

- 1) Board Goal - Support Staff by providing a work environment that values, supports and improves employee recruitment, development, retention and cross-training of excellent employees
  - a) Develop a 2019/20 budget that implements the results of the compensation and classification study (September 1, 2019)
  - b) Negotiate an MOU with Operating Engineers Local #3 that represents the interests and needs of the District (September 2019)
  - c) Complete the updates of the classifications and core responsibilities for each district position (August 2019)
  - d) Establish a plan for implementation of the Operations Supervisor (Superintendent) position (September 2019)
- 2) Board Goal Related to Policies - Propose new and amended policies and updated Ordinances that support accomplishment of management objectives and provide the framework for efficient operations
  - a) Complete the Sewer Ordinance Update (August 2019)
  - b) Water Ordinance Update (November 2019)
  - c) Develop New Financial Reserve Policies (All Services, June 30, 2020)
    - (1) Complete Financial Reserve Needs Evaluations and Establish Targeted Annual and Total Reserve Amounts
- 3) Board Goal to Support Facilities and Operations - Plan, fund and implement improvements to the treatment plants and systems that integrate technology and provide for industry standard, efficient maintenance and operations
  - a) Complete updated water and sewer master plans and Capital Improvement Plans (June 30, 2020)
    - (1) Contract for Water and Wastewater System Connection Fee Study
  - b) Complete the state grant funded Downtown BOF/Groveland wastewater system improvement planning project (June 2019)
    - (1) Only adoption of Mitigated Negative Declaration remains; completes construction grant/loan application
  - c) Service Downtown BOF/Groveland water system grant/loan application (Ongoing until contract issued)
    - (1) Contract for survey and property appraisals for easement acquisitions for water and sewer projects; prepare for condemnation proceedings if

needed

- d) Develop Capital Improvement/Replacement Plans for fire and park services (June 30, 2020)
- e) Complete Upgrade and Standardization of District technology; hardware and software to industry standards (December 31, 2019)

(1) SCADA

(2) All Servers, PCs and related hardware/software

- f) Digitize District maps (June 30, 2020)
- g) Purchase and Implement Asset Management and maintenance software (Purchased February 2019)
- h) Complete Wastewater Plant Flume Renovation Project and close out grants (December 31, 2019)
- i) Implement budgeted capital improvement projects including:
  - WWTP Reservoir 1 Valve and Vault Replacement Project (August 2019)
  - Fire Station driveway approach (June 30, 2019)
  - Big Creek pump replacement (July 2019)
- j) Administration Office parking lot and driveway; park parking lot engineering evaluation and improvement plan development (June 30, 2019)
- k) Assist in planning and implementation of fundraising efforts for Fire SCBA fill station (August 2019)

(1) Purchase and install SCBA station

- l) Complete the Fire Department Master Plan Update and Development Impact Study (September 2019)
- m) Plan and secure funding for the GRACE (Park Enhancement) project (August 2020)
- n) Plan, fund and implement the State Parks funded Per Capita Grant Improvements (Funding October 2019, Implementation December 31, 2020)
- o) Develop a long-term Park Service Funding Plan (December 31, 2019)

- p) Facilitate and support the County's development of the Community Resiliency Center in Groveland (Ongoing)
- 4) Board Goal: Support Customer Relations and Outreach – Improve the image of the District and treatment of employees through a variety of actions that raise public awareness of the good work of the District
- a) Develop and publish press releases and articles on accomplishments (Ongoing)
  - b) Increase the engagement of public participation on key issues (June 30, 2020 completion of fire and park planning processes)
  - c) Continue a social media presence (ongoing)
  - d) Achieve SDLF Transparency Certification (July 2019)
- 5) Board Goals Related to District Finances – Ensure that the District has adequate financial plans to invest in long term infrastructure improvements, achieve regulatory compliance, protect public and employee health and safety, and maintain service cost equity among the generations of our customers.
- a) Develop a comprehensive 2019/20 FY Budget – Evaluate financial history and budgetary performance, opportunities for improved efficiencies and planning for the future, develop a budget that ensures financial stability (September 1, 2019)
  - b) Complete a new water rate study (March 2020)
  - c) Develop a plan to assure the financial viability of the fire and parks departments (March 2020)
    - (1) Participate and coordinate in development of countywide funding measure and allocation to GCSD Fire (March 2020)
    - (2) Hire consultant to evaluate options for a local funding measure to fill funding gap if countywide measure does not support the cost of operations (March 2020)
- 6) Board Goal Related to District Administration – Provide the structure, process and staffing for competent, transparent and accountable governance and administration of all District services.
- a) Develop and update management objectives (ongoing and annual in May)
  - b) Fully implement and publish Board Norms and Protocol (October 2019)
  - c) Fully Implement the adopted Communications plan – internal and external (December 2019)
  - d) Establish a technology management strategy, policies, and procedures (December 31, 2019)
  - e) Create a New Customer Information packet (October 2019)
  - f) Create a Records Management System (December 31, 2019, full implementation may take two years or more)