



OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



EXHIBIT F-8
23 Pages

STRATEGIC PLAN – CONSULTING CONTRACT

DATE: December 12, 2023

TO: District Board Members

FROM: Jessica Asher, Program Manager and Mike Geary, General Manager

SUBJECT: Strategic Plan – Agreement for Consulting Services

BACKGROUND: The Strategic Plan is the District's highest-level planning document. It represents the Board's direction for the future and the staff plan for implementing it. It is developed through a step-by-step process that includes recognizing the District's operating environment, strengths, and weaknesses of the organization, as well as opportunities and challenges. It identifies the agency's mission, vision, and values, while providing a framework of goals and objectives that becomes a basis for decision-making. The Plan is also a practical working tool that provides clear direction to staff about the Board of Director's goals and objectives and includes a Work Plan developed by staff.

The District's most recent plan was completed in 2012 and was intended to serve as a five-year plan. In July 2018, the Board of Directors directed staff to prepare the framework for an updated Work Plan and to review the goals and objectives within the Strategic Plan. In December, 2018 the Board directed staff to execute a contract with Freshtracks Collaboration (Seana Doherty) to prepare a Five-Year Strategic Plan. However, due to the District's work on the Olympic Meadow Preserve and the uncertainty around future parks and recreation services, the contract was never executed and the plan was not updated.

In September, 2023 the Board of Directors said that they were interested in having a professional third-party facilitator lead the strategic planning process. Staff understands that the Board would like to leverage the current mission, vision, and core value statements to allow a focus on the development of goals, objectives and an updated workplan. The Directors thought that the timing of the effort seemed appropriate. In October, 2023 the Board agreed that the strategic plan was an important priority and that it would be preferable to have both Mr. Geary and the District's incoming General Manager involved in the process, but that feasibility would need to be considered along with the timing to hire a new general

manager and new legal counsel. The Board directed staff to seek proposals such that this important work could be initiated quickly once the District was ready.

- DISCUSSION:** The Strategic Plan process is estimated to take five months. The start date is dependent on the selection of a new General Manager, whose participation in the strategic planning process is critical. The approach would include five phases:
1. Consultant-led research and preparation. Consultant performs one-on-one interviews with the Board of Directors, management staff, and external stakeholders; and facilitates involvement from all staff.
 2. Consultant-led facilitation of workshop(s). Consultant leads the Board, staff and public through a collaborative process to define agreed upon goals and priorities which are summarized in an update to the District's strategic planning document.
 3. Plan document formation. Consultant works with the project team to develop a draft and final version of the strategic plan, culminating in a compelling, graphic version of the document.
 4. Staff-led implementation plan development. Staff updates the work plan with Board oversight, based on the findings of the planning process.
 5. Plan adoption. Consultant and staff will present the final draft strategic plan for Board approval.

The District reviewed the three proposals received from Agnew::Beck (Seana Doherty), Glen Price Group (Maggie Steakley) and Rauch Communications (Martin Rauch). Each of the three proposals was responsive to the District's needs and would result in an excellent final strategic plan.

Staff recommend executing a contract with Agnew::Beck from Truckee, California with Seana Doherty as Lead Facilitator and Senior Manager. **Agnew::Beck provided the lowest cost proposal with the lowest billable rates.** The proposal showcased a good understanding of the Board's direction including use of the existing guiding principles and focus on developing goals and setting priorities. Agnew::Beck can be available to start the process with overlap between the incoming and outgoing General Managers if desired by the District. Ms. Doherty and Ms. Schwedner have lived in the Tahoe-Truckee region for a long time and have been described by references as having excellent local knowledge without holding local bias. Selection of a local consultant reduces travel expenses, increases the number of in-person meetings, and allows the District to support our community. Ms. Doherty and the Agnew::Beck Team have come highly recommended by references and have relevant experience with local agencies including the Truckee Tahoe Airport District, the Truckee Tahoe Workforce Housing Agency, the North Tahoe Community Alliance, and Sierra Watershed Education Partnerships.

- ALTERNATIVES:**
1. Direct staff to execute a contract with Agnew::Beck to prepare a Five-Year Strategic Plan in an amount not-to-exceed \$19,445 with a \$5,000 contingency.
 2. Direct staff to execute a contract with a different consultant.
 3. Do not direct staff to execute a contract to prepare a Five-Year Strategic Plan.

FISCAL/RESOURCE IMPACTS: The FY2023-24 budget includes \$20,000 for an update to the Strategic Plan. Internal expenses for staff time are included in the FY2023-2024 Budget. Review of the three proposals has highlighted that the \$20,000 budget may not be sufficient if additional tasks are deemed necessary (for example, additional staff or community engagement) and thus staff is requesting a \$5,000 budget contingency. A budget amendment is not required.

RECOMMENDATION: Direct staff to execute a contract with Agnew::Beck to prepare a Five-Year Strategic Plan in an amount not-to-exceed \$19,448 with a \$5,000 contingency.

ATTACHMENTS: Agnew::Beck Strategic Planning Services Proposal

DATE PREPARED: December 8, 2023



AGNEW
::BECK

Strategic Planning Services

Proposal submitted to the Olympic Valley Public Service District

Proposal submitted by Agnew::Beck Consulting
December 6, 2023



December 6, 2023

Olympic Valley Public Service District Board of Directors
Attn: Jessica Asher, Board Secretary
Via Email

Dear Board of Directors,

We are excited to present our proposal to the Olympic Valley Public Service District that details how we can assist the staff and board with strategic planning services. We have an outstanding, experienced team ready to facilitate a highly collaborative, effective process and develop an updated strategic plan for the District. Our team brings the necessary skills and qualifications outlined in this proposal. The following list is a short demonstration of how our firm stands a part from others to support your strategic planning process.

- **Excellent Project Management:** Strategic planning projects are big. They include many voices, actions, tasks, deliverables, timelines, and budgets. Ongoing coordination and strong project management are key to keeping the project running on time and on budget. We pride ourselves in being easy to work with and responsive to team needs.
- **Commitment to Listening, Inclusive Engagement and Facilitation Expertise:** Crucial to having the process run as smoothly as possible is actively listening to the range of ideas and in turn facilitating a more inclusive process. Our team's facilitation expertise and approach ensure a wide range of knowledgeable voices inform the final plan.
- **Local Knowledge and Proven Experience:** Our local, Truckee-based team has conducted dozens of strategic and action planning processes in the Truckee Tahoe region over the past decade. We deeply understand both the local context and leverage both our research and evaluation acumen to supplement larger state and federal contexts. We have worked with many organizations including special districts, local government, and nonprofits in strategic planning processes; this diversity provides the foundation to jump right into the work with Olympic Valley Public Service District.

Thank you for taking the time to consider our proposal for this important project.

Sincerely,



Seana Doherty, Senior Manager

Agnew::Beck
10418 Donner Pass Road, Suite C, Truckee, CA 96161
seana@agnewbeck.com | 530.386.2940



Ellen Campfield Nelson, Principal::Owner

Agnew::Beck
802 West Bannock Street, Suite 305A, Boise, ID 83702
ellen@agnewbeck.com | 208.342.3976

Table of Contents

Experience and Qualifications	1
Relevant Project Experience.....	2
Truckee Tahoe Airport District Strategic Planning Process.....	2
Truckee Tahoe Workforce Housing Agency Strategic Planning	3
Sierra Watershed Education Partnerships Strategic Plan	4
Other Strategic and Action Plans.....	5
References	6
Management of Project Scope, Timeline, and Budget.....	7
Regular Status Reporting.....	7
Scope Management	7
Timeline Management.....	7
Budget Management.....	7
Locations.....	8
Key Project Staff	9
Scope of Work.....	10
Project Understanding	10
Overview of Tasks.....	11
Projected Schedule	12
Cost Estimate	12
Appendix	13

Experience and Qualifications















Agnew::Beck is a multidisciplinary consulting firm with offices in California, Idaho, and Alaska. **Our firm works across fields proven to help communities thrive.** We are skilled in planning, communications, policy development, public engagement, and project implementation. Since 2002, we have helped our clients strategically respond to challenges and opportunities to achieve their goals.

By combining creativity and vision with practical implementation, Agnew::Beck helps clients accomplish short-term objectives and set out a clear path for long-term success. We are committed, passionate, and practical partners, working together to identify and tackle a project’s most important issues with smart, effective solutions, always putting participants, community members, and our clients at the center of the process. “*Engage, Plan, Implement*” is our approach to helping people, places, and organizations move beyond ideas and issues and into making things happen. We are a certified Disadvantaged Business Enterprise (DBE) and Women-Owned Business Enterprise (WBE).



A::B Technical Skills

- | | | | |
|---|--|---|--|
|  Quantitative data analysis |  Facilitation and public engagement |  Policy analysis |  Financial modeling and business planning |
|  Qualitative data analysis |  Communications and graphic design |  Draft plans |  Organizational and strategic planning |
|  Research and best practices |  Supporting and growing coalitions |  Capacity building |  Grants and sustainable funding |

Relevant Project Experience

Our team has years of combined experience working with local government and nonprofits to develop effective strategic plans. We bring a depth and breadth of experience to this project through our team’s diverse backgrounds which includes collaborative and inclusive facilitation, community engagement, program evaluation, and a strong grasp of the local context.

The following projects highlight strategic planning efforts we have worked on that are relevant to the Olympic Valley Public Service District (PSD) strategic planning project.

Truckee Tahoe Airport District Strategic Planning Process

2022-2023 | Agnew::Beck worked with Truckee Tahoe Airport District Board and staff over the course of 18 months to create the District’s first strategic plan. This strategic planning process was initiated after long-standing leadership team members, including their general manager and director of aviation, departed and new staff were hired. Our work with the Airport District built a much-needed bridge between staff and board members that improved the overall relationship dynamic. As a result of the planning process, we helped develop a new staff member onboarding tool.

Other aspects of the strategic planning process included:

- In-person staff interviews (32)
- Role and responsibility clarification
- New organizational core values, guiding principles, and vision
- Board teambuilding activities that grew trust and improved communications
- Data analysis of District operations and Board voting records
- Final product graphic design and content development



STRATEGIC PLAN STRUCTURE

The 2023 Strategic Plan was built on the same framework used to structure the [2023 TTAD Budget](#). The structure for both the 2023 Budget and 2023 Strategic Plan include four strategic focus areas:

- Economic Viability
- Operational Efficiency
- Natural Resource Conservation
- Social Responsibility

The structure, known as the EONS model, was created by the [Airport Council International](#) as a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation and Social responsibility (EONS) of the organization. The TTAD Board of Directors, early in the strategic planning process decided to use the EONS framework to align with the approved budget structure.

For each of the four strategic focus areas a set of goals and strategies have been developed (see pages 13-19). These goals and strategies will be tracked by staff in a Work Plan tool shown in Attachment A which outlines the schedule and responsibilities for each goal and strategy. The Board will be regularly updated on progress being made in each of the goal areas.

Figure 5: Strategic Plan Focus Areas

ECONOMIC VIABILITY
Operate a fiscally responsible District and contribute measurable community investments to the region.

NATURAL RESOURCE CONSERVATION
Commit to climate-resilient practices and act to preserve and enhance the natural environment.

OPERATIONAL EFFICIENCY
Effectively and safely operate the District.

SOCIAL RESPONSIBILITY
Work to be a good neighbor and community partner for District and community outcomes.

Truckee Tahoe Airport District 2023-2026 Strategic Plan 11

Truckee Tahoe Workforce Housing Agency Strategic Planning + Organizational Development

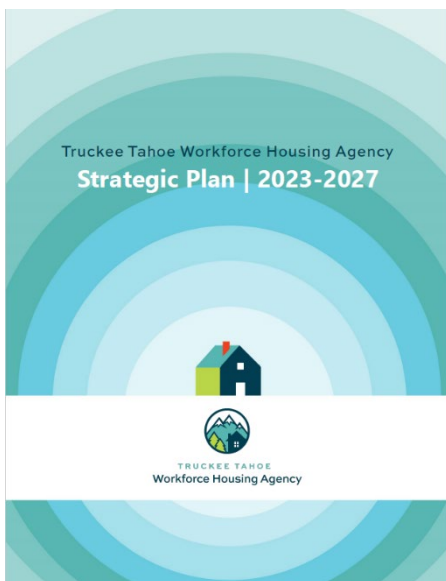
2022-2023 | Agnew::Beck was hired to help a newly formed, very unique workforce housing agency to define both their business model and strategic direction. Through a year-long collaborative process, Truckee Tahoe Workforce Housing Agency (TTWHA) developed not only a five-year strategic plan, but also set a bold, exciting new course for their agency. This new direction was developed based on input from the Board, stakeholders, partners, statewide housing experts, as well as legal and financial analysis of potential organizational models.

This process first developed a draft strategic framework and then sought further research and outreach that uncovered potential options for a new organizational direction. Because TTWHA is an organization comprised of seven public member agencies, this was a lengthy, robust process that took some iterations to appropriately vet the new organizational model and strategic priorities with each member agency. We conducted cash flow modeling to test some of the potential options, one of which was a new Workforce Housing Fund, as well as the mechanics for a revolving loan fund. The final plan was approved in January 2023 and drives their organizational priorities. The new executive director, who was hired this summer, stated that having the updated strategic plan was instrumental in understanding Board priorities for TTWHA.

The final strategic plan is available here: [Strategic Plan — TTWHA \(ttjpa.org\)](https://ttjpa.org/Strategic-Plan)



TRUCKEE TAHOE Workforce Housing Agency



Strategic Planning Process

Through a nine-month collaborative process, TTWHA developed not only a five-year strategic plan but also set a bold, exciting new course for the Agency, based on input from the Board, stakeholders, partners, statewide housing experts, as well as legal and financial analysis of potential organizational models; the new direction was set.

In March 2022, the board established the following draft strategic framework (see Figure 9). For a period of six-months, due diligence research and outreach worked to uncover options for moving TTWHA forward. Because TTWHA is an organization comprised of seven public member agencies, time was needed to vet the new organizational model and strategic priorities with each member coming to the table with a unique set of parameters. Cash flow modeling was conducted to test some of the ideas, including a new Workforce Housing Fund, as well as the mechanics of a revolving loan fund.

Figure 9: Strategic Framework

Truckee Tahoe Workforce Housing Agency Strategic Framework

10-Year Objective: Facilitate (build/acquire/partner) to create workforce housing units in the region.

Fund

Create a fund to support development and acquisition of middle-income housing.

Produce

Facilitate development on public agency land, acquire, partner to increase inventory of homes.

Support

Provide housing services and support programs to support member employees.

Operate

Strengthen and grow the agency to respond to increased housing needs and expansion of the 10-Year Plan.

In October 2022, the board came back together with the staff and consultant team to review the due diligence, learn about the latest employee survey, review the cash flow modeling, and provide direction on the overall strategic planning approach. The following Strategic Plan was developed based on board direction.

In addition to working internally with the board and staff throughout the process, regional partners were engaged to ensure that the final outcome of the proposed new direction for the

Truckee Tahoe Workforce Housing Agency Strategic Plan | 2023-2027 13

6 Targets in 5 Years

The TTWHA five-year Strategic Plan will track to the six key targets outlined below.

1. **Create** **\$10 million**
Create \$10 million in new funding to accelerate workforce housing solutions.
2. **Facilitate** **75 units**
Facilitate development of at least 75 workforce housing units on publicly-owned land.
3. **Incentivize** **50 units**
Incentivize the development and/or acquisition of workforce housing on privately-owned land.
4. **Acquire** **24 units**
Acquire 24 existing housing units and preserve for long-term workforce housing.
5. **Expand** **1,200 employees**
Expand housing programs to serve 200 employees per year, including member employees and other public agencies employees.
6. **Increase** **Increase state funding for workforce housing**
Participate in state advocacy efforts to increase funding for middle-income workforce housing needs.

Strategic Plan Structure and Use

The Strategic Plan outlines five goal areas aimed at driving TTWHA towards the above listed targets. The five goals are:

- 1) Create innovative financial tools to support workforce housing solutions.
- 2) Facilitate development of workforce housing on public agency-owned sites.
- 3) Acquire existing properties for immediate and long-term workforce housing needs.
- 4) Expand housing programs to serve more of the regional workforce.
- 5) Influence state housing legislation through local coordination.

Under each goal is a set of objectives and in some cases, specific strategies. The Strategic Plan serves as a high-level roadmap for the Board and staff, defining priorities and outlining a path for growing the organization to serve workforce housing needs in the Truckee-North Tahoe region. A detailed annual work plan will be developed by staff, along with the annual budget, that will include tasks for each of the outlined objectives and strategies.

Truckee Tahoe Workforce Housing Agency Strategic Plan | 2023-2027 19

Sierra Watershed Education Partnerships Strategic Plan

2022 | Agnew::Beck assisted a small, Truckee-Tahoe-based nonprofit, Sierra Watershed Education Partnerships, with their very first strategic planning process in their 30-year history as an organization. Through a donation that doubled the size of their operating budget, they sought to define a roadmap that expanded their organizational capacity based on the new opportunity presented by the new fund infusion.

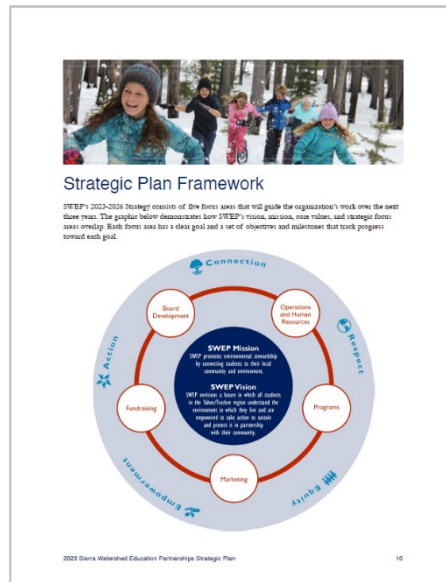
This planning process included the following elements:

- Board and staff one-on-one interviews (10)
- Competitive market analysis
- Research of best practices
- Historical scan and development of a 30-year milestone graphic (in the strategic plan)
- Donation and program participation trends analysis
- Facilitation of two Board and staff workshops
- Final product graphic design and content development

Results from the Strategic Planning Process so far:

- New logo, website, and name change
- Staff capacity expanded
- Better coordination with area environmental education organizations

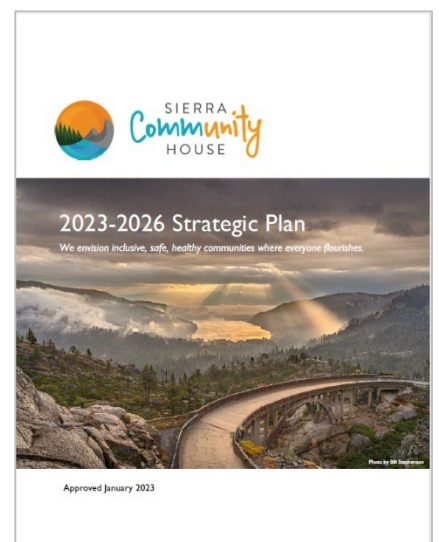
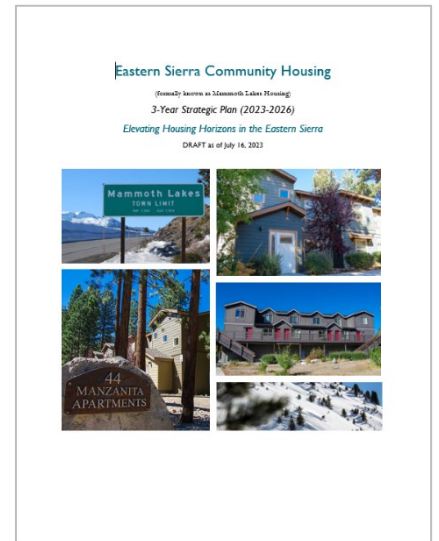
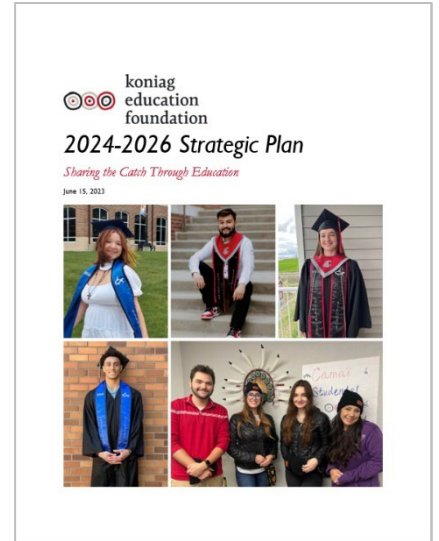
The final strategic is available here: [2023-2026 SWEP Strategic Plan Final \(4swep.org\)](https://www.4swep.org/2023-2026-SWEP-Strategic-Plan-Final)



Other Strategic and Action Plans

To show the breadth of our strategic planning experience with diverse organizations, we've included some supplemental projects we have worked on that are similar to Olympic Valley PSD's request for services. Further details about the following projects can be provided upon request.

- Big Sky Community Housing Trust Strategic Plan | 2023
- Koniag Education Foundation Strategic Plan (AK) | 2023
- Mammoth Lakes Housing Strategic Plan | 2023
- North Tahoe Community Alliance Alignment Roadmap | 2023
- Washoe Tahoe Housing Roadmap | 2023
- Sierra Community Housing Strategic Plan | 2020
- Alaska Eating Disorders Alliance Strategic Plan | In-process



References

Below is a list of project references from similar work we have completed in the Truckee-Tahoe Region.

Jen Callaway | Town Manager, Town of Truckee

(585) 820-5922 | jcallaway@townoftruckee.com

Related projects: Truckee Tahoe Workforce Housing Agency Strategic Plan (Board Member)+ Town of Truckee Housing Manager Role

Brian Wright | General Manager, Truckee Donner Public Utility District

(530) 582-3957 | brianwright@tdpud.org

Related project: Truckee Tahoe Workforce Housing Agency Strategic Plan (Board Member)

Robb Etnyre | General Manager, Truckee Tahoe Airport District

(530) 608-8909 | robb.etnyre@truckeetahoeairport.com

Related project: Truckee Tahoe Airport Strategic Plan

Emily Vitas | Executive Director (outgoing), Tahoe Truckee Workforce Housing Agency

(530) 906-3810 | emilyvitas@gmail.com

Related project: Tahoe Truckee Workforce Housing Agency Strategic Plan

Missy Mohler | Executive Director, Sierra Watershed Education Partnerships

(530) 583-1430 | missy@4swep.org

Related project: Sierra Watershed Education Partnerships Strategic Plan

Management of Project Scope, Timeline, and Budget

Agnew::Beck employs the following practices to ensure we develop projects according to a reasonable and agreed-upon scope of work, timeline, and budget that is maintained through strong coordination and frequent communication from our team.

Regular Status Reporting

Good communications and regular status reporting are keys to the success of any project. This should include a partnership between the client and Agnew::Beck project managers, with regular check-ins aimed at addressing project issues on a timely basis and providing leadership and direction to the project team.

Scope Management

At the beginning of a project, and sometimes mid-way, it is not uncommon for the scope of a project to change as more is learned. However, changes in scope can have an impact on a project's budget and timeline, and it is important to set up a clear process for addressing and mitigating the overall impact of changes. The Agnew::Beck project manager will work directly with the client project manager to identify and discuss potential scope changes as needed to achieve the project's objectives. The Agnew::Beck project manager will also alert the client project manager of any perceived changes or risks to scope immediately. Our team will work with the client project manager to document any agreed-upon changes to the project scope, and the corresponding changes in budget and timeline.

Timeline Management

Our team will work with the client project manager to develop a detailed project timeline highlighting key milestones, intermediary goals and deliverables for the project. This tool will assist the collective project team with keeping the project on schedule and scope. The Agnew::Beck project manager will work closely with the client project manager to evaluate and address any unexpected delays that could have an impact on the project scope and timeline. Our team will communicate any potential changes to the timeline, due to internal or external factors, to the client project manager as they occur, or in anticipation, and together will adjust the project timeline and/or scope accordingly.

Budget Management

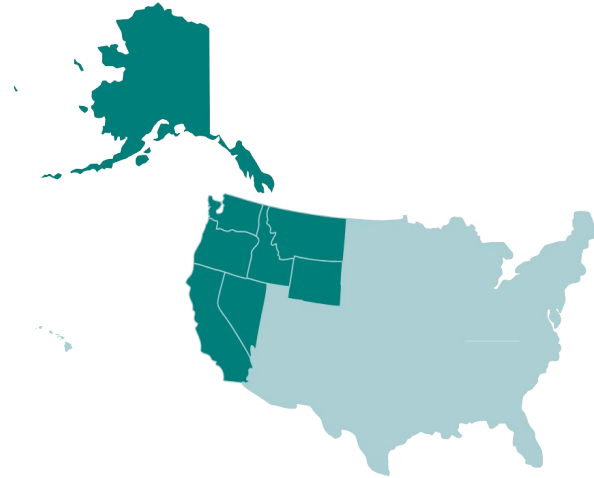
When creating the project budget, Agnew::Beck estimates the level of effort a project is anticipated to require on a task-by-task basis. At the aggregate level, the project budget outlines the total funding available for the project based on the scope outlined in this document. It is important to note, however, that some project tasks can take longer than originally anticipated while others can take less time. Agnew::Beck reserves the right to modify the amount budgeted to an individual task while staying within the original total budget.

All time at Agnew::Beck is captured through our timekeeping software and can be monitored weekly to ensure our team remains on budget. If changes in scope or delays in the project timeline present a risk to the total project budget, the Agnew::Beck project manager will notify the Agnew::Beck managing principal and client project manager immediately.

A successful project requires strong coordination and frequent communication between the Agnew::Beck team and the client team. The management plan laid out above strives to ensure that those elements are in place throughout the duration of the project to achieve results that are on time, on budget and on scope.

Locations

Agnew::Beck has offices in Alaska, Idaho and California. Our team is comprised of over 30 diverse team members working throughout the lower 48 and Alaska on a range of projects that serve to build thriving, equitable communities.



Key Project Staff

The section features the team who will directly provide the consulting services listed in our proposed approach and their roles.

Ellen Campfield Nelson, Principal | Advisor



Ellen is an award-winning graphic designer and experienced project manager with strong multidisciplinary experience across Agnew::Beck's service fields. Because her adept skills span many arenas, she often finds creative and innovative solutions to familiar issues. Evident in all of her work is her dedication to helping groups find common ground and chart a smart course to accomplish shared goals for their future. In her time with Agnew::Beck, she's led a variety of planning, public engagement, business development and organizational improvement projects as well as working extensively on design projects.

Seana Doherty, Senior Manager | Lead Facilitator



Seana is a Senior Manager at Agnew::Beck specializing in strategic planning, facilitation, communications and collaboration to addressing a range of complex community priorities. Seana's main focus is helping government and non-profit clients clarify direction and execute strategic communication plans that build understanding and support for critical policy issues. As a Certified Master Facilitator, Seana has the ability to bring authentic stakeholder input into strategic planning efforts that result in stronger public serving organizations and healthier and more equitable communities. Prior to joining A::B, Seana worked for the Town of Truckee as the Housing Program Manager where collaborative planning, stakeholder outreach and strategic communications were critical to her work.

Alison Schwedner, Senior Associate | Stakeholder Input Support



Alison has over 20 years of facilitation experience specializing in collaboration, coordination, and resource alignment to address complex diversity, equity and inclusion issues impacting community health and well-being. She also has extensive nonprofit leadership experience, including strategic development of programs, data analysis and community scorecards, grant administration. She has worked across the region and has professional contacts across diverse communities including the Washoe Tribe and Latinx communities.

Scope of Work

The following work plan outlines our team's proposed approach for services to support the Olympic Valley Public Service District (PSD) with strategic planning. Our goal is to facilitate a successful, highly collaborative and fun process. Additionally, our goal is to build the capacity of staff to implement the strategic plan in order to set the organization up for long-term success. We understand that a strategic planning process is a big commitment for an organization. Our experience has shown through helping dozens of public agencies and non-profits with strategic planning over the years that the process can be both helpful and transformational. The outlined scope of work and schedule below aligns the successful techniques we have used on similar projects and our understanding of the specific needs of the Olympic Valley PSD.

Project Understanding

Based on initial conversations with staff and review of some of the background materials posted on the website, we are making the following assumptions about the project as part of our strategic planning process design.

- **Current Plan:** The last District Strategic Plan update was in 2012; the last annual workplan update occurred in 2017.
- **Leadership Change:** The current general manager is departing as of March 8, 2024 and the new general manager is anticipated to start in early 2024.
- **Priority Areas:** The District does not want the strategic planning process to focus too heavily on the core elements of the vision/mission/core values. Instead, the Board wants to focus on goals and priority setting over the next 3-5 years.
- **Final Product:** The desire is to create a strategic plan document, similar to the North Tahoe Public Utility District document, which is graphically appealing and easy for a broad set of stakeholders to understand.
- **Board Support:** The board is in support of conducting a strategic planning process at this point due to the leadership changes (general manager and legal counsel).
- **Staff Role:** Staff hold the day-to-day knowledge and technical skills to inform the strategic plan priorities and should be involved as much as possible to help shape the strategic plan update.
- **Budget:** Our understanding is that the District would like to keep the strategic planning process to \$20K. In order to keep within this budget, we will rely on staff to assist with the following tasks:
 - Scheduling stakeholder interviews
 - Taking notes at coordination team meetings and the workshops
 - Reviewing and managing the editing/feedback process of the draft strategic plan
 - Managing workshop coordination and logistics (room, food, etc.)
 - Other TBD

The result of this work will be 2024 strategic plan that serves as a road map for organizational priorities as well as a tool to help the community better understand the direction and work of the District. In recognition that this is a time of change for the District, our outlined approach can be altered as needed to align with the District's evolving needs.

Overview of Tasks

Based on conversations with staff, we have outlined our scope of work based on the following four (4) phases listed in the schedule below.

Task 1: Project Coordination, Research and Stakeholder Input | Dec-April

In this task, we will conduct research and stakeholder input to inform the process and prepare for future planning workshops. This task area also includes five, 1-hour coordination meetings with the project team held over the estimated 5-month period of the project. We recommend that the project team be comprised of representatives from both staff and board. We expect that these meetings will be a mix of in-person and Zoom meetings.

A critical aspect of a successful strategic plan product is the infusion of as many ideas and input as possible early in the process. Our team will conduct up to 15 interviews as well as one input workshop with key stakeholders. Each meeting will be approximately 30 minutes, in-person and will take place over Zoom, phone, or in-person. Interview questions will be reviewed by the Olympic Valley PSD project team prior to use and focus on the SWOT framework (Strengths/Weaknesses/Opportunities/Threats).

The following outlines the proposed input as part of the preparation for the workshops.

Stakeholder Group	Number	Input Method (SWOT Framework)
Board	5	One-on-one interviews
Management Staff	5	One-on-one interviews
External Stakeholders	5	One-on-one interviews
Staff	1	1 hour input workshop with up to 29 staff members

The input collected will be summarized and shared as part of the content for the workshops. This summary of collected information will kick off goalsetting by providing helpful information to the Board. To see some examples that could be addressed from collecting input, see the list below.

- What are we doing well? What are we most proud of/accomplishments to-date?
- What are gaps, areas of improvement/weaknesses?
- What are some of our opportunities moving forward?
- What are some of the threats out there if we do not respond to the gaps and opportunities?

Task 2: Workshop Facilitation | Feb-Mar 2024

In Task 1, lead facilitator, Seana Doherty, will work with the project team to design an effective and engaging agenda and set of materials for the two proposed workshops. Seana's facilitation approach is based on her training with the Institute for Cultural Affairs and features an interactive, highly collaborative consensus-based model to help guide decision making.

We propose conducting the strategic planning work in two workshop sessions, with each one being approximately three hours each. Provided below is a general outline for each workshop.

- **Workshop 1:** Context and Ground Setting (3-hours in late Feb)
 - Summary of research and input, review current conditions, review comparable organizations, define strategic framework, staff updates on current "State of the State" of the organization.
- **Workshop 2:** Define Goals + Priorities (3-hours in early March)
 - Collaborative process to define agreed upon goals and priorities.

Task 3: Strategic Plan Development | March-April 2024

In task 3, the A::B team will work with the project team to summarize workshop feedback into a draft strategic plan document that will be vetted with each board member. The expectation is that staff will meet one-on-one with each board member to collect input on the draft plan. We have found that providing an initial draft to staff and having them work directly with the Board to finalize the plan builds the capacity and ownership of the final document. Once the final draft is vetted internally by staff and Board, A::B will update the draft into a compelling, graphic version that is easy to understand for a broader audience.

Task 4: Board Presentation | April or May 2024

In this final task, our team is available to present the final draft strategic plan to the Board for final approval.

Projected Schedule

Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024
TASK 1: Project Coordination					
TASK 2: Workshop Facilitation					
		●	●		
TASK 3: Strategic Plan Development					
PHASE 4: Board Presentation					
					■
● = workshop ■ = key product delivered					

Cost Estimate

Olympic Valley Public Service District Strategic Planning December 15, 2023 - April 30, 2024	HOURLY RATE: \$165 \$125	TOTAL
TASKS	HOURS	
1. Project Coordination	46	\$7,150
2. Workshop Facilitation	40	\$6,000
3. Strategic Plan Development	40	\$5,800
4. Board Presentation	3	\$495
TOTAL	129	\$19,445

Appendix

Resumes

Ellen Campfield Nelson

Seana Doherty

Alison Schwedner



CERTIFICATIONS +AFFILIATIONS

Certified Planner :: American Institute of Certified Planners (AICP), 2011

Certificate of Training :: International Association for Public Participation (IAP2), 2015

Project Management Certification
PSMJ Resources, *Project Management "Bootcamp"*, 2010

Certified Charrette Planner :: National Charrette Institute, 2007

EDUCATION

B.A. History, University of Dayton, Dayton, Ohio, 1994. *Magna cum laude*, University Honors Program, President's Scholarship, Rhulman Award for Creative Writing, Public Relations Fellowship

Classical Studies Graduate program, State University of New York at Buffalo, Amherst, New York, 1994-6. *Presidential Fellowship*, Teaching Assistantship, Student Government Treasurer

American Montessori Society Teaching Credential, Montessori Institute of the Pacific Northwest, Seattle University, Seattle, Washington, 2000

ELLEN CAMPFIELD NELSON, PRINCIPAL, AICP

Ellen is a certified planner and public participation specialist at Agnew::Beck. Ellen founded the firm's Idaho office after moving from Anchorage in 2008. Ellen's skills have been called upon for a wide variety of projects – her subject areas range from downtowns to small towns, from community facilities to recreation and tourism amenities, from housing and homelessness to neighborhood vitalization and economic development. She works with for-profit, nonprofit, government and tribal clients throughout the Western U.S. She takes a strengths-and-solutions-based approach to planning, and relies on the combination of good data and extensive public input to steer projects and produce implementable results.

SELECTED PROJECT EXPERIENCE

University of Idaho and Office of the State Board of Education – Center for Advanced Energy Studies (CAES) Retreat Facilitation and CEO Summits

2022-present | The Center for Advanced Energy Studies (CAES) is an experimental research and education collaboration among all of Idaho's universities and Idaho National Laboratory (INL). In the midst of changing energy, cybersecurity and funding dynamics, Ellen facilitated a half-day retreat among Idaho's university presidents, vice presidents of research, INL leadership and State Board of Education Trustees. The results of the day included a revised and reaffirmed vision for CAES, and a clear and specific commitment from all parties to strengthen their partnership, and increase Idaho's impacts in critical research and development (R&D) areas.

Ellen has been asked back by the University of Idaho to facilitate an engaging and interactive summit focused on the statewide economy and workforce development with 50+ C-suite executives from Idaho's largest employers.

Truckee Tahoe Airport District Strategic Planning

2022-present | Ellen is co-leading and co-designing a strategic planning process with the elected Board Directors of the Airport District. Ellen is working with this group not only through an intensive strategic planning process that will result in the District's very first strategic plan, but also helping the Directors reclaim more positive and productive dynamics and relationships in the wake of a contentious fall election. This process includes 30+ one-on-one interviews across the organization and is producing very positive outcomes.

Jesse Tree Strategic Planning

2022 | Agnew::Beck was asked by Jesse Tree to help update their strategic plan. A::B developed and interpreted two surveys sent separately to their Board and staff. These findings informed the development of a strategic planning workshop with Jesse Tree's Board. Through A::B facilitated discussions, our team updated the Jesse Tree strategic plan to meet their goals for the next three years.

Sierra Business Council Facilitation Training

2022-present | Ellen is part of an A::B team selected to design and deliver a 3-day facilitation training for Sierra Business Council (SBC) and other California partners as they ready to administer millions of Community Economic Resilience Fund (CERF) dollars. The training supports SBC's charge to build an equitable and sustainable economy in the eastern Sierra region, foster long-term economic resilience in the overall transition to a carbon-neutral economy and support the creation of and equal access to quality jobs.



AWARDS AND COMMENDATIONS

CCDC Old Boise Blocks on Grove Street Placemaking and Redevelopment Strategy Project – Idaho Chapter of the American Planning Association, Outstanding Plan Award, 2021

Idaho Falls Downtown Plan (lead: CRSA Architecture) – Idaho Chapter of the American Planning Association, Outstanding Plan Award, 2018

Leadville Bikeway Concept Design and Public Outreach - Idaho Smart Growth “Grow Smart” Award, 2018

Around the Next Turn: Ridge to Rivers 10-Year Management Plan - Idaho Chapter of the American Planning Association Outstanding Public Engagement Award, 2017

Hillside to the Hollow Master Plan process – Idaho Smart Growth Citizen Advocacy Award and Idaho Chapter of the American Planning Association Outstanding Public Engagement Award, 2015

“Evanescence” chalk art show, Snow City Café, Anchorage, 2007

Excellence in Communication and Graphic Design Award, Graphic Design USA, 2004

Alaska BONNIE Award for Logo Design, Alaska Advertising Federation, 2003

Neighbors United Implementation Coordination

2014-present | For nearly a decade, Agnew::Beck has served as the Implementation Coordination Team for Neighbors United, Boise’s refugee collaborative, helping to build and grow the network to more than 100 organizations making contributions to resettled refugees’ self-sufficiency, health, and sense of belonging. The work entails helping the network center refugees as leaders and drivers of the network, as well as facilitation and coordination of active committees and task forces and large quarterly Network Gatherings. Neighbors United is recognized nationally as a strong, responsive network, able to deftly address emerging issues such as influxes of refugee arrivals as a result of global events and the COVID pandemic. Notable outcomes from the work include mobile vaccine campaigns aimed at building trust with refugee communities and the House Your Neighbor initiative that has brought together faith-based communities and other nontraditional partners to work on housing solutions.

Downtown Boise Association Strategic Planning

2021 | In June of 2021 Downtown Boise Associations launched a process to create an organizational strategic plan that would help guide their internal actions and improve the public’s understanding of the DBA. Agnew::Beck was hired to facilitate this process that included the development of a strategic planning team with DBA staff, Board members and other stakeholders, key informant interviews and a public visioning survey that received over 2,500 responses. The strategic planning plan was finalized and adopted in October 2021 and provides a clear overview of the organizations vision, values and goals alongside a concise implementation plan that will help DBA reach their goals and track their progress through measurable metrics over the next 5 years.

City of Boise Neighborhood Plans – North End Neighborhood Plan

2017-2021 | A::B worked closely with the City of Boise to lead neighborhood engagement and plan development for four Boise Neighborhood Plans (Central Bench, East End, North End, and Sunset). These neighborhood plans were informed by extensive public processes which aimed to collect feedback regarding the vision and goals for the neighborhood from as many neighborhood residents and businesses as possible. Engagement efforts included neighborhood-wide surveys, neighborhood plan advisory committees and widely attended neighborhood in-person and online workshops. These plans have been adopted by the City of Boise and articulate each neighborhood’s vision for its future within the goals set forth in *Blueprint Boise*.

City of Boise Housing Needs Assessment, Housing & Homelessness Roundtables, and Housing First Business Plan

2014-2020 | Ellen was asked by the City of Boise Mayor’s Office to facilitate Housing and Homelessness Roundtables with leaders throughout the region. These conversations resulted in new, and at times ground-breaking, community-wide focus and action on homelessness and housing and engaged a broad base of community leaders and organizers. The roundtables not only attracted nationally-known speakers such as Pulitzer Prize winners Nicholas Kristoff and Matthew Desmond, they also fostered new partnerships and actions. Ellen and her team were also brought in to help develop a viable model and make the business case for expanding permanent supportive housing, which contributed to Boise’s first-ever Housing First project, New Path Community Housing, which opened its doors to welcome 40 new residents in the fall of 2018. The roundtables went on to inspire Valor Pointe, a Housing First residence for veterans, and Our Path Home, Ada County’s re-organized Continuum of Care and Coordinated Entry partnership.



SEANA DOHERTY (SHE/HER)

Seana is an innovative and result-focused project manager committed to helping mission-driven organizations and public agencies define plans that build alignment and result in better health outcomes for communities. Leveraging her skills as a Certified Master Facilitator, collaborative strategic planner, and public information and outreach specialist, Seana helps clients and communities build plans that work to unify and manifest a healthier, more just, and equitable world. A graduate of University of California, Berkeley in English, trained as a Master Facilitator and dabbling in community improv theater, Seana brings authentic thinking, energy, and levity to groups working to define their path towards healthier communities. Seana is based in the Truckee, California office of Agnew::Beck.

EDUCATION

Bachelor of English, University of California, Berkeley

PROFESSIONAL BACKGROUND

Senior Manager, Agnew::Beck Consulting (2022-current)

Town of Truckee, Housing Program Manager (2020-2022)

Freshtracks Collaboration, Owner (2016-2019)

Streamline Consulting Group, Principal (2008-2016)

CERTIFICATIONS

Certified Master Facilitator, Institute of Cultural Affairs

Certified Charrette Manager, National Charette Institute

SELECTED PROJECT EXPERIENCE

Tahoe Truckee Homeless Advisory Council

Current | Working with local government, non-profit and advocates to develop a three-year action plan for homeless services in a rural area of Northern CA. Work includes collecting stakeholder input, community outreach, data analysis, development of a case for services and facilitating multiple advisory meetings to define an action and funding plan for improved outcomes for unhoused community members in the region.

Sierra Community House www.sierracommunityhouse.org

2019 + 2022 | Assisted the Board and staff of a large social service agency to develop a strategic plan and communications strategy to build the capacity of the organization to respond to growing community needs. Results included the development of a plan with goals and strategies to build board and staff capacity, internal systems and program expansions to handle growth and funding opportunities.

Town of Truckee <https://www.townoftruckee.com/government/housing>

2020-2021 | Served as Town's first affordable housing program manager. Facilitated community advisory groups and conducted community outreach to develop policy, programs, and funding for the new department. Developed staff report and presentations to City Council to move requests for funding and program support forward. Resulted in \$5M in resources allocated to affordable and workforce housing programs.

Campaign for Community Wellness <https://www.placerccw.org/>

2015-2018 | Worked with a staff and community team to implement a multi-million-dollar campaign to transform the delivery of mental health services to be more inclusive and consumer-driven in Placer County, CA. Work included working with diverse stakeholders to define the campaign goals and outcomes. Managed all teams, advisory groups and communications for the campaign for three years. Efforts focused on translating complex policy and funding information into accessible materials for a broad audience to build support for the campaign.





ALISON SCHWEDNER

Alison has over 20 years of facilitation experience specializing in collaboration, coordination, and resource alignment to address complex issues impacting community health and well-being. She also has extensive community development experience, including strategic development of programs, data analysis, grant administration, and management. For the past few years, Alison has led diversity, equity, and inclusion conversations with community groups, nonprofits, and governmental organizations in the Tahoe Truckee region and recently led a county-wide mental health needs assessment. Alison will serve as a facilitator for the project including assisting with public outreach and listening sessions. Alison lives in Truckee, California.

EDUCATION

Bachelor of Arts, Cultural Anthropology, University of California, Santa Barbara, CA. 1993.

COMMITTEES

First 5 Placer County Commission, 2016-present.

Tahoe Truckee Child Abuse Prevention Council Executive Committee, 2019-2023.

Tahoe Suicide Prevention Steering Committee, 2017-2023.

Tahoe Truckee Homeless Services Steering Committee, 2016-2023.

California Family Resource Association Policy Committee, 2008-2012, 2019-2023.

Nevada County Mental Health Advisory Board, 2012-2018.

TRAININGS

Center for Equity and Inclusion Facilitation, March 2023.

On the Verge Leadership Coaching Training, 2017-2021.

Truckee Tahoe Civic Leadership Program Graduate, 2005.

Essential Facilitation, Interactive Institute for Change, 2004.

SELECTED PROJECT EXPERIENCE

Community Report Card

2012-2023 | Developed Tahoe Truckee Scorecard reflecting health and well-being of local residents. Disaggregated all data to ensure the scorecard is produced with an equity lens, and published reports in Spanish and English.

Sierra Community House

2019-2022 | Facilitated initial readiness phase of the consolidation of four family strengthening agencies, including two Family Resource Centers, a hunger relief and crisis intervention agency.

Nevada County Mental Health Needs Assessment

2021-2022 | Conducted comprehensive county mental health needs assessment. Facilitated focus groups and key informant interviews with diverse community members including Latinx, Indigenous, LGBTQIA+, Veterans, homeless, and mental health consumers.

Tahoe Truckee Race and Equity Pilot On the Verge Leadership Cohort

2021-2022 | Co-facilitated and coordinated leadership cohort focused on bringing anti-racist policies and procedures to local agencies.

Standards of Quality for Family Strengthening and Support, California Family Resource Association

2011-2013 | Developed, in partnership, a set of standards to operationalize Principles of Family Support Practice and Strengthening Families Framework.

PRIOR PROFESSIONAL EXPERIENCE

Community Collaborative Director at Tahoe Truckee Community Foundation

2008-2023 | Directed day-to-day operations of 45-member Collaborative composed of government, nonprofit, and volunteer organizations. As a lead facilitator, advanced coordination and alignment of resources and developed solutions to address complex issues facing local children, families, and older adults.

