



OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



EXHIBIT F-2
10 Pages

STRATEGIC PLAN

DATE: September 26, 2023

TO: District Board Members

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

SUBJECT: Strategic Plan Update

BACKGROUND: In April 2012, the District completed its most recent Strategic Plan that identified the District's mission, vision, and values, while providing a structure of goals and objectives that becomes a framework 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 which is reviewed annually. As such, it is referred to regularly as a guide to District actions.

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 all decision-making.

The Strategic Plan is built from a series of components as described below:

Mission. The mission statement explains why the organization exists and it articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the agency will become at a given time in the future. It is the strategic target which, when achieved, is the fulfillment of the agency's mission. As such, it is at the heart of the strategic planning process.

Values provide guidance when an agency is faced with challenging decisions that require trade-offs, options, and alternatives. Values are set by the Board and govern attitudes and behaviors, and generally remain constant over time.

Goals. They describe broad, primary areas of management, operations and planning that need to be addressed in accomplishing the mission. Goals are not connected to timelines.

Objectives are more specific directions that expand upon the goals. They are set by the Board. There may be multiple objectives for each goal, and are SMART: Specific, Measurable, Attainable, Related to Goals, and Time Certain.

Work Plan. Contains measurable, precise timetables and actions to accomplish the mission, goals, and objectives. They are assigned to individuals or departments. There may be multiple tasks for each objective that can be finished and crossed off.

The District's 2012 Strategic Plan was intended to serve as a five-year plan. In July 2018, the Board of Directors directed staff to prepare a plan or framework for an updated Work Plan and to review the goals and objectives within the Strategic Plan, including a plan for community outreach.

In December, 2018 the Board directed staff to execute a contract with Freshtracks Collaboration 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.

DISCUSSION: Staff recommends starting the strategic planning process now for several reasons:

- Four of the five Board members and all management staff, except the General Manager, are new to their positions since the last comprehensive strategic planning work.
- Succession planning, long-term project and program strategies, and understanding of work goals among staff is critical as more management staff are near retirement.
- The District provides several services through multiple Departments resulting in competing priorities yet with finite bandwidth to complete them. The public, Board of Directors, and staff need to collaborate to ensure unified direction.

Staff plan to release a request for proposals in October and the resulting schedule will be determined based on consultant selection and availability; it is anticipated that the process will take approximately six months.

Staff are intending to define the scope of work to include completion of a comprehensive five-year strategic plan with a focus on understanding the District's current operating environment and how existing conditions necessitate an update to the strategic goals and objectives. Staff proposes to update the Work Plan with Board oversight, based on the findings of the planning process.

ALTERNATIVES: This report is informational only; no action is requested from the Board.

FISCAL/RESOURCE IMPACTS: The FY2023-24 budget includes \$20,000 for an update to the Strategic Plan.

RECOMMENDATION: This report is informational only; no action is requested from the Board.

ATTACHMENTS:

- Slideshow presentation
- The District's current strategic plan and more recent work plan updates are available online at <https://www.ovpsd.org/strategic-plan>.

DATE PREPARED: September 19, 2023



Strategic Planning

2023-2024

Introduction

September 26, 2023



PSD Guiding Principals



PURPOSE STATEMENT

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

MISSION STATEMENT

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.

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



Fire Dept. Guiding Principals



PURPOSE STATEMENT

The Olympic Valley Fire Department's purpose is to protect and enhance the safety and well-being of those in our community.

VISION STATEMENT

The vision of the Olympic Valley Fire Department is to respond efficiently with courage and compassion to all of our calls. This will be accomplished through a comprehensive system of prevention, public education and mitigation of hazards within our community.

CORE VALUES | Service with "PRIDE"

Professionalism - In and out of the firehouse, on and off-duty. Quality, reliable, proficient and competent service. *"Mastering the Basics"*

Respect - for each other and for our public, treating everyone with dignity. *"Give it to get it"*

Integrity – The honesty and truthfulness or accuracy of one's actions. *"Doing what's right all the time"*

Dedication – Reliability, truth, ability, or strength of someone or something. *"Dedicated to our duties"*

Excellence – Quality, efficiency, innovation, and continuous learning. *"Strive to be the best"*

Strategic Plan Process

Organizational Assessment



Identify Priorities



Planning Session



Revise Guiding Statements

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Strategic Goals and Objectives

The strategic goals and objectives on this and the following page Director's policy level direction. The following section contain details the activities the staff will undertake to meet the Board.

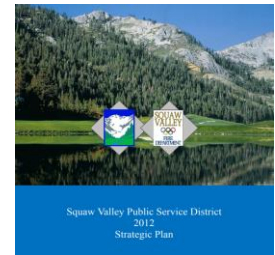
GOAL 1. WATER SUPPLY

Develop and maintain a high quality water supply that meets the community today and in the future.

#	Objectives
1.1.0	Identify long-range water supply options.
1.2.0	Complete Phase II of the Creek Aquifer Interaction Study.
1.3.0	Apportion costs and benefits fairly among the water supply users.
1.4.0	Monitor status of Truckee River Operating Agreement (TROA)
1.5.0	Seek funding for an Olympic Valley Watershed Study

Update Goals

Strategic Plan



Implementation / Work Plan





Proposed Scope of Work



Proposed Scope of Work

Comprehensive five-year strategic plan, focusing on:

- Identifying issues + opportunities
- Securing consensus of guiding statements
- Updating goals and objectives

Staff proposed to update the Work Plan with Board oversight.

Questions for the Board:

Does this feel like the right process?

Do we need to fully update the plan?

Does this capture the significant elements?

2012 Plan

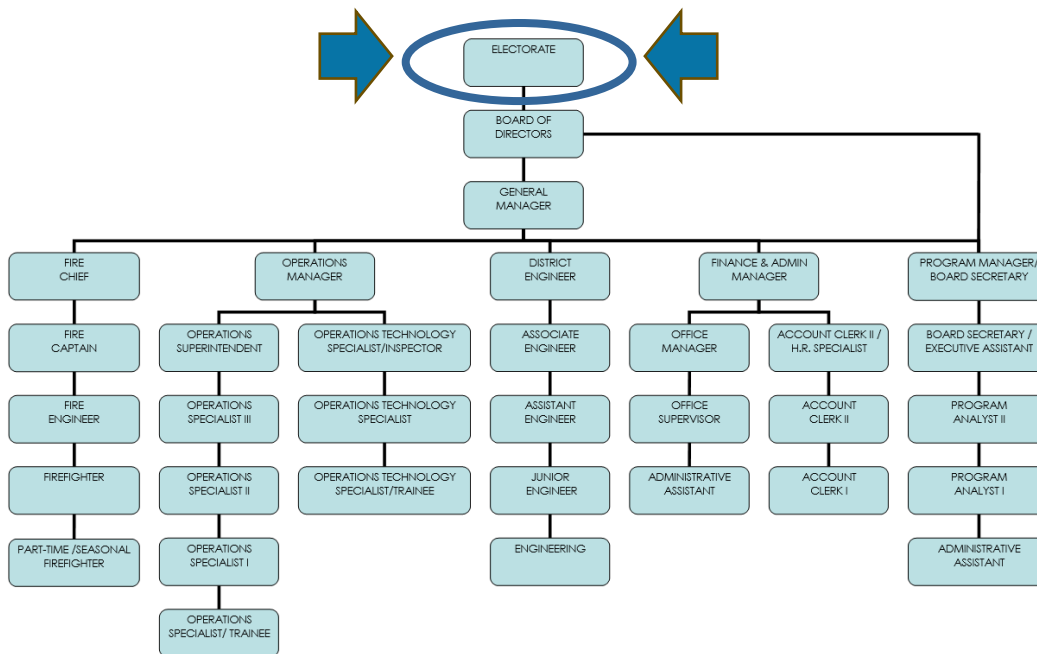
- *Introduction*
- *Developing the Plan*
 - *Process*
 - *Operating environment*
 - *Challenges + opportunities*
 - *Priority issues*
- *Plan*
 - *Mission, Purpose, Vision, Values*
 - *Strategic Goals & Objectives*
- *Workplan (staff generated)*
- *Ensuring Results*
- *Public Comments*



Public Engagement



Question to Board: How do we best engage residents and property owners?



Organizational Assessment
Diversify perspectives
More informed decision making

Guiding Statements
Improve Buy-In
Build Public Trust

Goals/Objectives
Increase Transparency
Inform / Energize Community



Next Steps / Schedule



- October: Request for Proposals + Proposal Evaluation
- 10/31: Board considers Professional Services Agreement
- November: Staff/Board interviews
- December/January: Workshop(s)
- February: Present DRAFT Strategic Plan and Work Plan
- March: Present FINAL Strategic Plan and Work Plan

Question to Board: Do we agree now is the time?

Dependent on final scope and consultant availability