas. This work plan will be updated annually to track progress and ensure accountability.

FISCAL/RESOURCE IMPACTS: There are no direct fiscal impacts associated with adopting the strategic plan. Future initiatives will be addressed through the annual budget process.

ATTACHMENTS: 2025 Draft Strategic Plan

DATE PREPARED: August 20, 2025



Letter from the General Manager

To the Olympic Valley Community,

It's an honor to share with you this Strategic Plan, a product of thoughtful input from our staff, Board of Directors, and community. As the new General Manager of the Olympic Valley Public Service District (OVPSD), I've spent my first months listening, learning, and working alongside a team deeply committed to serving this incredible valley. This plan captures not only our shared priorities, but also our collective potential.

OVPSD has a long-standing tradition of excellence in core services—water, sewer, fire, emergency medical services (EMS), and solid waste—and this plan builds on that foundation. Looking ahead, we are focused on expanding and improving services through smart partnerships, solid fiscal planning, and a long-term view. Whether it's preparing for emergencies, protecting the aquifer that sustains our valley, or ensuring our agency evolves to meet the needs of a growing community, we're committed to providing proactive leadership not just reacting to change, but planning for it.

This document outlines our direction: how we will invest in infrastructure, support our talented staff, manage our finances responsibly, and care for the natural environment that defines Olympic Valley. More than anything, it reflects our commitment to working together to deliver excellent service today and ensure a resilient future for the generations that follow.

Thank you for your trust and support as we move forward—together.

Sincerely,

Charley Miller, PE General Manager, Olympic Valley Public Service District



Charley Miller, General Manager

Contributors

The following people contributed to the development of the 2025 OVPSD Strategic Plan.



Board of Directors

- Dale Cox, President
- Bill Hudson, Vice President
- Katy Hover-Smoot
- Richard Koffler
- Katrina Smolen

Staff

ADMINISTRATION

- Charley Miller, General Manager
- Danielle Mueller, Finance & Administration Manager
- Dave Hunt, District Engineer
- Alexa Herring, Assistant Engineer
- Jessica Asher, Program Manager & Board Secretary
- Jessica Grunst, Account Clerk II & HR Specialist
- Nicole Whiteman, Office Supervisor
- Ashley Massey, Program Analyst

FIRE DEPARTMENT

- · Brad Chisholm, Fire Chief
- Chris DeDeo, Fire Captain
- Josh Rytter, Fire Captain/Paramedic
- Hans Walde, Fire Captain/Paramedic
- Kurt Gooding, Engineer/Paramedic
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- Jeff Geigle, Engineer/Paramedic
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- Timothy Hoover, Firefighter/Paramedic
- Travis Smith, Firefighter/Paramedic
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- Brandon Olk, Fire Prevention Officer

UTILITY OPERATIONS

- Nic Massetani, Operations Superintendent
- John Tuscher, Ops Specialist II
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- Ben Procida, Ops Specialist I
- Miguel Ramirez, Ops Specialist I

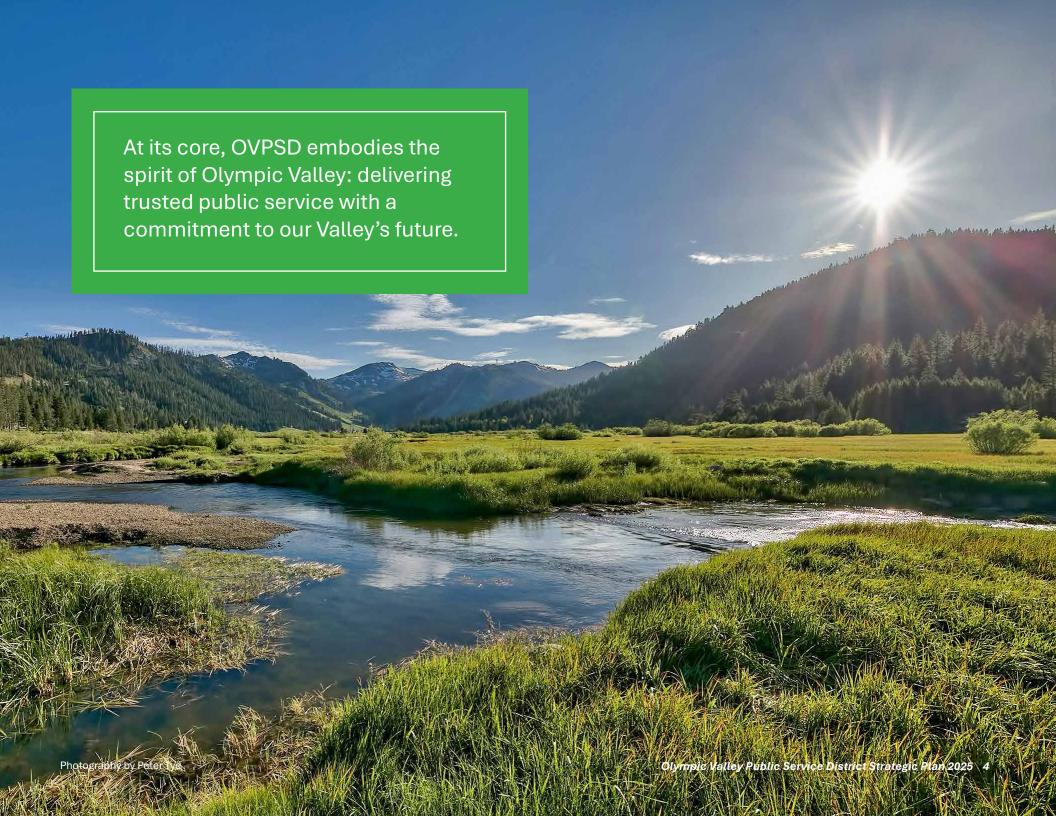
About

The Olympic Valley Public Service District is a trusted provider of essential community services, delivering water, sewer collection, fire protection, EMS, and solid waste management with professionalism and care. The District is governed by a five-member Board of Directors elected to four-year terms and employs approximately 30 people. OVPSD is primarily funded through a combination of service fees and property taxes, ensuring a stable foundation for operations and infrastructure investment.

The District's service area encompasses the community of Olympic Valley in eastern Placer County, California. Home to roughly 1,000 year-round residents, the Valley's population can swell to 7,000 overnight guests and up to 25,000 people daily during peak winter holiday periods. Known for its Olympic heritage and world-class outdoor recreation, the Valley's primary industry is winter snow sports, supported by a robust tourism economy in all seasons. OVPSD is committed to safeguarding the health, safety, and sustainability of this iconic mountain valley through dependable service delivery, environmental stewardship, and proactive planning for the future.







History

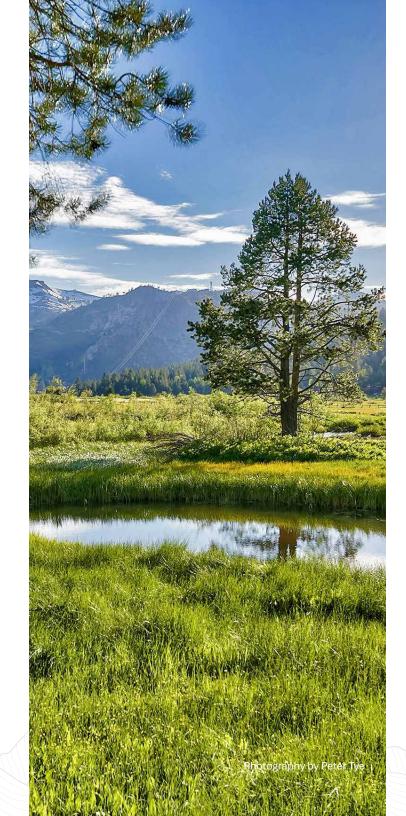
OVPSD began as the Squaw Valley County Water District on March 30, 1964 —formed under Division 12 of the California Water Code. The District's creation was closely tied to the vision of Wayne Poulsen, an accomplished ski racer who, in the 1940s, recognized the Valley's potential as a world-class destination. Working with Alex Cushing, he helped lay the groundwork for the ski area that would host the 1960 Winter Olympic Games. To support the Games, the State of California constructed much of the original water infrastructure—wells, pipes, and facilities—some of which remain in use today.

Following the sale of numerous homesites, Poulsen and several fellow residents initiated the formation of a local water district, holding the first Board meeting in the Poulsen home. In its early years, the District focused on securing easements, acquiring small mutual water companies, and building essential water and sewer systems. By 1967, it had hired its first Manager and Engineer and began monthly Board meetings. In 1970, the Board approved participation in regional wastewater planning, leading to the creation of the Tahoe-Truckee Sanitation Agency.

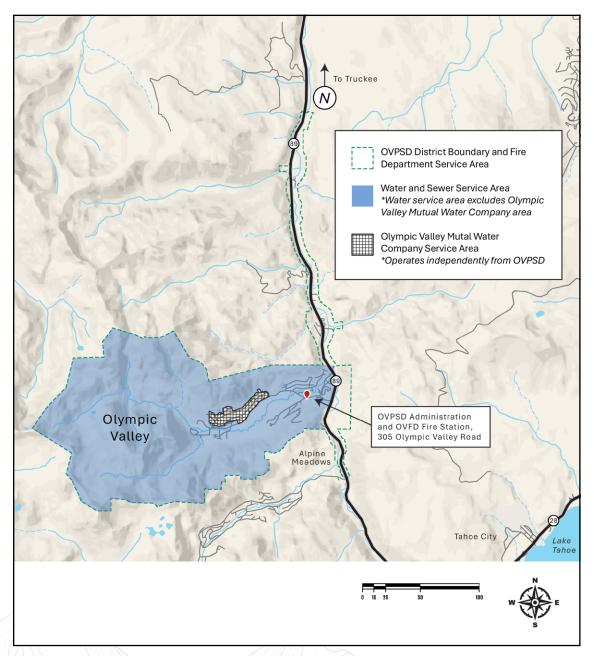
In 1985, the District assumed operation of the Fire Department from Placer County, transitioning from a County Service Area to a District-managed service. Three years later, in 1988, the fire station at 1810 Olympic Valley Road was completed.

The 1990s brought further progress, including water capacity studies, annual strategic planning workshops, and adoption of an asset replacement program. In 2005, the District moved into its current Fire and Administration Center, a modern facility reflecting its commitment to excellence.

Over the decades, the District has invested in infrastructure and services, building a history of growth, adaptation, and community service.



District and Service Area Boundaries



The Olympic Valley Public Service District serves the community of Olympic Valley in Eastern Placer County, California, 7 miles northwest of Lake Tahoe and 40 miles southwest of Reno.





Purpose of the Strategic Plan

This Strategic Plan is a roadmap for the Olympic Valley Public Service District's future—grounded in our values, shaped by our customers, our community, and guided by our mission to serve.

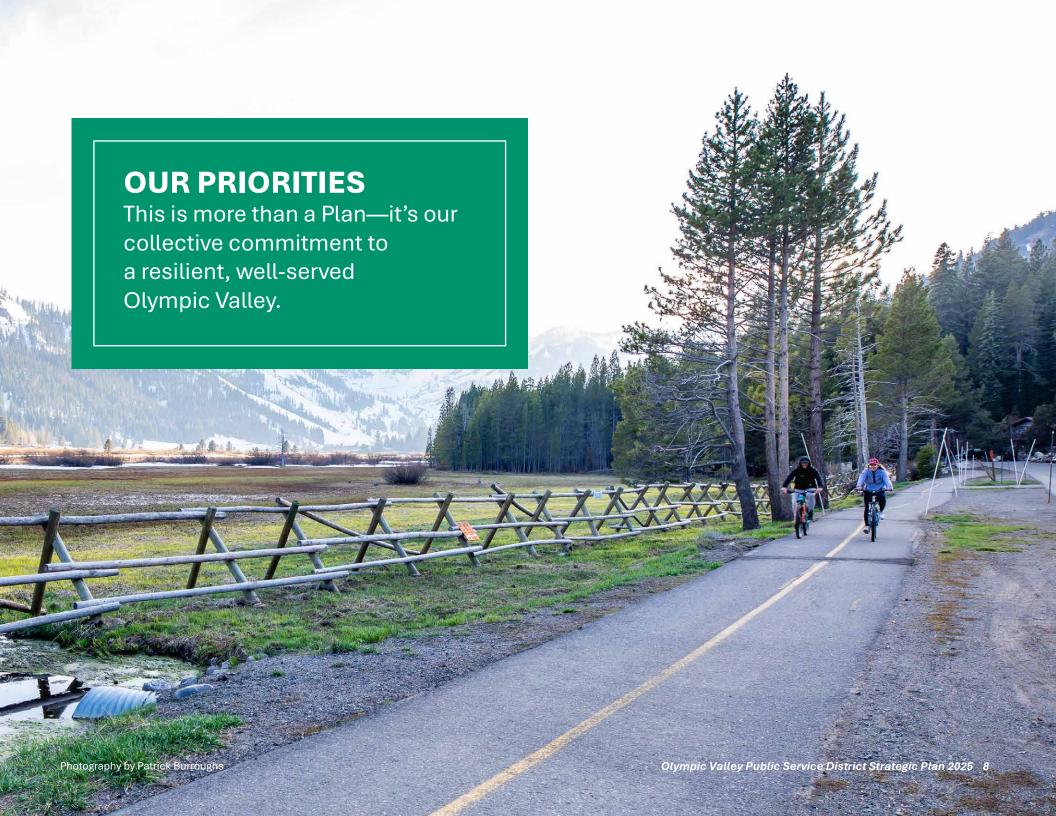
Created through a collaborative process involving input from District staff, the Board of Directors, and community input, the Plan captures where we've been and where we're headed. The Plan identifies our priorities, focuses our resources, and charts a clear path forward to ensure OVPSD continues to deliver exceptional services while preparing for the challenges and opportunities ahead.

Strategic Plan Development Process

The 2025 Strategic Plan is the product of an eight-month, collaborative effort led by the Olympic Valley Public Service District Board of Directors and staff. Over the course of the process, two Board workshops created space for thoughtful discussion, priority setting, and consensus building. Board members and staff participated in individual interviews to share perspectives, surface challenges, and explore opportunities. The District also researched similar organizations to identify best practices and innovative ideas that could be adapted to Olympic Valley's unique context.

This deliberate and inclusive process reflects OVPSD's culture of strategic thinking, teamwork, and commitment to service. The resulting plan is both a roadmap and a shared commitment—grounded in the District's mission and values—that will guide decisions, focus resources, and strengthen services. It captures the Board's and staffs' resolve to move forward, together, in service to the Valley—today and well into the future.





Guiding Principles and Strategic Plan Elements

Mission Statement

Why we exist and what we do to serve the community, outlines key functions.

Vision Statement

A concise, future-oriented declaration that outlines an organization's long-term aspirations and goals.

Core Values

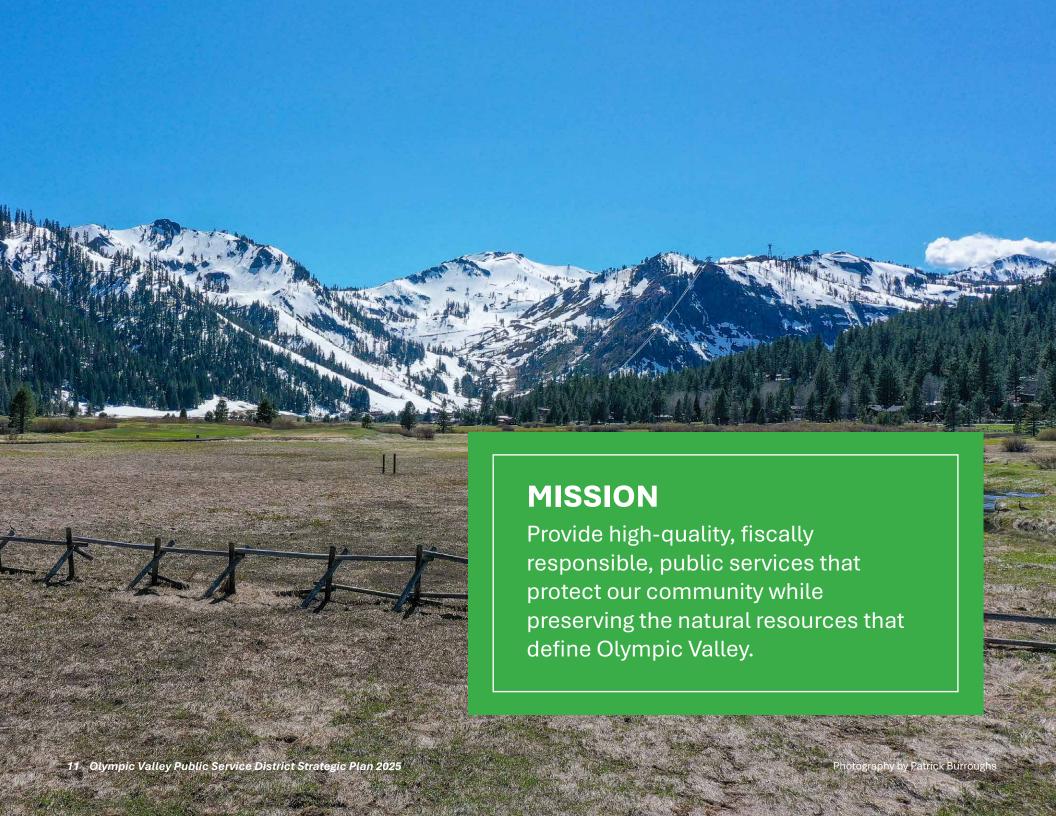
The fundamental beliefs and principles that guide our organization's actions, behaviors, and decision-making.

Focus Areas

The approaches used to achieve the organization's goals and objectives. Each Focus Area includes specific, measurable, achievable, relevant, and time-bound objectives to accomplish the goal.







Core Values



OWNERSHIP

Demonstrate accountability and responsibility.



VISION

Foster a culture of progression and innovation.



PARTNERSHIP

Promote team unity and collaboration with the community.



STEWARDSHIP

Ensure our actions protect and improve the Valley's natural resources.



DEPENDABILITY

Deliver reliable services with trust, transparency and professionalism.





STRATEGIC FOCUS AREA 1: Service

Maintain excellent core services: water, sewer, fire, EMS and garbage Core Values: Ownership, Dependability, Vision, Partnership

We are here to serve. True to our mission, Olympic Valley Public Service District provides high-quality services that protect the well-being of our community—every day, in every season. Water, sewer, fire, EMS, and solid waste services form the backbone of community safety and quality of life.

With a deep sense of ownership and dependability, our team brings vision and partnership to everything we do. We listen, respond, and deliver with professionalism and pride—because trusted public service is not just a goal, it's our commitment. Together, we help ensure a vibrant and resilient future for Olympic Valley.

Goa	als	Priority Actions	
1	Prioritize core services in budgeting and staff resources.	 Maintain a high level of service for all core services: water, sewer, fire, EMS, and solid waste. Evaluate and prioritize Capital and O&M projects. Create and maintain a staffing plan that aligns with service demands and succession planning. Develop a service-level budget model that clearly identifies funding for essential services. 	
2	Maintain and invest in infrastructure, facilities, and equipment to align with future growth, environmental resilience, and meet regulatory requirements.	 Meet all Federal, State, and Local regulatory compliance requirements Maintain and execute Capital Improvement Program. Invest in forward-looking planning studies (e.g. Water MP, Sewer MP, CWPP). Monitor and reduce sewer infiltration and inflow (I&I). Enhance the Work Order system and integrate VUEWorks and GIS to support comprehensive asset management, maintenance planning, and capital forecasting. Develop a Facilities Plan for District Property. Identify facility and organizational needs for a Utilities Corporation Yard and Fire Department Training Facility. 	
3	Expand community outreach, public education, and regional partnerships.	 Build awareness of District services and initiatives. Enhance transparency and trust through proactive public communication. Improve PIO communications and outreach. Participate in Community events (Earth Day, Pancake Breakfast, etc.). 	



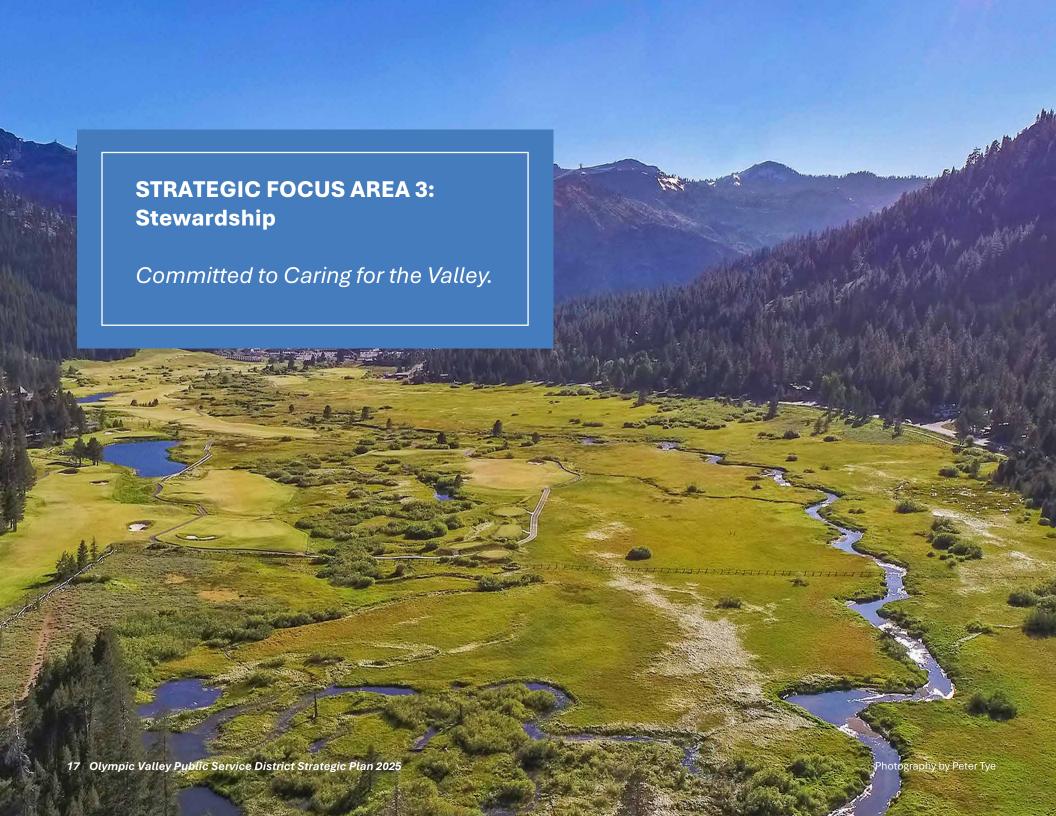
STRATEGIC FOCUS AREA 2: Proactive Planning

Proactively plan for the future **Core Value: Vision**

While we can't control the future, we can prepare for it and that's exactly what we plan do. From climate shifts to economic trends, we recognize the challenges ahead and rise to meet them with vision and resolve.

By investing in resilient infrastructure, strengthening our skilled team, and planning financially for uncertainty, we are fulfilling our mission to preserve what defines Olympic Valley. Whether facing wildfires, droughts, floods, or serving future needs of growth, we will be ready.

Goals		Priority Actions	
1	Develop and maintain a strategic plan to define priorities for the District.	Identify and prioritize key operational, financial, and infrastructure goals.	Align the plan with long-range financial forecasts and capital planning.
2	Prepare for emergencies and address climate resilience.	 Continue to evaluate opportunities for an emergency or redundant water supply source, including regional partnerships, or interties. Address climate resilience and adaptation in District operations. 	 Maintain Placer County Hazard Mitigation Plan. Participate in regional OES efforts. Develop and maintain Emergency SOP's.
3	Build district capacity to meet the needs of future development.	 Engage Olympic Valley developments to advocate for community, environment, and water quality benefits balancing development and the Valleys resources. Ensure adequate space, facilities, and staff to support future development, while maintaining levels of service. 	 Ensure long-term reliable water supply. Integrate growth planning into long-term financial forecasting.
4	Consider options for expanding services.	 Explore the acquisition of Olympic Valley Mutual Water System. Explore the acquisition of Tahoe Forest Tract water system. 	Consider providing parks and recreation services (Parcel tax, OV Park, MOU with neighbors who provide rec services etc.).
5	Participate in planning efforts related to regional reorganization to advocate for efficient delivery of services.	Evaluate potential regional fire service reorganization and fire service funding model while maintaining the current level of service.	Participate in regional incorporation efforts.



STRATEGIC FOCUS AREA 3: Stewardship

Practice and advocate for environmental and community stewardship **Core Values: Stewardship, Vision**

Our valley is extraordinary—and so is our responsibility to it. As stewards of the land, water, and natural beauty that define Olympic Valley, we advocate for practices that protect and preserve. We are proactive, not passive pushing forward sustainability efforts, championing wildfire mitigation, and promoting responsible resource use.

Our vision is clear: a healthy, thriving community rooted in environmental responsibility. Through this lens, we live out our mission and values—acting today to protect tomorrow and working every day to earn the trust of those we serve.

Goals		Priority Actions		
1	Implement sustainable water management to protect the aquifer.	 Maintain a healthy aquifer and manage groundwater sustainability by leading the Olympic Valley Groundwater Management Plan (OVGMP). Execute a formal Water Management Action Plan (WMAP) to guide sustainable use and protection efforts. Improve water leak detection through advanced metering technology and online notifications. Effectively communicate water conservation strategies and goals to residents to support behavioral change and reduce demand. 	 Balance future development with the long-term availability of a sustainable water supply. Study the interaction between surface water and groundwater to better understand recharge dynamics and long-term aquifer health. Identify measures to protect the aquifer from contamination, including coordination with land use agencies and source control strategies. 	
2	Grow investment in wildfire prevention and resiliency.	 Continue to implement current 2022 CWPP and update/revise as necessary. Maintain Green Waste Programs. Engage on regional wildfire protection efforts. Maintain District facilities to promote wildfire resilience through defensible space compliance. 	 Monitor for regional grant collaboration. Pursue funding for individual home/ property resiliency including home hardening, zone 0 and expensive vegetation removal. Adopt District ordinances where necessary to address local factors. 	
3	Advocate for community needs.	 Continue partnerships — Firewise, SVBA, POAs, commercial entities. Stay active in Placer County Park planning efforts. 		



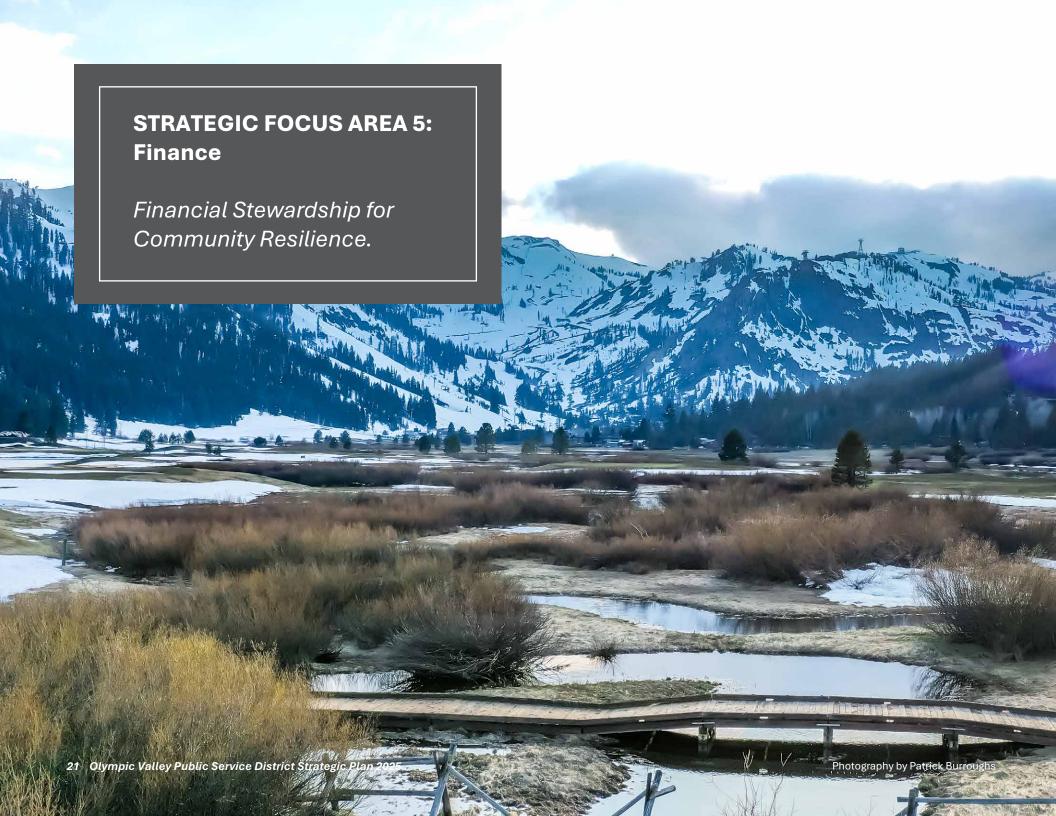
STRATEGIC FOCUS AREA 4: Organization

Sustain and strengthen District expertise and culture Core Values: Ownership, Partnership, Dependability

We know that when we invest in our people, we invest in the strength and future of Olympic Valley. At OVPSD, we know our people are our greatest asset—and building a strong, supportive workplace culture is essential to delivering on our mission.

We promote collaboration, personal accountability, and dependable leadership at every level. Through training, clear communication, and shared ownership of core values and goals, we create a culture where everyone contributes, grows, and thrives.

Goals		Priority Actions		
1	Invest in staff professional development, retention and culture.	 Support a strong, collaborative management team to lead day-to-day operations and foster organizational alignment. Maintain and empower the internal Culture Team to champion employee engagement, communication, and a positive work environment. Develop and implement a District-wide training plan that promotes ongoing professional development for all staff. Explore staff retention strategies focused on competitive compensation, meaningful benefits, and policies that support work-life balance. 	 Invest in culture-building activities and initiatives that foster a positive, inclusive, and values-driven workplace. Continuously improve the performance evaluation process to strengthen accountability, recognition, and growth, while ensuring alignment with the District's core values. Support effective labor relations through active participation in the MOU process and ongoing collaboration with employee unions. Develop and maintain a long-term succession plan for both staff and the Board to ensure continuity of leadership and institutional knowledge. 	
2	Maintain high standards of public agency governance.	 Maintain high standards of public agency governance including achieving District of Distinction and Certificate of Transparency, GFOA awards. Develop a board recruitment, development, and retention plan. Ensure policies and procedures are compliant with local, state and federal requirements and consider best practices (i.e. update PP&PM). 	 Support community efforts to maintain insurance coverage or reduce costs. Recognize department service priorities and provide support to meet other roles and responsibilities (i.e. training, EMS, prevention, public outreach). Ensure and provide for Continuous Quality Improvement (CQI) across all departments. 	
3	Improve use of technology across all departments.	 Improve Records Retention Systems / Move to paperless filing system. Increase in-house knowledge of IT systems / Ensure reliability and security of the District's IT systems. 	 Implement a Human Resources employee portal to streamline access to benefits, policies, forms, and internal communications. Evaluate and implement enterprise software solutions to improve efficiency, data integration, and cross- departmental coordination. 	



STRATEGIC FOCUS AREA 5: Finance

Manage finances effectively and responsibly Core Values: Dependable, Vision

Sound financial management is the foundation of everything we do. We are committed to being dependable stewards of public funds, ensuring that resources are used wisely, transparently, and with long-term impact in mind.

By aligning financial planning with our vision, we make strategic investments that support lasting infrastructure, team capacity, and emergency preparedness. This is how we honor our mission—by ensuring that Olympic Valley remains secure, sustainable, and well-served today and for generations to come.

Goa	als	Priority Actions		
1	Maintain excellence in financial management and reporting.	 Ensure adequate funding for capital, infrastructure, and operations and growth needs through responsible rate management. Continue prudent investment of District funds and conduct an annual review of financial policies. Monitor unfunded accrued liabilities (UAL) and other long-term obligations to maintain fiscal sustainability. Align the annual budget with strategic plan and ensure transparency in support of our mission. Annually approve the operating and capital budget, conduct an independent audit, and adopt salary schedules. 	 Annually adjust water, sewer and garbage rates. Review and adjust fire and life safety cost schedule. Submit and adjust fire development impact fees and related reports, set salaries and wages etc. Explore transitioning to a biannual or quarterly water billing cycle to improve cash flow and customer communication. Maintain and update Standard Operating Procedures (SOPs) to support consistent and efficient financial practices. Create a clear, accessible financial summary for the public and Board, posted on the District website. 	
2	Explore alternative financing and assess financial implications for future initiatives.	 Actively pursue grant opportunities that support District priorities. Leverage public-private partnerships and cost share arrangements to strengthen grant applications. Incorporate financial analysis into the planning of new initiatives and acquisitions to assess long-term costs and risks. 	 Explore options to ensure necessary funding without unduly burdening the local community. Invest in "green energy" and identify means to reduce carbon footprint. 	
3	Maintain high standards in transparency, reporting accuracy, and operational efficiency.	 Maintain the Special District Leadership Foundations Certificate of Transparency and District of Distinction. Publicize clean audits in the District newsletter and website. 	 Apply for GFOA Certificate of Achievement for Excellence in Financial Reporting for FY2025. Apply for GFOA Distinguished Budget Presentation Awards Program by FY2027. 	





Olympic Valley Public Service District

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