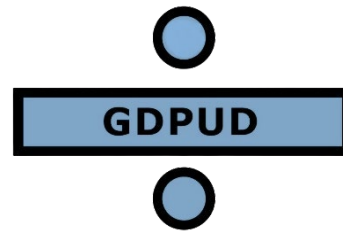


REPORT TO THE BOARD OF DIRECTORS

Board Meeting of February 23, 2026

Agenda Item No. 16



AGENDA SECTION: ACTION ITEMS

SUBJECT: Discuss 2026 Strategic Planning Process and Provide Staff Direction on how to Move Forward

PREPARED BY: Taylar Jones, Executive Assistant

Approved By: Nicholas Schneider, General Manager

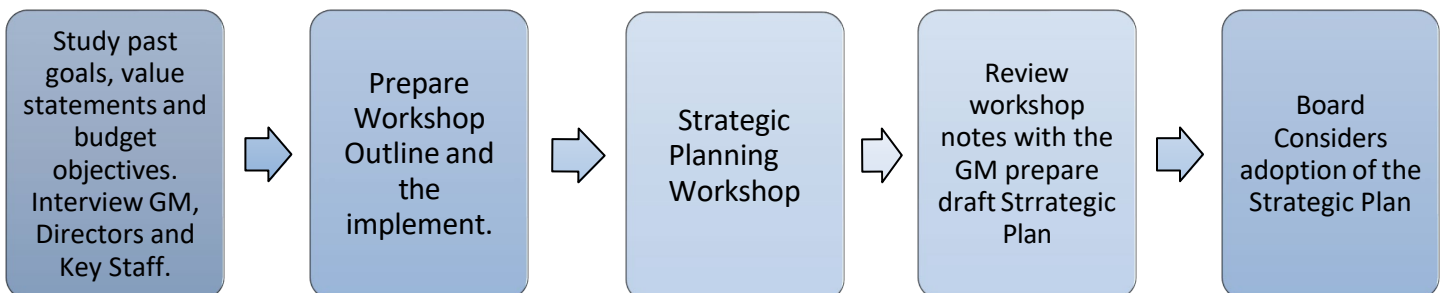
BACKGROUND

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy.

DISCUSSION

The first step taken by Staff is to provide information about the current Strategic Plan and describe the efforts to achieve the goals and objectives outlined. The following 2026 Strategic Plan process is offered for the Board's consideration:

2026 Strategic Planning Process



At the January 14, 2026 Board of Directors meeting, the Board requested staff research pricing for a facilitator. The projected cost for a facilitator would be between \$5,000 and \$15,000.

FISCAL IMPACT

The Fiscal Impact of this Strategic Plan will be approximately \$5000 to \$15000 if the District utilizes a facilitator for helping to develop the plan. If the District does this in house it will only cost staff time.

CEQA ASSESSMENT

Not a CEQA Project

RECOMMENDED ACTION

Staff recommend the Board of Directors provide further direction on how the Board wishes to proceed, there are two options as follows:

1. District hires a facilitator and develops the plan with their assistance in Board Workshops.
2. District does the work in house, and we hold board workshops to help with the development

Staff are seeking direction on a survey. If the Board wishes to produce one Staff will need direction on which questions are of most value to the Board.

Alternatives

Request substantive changes to the proposed 2026 Strategic Planning Process and provide staff with direction.

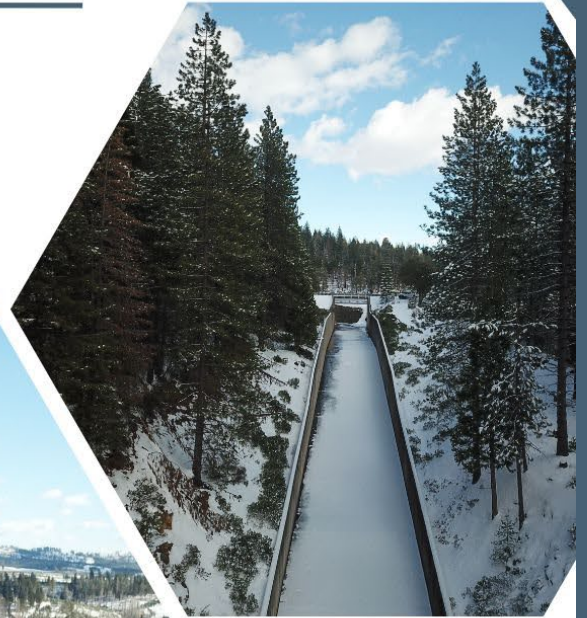
Attachments

1. Draft Strategic Plan



STRATEGIC PLAN

Georgetown Divide Public Utility District



2024

6425 Main Street
Georgetown, CA 95634

Georgetown Divide Public Utility District 2024 Strategic Plan

The purpose of this document is to confirm the strategic visions of the Board of Directors and to direct staff actions in key issue areas that impact the District's business, its customer base, and the citizens of the Divide.

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General Manager's Message

GDPUD Overview

The Georgetown Divide Public Utility District (District) serves communities in western El Dorado County among the foothills of the Sierra Nevada Mountain Range, in the heart of the Mother Lode. The Georgetown Divide is located between the Middle and South Forks of the American River, nestled in the heart of the Sierra Nevada Foothills and Northern California's Gold Country. Access is through Highway 50 and Interstate 80, giving it proximity to either metropolitan cities or the recreational activities of Lake Tahoe. The cornerstone of the District's water supply system is the Stumpy Meadows Reservoir with a storage capacity of 21,206 acre-feet.

- Location — 72,000 acres (112.5 square miles) serving unincorporated areas of western El Dorado County.
- Services — Raw and treated water supplies, on-site wastewater disposal.
- Population of area served — With 3,800 connections we serve a population of approximately 10,000.
- Formation Date — June 11, 1946.
- Type of District (Act) — California Public Utility District Act.
- Source of Water — Pilot Creek and other tributary water rights.
- Amount of Water Served — Approximately 12,000 acre-feet per year.
- Predecessor Agencies — A series of private water companies dating back to 1852 and the El Dorado, Pilot, and Rock Creek Canal Companies. In 1872, The California Water Company purchased the Pilot Creek Ditch Company and changed names in 1890 to the Loon Lake Water and Power Company.

GDPUD History

The origins of District facilities can be directly traced back to 1852 and the El Dorado, Pilot, and Rock Creek Canal Companies, one of the first established water purveyors in the State of California; resulting from James Marshall's discovery of gold in nearby Coloma. Following the decline in gold production, agriculture, and lumbering became the staple industries on the Divide for many years. The focus of the District water supply system is the Stumpy Meadows Reservoir, a 21,206-acre-foot impoundment on Pilot Creek, at the eastern edge of the District. Water from this source of supply traverses through approximately 75 miles of canals and pipelines to provide both raw water for customers and raw water supplies to the District's water treatment plants.

Mission Statement

(Proposed)

Ensure high-quality drinking water, raw water, and wastewater service to the communities of the Divide, while actively stewarding and protecting water rights, supply, and building resilient infrastructure providing reliability, prepared to meet emerging needs.

Discussion:

The District operates a sole source water supply which is delivered to the Divide communities as untreated irrigation water and treated drinking water. In recent years the District has experienced extreme hydrological variances in combination with legislative and regulatory actions that can diminish the District's ability to provide water to our customers.

Strategic Goal:

Protect and ensure the reliability of water supplies for the future while maintaining local control, advocating for District and community water rights ensuring an available supply serving the region, free from restrictions for future generations.

Direction:

A. Stumpy Meadows Reservoir Water Supply

- Maintain local control and defend supply.

B. Develop Redundant Supply

- Utilize existing and acquire water rights to develop redundant supply ensuring water supply for Divide communities.

C. Water Supply Planning

- Maintain strategic partnerships with regional agencies in developing planning documents associated with the Upper American River Watershed.
- Advocate with Federal and State representatives to maintain local control of water supplies.
- Continue to educate State Regulators and District feasibility associated with State water conservation goals.

Discussion:

The District operates a 70-mile raw water conveyance system canal system that traverses through significant topographic relief from a maximum elevation of 4,000 down to 1,000 feet. The raw water delivery system terminates at two water treatment plants and numerous irrigation customers located throughout the Georgetown Divide communities.

Strategic Goal:

Ensure raw water delivery system provides reliability and resiliency by improving canal segments threaten by natural disasters, climate conditions and land use.

Direction:**A. Canal Infrastructure**

- Invest in system reliability by eliminating potential failure points, such as unlined canal, unstable soils and tree hazards.
- Update/acquire critical easements.
- Address water loss in the system through infrastructure improvements, boost canal lining and piping initiatives [conversion of open canal to pipeline, and automation of flow control](#). Invest in minimizing water loss through canal lining, conversion of open canal to pipeline, and automation of flow control.
- Evaluate strategic areas to potentially serve additional customer capacity or demand.
- Analyze daily operations and maintenance to maximize staff resources.

Discussion:

The District operates two, three million gallon per day water treatment plants that supply a series of storage tanks and 200-mile treated water line distribution network. The majority of critical potable infrastructure was installed in the 1970s; however, the District has worked continuously to identify weakness and deficiencies to ensure consumer water deliveries are being fulfilled.

Strategic Goal:

Maintain a reliable and adequate supply of high-quality drinking water through effective and efficient infrastructure planning and replacement.

Direction:

- a. Infrastructure
 - Utilize professional engineering studies along with institutional knowledge to identify, plan and rehabilitation critical infrastructure.
 - Review daily operations and maintenance to maximize staff resources in relationship to maintenance and construction projects.
 - Identify potential areas for new serve connections, survey residents and prepare infrastructure from additional connections.

Discussion:

The District must maintain and improve our current water and wastewater infrastructure in a cost-effective manner to ensure the safe-sustainable delivery of water and wastewater services now and in the future. This strategic goal emphasizes a holistic and forward-thinking approach to water and wastewater system management and infrastructure, fostering innovation, collaboration, and enduring strategies that align with the District's mission while ensuring the long-term reliability of its overall operation.

Strategic Goal:

Maintain service to the customers of the District that utilize the wastewater system.

Direction:

- a. Infrastructure
 - Identify additional capital projects and improvements that enhance system resiliency.
 - Develop partnerships

Discussion:

Customer interactions generally occur through account management and service infrastructure inquiries/issues with the District. Utilization of communications and account management technology resources and tools assists customers in achieving service results and inquiry information, as technology evolves the District will strive to maintain the utilization of these tools to connect customers to resources and assistance.

Strategic Goal:

Build and maintain customer confidence in GDPUD as a community-oriented utility providing safe, reliable, and quality drinking water and raw water services while actively stewarding the resources with which we are entrusted through quality interactions.

Direction:

- Utilize technology to increase access to billing payment, account information including water usage statistics and reads furthering water use efficiency initiatives.
- Prioritize communication informing of available technology tools, platforms, and payment options.
- Broaden customer outreach through engagement tools (e.g. social media, mailers) to provide deeper connection to information and services.

Discussion:

The District must manage its financial resources to; a.) meet its maintenance and operational needs, b.) provide for Capital Improvements, and c.) establish rates reflecting the costs of service as defined in Prop. 18.

Strategic Goal:

Ensure long-term financial stability and resilience by implementing sound financial management practices, optimizing revenue streams, and minimizing risks.

Direction:

- Conduct Long Range Financial Planning to ensure adequate and reliable revenue streams.
- Prioritize the development of new revenue sources.
- Seek project grant funding when possible.
- Prioritize budgetary and financial planning which weighs and considers inflationary costs to infrastructure and services.
- Budget annual operations
- Provide monthly reporting and quarterly forecasting of budget to actual financial data to the public and the Board of Directors.
- Seek diversification in revenue opportunities and stability.
- Maintain best-in-class posture and a strong credit rating for future borrowing and seek strategic debt issuances for overall financial health
- Fund Reserve targets informed of future goals and infrastructure plan needs.
- Keep financial practices responsive to changing conditions.
- Assess financial risks, including market fluctuations, regulatory changes, and environmental factors. Develop contingency plans and

Discussion:

Developing and retaining staff is one of the primary strengths for the District's dependability to provide reliable service, maintain an aging infrastructure, provide prompt and courteous community relations, respond to emergency conditions and support an employee culture dedicated to the missions of the District.

Strategic Goal:

Investment in staff and management to cultivate a high-performing and knowledgeable workforce. This goal emphasizes the importance of ongoing investment in the District's most valuable assets—its staff and leadership. Through competitive compensation, expanded opportunities, and targeted development initiatives, the goal is to build a workforce that excels in performance, innovation, and leadership, increasing employee satisfaction and ensuring the sustained success of the District.

Direction:

- Proactively plan for employee succession with internal employee development programs that foster career growth, upward mobility, and leadership.
- Update and continue utilizing salary survey insights to inform salary decisions, ensuring that compensation remains competitive. Competitive compensation and expanded internship opportunities attract and retain top talent, contributing to a skilled and motivated workforce.
- Create an internship program to increase opportunities for students and professionals, supporting industry employment growth and building a robust recruitment pool.
- Evaluate and look for ways to keep turnover rates at or below industry standards
- Foster high employee morale and a positive organizational culture.

Director's Suggestion Notes:

- Develop and Maintain Staff to Provide Excellent Customer Service.

Discussion:

Being a small District it can be difficult to have robust information technology support. Having dedicated employees to this can be costly. It is still very important to protect the District's assets from cyber-attacks, technology upgrades and other potential technological hazards.

Strategic Goal:

Provide secure, reliable, sustainable, flexible, and effective IT infrastructure that has a high return on investment to support and protect the operational objectives.

Direction:

- a. Records
 - Digital records retention policy, incorporate retention schedules into processes, and automate them into new computer systems
- b. Cybersecurity
 - Make cybersecurity a critical priority of the agency, its employees, and IT infrastructure, including employee culture and training
 - Deploy leading-edge technology for systems supporting cybersecurity
 - Deploy defense-in-depth strategies to provide multiple layers of cybersecurity
- c. Disaster Recovery and Business Continuity
 - Ensure readiness to continue Agency operations with minimal disruption in the event of disaster.
 - Identify ways to fortify infrastructure security. Optimize security preparedness at all sites.
 - Enhance cyber security to ensure the continued safety of our system.
 - Enhance security measures at critical remote sites and standardize systems and software to manage these operations.
 - Deploy leading-edge technology to ensure critical infrastructure does not become obsolete.
- d. Asset Management

Directors Suggestion Notes:

- dependable

Discussion:

The District's leadership continues to provide general and critical information in a timely manner through multiple methods. In addition, the District continues to provide transparency in its fiscal activities, governance, and infrastructure maintenance and development.

Strategic Goal:

Provide excellent customer confidence, respond to broad customer needs, make available information such as current discussions, historical documents and reports which result in positive customer experiences.

Direction:

- Encourage membership in and participation in ongoing committees including the Fiscal and Irrigation Committee and Ad Hoc committees.
- Develop and maintain communications with customers through newsletters, bill inserts, email alerts, social media, and town hall meetings.
- Maintain multiple platforms for customer alerts regarding emergency procedures such as responses to fires, water line leak repair and maintenance.
- Provide multiple bill payment options.
- Utilize technology for customers to access water-smart data, town hall meetings and Board of Director and Committee meetings.
- Respond timely to requests.
- Provide the opportunity for customers to provide feedback through online surveys.

Discussion:

Since the hiring of our current General Manager, the District has received \$?? In grants as of July 2024 as compared to ?? over the past ten years. Also, in the past five years, the District has been required to reduce the delivery of raw water on one occasion.

Strategic Goal:

Explore avenues to expand revenue resources. Prepare for the potential of additional water conservation requirements as the result of future droughts.

Maintain an emergency operations plan to respond to fires, landslides, and stormwater containment.

Direction:

- Grants- Continue to fund research for and the writing of grants to assist the District to 1.) expand raw water storage options, 2.) fund water conservation measures, and 3.) development of electrical energy production possibilities.
- Additional Revenue- Explore and assess alternative electric generation systems including utilizing solar panels and developing hydro generation. Explore, develop, and Implement Water Transfers.
- Regulations- The state may implement water use reductions. The district will continue to advocate for water conservation and may reduce the irrigation season as required by state law.
- Environmental Changes- Changing water conditions such as decreased snowpack and increased rains.
 - The potential for disasters such as
 - Floods
 - Droughts
 - See Urban Water Management Plan 8.0 Waer Shortage Contingency Plan
- Water shortage contingency planning is a strategic planning process to prepare for and respond to water shortages. Good planning and preparation can help the District maintain reliable supplies and reduce the impacts of supply interruptions. These shortages could be caused by dry years, natural or man-made disasters, system interruptions or failures, water quality emergencies, or regulatory action. The District's WSCP documents the process used by the District to anticipate water supply disruptions and shortages and is the operating manual used to prevent catastrophic service disruptions through proactive, rather than reactive, management.
- Specifically address plans to respond to the six Shortage Levels and the number of times these Water Shortage Conditions have been observed in the past say 50 years of
 - Fire
 - More rain and less snowpack
 - Supply chain interruptions resulting from something like an earthquake near distribution centers
- Develop protocols to respond to major disasters such as
 - Major fires and landslides
 - Disruptions in supply chains
 - Increase government regulation
 - Inflation of building materials
- Develop methods and tactics to reduce the need for future rate increases.