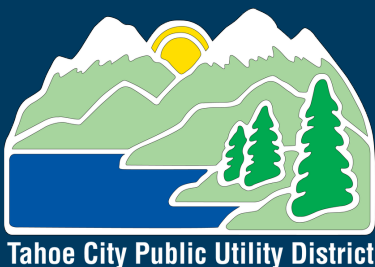


STRATEGIC PLAN 2027-2031

“Working for Today, Investing in Tomorrow”



**TAHOE CITY PUBLIC
UTILITY DISTRICT**

Adopted September 18, 2026

TAHOE CITY PUBLIC UTILITY DISTRICT BOARD OF DIRECTORS

Gail Scoville, President

John Pang, Vice President

Dan Wilkins, Director

Ellie Beals, Director

Judy Friedman, Director

TAHOE CITY PUBLIC UTILITY DISTRICT LEADERSHIP

Sean Barclay, General Manager

Kim Boyd, Assistant General Manager/Director of
Strategic Affairs

Caty DeLone, Human Resources Manager

Sarah Hussong Johnson, Director of Engineering

Dan Lewis, Director of Utilities

Ryan Philpott, Director of Finance & Administration

Terri Viehmann, District Clerk

OUR MISSION

The Mission of the Tahoe City Public Utility District is to serve people, our community, and its environment. It is our responsibility to provide safe and reliable water service, sewer service for the protection of public health, and parks and recreation services to enhance quality of life. It is our commitment to accomplish these and other tasks within the scope of the Public Utility District Act, as amended, in a sound fiscal manner.

OUR VISION

Building a healthy mountain community through our passion for public service.

OUR CORE VALUES

Service

We extend our passion for service to all we encounter, and consider the following as our “customers”; rate payers, fellow team members, contractors, Board of Directors, agencies, taxpayers, visitors and the entire community we serve.

Professionalism

We are a team of professionals that take pride in always doing what is right. We value our role as financial stewards and are dedicated to serving our community in the most efficient, effective and safe manner.

Teamwork

We put team success first and work to promote cooperation and commitment within the District to fulfill our mission and serve our community. We believe that together we achieve more.

Initiative

We are committed to the pursuit of excellence and believe that innovation, learning and growth are critical to that pursuit. We all act like owners and take personal responsibility for the District’s success.

Communication

We value relationships in all areas and believe that communication is fundamental to the success of our team, our “customers” and our community.

OUR CORE OPERATING PRINCIPLES

Core Operating Principles define how we conduct our business in service to the community.

Customer & Community Service

- Remain responsive and adaptable to emerging community priorities
- Prioritize the safety and health of the community
- Communicate openly with customers and the community to build trust and share accurate information
- Participate in community activities and collaborate with outside organizations and agencies
- Advocate for District and community legislative and policy initiatives, consistent with Board adopted Advocacy Priorities

Organizational Culture & People

- Demonstrate our Core Values in all interactions
- Prioritize the safety and health of employees
- Provide ongoing training, cross-training, and professional development, including activities centered on our Core Values
- Invest in organizational development, leadership development, and succession planning

Operational Excellence

- Pursue cost-effective service delivery and continually evaluate operations for savings and improvement
- Leverage technology and resources, including emerging tools and consultants, to improve efficiency, effectiveness, and service
- Monitor, evaluate, and adjust recreation programs to meet community needs
- Coordinate with regulatory agencies and meet or exceed all applicable water quality, conservation, and regulatory standards
- Monitor and protect District technology and data
- Evaluate and renew agreements and leases with partner agencies as needed
- Develop and update policies and procedures consistent with industry best practices

Infrastructure & Asset Management

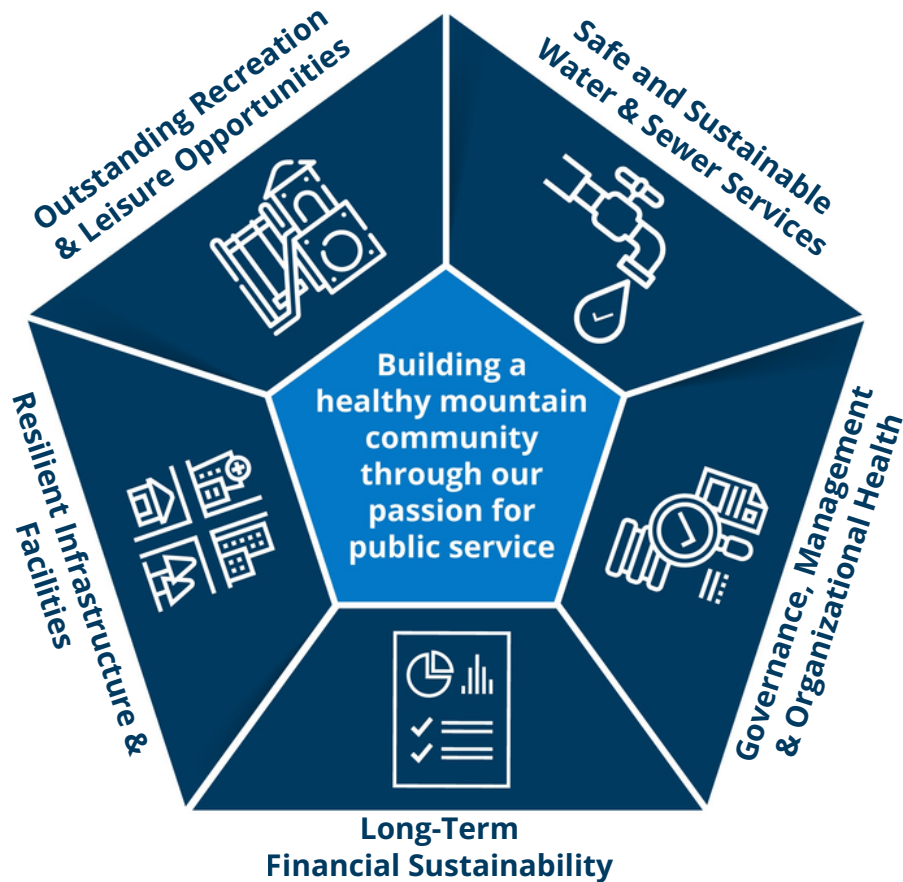
- Maintain a proactive maintenance program to extend the useful life of equipment and facilities
- Preserve and enhance park facilities to ensure they remain safe, functional, and enjoyable
- Reduce water loss, sanitary sewer overflows, and inflow and infiltration
- Identify and implement projects and processes that improve reliability, increase efficiency, and reduce risk
- Plan and budget for infrastructure renewal and replacement

Financial Stewardship

- Promote financial transparency for customers and taxpayers
- Maintain appropriate reserves per Board policy
- Pursue all applicable funding opportunities for District projects and initiatives
- Maintain long-term financial planning and forecasting models to support stability
- Manage risk exposure throughout the District

STRATEGIC FOCUS AREAS & DISTRICT PRIORITIES

During this Plan's development, five Strategic Focus Areas were identified. Within each of these areas, priorities were established that are critical to the District's pursuit of its vision.



District Board and Staff will use these Strategic Focus Areas and high-level priorities to build annual work plans and allocate resources over the 2027-2031 time period.

- Governance, Management & Organizational Health
- Safe and Sustainable Water & Sewer Services
- Outstanding Recreation & Leisure Opportunities
- Resilient Infrastructure & Facilities
- Long-Term Financial Sustainability

GOVERNANCE, MANAGEMENT & ORGANIZATIONAL HEALTH

STRENGTHENING OUR CULTURE WHILE MODERNIZING HOW WE WORK AND PREPARING FOR THE FUTURE



District Priorities

Invest in a High Performing, Engaged Workforce

- Build organizational readiness through training, leadership development, and effective change management
- Complete Union Labor negotiations and adopt a new Memorandum of Understanding (2027)
- Develop and implement an annual employee engagement survey to measure progress

District Leadership Succession & Continuity

- Complete successful recruitment and onboarding of key Senior Management positions
- Pursue board governance and leadership development opportunities

Systems and Technology Modernization

- Establish priorities and implement the Technology Initiatives identified in the District's IT Strategic Plan
- Complete ERP system implementation
- Streamline internal systems and related processes

Emergency Preparedness

- Regularly update emergency response and disaster recovery plans
- Participate with agency partners in trainings and exercises
- Implement risk transfer and business continuity measures



SAFE AND SUSTAINABLE WATER & SEWER SERVICES

PROVIDING THE WATER AND SEWER SERVICE OUR COMMUNITY COUNTS ON, AND SECURING IT FOR GENERATIONS TO COME



District Priorities

West Shore Water System Consolidation/Regionalization

- Complete Madden Creek Water System Improvement Project
- Complete West Shore Storage Preliminary Design Report
- Construct a new water storage tank in the Madden Creek Water System
- Complete Tahoe Swiss Village metering project
- Consider acquisitions of mutual, private, or public water systems
- Complete consolidation of TCPUD's public water systems with the State Water Board

Water Supply Security & Resilience

- Secure new surface water permit
- Consolidate existing water rights with new permit
- Develop a redundant source plan

Sewer System Reliability & Risk Reduction

- Complete the Tahoe City West priority sewer line replacement project
- Complete the Coast Guard Pump Station storage improvement project



OUTSTANDING RECREATION & LEISURE OPPORTUNITIES

DEFINING A THOUGHTFUL, SUSTAINABLE FUTURE FOR RECREATION THAT ENRICHES LIFE ACROSS OUR COMMUNITY



District Priorities

The Future of Parks & Recreation

- Complete a Park & Recreation Master Plan
- Develop a policy framework for parks and recreation properties and facilities that guides decisions on ownership, investment, partnerships, and acquisitions



Tahoe XC Lodge Replacement & Expansion Project (Partner Project)

- Complete operational agreement for new lodge parking lot
- Manage funding commitment for Lodge construction phase
- Complete land use and operational agreement for Lodge



Scotty Lapp Skatepark Project (Partner Project)

- Complete land use agreement with Tahoe Truckee Unified School District
- Complete plan review and execute Development Agreement
- Formally assume ownership upon successful project completion
- Prepare an operations plan and begin operations/maintenance



RESILIENT INFRASTRUCTURE & FACILITIES

PRIORITIZING AND INVESTING IN THE SIGNATURE PROJECTS AND FACILITIES THAT WILL STRENGTHEN AND MODERNIZE THE DISTRICT FOR DECADES TO COME



District Priorities

Tahoe Cedars Water System Reconstruction Project

- Complete reconstruction of the distribution system
- Complete system metering
- Complete customer service line relocations to decommission back of lot water lines

Golf Course & Winter Sports Park Clubhouse Facility Improvements

- Develop project program to address Board directed improvements to the clubhouse and the clubhouse site amenities
- Incorporate projects into the District capital plan and begin implementation

Administrative Facility Modernization

- Complete a Master Plan and establish a prioritized project program
- Identify funding strategy
- Incorporate projects into the District capital plan and begin implementation

Facility Hardening

- Assess facilities and develop a risk-based facilities plan that prioritizes investments based on asset condition, risk, and resilience need
- Develop a prioritized project program
- Incorporate projects into the District capital plan and begin implementation

Downtown Tahoe City Sidewalk Infrastructure

- Establish standards and specifications for maintenance and replacement of privately owned sidewalk infrastructure
- Review and improve ordinance enforcement



LONG-TERM FINANCIAL SUSTAINABILITY

SUSTAINABLY FINANCING OUR FUTURE



District Priorities

General Fund (Property Tax) Allocation Strategy

- Develop a policy framework and criteria to guide allocation of limited General Fund revenues across competing departmental priorities
- Establish Board policy direction on the level of General Fund support for new Parks & Recreation projects
- Establish Board policy direction on the use of General Fund revenues to help moderate water and sewer rate increases

Long-Term Infrastructure Funding Strategy

- Develop and implement funding strategies for priority projects listed in the Strategic Plan

Revenue Stability and Adequacy

- Implement & monitor Parks & Recreation Cost Recovery policy and adjust fees and charges as necessary
- Complete a water & sewer rate study (2029) and adjust rates to ensure they meet the cost of service
- Complete a Parks & Facilities infrastructure asset valuation and financial plan to ensure long-term funding for capital improvements

