

LEADER'S GUIDE

2017

FINAL REPORT

Board of Directors and General Manager



Tuolumne Utilities District
January 2017



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LEADERSHIP AND STRATEGIC PLANNING WORKSHOP

January 24, 2017

AGENDA

- 1. Opening Comments**
- 2. Strategic Planning: Re-Connecting “the Dots”**
 - **Basic Elements**
 - **Process**
- 3. TUD Vision 2032**
 - **Individual Perspective**
 - **Vision Statement: Review/Revision**
- 4. TUD Mission**
 - **Individual Perspective**
 - **Mission Statement: Review/Revision**
- 5. Goals for 2022**
 - **Review**
 - **Prioritize for 2017**
- 6. Plan 2017 – 2022: Update**

For each Goal

 - **Objectives (Five Year Outcomes): Review/Refine**
 - **Challenges and Opportunities: Review/Refine/Short Term/1 year Priority**
 - **Actions 2017**

[Policy = Board Management = Mgmt/Board]

 - **Review**
 - **Expectations, Outcomes, Issues, Deliverables**
 - **Priority: One Year**
 - **Management in Progress 2017: Review**
 - **Major Projects 2017: Review**
 - **On the Horizon: 2018 – 2022**

7. Action Agenda 2017

a) Policy Agenda 2017

- “Top Priority”
- “High Priority”

b) Management Agenda 2017

- “Top Priority”
- “High Priority”

c) Next Steps

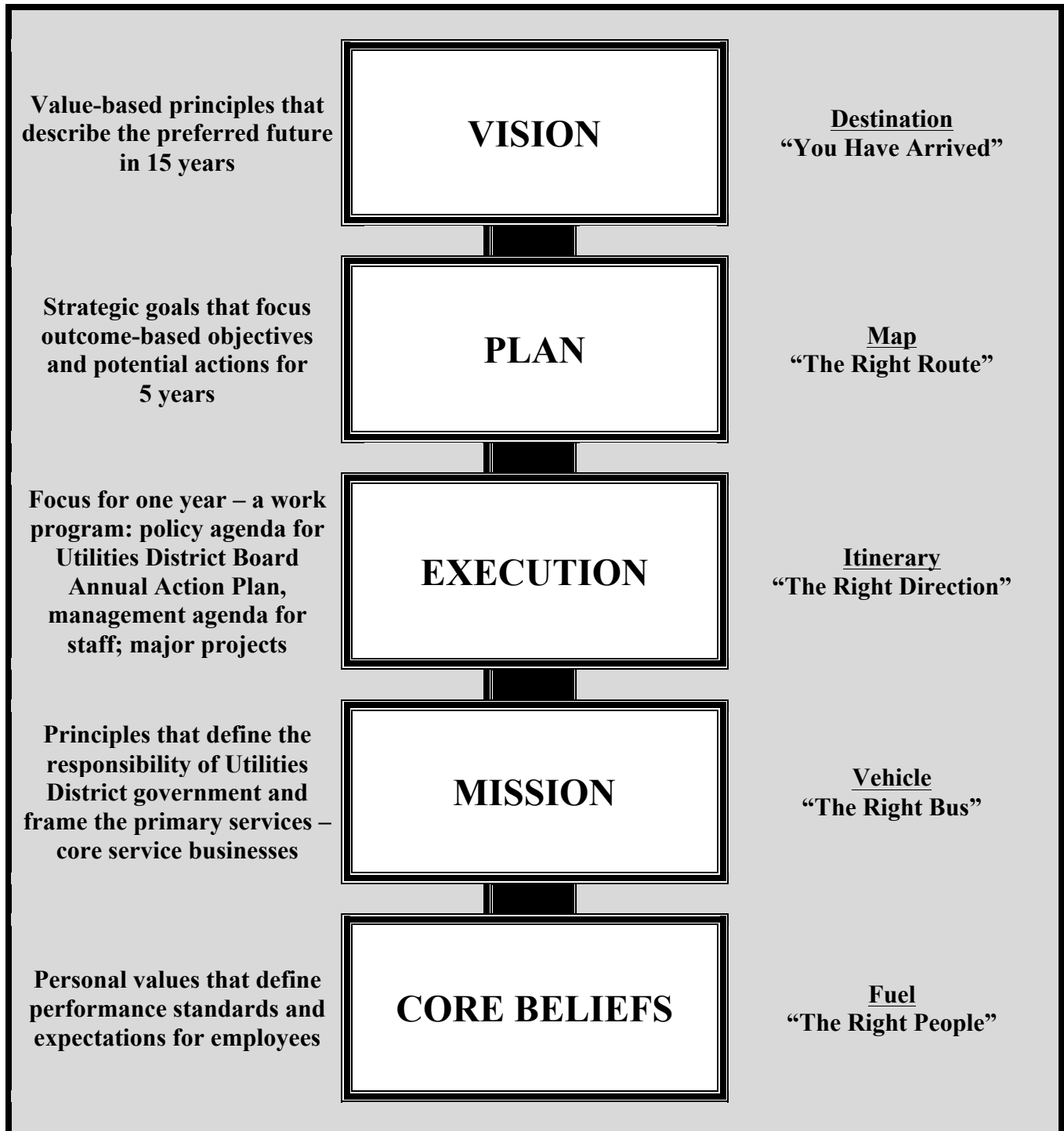
8. Governance: Board – Management in Action

- **Success/Effectiveness Means**
- **House Rules: Code of Conduct**
- **Operating Protocols: Guidelines for Board and Management**
- **Roles, Responsibilities and Action**
 - **Board Member**
 - **General Manager**
- **Other Topics**

SECTION 1

STRATEGIC PLANNING FOR TUOLUMNE UTILITIES DISTRICT

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO TUOLUMNE UTILITIES DISTRICT'S FUTURE

Tuolumne Utilities District

Vision 2032

Ron Kopf:

1. Review and Consolidate Water and Wastewater
2. Secured Water Source (2 – 3)
3. Water Storage feed by Ditch System
4. Multi Income Sources: Recreational uses, Cell Towers, etc.

Barbra Balen:

1. Integrated Co-Equal Goals – People and Environment
2. Diverse Water Portfolio with Multiple Benefits – Consumptive and Non Consumptive Goals
3. Revenue Streams – Water, Sewer, Recreation, Hydro, Agriculture
4. Research “Best Practices” Project

Jim Grinnell:

1. Happy Customers/Rate Payers and Quality Services
2. Efficient Water Delivery System
3. Integrated Sewer System
4. No Debt with Strong Reserves
5. Safe Work Environment
6. Succession Plan the Works

Bob Rucker:

1. Water Rights
2. Development
3. Consolidated Treatment Plant: Water, Wastewater
4. Adequate Storage: Current and Future

Ron Ringen:

1. **Efficient Consolidation Water/Wastewater Systems**
2. **Acquisition/Control Water Storage and Water Loss**
3. **Wastewater Treatment, Secondary Water uses**
4. **Parks and Recreation Trail System**
5. **Technology Upgrades**

Steve:

1. **Financial Responsible Organization**
2. **Outstanding Customer Service**
3. **Reliable Safe Water**
4. **Technology Implementation**
5. **Tanks Condition**

Erik:

1. **Sound Financial Condition with Reserves**
2. **Infrastructure Replacement**
3. **New Technology for Managing System**
4. **Responsive, Personal Service – Human Contact**
5. **Consolidated Plants – Water and Wastewater**

Don:

1. **50% Fewer System Failures**
2. **Greater Plant Performance**
3. **Protection/Improved Water Supply Quality**

Abby:

1. **Premier Employers – Competitive**
2. **Compensation, Safe Work Place**
3. **Modern Facilities and Infrastructure Up to Date**
4. **Customer Service Outreach – Positive Experience**
5. **Sustainable Grant**

Tom:

1. **Excellent Infrastructure**
2. **Clean, Safe Source and Treated Water**
3. **Efficient, Cost Effective Wastewater Treatment**
4. **County Leader on Water/Wastewater**
5. **Financially Sustainable Decisions**

Tuolumne Utilities District

Success in 2022 means...

Ron Kopf:

1. CIP Program linked to Rate Study
2. Pinecrest additional water source
3. Ditch Management Program (link to Water Storage)
4. TWSOP Completed

Barbra Balen:

1. "Keep Water Here" – This County: Creative Idea – Diverse Water Portfolio
2. Ditch System as a Wetland/Wildlife
3. Green Infrastructure
4. CIP
5. Phoenix Lake Restoration

Jim Grinnell:

1. Sewer Fund Repayment
2. Grants
3. No Borrowing: \$8 Million or more
4. TWSOP Completed, land Acquisition
5. Water Sources: Modify Contract
6. Unfunded Pension Plan

Bob Rucker:

1. Water Rights Secured

Ron Ringen:

1. Sierra Pines Reservoir or...
2. TWSOP Completed, Actions Implementing
3. New CIP
4. Support County General Plan/Smart Growth with County
5. Board Director: Defined Responsibilities

Steve:

1. **Employee Retirement – Position Evaluation Succession**
2. **Failing TUD Infrastructure with Funding**
3. **Financial Sustainability**
4. **Rate Study**
5. **New Technology**

Erik:

1. **Electronic Mapping, Work Orders, Records**
2. **Sierra Pines Treatment Plant**
3. **Own Land Reclamation System**
4. **PG&E – Phoenix Lake Re-License**
5. **Fund Reserves**

Don:

1. **New Water Treatment Plant**
 - **Sierra Pines**
 - **Tank Rehabilitation**
 - **Senora Wastewater Treatment Plant**

Abby:

1. **Personnel Policy: Updated**
2. **ERP Software: Recruitment and Selection**
3. **90% or lower Explore Modification Rate**

Tom:

1. **Regional Water Treatment Facility – Sierra Pines**
2. **Sewer Paid Back**
3. **CIP Completed**
4. **Regional Wastewater Treatment Plant: CIP Plan**

Tuolumne Utilities District

Actions for 2017

Ron Kopf:

1. **General Plan with County – linked to future development**
2. **CIP**
3. **Sierra Pines Feasibility Report/Direction**
4. **Phoenix Lake**

Barbra Balen:

1. **Best Management: Ditch System**
2. **TUD Employees: Resources to Get Job Done**
3. **CIP, including software**

Jim Grinnell:

1. **Sewer Fund: \$1 million from Water Fund**
2. **Tri Dam Contract**
3. **PG&E Contract**
4. **Competition**

Bob Rucker:

1. **Working Relations: Irrigation District**
2. **Relationship: PG&E – Flume/Pipeline**
3. **State Water Reserve Control Board Pine Crest Water Level**
4. **New Water Partnership: Consolidation Plan**
5. **Open Ditch System: Future**
6. **Grant Program**
7. **Relations with County**

Ron Ringen:

1. **Projects in CIP**
2. **Fire Draft Point/Sequestration**

Steve:

1. MOU
2. CIP Update
3. Mid Cycle Budget

Erik:

1. Position Replacement
2. Ditch Maintenance CEQA
3. Cuesta Height Project (Funded, Initiated)
4. Regulatory Environment: Ordinances, State, Federal – Staff

Don:

1. TWSOP Completed
2. Water Tank Master Plan
3. Sanitation Wipes: Flush

Abby:

1. MOU
2. Hires: Safety Compliance Coordinator
3. 2017 Safety Plan
4. Succession Plan Document

Tom:

1. TWSOP Funded/Completed
2. Increase Water Reserves – System Fail
3. ERP Selection
4. Hayward Tree Removal
5. District Participant/Funding: Phoenix Re-Licensing

Tuolumne Utilities District Strengths – Weaknesses Threats - Opportunities

► Strengths

1. Financial condition of TUD
2. Engaged TUD staff dedicated to serving the customer
3. General Manager
4. Capital Improvement Program
5. Community/Customer Outreach

► **Areas for Improvement**

1. Old Water System and Infrastructure- Fire Potential
2. Ditch Piping
3. Poor Management of Watershed by Others
4. Limited Revenues
5. Regional Approach for Water
6. Working with the County and Other Governments
7. Public Relations with Customers
8. State Water Board: Urban Perspective
9. Watershed Stewardship
10. Public Involvement
11. Lack of Integrated Resource Plan

► **Threats to Tuolumne Utilities District's Future**

1. State of California Regulations and Mandates
2. Wild Fires
3. Lack of Water Rights
4. Actions by PG&E
5. Unsustainable Revenues
6. Population Loss
7. CEQA
8. Lack of Board Vision for TUD
9. Disconnect between Land use Planning and Water Allocation

► **Opportunities for the Future**

1. Use of Ditch System for Agriculture Water/Raw Water Use
2. Water Sequestration
3. Fire Water Draft Points
4. Grants for Storage
5. New Customers
6. Infill Development
7. Proposition 1
8. Watershed Stewardship

Tuolumne Utilities District Actions Ideas for 2017 Board

1. Ditch Maintenance Lawsuit
2. PG&E Contract
3. County Strategy and Relationship: Development Plans, General Plan, Water Agency Study
4. Water Element – General Plan
5. Water Board Pine Crest Agreement
6. Incentives for New Customers
7. Infill Development and Rate Adjustment
8. Optimization Plan: Next Steps
9. Sierra Pines Reservoir
10. Phoenix Lakes Dredging
11. Pinecrest
12. Piping: Direction
13. Water Rights: Direction, TUD Actions
14. Prevailing Wage Rates Reduction
15. Service Consolidation Plan
16. Water Loss Reduction Plan and Actions

17. Regional Trail System
18. Aqua Involvement: Who, Agenda
19. Project In-House vs. Bid Out Analysis
20. Cross Training with College
21. Forest Management (partner with County)
22. System Automation
23. Major Consolidation of Facilities
24. Reservoir at Sierra Pines
25. Fire Water Draft Points
26. Water Storage Development
27. Substantial Water Storage West of the Flume
28. Capital Improvement: Projects, Funding
29. Grants for Projects
30. Communications and Public Relations: Plan, Actions
31. Financial Reporting: Re-Evaluation
32. Ditch Sustainability Study: Review/Revision
33. Regional Waste Water Treatment Plant
34. Alternative Revenue Study
35. Electronic Meters: Analysis, Costs and Grants
36. TUD App: Development
37. Fire Hydrants: Direction, TUD Role and Actions
38. Schedule of TUD Assets: Condition, Life Cycle, Replacement Plan, Funding Mechanism

39. Budget Process: Revision, Board Input/Involvement in Development
40. Legal Counsel: Audit Report
41. Water Works Project
42. Vehicle Lease: Evaluation, Direction
43. New Sewer Plant with Jamestown Sanitation
44. Emergency Plans: Review
45. AgriWater: Direction
46. Community Services District: Evaluation Report, Direction
47. Tree Mortality Study
48. TUD Responsibilities: Direction
 - Fire Protection
 - Drought Mitigation
 - Water Sequestration
 - Recreation
 - Wildlife Management
 - Wetlands Mitigation Banking
 - Hydro-Power
49. Integrated Resource Plan: Development
50. Diversified Water Portfolio
51. Water Conveyance System
52. TUD Vision
53. Water on West Side of Flume
54. Heritage Management Plan
55. Rates: Review, Direction

**Looking to Tuolumne Utilities District's
Future Departmental View**

MAJOR CHALLENGES

Tuolumne Utilities District

January 2017

DEPARTMENT: Engineering

From your department's perspective, what are the major challenges facing the District over the next 5 years?

- Prioritizing Capital Projects and Reconciling Labor Requirements with Available Staff
- Consolidation of facilities – simplify systems
- Ability to shift staff to seek grants while still implementing the CIP
- Ability to shift staff to address utility relocation for County Road projects while still implementing the CIP
- Ditch CEQA Compliance
- Improving Developer and New Customer experience with Engineering Dept.
- Implementation of new enterprise software, work order system, and electronic mapping
- Maintain and improve upon existing Field Book
- Succession Planning
- Train new staff
- Records and plans management
- Complete Treated Water System Optimization Plan
- Navigate the ever-changing regulatory and policy environment as it applies to such things as stormwater, prevailing wages and labor compliance, buy American requirements, Disadvantaged Business, Minority Owned Business Enterprises, CEQA, NEPA, drought reporting, Cultural Resources, landscape ordinances, liability and risk management, and numerous others.

**MANAGEMENT IN PROGRESS 2017
PROJECTS AND ISSUES
Tuolumne Utilities District
January 2017**

DEPARTMENT: Engineering

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Ditch CEQA
- 2 Jamestown Reservoir Replacement
- 3 Quartz/Stent Water Main Extension
- 4 Regional WWTP Capital Improvement Plan
- 5 Cuesta Heights Water System Improvements
- 6 Phoenix Lake Preservation and Restoration Plan
- 7 Curtis Creek Elementary School Intertie
- 8 Hazard Tree Removal
- 9 Columbia Country Estates Sewer Lift Station
- 10 Sierra Pines Reservoir Feasibility Study
- 11 Flex Rake at Law and Justice Sewer Lift Station
- 12 Matelot Pipeline Right of Way Acquisition
- 13 Pedro Y Utility Relocation

**INITIATIVES 2017:
SHORT-TERM ISSUES AND PROJECTS
Tuolumne Utilities District
January 2017**

DEPARTMENT: Engineering

Please list issues or projects that you would like for the District to address this next year 2017.

- 1 Enterprise Software Conversion
- 2 Records Management
- 3 District Electronic Mapping and Work Order Management System
- 4 District CEQA
- 5 Clarify and Streamline Development Process
- 6 Update Water ESFR Capacity Chart
- 7 Coordinate with County on triggers to ensure capacity fees are collected, water and sewer specific easements are required as Condition of Approval, compliance with landscape ordinance, compliance with fire sprinkler requirements, etc.
- 8 Hire a GIS technician
- 9 Updates to District Standard Details

MAJOR CHALLENGES

Tuolumne Utilities District

January 2017

DEPARTMENT: Finance Department

From your department's perspective, what are the major challenges facing the District over the next 5 years?

- MOU expires June 30, 2017
- Employee retirements
- Failing infrastructure
- Financing
- Financial sustainability
- Implementation of new technology

MANAGEMENT IN PROGRESS 2017
PROJECTS AND ISSUES
Tuolumne Utilities District
January 2017

DEPARTMENT: Finance Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implementation of Strategic Plan
- 2 Implementation of new rates
- 3 Hiring of operator due to retirement
- 4 Metering of ditch customers
- 5 Consideration of new software

**INITIATIVES 2017:
SHORT-TERM ISSUES AND PROJECTS
Tuolumne Utilities District
January 2017**

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the District to address this next year 2017.

- | | |
|---|--------------------------------------|
| 1 | Completion of new MOU for employees. |
|---|--------------------------------------|

MAJOR CHALLENGES

Tuolumne Utilities District

January 2017

DEPARTMENT: General Manager

From your department's perspective, what are the major challenges facing the District over the next 5 years?

- Financial Sustainability
- State and Federal Regulation
- Aggressive Capital Improvement Plan
- Commitment to a Common Board Vision
- Lack of Staffing Resources
- Phoenix FERC Relicensing
- Pinecrest Lake Level Mitigated Negative Declaration
- Water Storage
- Water Rights

MANAGEMENT IN PROGRESS 2017
PROJECTS AND ISSUES
Tuolumne Utilities District
January 2017

DEPARTMENT: General Manager

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Response to Bay Delta Plan SED
- 2 Implementation of the Capital Improvement Plan
- 3 Phoenix Lake Preservation and Restoration Project
- 4 Cryptosporidium Prevention Program
- 5 Cuesta Heights Water Tank Project
- 6 Mid-Cycle Budget Review
- 7 Tree Mortality Implementation
- 8 Ditch Maintenance CEQA Completion

**INITIATIVES 2017:
SHORT-TERM ISSUES AND PROJECTS
Tuolumne Utilities District
January 2017**

DEPARTMENT: General Manager

Please list issues or projects that you would like for the District to address this next year 2017.

- 1 Sierra Pines Reservoir Feasibility Study
- 2 Executive Order B-37-16 Implementation
- 3 Emergency Regulation
- 4 Phoenix FERC Relicensing
- 5 Labor Relations
- 6 Budget Management
- 7 Developing Coherent Vision with County Water Policy Committee

MAJOR CHALLENGES

Tuolumne Utilities District

January 2017

DEPARTMENT: Human Resources and Safety

From your department's perspective, what are the major challenges facing the District over the next 5 years?

- Implementation of new or changing laws and regulations (ACA, Proposition 64, etc.)
- Retirement of critical position in 2017, recruitment and retention of high performing employees and succession planning
- Building institutional knowledge given recent retirements and planned retirements
- Continuous management of workload and level of service with disproportionate staffing levels in many departments
- Implementation and management of workers' compensation programs and increased costs.
- Implementation of a dedicated safety coordinator position to concentrate on safety training and enhancements
- Policy development needed for: Anti-bullying, Cell Phone Stipend, Anti-retaliation/Whistleblower

MANAGEMENT IN PROGRESS 2017
PROJECTS AND ISSUES
Tuolumne Utilities District
January 2017

DEPARTMENT: Human Resources and Safety

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Compile elements of the District's current succession planning efforts in an explanatory document.
- 2 Continuous management and reassessment of the District's safety programs
- 3 Implementation of various safety and risk management activities to maximize the District's insurance contribution savings as required by SDRMA's Credit Incentive Programs
- 4 Implementation of training for managers and supervisors related to effective performance appraisals to better achieve employee development and accountability
- 5 Recruitments for new positions identified in the FY 18 budget to include an information technology and systems administrator, GIS technician, and two utility workers.
- 6 Finalize hiring of safety compliance coordinator, train and fully integrate as Safety Officer ensuring smooth transition and continued compliance.
- 7 Continuous management and tracking of the District's performance appraisal program and ensure all evaluations are being completed on an annual basis.
- 8 Hire a Communications Technician, as identified in succession plan as a critical position, for sufficient overlap and training with incumbent prior to his planned retirement, to assume responsibility of the District's SCADA and communications systems.

**INITIATIVES 2017:
SHORT-TERM ISSUES AND PROJECTS
Tuolumne Utilities District
January 2017**

DEPARTMENT: Human Resources and Safety

Please list issues or projects that you would like for the District to address this next year 2017.

- 1 Initiate plan, conversion and implementation of new enterprise resource planning software to include human resources and payroll modules.
- 2 Formalize District's succession plan.
- 3 Present proposed cleanup language to MOU and implement plan for labor negotiations.
- 4 Implement 2017 Safety plan
- 5 Recruitment of new positions as identified for FY 18 budget
- 6 Implementation of performance management training for supervisors
- 7 Develop and Propose a performance excellence program for employees and customers for possible implementation by the Board
- 8 Development of Policies for Anti-Bullying, Cell Phone Stipend, and Anti-retaliation/Whistleblower

MAJOR CHALLENGES

Tuolumne Utilities District

January 2017

DEPARTMENT: Operation

From your department's perspective, what are the major challenges facing the District over the next 5 years?

- A comprehensive CIP for the SRWWTP to renovate the entire facility to ensure the proper and most efficient treatment and disposal of wastewater.
- The completion of the District's Treated Water System Optimization Plan (TWSOP)
- The condition of many of our water tanks and funding the needed repairs.
- The condition of much of our distribution and collection system that leads to interrupted services and extra man-hours worked.
- Staff turnover due to retirements and loss of valuable institutional knowledge
- Funding of some of the minor to moderate maintenance items needed for the Administration complex
- The completion of the current 5-year CIP.
- Funding and maintaining the District's customer service fleet in order to complete our mission to treat and deliver reliable wholesome drinking water and the proper collection, treatment, and disposal of wastewater.
- The District's ability efficiently and effectively maintain our raw water delivery system that delivers raw water to treatment plants to produce potable drinking water and water for our agricultural and irrigation customers.
- Our ability to consolidate our various water systems and to regionalize water treatment plants in an effort to be more efficient. Efficiency means less cost to our ratepayers.
- Our ability to protect our source water from contamination.
- Efficient and effective Septage facility infrastructure and operations at SRWWTP
- Streamline the work order process
- The financial impacts to the District due to tree mortality

MANAGEMENT IN PROGRESS 2017
PROJECTS AND ISSUES
Tuolumne Utilities District
January 2017

DEPARTMENT: Operations

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Short term maintenance projects
- 2 Sewer collection system CCTV and repairs
- 3 Ditch maintenance projects
- 4 Treated Water Storage Master Plan
- 5 Distribution improvements
- 6 Cuesta Heights tank consolidation project
- 7 Trickling filter ventilation and hydraulic improvements at the SRWWTP
- 8 Upper Basin- Scenic View intertie for Curtis Creek School
- 9 Columbia Country Estates lift station improvements

**INITIATIVES 2017:
SHORT-TERM ISSUES AND PROJECTS
Tuolumne Utilities District
January 2017**

DEPARTMENT: Operations

Please list issues or projects that you would like for the District to address this next year 2017.

- 1 Final phases for completion of the District's TWSOP
- 2 Begin development of a CIP for the SRWWTP to renovate the entire facility to ensure the proper and most efficient treatment and disposal of wastewater.
- 3 Best Western work order
- 4 Trickling filter ventilation and hydraulic improvements at the SRWWTP
- 5 Westside reservoir cleaning and improvements for the Tuolumne WTP
- 6 Columbia Country Estates lift station improvements
- 7 The successful recruitment of a Communications Technician due to retirement of the incumbent in July of 2017
- 8 Sonora Distribution improvements- Green, Bradford and Stewart streets.
- 9 Ditch system CEQA compliance
- 10 Enterprise Software Conversion
- 11 Funding for the Matelot pipeline project

SECTION 3

TUOLUMNE UTILITIES DISTRICT VISION 2032

**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

SECTION 4

TUOLUMNE UTILITIES DISTRICT OUR MISSION

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 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

SECTION 5

TUOLUMNE UTILITIES DISTRICT PLAN 2017 – 2022

**Tuolumne Utilities District
Goals 2022**

TOP QUALITY UTILITY SERVICES



HIGH PERFORMING ORGANIZATION



FINANCIALLY RESPONSIBLE ORGANIZATION



UPGRADED INFRASTRUCTURE

Tuolumne Utilities District Goals 2022 Worksheet

1. TOP QUALITY UTILITY SERVICES
2. HIGH PERFORMING ORGANIZATION
3. FINANCIALLY RESPONSIBLE ORGANIZATION
4. UPGRADED INFRASTRUCTURE

| IMPORTANCE | |
|------------|-------|
| Personal | Team* |
| 7 | 1 |
| 14 | 2 |
| 14 | 3 |
| 15 | 4 |

* The Board of Directors and General Manager ranked the four goals from “most important” = 1 to “lesser importance” = 4. The number in this column represents the total score for each goal.

| | |
|---------------|-------------------------------------|
| 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

- Means**
1. Reliable delivery of utility services
 2. “Worry free” delivery of exceptional quality water
 3. Easy access to TUD information and services
 4. TUD planning and prepared for growth
 5. TUD in compliance with Federal and State of California governments regulations and mandates

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

| ► Challenges and Opportunities (Continued) | | PRIORITY |
|---|--|-----------------|
| 8. Applying national and state standards to TUD operations | | 2 |
| 9. Lack of water rights | | 2 |
| 10. Defining TUD as a Watershed Steward | | 2 |
| 11. Funding and financing TUD infrastructure improvements | | 2 |
| 12. Integrating co-equal goals: people and environment | | 2 |
| 13. Collecting and interpreting flow data from ditch system to improve estimates of leakage | | 1 |
| 14. State of California mandates and regulations | | 1 |
| 15. Reducing water use and changing customer use patterns | | 1 |
| 16. Water color, odor and taste | | 1 |
| 17. Defining TUD's role with failing/underperforming private utility systems | | 0 |
| 18. Utility services for new development/infill development | | 0 |
| 19. Securing facilities and infrastructure | | 0 |
| 20. Licensing Phoenix Federal Energy Regulatory Commission (FERC) | | 0 |

| ► Actions 2017 | | PRIORITY |
|--|------|-----------------|
| 1. TWSOP Plan Development | M | 5 |
| • Funding | B | |
| • Initiate Plan Completion | 2016 | |
| 2. Long Term Water Supply Options | M | 5 |
| • Overview | B | |
| • Storage | 2016 | |
| • Water rights | | |
| 3. Long Term Water Storage Policy/Feasibility Study/Resource | M | 5 |
| a) Herring Creek | | |
| b) Pinecrest 2 | | |
| c) Lyon's | | |
| d) Sierra Pines | | |
| e) New Metolonis | | |
| 4. Ditch System CEQA Compliance | M | Mgmt |
| • Finalize CEQA Document | B | |
| • Adoption | 2016 | |
| 5. Water Conservation Plan | OTH | Mgmt |
| • Grant Funding | | |
| • State Mandates | | |
| • TUD Activities | | |

| ► Actions 2017 (Continued) | | | PRIORITY |
|-----------------------------------|--|-----|-----------------|
| 6. | Tuolumne County General Plan | B | Mgmt |
| | • Water Element | OTH | |
| 7. | Water Rights Policy/Advocacy | B | Mgmt |
| 8. | Cryptosporidium Prevention Program | M | Mgmt |
| 9. | Bay Delta Plan SED Response | M | Mgmt |
| 10. | Fire Draft Point Sites and Plan: Advocacy | B | 3 |
| | a) Collaboration with Fire Agencies – Fixed Points | OTH | |
| 11. | Tuolumne County Strategy/Advocacy | B | 3 |
| | • Development Standards | OTH | |
| | • Vision (Water Agency Policy Committee) | | |
| 12. | ACWA Involvement | B | 3 |
| | • Attendance | | |
| | • Advocacy | | |
| | • Board/Staff Education | | |
| 13. | Agri Raw Water: Direction | B | 2 |
| | • Additional Customers | | |
| 14. | Green Infrastructure (Ditch System): Definition TUD Policy, Action | B | 2 |
| 15. | Ditch Sustainability Study | B | 1 |
| | • Study Review | | |
| | • Direction | | |
| | • Project | | |
| 16. | Emergency Plans: Review | B | 1 |
| 17. | Own Land Reclamation System | M | 1 |
| 18. | Sanitary Wipes Flushing | M | 1 |
| 19. | Water Tank Master Plan | M | 1 |
| 20. | Infill Development and Capacity Fee Adjustments | B | 0 |
| | • Options: Affordable Housing | | |
| | • Direction | | |
| 21. | Forest Management (with Tuolumne County/U.S. Forest Service) | B | 0 |
| | • Role | | |
| | • Policy Direction | | |
| 22. | New Sewer Plant with Jamestown Sanitation | B | 0 |
| 23. | Integrated Resource Plan: Development | B | 0 |
| 24. | Heritage Management Plan: Revision | B | 0 |
| 25. | “Keep Our Water Here” Strategy: Development | B | 0 |

► Management in Progress 2017

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

► On the Horizon 2018 – 2022

- | | |
|---|-----|
| 1. Remote Read Meters Plan | OTH |
| 2. Bottled Water | OTH |
| 3. Community Water Forums | OTH |
| 4. TUD Land Inventory and Acquisition | |
| 5. Regional Trail System Development | |
| 6. Domestic Use of ROW Water | |
| 7. Pinecrest Agreement (1983) | |
| 8. Infill Development and Capacity Fee Adjustments | |
| 9. Forest Management (with Tuolumne County/U.S. Forest Service) | |
| 10. Ditch Sustainability Study | |
| 11. Electronic Meters Report | |
| 12. New Sewer Plant with Jamestown Sanitation | |
| 13. Emergency Plans: Review | |
| 14. Agri Raw Water: Additional Customers | |
| 15. Community Services District Report | |
| 16. TUD: Expanded Responsibilities | |
| 17. Integrated Resource Plan: Development | |
| 18. Heritage Management Plan: Revision | |
| 19. “Keep Our Water Here” Strategy | |
| 20. Green Infrastructure (Ditch System): Definition | |
| 21. Own Land Reclamation System | |
| 22. Water Tank Master Plan | |

| | |
|---------------|-------------------------------------|
| GOAL 2 | HIGH PERFORMING ORGANIZATION |
|---------------|-------------------------------------|

- 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

- Means to Residents**
1. Customer oriented customer service
 2. Easy access to TUD services and information
 3. Opportunities to participate in TUD governance, planning and policy development
 4. TUD taking responsibility and being accountable
 5. TUD employee dedicated to serving the community

| ► Challenges and Opportunities | PRIORITY |
|--|-----------------|
| 1. Implementing new enterprise software, work order system and electronic mapping | 5 |
| 2. Hiring and retaining top performing TUD staff | 5 |
| 3. Maintaining positive safety record | 5 |
| 4. Maintaining/enhancing TUD transparency and openness | 3 |
| 5. Providing relevant professional development opportunities | 3 |
| 6. Overtime and employee exhaustion related to water and sewer service interruptions | 3 |
| 7. Defining performance standards | 2 |
| 8. Enhancing customer service | 2 |
| 9. Maturing workforce and succession planning/building institutional knowledge | 2 |

| ► Challenges and Opportunities (Continued) | | PRIORITY |
|--|--|-----------------|
| 10. Managing workload and organization capacity with disproportionate staffing | | 2 |
| 11. Enhanced Board – organization teamwork and respect for different roles | | 2 |
| 12. Increasing performance and results accountability | | 2 |
| 13. Communicating accurate, timely information to customers and community | | 1 |
| 14. OPEB and pension liabilities | | 1 |
| 15. Engaging the customers and stakeholders | | 1 |

| ► Actions 2017 | | PRIORITY |
|---|----------------|-----------------|
| 1. Enterprise Resource Planning (ERP) | M 2016 | 5 |
| 2. Electronic Mapping, Work Orders, Records | M | 5 |
| 3. TUD “Corporate” Communications | B | 4 |
| • Policy | OTH | |
| • Plan | | |
| • Position | | |
| 4. Personnel Policies: Update | M | Mgmt |
| • Anti-Bullying | | |
| • Cell Phone Stipend | | |
| • Anti-Retaliation/Whistleblower | | |
| 5. Formal Succession Plan | M | Mgmt |
| 6. Information Technology Master Plan | M B 2016 | 3 |
| 7. Compensation Study and Market Analysis | M B OTH | 2 |
| 8. Performance Excellence Program for Employees and Customers | M | 1 |

► Management in Progress 2017

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

► Major Projects 2017

- | | |
|----------------------------|---|
| 1. Tank Ladder Replacement | M |
|----------------------------|---|

► On the Horizon 2018 – 2022

- | | |
|---|---|
| 1. TUD App: Development | B |
| 2. Compensation Study and Market Analysis | B |
| 3. Performance Excellence Program for Employees and Customers | B |

| | |
|---------------|---|
| GOAL 3 | FINANCIALLY RESPONSIBLE ORGANIZATION |
|---------------|---|

| <p>► Objectives</p> <ol style="list-style-type: none"> 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 7. Provide appropriate resources to support the delivery of TUD defined services and service level 8. Reduce TUD liabilities: OPED and Retirements | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 2px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 2px;">5</td></tr> <tr><td style="text-align: center; padding: 2px;">5</td></tr> <tr><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="text-align: center; padding: 2px;">1</td></tr> </tbody> </table> | PRIORITY | 5 | 5 | 4 | 4 | 4 | 4 | 2 | 1 |
|--|--|----------|---|---|---|---|---|---|---|---|
| PRIORITY | | | | | | | | | | |
| 5 | | | | | | | | | | |
| 5 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 2 | | | | | | | | | | |
| 1 | | | | | | | | | | |

| | |
|---|--|
| <p>► Means to Residents</p> <ol style="list-style-type: none"> 1. Service value for utility fees 2. TUD acting as a responsible financial steward 3. TUD looking for ways to reduce costs of service delivery 4. TUD investing in the future – maintenance, replacement and growth 5. Leveraging TUD resources through grant opportunities and other outside funding sources 6. Preparation of balanced, responsible budgets | |
|---|--|

| ► Challenges and Opportunities | | PRIORITY |
|--|--|-----------------|
| 1. Financial sustainability with rising costs for service and capital infrastructure needs | | 5 |
| 2. Leveraging TUD resources – grants and partnerships | | 5 |
| 3. Funding TUD reserves | | 4 |
| 4. Strengthening relations with Federal legislators | | 4 |
| 5. Developing out of region partners | | 4 |
| 6. Unfunded State of California mandates | | 3 |
| 7. Fewer grants with increased competition and increased completely | | 2 |
| 8. Developing private sector partners | | 2 |
| 9. Topography and automated meter reading | | 1 |
| 10. State ordered consolidations for receiverships | | 1 |
| 11. Upgrading financial reporting – short term and long term | | 1 |
| 12. Funding for TUD services | | 1 |
| 13. Imminent end of support of utility billing and accounting software | | 0 |
| 14. Adjusting water rates | | 0 |
| 15. Reducing the costs of service delivery | | 0 |
| 16. Bottled TUD water | | 0 |

| ► Actions 2017 | | PRIORITY |
|---|----------------|-----------------|
| 1. Alternative Revenues Study | B OTH | 4 |
| 2. Tri Dam Contract | B | 4 |
| 3. Grants Development | M B 2016 | Mgmt |
| 4. Labor MOU | M B | Mgmt |
| 5. Fund Reserves <ul style="list-style-type: none"> • Water • Sewer | | Mgmt |
| 6. PG&E Contract (1983) Review/Direction <ul style="list-style-type: none"> • Water Allocation • Requirements | B OTH | 3 |
| 7. Broadband on TUD Property <ul style="list-style-type: none"> • Policy • Lease Conditions | M B OTH | 3 |

| ► Actions 2017 (Continued) | | PRIORITY |
|--|-----|-----------------|
| 8. Budget Process Revision | B | 3 |
| • Board Input/Involvement | | |
| 9. TPPA: Advocacy of Rule Change | M | 2 |
| | B | |
| 10. Small Scale Hydro Opportunities | B | 2 |
| | OTH | |
| 11. Incentives for New Customers | B | 2 |
| • Infill Development | | |
| • Meter on Ditch Customers | | |
| 12. Reclaimed Water Contracts | M | 1 |
| • Framework | B | |
| • Terms | | |
| 13. Investment/Treasury Services | B | 1 |
| | OTH | |
| 14. Sewer Fund: Re-Payment from Water Fund (by 2022) | B | 1 |
| 15. Debt Financing: Direction | B | 0 |
| | OTH | |
| 16. Water Rate Assistance for Low Income | B | 0 |
| • State Actions | OTH | |
| • Outside Funding Partners | | |
| 17. Projects: In House vs. Bid Out | B | 0 |
| • Analysis | | |
| • Policy Framework | | |
| 18. Vehicle Lease Evaluation Report/Guidelines | B | 0 |
| 19. Unfunded Pension Liability Plan | B | 0 |

| ► Management in Progress 2017 | |
|--|-----|
| 1. Budget Mid Cycle | MIP |
| 2. Annual CAL PERS Report | MIP |
| 3. Position Reorganization Evaluation Report | M |
| 4. Financial Reserves Report | OTH |
| 5. CIP: Update | M |

► **On the Horizon 2018 – 2022**

- | | |
|---|-----|
| 1. Long Range Comprehensive (5 year) Financial Plan | OTH |
| 2. Purchasing Policy | OTH |
| 3. Sale of Recycled Water | OTH |
| 4. Solar Energy Feasibility Study | OTH |
| 5. Auto Read Meters | |
| 6. Reclaimed Water Contract | |
| 7. Investment/Treasury Services | |
| 8. Debt Financing: Direction | |
| 9. Recreational Uses and Third Party | |
| 10. Small Scale Hydro Opportunities | |
| 11. Water Rate Assistance for Low Income | |
| 12. Incentives for New Customers | |
| 13. Projects: In House vs. Bid Out Analysis/Guidelines | |
| 14. Rates: Review | |
| 15. Vehicle Lease Evaluation Report | |
| 16. Accelerated Sewer Fund Re-Payment (from Water Fund) | |
| 17. Unfunded Pension Liability Plan | |

| | |
|---------------|--------------------------------|
| GOAL 4 | UPGRADED INFRASTRUCTURE |
|---------------|--------------------------------|

- 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

- Means to Residents**
1. Reliable delivery of TUD services
 2. Well maintained TUD utilities infrastructure for water development and wastewater collection
 3. TUD planning and building for smart growth
 4. Quality water for the future
 5. TUD reducing the cost of water treatment and wastewater treatment/disposal
 6. TUD projects completed on time – delivery on commitments

| ► Challenges and Opportunities | PRIORITY |
|---|-----------------|
| 1. Aging TUD infrastructure needing routine and/or major maintenance | 5 |
| 2. Determine Pinecrest Lake level – SWRCB | 5 |
| 3. Catching up on infrastructure deferred maintenance | 5 |
| 4. Consolidating water treatment plants and related piping | 4 |
| 5. Funding for major water storage projects | 3 |
| 6. Funding for operations and maintenance of new TUD infrastructure | 3 |
| 7. Federal and State of California mandates and regulatory requirements | 3 |
| 8. Responding to service disruption – “crises” | 2 |
| 9. Age of drinking water system and the formation of disinfection by products | 1 |
| 10. Unexpected infrastructure failures and its impact on current budget | 1 |
| 11. Unknown condition of TUD facilities and infrastructure | 1 |

| ► Challenges and Opportunities (Continued) | | PRIORITY |
|---|--|-----------------|
| 12. | Obtaining required equipment to maintain water and wastewater infrastructure | 1 |
| 13. | Developing redundancy for water conveyance system | 0 |
| 14. | Competing and differing capital project priorities | 0 |

| ► Actions 2017 | | PRIORITY |
|-----------------------|--|------------------------|
| 1. | Phoenix Lake Dredging Project: Additional Funding for Dredging | M B 2016 5 |
| 2. | Sonora Regional Wastewater Treatment Plant Study (SR WWTP) | B OTH 5 |
| 3. | Fire Protection: Office of Emergency Services | 4 |
| 4. | Sierra Pines Reservoir Feasibility Study | M B 2016 Mgmt |
| 5. | Hazard Tree Mitigation Plan: Implement | M Mgmt |
| 6. | Water Tank/In-ground Master Plan | M B 2016 3 |
| 7. | Utility Infrastructure Condition Assessment and Life Cycle Study | B OTH 2 |
| 8. | Water Storage West of Flume | B 2 |
| 9. | Energy Audit | 2 |
| 10. | TUD System Security | 1 |
| 11. | Fire Hydrants Plan: Fire Agencies (10) | B OTH 0 |
| 12. | Phoenix Lake Recreation Funding | 0 |

► Management in Progress 2017

- | | |
|--|------|
| 1. Short Term Maintenance Projects | 2016 |
| 2. Fire Protection for Water Flume System | 2016 |
| 3. CIP Reports | MIP |
| 4. Patch Paving Contract | MIP |
| 5. Annual Dive Clean and Inspection: 15 Tanks | MIP |
| 6. Sierra Pines Reservoir (Section 4) Land Acquisition | MIP |
| 7. Sewer Collection System CCTV and Repairs | M |

► Major Projects 2017

- | | |
|--|------|
| 1. Cuesta Heights Storage Tanks | 2016 |
| 2. Ditch Meter Installation | MP |
| 3. Law and Justice Sewer Lift Station | MP |
| 4. Annual Sewer Pipeline Project | MP |
| 5. Gold Springs Forcemain | MP |
| 6. Sonora Water Treatment Plant Rate Value Project | MP |
| 7. Techite Pipe Replacement | MP |
| 8. Matelot Pipeline: Right of Way Acquisition | M |
| | MP |
| 9. Phoenix Lake Preservation and Restoration | MP |
| 10. Upper Columbia Spill #1 | MP |
| 11. Upper Columbia Shoot Pipeline | MP |
| 12. Annual Ditch Maintenance Projects | MP |
| 13. Jamestown Reservoir Replacement Project | MP |
| 14. Quartz/Stent Water Main Extension | M |
| 15. Curtis Creek Elementary School Intertie | M |
| 16. Columbia County Estates Sewer Lift Station | M |
| 17. Pedro Wye Utility Relocation | M |
| 18. Sonora Regional Wastewater Treatment Plant Improvements | M |
| • Tricking Filter Ventilation | |
| • Hydraulic Improvements | |
| 19. Tuolumne Water Treatment Plant: Westside Reservoir Cleaning and Improvements | M |

► **On the Horizon 2018 – 2022**

- | | |
|---|------|
| 1. Columbia Water Treatment Plant Phase 2: Funding | OTH |
| • Clear Well | |
| • Sludge | |
| • Other Infrastructure | |
| 2. Sonora Water System Improvements | MP |
| • Bradford | 2016 |
| • Green | |
| • Stewart | |
| 3. Eureka Ditch Pipe Segments | MP |
| 4. Utility Infrastructure Condition Assessment and Life Cycle Study | |
| 5. Fire Hydrants: Fire Agencies Responsibility (10) | |
| 6. Water Storage West of Flume | |
| 7. TUD Security System | |
| 8. Energy Audit | |
| 9. Phoenix Lake Recreation: Funding | |

SECTION 6

ACTION AGENDA 2017

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 Policy Agenda 2017

► **Targets for Action**

| | PRIORITY | PRIORITY | |
|---|----------|----------|------|
| | | TOP | HIGH |
| 1. TWSOP Funding | Top | 4 | - |
| 2. Long Term Water Supply Options | Top | 4 | - |
| 3. Long Term Water Storage | Top | 4 | - |
| 4. Fire Draft Point Sites and Plan | Top | 3 | - |
| 5. PG&E Contract (1983) | Top | 3 | - |
| 6. Phoenix Lake Dredging Funding | Top | 3 | - |
| 7. Tuolumne County Strategy/Advocacy | High | 2 | 4 |
| 8. Electronic Mapping, Work Orders, Records | High | 1 | 4 |
| 9. Water Tank/In-ground Master Plan | High | 0 | 4 |
| 9. ACWA Involvement | High | 2 | 3 |
| 11. Sonora Regional Wastewater Treatment Plant Study | High | 2 | 3 |
| 12. Fire Protection: Office of Emergency Services | High | 2 | 3 |
| 13. Tri Dam Contract: Compensation | | 1 | 2 |
| 14. Information Technology Master Plan | | 1 | 1 |
| 15. Alternative Revenues Study | | 0 | 2 |
| 16. Enterprise Resource Planning(Moved to Management) | | 0 | 1 |
| 17. TUD "Corporate" Communications | | 0 | 0 |
| 18. Broadband on TUD Property | | 0 | 0 |
| 19. Budget Process Revision | | 0 | 0 |

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 Agenda 2017

► **Targets for Action**

1. Water Rights Policy/Advocacy
2. Grants Development
3. Enterprise Resource Planning
4. Tuolumne County General Plan
5. Labor MOU
6. Cryptosporidium Prevention Program
7. Ditch System CEQA Compliance
8. Hazard Tree Mitigation Plan: Implement
9. Formal Succession Plan
10. Water Conservation Plan
11. Bay Delta Plan SED Response
12. Fund Reserves
 - Water
 - Sewer
13. Personnel Policies: Update
14. Sierra Pines Reservoir Feasibility Study

| PRIORITY | PRIORITY | |
|----------|----------|------|
| | TOP | HIGH |
| Top | 5 | - |
| Top | 4 | - |
| Top | 4 | - |
| Top | 3 | - |
| Top | 3 | - |
| High | 1 | 5 |
| High | 2 | 4 |
| High | 1 | 4 |
| High | 1 | 3 |
| High | 0 | 3 |
| | 1 | 0 |
| | 1 | 0 |
| | 0 | 0 |
| | 0 | 0 |

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
8. District Standards Details: Updates
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
9. Matelot Pipeline: Right of Way Acquisition
10. Phoenix Lake Preservation and Restoration
11. Upper Columbia Spill #1
12. Upper Columbia Shoot Pipeline
13. Annual Ditch Maintenance Projects
14. Jamestown Reservoir Replacement Project
15. Quartz/Stent Water Main Extension
16. Curtis Creek Elementary School Intertie
17. Columbia County Estates Sewer Lift Station
18. Pedro Wye Utility Relocation
19. Sonora Regional Wastewater Treatment Plant Improvements
20. Tuolumne Water Treatment Plant: Westside Reservoir Cleaning and Improvements