

Management Objectives Report 2020-2022

Legend:		NEW OBJECTIVES PROPOSED FOR APPROVAL	REVIEW WORKSHOP		
On Track, moving toward due date			October 2020	January 2021	
Delayed, waiting on other items or time hampered					
Off Track, not needed, or not possible					
#	Objective Description	Measurement	Due Date	July - September 2020	October - Dec 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, revised March 2021	DEVELOPING CONSULTANT SCOPE, PREPARED POSITIVE WORKPLACE CULTURE DECLARATION FOR MANAGEMENT	NO ACTION
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	INCLUDED IN CONSULTANT SCOPE, POTENTIALLY INCREASING TO MORE HIGH LEVEL ORGANIZATIONAL EVALUATION	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	CONSULTANT WORK SCOPE DEVELOPMENT IN PROGRESS	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	COMPLETE	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	IN PROGRESS, EVALUATING POTENTIAL OUTSOURCING OF PAYROLL AND AP/AR FUNCTIONS, REDISTRIBUTION OF INTERNAL SUPPORT DUTIES	ON TRACK - MET WITH CPA GILBERT ASSOCIATES TO DISCUSS SCOPE OF THEIR CONTRACT
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, revised February 2021	IN PROGRESS, CONSULTANT ENGAGED FOR INITIAL EVALUATION AND REPORT/PROGRAM PROPOSAL	EVALUATION COMPLETED, REPORT AND NEXT STEPS TO BE REVIEWED AT FEBRUARY REGULAR MEETING
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	INCLUDED WITH ITEM 3 CONSULTANT EVALUATION	ON TRACK
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 BOARD APPROVED OCTOBER 2020. HIRING PROCESS BEGINNING	COMPLETED AND BEGINNING ADVERTISING
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	COMPLETED DRAFT FOR REVIEW	COMPLETED
6	Complete the Sewer Ordinance Update	Board approval of revised ordinance	Initial (revised) 7/31/2020, proposed December 8, 2020, revised April 2021	DRAFT LANGUAGE UNDER INTERNAL REVIEW, PROPOSE FOR BOARD REVIEW DECEMBER 2020	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	STALLED DUE TO PRESSING PRIORITIES, PROPOSE APRIL 2021	NO ACTION
8	Complete Park Ordinance Update	Board approval of revised ordinance	Initial 12/31/2020, revised April 13, 2021	STALLED DUE TO PRESSING PRIORITIES, PROPOSE APRIL 2021	NO ACTION
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	DEVELOPED INITIAL RESERVE REPORT AND PROPOSE TO REMOVE FROM MANAGEMENT PRIORITIES, TO BE CONSIDERED IN THE FUTURE POST MASTER PLAN COMPLETION	ON TRACK
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	PROPOSE TO REMOVE FROM MANAGEMENT PRIORITIES, TO BE COMPLETED AS NEEDED ON AN ONGOING BASIS	
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	REVIEWED 3 ADDITIONAL TECH MEMOS WITH FINAL PLAN NOW SCHEDULED FOR COMPLETION BY 12/31/2020	ON TRACK
12a	Complete updated water and sewer 30 Year Capital Improvement Plans (CIP)	Board adoption of CIP	12/31/2020, revised March 2021	SAME AS ABOVE	ON TRACK
13	Contract for Water and Wastewater System Connection Fee Study	Board adoption of Connetion Fee Study and Schedule	30-Mar-21	CONSULTANT UNDER CONTRACT AND IN PROCESS OF DATA REVIEW. SIGNIFICANT EFFORT TO COMPILE MUCH OF THE ASSET DATA NECESSARY	ON TRACK

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				July - September 2020	October - Dec 2020
14	Secure funding agreement for Downtown BOF/Groveland water and sewer system improvements	State Funding Agreement	31-Dec-20	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	COMPLETED SEWER AGREEMENT AND SUBMITTED ATTACHED FIRST PROGRESS REPORT SHOWING SCHEDULE
15	Secure funding agreement for Clearwell Rehabilitations	State Funding Agreement	30-Apr-20	SUBMITTED BUDGET AMENDMENT TO INCREASE FUNDING DUE TO HIGHER THAN EXPECTED BIDS, WAITING FOR STATE APPROVAL OF BUDGET AND NTP	COMPLETED AND CONSTRUCTION PROGRESSING ON SCHEDULE AND BUDGET
16	Prepare 2019/20 Community Development Block Grant (CDBG) funding application	Confirmation of application submitted	31-Mar-20	APPLICATION IS COMPLETE FOLLOWING AUDIT SUBMITTAL BY COUNTY, HOWEVER FUNDING IS EXHAUSTED AND LIKELY NO FUNDING UNTIL THE 2021 NOFA RELEASED	COMPLETED - APPLICATION SUBMITTED AND DEEMED COMPLETE, NOFA RELEASED AT THE END OF JANUARY, FUNDING PROJECTS DOWN THE LIST FROM LAST YEAR
17	Develop Capital Improvement/Replacement Plans for fire services	Board approval of CIP	7-Jan-20	COMPLETED	COMPLETED
18	Develop Capital Improvement/Replacement Plans for Park services	Board approval of CIP	Initial 6/30/2020, revised January 30, 2021	IN PROGRESS, CONTRACT WITH WRT CONSULTANTS INCLUDES CURSORY CONDITION ASSESSMENT; COMPLETION OF PLAN PROPOSED FOR JANUARY 2021	INCLUDED WITH ITEM 22 AND 24 BELOW (PROPOSE REMOVAL)
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	COMPLETED. PROGRAM NOW PROCEEDING AS A GENERAL PRACTICE/ONGOING BASIS	ON TRACK - POTENTIAL NEED FOR UPDATED EQUIPMENT TO SIMPLIFY PROCESS
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	COMPLETED MAY 2020	COMPLETE
21	Complete the Fire Department Master Plan Update	Board approval of Master Plan	10-Mar-20	COMPLETED MAY 2020	COMPLETE
21a	Coordinate with County for the implementation of Community Facilities Districts or other funding mechanisms to offset the impact of land development outside GCSDBoundaries	Consideration of agreement with County regarding mitigation funding for development projects	Initial 10/13/2020, revised 12/31/2020	IN PROGRESS, CONTINUE TO MEET WITH COUNTY ADMINISTRATION AND REVIEW LEGAL OPTIONS. SECURED COUNTY FUNDING COMMITMENT FOR AMADOR COST	COMPLETED - PROJECT APPROVED BY COUNTY AND FIRE FEE INCLUDED IN PROJECT CONDITIONS. COUNTY CONSIDERING OPENING A STAFFED STATION ON CORRIDOR
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	COMPLETE AND PRESENTED TO BOARD	COMPLETED - ADDITIONAL FINANCIAL ANALYSIS BEING COMPLETED BY COUNTY
21c	Fire Department Emergency Response and deployment optimization and cost evaluation (potential for ALS emergency rescue squad)	Board consideration of report	28-Feb-21	HELD INITIAL CONVERSATIONS INTERNALLY WITH CALFIRE AND WITH COUNTY ADMINISTRATION	ON TRACK - COUNTY MEETING INTERNALLY AND CONSIDERING RAPID RESPONSE VEHICLE
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 AND BEING REGULARLY UPDATED ON GIS SITE. DATA ACCURACY BEING EVALUATED AND IMPROVEMENT OPTIONS DEVELOPED	COMPLETED - WILL BE KEPT UPDATED ON REGULAR BASIS
21e	Complete creation of a Community Facilities District (CFD) within the GCSDBoundaries to provide funding for Fire and Park services from new development projects	Board election for CFD	2/9/2021, revised April 2021	NEW INITIATIVE	ON TRACK - CONSULTANT WORKING THROUGH DATA GENERATED IN IMPACT FEE STUDY PROJECT
21f	Secure revised Schedule A Contract with CalFIRE removing the Amador Contract cost obligation (transferred to County contract)	Board approval of contract	10-Nov-20	NEW INITIATIVE	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	COMPLETED CONSULTANT RECRUITMENT PROCESS, WITH WORK SCOPE INCLUDED IN THEIR CONTRACT.	ON TRACK - COORDINATING THROUGH WRT DESIGN
22a	Pursue funding through SFPUC Community Benefit Program	Funding announcement to Board	ongoing		ON TRACK - MET WITH THREE SFPUC CONSULTANTS TO REQUEST FUNDING OR WORK EFFORT
22b	Pursue funding through Prop 68 Rural Recreation and Tourism grant	Submit grant application	5-Nov-21		ON TRACK - ATTENDED WEBINAR IN JANUARY AND PLANNING TASK SCHEDULE
23	Develop a long-term Park Service Funding Plan	Board approval of funding plan	Initial - 6/30/2020, Proposed October 12, 2021	NON PRIORITY AT THIS TIME. PROPOSE DELAY UNTIL SUMMER/FALL 2021	NO ACTION
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	IN PROGRESS, INITIAL EVALUATION IN WRT CONSULTANT SCOPE OF WORK, PROPOSE ON DECEMBER 2020 BOARD AGENDA	ON TRACK - WRT CONDUCTED SITE VISIT JANUARY 2021
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	PROPOSE JANUARY AGREEMENT AFTER BOARD ACTION ON PROJECT PLAN	ON TRACK - CONTRACT MUST BE FULLY EXECUTED BY JUNE 2022
24b	Implement Per Capita Park Improvements	Management presentation of completed projects	30-Jun-22	PLANNING IN PROGRESS	ON TRACK
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 AGREEMENT, CONSTRUCTION BEING SCHEDULED BY PG&E	COMPLETED - CONSTRUCTION SCHEDULED SPRING 2021

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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	IN PROGRESS, NEGOTIATING AGREEMENT TERMS, PROPOSE COMPLETION DECEMBER 2020	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	EVALUATION STALLED DUE TO PRIORITIES, ALSO PENDING OUTCOME OF MUNICIPAL SERVICE REVIEW SCHEDULED FOR COMPLETION DECEMBER 2020	NO ACTION
28	Complete annexation of Airport Estates	LAFCO approval of annexation	Initial 10/13/2020, revised June 30, 2021	DELAYED PENDING COMPLETION OF THE MUNICIPAL SERVICE REVIEW. SECURED LAFCO APPROVAL FOR OUT OF AREA SERVICE TO PROPERTIES UNTIL ANNEXATION	ON TRACK
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. ALSO ADDED RESERVE SUMMARY REPORT AND PREPARING CONSOLIDATED RESERVE/PROJECT REPORT	ON TRACK FOR FEBRUARY 2021 PRESENTATION
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 FOR JUNE 2021 ELECTION IN COORDINATION WITH COUNTYWIDE JPA	ON TRACK
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 FOR JUNE 2021 ELECTION IN COORDINATION WITH COUNTYWIDE JPA. ALSO INTEND TO COORDINATE WITH GROVELAND CERT AND SEEK PMLA ENDORSEMENT	ON TRACK
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	ON TRACK FOR CREATION BY DECEMBER 2020. BOARD REVIEWED DRAFT JPA LANGUAGE DURING OCTOBER MEETING	COMPLETED
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	NO FURTHER ACTION, ALL CONFERENCES CANCELLED, MUST BE DONE ONLINE, PROPOSE REMOVE FROM MANAGEMENT OBJECTIVES	ON TRACK - CURRENTLY QUALIFY FOR SILVER LEVEL
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, Revised June 30, 2021	ON TRACK, DRAFT MSR EXPECTED BY DECEMBER 2020	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
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	ON TRACK FOR JUNE 2021 COMPLETION, IMPLEMENTATION BEGINNING WITH SPRINGBROOK CONVERSION TO CLOUD	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	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 FOR COMPLETION ON SCHEDULE. PROJECT FOLDER MODULE RECENTLY DEVELOPED	ON TRACK
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	ON TRACK, MIGRATING TO LASERFISCHE DOCUMENT MANAGEMENT SYSTEM. PRESENTATION TO BE PROVIDED TO BOARD APRIL 2021	COMPLETED - IMPLEMENTED LASERFISCHE FOR RECORDS, CARTEGRAPH FOR ASSET MANAGEMENT, AND TRACSTAR FOR PERSONNEL PERFORMANCE MANAGEMENT
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	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	COMPLETED IN 2019 MDA