

STRATEGIC PLAN

2018 → 2023 → 2033



Tuolumne Utilities District
January 2018



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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 2033

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**

Tuolumne Utilities District

Vision 2032

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

BEST USE OF TUD PROPERTIES FOR TUD/COMMUNITY ENRICHMENT

► 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

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

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 3

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 4

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 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

► 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 PLAN 2018 – 2023

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

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. 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Defining TUD as a Watershed Steward
2. Collecting and interpreting flow data from ditch system to improve estimates of leakage
3. Reducing water use and changing customer use patterns
4. Water color, odor and taste
5. Integrating co-equal goals: people and environment
6. State of California mandates and regulations
7. Reliable redundant delivery systems
8. Pressure from failing water system
9. Gravity fed system

POLICY ACTIONS 2018

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

MANAGEMENT ACTIONS 2018

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
6. Water Tank Master Plan High Priority

MANAGEMENT IN PROGRESS 2018

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

ON THE HORIZON 2019 – 2023

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 Rainwater
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

ON THE HORIZON 2019 – 2023

11. Electronic Meters Report
12. New Sewer Plant with Jamestown Sanitation
13. Emergency Plans: Review
14. Agriculture 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
23. Water Source Protection Policy and Program
24. TUD Land Acquisition for Wastewater: Report with Options Direction, Actions and Funding
25. Water Resource System Management: Advocacy
26. Cultural Legacy – Historic System
27. Septic Approval: Direction
28. Managed Recreation Component Development Strategy, TUD Actions and Research
29. Water Conservation: Program Expansion Best Practices, Direction and Actions

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**

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 employees 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/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
7. Communicating accurate, timely information to customers and community

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Providing relevant professional development opportunities
2. Managing workload and organization capacity with disproportionate staffing
3. Enhanced Board – organization teamwork and respect for different roles
4. OPEB and pension liabilities
5. Engaging the customers and stakeholders
6. Impacts of federal and state regulations
7. Maintaining and meeting performance standards and results accountability

POLICY ACTIONS 2018

- 1. TUD Advocacy and Lobbying
- 2. Proactive Communications Strategy

High Priority

MANAGEMENT ACTIONS 2018

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

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2018

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

ON THE HORIZON 2019 – 2023

- 1. TUD App: Development
- 2. Compensation Study and Market Analysis
- 3. Performance Excellence Program for Employees and Customers
- 4. Experience Modification Rating: 90% or Less
- 5. App for Monitoring/Bill Payment: Report, Direction and Funding
- 6. Electronic Meter Reading: Next Steps

Goal 3

Socially, Environmentally and 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 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

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. 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding TUD reserves and unfunded liabilities
2. Developing private sector partners
3. Funding for TUD services
4. Developing out of region partners
5. State ordered consolidations for receiverships

POLICY ACTIONS 2018

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

MANAGEMENT IN PROGRESS 2018

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

ON THE HORIZON 2019 – 2023

- 1. Purchasing Policy
- 2. Sale of Recycled Water
- 3. Solar Energy Feasibility Study
- 4. Investment/Treasury Service Policy
- 5. Small Scale Hydro Opportunities
- 6. Water Rate Assistance for Low Income
- 7. Rate Structure – Base Rate: Evaluation Rate and Direction
- 8. TUD Capital Asset Inventory, Life Cycle Analysis, Replacement Schedule, Funding Mechanism
- 9. Financial Plan with 10 year Forecasts: Development
- 10. Alternative Revenues Study
- 11. Fund Reserves

Goal 4

Top Quality 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. 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Unknown condition of TUD facilities and infrastructure
2. Upgrading and improving infrastructure while maintaining the integrity of the historic assets
3. Aging TUD infrastructure needing routine and/or major maintenance
4. Federal and State of California mandates and regulatory requirements
5. Age of drinking water system and the formation of disinfection byproducts
6. Obtaining and maintaining required equipment to maintain water and wastewater infrastructure

POLICY ACTIONS 2018

- 1. Ditch System CEQA Compliance: Top Priority
- 2. Secure Conveyance Pipeline: Funding Mechanism Top Priority
- 3. Phoenix Lake Recreation

MANAGEMENT ACTIONS 2018

- 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
- 6. Eureka Ditch Pipe Segment

MANAGEMENT IN PROGRESS 2018

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

MAJOR PROJECTS 2018

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

ON THE HORIZON 2019 – 2023

1. Cuesta Heights Storage Tank: Construction
2. TUD System Security
3. Columbia Water Treatment Plant Phase 2: Funding
4. Sonora Water Systems Improvements
5. Fire Protection: Draft Report (Tuolumne County)

TUOLUMNE UTILITIES DISTRICT ACTION AGENDA 2018

Tuolumne Utilities District Policy Agenda 2018

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

TOP PRIORITY

Sonora Regional Wastewater Treatment Plant Study

Ditch System CEQA Compliance: Implementation

Outside County Septic Waste Disposal: Direction

Enterprise Resources Planning Software

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

Management In Progress 2018

Strategic Plan 2018-2023-2033: Update
Bay Delta Plan SED Response: Monitoring and Comment
Ditch MID Customer Metering: Installation
Water ESFR Capacity Chart: Update
Ditch Water Balance: Data Gathering/Analysis
Toilet Rebate Program (RCD)
Hazard Trees Mitigation Program: Report
Electronic Mapping and Records Management
Field Book Improvements
Safety Compliance Coordinator
GIS Technician
2018 Safety Plan
Annual CAL PERS Report
Fund Reserve Plan: Implementation
CIP Update
Reclaimed Water Contract: Review

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

Major Projects 2018

Jamestown Reservoir Replacement Project

Curtis Creek Elementary School Intertie: Funding

Ditch Meter Installation

Annual Sewer Pipeline Lining (CIPP)

Matelot Pipeline: Right-of-Way Acquisition

Upper Columbia Spill #1

Upper Columbia Shoot Pipeline

Annual Ditch Maintenance Projects

Pedro Y Utility Relocation

Columbia County Estates Sewer Lift Station