

STRATEGIC PLAN

2017 → 2022 → 2032

EXECUTIVE SUMMARY

President and Board of Directors



Tuolumne Utilities District
January 2017



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STRATEGIC FRAMEWORK

VISION 2032

*“Desired Destination for
Tuolumne Utilities District”*

PLAN 2022

“Map to Tuolumne Utilities District’s Destination”

EXECUTION

“Route for Next Year”

MISSION

*“Responsibilities of Tuolumne Utilities
District’s Government”*

BELIEFS

*“How Tuolumne Utilities District’s
Government Should Operate”*

**Tuolumne Utilities District
Vision 2032**

Tuolumne Utilities District will be

A LEADING CALIFORNIA UTILITIES AGENCY (A)

providing

SAFE, SECURE AND HIGH QUALITY WATER (B);

encouraging

**RESPONSIBLE WATER RESOURCES
CONSERVATION (C);**

having

**EFFECTIVE COLLECTION, TREATMENT AND
DISPOSAL OF WASTEWATER (D);**

and providing the

**BEST USE OF TUD PROPERTIES FOR
TUD/COMMUNITY BENEFIT (E).**

Vision 2032

Guiding Principles

PRINCIPLE A

A LEADING CALIFORNIA UTILITIES AGENCY

► Means

1. Knowing industry "best practices" and applying to TUD operations and infrastructure
2. Obtaining and maintaining recognition for budget and financial reporting excellence
3. Meeting/exceeding TUD performance standards – standards of excellence as defined by TUD Board and national standards
4. Consistently having a high customer satisfaction rating with TUD customers and stakeholders
5. Providing leadership on regional and local water issues
6. Promoting and applying state of the art technology and records management system at the right scale which enhances customer service and operating efficiency
7. Having a consistent safety record as result from TUD organization culture

PRINCIPLE B

SAFE, SECURE AND HIGH QUALITY WATER

► Means

1. Having adequate portfolio of water rights and water supply sources
2. Having a high operational reliability – delivery of daily water without interruptions
3. Having consolidated water treatment facilities
4. Having state of the art water storage capacity – reservoirs and tanks
5. Having well designed, well built, well maintained and upgraded water treatment plants and distribution system
6. Achieving minimum water loss from ditches
7. Minimizing contaminates entry into open water: clean source water
8. Having a well educated community on water issues
9. Actively involved in watershed management

PRINCIPLE C

**RESPONSIBLE WATER RESOURCES
CONSERVATION**

► Means

1. Expanded the TUD/community use of native and drought tolerant plants and landscaping materials
2. Having sustainable, smart growth new development within current TUD service area in collaboration with City of Sonora and Tuolumne County
3. Having water consumption per capita in compliance with State of California mandates
4. Helping customers to make responsible decisions on water resource use
5. Having effective public education programs and activities
6. Expanded use of reclaimed and raw water by TUD
7. Using alternative sources for household and outdoor water
8. Expanded use of raw water: stormwater management, flood protection, climate mitigation, fire protection, green infrastructure, agriculture
9. Reduced conveyance system loss of raw and potable water

PRINCIPLE D

**EFFECTIVE COLLECTION, TREATMENT
AND DISPOSAL OF WASTEWATER**

► Means

1. Selling treated wastewater
2. Having well maintained private sewer laterals by property owners
3. Having well designed, well build, well maintained and state of the art wastewater collection system and treatment facilities
4. Having effective disposal and use of treated, recycled water through TUD land ownership contract or other use
5. Having a high reliability rate – wastewater collection services without interruptions
6. Having public and businesses education on use of wastewater in coordination with Tuolumne County
7. Improving wastewater flows through removal of bulk items (e.g. sanitary wipes)

PRINCIPLE E

**BEST USE OF TUD PROPERTIES FOR
TUD/COMMUNITY BENEFIT**

► Means

1. Managing, leasing and sale of surplus TUD properties
2. Acquiring, managing, leasing and selling properties and facilities for TUD benefit
3. Having full cost recovery for TUD joint efforts
4. Having recreational amenities developed, maintained and operated by other entities consistent with TUD policies and operations
5. Exploring and developing Hydro and solar energy for TUD benefit
6. Exploring and developing wetlands mitigation banking/credits

Tuolumne Utilities District: Our Mission

The mission of TUD is to provide
RELIABLE, RESPONSIVE UTILITY SERVICES (1)
with
DEDICATED CUSTOMER SERVICE (2)
in a
FINANCIALLY RESPONSIBLE MANNER (3)
and
ENVIRONMENTALLY RESPONSIBLE MANNER (4)

Tuolumne Utilities District Our Mission Guiding Principles

PRINCIPLE 1

RELIABLE, RESPONSIVE UTILITY SERVICES

► Means

1. Having well designed, well maintained utility infrastructure
2. Evaluating utility infrastructure condition
3. Securing future water supply and water rights
4. Planning for life cycle, maintenance, replacement of utility infrastructure
5. Providing reliable, safe and quality drinking water
6. Providing reliable wastewater collection, treatment and disposal
7. Developing, updating and funding the TUD capital improvement plan
8. Developing cost effective meter reading tailored to TUD unique topography
9. Addressing failed third party utility systems in TUD service area
10. Working with Tuolumne County and other agencies on water and wastewater issues
11. Being involved in watershed management

PRINCIPLE 2

DEDICATED CUSTOMER SERVICE

► Means

1. Knowing, understanding the needs and desires of TUD customers
2. Looking for ways to say "yes" and to solve problems
3. If you must say "no", taking time to explain your actions and decisions
4. Using various methods of educating, marketing, informing and engaging our stakeholders and customers
5. Providing a timely, appropriate response for a call for service – emergency and non-emergency
6. Seeking feedback from our TUD customers and using the information to improve services, service delivery and administrative processes
7. Having TUD customers leave with a positive feeling about TUD based upon their personal experiences

PRINCIPLE 3

FINANCIALLY RESPONSIBLE MANNER

► Means

1. Developing, updating TUD financial policies
2. Delivering TUD services in the most efficient, cost effective manner
3. Having fiscally responsible utility rates
4. Maintaining, funding reserves consistent with defined TUD policies and national standards
5. Developing a fiscally responsible annual budget, including funding for reserves
6. Developing, updating long-range financial plans with 5-year projections
7. Funding for the implementation of the TUD Capital Improvement Plan
8. Developing, updating an integrated information technology
9. Developing, maintaining records management system

PRINCIPLE 4

**ENVIRONMENTALLY RESPONSIBLE
MANNER**

► Means

1. Evaluating impact of TUD decisions and actions on the environment
2. Working with partners – State of California, Forest Service Tuolumne County Parks and Recreation, HOA's on environment
3. Complying with State of California and Federal government regulations and mandates
4. Involve others on addressing environmental issues
5. Being an advocate on environmental quality and TUD operations

Tuolumne Utilities District Goals 2022

TOP QUALITY UTILITY SERVICES



HIGH PERFORMING ORGANIZATION



FINANCIALLY RESPONSIBLE ORGANIZATION



UPGRADED INFRASTRUCTURE

GOAL 1

TOP QUALITY UTILITY SERVICES

► Objectives

1. Advocate/facilitate smart growth/sustainable development in the Tuolumne County General Plan/City of Sonora General Plan
2. Have adequate water supply for today and future
3. Link TUD infrastructure planning and growth with development in Tuolumne County and communities
4. Provide exceptional quality water
5. Have well informed customers with accurate information about TUD services, programs and finances
6. Have compliance with federal and state water and wastewater requirements and mandates
7. Secure a portfolio of water rights
8. Advocate on regulations and policies impacting TUD vision, mission and goals

► Short-Term Challenges and Opportunities

1. Having adequate water storage
2. Dead and dying trees impacting TUD infrastructure and budget
3. Providing leadership on water issues – local and region
4. TUD staffing and organization capacity
5. Resolving the Pinecrest Lake level mitigated negative declaration
6. Reducing vulnerabilities of wildfires on flumes and canals
7. Working with Tuolumne County and City of Sonora

► **Actions 2017**

PRIORITY

Policy Agenda

- | | |
|--------------------------------------|---------------|
| 1. TWSOP Funding | Top Priority |
| 2. TWSOP Funding | Top Priority |
| 3. Long Term Water Supply Options | Top Priority |
| 4. Long Term Water Storage | Top Priority |
| 5. Fire Draft Point Sites and Plan | High Priority |
| 6. Tuolumne County Strategy/Advocacy | High Priority |

Management Actions

- | | |
|---------------------------------------|---------------|
| 1. Water Rights Policy/Advocacy | Top Priority |
| 2. Tuolumne County General Plan | Top Priority |
| 3. Cryptosporidium Prevention Program | High Priority |
| 4. Ditch System CEQA Compliance | High Priority |
| 5. Water Conservation Plan | High Priority |
| 6. Bay Delta Plan SED Response | |

Management in Progress

1. Strategic Plan: Update
2. On Call Emergency Consulting Services
3. Ditch MID Customer Metering
4. Annual TUD Flushing Program
5. TUD Website
6. Standardized Condition of Approval for Development (with Tuolumne County)
7. Development Process: Streamline
8. District Standards Details: Updates
9. Water ESRF Capacity Chart: Update
10. Ditch Water Balance: Data Gathering/Analysis
11. Toilet Rebate Program (RCD)

GOAL 2	HIGH PERFORMING ORGANIZATION
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- Objectives**
1. Have a TUD organization that values and practices performance results and accountability
 2. Have a TUD workforce dedicated to serving the community
 3. Have a state of the art information technology system
 4. Have effective methods for informing and engaging stakeholders and customers
 5. Respect for the Board, General Manager and staff roles and responsibilities
 6. Providing dedicated customer service

- Short-Term Challenges and Opportunities**
1. Implementing new enterprise software, work order system and electronic mapping
 2. Hiring and retaining top performing TUD staff
 3. Maintaining positive safety record
 4. Maintaining/enhancing TUD transparency and openness
 5. Providing relevant professional development opportunities
 6. Overtime and employee exhaustion related to water and sewer service interruptions

► Actions 2017		PRIORITY
	<i>Policy Agenda</i>	
	1. PG&E Contract (1983)	Top Priority
	2. Electronic Mapping, Work Orders, Records	High Priority
	3. Information Technology Master Plan	
	4. Enterprise Resource Planning	
	5. TUD “Corporate” Communications	
	<i>Management Agenda</i>	
	1. Enterprise Resource Planning	Top Priority
	2. Formal Succession Plan	High Priority
	3. Personnel Policies: Update	

► **Actions 2017 (Continued)**

PRIORITY

Management in Progress

1. PG&E Work Orders: Scan
2. Non-exclusive Water and Sewer Easements
3. Performance Appraisal: Training
4. Succession Planning Report
5. Safety Compliance Coordinator
6. 2017 Safety Plan
7. Field Book Improvements
8. GIS Technician
9. Communications Technician
10. Experience Modification Rating: 90% or Less

Management in Progress

1. Tank Ladder Replacement

GOAL 3	FINANCIALLY RESPONSIBLE ORGANIZATION
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- **Objectives**
1. Provide funding for the implementation of the TUD capital improvement program and priority projects
 2. Leverage TUD resources through grants and partnerships
 3. Have a balanced TUD operating budgeting, including reserve funding
 4. Develop an effective automated meter reading system tailored to TUD needs and customers
 5. Have effective financial planning and reporting systems
 6. Maintain TUD financial reserves consistent with policies and national standards

- **Short-Term Challenges and Opportunities**
1. Financial sustainability with rising costs for service and capital infrastructure needs
 2. Leveraging TUD resources – grants and partnerships
 3. Funding TUD reserves
 4. Strengthening relations with Federal legislators
 5. Developing out of region partners
 6. Unfunded State of California mandates

- | | |
|---|---|
| <p>► Actions 2017</p> <p><i>Policy Agenda</i></p> <ol style="list-style-type: none">1. Tri Dam Contract: Compensation2. Alternative Revenues Study3. Broadband on TUD Property4. Budget Process Revision <p><i>Management Actions</i></p> <ol style="list-style-type: none">1. Grants Development2. Labor MOU3. Fund Reserves | <p>PRIORITY</p>

<p>Top Priority</p> <p>Top Priority</p> |
|---|---|

► **Actions 2017 (Continued)**

PRIORITY

Management in Progress

1. Budget Mid Cycle
2. Annual CAL PERS Report
3. Position Reorganization Evaluation Report
4. Financial Reserves Report
5. CIP: Update

GOAL 4	UPGRADED INFRASTRUCTURE
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- Objectives**
1. Upgrade wastewater treatment facilities
 2. Expand water storage capacity: reservoirs and tanks
 3. Complete capital projects on time and within budget
 4. Upgrade water treatment facilities and distribution system
 5. Consolidate/reduce the number of water treatment facilities

- Short-Term Challenges and Opportunities**
1. Aging TUD infrastructure needing routine and/or major maintenance
 2. Determine Pinecrest Lake level – SWRCB
 3. Catching up on infrastructure deferred maintenance
 4. Consolidating water treatment plants and related piping
 5. Funding for major water storage projects
 6. Funding for operations and maintenance of new TUD infrastructure
 7. Federal and State of California mandates and regulatory requirements

► Actions 2017	PRIORITY
<i>Policy Agenda</i>	
1. Phoenix Lake Dredging Funding	Top Priority
2. Water Tank/In-ground Master Plan	High Priority
3. Sonora Regional Wastewater Treatment Plant Study	High Priority
4. Fire Protection: Office of Emergency Services	High Priority
<i>Management Actions</i>	
1. Hazard Tree Mitigation Plan: Implement	High Priority
2. Sierra Pines Reservoir Feasibility Study	

► **Actions 2017 (Continued)**

PRIORITY

Management in Progress

1. Short Term Maintenance Projects
2. Fire Protection for Water Flume System
3. CIP Reports
4. Patch Paving Contract
5. Annual Dive Clean and Inspection: 15 Tanks
6. Sierra Pines Reservoir (Section 4) Land Acquisition
7. Sewer Collection System CCTV and Repairs

Major Projects

1. Cuesta Heights Storage Tanks
2. Ditch Meter Installation
3. Law and Justice Sewer Lift Station
4. Annual Sewer Pipeline Project
5. Gold Springs Forcemain
6. Sonora Water Treatment Plant Rate Value Project
7. Techite Pipe Replacement
8. Matelot Pipeline: Right of Way Acquisition
9. Phoenix Lake Preservation and Restoration
10. Upper Columbia Spill #1
11. Upper Columbia Shoot Pipeline
12. Annual Ditch Maintenance Projects
13. Jamestown Reservoir Replacement Project
14. Quartz/Stent Water Main Extension
15. Curtis Creek Elementary School Intertie
16. Columbia County Estates Sewer Lift Station
17. Pedro Wye Utility Relocation
18. Sonora Regional Wastewater Treatment Plant Improvements
19. Tuolumne Water Treatment Plant: Westside Reservoir Cleaning and Improvements

Tuolumne Utilities District Policy Agenda 2017 Targets for Action

TOP PRIORITY

TWSOP Funding
Long Term Water Supply Options
Long Term Water Storage
Fire Draft Point Sites and Plan
PG&E Contract (1983)
Phoenix Lake Dredging Funding

HIGH PRIORITY

Tuolumne County Strategy/Advocacy
Electronic Mapping, Work Orders, Records
Water Tank/In-ground Master Plan
ACWA Involvement
Sonora Regional Wastewater Treatment Plant Study
Fire Protection: Office of Emergency Services

Tuolumne Utilities District Management Agenda 2017 Targets for Action

TOP PRIORITY

Water Rights Policy/Advocacy
Grants Development
Enterprise Resource Planning
Tuolumne County General Plan
Labor MOU

HIGH PRIORITY

Cryptosporidium Prevention Program
Ditch System CEQA Compliance
Hazard Tree Mitigation Plan: Implement
Formal Succession Plan
Water Conservation Plan

Tuolumne Utilities District Management in Progress 2017

1. Strategic Plan: Update
2. On Call Emergency Consulting Services
3. Ditch MID Customer Metering
4. Annual TUD Flushing Program
5. TUD Website
6. Standardized Condition of Approval for Development (with Tuolumne County)
7. Development Process: Streamline
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9. Water ESFR Capacity Chart: Update
10. Ditch Water Balance: Data Gathering/Analysis
11. Toilet Rebate Program (RCD)
12. PG&E Work Orders: Scan
13. Non-exclusive Water and Sewer Easements
14. Performance Appraisal: Training
15. Succession Planning Report
16. Safety Compliance Coordinator
17. 2017 Safety Plan
18. Field Book Improvements
19. GIS Technician
20. Communications Technician
21. Experience Modification Rating: 90% or Less
22. Budget Mid Cycle
23. Annual CAL PERS Report
24. Position Reorganization Evaluation Report
25. Financial Reserves Report
26. CIP: Update

27. Short Term Maintenance Projects
28. Fire Protection for Water Flume System
30. CIP Reports
31. Patch Paving Contract
32. Annual Dive Clean and Inspection: 15 Tanks
33. Sierra Pines Reservoir (Section 4) Land Acquisition
34. Sewer Collection System CCTV and Repairs

Tuolumne Utilities District Major Projects 2017

1. Tank Ladder Replacement
2. Cuesta Heights Storage Tanks
3. Ditch Meter Installation
4. Law and Justice Sewer Lift Station
5. Annual Sewer Pipeline Project
6. Gold Springs Forcemain
7. Sonora Water Treatment Plant Rate Value Project
8. Techite Pipe Replacement
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