



# OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



EXHIBIT C  
23 Pages

## STRATEGIC PLAN WORKSESSION

**DATE:** May 12, 2025

**TO:** District Board Members

**FROM:** Charley Miller, General Manager; Jessica Asher, Program Manager

**SUBJECT:** Strategic Plan – Strategic Plan Framework Workshop

**BACKGROUND:** The Strategic Plan is the District’s highest-level planning document, reflecting the Board’s long-term vision and the staff’s roadmap to achieve it. In late 2024, the District engaged Agnew::Beck to lead the planning process, beginning with interviews of all staff and Board members. A special Board Meeting on February 3, 2025, provided key feedback to guide the plan’s development. Shortly after, a Staff Workshop helped identify shared core values across the Administration, Operations, and the Fire Departments. Two staff teams have since driven the effort forward: the management team has refined strategic focus areas and begun drafting five-year goals and objectives, while the Culture Team, comprised of non-management staff from each department, has developed preliminary guiding principles, including a mission, vision, core values, and tagline. These contributions have informed a draft framework.

**DISCUSSION:** The workshop aims to gather Board feedback on the mission, vision, core values, tagline, five focus areas, and related goals and objectives. This input will help finalize the Strategic Plan, with a draft expected before the June Board Meeting.

**ALTERNATIVES:** This item is for information only.

**FISCAL/RESOURCE IMPACTS:** None.

**RECOMMENDATION:** This item is for information only.

**ATTACHMENTS:** Strategic Framework Packet

**DATE PREPARED:** May 7, 2025



# OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



## Board Strategic Planning Workshop #2

Date: 05/12/25 | Time: 1-4pm | Location: OVPSD Board Room

**Participants:** OVPSD Board of Directors and Staff

**Facilitation:** Agnew Beck: Seana Doherty, Senior Manager

### Meeting Objectives

- Board Feedback on Updated Draft Mission, Vision, Core Values, Tagline
- Board Feedback on Draft Strategic Plan Focus Areas, Goals and Objectives

### AGENDA:

#### I. Welcome, Ice Breaker [1-1:20]

- a. Introduction / Gratitude: Charley
- b. Ice breaker: Seana

#### II. Strategic Planning Process: Progress Since Session 1 [1:20-1:30]

- a. Timeline/Work Plan review: Seana

#### III. Board Feedback on the Strategic Framework Packet [1:30-3:30/3:45]

*Presentation:* Overview of Draft Strategic Plan Framework (and handout) [20 minutes]

*Feedback Process:*

- a. Individual Director Gallery Walk (30-60 minutes). Rotate 1 Director/Station with staff at each of the six stations to host conversations/gather input.
- b. Key questions: 1) What do you like? 2) What is missing? 3) What stands out? 4) What are the three highest priority actions/tasks in this Focus Area?
  - i. Stations (Seana and Charley circulate, and support as needed)
    1. Vision, Mission, Core Values, Tagline: Kurt, Ashley
    2. Focus Area 1 – Service: Sam
    3. Focus Area 2 – Stewardship: Alexa
    4. Focus Area 3 – Finance: Nicole
    5. Focus Area 4 – Organization: Jess G
    6. Focus Area 5 – Future: Dave, Jess A
- c. Shared Director Review Gallery Walk (30 minutes)
  - ii. Together, review feedback at 6 stations, additional comments/discussion

#### IV. Close and Next Steps [3:45-4pm]



# OVPD

Draft Strategic Framework Packet

Pre-Reading

May 12, 2025, Board Strategic Planning Session

# 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.*

**Tagline:** *A catch phrase for our email distribution*

**Core Values:** *The fundamental beliefs and principles that guide an individual's or an organization's actions, behaviors, and decision-making.*

**Focus Areas:** *The overall plan and approaches used to achieve the organization's goals and objectives. Specific, measurable, achievable, relevant, and time-bound steps to accomplish the goal*

# Current Purpose and Mission

**Current Purpose:** The Olympic Valley Public Service District's Purpose is to assume leadership in providing high-quality public services needed by the community.

**Current Mission:** The Olympic Valley Public Service District serves full-time and part-time residents, businesses, employees and visitors in Olympic Valley. The mission is to provide leadership in maintaining and advocating for needed, high-quality and financially sound community services for the Valley. These include, but are not limited to water, emergency services, and sewer and garbage collection. The District will conduct its operations in a cost effective, conservation-minded and professional manner, consistent with the desires of the community, while protecting natural resources and the environment.



## **Proposed Mission Update**

**Provide high-quality public services that protect the well-being of our community while preserving the natural resources that define Olympic Valley.**



## **Proposed New Vision Statement**

**We proudly serve our Valley  
with trusted public service and  
a commitment to our  
community's future.**



## **Proposed New Tagline**

***Rooted in service. Resilient by  
design. Ready for the future.***



## Example Tagline Application

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*Rooted in Service. Resilient by Design. Ready for the Future.*

# **Current Core Values**

- **Honesty, openness, and maintaining the public trust**
- **Fairness and being equitable to all**
- **High standards, competence, and quality services and products**
- **Fiscal responsibility**
- **Responsiveness and communication**
- **Clarity of purpose**
- **Environmental sensitivity**
- **Meticulous compliance with regulations**
- **Compassion and sensitivity**
- **Progressiveness and commitment to ongoing improvement**
- **Proactive planning for the future**

# Proposed Core Values

**O** **Ownership:** Demonstrate accountability and responsibility.

**V** **Vision:** Foster a culture of progression and innovation.

**P** **Partnership:** Promote team unity and collaboration with the community.

**S** **Stewardship:** Ensure our actions protect the Valley's natural resources.

**D** **Dependability:** Deliver reliable services with trust, transparency and professionalism.

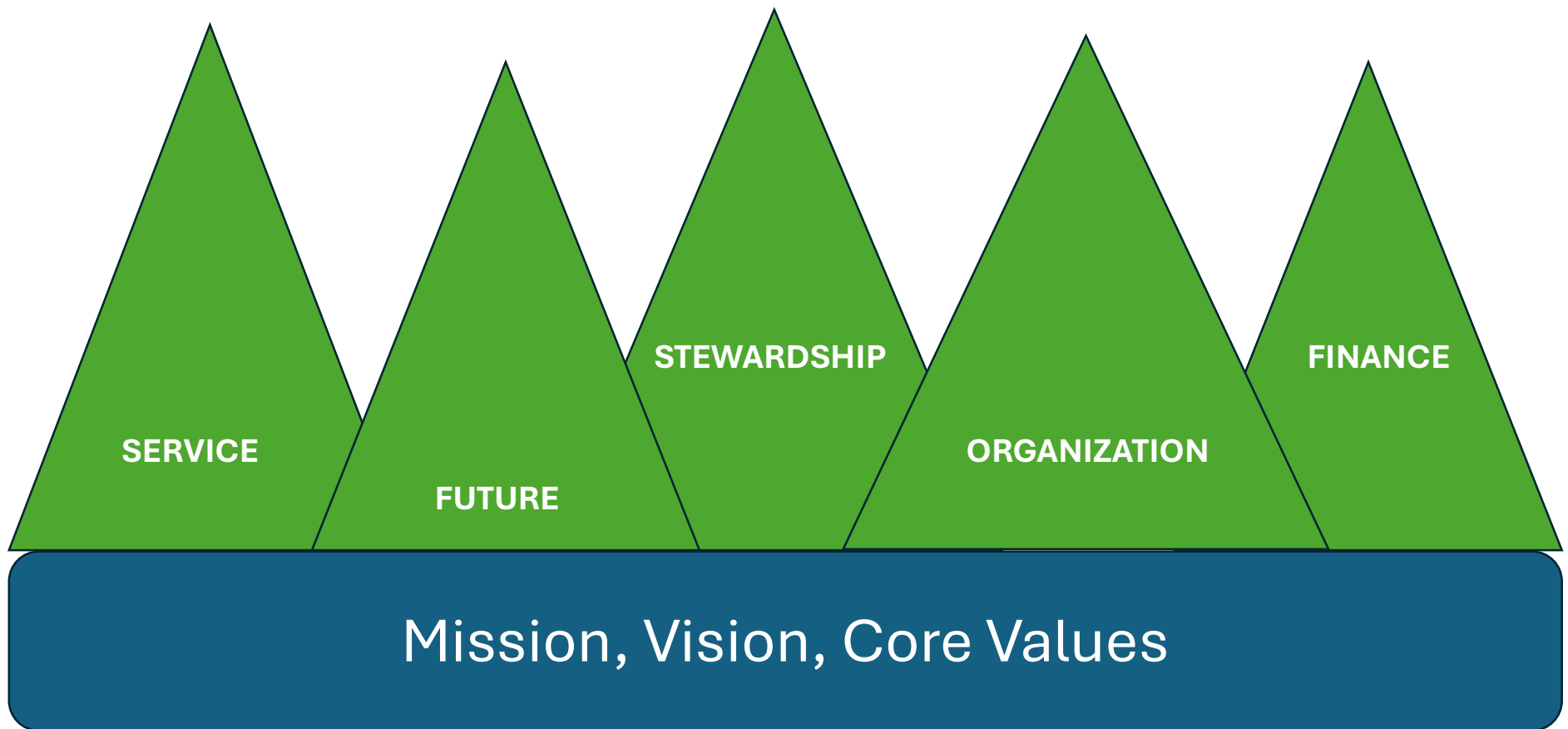
# Draft Strategic Plan Framework

5 Focus Areas

Draft Goals

Draft Objectives

# Five Focus Areas



## FOCUS AREA 1: *SERVICE*

***Maintain excellent core services—water, sewer, fire, EMS and garbage***

### GOALS

- Prioritize core services in budgeting and staff resources.
- Maintain and invest in infrastructure, facilities, and equipment to align with future growth, environmental resilience, and state standards.
- Expand community outreach, public education, and regional partnerships.

### CORE VALUES

- Ownership
- Dependability
- Vision
- Partnership

# STRATEGIC FOCUS AREA 1: SERVICE

**Maintain excellent core services—water, sewer, fire, EMS and garbage**

*Core Values: Ownership, Dependability, Vision, Partnership*

GOALS	EXAMPLE ACTIONS/OBJECTIVES
<b>1. Prioritize core services in budgeting and staff resources</b>	<ul style="list-style-type: none"><li>• Maintain a high level of service for all core services- water, sewer, fire, EMS, and garbage services</li></ul>
<b>2. Maintain and invest in infrastructure, facilities, and equipment to align with future growth, environmental resilience, and state standards</b>	<ul style="list-style-type: none"><li>• Meet all compliance regulations</li><li>• Maintain and execute Capital Improvement Program</li><li>• Invest in planning studies (ex: Water MP, Sewer MP, CWPP)</li><li>• Maintain and upgrade asset management plan</li><li>• Control sewer infiltration and inflow</li><li>• Improve GIS/Workorder system</li><li>• Ensure adequate fire prevention</li><li>• Reduce Waste in alignment with SB 1383</li><li>• Develop a Facilities Plan for District Property</li><li>• Identify facility and organizational needs for a Utilities Corporation Yard and FD Training Facility</li></ul>
<b>3. Expand community outreach, public education, and regional partnerships</b>	<ul style="list-style-type: none"><li>• Build awareness of District services and initiatives.</li><li>• Enhance transparency and trust through proactive public communication</li><li>• Improve PIO communications training and outreach</li></ul>

## FOCUS AREA 2: *Future*

***Proactively plan  
for the future***

### GOALS

- Develop and maintain a strategic plan to define priorities for the District.
- Prepare for emergencies and address climate resilience
- Build district capacity to meet the needs of future development
- Consider options for expanding services
- Participate in planning efforts related to regional reorganization to advocate for efficient delivery of services.

### CORE VALUES

- Vision
- Partnership



# STRATEGIC FOCUS AREA 2: FUTURE

Proactively Plan for the Future

Core Value: Vision

GOALS	EXAMPLE ACTIONS/OBJECTIVES
1. Develop and maintain a strategic plan to define priorities for the District.	<ul style="list-style-type: none"><li>• In process</li></ul>
2. Prepare for emergencies and address climate resilience	<ul style="list-style-type: none"><li>• Identify and secure an emergency water supply (related- develop revised messaging/communications plan)</li><li>• Address climate resilience and adaptation in District operations</li></ul>
3. Build district capacity to meet the needs of future development	<ul style="list-style-type: none"><li>• Engage all Valley developments to advocate for community, environmental, and water quality benefits balancing development and the environment</li><li>• Have enough staff to manage water supply required by development</li><li>• Ensure adequate space, facilities, and staff to support future development and maintain levels of service</li><li>• Ensure long-term reliable water supply</li><li>• Capitalize on analysis performed to study effects of VPTSP- financial, space needs, water, sewer, fire/EMS and incorporate into DA</li></ul>
4. Consider options for expanding services.	<ul style="list-style-type: none"><li>• Explore the acquisition of Olympic Valley Mutual Water System</li><li>• Consider providing parks and recreation services (Parcel tax, take ownership of OV Park, MOU with neighbors who provide rec services etc.)</li><li>• Ambulance Service</li></ul>
5. Participate in planning efforts related to regional reorganization to advocate for efficient delivery of services.	<ul style="list-style-type: none"><li>• Evaluate potential regional fire service reorganization and fire service funding model while maintaining the current level of service.</li><li>• Participate in regional incorporation efforts</li></ul>

## FOCUS AREA 3: *STEWARDSHIP*

*Practice and advocate  
for environmental and  
community stewardship*

### GOALS

- Implement sustainable water management to protect the aquifer.
- Grow investment in wildfire resiliency.
- Advocate for community needs.
- Assess future development to ensure sustainability

### CORE VALUES

- Stewardship
- Vision

# STRATEGIC FOCUS AREA 3: STEWARDSHIP

Practice and advocate for environmental and community stewardship

*Core Values: Stewardship, Vision*

GOALS	EXAMPLE ACTIONS/OBJECTIVES
1. Implement sustainable water management to protect the aquifer	<ul style="list-style-type: none"><li>• Maintain a healthy aquifer and manage groundwater sustainability</li><li>• Lead the OVGMP for sustainable water use in the Valley</li><li>• Improve water leak detection through advanced metering technology and online notifications</li><li>• Effectively communicate water conservation strategies to residents</li><li>• Balance sustainable water supply and development</li></ul>
2. Grow investment in wildfire resiliency	<ul style="list-style-type: none"><li>• Maintain Green Waste Programs</li><li>• Implement Fuel Reduction Projects</li><li>• Engage on regional efforts</li><li>• *Controversial* Apply for home hardening grants/work to help community on their small lot parcels</li></ul>
3. Advocate for community needs	<ul style="list-style-type: none"><li>• Community Room use</li><li>• Partnerships- Firewise, SVBA, POAs, Commercial entities</li><li>• Mutual Aid</li></ul>
4. Assess future development to ensure sustainability	<ul style="list-style-type: none"><li>• In process</li></ul>

## FOCUS AREA 4: *Organization*

***Sustain and  
strengthen District  
expertise and culture***

### GOALS

- Invest in staff professional development, retention and culture.
- Maintain high standards of public agency governance.
- Improve use of technology across all departments.
- Identify gaps and technical needs related to future growth opportunities.

### CORE VALUES

- Dependable
- Ownership
- Partnership

# STRATEGIC FOCUS AREA 4: ORGANIZATION

**Sustain and strengthen District expertise and culture**

***Core Values: Ownership, Partnership, Dependability***

GOALS	EXAMPLE ACTIONS/OBJECTIVES
<b>1. Invest in staff professional development, retention and culture.</b>	<ul style="list-style-type: none"><li>• Create a management team</li><li>• Create a training plan and invest in professional development for all staff</li><li>• Explore staff retention strategies through competitive benefits and improved work-life balance</li><li>• Conduct salary surveys every three years, or as needed to maintain competitive wage structures.</li><li>• Invest in culture-building opportunities</li><li>• Continue to improve the performance evaluation process</li><li>• Support labor unions and the MOU process</li><li>• Develop and maintain a long-term succession plan</li></ul>
<b>2. Maintain high standards of public agency governance.</b>	<ul style="list-style-type: none"><li>• Maintain high standards of public agency governance including achieving District of Distinction and Certificate of Transparency</li><li>• Develop a training and board recruitment, development, and retention plan</li><li>• Ensure policies and procedures are compliant with local, state and federal requirements and consider best practices (i.e. update PP&amp;PM)</li></ul>
<b>3. Improve use of technology across all departments.</b>	<ul style="list-style-type: none"><li>• Improve Records Retention Systems / Move to paperless filing system</li><li>• Increase in-house knowledge of IT systems / Ensure reliability and security of the District's IT systems</li><li>• Implement a Human Resources employee portal</li></ul>
<b>4. Identify gaps and technical needs related to future growth opportunities.</b>	<ul style="list-style-type: none"><li>• In process</li></ul>

## FOCUS AREA 5: *Finance*

***Manage finances  
effectively and  
responsibly***

### GOALS

- Maintain excellence in financial management and reporting.
- Explore alternative financing and assess financial implications for future initiatives.
- Maintain high standards of transparency.

### CORE VALUES

- Dependable
- Vision

# STRATEGIC FOCUS AREA 5: FINANCE

Manage finances effectively and responsibly

*Core Values: Dependable, Vision*

GOALS	EXAMPLE ACTIONS/OBJECTIVES
<b>1. Maintain excellence in financial management and reporting.</b>	<ul style="list-style-type: none"><li>• Ensure adequate funding for capital, infrastructure, and operations needs through responsible rate management</li><li>• Continue prudent investment of District funds and annual review of financial policies</li><li>• Monitor unfunded accrued liabilities (UAL) to maintain fiscal sustainability</li><li>• Annually adjust rates, adjust fire and life safety cost schedule, approve budget, conduct audit, submit and adjust fire development impact fees and related reports, set salaries and wages etc.</li><li>• Explore alternative water billing cycle</li></ul>
<b>2. Explore alternative financing and assess financial implications for future initiatives</b>	<ul style="list-style-type: none"><li>• Actively pursue grant opportunities that support District priorities</li></ul>
<b>3. Maintain high standards of transparency.</b>	<ul style="list-style-type: none"><li>• Continue to achieve the Special District Leadership Foundations Certificate of Transparency and District of Distinction</li></ul>