

STRATEGIC PLAN

2018 → 2023 → 2033

EXECUTIVE SUMMARY

Board of Directors and General Manager



Tuolumne Utilities District
January 2018



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STRATEGIC FRAMEWORK

VISION 2033

*“Desired Destination for
Tuolumne Utilities District”*

PLAN 2023

“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 2033**

Tuolumne Utilities District 2033

has

SUSTAINABLE WATER RESOURCES

provides

SAFE, SECURE AND HIGH QUALITY WATER;

provides

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

and

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

Vision 2033

Guiding Principles

PRINCIPLE

SUSTAINABLE WATER RESOURCES

► Means

1. Using the natural environmental to clean water, where appropriate
2. Integrating the ditches into watershed management and stewardship
3. Reducing use of treated water for landscaping and outdoor uses
4. Partnering with other entities for sustainable water resources
5. Supporting a thriving local economy
6. Having clean source water for a healthy and safe community

PRINCIPLE

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 while managing risks
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 on an ongoing basis and upgraded water treatment plants and distribution system
6. Controlling minimum water loss from ditches to an acceptable level
7. Minimizing contaminates entry into watershed; including open conveyance to assure clean source water
8. Having an informed and engaged community on water issues
9. Being actively involved in watershed management

PRINCIPLE

EFFECTIVE COLLECTION, TREATMENT AND DISPOSAL OF WASTEWATER

► Means

1. Finding beneficial and innovative uses for treated water in the County
2. Having well maintained private sewer laterals by property owners
3. Having well designed, well built, well maintained on an ongoing basis, 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 uses
5. Having a high reliability rate – wastewater collection services and managing risks
6. Having public and businesses informed and educated on use of and appropriate contribution to the wastewater system, in coordination with Tuolumne County
7. Improving wastewater flows through elimination of bulk and unwanted items
8. Managing Quartz Reservoir to empty each year
9. Effectively managing septic waste

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. Encouraging and partnering to have leisure/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
7. Working with partners to support effective fire protection and prevention
8. Working with partners to support effective stormwater management

Tuolumne Utilities District: Our Mission

**The mission of TUD is to provide the
BEST WATER AND WASTEWATER SERVICES
FOR OUR CUSTOMER**

with

**GREAT CUSTOMER SERVICE in a
SOCIALY, FINANCIALLY and
ENVIRONMENTALLY RESPONSIBLE MANNER**

Tuolumne Utilities District Our Mission Guiding Principles

PRINCIPLE

BEST WATER AND WASTEWATER SERVICES FOR OUR CUSTOMERS

► Means

1. Providing reliable, safe and quality drinking water
2. Providing reliable wastewater collection, treatment and disposal
3. Having well-designed, well-maintained utility infrastructure
4. Evaluating and re-evaluating utility infrastructure condition
5. Securing current and future water supply and water rights
6. Planning for life cycle, maintenance, replacement of utility infrastructure
7. Developing, updating and funding the TUD capital improvement plan
8. Developing cost-effective meter reading tailored to TUD unique topography

PRINCIPLE

GREAT 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 innovative 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 leaving with a positive feeling about TUD based upon their personal experiences

PRINCIPLE

SOCIALLY RESPONSIBLE MANNER

► Means

1. Responding to failing third part utility systems in TUD service areas
2. Working with Tribal governments and other local, regional and state agencies on water and wastewater issues and future land uses
3. Responding to the community needs for portable water, wastewater and other services
4. Being socially responsible to our current customers
5. Cultivating and nurturing positive, coordinated intergovernmental relations
6. Managing TUD assets to protect the water resources
7. Being an advocate to protect the water resources and to modify governmental regulations impacting water resources

PRINCIPLE	FINANCIALLY RESPONSIBLE MANNER
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► Means

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

PRINCIPLE	ENVIRONMENTALLY RESPONSIBLE MANNER
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- **Means**
1. Evaluating impact of TUD decisions and actions on the environment
 2. Working with partners – State of California, Forest Service, Tuolumne County Tribal governments and other governmental/nongovernmental agencies
 3. Complying with State of California and Federal government regulations and mandates
 4. Involving others to address environmental issues
 5. Being an advocate on environmental quality and TUD operations
 6. Integrating co-equal goals – water for people and water for the environment
 7. Working and participating with other organizations that have impacts on the environment
 8. Working with partners on fire and emergency prevention, preparation, response and recovery
 9. Participating in advocacy for effective watershed management

**Tuolumne Utilities District
Goals 2023**

**TOP QUALITY UTILITY
SERVICES/SUSTAINABLE WATER
RESOURCE MANAGEMENT**



HIGH PERFORMING ORGANIZATION



**SOCIALLY, ENVIRONMENTALLY AND
FINANCIALLY RESPONSIBLE**



TOP QUALITY INFRASTRUCTURE

GOAL 1

**TOP QUALITY UTILITY SERVICES/SUSTAINABLE
WATER RESOURCE MANAGEMENT**

► 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 developments 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. Funding and financing TUD operational and infrastructure improvements
3. Working with Tuolumne County and City of Sonora
4. Dead and dying trees impacting TUD infrastructure and budget
5. Providing leadership on water issues – local region and state
6. Resolving the Pinecrest Lake level mitigated negative declaration
7. Reducing vulnerabilities of wildfires on flumes and canals
8. Lack of water rights

► **Actions 2018**

Policy Agenda

- | | |
|---|---------------|
| 1. Treated Water System Optimization Plan | Top Priority |
| 2. Tuolumne General Plan – Water Element | Top Priority |
| 3. | |
| 4. Development/Land Use Strategy: Policy Direction and Staffing | Top Priority |
| 5. TUD Strategy and Actions with Tuolumne County | High Priority |
| 6. Long Term Water and Water Storage – Water Rights Strategy | High Priority |

Management Actions

- | | |
|---|---------------|
| 1. Outside County Septic Waste Disposal: Direction | Top Priority |
| 2. TUD: Appointment to Local Agency Formation Commission | Top Priority |
| 3. Tuolumne County Water Policy Advisory Committee Strategy and Actions | High Priority |
| 4. Wastewater Treatment Plant Bio Solids Report | High Priority |
| 5. Water Professional Organization Advocacy: TUD Staff | High Priority |

Management in Progress

1. Bay Delta Plan SED Response: Monitoring and Comment
2. Strategic Plan 2018-2023-2033: Update
3. Hazard Trees Mitigation Program: Report
4. Ditch Water Balance: Data Gathering/Analysis
5. Water ESRF Capacity Chart: Update
6. Ditch MID Customer Metering: Installation
7. Toilet Rebate Program (RCD)

GOAL 2

HIGH PERFORMING ORGANIZATION

► Objectives

1. Have a TUD organization that values and practices performance results and accountability; and employee morale and safety
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. Provide dedicated customer service
7. Earn and be respected by Tuolumne County, City of Sonora, and other entities

► 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/enhancing TUD transparency and openness
4. Maturing workforce and succession planning/building and transfer institutional knowledge
5. Maintaining positive safety record
6. Defining performance expectation standards
6. Communicating accurate, timely information to customers and community

► Actions 2018

Policy Agenda

1. TUD Advocacy and Lobbying

High Priority

Management Agenda

1. Enterprise Resources Planning Software
2. Information Technology Master Plan: Development

Top Priority

High Priority

► **Actions 2018** (*Continued*)

Management in Progress

1. Safety Compliance Coordinator
2. GIS Technician
3. 2018 Safety Plan
4. Electronic Mapping and Records Management
5. Field Book Improvements

GOAL 3

SOCIALLY, ENVIRONMENTALLY AND FINANCIALLY RESPONSIBLE

► Objectives

1. Provide funding for the implementation of the TUD capital improvement program and priority projects
2. Leverage TUD resources through grants and partnerships for environmental benefit and social enrichment
3. Have a balanced TUD operating budgeting, including reserve funding, pensions
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. Balance triple bottom line: social, financial and environmental

► Short-Term Challenges and Opportunities

1. Leveraging TUD resources – grants and partnerships
2. Strengthening relations with Federal legislators
3. Unfunded State of California mandates
4. Fewer grants with increased competition and increased complexity
5. Financial sustainability with rising costs for service and capital infrastructure needs
6. Ability to hire and retain TUD staff

► Actions 2018

Policy Agenda

1. Capacity and Connection Fees: Review/Evaluation
2. Grants: Expansion

High Priority

High Priority

Management in Progress

1. Fund Reserve Plan: Implementation
2. Reclaimed Water Contract: Review
3. Annual CAL PERS Report
4. CIP Update

GOAL 4	TOP QUALITY 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. Consolidating and receiving water treatment plants and related piping
 2. Funding for major water storage and delivery projects
 3. Determine Pinecrest Lake level – SWRCB
 4. Unexpected infrastructure deteriorating and failures and its impact on current budget
 5. Increasing construction costs
 6. Catching up on infrastructure deferred maintenance
 7. Funding for operations and maintenance of new TUD infrastructure
 8. Time for constructing/building equipment and impact on budget

- Actions 2018**
- | | |
|---|---------------|
| <i>Policy Agenda</i> | |
| 1. Ditch System CEQA Compliance: Implementation | Top Priority |
| 2. Secure Conveyance Pipeline: Funding Mechanism | Top Priority |
| <i>Management Actions</i> | |
| 1. Sonora Regional Wastewater Treatment Plant Study | Top Priority |
| 2. Phoenix Lake Rehabilitation/Restoration Project | Top Priority |
| 3. Law and Justice Sewer Lift Station: Implementation | High Priority |
| 4. Hazard Tree Mitigation Plan: Implement | High Priority |
| 5. Techite Pipeline Replacement | High Priority |

► **Actions 2018 (Continued)**

Management in Progress

1. Patch Paving Contract
2. Water Tank Master Plan
3. CIP: Monthly Report
4. Annual Dive Clean and Inspections (15 Tanks)
5. Short Term Maintenance Projects
6. Fire Protection for Water Flume System
7. Sewer Collection System CCTV and Repairs

Major Projects

1. Jamestown Reservoir Replacement Project
2. Columbia County Estates Sewer Lift Station
3. Curtis Creek Elementary School Intertie: Funding
4. Annual Sewer Pipeline Lining (CIPP)
5. Matelot Pipeline: Right-of-Way Acquisition
6. Annual Ditch Maintenance Projects
7. Pedro Y Utility Relocation
8. Upper Columbia Spill #1
9. Upper Columbia Shoot Pipeline
10. Ditch Meter Installation

**Tuolumne Utilities District
Policy Agenda 2018
Targets for Action**

TOP PRIORITY

Treated Water System Optimization Plan

Tuolumne General Plan – Water Element

Development/Land Use Strategy: Policy Direction and Staffing

Secure Conveyance Pipeline: Funding Mechanism

HIGH PRIORITY

TUD Strategy and Actions with Tuolumne County

TUD Advocacy and Lobbying

Long Term Water and Water Storage – Water Rights Strategy

Capacity and Connection Fees: Review/Evaluation

Grants: Expansion

Tuolumne Utilities District Management Agenda 2018 Targets for Action

TOP PRIORITY

Sonora Regional Wastewater Treatment Plant Study
Ditch System CEQA Compliance: Implementation
Outside County Septic Waste Disposal: Direction
Enterprise Resources Planning Software (ERP)
TUD: Appointment to Local Agency Formation Commission
Phoenix Lake Rehabilitation/Restoration Project

HIGH PRIORITY

Information Technology Master Plan: Development
Law and Justice Sewer Lift Station: Implementation
**Tuolumne County Water Policy Advisory Committee
Strategy and Actions**
Hazard Tree Mitigation Plan: Implement
Wastewater Treatment Plant Bio Solids Report
Techite Pipeline Replacement
Water Professional Organization Advocacy: TUD Staff

Tuolumne Utilities District Management in Progress 2018

1. Bay Delta Plan SED Response: Monitoring and Comment
2. Strategic Plan 2018-2023-2033: Update
3. Hazard Trees Mitigation Program: Report
4. Ditch Water Balance: Data Gathering/Analysis
5. Water ESFR Capacity Chart: Update
6. Ditch MID Customer Metering: Installation
7. Toilet Rebate Program (RCD)
8. Safety Compliance Coordinator
9. GIS Technician
10. 2018 Safety Plan
11. Electronic Mapping and Records Management
12. Field Book Improvements
13. Fund Reserve Plan: Implementation
14. Reclaimed Water Contract: Review
15. Annual CAL PERS Report
16. CIP Update
17. Patch Paving Contract
18. Water Tank Master Plan
19. CIP: Monthly Report
20. Annual Dive Clean and Inspections (15 Tanks)
21. Short Term Maintenance Projects
22. Fire Protection for Water Flume System
23. Sewer Collection System CCTV and Repairs

Tuolumne Utilities District Major Projects 2018

1. Jamestown Reservoir Replacement Project
2. Columbia County Estates Sewer Lift Station
3. Curtis Creek Elementary School Intertie: Funding
4. Annual Sewer Pipeline Lining (CIPP)
5. Matelot Pipeline: Right-of-Way Acquisition
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