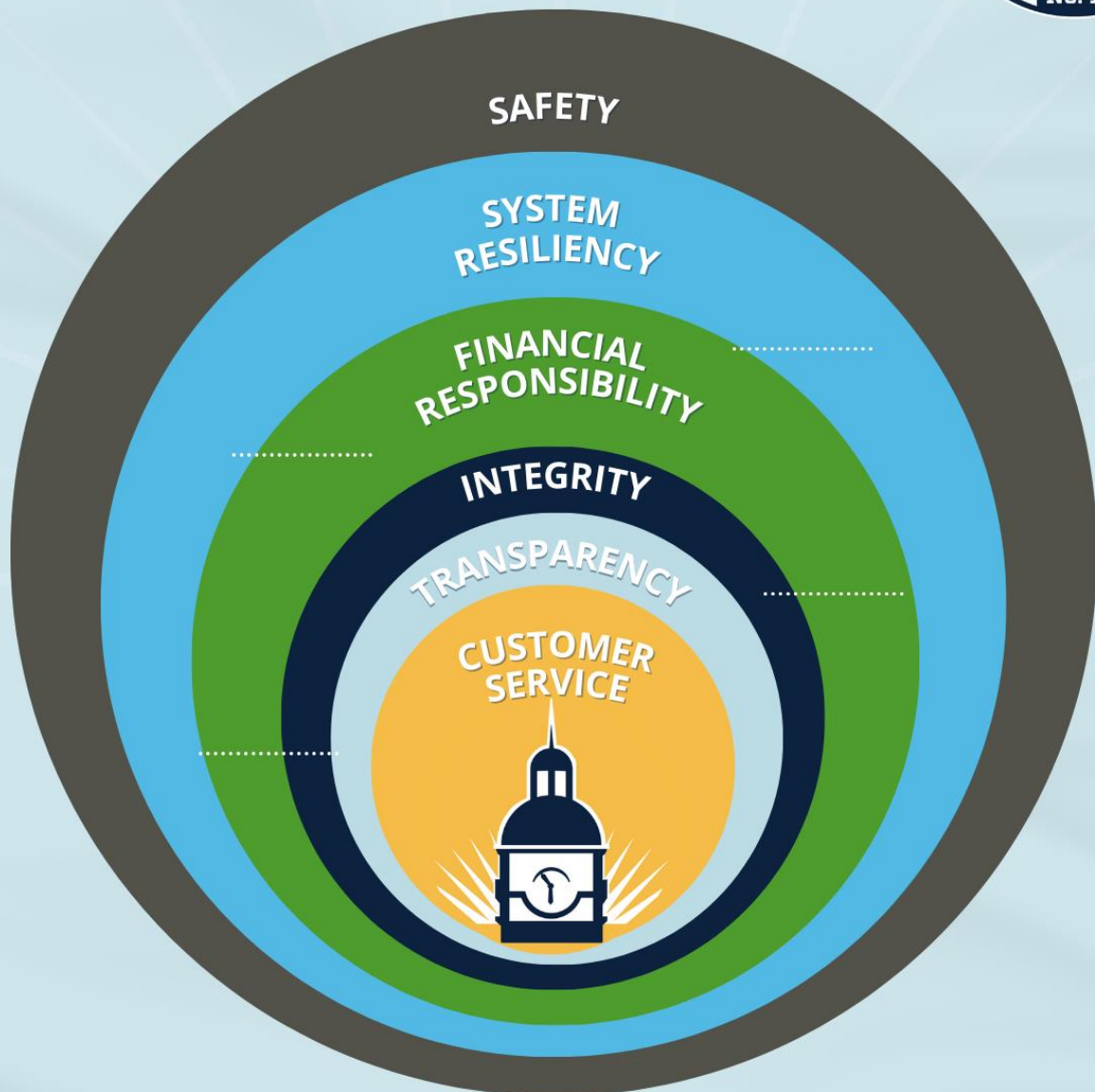


Trophy Club Municipal Utility District **STRATEGIC PLANNING**



Strategic Planning

Strategic planning efforts have continued to evolve through the years and implementation of a clear vision of the District has become a high priority. During FY 2021, through a collaborative process with the Board of Directors and District staff, a comprehensive understanding of the District's vision and mission was evaluated and identified.

On April 19, 2021, the Board of Directors adopted a Strategic Plan that outlines the District's vision, mission, and goals.



VISION

To provide outstanding water quality and services.

MISSION

To provide safe, reliable, economical, and environmentally sustainable water, wastewater, and recycled water services by employing fiscal integrity, efficient business practices, and positive customer relations.

GOALS

CUSTOMER SERVICE

Responding and resolving customer issues quickly and in a professional manner, resulting in unsurpassed customer satisfaction.

TRANSPARENCY

Timely, meaningful, and reliable disclosures concerning the District's operational and financial performance.

INTEGRITY

Serving the public with strong ethical principles.

FINANCIAL RESPONSIBILITY

Manage District Funds to balance cost requirements through accurate forecasting and strong budgetary controls of expenditures while maintaining stable rates.

SYSTEM RESILIENCY

Implementing asset management systems to mitigate the likelihood and severity of failures.

SAFETY

Protect the health and safety of our employees, customers, and community.

Funding Priorities

Funding priorities are discussed and established each year based on industry trends, regional issues, year-to-date spending requirements, organizational strengths, and identification of major challenges that will be faced in the upcoming fiscal year. The short-term planning priorities are the basis for implementing, through the formalized budget, short-term goals and objectives in support of the District's strategic plan. The long-term planning process sets the course of the overall direction of financial, operational and capital resource allocation priorities of the system. The District's current funding strategy is parallel with long-term water supply needs and infrastructure replacement goals and to continue to transition from debt funding to cash funding for asset replacement.

Planning for the Future

In 2022, the District's Board of Directors' primary focus was on the District's long-range financial planning with the adoption of a comprehensive 20-year multi-year water line replacement schedule and best-management practices for maintenance and repair evaluation of the wastewater line replacement plan. This proactive approach will help the District to reduce unanticipated expenses due to critical system failure and allow sufficient long-term stability of rates. Refined maintenance and budget reserves have been established for aging capital assets, recognizing that a scheduled maintenance and replacement program provides for the best utilization of financial resources and planning.

Department Objectives and Measurements

The District's strategic planning efforts continue to evolve and reflect a more comprehensive understanding of the actions needed to achieve results that are in line with the District's vision, mission and values. The Board of Directors identified the following six strategic focus areas which serve as the foundation for all District activities. The strategic process builds upon departmental goals and places an emphasis on the results of staff actions and District policies. Departments will continue to review and develop objectives and actions annually in an ongoing effort to measure the achievement of accomplishing the District's goals. A summary of the department's objectives with the accompanying strategic goals is listed below, with more detail found within each department page.

Board of Director's Strategic Goals

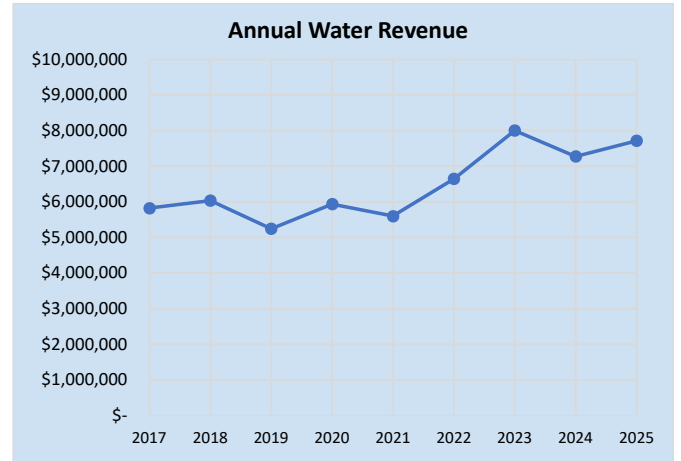
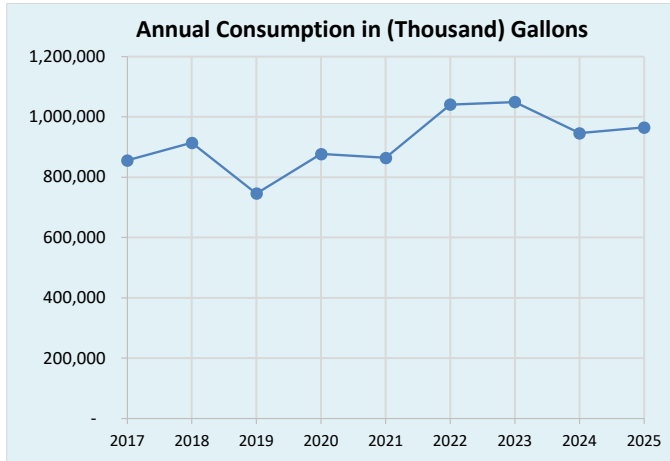
- A Customer Service
- B Transparency
- C Integrity
- D Financial Responsibility
- E System Resiliency
- F Safety

Water Department						
#	Objectives/KPIs	Metrics	District Strategic Goal	FY2023 Target	FY2023 Actual	FY 2024 Target
1	Work Order Completion	Total work orders completed per year	A	<1,400	1,207	<1,400
2	Line Locates	Total locates completed per year	A	>2,000	2,431	>2,000
3	Fire Hydrant PM	Total preventive maintenance on fire hydrants per year	E & F	>690	693	>690
4	Valve Inspection	Total valves turned and inspected per year	E & F	850	850	850
5	Meter Replacement Schedule	Total Meters updated and replaced per year	E	>150	141	>150
6	Leak Detection	Total leak and copper service line checks per year	E	>5,000	5,102	>5,000
7	Waterline Replacement	Total feet of water line replaced per year	E	>5,000	5,858	>5,500

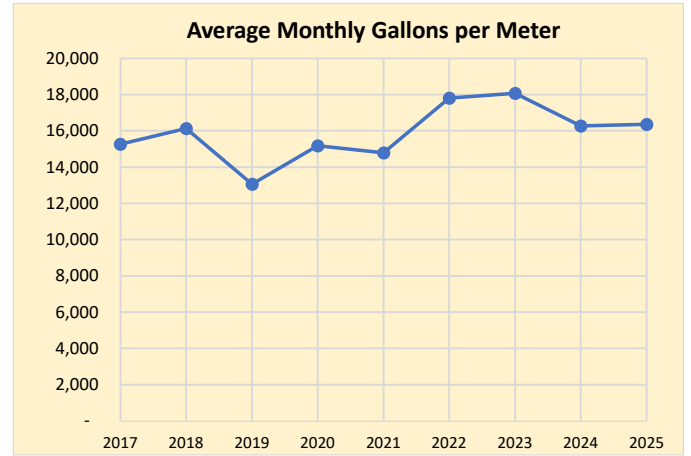
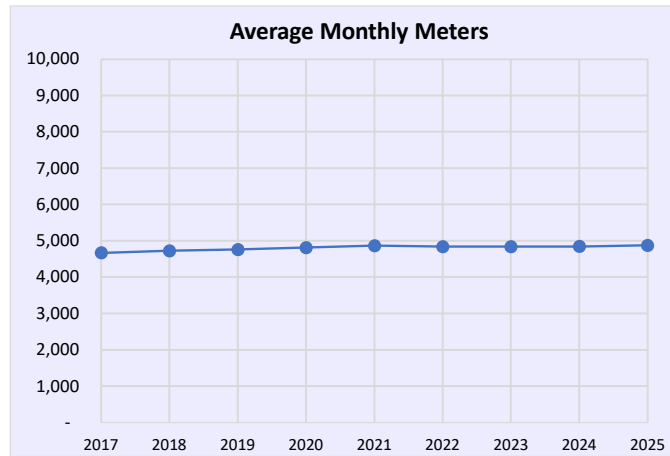
Wastewater Department						
#	Objectives/KPIs	Metrics	District Strategic Goal	FY2023 Target	FY2023 Actual	FY 2024 Target
1	Work Order Completion	Total work orders completed per year	A	<2,500	2,484	<2,250
2	Pipeline Inspection	Total feet of sewer lines inspected per year	E & F	>30,000	30,381	>28,000
3	Point Repair Maintenance	Total point repair PM per year	E & F	<30	28	<30
4	Manhole Inspection	Total manholes inspected per year	E & F	>200	173	>200

Administration Department						
#	Objectives/KPIs	Metrics	District Strategic Goal	FY2023 Target	FY2023 Actual	FY 2024 Target
1	Paper Utility Billing	Average utility bills mailed directly to customers per month	A	<3,800	3,759	<3,500
2	Paperless Utility Billing	Average utility bills electronically mailed to customer per month	A	>1,500	1,750	>1,750
3	Account Cut Offs	Average accounts cut off due to delinquent payment per month	A & B & C	<10	7	<10
4	Late Notice Reminders	Average late notices emailed/mailed to past due accounts per month	A & B & C	<400	349	<400
5	Online Utility Payments	Average utility accounts paid online or bank draft per month	A & B & C	>3,000	3,426	>3,500
6	Net Invoice Processing	Average number of days to pay district bills from the date of invoice	C & D	<30	15	<25
7	Cyber Security	District employees and Directors Cyber Security competition %	D & E & F	100%	95%	100%
8	Bond Rating	Maintain reserves and stability to maintain S&P Bond Rating	B & D	AA-	AA	AA

ANNUAL WATER CONSUMPTION AND REVENUE BY YEAR



AVERAGE MONTHLY METERS AND AVERAGE GALLONS BY YEAR



ANNUAL WASTEWATER FLOW AND REVENUE BY YEAR

