

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 checked="" type="checkbox"/> 1.1	Conduct a hydraulic assessment of the water system to analyze fire flow, water loss and potential for operational efficiencies.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Completed water system mapping revisions to ensure accurate hydraulic assessment. Initiated hydraulic assessment. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed system hydraulic modeling, identified fire flow deficiencies and developed a feasible way to eliminate the deteriorating Laurel Pump Station and Cedar Pines Tank while improving operations. Completed a condition assessment of the Water Treatment Plant and identified deficiencies and prioritize capital projects.
<input checked="" type="checkbox"/> 1.2	Utilize water system hydraulic assessment to prioritize and complete capital projects.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Obtained a \$499,000 grant to improve the hydraulic model, perform a condition assessment on the entire water system, and develop/prioritize capital projects that address the critical issues. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Refined hydraulic assessment on the entire water system and identified/prioritized capital projects that address the critical issues. Initiated design of the highest priority project.
<input checked="" type="checkbox"/> 1.3	Identify sources of water loss and prioritize projects to reduce water loss below 10%.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Identified and repaired a major ongoing leak, reducing water loss by approximately 5-10%. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Obtained a \$499,000 grant to identify locations and causes of water

	<p>loss and develop/prioritize capital projects to reduce water loss.</p> <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Performed a water audit, water loss analysis and leak detection survey and identified large majority of water loss is due to excessive water line breaks due to deteriorating lines and high pressures. • Performed a risk assessment of all water facilities to prioritize capital replacement projects that will significantly reduce water line breaks and water loss.
<input checked="" type="checkbox"/> 1.4	Complete Well 3
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Completed Well 3 and put into service.
<input checked="" type="checkbox"/> 1.5	Replace water lines in Sherwood Forest
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Obtained a \$499,000 grant that will assess the condition of Sherwood Forest water lines (along with the rest of the system) and initiate design of replacement if it is found to be a significant priority. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Initiated grant-funded design for a complete replacement and upgrade of Sherwood Forest water lines. Design will be used to apply for a construction grant in FY 22-23.
<input checked="" type="checkbox"/> 1.6	Conduct a sewer system condition assessment with CCTV to identify degradation and sources of inflow and infiltration (I&I).
	<p><u>FY 19-20</u></p> <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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Completed CCTV sewer system condition assessment, including report identifying degradation and sources of I&I.
<input checked="" type="checkbox"/> 1.7	Conduct a sewer system hydraulic assessment.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Completed sewer system mapping revisions to ensure accurate hydraulic assessment. • Initiated hydraulic assessment. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Completed sewer system hydraulic assessment, identifying sewer lines that have limited capacity.
<input checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed a draft report identifying and prioritizing sewer capital projects based on condition and hydraulic assessments. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Identified, prioritized, and estimated sewer capital projects based on sewer system condition and hydraulic assessments. Completed environmental documentation and applied for a construction grant to replace about 2.2 miles of sewer line that ranked as the highest risk lines.
☒ 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.
☑ 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed preliminary design of the SCADA system.
☒ 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Implemented maintenance plan to achieve more than 25% of the system for valve turning and manhole inspection. Sewer cleaning plan was implemented, but less than 25% was completed due to COVID. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> 62% of Sewer Lines Cleaned 38% of Manholes Inspected 30% of Valves Turned

<input checked="" type="checkbox"/> 1.12	Develop and implement a plan for regular hydrant testing.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Developed a plan for regular hydrant testing, but delayed implementation due to drought conditions. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Began limited hydrant testing due to drought conditions – tested 9% of hydrants.
<input checked="" type="checkbox"/> 1.13	Enhance work order system for better tracking and querying of maintenance, breaks and repairs.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Enhanced GIS to track critical maintenance activities and waterline breaks/repairs. Streamlined work orders to move away from fax and quickly identify multiple operators to ensure quick response and better tracking.
<input checked="" type="checkbox"/> 1.14	Explore options to expand fire station living facilities.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Evaluated several options, but none feasible at this time due to funding constraints. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Evaluated several options and grants, including multi-purpose buildings that also provided indoor park facilities, but none feasible at this time due to funding constraints.
<input type="checkbox"/> 1.15	Fix or replace old park bathroom building.

2. EMERGENCY PREPAREDNESS

GOAL

Prepare staff, community and infrastructure for wildfire and other events that threaten our community and services.

OBJECTIVES

<input checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Installed standby generators at Well #1 and Well #3 via a grant. Replaced failing generator at the Fire Station with a \$15,000 grant. Obtained a \$60,000 grant to install generators at the Community

	Center and SCBA Fill Station/Fuel Station. <u>FY 21-22</u> <ul style="list-style-type: none"> Installed standby generators at the Community Center and SCBA Filling Station/Fuel Station.
<input checked="" type="checkbox"/> 2.2	Harden all critical facilities and establish 100 feet of defensible space.
	<u>FY 20-21</u> <ul style="list-style-type: none"> Applied for a CalFire grant to perform comprehensive clearing around all critical facilities and procure mastication equipment to maintain clearance around facilities and other locations in the District. <u>FY 21-22</u> <ul style="list-style-type: none"> Utilized CalFire vegetation crews to create 100 feet of defensible space around Well 3 and the District offices.
<input checked="" type="checkbox"/> 2.3	Evaluate cyber security and make any necessary improvements.
	<u>FY 20-21</u> <ul style="list-style-type: none"> Held an all-staff cyber security training with a cyber security expert. Entered into agreement with an IT professional to perform regular monitoring of District's computer network. <u>FY 21-22</u> <ul style="list-style-type: none"> Attended cyber security training. Evaluated state cyber security programs.
<input checked="" type="checkbox"/> 2.4	Install compatible radio systems in all vehicles to improve inter-department emergency communications.
	<u>FY 20-21</u> <ul style="list-style-type: none"> Procured radios to provide for inter-department communications. <u>FY 21-22</u> <ul style="list-style-type: none"> Conducted inter-departmental radio programming and use training to improve communications.
<input checked="" 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 checked="" type="checkbox"/> 2.6	Explore and implement new ways to encourage/assist with local fuels management.
	<u>FY 20-21</u> <ul style="list-style-type: none"> Explored establishment of a Volunteer-in-Prevention program that empowers local volunteers to perform defensible space inspections. <u>FY 21-22</u> <ul style="list-style-type: none"> Collaborated with CalFire vegetation crews to remove overgrown vegetation in critical areas in the District along sewer line easements.

	<ul style="list-style-type: none"> • Collaborated with local volunteers and CalFire to work toward establishing a Volunteer-in-Prevention program for inspection of improved parcels. • Promoted and assisted the formation of Fire Wise Communities to encourage neighborhoods to work together to remove fuels.
<input checked="" type="checkbox"/> 2.7	Work with community to promote and establish Fire Wise Communities.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Worked with several small neighborhoods through the process to become Fire Wise Communities. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Assisted two neighborhoods in becoming Fire Wise Communities. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Assisted three neighborhoods in becoming Fire Wise Communities. • Worked with CERT to conduct a community-wide Fire Wise Community informational training and promotion.
<input checked="" type="checkbox"/> 2.8	Improve the emergency alert horn system.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Applied for a grant to procure a new alert horn after unsuccessful long term repair of the existing horn. New horn will be compatible with other fire departments across the County. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Installed new state-of-the-art emergency alert siren that can be used in coordination with the Sheriff and other local agencies.
<input checked="" type="checkbox"/> 2.9	Develop multiple methods of direct communications with customers.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Conducted an emergency contact outreach to build our customer email database for critical communications.
<input checked="" type="checkbox"/> 2.10	Work with CERT to continue and expand community emergency trainings.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Worked with CERT to continue community emergency trainings. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • CERT provided a few community emergency trainings, but were limited due to COVID-19 restrictions. • CERT provided outreach regarding COVID-19 safety and vaccinations and assisted the County to run the vaccination clinic. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • CERT provided several community emergency trainings, including grant-funded trainings with subject matter experts.

☑ 2.11	Identify potential high risk emergency incidents, develop response procedures and perform inter-department tabletop training exercises.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Collaborated internally and with external groups to identify high risk emergency incidents and developed response plan outlines.
☒ 2.12	Conduct a public outreach campaign to encourage installation of 2-way cleanouts and reduce common sources of sewer system blockages.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Created and sent educational bill inserts to all customers. • Performed social media outreach.
☑ 2.13	Improve and expand fire training facility and equipment.
	<p><u>FY 19-20</u></p> <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.
☒ 2.14	Promote and conduct trainings with local cooperator agencies.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Held multiple simulated event training exercises with local cooperator agencies, state agencies and Columbia College. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Provided training for Columbia College Fire Academy and limited (due to COVID-19) trainings with cooperator agencies. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Provided training for Columbia College Fire Academy. • Conducted several multi-agency trainings to improve cooperative response to fire and other emergencies.
☑ 2.15	Establish a communitywide AED program, including install of AEDs.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Installed one AED in the District board room. • Identified key locations for AED's throughout the community. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Created a plan to partner with local businesses to strategically place AED's throughout the community and train business employees to use AED's and perform CPR. • Applied for a grant to procure AED's and implement the AED plan. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Obtained grant to procure and install AED's in five strategically located businesses throughout Twain Harte. All equipment has been ordered and is awaiting delivery.

<input checked="" type="checkbox"/> 2.16	Explore options to expand services to include ALS.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Explored options to offer ALS services and found high start-up costs are financially infeasible without tax increases. ALS services also requires costly/lengthy negotiations with the County who currently provides ALS services. • Obtained Advanced Scope EMT status, allowing staff to expand the scope of medical response services to the community. • Worked with Sierra College and County to implement a pilot training program that would allow the District to train and perform EMT-Pre-Paramedic services, further expanding the scope of emergency response medical services the District could provide.
<input checked="" type="checkbox"/> 2.17	Obtain funding for a firefighter rehab vehicle.
	<p><u>FY 19-20</u></p> <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 checked="" type="checkbox"/> 2.19	Procure and install a WiFi cradle point to enable District internet access during power outages and other emergencies.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Installed back-up wireless internet service at District offices, Water Treatment Plant and Fire House to ensure continuous internet access.

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 checked="" type="checkbox"/> 3.1	Obtain funding for Twain Harte Meadows Park.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Applied for two funding grants. Obtained grants and donations to complete the first phase – Bocce Courts Improvements. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Obtained a grant to construct approximately 60% of Meadows Park. • Applied for a grant that will fund the remainder of Meadows Park. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Managed funding agreement for grant to construct approximately

	<p>60% of Meadows Park.</p> <ul style="list-style-type: none"> • Obtained grant to construct most of the Outdoor Pavilion. • Applied for a grant that will fund the remainder of Meadows Park.
<input checked="" type="checkbox"/> 3.2	Complete construction of Twain Harte Meadows Park.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Completed construction of Phase 1 of Meadows Park – Bocce Court Improvements. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Completed 60% level design for Meadows Park.
<input checked="" type="checkbox"/> 3.3	Improve Community Center by remodeling bathrooms and kitchen, paving or repairing parking lot and adding internet capabilities.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Worked with Rotary to replace windows, add insulation, improve electrical, add drywall and paint the main meeting room. • Added sound panels to the main meeting room to reduce noise.
<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 checked="" type="checkbox"/> 3.6	Advertise park rental opportunities and improve ease of rental process.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Created a plan to advertise park facilities via Facebook and bill inserts. • Developed a community calendar that will help customers see facility rental availability on the District website. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Promoted several park facilities on Facebook and in a bill insert. • Created an option to pay for reservations online and developed a plan to further ease facility rental through the District website.
<input checked="" type="checkbox"/> 3.7	Develop an easy method for collecting continual resident input on park facilities.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Developed a plan to install a QR sign that enables people at the park to provide park input directly from their phone. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Created a park feedback survey on the District’s website and designed/procured signs with QR codes to enable park users to easily link to the survey and provide feedback.

4. COMMUNITY ENGAGEMENT	
GOAL	
<i>Promote community engagement through active education, promotion of District activities and sensitivity to community needs.</i>	
OBJECTIVES	
<input checked="" type="checkbox"/> 4.1	Develop and hold annual open house or community event.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Initiated monthly community engagement events at District facilities and other places around town, inviting residents to learn more about the District, ask questions, and express concerns.
<input checked="" 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. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Participated in 2021 Christmas parade and hosted photos with Santa in the Park. Presented District updates at the annual Twain Harte Homeowners meeting.
<input checked="" type="checkbox"/> 4.3	Conduct four community tours and/or educational programs each year.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Conducted four fire prevention/education programs with local schools, including one tour of the Fire Station. Led one Water Treatment Plant tour for Twain Harte Elementary.
<input checked="" type="checkbox"/> 4.4	Develop video outreach program to educate public about projects, staff and other District activities.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Initiated video outreach program through Facebook and website, including educational videos on fire prevention and leak detection.
<input checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Continued to establish strong, effective social media presence that

	<p>now consistently reaches thousands of social media users.</p> <ul style="list-style-type: none"> Implemented plan to consistently provide billing inserts, bill messaging and web articles to inform and engage customers. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Continued to establish strong, effective social media presence that consistently reaches thousands of social media users. Created and provided consistent billing inserts, bill messaging and web articles to inform and engage customers.
<input checked="" 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. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Conducted first annual Water Treatment Plant tour for Twain Harte Elementary students. Performed four fire prevention trainings for local students.
<input checked="" 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 checked="" type="checkbox"/> 4.8	Implement paperless billing and conduct outreach on billing and payment options.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Researched billing system requirements and prepared system to implement paperless billing in summer 2021. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Implemented paperless billing and conducted outreach to customers, including a promotional drawing/reward for those who signed up. Currently 1/8th of customers have signed up for paperless billing.
<input checked="" type="checkbox"/> 4.9	Conduct regular outreach to identify community needs and explore options to meet said needs.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Conducted a survey regarding fire staffing needs to gauge community interest in participating in the County Fire Tax proposal. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Created an online survey and signs for all park facilities that enables customers to easily express feedback, ideas and concerns.
<input type="checkbox"/> 4.10	Obtain a District of Distinction certificate from Special District Leadership Foundation.
<input checked="" 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.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Conducted a grant-funded survey of the Sherwood Forest neighborhood and completed a 30% design of a sewer system. Discussed ideas with some residents during survey work.

5. ORGANIZATIONAL SUSTAINABILITY	
GOAL	
<i>Establish organizational structures, staffing models, and procedures that support long term District health.</i>	
OBJECTIVES	
<input checked="" type="checkbox"/> 5.1	<p>Conduct an evaluation of organizational needs, staffing model and outsourced services for improved efficiency and sustainability. Implement any necessary changes.</p> <p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Evaluated organization for efficiency and sustainability. Hired a part-time administrative position to fill gaps and improve effectiveness. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Evaluated and restructured the Operations Division staffing model to add an additional staff member at minimal additional cost, providing greater effectiveness and sustainability while meeting staffing needs. Explored staffing model options in the Fire Division to improve depth and effectiveness. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Restructured administration staffing to enable the District to more efficiently meet needs of special projects that would require expensive consulting contracts.
<input checked="" type="checkbox"/> 5.2	<p>Improve management depth and redundancy through recruitment and training.</p> <p><u>FY 19-20</u></p> <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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Recruited and filled vacant Fire Chief and Operations Manager positions and implemented training plan and expectations to maximize skills and effectiveness. Added Assistant General Manager duties to the Operations Manager

	<p>position to provide overlap, depth and greater sustainability.</p> <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Recruited and filled vacant Operator 3 position with an operator with extensive utility management experience.
<input checked="" type="checkbox"/> 5.3	<p>Explore options to create a full-time engineer position on each fire shift.</p>
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Explored multiple options to add full-time engineer positions with limited funding resources. Developed a plan to adjust staffing model to hire seasonal, full-time engineers for five months per year to assist during fire season. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Initiated a SAFER grant application to provide for full-time engineers and firefighters for 3-5 years. Rearranged staffing to enable annual hiring of three seasonal full-time engineers for five months.
<input checked="" type="checkbox"/> 5.4	<p>Hire water/sewer/park summer staffing to assist with annual maintenance activities.</p>
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Hired two seasonal interns to conduct annual valve turning and inspection activities. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Restructured Operations Division to add an additional permanent full-time operator to eliminate the need for temporary summer staffing.
<input checked="" type="checkbox"/> 5.5	<p>Establish an improved District-wide health and safety program.</p>
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Explored wellness program options and successfully tested a temporary wellness plan with employee feedback. Developed a plan to implement an ongoing wellness program. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Developed and implemented an ongoing wellness program to promote overall health of District employees.
<input checked="" type="checkbox"/> 5.6	<p>Conduct District-wide staff meeting and trainings to improve inter-department coordination and efficiency.</p>
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Conducted one all-staff training and coordination meeting, but was limited due to COVID-19 restrictions. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Conducted regular inter-departmental coordination meetings to improve coordination and efficiency between departments.

<input checked="" type="checkbox"/> 5.7	Develop operating procedures for administrative functions.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Identified key administrative functions requiring operating procedures and initiated development of operating procedures. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed operating procedures for critical administrative functions. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Refined operating procedures for critical administrative functions and identified other administrative functions needing written procedures.
<input type="checkbox"/> 5.8	Organize Standard Operating Procedures (SOP) for all departments into a single manual.
<input checked="" type="checkbox"/> 5.9	Identify gaps in SOPs and develop procedures to address gaps.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> Identified gaps in water/sewer SOP's and began to develop procedures to fill some of the gaps. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Identified gaps in Fire and Administrative procedures and initiated development of procedures. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Identified gaps in Water/Sewer procedures and developed procedures to address gaps.
<input checked="" type="checkbox"/> 5.10	Develop a central paper filing and records management system.
	<p><u>FY 19-20</u></p> <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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed and adopted an updated and manageable Records Retention Policy. Initiated development of a simple filing structure system. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Developed a draft file structure. Initiated implementation of the Records Retention Policy with existing historical files.
<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 checked="" type="checkbox"/> 5.13	Review all policies and update.
	<u>FY 19-20</u>

	<ul style="list-style-type: none"> Completed review and any necessary revisions to all policies within Section 1000 of the District’s Policy Manual. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed review and any necessary revisions to all policies within Section 3000 of the District’s Policy Manual. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Completed review and any necessary revisions to all policies within Sections 4000 and 5000 of the District’s Policy Manual.
<input checked="" 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 checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed development of Intranet for employees. Implemented a cloud-based system for all employees to improve communication, shared documents and access to electronic files.
<input checked="" type="checkbox"/> 5.19	Improve remote server access for employees.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Installed hardware and software to improve speed and accessibility for Operations and Fire employees to remotely access the server.
<input checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Engaged with County and other fire districts in formation of JPA for a countywide fire tax to improve fire efficiencies. Collaborated with Columbia College and other fire districts in an

	<p>attempt to develop a countywide intern program.</p> <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Entered into agreement with Columbia College to participate in a Countywide internship program. • Explored serving as a pilot program for Sierra College to provide interns and upgrade District medical services to Pre-Paramedic EMT. • Implemented a “Move Up and Cover” procedure with CalFire to ensure command coverage of District at all times. • Collaborated and supported TUD’s efforts to acquire PG&E water supply infrastructure and water rights. • Entered into agreement with RC Health Services to become the only EMT skills training facility in the region.
<input checked="" type="checkbox"/> 5.21	Perform a water and sewer rate study in 2021 and implement any recommended rate changes.
	<p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Performed 5-year revenue and expense projections for the Water - and Sewer Funds and identified that rate increases would not be necessary until FY 22-23.
<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 checked="" 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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Implemented a cloud-based email, software and communication system to provide greater connection between staff and easy access to information from anywhere. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Identified several cloud-based software options that will improve operational flexibility and efficiency and eliminate the need for a central server, which requires ongoing maintenance and replacement every 5 years. • Explored and identified an internet-based phone system that will improve connectivity, ease of use for customers, and flexibility.