



TO: GCSB Board of Directors

FROM: Peter Kampa, General Manager

DATE: November 15, 2021

SUBJECT: Item 4G. Review and Update of the General Manager's District Management Objectives for the Period of January 1, 2021 through September 30, 2021

RECOMMENDED ACTION:

This is an item to review previously approved management objectives and update as needed.

BACKGROUND:

A copy of the Management Objectives worksheet is attached showing the summary status of objectives and it is expected that we will review this table in detail during the meeting. As you can see with the lengthy district project update report, the level of time available to make significant progress on additional initiatives and projects is limited.

The time required has been significant for completion of the impact reports and actions related to the formation of the community facilities district and the impact fees for new development projects. In addition, overall planning for the future of fire and emergency services on a county wide and local basis has taken much more time than initially planned. We are entering a period where substantial time will be spent finalizing the park improvement plans, securing funding for the project and completing design and environmental documents. The upcoming finalization of the water and sewer master plans, capital improvement plans and related connection capacity fees will consume a large chunk of management time and effort in the upcoming six months. Also, the construction of the sewer collection system improvement project is the first time in nearly two decades that the district has undertaken a large scale infrastructure construction project that will affect traffic and people's daily lives for the next year. It is imperative that significant management effort is put into the communication plan and internal coordination of the project, not to mention compliance with state funding requirements.

These major efforts are being raised as we evaluate the status and update of the management objectives. We seek direction from the Board on priorities rather than

schedule at this time, simply because the time necessary to successfully complete what we already have in progress is somewhat unknown at this time.

Management recommends that the Board consider and give direction regarding the following priorities:

1. Actions to secure the financial future of the Fire Department
2. Actions to successfully plan, implement and complete the current infrastructure projects
3. Finalize Park improvement public engagement, improvement plans, project funding plans and grant applications
4. Water and sewer master plans, capital improvement plans and updated connection/capacity fee studies

Many of the policy and procedure items contained in the management objectives will be dealt with on an as needed basis, and consulting assistance will be needed for important items where no staff time is available. We look forward to the discussion.

Also included with this agenda item is a well deserved thanks to the newly formed Groveland Area CERT. Thank you Bob and team!

A partial list of grants and loans received in recent years is also included to highlight the excellent work of all GCSD staff in accomplishing our collective vision!

From: Petra Hendersen <PHendersen@co.tuolumne.ca.us>

Sent: Tuesday, October 19, 2021 7:35:04 AM

To: grovelandcert@gmail.com <grovelandcert@gmail.com>; Pete Kampa <pkampa@gcsd.org>; Jennifer Flores <jflores@gcsd.org>; Luis Melchor <lmelchor@gcsd.org>; Adam Ahlswede <aahlswede@gcsd.org>

Cc: Dore Bietz <dbietz@co.tuolumne.ca.us>

Subject: RE: Many Thanks

Thank you, once again, for local CERT support!

We honestly couldn't pull off these community events smoothly and safely without the assistance of your well trained volunteers and new cache of resources!

Groveland CERT you are truly appreciated!

Sincerely,
Petra

Petra Hendersen

Tuolumne County Public Health Department
Program Specialist

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From: grovelandcert@gmail.com <grovelandcert@gmail.com>
Sent: Thursday, October 14, 2021 10:09 AM
To: Pete Kampa <pkampa@gcsd.org>; 'Jennifer Flores' <jflores@gcsd.org>; 'Luis Melchor' <lmelchor@gcsd.org>; 'Adam Ahlswede' <aahlswede@gcsd.org>
Cc: Petra Hendersen <PHendersen@co.tuolumne.ca.us>; Dore Bietz <dbietz@co.tuolumne.ca.us>
Subject: Many Thanks

Hi all

Thanks for your support of CERT for yesterday's Flu Vax clinic.

All went smoothly. The equipment helped with the traffic control.

TCPHA vaxed somewhere around 230 locals. Meanwhile, the library remained open and people used ML Park.

CERT utilized, for the first time, some of the equipment GCS D funded - Canopy, table, chairs, radios, etc. Thanks for your support.

Stay Safe, Be well, Bob Asquith
Groveland CERT Program Manager
GrovelandCERT@gmail.com

FB - CERT - Groveland Area Community Emergency Response Team
NDN - CERT - Groveland Area Community Emergency Response Team



Groveland, California



Outside Infrastructure Funding

Project	grant	loan	Application Process	Customer Benefits
Water and Sewer Planning grants	\$ 800,000	\$ -	Funding application to the state water board	Completed a thorough inspection and condition assessment of the water and sewer systems and identified the highest priority upgrade/replacement projects to advance into a state construction grant application process
Groveland/Big Oak Flat sewer collection system replacement project	\$ 4,384,176	\$ 1,461,392	Completion of the planning study and technical reports, participate in full fiscal analysis by the state, completed rate studies and rate increase processes to qualify for the grants	Reduced odor production, improved operating efficiency and cleaning capabilities, reduced potential for SSO and associated fines, reduced cost to customers with 75% grant funding
Big Creek/2G clearwell renovation project	\$ 3,400,000	\$ -	Tank engineering condition assessment and state funding application including managerial, technical and financial evaluation (are we competent to properly receive and spend the money correctly)	Improved water quality from both WTP, extended life of the tanks by an additional 20-30 years, reduced cost to customers since 100% grant
WWTP Improvements		\$ 1,600,000	Shopped for best project financing through relationship with CSDA Finance Corporation, Simple loan application	Very low interest rates and project completed faster than waiting for prioritization by state. The project reduces odor production, increases operating efficiency, better monitors and controls wastewater process flow, solids and sludge handling
Generators	\$ 584,600	\$ -	Two separate sources of funding. Worked with CSDA legislative team and secured direct state allocation to special districts. The application included a project plan, budget and narrative about the problem and need for the replacement generators. A second application was submitted to the Tuolumne Stanislaus Regional Water Management Authority, application servicing with the state, interview and followup meetings with DWR and IRWM group	Reduced cost to customers since state paid the cost of replacing old, worn out equipment; increased system reliability and low emissions production
Fire Fuel Breaks	\$ 571,000		Preparation of a competitive narrative application to the state including budget and workplan, maps of treated areas	Protection of communities from wildfire, protection of critical water and sewer infrastructure
	\$ 9,739,776	\$ 3,061,392		

Management Objectives Report 2020-2022

Legend:
On Track, moving toward due date
Delayed, waiting on other items or time hampered
Off Track, not needed, or not possible

NEW OBJECTIVES PROPOSED FOR APPROVAL

REVIEW WORKSHOP January 2021	REVIEW WORKSHOP October 2022
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#	Objective Description	Measurement	Due Date	PERIOD COVERED October - Dec 2020	January - September 2021
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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, revised March 2021	NO ACTION	CONSULTANT PROPOSAL AND WORK SCOPE UNDER COMMITTEE REVIEW
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, revised March 2021	NO ACTION	
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	1/31/2021, Revised March 2021	NO ACTION	
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	COMPLETED	
2	Develop a succession plan and strategy for the District's internal Accountant position	Presentation of plan to Board	12/30/2020, revised March 2021	ON TRACK - MET WITH CPA GILBERT ASSOCIATES TO DISCUSS SCOPE OF THEIR CONTRACT	ON TRACK - TRAINING AND TASK REASSIGNMENT OCCURING INTERNALLY, DEVELOPING WRITTEN JOB TASK ITEMS
3	Conduct an evaluaton 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, revised February 2021	EVALUATION COMPLETED, REPORT AND NEXT STEPS TO BE REVIEWED AT FEBRUARY REGULAR MEETING	ENTIRE SAFETY PROGRAM CURRENTLY BEING UPDATED BY STAFF AND CONSULTANT
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	12/31/2020, revised April 2021	ON TRACK	COMPLETED, UNDER CONTRACT WITH SAFETY SPECIALIST CONSULTANT
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	COMPLETED AND BEGINNING ADVERTISING	COMPLETED AND SIGNIFICANT PROGRESS (SEPARATE REPORT TO BE PROVIDED)

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 oriantation program content	30-Jun-20	COMPLETED	
6	Complete the Sewer Ordinance Update	Board approval of revised ordinance	Initial (revised) 7/31/2020, proposed December 8, 2020, revised April 2021	NO ACTION	NO ACTION
6a	Update Winter Averaging Provisions of Ordinance	Board approval of revised revisions	10-Mar-20	COMPLETED	COMPLETED
7	Complete Water Ordinance Update	Board approval of revised ordinance	Initial (revised) 9/30/2020, proposed April 13, 2021	NO ACTION	NO ACTION
8	Complete Park Ordinance Update	Board approval of revised ordinance	Initial 12/31/2020, revised April 13, 2021	NO ACTION	NO ACTION

Management Objectives Report 2020-2022

Legend:		NEW OBJECTIVES PROPOSED FOR APPROVAL	REVIEW WORKSHOP		
			January 2021	October 2022	
		PERIOD COVERED			
#	Objective Description	Measurement	Due Date	October - Dec 2020	January - September 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	RECOMMEND A RESERVE STUDY USING FINANCIAL DATA FROM MASTER PLANS AND BOARD DIRECTION ON SERVICE LEVELS
10	Develop New Financial Reserve Policies	Board approval of policies	Initial 12/31/2020, revised April 13, 2021	ON TRACK	ON TRACK
11	Complete monthly updates to Operating policies and procedures manual to new format	Monthly Board action on updated policies	None proposed		
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, revised March 2021	ON TRACK	2ND DRAFT THOROUGHLY REVIEWED AND 27 PAGES OF COMMENTS TO BE SENT DURING THE WEEK OF 11-15-21
12a	Complete updated water and sewer 30 Year Capital Improvement Plans (CIP)	Board adoption of CIP	12/31/2020, revised March 2021	ON TRACK	INCLUDED IN MASTER PLAN
13	Contract for Water and Wastewater System Connection Fee Study	Board adoption of Connection Fee Study and Schedule	30-Mar-21	ON TRACK	CONTRACT WITH NBS, WORK STARTS ON COMPLETION OF CIP
14	Secure funding agreement for Downtown BOF/Groveland water and sewer system system improvements	State Funding Agreement	31-Dec-20	COMPLETED SEWER AGREEMENT AND SUBMITTED ATTACHED FIRST PROGRESS REPORT SHOWING SCHEDULE	COMPLETED
14A	Develop and implement Encroachment Permit process, outreach process to advise of need for permit and resolve encroachments and address existing conflicts				ENCROACHMENT PERMIT PROCESS COMPLETED FOR BOARD REVIEW 11/15/2021
14B	Manage Engineer, Construction Contract and state funding requirements through project completion				NEW
15	Secure funding agreement for Clearwell Rehabilitations	State Funding Agreement	30-Apr-20	COMPLETED AND CONSTRUCTION PROGRESSING ON SCHEDULE AND BUDGET	COMPLETED AND CONSTRUCTION NEARING COMPLETION UNDER BUDGET
16	Prepare 2019/20 Community Development Block Grant (CDBG) funding application	Confirmation of application submitted	31-Mar-20	COMPLETED - APPLICATION SUBMITTED AND DEEMED COMPLETE, NOFA RELEASED AT THE END OF JANUARY, FUNDING PROJECTS DOWN THE LIST FROM LAST YEAR	NO UPDATE, AWAITING NOTICE FROM CDBG
17	Develop Capital Improvement/Replacement Plans for fire services	Board approval of CIP	7-Jan-20	COMPLETED	
18	Develop Capital Improvement/Replacement Plans for Park services	Board approval of CIP	Initial 6/30/2020, revised January 30, 2021	INCLUDED WITH ITEM 22 AND 24 BELOW (PROPOSE REMOVAL)	NEED CONDITION ASSESSMENT FOR EXISTING ASSETS

Management Objectives Report 2020-2022

Legend:		NEW OBJECTIVES PROPOSED FOR APPROVAL	REVIEW WORKSHOP		
			January 2021	October 2022	
		PERIOD COVERED			
#	Objective Description	Measurement	Due Date	October - Dec 2020	January - September 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	3/10/2020, revised to ongoing as staff time allows	ON TRACK - POTENTIAL NEED FOR UPDATED EQUIPMENT TO SIMPLIFY PROCESS	ON TRACK - THIS IS AN ONGING TASK AS TIME AND RESOURCES ALLOW
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	COMPLETE	
21	Complete the Fire Department Master Plan Update	Board approval of Master Plan	10-Mar-20	COMPLETE	
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	COMPLETED - PROJECT APPROVED BY COUNTY AND FIRE FEE INCLUDED IN PROJECT CONDITIONS. COUNTY CONSIDERING OPENING A STAFFED STATION ON CORRIDOR	WORKING WITH COUNTY ADMINISTRATION ON POTENTIAL CFD FORMATION OR OTHER MEANS TO OFFSET DEVELOPMENT IMPACT OUTSIDE GCSO
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	COMPLETED - ADDITIONAL FINANCIAL ANALYSIS BEING COMPLETED BY COUNTY	COMPLETED AS PART OF CFD CREATION
21c	Fire Department Emergency Response and deployment optimization and cost evaluation (potential for ALS emergency rescue squad)	Board consideration of report	28-Feb-21	ON TRACK - COUNTY MEETING INTERNALLY AND CONSIDERING RAPID RESPONSE VEHICLE	NO ACTION - MEETING WITH COUNTY AND COUNTY FIRE CHIEFS
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	COMPLETED - WILL BE KEPT UPDATED ON REGULAR BASIS	COMPLETED - NO FUNDING FOR CAD UPDATES, RECEIVING MONTHLY REPORTS ON CALL VOLUMES CONTAINING ADDITIONAL DATA
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	Board election for CFD	2/9/2021, revised April 2021	ON TRACK - CONSULTANT WORKING THROUGH DATA GENERATED IN IMPACT FEE STUDY PROJECT	COMPLETED, IMPLEMENTATION PENDING
21f	Coordinate CFD implementation through County				
21g	Coordinate Development Impact Fee adoption by County Board and implementation				
21h	Secure revised Schedule A Contract with CalFIRE removing the Amador Contract cost obligation (transferred to County contract)	Board approval of contract	10-Nov-20	COMPLETED	
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	ON TRACK - COORDINATING THROUGH WRT DESIGN	ON TRACK - COORDINATING THROUGH WRT DESIGN AND COMPLETING PUBLIC ENGAGEMENT
22a	Pursue funding through SFPUC Community Benefit Program	Funding announcement to Board	ongoing	ON TRACK - MET WITH THREE SFPUC CONSULTANTS TO REQUEST	MET WITH MULTIPLE CONSULTANTS HOWEVER PROCESS STALLED FOLLOWING SFPUC WITHDRAWAL OF OFFER TO WORK TOWARD DEDICATION OF HETCH HETCHY RAIL EASEMENT
22b	Pursue funding through Prop 68 Rural Recreation and Tourism grant	Submit grant application	44505	ON TRACK - ATTENDED WEBINAR IN JANUARY AND PLANNING	ON TRACK - FIRST GRANT APPLICATION DUE JANUARY 20, 2022, RECREATIONAL TRAILS PROGRAM APPLICATION DUE MARCH 2022, PURSUING MULTIPLE OTHER OPPORTUNITIES

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NEW OBJECTIVES PROPOSED FOR APPROVAL

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#	Objective Description	Measurement	Due Date	PERIOD COVERED	
				October - Dec 2020	January - September 2021
23	Develop a long-term Park Service Funding Plan	Board approval of funding plan	Initial - 6/30/2020, Proposed October 12, 2021	NO ACTION	NO ACTION - WILL BE EVALUATING THE FEASIBILITY OF AN RV PARK AND POTENTIAL FACILITY RENTAL REVENUE WITH ENHANCED FACILITIES
24	Plan the State Parks funded Per Capita Grant Improvements	Board approval of project	Initial 5/12/2020, revised 12/8/2020, revised 6/30/2021	ON TRACK - WRT CONDUCTED SITE VISIT JANUARY 2021	COMPLETED - PURCHASED PROPERTY FOR TRAIL, OPEN SPACE, HISTORIC PRESERVATION, PUBLIC EDUCATION, EMERGENCY ACCESS ROUTE AND FIRE FUEL REDUCTION
24a	Secure Per Capita Funding Agreement with State	Management Report of signed funding agreement	Initial 7/1/2020, revised January 31, 2021, revised June 30, 2021	ON TRACK - CONTRACT MUST BE FULLY EXECUTED BY JUNE 2022	ON TRACK
24b	Implement Per Capita Park Improvements	Management presentation of completed projects	30-Jun-22	ON TRACK	ON TRACK - IN PLANNING, PUBLIC ENGAGEMENT, DESIGN AND CEQA TO FOLLOW
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	COMPLETED - CONSTRUCTION SCHEDULED SPRING 2021	COMPLETED - FINAL CONNECTIONS MADE BY PG&E IN NOVEMBER 2021, PLANTING SPRING 2022
26	Complete evaluation and partnership agreement with an Internet Service Provider to expand broadband services in the GCSD service area, and implement new technologies at District facilities	Board consideration of partnership agreement	Initial 9/8/2020, revised 12/08/2020	NO ACTION	NO ACTION
27	Evaluate consolidation of the Groveland Lighting District into GCSD	Board consideration of consolidation proposal	Initial 10/13/2020, revised June 30, 2021	NO ACTION	COMPLETED REVIEW OF THE LIGHTING FUND REVENUE AND EXPENSES, BOARD ACTION TO SUPPORT - WAITING FOR COMPLETION OF MSR BY LAFCO
28	Complete annexation of Airport Estates	LAFCO approval of annexation	Initial 10/13/2020, revised June 30, 2021	ON TRACK	CONSIDERATION OF INFRASTRUCTURE ACCEPTANCE PLANNED FOR DECEMBER 2021, ANNEXATION PROCESS TO BEGIN FOLLOWING LAFCO ADOPTION OF MSR
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	ON TRACK FOR FEBRUARY 2021 PRESENTATION	ONGOING, PLANNED FOR JANUARY 2022 AND DISTRIBUTION IN A MAILED NEWSLETTER
30	Complete development of a local funding measure to support Fire Services	JPA Board approval of funding measure; submit to voters	Initial 5/12/2020, revised 2/9/2021, revised March 2021	ON TRACK	COMPLETED, MEASURE FAILED COUNTYWIDE BUT GROVELAND BEING CLOSEST TO VOTER APPROVAL
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	ON TRACK	BOARD DIRECTION NEEDED
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	COMPLETED	COMPLETED - JPA FORMED AND DISSOLVED

Management Objectives Report 2020-2022

Legend:		NEW OBJECTIVES PROPOSED FOR APPROVAL	REVIEW WORKSHOP		
On Track, moving toward due date			January 2021	October 2022	
Delayed, waiting on other items or time hampered					
Off Track, not needed, or not possible					
			PERIOD COVERED		
#	Objective Description	Measurement	Due Date	October - Dec 2020	January - September 2021
ACTIONS THAT SUPPORT THE FOUNDATION OF SOLID MANAGEMENT AND ADMINISTRATION OF DISTRICT SERVICES AND ASSETS, TRANSPARENCY AND					
31	Achieve District of Distinction Accreditation (Platinum Level)	Presentation of award to Board	Based on Board member participation	ON TRACK - CURRENTLY QUALIFY FOR SILVER LEVEL	NO ACTION
32	Achieve Special District representation on Toulumne County LAFCO	SPECIAL DISTRICTS SEATED ON LAFCO	30-Jun-20	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, Revised June 30, 2021	IN PROGRESS FOR OVER 1 YEAR. LAFCO CONSULTANT IS PREPARING THE REPORT, WE HAVE PROVIDED COMPREHENSIVE INFORMATION TO FOUR INFORMATION REQUESTS. EXCELLENT DOCUMENT TO DESCRIBE ALL ASPECTS OF DISTRICT COMPETENCIES AND NEEDS. NOT A TIMELINE WE CONTROL	IN PROGRESS - LAFCO MAY CONSIDER APPROVAL IN JANUARY 2022
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	COMPLETED - IMPLEMENTED CLOUD BASED UTILITY BILLING/ACCOUNTING SOFTWARE (SPRINGBROOK) AND CIVIC PAY PAD	COMPLETED - IMPLEMENTED CLOUD BASED UTILITY BILLING/ACCOUNTING SOFTWARE (SPRINGBROOK) AND CIVIC PAY PAD
35	Create a New Customer Information packet	Presentation of packet to Board	14-Apr-20	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, ongoing process	ON TRACK	ONGOING
37	Evaluate and implement systems and technologies for records and data management	Presentation of technology solutions to Board	Initial 12/31/2020, revised January 26, 2021. Propose April 2021 presentation	COMPLETED - IMPLEMENTED LASERFISCHE FOR RECORDS, CARTEGRAPH FOR ASSET MANAGEMENT, AND TRACSTAR FOR PERSONNEL PERFORMANCE MANAGEMENT	ONGOING
38	Develop reports on reserves and connection/capacity fee expenditures and present annually	Annual Board presentations in Management Discussion and Analysis (MD&A) with annual audit	Initial 12/31/2020, revised 4/13/2021	COMPLETED IN 2019 MDA	ONGOING
39	Develop and begin distribution of a GCSD quarterly newsletter	Newsletter delivery	February 2022		NEW