

Twain Harte Community Services District



STRATEGIC PLAN

Adopted:
November 13, 2019

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Plan Revisions

Date	Description of Change



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 five years.

The Plan was formed in 2019 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 1,583 customers made up of 1,485 residential customers, 87 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 \$4 million, 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 29 miles of pipeline and stored in six storage tanks (totaling 2.5 million gallons of storage). The District also owns and operates three groundwater wells to provide water supply reliability and Shadybrook Reservoir, which serves as an emergency water supply source.



- **Sewer:** The District owns and operates a wastewater collection system consisting of approximately 19 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, bocce courts, 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 lead the way in providing services that protect and enhance our community's quality of life.



Values

We value and strive for excellence in:

Quality of Life

Customer Service & Relationships

Professional, Proactive & Innovative Leadership

A Safe & Positive Work Environment

Integrity & Transparency

Fiscal Responsibility

Reliability & Sustainability

Asset & Resource Management

Community Engagement

Collaborative Relationships

Continual Improvement

3.0 Goals & Objectives

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

1. Infrastructure Optimization
2. Emergency Preparedness
3. Expanded Park Facilities
4. Community Engagement
5. Organizational Sustainability

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.
<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%.
<input type="checkbox"/> 1.4	Complete Well 3
<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).
<input type="checkbox"/> 1.7	Conduct a sewer system hydraulic assessment.
<input type="checkbox"/> 1.8	Utilize sewer system condition and hydraulic assessments to prioritize and complete capital projects.
<input type="checkbox"/> 1.9	Improve accuracy of asset information in water and sewer GIS database.
<input type="checkbox"/> 1.10	Upgrade SCADA system to monitor and control all critical water and sewer facilities.
<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.
<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.
<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.
<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.
<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.
<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.
<input type="checkbox"/> 2.14	Promote and conduct trainings with local cooperator agencies.
<input type="checkbox"/> 2.15	Establish a communitywide AED program, including install of AEDs.
<input type="checkbox"/> 2.16	Explore options to expand services to include ALS.
<input type="checkbox"/> 2.17	Obtain funding for a 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.
<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.
<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.
<input type="checkbox"/> 4.6	Improve outreach to local students.
<input type="checkbox"/> 4.7	Expand website to include ordinances, key policies and FAQ's.
<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.
<input type="checkbox"/> 5.2	Improve management depth and redundancy through recruitment and training.
<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.
<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.
<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.
<input type="checkbox"/> 5.10	Develop a central paper filing and records management system.
<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.
<input type="checkbox"/> 5.14	Review and update all ordinances.
<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 type="checkbox"/> 5.17	Develop/adopt CEQA guidelines to streamline capital projects.
<input type="checkbox"/> 5.18	Develop a central, easily accessible source for common employee documents and information.
<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.
<input type="checkbox"/> 5.21	Perform a water and sewer rate study in 2021 and implement any recommended rate changes.
<input type="checkbox"/> 5.22	Obtain special district representation on Tuolumne County Local Agency Formation Commission (LAFCO).
<input type="checkbox"/> 5.23	Evaluate new technology and applications to improve efficiency.

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.

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 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.
<input 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> <p>Obtained a \$499,000 grant to identify locations and causes of water loss and develop/prioritize capital projects to reduce water loss.</p>
<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 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.
<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 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.
<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. <p><u>FY 20-21</u></p> <ul style="list-style-type: none"> Completed preliminary design of the SCADA system.

<input checked="" 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. <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.
<input 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.
<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.
	<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.
<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. <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.

<input 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.
<input 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.
<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.
<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.
	<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.
<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. <u>FY 20-21</u> <ul style="list-style-type: none"> Assisted two neighborhoods in becoming Fire Wise Communities.
<input type="checkbox"/> 2.8	Improve the emergency alert horn system.
	<u>FY 20-21</u> <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.
<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. <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.
<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.
	<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.
<input type="checkbox"/> 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.
<input type="checkbox"/> 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.
<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.
	<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.
	<u>FY 20-21</u> <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 type="checkbox"/> 3.1	Obtain funding for Twain Harte Meadows Park.
	<u>FY 19-20</u> <ul style="list-style-type: none"> Applied for two funding grants. Obtained grants and donations to complete the first phase – Bocce Courts Improvements. <u>FY 20-21</u> <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.
<input type="checkbox"/> 3.2	Complete construction of Twain Harte Meadows Park.
	<u>FY 20-21</u> <ul style="list-style-type: none"> Completed construction of Phase 1 of Meadows Park – Bocce Court Improvements.
<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.
	<u>FY 20-21</u> <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.
<input type="checkbox"/> 3.7	Develop an easy method for collecting continual resident input on park facilities.
	<u>FY 20-21</u> <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.

4. COMMUNITY ENGAGEMENT

GOAL

Promote community engagement through active education, promotion of District activities and sensitivity to community needs.

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 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 now consistently reaches thousands of social media users. Implemented plan to consistently provide billing inserts, bill messaging and web articles to inform and engage customers.
<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.
	<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.

<input type="checkbox"/> 4.9	Conduct regular outreach to identify community needs and explore options to meet said needs.
	<u>FY 20-21</u> <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.
<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 checked="" 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. <u>FY 20-21</u> <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.
<input checked="" 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. <u>FY 20-21</u> <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 position to provide overlap, depth and greater sustainability.

<input type="checkbox"/> 5.3	Explore options to create a full-time engineer position on each fire shift.
	<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.
<input checked="" type="checkbox"/> 5.4	Hire water/sewer/park summer staffing to assist with annual maintenance activities.
	<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 type="checkbox"/> 5.5	Establish an improved District-wide health and safety program.
	<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.
<input type="checkbox"/> 5.6	Conduct District-wide staff meeting and trainings to improve inter-department coordination and efficiency.
	<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.
<input 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.
<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.
	<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.

<input 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.
<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. <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.
<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. <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 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. <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 attempt to develop a countywide intern program.
<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. <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.