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STRATEGIC PLANNING FOR TUOLUMNE UTILITIES DISTRICT

Strategic Planning Model for Tuolumne Utilities District

Value-based principles that describe the preferred future in 15 years

VISION

**Destination
“You Have Arrived”**

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

**Map
“The Right Route”**

Focus for one year – a work program: policy agenda for Board President and Board of Directors Annual Action Plan, management agenda for staff; major projects

EXECUTION

**Itinerary
“The Right Direction”**

Principles that define the responsibility of Board of Directors government and frame the primary services – core service businesses

MISSION

**Vehicle
“The Right Bus”**

Personal values that define performance standards and expectations for employees

CORE BELIEFS

**Fuel
“The Right People”**

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).**

Tuolumne Utilities District

Vision 2032

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

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

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 PLAN 2017 – 2022

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

MEANS TO RESIDENTS

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

**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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Applying national and state standards to TUD operations
2. Lack of water rights
3. Defining TUD as a Watershed Steward
4. Funding and financing TUD infrastructure improvements
5. Integrating co-equal goals: people and environment
6. Collecting and interpreting flow data from ditch system to improve estimates of leakage
7. State of California mandates and regulations
8. Reducing water use and changing customer use patterns
9. Water color, odor and taste

POLICY ACTIONS 2017

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

MANAGEMENT ACTIONS 2017

- | | PRIORITY |
|---------------------------------------|-----------------|
| 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 2017

1. Strategic Plan: Update
2. On Call Emergency Consulting Services
3. Ditch MID Customer Metering
4. Annual TUD Flushing Program
5. TUD Website

MANAGEMENT IN PROGRESS 2017

(Continued)

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)

ON THE HORIZON 2018 – 2022

1. Remote Read Meters Plan
2. Bottled Water
3. Community Water Forums
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

ON THE HORIZON 2018 – 2022

(Continued)

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

**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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Defining performance standards
2. Enhancing customer service
3. Maturing workforce and succession planning/building institutional knowledge
4. Managing workload and organization capacity with disproportionate staffing
5. Enhanced Board – organization teamwork and respect for different roles
6. Increasing performance and results accountability
7. Communicating accurate, timely information to customers and community
8. OPEB and pension liabilities
9. Engaging the customers and stakeholders

POLICY ACTIONS 2017

- | | PRIORITY | |
|---|---|---------------|
| 1. PG&E Contract (1983) | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Electronic Mapping, Work Orders, Records | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Information Technology Master Plan | | |
| 4. Enterprise Resource Planning | | |
| 5. TUD “Corporate” Communications | | |

MANAGEMENT ACTIONS 2017

- | | PRIORITY | |
|---------------------------------|---|---------------|
| 1. Enterprise Resource Planning | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Formal Succession Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Personnel Policies: Update | | |

MANAGEMENT IN PROGRESS 2017

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

MAJOR PROJECTS 2017

1. Tank Ladder Replacement

ON THE HORIZON 2018 – 2022

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

Goal 3

Financially Responsible Organization

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

MEANS TO RESIDENTS

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

**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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Fewer grants with increased competition and increased completely
2. Developing private sector partners
3. Topography and automated meter reading
4. State ordered consolidations for receiverships
5. Upgrading financial reporting – short term and long term
6. Funding for TUD services

POLICY ACTIONS 2017

1. Tri Dam Contract: Compensation
2. Alternative Revenues Study
3. Broadband on TUD Property
4. Budget Process Revision

MANAGEMENT ACTIONS 2017

1. Grants Development
2. Labor MOU
3. Fund Reserves

PRIORITY

Top Priority
Top Priority

MANAGEMENT IN PROGRESS 2017

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

ON THE HORIZON 2018 – 2022

1. Long Range Comprehensive (5 year) Financial Plan
2. Purchasing Policy
3. Sale of Recycled Water
4. Solar Energy Feasibility Study
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

**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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Responding to service disruption – “crises”
2. Age of drinking water system and the formation of disinfection by products
3. Unexpected infrastructure failures and its impact on current budget
4. Unknown condition of TUD facilities and infrastructure
5. Obtaining required equipment to maintain water and wastewater infrastructure

POLICY ACTIONS 2017

	PRIORITY
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

MANAGEMENT ACTIONS 2017

1. Hazard Tree Mitigation Plan: Implement	High Priority
2. Sierra Pines Reservoir Feasibility Study	

MANAGEMENT IN PROGRESS 2017

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 2017

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
 - Tricking Filter Ventilation
 - Hydraulic Improvements
19. Tuolumne Water Treatment Plant: Westside Reservoir Cleaning and Improvements

ON THE HORIZON 2018 – 2022

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

TUOLUMNE UTILITIES DISTRICT ACTION AGENDA 2017

Tuolumne Utilities District Policy Agenda 2017

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 Action Agenda 2017

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

Management In Progress 2017

Strategic Plan: Update

On Call Emergency Consulting Services

Ditch MID Customer Metering

Annual TUD Flushing Program

TUD Website

Standardized Condition of Approval for Development (with Tuolumne County)

Development Process: Streamline

District Standards Details: Updates

Water ESFR Capacity Chart: Update

Ditch Water Balance: Data Gathering/Analysis

Toilet Rebate Program (RCD)

PG&E Work Orders: Scan

Non-exclusive Water and Sewer Easements

Performance Appraisal: Training

Succession Planning Report

Safety Compliance Coordinator

2017 Safety Plan
Field Book Improvements
GIS Technician
Communications Technician
Experience Modification Rating: 90% or Less
Budget Mid Cycle
Annual CAL PERS Report
Position Reorganization Evaluation Report
Financial Reserves Report
CIP: Update
Short Term Maintenance Projects
Fire Protection for Water Flume System
CIP Reports
Patch Paving Contract
Annual Dive Clean and Inspection: 15 Tanks
Sierra Pines Reservoir (Section 4) Land Acquisition
Sewer Collection System CCTV and Repairs

Major Projects 2017

Tank Ladder Replacement

Cuesta Heights Storage Tanks

Ditch Meter Installation

Law and Justice Sewer Lift Station

Annual Sewer Pipeline Project

Gold Springs Forcemain

Sonora Water Treatment Plant Rate Value Project

Techite Pipe Replacement

Matelot Pipeline: Right of Way Acquisition

Phoenix Lake Preservation and Restoration

Upper Columbia Spill #1

Upper Columbia Shoot Pipeline

Annual Ditch Maintenance Projects

Jamestown Reservoir Replacement Project

Quartz/Stent Water Main Extension

Curtis Creek Elementary School Intertie
Columbia County Estates Sewer Lift Station
Pedro Wye Utility Relocation
Sonora Regional Wastewater Treatment Plant Improvements
Tuolumne Water Treatment Plant: Westside Reservoir Cleaning and Improvements