

Management Objectives Report 2020-2022

Legend:	NEW OBJECTIVES PROPOSED FOR APPROVAL	REVIEW WORKSHOP				
On Track, moving toward due date		January 2020	July 2020	October 2020		
Delayed, waiting on other items or time hampered						
Off Track, not needed, or not possible		PERIOD COVERED				
#	Objective Description	Measurement	Due Date	October - Dec 2019	April - June 2020	July - Sept 2020

DEVELOP AND SUPPORT EXCELLENT EMPLOYEES AND A SAFE WORKING ENVIRONMENT						
1	Conduct an Organizational Evaluation/Develop an Employee Excellence Program	Board action on consultant contract and subsequent package of updated job descriptions	Initial - 6/30/2020, Revised - 1/30/21	Delays experienced with short staffing, staff changes	PROPOSED TO BE INCLUDED IN CONSULTANT SCOPE	DEVELOPING CONSULTANT SCOPE, PREPARED POSITIVE WORKPLACE CULTURE DECLARATION FOR MANAGEMENT
1a	Develop updated job descriptions that identify the core responsibilities, assignments and advancement expectations and path for each district position	Board presentation on program Outline (consultant assistance with program development)	Initial - 6/30/2020, Revised - 1/30/21	New initiative	PROPOSED TO BE INCLUDED IN CONSULTANT SCOPE	INCLUDED IN CONSULTANT SCOPE, POTENTIALLY INCREASING TO MORE HIGH LEVEL ORGANIZATIONAL EVALUATION
1b	Develop a service continuity plan that ensures coverage of essential tasks and responsibilities during emergency conditions such as Pandemic	Board approval of Continuity/Staffing Plan	31-Jan-21		NEW INITIATIVE TO BE INCLUDED IN CONSULTANT CONTRACT	CONSULTANT WORK SCOPE DEVELOPMENT IN PROGRESS
1c	Develop a COVID-19 Response Plan for District facilities and operations, including a remote-work plan and policies	Presentation of Response Plan to Board	14-Jul-20		NEW INITIATIVE TO BE INCLUDED IN CONSULTANT CONTRACT	COMPLETE
2	Develop a succession plan and strategy for the District's internal Accountant position	Presentation of plan to Board	30-Dec-20		NEW INITIATIVE FOR STAFF AND CONSULTANT	IN PROGRESS, EVALUATING POTENTIAL OUTSOURCING OF PAYROLL AND AP/AR FUNCTIONS, REDISTRIBUTION OF INTERNAL SUPPORT DUTIES
3	Conduct an evaluation of the Completeness and Effectiveness of our employee safety program including IIPP, required procedures and methods, and ability to protect against exposure to viruses such as COVID-19	Presentation of evaluation report to Board	Initial 10/13/2020, Revised 1/12/21		NEW INITIATIVE TO BE INCLUDED IN CONSULTANT CONTRACT	IN PROGRESS, CONSULTANT ENGAGED FOR INITIAL EVALUATION AND REPORT/PROGRAM PROPOSAL
3a	Consult with safety experts to update the District IIPP and safety program with necessary procedures	Board approval of Safety Consultant Contracts and subsequent presentation of updated Safety Program	31-Dec-20		NEW INITIATIVE TO BE INCLUDED IN CONSULTANT CONTRACT	INCLUDED WITH ITEM 3 CONSULTANT EVALUATION
4	Evaluate the need and opportunity/cost of implementing an internal Information Technology/SCADA/Communications Position	Board consideration of report regarding IT staff addition and approval of revised organizational chart if warranted	11-Aug-20		NEW INITIATIVE FOR STAFF AND CONSULTANT	COMPLETED AND BOARD APPROVED OCTOBER 2020. HIRING PROCESS BEGINNING
NEW AND AMENDED POLICIES TO SUPPORT OPERATIONS AND GOOD GOVERNANCE						
5	Add to the Board Orientation Program a development plan to include recommended learning path and schedule, training and conference attendance, certification	Board approval of updated orientation program content	30-Jun-20	New initiative	PROPOSE SEPTEMBER 2020 COMPLETION	COMPLETED DRAFT FOR REVIEW
6	Complete the Sewer Ordinance Update	Board approval of revised ordinance	Initial (revised) 7/31/2020, proposed December 8, 2020	Delayed due to workload	DELAYED DUE TO PRIORITIES	DRAFT LANGUAGE UNDER INTERNAL REVIEW, PROPOSE FOR BOARD REVIEW DECEMBER 2020
6a	Update Winter Averaging Provisions of Ordinance	Board approval of revised revisions	10-Mar-20	Public Hearing scheduled	COMPLETED	COMPLETED
7	Complete Water Ordinance Update	Board approval of revised ordinance	Initial (revised) 9/30/2020, proposed April 13, 2021		DELAYED DUE TO PRIORITIES	STALLED DUE TO PRESSING PRIORITIES, PROPOSE APRIL 2021
8	Complete Park Ordinance Update	Board approval of revised ordinance	Initial 12/31/2020, revised April 13, 2021		DELAYED DUE TO PRIORITIES	STALLED DUE TO PRESSING PRIORITIES, PROPOSE APRIL 2021
9	Complete Financial Reserve Needs Evaluations and Establish Targeted Annual and Total Reserve Amount	Board approval of financial needs analysis	Initial 12/31/2020, revised April 13, 2021		ON TRACK TO HIRE CONSULTANT IN OCTOBER, COMPLETION MAY MOVE OUT TO MATCH MASTER PLANS AND CIP	DEVELOPED INITIAL RESERVE REPORT AND PROPOSE TO REMOVE FROM MANAGEMENT PRIORITIES, TO BE CONSIDERED IN THE FUTURE POST MASTER PLAN COMPLETION
10	Develop New Financial Reserve Policies	Board approval of policies	Initial 12/31/2020, revised April 13, 2021	Policy formats identified, need \$ amounts from studies	SAME AS ABOVE	ON TRACK
11	Complete monthly updates to Operating policies and procedures manual to new format	Monthly Board action on updated policies	None proposed	In progress	MOVING SLOWER THAN ANTICIPATED DUE TO ADDED WORKLOAD	PROPOSE TO REMOVE FROM MANAGEMENT PRIORITIES, TO BE COMPLETED AS NEEDED ON AN ONGOING BASIS

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				January 2020	July 2020	October 2020
				PERIOD COVERED		
				October - Dec 2019	April - June 2020	July - Sept 2020
ACTIONS TO PROVIDE FOR EFFECTIVE, LONG TERM FINANCIAL INVESTMENTS IN SUPPORT OF RELIABLE, EFFICIENT AND COMPLIANT FACILITIES AND OPERATIONS						
12	Complete updated water and sewer master plans	Board approval of final master plans	Initial 8/30/2020, revised 12/31/2020	In progress	COVID RELATED DELAYS, COMPLETION MOVED TO OCTOBER 2020	REVIEWED 3 ADDITIONAL TECH MEMOS WITH FINAL PLAN NOW SCHEDULED FOR COMPLETION BY 12/31/2020
12a	Complete updated water and sewer 30 Year Capital Improvement Plans (CIP)	Board adoption of CIP	31-Dec-20	In progress	SAME AS ABOVE	SAME AS ABOVE
13	Contract for Water and Wastewater System Connection Fee Study	Board adoption of Connection Fee Study and Schedule	30-Mar-21	Master Plans must be completed first to ID projects	RELIES ON MASTER PLANS AND CIP	CONSULTANT UNDER CONTRACT AND IN PROCESS OF DATA REVIEW. SIGNIFICANT EFFORT TO COMPILE MUCH OF THE ASSET DATA NECESSARY
14	Secure funding agreement for Downtown BOF/Groveland water and sewer system system improvements	State Funding Agreement	31-Dec-20	All docs submitted	CROSSING OUR FINGERS, STATE SAYS 4-5 MONTHS FROM JULY 2020	COMPLETED FOR SEWER PROJECT AGREEMENT AS OF OCTOBER 19, 2020. FINAL DESIGN BEING COMPLETED INCLUDING UPDATE OF PROBLEM AREAS TO BE ADDRESSED. PROJECT TO BE PUBLICLY BID IN JANUARY OR FEBRUARY 2021. WATER AGREEMENT TO BE SEPARATE OBJECTIVE
15	Secure funding agreement for Clearwell Rehabilitations	State Funding Agreement	30-Apr-20	State says two months	COMPLETED APRIL 2020	SUBMITTED BUDGET AMENDMENT TO INCREASE FUNDING DUE TO HIGHER THAN EXPECTED BIDS, WAITING FOR STATE APPROVAL OF BUDGET AND NTP
16	Prepare 2019/20 Community Development Block Grant (CDBG) funding application	Confirmation of application submitted	31-Mar-20		COMPLETED 7/27/20 DUE TO TARDY COUNTY AUDIT	APPLICATION IS COMPLETE FOLLOWING AUDIT SUBMITTAL BY COUNTY, HOWEVER FUNDING IS EXHAUSTED AND LIKELY NO FUNDING UNTIL THE 2021 NOFA RELEASED
17	Develop Capital Improvement/Replacement Plans for fire services	Board approval of CIP	7-Jan-20	COMPLETED	COMPLETED	COMPLETED
18	Develop Capital Improvement/Replacement Plans for Park services	Board approval of CIP	Initial 6/30/2020, revised January 30, 2021		COVID RELATED DELAYS AND OTHER PRIORITIES, COMPLETION MOVED TO SEPTEMBER 2020	IN PROGRESS, CONTRACT WITH WRT CONSULTANTS INCLUDES CURSORY CONDITION ASSESSMENT; COMPLETION OF PLAN PROPOSED FOR JANUARY 2021
19	Develop and implement a GPS program to support the update and digitization of District infrastructure maps and add layers to our GIS site to display easements, and system maintenance management data	Board presentation on GPS plan and schedule	10-Mar-20	Purchased equipment and scheduling training	WORK PROGRESSING, PRESENTATION BY OPERATIONS ON AUGUST 11, 2020 BOARD MEETING	COMPLETED. PROGRAM NOW PROCEEDING AS A GENERAL PRACTICE/ONGOING BASIS
20	Implement a system of contracts with qualified contractors for general and technical maintenance and construction work, emergency response and repairs	Board approval of contracts	10-Mar-20	RFQ approved by Board 1-7-20	COMPLETED MAY 2020	COMPLETED MAY 2020
21	Complete the Fire Department Master Plan Update	Board approval of Master Plan	10-Mar-20	In progress	COMPLETED MAY 2020	COMPLETED MAY 2020
21a	Coordinate with County for the implementation of Community Facilities Districts or other funding mechanisms to offset the impact of land development outside GCSO boundaries	Consideration of agreement with County regarding mitigation funding for development projects	Initial 10/13/2020, revised 12/31/2020		NEW INITIATIVE	IN PROGRESS, CONTINUE TO MEET WITH COUNTY ADMINISTRATION AND REVIEW LEGAL OPTIONS. SECURED COUNTY FUNDING COMMITMENT FOR AMADOR COST
21b	Complete Development Financial Impact Study for Terra Vista and Under Canvas projects	Board approval consulting services and approval of Impact Study	13-Oct-20		NEW INITIATIVE	COMPLETE AND PRESENTED TO BOARD
21c	Fire Department Emergency Response and deployment optimization and cost evaluation (potential for ALS emergency rescue squad)	Board consideration of report	28-Feb-21		NEW INITIATIVE	HELD INITIAL CONVERSATIONS INTERNALLY WITH CALFIRE AND WITH COUNTY ADMINISTRATION
21d	Compile Fire Department Call data for visual display and analysis in the CAD system, to determine future equipment, staffing and deployment strategies	Board presentation of call data	11-Aug-20		NEW INITIATIVE TO BE PRESENTED ON AUGUST 11, 2020	COMPLETED AND BEING REGULARLY UPDATED ON GIS SITE. DATA ACCURACY BEING EVALUATED AND IMPROVEMENT OPTIONS DEVELOPED
21e	Complete creation of a Community Facilities District (CFD) within the GCSO boundaries to provide funding for Fire and Park services from new development projects		9-Feb-21			NEW INITIATIVE
21f	Secure revised Schedule A Contract with CalFIRE removing the Amador Contract cost obligation (transferred to County contract)		10-Nov-20			NEW INITIATIVE
22	Complete the GRACE (Park Enhancement) project plan and begin funding/implementation process	Board approval of Plan; Board approval of funding applications	Initial 4/14/2020, revised 2/13/2020	Time availability has slowed process	COVID AND WORKLOAD RELATED DELAYS, PLANNING CONSULTANT PREPARED SITE PLAN, PROPOSE OCTOBER COMPLETION	COMPLETED CONSULTANT RECRUITMENT PROCESS, WITH WORK SCOPE INCLUDED IN THEIR CONTRACT.
23	Develop a long-term Park Service Funding Plan	Board approval of funding plan	Initial - 6/30/2020, Proposed October 12, 2021		PROPOSE DELAY UNTIL AFTER FIRE FUNDING MEASURE DECIDED BY VOTERS/MOVE COMPLETION	NON PRIORITY AT THIS TIME. PROPOSE DELAY UNTIL SUMMER/FALL 2021
24	Plan the State Parks funded Per Capita Grant Improvements	Board approval of project	Initial 5/12/2020, revised 12/8/2020		COVID AND WORKLOAD RELATED DELAYS, PROPOSE SEPTEMBER COMPLETION	IN PROGRESS, INITIAL EVALUATION IN WRT CONSULTANT SCOPE OF WORK, PROPOSE ON DECEMBER 2020 BOARD AGENDA
24a	Secure Per Capita Funding Agreement with State	Management Report of signed funding agreement	Initial 7/1/2020, revised January 31, 2021	Waiting for state	STATE DELAYED FUNDING IMPLEMENTATION UNTIL JULY 2020. TRAINING IN JULY, PROPOSE GRANT AGREEMENT IN NOVEMBER 2020	PROPOSE JANUARY AGREEMENT AFTER BOARD ACTION ON PROJECT PLAN
24b	Implement Per Capita Park Improvements	Management presentation of completed projects	30-Jun-21	Need board approved project and funding agreement	BID IN EARLY SPRING CONSTRUCTION LATE SPRING 2021	PLANNING IN PROGRESS
25	Complete PG&E Permanent Interconnection Hub (PIH) project agreement to facilitate continuous power to downtown Groveland during PSPS	Board consideration of easement approval and related agreement	8-Sep-20		NEW INITIATIVE PROPOSED FOR BOARD CONSIDERATION AUGUST 11, 2020	COMPLETED AGREEMENT, CONSTRUCTION BEING SCHEDULED BY PG&E
26	Complete evaluation and partnership agreement with an Internet Service Provider to expand broadband services in the GCSO service area, and implement new technologies at District facilities	Board consideration of partnership agreement	Initial 9/8/2020, revised 12/08/2020		NEW INITIATIVE PROPOSED FOR BOARD CONSIDERATION AUGUST 11, 2020	IN PROGRESS, NEGOTIATING AGREEMENT TERMS, PROPOSE COMPLETION DECEMBER 2020
27	Evaluate consolidation of the Groveland Lighting District into GCSO	Board consideration of consolidation proposal	Initial 10/13/2020, revised June 30, 2021		NEW INITIATIVE PROPOSED FOR BOARD CONSIDERATION OCTOBER 2020, SUBJECT TO LAFCO SCHEDULE	EVALUATION STALLED DUE TO PRIORITIES, ALSO PENDING OUTCOME OF MUNICIPAL SERVICE REVIEW SCHEDULED FOR COMPLETION DECEMBER 2020
28	Complete annexation of Airport Estates	LAFCO approval of annexation	Initial 10/13/2020, revised June 30, 2021		NEW INITIATIVE SUBJECT TO LAFCO SCHEDULE	DELAYED PENDING COMPLETION OF THE MUNICIPAL SERVICE REVIEW. SECURED LAFCO APPROVAL FOR OUT OF AREA SERVICE TO PROPERTIES UNTIL ANNEXATION

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ACTIONS TO IMPROVE DISTRICT FINANCIAL CONDITION AND PRUDENTLY PREPARE FOR KNOWN FUTURE EXPENDITURES						
29	Produce an annual accomplishments report detailing where and how our customer and taxpayer money has been (and will be) spent	Presentation of annual accomplishments reports	28-Jan-20		COMPLETED	COMPLETED. ALSO ADDED RESERVE SUMMARY REPORT AND PREPARING CONSOLIDATED RESERVE/PROJECT REPORT
30	Complete development of a local funding measure to support Fire Services	Board approval of funding measure; submit to voters	Initial 5/12/2020, revised 2/9/2021	Draft survey in 1-28-20 packet	PURPOSELY DELAYED DUE TO COVID AND COORDINATION WITH COUNTY	ON TRACK FOR JUNE 2021 ELECTION IN COORDINATION WITH COUNTYWIDE JPA
30a	Engage a Fire Department focus group of interested public to assist in planning and advocating for the future financial health of the department	Confirmation of group formation	14-Apr-20	Need to identify local leader to head up group	PURPOSELY DELAYED DUE TO COVID AND COORDINATION WITH COUNTY	ON TRACK FOR JUNE 2021 ELECTION IN COORDINATION WITH COUNTYWIDE JPA. ALSO INTEND TO COORDINATE WITH GROVELAND CERT AND SEEK PMLA ENDORSEMENT
30b	Coordinate with the County and Fire Districts in the Development of an entity, such as a JPA capable of levying and administering a Fire Services funding measure	Board approval of JPA agreement or similar	31-Dec-20		NEW INITIATIVE NECESSARY FOR COUNTYWIDE FUNDING MEASURE	ON TRACK FOR CREATION BY DECEMBER 2020. BOARD REVIEWED DRAFT JPA LANGUAGE DURING OCTOBER MEETING
ACTIONS THAT SUPPORT THE FOUNDATION OF SOLID MANAGEMENT AND ADMINISTRATION OF DISTRICT SERVICES AND ASSETS, TRANSPARENCY AND ACCOUNTABILITY						
31	Achieve District of Distinction Accreditation (Platinum Level)	Presentation of award to Board	Based on Board member participation	Need one more Board member attendance	COVID RELATED DELAYS IN TRAINING, CANCELLATION OF CSDA EVENTS; PROPOSE NEW MARCH 2021 DEADLINE	NO FURTHER ACTION, ALL CONFERENCES CANCELLED, MUST BE DONE ONLINE, PROPOSE REMOVE FROM MANAGEMENT OBJECTIVES
32	Achieve Special District representation on Toulumne County LAFCO	SPECIAL DISTRICTS SEATED ON LAFCO	30-Jun-20		COMPLETED	COMPLETED
33	Coordinate with and assist LAFCO in a comprehensive update of the District's Municipal Service Review (MSR)	Submit LAFCO information request/response for Board review on August 11, 2020 of October Board workshop	Initial 7/31/2020, revised 12/31/2020		NEW INITIATIVE IN PROGRESS, TO PRESENT TO BOARD	ON TRACK, DRAFT MSR EXPECTED BY DECEMBER 2020
34	Develop a plan to improve customer interaction technologies and methods to simplify and increase payment speed and security, precise and timely notification of account issues and emergencies, and improve water management	Presentation of plan for Board approval	Initial 4/14/2020, revised 6/30/2021	Staff gathering policies, procedures and costs	COVID AND BUDGET RELATED DELAYS, SCHEDULED FOR FALL 2020 START	ON TRACK FOR JUNE 2021 COMPLETION, IMPLEMENTATION BEGINNING WITH SPRINGBROOK CONVERSION TO CLOUD
35	Create a New Customer Information packet	Presentation of packet to Board	14-Apr-20	New staff training and improvements has delayed	COMPLETED, TO BE FINALIZED AND PUBLISHED IN SEPTEMBER 2020	COMPLETED
36	Conduct a records inventory and establish appropriate records categories	Presentation of inventory and categories to Board	Initial 9/30/2020, revised January 26, 2021		IN PROGRESS AND MOVING WELL, RECORDS CATAGORIES SET, PROPOSE INVNTORY COMPLETION AND BOARD PRESENTATION DECEMBER 2020	ON TRACK FOR COMPLETION ON SCHEDULE. PROJECT FOLDER MODULE RECENTLY DEVELOPED
37	Evaluate and implement systems and technologies for records and data management	Presentation of options to Board	Initial 12/31/2020, revised January 26, 2021		IN PROGRESS AND MOVING WELL	ON TRACK, MIGRATING TO LASERFISCHE DOCUMENT MANAGEMENT SYSTEM. PRESENTATION TO BE PROVIDED TO BOARD APRIL 2021
38	Develop reports on reserves and connection/capacity fee expenditures and present annually	Annual Board presentations in September	Initial 12/31/2020, revised 4/13/2021		RESERVE REPORT INCLUDED IN 4TH QUARTER FINANCIALS, PROPOSE COMPLETION CONSISTENT WITH CIP, RESERVE STUDY AND POLICIES	RESERVE SUMMARY REPORT PREPARED INCLUDING RESERVE BALANCE, CAPITAL EXPENDITURES AND GRANT DATA. CONNECTION/CAPACITY FEE REPORT PROPOSED AT END OF DEVELOPMENT IMPACT FEE STUDY AND CIP ADOPTION; APRIL 2021