

APPENDIX A: Progress Reports

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

1. INFRASTRUCTURE OPTIMIZATION	
GOAL	
<i>Prioritize and replace deteriorated infrastructure and enhance existing infrastructure to improve system and operational efficiency.</i>	
OBJECTIVES	
<input type="checkbox"/> 1.1	Conduct a hydraulic assessment of the water system to analyze fire flow, water loss and potential for operational efficiencies.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Completed water system mapping revisions to ensure accurate hydraulic assessment. Initiated hydraulic assessment.
<input type="checkbox"/> 1.2	Utilize water system hydraulic assessment to prioritize and complete capital projects.
<input type="checkbox"/> 1.3	Identify sources of water loss and prioritize projects to reduce water loss below 10%.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Identified and repaired a major ongoing leak, reducing water loss by approximately 5-10%.
<input checked="" type="checkbox"/> 1.4	Complete Well 3
	<u>FY 19-20</u> <ul style="list-style-type: none"> Completed Well 3 and put into service.
<input type="checkbox"/> 1.5	Replace water lines in Sherwood Forest
<input type="checkbox"/> 1.6	Conduct a sewer system condition assessment with CCTV to identify degradation and sources of inflow and infiltration (I&I).
	<u>FY 19-20</u> <ul style="list-style-type: none"> Performed CCTV sewer system condition assessment on approximately 25% of sewer system and identified several locations of I&I.
<input type="checkbox"/> 1.7	Conduct a sewer system hydraulic assessment.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Completed sewer system mapping revisions to ensure accurate hydraulic assessment. Initiated hydraulic assessment.
<input type="checkbox"/> 1.8	Utilize sewer system condition and hydraulic assessments to prioritize and complete capital projects.

	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Identified a major source of I&I on the Dogwood Sewer Main due to damage and degradation. Replaced 350' of line and two manholes to eliminate source of I&I.
<input checked="" type="checkbox"/> 1.9	Improve accuracy of asset information in water and sewer GIS database.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Updated water system GIS mapping with accurate meter locations. Revised water and sewer system mapping to match as-built conditions.
<input type="checkbox"/> 1.10	Upgrade SCADA system to monitor and control all critical water and sewer facilities.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Identified SCADA system upgrade needs and evaluated upgrade technology options.
<input type="checkbox"/> 1.11	Develop and implement a water/sewer maintenance program for valve turning, sewer cleaning, and manhole inspection to attain an annual goal of 25% of the system.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Developed and initiated maintenance plan for valve turning, sewer cleaning and manhole inspection to be tracked in GIS system.
<input type="checkbox"/> 1.12	Develop and implement a plan for regular hydrant testing.
<input type="checkbox"/> 1.13	Enhance work order system for better tracking and querying of maintenance, breaks and repairs.
<input type="checkbox"/> 1.14	Explore options to expand fire station living facilities.
<input type="checkbox"/> 1.15	Fix or replace old park bathroom building.

2. EMERGENCY PREPAREDNESS	
GOAL	
<i>Prepare staff, community and infrastructure for wildfire and other events that threaten our community and services.</i>	
OBJECTIVES	
<input type="checkbox"/> 2.1	Add generators at critical facilities.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Installed standby generators at Redwing Sewer Lift Station and Mark Twain Sewer Lift Station.
<input type="checkbox"/> 2.2	Harden all critical facilities and establish 100 feet of defensible space.
<input type="checkbox"/> 2.3	Evaluate cyber security and make any necessary improvements.

<input type="checkbox"/> 2.4	Install compatible radio systems in all vehicles to improve inter-department emergency communications.
<input type="checkbox"/> 2.5	Collaborate with cooperative agencies to perform vegetation management along major roads.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Collaborated with Tuolumne County to perform vegetation management along Twain Harte Drive.
<input type="checkbox"/> 2.6	Explore and implement new ways to encourage/assist with local fuels management.
<input type="checkbox"/> 2.7	Work with community to promote and establish Fire Wise Communities.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Worked with several small neighborhoods through the process to become Fire Wise Communities.
<input type="checkbox"/> 2.8	Improve the emergency alert horn system.
<input type="checkbox"/> 2.9	Develop multiple methods of direct communications with customers.
<input type="checkbox"/> 2.10	Work with CERT to continue and expand community emergency trainings.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Worked with CERT to continue community emergency trainings.
<input type="checkbox"/> 2.11	Identify potential high risk emergency incidents, develop response procedures and perform inter-department tabletop training exercises.
<input type="checkbox"/> 2.12	Conduct a public outreach campaign to encourage installation of 2-way cleanouts and reduce common sources of sewer system blockages.
<input type="checkbox"/> 2.13	Improve and expand fire training facility and equipment.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Improved interior and venting of burn prop for safety and realism. • Added a safer fire behavior prop. • Procured grant-funded, thermal-imaging UAV that assists with capture and review of training exercises.
<input type="checkbox"/> 2.14	Promote and conduct trainings with local cooperator agencies.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Held multiple simulated event training exercises with local cooperator agencies, state agencies and Columbia College.
<input type="checkbox"/> 2.15	Establish a communitywide AED program, including install of AEDs.
	<u>FY 19-20</u> <ul style="list-style-type: none"> • Installed one AED in the District board room. • Identified key locations for AED's throughout the community.
<input type="checkbox"/> 2.16	Explore options to expand services to include ALS.

<input checked="" type="checkbox"/> 2.17	Obtain funding for a firefighter rehab vehicle.
	FY 19-20 <ul style="list-style-type: none"> Obtained grants through CERT and procured a used firefighter rehab vehicle.
<input type="checkbox"/> 2.18	Procure water and sewer emergency response trailers.
<input type="checkbox"/> 2.19	Procure and install a WiFi cradle point to enable District internet access during power outages and other emergencies.

3. EXPANDED PARK FACILITIES	
GOAL	
<i>Build Twain Harte Meadows Park and identify recreational opportunities to improve quality of life in Twain Harte.</i>	
OBJECTIVES	
<input type="checkbox"/> 3.1	Obtain funding for Twain Harte Meadows Park.
	FY 19-20 <ul style="list-style-type: none"> Applied for two funding grants. Obtained grants and donations to complete the first phase – Bocce Courts Improvements.
<input type="checkbox"/> 3.2	Complete construction of Twain Harte Meadows Park.
<input type="checkbox"/> 3.3	Improve Community Center by remodeling bathrooms and kitchen, paving or repairing parking lot and adding internet capabilities.
<input type="checkbox"/> 3.4	Explore developing recreational programs to promote community health and relationships.
<input type="checkbox"/> 3.5	Recruit local partners to offer community recreation programs.
<input type="checkbox"/> 3.6	Advertise park rental opportunities and improve ease of rental process.
<input type="checkbox"/> 3.7	Develop an easy method for collecting continual resident input on park facilities.

4. COMMUNITY ENGAGEMENT	
GOAL	
<i>Promote community engagement through active education, promotion of District activities and sensitivity to community needs.</i>	
OBJECTIVES	
<input type="checkbox"/> 4.1	Develop and hold annual open house or community event.
<input type="checkbox"/> 4.2	Participate in local parades and community events.

	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Participated in 2019 4th of July and Christmas parades. • Initiated an annual 4th of July community event.
<input type="checkbox"/> 4.3	Conduct four community tours and/or educational programs each year.
<input type="checkbox"/> 4.4	Develop video outreach program to educate public about projects, staff and other District activities.
<input type="checkbox"/> 4.5	Increase social media, website articles and mailers to educate customers and promote District activities and respond to community questions.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Developed and began implementation of social media outreach plan, greatly improving social media presence. • Posted multiple educational and promotional web articles. • Created and sent out multiple educational billing inserts.
<input type="checkbox"/> 4.6	Improve outreach to local students.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Conducted a Twain Harte Meadows Park design workshop with 6-8th grade students at Twain Harte Elementary.
<input type="checkbox"/> 4.7	Expand website to include ordinances, key policies and FAQ's.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Added FAQ's and key policies to website.
<input type="checkbox"/> 4.8	Implement paperless billing and conduct outreach on billing and payment options.
<input type="checkbox"/> 4.9	Conduct regular outreach to identify community needs and explore options to meet said needs.
<input type="checkbox"/> 4.10	Obtain a District of Distinction certificate from Special District Leadership Foundation.
<input type="checkbox"/> 4.11	Conduct an outreach campaign in Sherwood Forest to educate regarding water quality and septic systems and explore the potential of converting septic systems to sewer.

5. ORGANIZATIONAL SUSTAINABILITY	
GOAL	
<i>Establish organizational structures, staffing models, and procedures that support long term District health.</i>	
OBJECTIVES	
<input type="checkbox"/> 5.1	Conduct an evaluation of organizational needs, staffing model and outsourced services for improved efficiency and sustainability.

	Implement any necessary changes.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Evaluated organization for efficiency and sustainability. Hired a part-time administrative position to fill gaps and improve effectiveness.
<input type="checkbox"/> 5.2	Improve management depth and redundancy through recruitment and training.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Developed recruitment plan and key job description revisions for effective filling of vacant Fire Chief and Operations Manager positions.
<input type="checkbox"/> 5.3	Explore options to create a full-time engineer position on each fire shift.
<input type="checkbox"/> 5.4	Hire water/sewer/park summer staffing to assist with annual maintenance activities.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Hired two seasonal interns to conduct annual valve turning and inspection activities.
<input type="checkbox"/> 5.5	Establish an improved District-wide health and safety program.
<input type="checkbox"/> 5.6	Conduct District-wide staff meeting and trainings to improve inter-department coordination and efficiency.
<input type="checkbox"/> 5.7	Develop operating procedures for administrative functions.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Identified key administrative functions requiring operating procedures and initiated development of operating procedures.
<input type="checkbox"/> 5.8	Organize Standard Operating Procedures (SOP) for all departments into a single manual.
<input type="checkbox"/> 5.9	Identify gaps in SOPs and develop procedures to address gaps.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Identified gaps in water/sewer SOP's and began to develop procedures to fill some of the gaps.
<input type="checkbox"/> 5.10	Develop a central paper filing and records management system.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Completed inventory of all District files. Initiated development of a thorough records retention policy that enables simple ongoing file management.
<input type="checkbox"/> 5.11	Convert electronic filing system to closely match paper filing system.
<input type="checkbox"/> 5.12	Store all divisions' electronic files on the central server.
<input type="checkbox"/> 5.13	Review all policies and update.

	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Completed review and any necessary revisions to all policies within Section 1000 of the District’s Policy Manual.
<input type="checkbox"/> 5.14	Review and update all ordinances.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Performed thorough review of Water Ordinance and initiated development of an amended Water Ordinance.
<input type="checkbox"/> 5.15	Codify and digitize all ordinances.
<input type="checkbox"/> 5.16	Review and update Water and Sewer Standards and Specifications.
<input checked="" type="checkbox"/> 5.17	Develop/adopt CEQA guidelines to streamline capital projects.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Developed and adopted District CEQA Guidelines.
<input type="checkbox"/> 5.18	Develop a central, easily accessible source for common employee documents and information.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Initiated development of Intranet for easy access to documents/forms.
<input type="checkbox"/> 5.19	Improve remote server access for employees.
<input type="checkbox"/> 5.20	Explore cooperation with other agencies to provide more efficient or quality services.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Discussed formation of a Countywide fire internship program to improve efficiencies and standardize Countywide training.
<input type="checkbox"/> 5.21	Perform a water and sewer rate study in 2021 and implement any recommended rate changes.
<input checked="" type="checkbox"/> 5.22	Obtain special district representation on Tuolumne County Local Agency Formation Commission (LAFCO).
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Collaborated with County LAFCO and other special districts to obtain special district representation on County LAFCO
<input type="checkbox"/> 5.23	Evaluate new technology and applications to improve efficiency.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Evaluated several forms of technology to monitor and control critical water and sewer system components remotely. Initiated development of an intranet site to improve communications between employees, reduce errors and improve admin efficiencies.