Truckee Meadows Water Authority

Strategic Planning:

Effective Utility Management Framework

Board of Directors · June 17, 2026

Keys to Management Success

1. **Continual Improvement**
   Self-assessment, adopting performance measures, working toward improving attributes
2. **Knowledge Management**
   Preserving and transferring institutional knowledge across the organization
3. **Leadership**
   Commitment to organizational excellence
4. **Measurement**
   Clarify expectations and drive decisions
5. **Strategic Business Planning**
   Aligning vision, goals, and investments across all 10 Attributes

The 10 Attributes of the EUM Framework

A comprehensive approach to assessing and improving water sector utility performance. Not listed in priority order — each represents a set of opportunities for improvement.

- **Community Sustainability**
- **Customer Experience & Satisfaction**
- **Enterprise Resiliency**
- **Financial Viability**
- **Infrastructure Strategy & Performance**
- **Operational Optimization**
- **Regulatory & Reliability Performance**
- **Stakeholder Understanding & Support**
- **Water Resource Sustainability**
- **Workforce Development**

01

Community Sustainability

Leading community resilience

SUMMARY

Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners.

KEY COMPONENTS

- Manages operations, infrastructure, and investments to support community sustainability
- Integrates water resource management to support community-wide resilience
- Maintains ecological and community sustainability including watershed and source water protection
- Implements workforce development initiatives

02

Customer Experience & Satisfaction

Reliable, responsive service that earns community trust

SUMMARY

Provides reliable and responsive services in line with explicit, customer-derived service levels.

KEY COMPONENTS

- Provides reliable and responsive services
- Receives timely customer feedback; all staff actively responsive to customer needs and emergencies
- Utilizes evolving communication technologies to understand and respond to customer needs and expectations, encouraging all utility personnel to be actively responsive

03

Enterprise Resiliency

Proactive risk management for uninterrupted service

SUMMARY

Manages risk to ensure enterprise continuity

KEY COMPONENTS

- Identifies and manages legal, regulatory, financial, safety, physical security, cybersecurity, loss of institutional knowledge, and natural disaster risks
- Anticipates, responds to, adapts to, and recovers from disruption through planning and preparation

04$

Financial Viability

Sustainable rates and fiscal health for long-term service

SUMMARY

Establishes predictable rates that consider full life-cycle cost of utility operations and value of water resources. Effectively balances long-term debt, capital, and O&M expenditures.

KEY COMPONENTS

- Establishes predictable, equitable rates based on full life-cycle cost of service
- Recovers costs, provides reserves, invests for future needs
- Explores innovative financing options

05

Infrastructure Strategy & Performance

Smart investment in infrastructure for long-term reliability

SUMMARY

Understands the condition of and costs associated with critical infrastructure assets.

KEY COMPONENTS

- Understands the condition and costs associated with all critical infrastructure assets
- Maintains and enhances assets at the lowest possible life-cycle cost with acceptable risk
- Plans investments consistent with community needs, anticipated growth, and adaptation strategies
- Develops and implements a strategic asset management plan

06

Operational Optimization

Continuous improvement

SUMMARY

Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of operations.

KEY COMPONENTS

- Conducts ongoing performance improvements informed by benchmarking and monitoring
- Effectively utilizes technology to optimize data and resource management
- Ensures timely, cost-effective, and sustainable improvements in all facets of operations
- Maintains attentiveness to supply chain vulnerabilities for critical parts and supplies

07

Regulatory & Reliability Performance

Meeting standards for drinking water

SUMMARY

Meets or exceeds regulatory requirements and provides reliable water service.

KEY COMPONENTS

- Meets or exceeds all regulatory and reliability requirements
- Ensures consistent and equitable outcomes for all community users and customer types
- Maintains consistency with public health and safety

08

Stakeholder Understanding & Support

Building community trust and appreciation

SUMMARY

Enables understanding and support from stakeholders for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.

KEY COMPONENTS

- Enables stakeholder understanding and support for service levels, rates, budgets, CIPs, and risks
- Considers full spectrum of impacts across diverse stakeholders for equitable service and quality
- Positions the utility as a critical community anchor institution

09

Water Resource Sustainability

Integrated stewardship of water resources for future generations

SUMMARY

Ensures integrated and sustainable water resource management. Analyzes potential for water resource variability and undertakes long-term integrated water resource planning to meet community needs.

KEY COMPONENTS

- Understands the utility's full role in the water cycle including reuse, surface water quality, and watershed partners
- Manages operations to provide for long-term aquifer and surface water sustainability and replenishment
- Plans for future water resource variability including drought and changing weather patterns
- Undertakes long-term integrated water resource planning to meet all drinking water needs

10

Workforce Development

A skilled, inclusive workforce that reflects the community served

SUMMARY

Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community served.

KEY COMPONENTS

- Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovation.
- Maintains a collaborative organization dedicated to continual learning, safety, and innovation
- Implements procedures for institutional knowledge retention and continual learning (e.g., SOPs)
- Invests in professional and leadership development across a diverse, multi-generational workforce
- Establishes a supportive, collaborative, and aligned senior leadership team

Process-to-Date

2025

September	October	November	December
Intro to Leaders: EUM primer & roadmap	**Exercise:** Alignment of existing goals	**Survey:** Self-assessment	**Report:** Ranking & prioritization

2026

January	February	March	April
Survey: Best EUM practices in priority areas	**Strategic Offsite:** Assess existing & potential practices	**Review:** Smart goal structures	**Intro to Employees:** EUM framework and TMWA strategy

8 Milestones Completed

Goals Roadmap for EUM Integration

The road ahead — FY2026–2027



June – July

Cross-functional Alignment

ID cross-functional dept. support of EUM

August

GM FY26 Results, EUM Self-Assessment

Report goal results + EUM assessment findings

September

GM FY27 Goals

Goals set responsive to EUM framework priorities

October

FY26 Results, FY27 Goals

With EUM prioritization fully integrated into goals