

Twain Harte Community Services District



STRATEGIC PLAN

Adopted:
November 13, 2014

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Plan Revisions

Date	Description of Change
1/8/2015	Added Transparency Certificate of Excellence as Objective 4.9.



1.0 Introduction

Purpose

This Strategic Plan (Plan) exists to empower the Twain Harte Community Services District (District) to accomplish its mission by providing vision and specific objectives for the next two to three years.

The Plan was formed in January 2014 by the District's Board of Directors and staff with the understanding that it is a living document that will be reviewed regularly and revised as needed to better serve the District and the Twain Harte community. The Plan was purposefully fashioned as a succinct, workable document so that it can be easily used to:

- Measure District success
- Generate focused work plans
- Adopt comprehensive, goal-oriented budgets
- Communicate District values and direction to the community

History

The Twain Harte Community Services District was formed on August 1, 1996, to provide water, sewer, park and recreation, fire protection, and hydroelectric services to the Twain Harte community. Its formation resulted in the consolidation of three districts whose service to the community dates as far back as 1935 – Twain Harte Fire Protection District, Tuolumne County Water District No. 1 and Twain Harte Recreation and Park District.



Services

The District currently provides services to 1,572 customers made up of 1,486 residential customers, 75 commercial customers and 11 public entities. It is governed by an elected five-member Board of Directors and is operated by a twelve member staff. The District's annual revenue is approximately \$3,000,000, comprised of water/sewer rates and charges, property taxes and special assessments.

The District's services are generally described as follows:

- **Water:** The District provides treated water to all of its customers. Raw water stored in Lyons Reservoir is transported to the District via an open ditch system and is purchased from the Tuolumne Utilities District. The water is treated at the District's

water treatment plant (one million gallons per day capacity), pumped through two pump stations, distributed through approximately 27 miles of pipeline and stored in six storage tanks (totaling 2.5 million gallons of storage). The District also owns and operates a groundwater well capable of producing 52 gallons per minute and Shadybrook Reservoir, which serves as an emergency water supply source.



- **Sewer:** The District owns and operates a wastewater collection system consisting of approximately 25 miles of sewer mains. All wastewater collected by the District is conveyed to Tuolumne Utilities District for treatment. The Sherwood Forest subdivision is the only area within the District that utilizes individual septic systems to treat wastewater.

- **Fire Protection:** The District provides fire protection and rescue services to the District and the greater Twain Harte area through mutual aid contracts with nearby cooperating fire agencies. With full-time staffing, three engines and a centrally located fire station, the District is able to provide emergency response in less than five minutes.



- **Park and Recreation:** The District operates and maintains several facilities to serve the communities' recreation needs – tennis courts, baseball field, skateboard park, playground, outdoor stage, walking trail and Community Center building.



- **Hydroelectric:** The District owns a 27-kilowatt hydroelectric generator located at

Shadybrook Reservoir. The generator is not currently used due to lack of water.

2.0 Mission, Vision, Values

Mission

To provide quality and efficient services to our community in a professional, reliable and fiscally responsible manner.



Vision

To be recognized at the local, regional and state levels as leaders in providing excellent water, sewer, recreation and fire protection services through sustainable future planning, superior customer service and strong community involvement.



Values

We value and strive for excellence in:

Integrity & Transparency

Fiscal Responsibility

Reliability & Sustainability

Customer Relations

Asset & Resource Management

Community Involvement

Collaborative Relationships

A Safe & Positive Work Environment

Professional, Pro-Active & Innovative Leadership

3.0 Goals & Objectives

Building on its mission, vision and values, the District identified five strategic focus areas:

1. Asset and Resource Management
2. Fiscal Responsibility
3. Operations
4. Community Outreach
5. Collaborative Relationships

1. ASSET & RESOURCE MANAGEMENT	
GOAL	
<p><i>To ensure long-term operations reliability through asset and resource management, development and acquisition.</i></p>	
OBJECTIVES	
<input type="checkbox"/> 1.1	Explore additional in-district water sources, supply, storage and rights.
<input type="checkbox"/> 1.2	Finalize the development of the Vantage Point campus.
<input type="checkbox"/> 1.3	Develop options for under-utilized assets.
<input type="checkbox"/> 1.4	Minimize water loss to 10% or less.
<input type="checkbox"/> 1.5	Promote water conservation and reduce consumption by 10%.
<input type="checkbox"/> 1.6	Develop an asset tracking and assessment/replacement system.

2. FISCAL RESPONSIBILITY	
GOAL	
<p><i>To plan and manage agency funds in a responsible manner that ensures present and long-term sustainability.</i></p>	
OBJECTIVES	
<input type="checkbox"/> 2.1	Develop a five year capital improvement plan by May 2014.
<input type="checkbox"/> 2.2	Develop a comprehensive Reserves Policy.
<input type="checkbox"/> 2.3	Balance the Water Fund operating budget by June 30, 2014.
<input type="checkbox"/> 2.4	Report three-year revenue/expense projections on an annual basis.
<input type="checkbox"/> 2.5	Successfully negotiate a sustainable labor contract that is mutually beneficial to employees and ratepayers by fall 2014.

<input type="checkbox"/> 2.6	Prepare cost of service and rate studies for water and sewer services.
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3. OPERATIONS	
GOAL	
OBJECTIVES	
<input type="checkbox"/> 3.1	Upgrade control system for water and sewer.
<input type="checkbox"/> 3.2	Evaluate technology for user friendly on-line billing and payments.
<input type="checkbox"/> 3.3	Finalize and implement tablet based dispatching and fire pre-plan software by January 2015.
<input type="checkbox"/> 3.4	Implement modern technology to maximize efficiency.
<input type="checkbox"/> 3.5	Improve District-wide internal computer communications.
<input type="checkbox"/> 3.6	Develop and implement an employee/management training and professional development program.
<input type="checkbox"/> 3.7	Comply with regulations resulting in zero violations.
<input type="checkbox"/> 3.8	Identify and evaluate offering additional services.

4. COMMUNITY OUTREACH	
GOAL	
OBJECTIVES	
<input type="checkbox"/> 4.1	Develop and promote an informative and user-friendly website.
<input type="checkbox"/> 4.2	Implement a social media outreach program.
<input type="checkbox"/> 4.3	Generate an annual report that is made readily available to public.
<input type="checkbox"/> 4.4	Develop Community Emergency Response Team (CERT).
<input type="checkbox"/> 4.5	Organize and undertake an annual emergency preparedness fair.
<input type="checkbox"/> 4.6	Conduct a minimum of four District facility tours on an annual basis.
<input type="checkbox"/> 4.7	Construct a public education booth for use at community events.
<input type="checkbox"/> 4.8	Develop a strategy for informing the public about critical issues.

<input type="checkbox"/> 4.9	Attain SDLF District Transparency Certificate of Excellence.
5. COLLABORATIVE RELATIONSHIPS	
GOAL	
<i>To foster effective relationships with our regional, state and federal partners.</i>	
OBJECTIVES	
<input type="checkbox"/> 5.1	Work with collaborating agencies toward public education.
<input type="checkbox"/> 5.2	Play an active leadership role in regional resource management.
<input type="checkbox"/> 5.3	Increase active participation in regional and professional organizations which affect District operations.
<input type="checkbox"/> 5.4	Explore integration of services with related neighboring agencies to provide more efficient, quality services.

4.0 Plan Review, Revisions & Reporting

The District will review this Plan at least once annually to ensure that the Plan continues to be accurate and best serve the needs of the District. Plan revisions may be made at any time. All revisions must be approved by the Board of Directors. A record of revisions will be kept on the Table of Contents page.

At the end of each fiscal year, the General Manager will prepare a brief report for the Board of Directors summarizing the progress that has been made toward attaining the District's goals and objectives. Reports will be included in the Appendix of this Plan.

APPENDIX A: Progress Reports

A brief description of the District's annual accomplishments is listed below each objective.

NOTE: Fiscal Year 2014-15 includes some accomplishments from Fiscal Year 2013-14 since some objectives directly relate to actions taken before final adoption of this Strategic Plan.

1. ASSET & RESOURCE MANAGEMENT	
GOAL	
OBJECTIVES	
<input checked="" type="checkbox"/> 1.1	<p>Explore additional in-district water sources, supply, storage and rights.</p> <p>FY 14-15</p> <ul style="list-style-type: none">• Obtained grant funding to drill three new groundwater wells to supplement water supply.• Completed one groundwater well project.• Initiated two other groundwater well projects.• Entered into discussion to partner with Tuolumne Utilities District for future development of the Sierra Pines Reservoir.• Explored options for long term water transfers. <p>FY 15-16</p> <ul style="list-style-type: none">• Completed one groundwater well project.• Formally supported legislation for Calaveras County Water District to store senior water rights in New Melones Reservoir for regional use.• Explored options for long term water transfers. <p>FY 16-17</p> <ul style="list-style-type: none">• Participated in feasibility discussions for the Sierra Pines Reservoir and• Leased property for construction of one groundwater well.• Explored options for long term water transfers. <p>FY 17-18</p> <ul style="list-style-type: none">• Drilled third water supply reliability groundwater well.
<input checked="" type="checkbox"/> 1.2	Finalize the development of the Vantage Point campus.
	<p>FY 14-15</p> <ul style="list-style-type: none">• Built initial live burn training prop and conducted several live fire trainings.• Developed a plan for purchase and remodel of existing Vantage Point building accommodate training, offices, decontamination and physical training facilities.

	<p>FY 15-16</p> <ul style="list-style-type: none"> • Purchased existing Vantage Pt. office building for new offices, decontamination facility and fire classroom training and developed plans for building improvements. • Completed plans for Vantage Pt. equipment storage yard. • Furthered development of live fire training facility. <p>FY 16-17</p> <ul style="list-style-type: none"> • Completed remodel of office, decontamination and training facility. • Constructed pad and security fencing for storage yard. • Added forcible entry and interior room improvements to live fire prop. <p>FY 17-18</p> <ul style="list-style-type: none"> • Repaved Vantage Pointe cul-de-sac. • Constructed retaining wall and sewer dump station.
<input checked="" type="checkbox"/> 1.3	Develop options for under-utilized assets.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • None <p>FY 15-16</p> <ul style="list-style-type: none"> • Divided unused, vacant property on Meadow Drive. Drilled a well on one of the divided portions and sold the remaining portion. • Constructed new bocce courts in unused park area. • Continued development of unused Vantage Pt. property. <p>FY 16-17</p> <ul style="list-style-type: none"> • Put Vantage Pointe property to use as a multi-facility campus. • Initiated leases for office space at old office building. • Initiated collaborative discussions with community members for development of park property on Meadow Drive. <p>FY 17-18</p> <ul style="list-style-type: none"> • Sold old office building. • Held two community workshops for development of a new park on vacant Meadow Drive parcel. <p>FY 18-19</p> <ul style="list-style-type: none"> • Continued design and development of a new park on vacant Meadow Drive parcel.
<input type="checkbox"/> 1.4	Minimize water loss to 10% or less.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Performed leak detection survey in suspected water loss areas. • Repaired several system leaks and replaced two old, leaking pipelines. • Constructed a system to recycle water used for treatment plant monitoring equipment that normally resulted in a loss of 2.75 million gallons per year.

	<p>FY 15-16</p> <ul style="list-style-type: none"> • Purchased leak detection equipment and initiated a leak detection program to assess 25% of the system each year. • Located and repaired several system leaks. <p>FY 16-17</p> <ul style="list-style-type: none"> • Initiated leak detection program. • Located and repaired multiple system leaks. • Completed Mono Drive water line replacement project. • Completed Black Oak Estates service line replacement project. <p>FY 17-18</p> <ul style="list-style-type: none"> • Installed new meter to more accurately measure treated water flowing to system. • Initiated analysis of water usage data to identify water loss areas. • Applied for planning grant to perform a condition assessment of entire water system, to identify water loss and prioritize capital projects. <p>FY 18-19</p> <ul style="list-style-type: none"> • Identified and repaired several major water leaks. • Completed Lakeview Drive water line replacement project.
<input checked="" type="checkbox"/> 1.5	Promote water conservation and reduce consumption by 10%.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Adopted the Water Conservation article of Ordinance No. 22 to enhance water conservation. • Engaged in extensive public education, including mailers, radio and newspaper ads, signage and public presentations and forums. • Implemented a program to provide low flow faucet aerators and low flow showerheads to customers. • Developed and conducted a customer leak detection program to identify customer leaks and require repair on a monthly basis. • Reduced consumption from 2013 by 44% (saved 32.1 million gallons). <p>FY 15-16</p> <ul style="list-style-type: none"> • Continued water conservation education and customer leak program. • Reduced consumption from 2013 by 39% (saved 29 million gallons). <p>FY 16-17</p> <ul style="list-style-type: none"> • Continued water conservation education and customer leak program. • Reduced consumption from 2013 by 29% (saved 21.6 million gallons). <p>FY 17-18</p> <ul style="list-style-type: none"> • Continued water conservation education and customer leak program. • Reduced consumption from 2013 by 24% (saved 17.6 million gallons). <p>FY 18-19</p> <ul style="list-style-type: none"> • Continued water conservation education and customer leak program.

	<ul style="list-style-type: none"> Reduced consumption from 2013 by 23% (saved 17.3 million gallons).
<input checked="" type="checkbox"/> 1.6	Develop an asset tracking and assessment/replacement system.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Adopted a 20-year Vehicle/Equipment Replacement Plan to identify major equipment and vehicles and plan for replacement. <p>FY 15-16</p> <ul style="list-style-type: none"> Initiated infrastructure assessment through videoing sewer system. <p>FY 16-17</p> <ul style="list-style-type: none"> Researched GIS mapping and asset tracking systems. Videoed portion of sewer to assess condition. <p>FY 17-18</p> <ul style="list-style-type: none"> Applied for a planning grant to perform a condition assessment of the District's water and sewer system, create a robust asset management system and prioritizes capital replacement projects. Selected a GIS mapping, tracking and asset management system. <p>FY 18-19</p> <ul style="list-style-type: none"> Implemented a GIS mapping, tracking and asset management system for the water and sewer systems. The system also tracks major maintenance activities for those assets.

2. FISCAL RESPONSIBILITY	
GOAL	
<i>To plan and manage agency funds in a responsible manner that ensures present and long-term sustainability.</i>	
OBJECTIVES	
<input checked="" type="checkbox"/> 2.1	Develop a five year capital improvement plan by May 2014.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Developed and adopted five year capital improvement plans for the Water, Sewer, Fire and Park funds.
<input checked="" type="checkbox"/> 2.2	Develop a comprehensive Reserves Policy.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Developed and adopted Policy #3011, "Reserves Policy", to establish reserve accounts for the Water, Sewer, Fire and Park funds.
<input checked="" type="checkbox"/> 2.3	Balance the Water Fund operating budget by June 30, 2014.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Made operational changes and budget cuts, to turn an anticipated \$51,000 operational shortfall in Fiscal Year 2013-14 into a \$38,000

	<p>operational surplus by June 30, 2014.</p> <ul style="list-style-type: none"> Through budget cuts, labor union revisions and grant funding, turned an anticipated \$67,000 operational shortfall into an approximate operational surplus of \$62,000 for Fiscal Year 2014-15.
<input checked="" type="checkbox"/> 2.4	Report three-year revenue/expense projections on an annual basis.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> Developed a five year revenue/expense projection for the Water, Sewer, Fire and Park funds for Board review during FY 2015-16 budget preparations. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> Developed projections for budget and rate study development. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> Updated and presented 5-year revenue, expense and reserve projections for all funds. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> Updated and presented 5-year revenue, expense and reserve projections for all funds. <p><u>FY 18-19</u></p> <ul style="list-style-type: none"> Updated and presented 5-year revenue, expense and reserve projections for all funds.
<input checked="" type="checkbox"/> 2.5	Successfully negotiate a sustainable labor contract that is mutually beneficial to employees and ratepayers by fall 2014.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> Negotiated two new 3 ½-year labor bargaining agreements with the International Associations of Fire Fighters and Communications Workers of America unions, adopted in November and October 2014, respectively. Negotiations resulted in positive workplace changes and the following savings for each of the District's funds over the life of the agreements: Water Fund: \$153, 500 Sewer Fund: \$82,900 Fire Fund: \$142,700 Savings generated from labor union negotiations enabled the District to delay rate increases and avoid new assessments. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> Negotiated two new labor agreements (one 4-year and one 5-year) that provide competitive and improved employee compensation packages, while implementing efficiencies that provide savings to the District and reduce District liabilities.

<input checked="" type="checkbox"/> 2.6	Prepare cost of service and rate studies for water and sewer services.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Initiated development of cost of service and rate studies for water and sewer services. <p>FY 15-16</p> <ul style="list-style-type: none"> Completed Water and Sewer Rate Study in accordance with Proposition 218 and industry standards to thoroughly evaluate water and sewer expenses and revenue needs over five years. Implemented a water and sewer rate increases to meet revenue needs over five years. Developed water and sewer rate structure improvements to simplify administration and user understanding, promote conservation, ensure fair charges proportionate to service provided and comply with law.

3. OPERATIONS	
GOAL	
<i>To provide timely, cost-effective, reliable and sustainable services and facilities.</i>	
OBJECTIVES	
<input type="checkbox"/> 3.1	Upgrade control system for water and sewer.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Installed control upgrades to provide operators remote access to the water supervisory control and data acquisition (SCADA) system. <p>FY 15-16</p> <ul style="list-style-type: none"> None. <p>FY 16-17</p> <ul style="list-style-type: none"> None. <p>FY 17-18</p> <ul style="list-style-type: none"> Upgraded software for water system supervisory control and data acquisition (SCADA) system to provide more efficient and secure controls. Software is capable of adding future sewer system controls. <p>FY 18-19</p> <ul style="list-style-type: none"> Equipped field personnel with tablets capable of viewing and operating water system SCADA remotely.
<input checked="" type="checkbox"/> 3.2	Evaluate technology for user friendly on-line billing and payments.
	<p>FY 14-15</p> <ul style="list-style-type: none"> None.

	<p>FY 15-16</p> <ul style="list-style-type: none"> • Researched and evaluated online billing and payment technology. Plan to purchase and implement in FY 2016-17. <p>FY 17-18</p> <ul style="list-style-type: none"> • Implemented online billing program that allows customers to view balance and water consumption and provides a method for online credit card payment. <p>FY 18-19</p> <ul style="list-style-type: none"> • Initiated development of billing system with more user-friendly bills and ability for paperless billing.
<input checked="" type="checkbox"/> 3.3	Finalize and implement tablet based dispatching and fire pre-plan software by January 2015.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Tablet based dispatching and fire pre-plan software completed in 2014.
<input checked="" type="checkbox"/> 3.4	Implement modern technology to maximize efficiency.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Improved fire response time and incident command operations by using computer tablet applications for dispatching resources, mapping directions to emergencies and providing immediate access to pre-fire attack plans developed for high risk structures. • Reduced water overtime costs by upgrading the water treatment plant control system so that it can be accessed remotely, minimizing after-hours call outs. • Reduced time to process payroll by subscribing to a paperless, online payroll system. • Purchased an inline flow meter that significantly reduces water waste when performing flow tests on fire hydrants. <p>FY 15-16</p> <ul style="list-style-type: none"> • Purchased and utilized leak detection equipment to quickly and accurately identify leak locations. <p>FY 16-17</p> <ul style="list-style-type: none"> • Evaluated GIS mapping and tracking software for water and sewer systems for efficient infrastructure assessment, locating and maintenance tracking. • Updated audio/visual equipment and software to enable state of the art fire and water/sewer classroom training as well as better board presentation to public.

	<p>FY 17-18</p> <ul style="list-style-type: none"> • Provided iPads to board members and staff to provide for paperless board packets. Printing savings has already exceeded the cost of the iPads. • Initiated an Unmanned Aircraft System program through the Fire Division. Technology provides for better and safer response, as well as improved pre-fire assessments of buildings within the District. <p>FY 18-19</p> <ul style="list-style-type: none"> • Provided iPads for water and sewer field crews with ability to view supervisory control and data acquisition (SCADA) system, view GIS asset mapping and to be able to document maintenance in the field.
<input checked="" type="checkbox"/> 3.5	Improve District-wide internal computer communications.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • None <p>FY 15-16</p> <ul style="list-style-type: none"> • Performed upgrades to provide remote server access to entire District. <p>FY 17-18</p> <ul style="list-style-type: none"> • Purchased hardware to install secure, permanent connection between server and remote locations.
<input checked="" type="checkbox"/> 3.6	Develop and implement an employee/management training and professional development program.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Developed a system where employees and supervisors set and budget for annual training and professional development goals during the annual performance evaluation process. <p>FY 15-16</p> <ul style="list-style-type: none"> • Implemented weekly management/leadership training. <p>FY 16-17</p> <ul style="list-style-type: none"> • Implemented quarterly District-wide staff training.
<input checked="" type="checkbox"/> 3.7	Comply with regulations resulting in zero violations.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • The District had no water or sewer violations in Fiscal Year 2014-15. <p>FY 15-16</p> <ul style="list-style-type: none"> • The District had no water or sewer violations in Fiscal Year 2015-16. <p>FY 16-17</p> <ul style="list-style-type: none"> • The District had no water or sewer violations in Fiscal Year 2016-17. <p>FY 17-18</p> <ul style="list-style-type: none"> • The District had no water or sewer violations in Fiscal Year 2017-18.

	<p>FY 18-19</p> <ul style="list-style-type: none"> The District had no water or sewer violations in Fiscal Year 2017-18.
<input checked="" type="checkbox"/> 3.8	Identify and evaluate offering additional services.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Performed preliminary research regarding feasibility of utilizing hydropower equipment to generate power. <p>FY 15-16</p> <ul style="list-style-type: none"> Performed grant-funded green waste pick-up and evaluated cost and resources required to offer service on an ongoing basis. <p>FY 16-17</p> <ul style="list-style-type: none"> Provided non-grant funded budget for continuance of a green waste slash voucher program to assist in community fire prevention. <p>FY 17-18</p> <ul style="list-style-type: none"> Purchased a tactical water tender, enabling the District to improve in-District services and potentially expand services out of District. <p>FY 18-19</p> <ul style="list-style-type: none"> Evaluated several expanded park services brought up by the community during idea development for Twain Harte Meadows Park.

4. COMMUNITY OUTREACH	
GOAL	
<p><i>To develop, improve and support a community outreach program that results in an educated and involved community.</i></p>	
OBJECTIVES	
<input checked="" type="checkbox"/> 4.1	Develop and promote an informative and user-friendly website.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Initiated development of a more user-friendly and transparent website. <p>FY 15-16</p> <ul style="list-style-type: none"> Continued development of website – planned launch in FY 2016-17. <p>FY 16-17</p> <ul style="list-style-type: none"> Completed development and launched an updated, informative and user-friendly website. <p>FY 17-18</p> <ul style="list-style-type: none"> Continued to update website with user-friendly information, updates and successful survey outreach. <p>FY 18-19</p> <ul style="list-style-type: none"> Continued to update and improve website with user-friendly information, updates and successful survey outreach.

<input checked="" type="checkbox"/> 4.2	Implement a social media outreach program.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> • None <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> • Initiated and maintained a trial District Facebook page. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> • Used District Facebook page and Nextdoor.com to inform the public. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> • Used District Facebook page to gain unprecedented involvement in Twain Harte Meadows Park development survey – 450+ responses. <p><u>FY 18-19</u></p> <ul style="list-style-type: none"> • Continued to use District Facebook page to inform residents of things going on at the District. Some posts reached over 3,000 people.
<input checked="" type="checkbox"/> 4.3	Generate an annual report that is made readily available to public.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> • Provided an annual report through creation of an annual newsletter. • Continued production of the annual Fire Division report. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> • Continued annual newsletter and Fire Division report. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> • Continued annual newsletter and Fire Division report.
<input checked="" type="checkbox"/> 4.4	Develop Community Emergency Response Team (CERT).
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> • Recruited members and formed Twain Harte Area CERT. • Obtained grant-funded CERT “Train the Trainer” training and certification to provide continual certified training to CERT. • Performed multiple CERT trainings. • Purchased and stocked grant-funded CERT emergency response trailer. • Used CERT to provide community education and assist in community projects, such as construction of new playground equipment. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> • CERT team utilized training to respond and assist in Butte Fire incident. • Held multiple public and team trainings through the year to improve public awareness, CERT abilities and promote CERT membership. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> • Continued to train CERT members and increase membership.

	<p>FY 17-18</p> <ul style="list-style-type: none"> • Continued to train CERT members and added new CERT programs. • Developed a junior membership for CERT to reach out to youth. <p>FY 18-19</p> <ul style="list-style-type: none"> • Continued to train CERT members and added new CERT programs, such as the UAS (unmanned aerial system) program. • Twain Harte CERT lead the effort to establish a CERT program in Groveland.
<input checked="" type="checkbox"/> 4.5	Organize and undertake an annual emergency preparedness fair.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Used CERT in partnership with Red Cross to conduct door-to-door emergency preparedness education for the community. <p>FY 15-16</p> <ul style="list-style-type: none"> • Utilized CERT to conduct three communitywide emergency preparedness trainings. <p>FY 16-17</p> <ul style="list-style-type: none"> • Utilized CERT to perform emergency preparedness outreach at local events and to conduct multiple emergency preparedness training workshops for the community. <p>FY 17-18</p> <ul style="list-style-type: none"> • Continued to utilize CERT to perform emergency preparedness outreach at local events and to conduct multiple emergency preparedness training workshops for the community. <p>FY 18-19</p> <ul style="list-style-type: none"> • Continued to utilize CERT to perform emergency preparedness outreach at local events and to conduct multiple emergency preparedness training workshops for the community.
<input checked="" type="checkbox"/> 4.6	Conduct a minimum of four District facility tours on an annual basis.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Conducted 20+ tours of the Fire Station facilities, including field trips for local schools. • Conducted 1 tour of water treatment plant and other water/sewer facilities. <p>FY 15-16</p> <ul style="list-style-type: none"> • Conducted 40+ tours of the Fire Station facilities and equipment,

	<p>including field trips for local schools.</p> <ul style="list-style-type: none"> Conducted 2 tours of the water treatment plant, including a field trip for the Columbia College Natural Resources Program. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> Conducted 3 tours of the water treatment plant and 30+ fire station facility tours. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> Conducted 2 tours of the water treatment plant, 40+ fire station facility tours and 10+ tours of the District offices. <p><u>FY 18-19</u></p> <ul style="list-style-type: none"> Conducted 2 tours of the water treatment plant, 30+ fire station facility tours and 5 tours of the District offices.
<input checked="" type="checkbox"/> 4.7	Construct a public education booth for use at community events.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> Constructed a fire engine booth to be used at community events. Put together a general education booth and handouts for the Twain Harte School fair. <p><u>FY 18-19</u></p> <ul style="list-style-type: none"> Developed a CERT booth used to promote preparedness and recruit members at all community events. Constructed a design booth for Twain Harte Meadows Park – used at the elementary school, Outhouse Races, Concerts and park events.
<input checked="" type="checkbox"/> 4.8	Develop a strategy for informing the public about critical issues.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> Worked with Twain Harte Homeowners and Partners for Twain Harte to assist in the development of a community email list to provide important information to the public. Developed an annual newsletter. Conducted several mailings to inform customers about critical drought and fire issues. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> Developed a Facebook page to communicate critical issues to the public in a timely manner. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> Developed an informative, user-friendly website with capability of emergency notifications. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> Refurbished the Fire Division's emergency alert horn and wrote articles to inform the community about emergency horn alerts.

	<p>FY 18-19</p> <ul style="list-style-type: none"> Developed customized “Ready, Set, Go” program materials to be prepare the public for wildfire and to inform them about the emergency alert horn. Testing of emergency alert horn used to catch the attention of residents to provide education.
<input checked="" type="checkbox"/> 4.9	Attain SDLF District Transparency Certificate of Excellence.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Initiated development of a user-friendly website designed to meet requirements of the SDLF Transparency Certificate of Excellence. Developed an annual newsletter. <p>FY 15-16</p> <ul style="list-style-type: none"> Conducted community forums to have an open and transparent water and sewer rate increase process. Continued development of transparent website. <p>FY 16-17</p> <ul style="list-style-type: none"> Launched a user-friendly, transparent website. <p>FY 17-18</p> <ul style="list-style-type: none"> Completed 95% of transparency certificate requirements. <p>FY 18-19</p> <ul style="list-style-type: none"> Awarded Transparency Certificate of Excellence in May 2019.

5. COLLABORATIVE RELATIONSHIPS	
GOAL	
OBJECTIVES	
<input checked="" type="checkbox"/> 5.1	Work with collaborating agencies toward public education.
	<p>FY 14-15</p> <ul style="list-style-type: none"> Partnered with Tuolumne Utilities District (TUD) and Tuolumne County to conduct several public drought educational forums. Participated in a Community Water Council made up of 18 local government, non-profit, tribal and business agencies to inform the public about water resources in Tuolumne County and engage the public in potential water solutions. Partnered with Jamestown Sanitary District, Tuolumne Sanitary District and TUD to inform the public through newspaper advertisements about the sewer system impacts of fats, oils and grease. Conducted public presentations with Cal Fire to inform the public

about the importance of defensible space.

FY 15-16

- Participated with Tuolumne Utilities District (TUD), Cal Fire, Tuolumne County, PG&E and U.S. Forest Service to conduct public tree mortality educational forums.
- Partnered with Jamestown Sanitary District, Tuolumne Sanitary District and TUD to inform the public through newspaper and radio about the impacts of fats, oils and grease on the sewer system.
- Conducted public presentations with Cal Fire to inform the public about the importance of defensible space and fire safety.

FY 16-17

- Participated with Tuolumne Utilities District (TUD), Cal Fire, Tuolumne County, PG&E and U.S. Forest Service to conduct public tree mortality educational forums.
- Partnered with Jamestown Sanitary District, Tuolumne Sanitary District and TUD to inform the public through newspaper and radio about the impacts of fats, oils and grease on the sewer system.
- Partnered with Tuolumne County Resource Conservation District to educate the public on water conservation.
- Presented at the annual fair put on by Center for Water Resources Management.

FY 17-18

- Partnered with Jamestown Sanitary District, Tuolumne Sanitary District and TUD to inform the public through newspaper and radio about the impacts of fats, oils and grease on the sewer system.
- Partnered with Tuolumne County Resource Conservation District to educate the public on water conservation.
- Presented at the Twain Harte Homeowners annual conference with Tuolumne County and Cal Fire to inform the public.

FY 18-19

- Partnered with Jamestown Sanitary District, Tuolumne Sanitary District and TUD to inform the public through newspaper and radio about the impacts of fats, oils and grease on the sewer system.
- Partnered with Tuolumne County Resource Conservation District to educate the public on water conservation.
- Presented at the Twain Harte Homeowners annual meeting with PG&E and Cal Fire to inform the public.
- Partnered with Sonora Area Foundation to raise funding for the bocce court improvement portion of the Twain Harte Meadows Park project in honor of late board member Jim Johnson.
- Collaborated with multiple special districts in Tuolumne County to gain

	special district representation on the Tuolumne County Local Agency Formation Commission (LAFCO).
<input checked="" type="checkbox"/> 5.2	Play an active leadership role in regional resource management.
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> • Played an active role in the development of the Emergency Response Plan and Automatic Aid/Mutual Aid Agreement for Tuolumne County Fire Service Providers to make the most efficient use of fire resources when responding to emergencies. • Provided regional water management by helping establish the Integrated Regional Water Management Joint Powers Authority (IRWM JPA) as one of the original members and by playing an active role in watershed management through participation in the IRWM JPA's Watershed Advisory, Objectives Review and Project Review Committees. • Participated in regional water resources management through regular participation in Mountain Counties Water Resources Association. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> • Played an active role in initiating development of a project to construct a fire break along the vulnerable wooden flume water delivery system. • Actively participated in the Integrated Regional Water Management Joint Powers Authority (IRWM JPA) by participating in the IRWM JPA's Watershed Advisory, Objectives Review and Project Review Committees. • Served as the co-chair of the Mountain Counties Water Resources Association's IRWM Committee, focused on regional water management and uniting regional water partners across the rural sierra nevada mountains. • Participated in a statewide committee to redevelop State Chief Officer certification training to improve efficiency and effectiveness. • Taught regional California Fire Service Association training courses. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> • Actively participated in the Integrated Regional Water Management Joint Powers Authority (IRWM JPA) by participating in the IRWM JPA's Watershed Advisory, Objectives Review, Disadvantaged Communities and Project Review Committees. • Served as co-chair of the Mountain Counties Water Resources Association's IRWM Committee. • Served as co-chair of the Disadvantaged Communities Involvement Coordinating Committee for the Mountain Counties Funding Area (consisting of 9 IRWM regions). • Organized and led several regional fire training courses through use of

	<p>the live fire training facility and new classroom training facility.</p> <p>FY 17-18</p> <ul style="list-style-type: none"> • Actively participated in the Integrated Regional Water Management Joint Powers Authority (IRWM JPA) by participating in the IRWM JPA's Watershed Advisory, Objectives Review, Disadvantaged Communities and Project Review Committees; and serving as the IRWM representative for Mountain Counties Water Resources Association and Sierra Water Workgroup. • Served as co-chair of the Disadvantaged Communities Involvement Coordinating Committee for the Mountain Counties Funding Area (consisting of 9 IRWM regions). • Organized and led several regional and statewide fire training courses. • Selected to serve on the International Association of Fire Chief's Wildland Policy Subcommittee. <p>FY 18-19</p> <ul style="list-style-type: none"> • Actively participated in the Integrated Regional Water Management Joint Powers Authority (IRWM JPA) by participating in the IRWM JPA's Watershed Advisory, Objectives Review, Disadvantaged Communities and Project Review Committees; and serving as the IRWM representative for Mountain Counties Water Resources Association and Sierra Water Workgroup. • Served as co-chair of the Disadvantaged Communities Involvement Coordinating Committee for the Mountain Counties Funding Area (consisting of 9 IRWM regions). • Organized and led several regional and statewide fire training courses. • Served on the International Association of Fire Chief's Wildland Policy Subcommittee.
☒ 5.3	Increase active participation in regional and professional organizations which affect District operations.
	<p>FY 14-15</p> <ul style="list-style-type: none"> • Actively participated in California Special Districts Association (CSDA), by attending staff and board training to enhance District services, administration and leadership. Also actively participated in CSDA's efforts to advocate for special districts in the State legislature. • Taught classes and attended Fire Department Instructor's Conference International and Firehouse World Conference to enhance District fire services and fire services at the regional, state and international level. • Actively participated in Mountain Counties Water Resources Association to advocates for water resources in the sierra nevadas. <p>FY 15-16</p> <ul style="list-style-type: none"> • Taught classes and attended Fire Department Instructor's Conference

- International and Firehouse World Conference to enhance District fire services and fire services at the regional, state and international level.
- Continued to actively participate in Mountain Counties Water Resources Association, California Special Districts Association, Firehouse World Conference, California Fire Service Association and Fire Department Instructor's Conference as described above and by participating and leading committees described in Objective 5.2.

FY 16-17

- Taught classes and attended Fire Department Instructor's Conference International and Firehouse World Conference to enhance District fire services and fire services at the regional, state and international level.
- Continued to actively participate in Mountain Counties Water Resources Association, California Special Districts Association, Firehouse World Conference, California Fire Service Association and Fire Department Instructor's Conference as described above and by participating and leading committees described in Objective 5.2.
- Served as a reviewer for CSDA's Public Works Legislative Committee.

FY 17-18

- Continued to actively participate in Mountain Counties Water Resources Association, California Special Districts Association, Firehouse World Conference, California Fire Service Association and Fire Department Instructor's Conference as described above and by participating and leading committees described in Objective 5.2.
- Continued to serve as a reviewer for CSDA's Public Works Legislative Committee.
- Moderated a panel of experts at the Sierra Water Work Group Summit to discuss protection of watersheds and integrated water resource management.
- Served on the International Association of Fire Chief's Wildland Policy Subcommittee.

FY 18-19

- Continued to actively participate in Mountain Counties Water Resources Association, California Special Districts Association, Firehouse World Conference, California Fire Service Association and Fire Department Instructor's Conference as described above and by participating and leading committees described in Objective 5.2.
- Continued to serve as a reviewer for CSDA's Public Works Legislative Committee.
- Served on the International Association of Fire Chief's Wildland Policy Subcommittee.
- Joined and participated in the Tuolumne County Business Council.

<input checked="" type="checkbox"/> 5.4	<p>Explore integration of services with related neighboring agencies to provide more efficient, quality services.</p>
	<p><u>FY 14-15</u></p> <ul style="list-style-type: none"> Entered into agreement with Strawberry Fire Department to provide administrative services to better fire and emergency services in the County and to enhance the Fire Division intern program. Entered into agreement to provide aid to Twain Harte Valley Mutual Water Company to enhance water service in the Twain Harte area and provide greater experience and training to District water employees. Joined California Water/Wastewater Agency Response Network (CalWARN) to enable the District to access resources from other water/wastewater agencies to efficiently address emergencies. <p><u>FY 15-16</u></p> <ul style="list-style-type: none"> Discussed options of integrating some fire protection services with Sugar Pine/Mi-Wuk Fire District. <p><u>FY 16-17</u></p> <ul style="list-style-type: none"> Collaborated with Sugar Pine/Mi-Wuk Fire District to evaluate and operational integration. Worked with Pinecrest Permittees and Twain Harte Valley Mutual Water Company to discuss potential provision of operational services to enhance District staffing at minimal cost to the District. Provided water system repair services to Twain Harte Valley Mutual Water Company to enhance staff training and offset staff labor costs. Worked with Center for Water Resources Management to identify options to share resources and obtain four grant-funded water intern positions through Motherlode Job Training. <p><u>FY 17-18</u></p> <ul style="list-style-type: none"> Continued to collaborate with Sugar Pine/Mi-Wuk Fire District to evaluate operational integration. Provided water system repair services to Twain Harte Valley Mutual Water Company to enhance staff training and offset staff labor costs. Worked with Tuolumne County, Cal Fire and all other Fire Districts in the County to provide review and input toward the County's development of a First Responder Study, which evaluates improving efficiency of fire and EMS services in the County through the potential integration of services. <p><u>FY 18-19</u></p> <ul style="list-style-type: none"> Worked with Tuolumne County, Cal Fire and all other Fire Districts in the County to provide review and input toward the County's development of a First Responder Study, which evaluates improving efficiency of fire and EMS services in the County through the potential

	<p>integration of services.</p> <ul style="list-style-type: none">• Explored the potential of future water treatment integration with Tuolumne Utilities District.
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