



## **BOARD MEETING AGENDA SUBMITTAL**

**TO:** GCSB Board of Directors

**FROM:** Peter J. Kampa, General Manager

**DATE:** April 26, 2022

**SUBJECT:** Agenda Item 4D. Update of the 2021-2022 Management Objectives which Identify Management Actions Intended to Accomplish the Goals of the Board of Directors and Update Report on the Status of Current and Ongoing District Infrastructure Projects

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### **RECOMMENDED ACTION:**

*I move to accept the 6-Month Lookahead Management Priorities as submitted.*

### **BACKGROUND:**

At each quarterly Board workshop, the management objectives With \$22.8 million in capital replacement and improvement projects funded, kicking off and underway as shown in the attached table, it is now necessary to plan our priorities by setting priorities for know items, looking up to six months in the future but also keeping our eyes on the long term. When looking mid to long term, it is estimated that an additional \$32.6 million in capital projects will be in some state of planning, design or construction within a 3 to 5 horizon.

Considering the magnitude of the work for this small GCSB staff and to ensure we maintain the Board's focus on the big picture and clear direction on where management should focus, we have included the following documents:

1. A snapshot graphic of the management priorities for the next 6 months. It is requested that we discuss this list of priorities to a e of clear understanding, make necessary adjustments and secure Board acceptance.
2. The full management objective sheet from the February 2022 workshop, provided only for your reference only as it has not been updated with status and completion dates. We can absolutely discuss any item on this list, and we will certainly continue working on them with the priority being those listed in the priority sheet.
3. The Project funding sheet showing the \$55.4 million in projects on the horizon.

### **FISCAL IMPACT:**

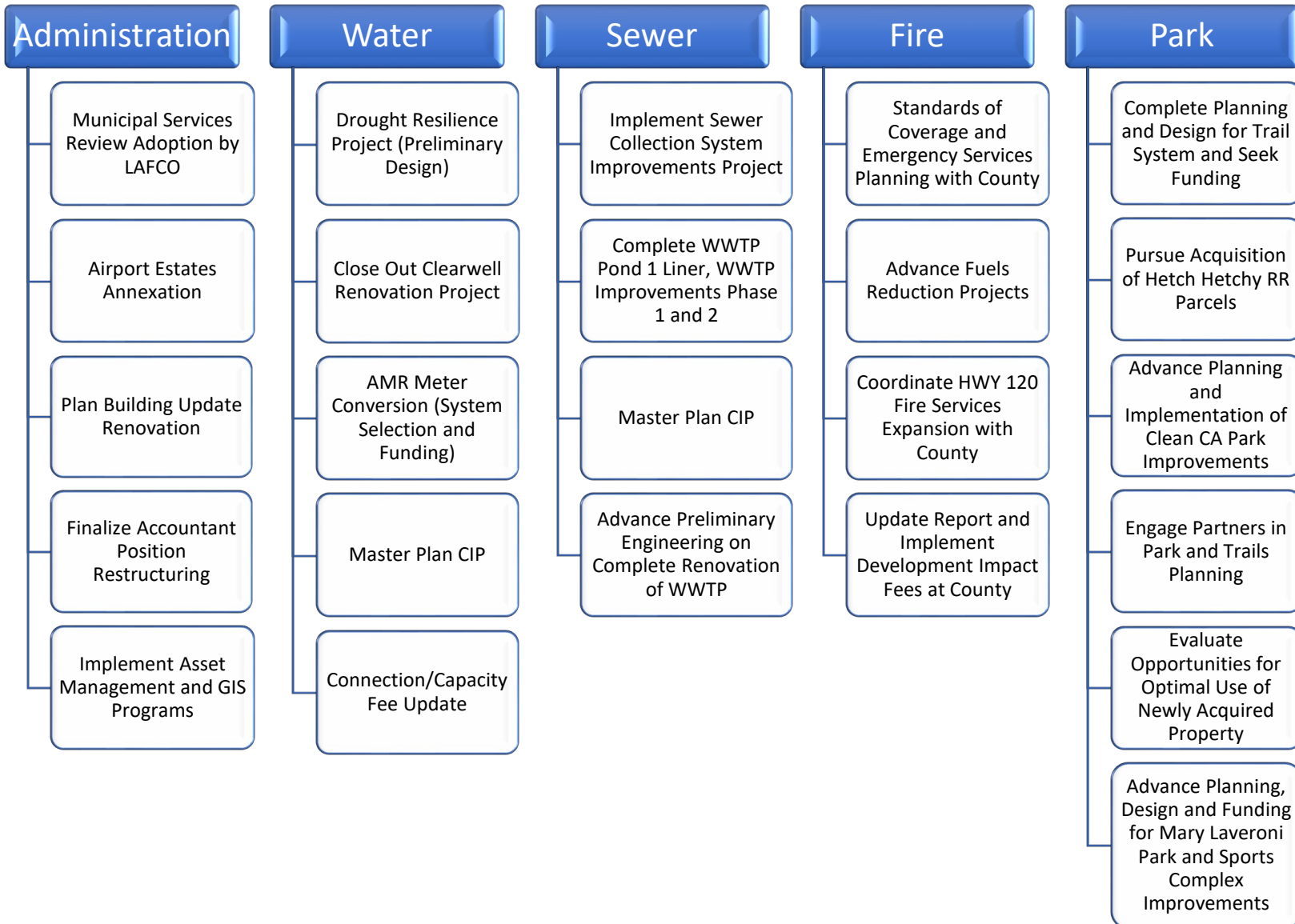
None.

### **ATTACHMENTS:**

1. Priorities, management objectives and project sheet

GCS Management Priorities

6 MONTH LOOKAHEAD THROUGH OCTOBER 2022



Management Objectives Report 2020-2022

Legend:		NEW OBJECTIVES PROPOSED FOR APPROVAL		REVIEW WORKSHOP April 2022
On Track, moving toward due date				
Delayed, waiting on other items or time hampered				
Off Track, not needed, or not possible				
#	Objective Description	Measurement	Due Date	Status Through April 21, 2022
<b>DEVELOP AND SUPPORT EXCELLENT EMPLOYEES AND A SAFE WORKING ENVIRONMENT</b>				
1	Conduct an Organizational Evaluation/Develop an Employee Excellence Program	Board action on consultant contract and subsequent package of updated job descriptions		CONSULTANT PROPOSAL AND WORK SCOPE UNDER COMMITTEE REVIEW
1a	Develop updated job descriptions that identify the core responsibilities, assignments and advancement expectations and path for each district position	Board presentation on program Outline (consultant assistance with program development)		
1b	Develop a service continuity plan that ensures coverage of essential tasks and responsibilities during emergency conditions such as Pandemic	Board approval of Continuity/Staffing Plan		
2	Develop a succession plan and strategy for the District's internal Accountant position	Presentation of plan to Board		ON TRACK - TRAINING AND TASK REASSIGNMENT OCCURRING INTERNALLY, DEVELOPING WRITTEN JOB TASK ITEMS
3	Conduct an evaluation of the Completeness and Effectiveness of our employee safety program including IIPP, required procedures and methods, and ability to protect against exposure to viruses such as COVID-19	Presentation of evaluation report to Board		ENTIRE SAFETY PROGRAM CURRENTLY BEING UPDATED BY STAFF AND CONSULTANT
3a	Consult with safety experts to update the District IIPP and safety program with necessary procedures	Board approval of Safety Consultant Contracts and subsequent presentation of updated Safety Program		COMPLETED, UNDER CONTRACT WITH SAFETY SPECIALIST CONSULTANT
<b>NEW AND AMENDED POLICIES TO SUPPORT OPERATIONS AND GOOD GOVERNANCE</b>				
4	Add to the Board Orientation Program a development plan to include recommended learning path and schedule, training and conference attendance, certification	Board approval of updated orientation program content		ONGOING UPDATES
5	Complete the Sewer Ordinance Update	Board approval of revised ordinance		NO ACTION
5a	Update Winter Averaging Provisions of Ordinance	Board approval of revised revisions		COMPLETED
6	Complete Water Ordinance Update	Board approval of revised ordinance		NO ACTION
7	Complete Park Ordinance Update	Board approval of revised ordinance		NO ACTION
<b>ACTIONS TO PROVIDE FOR EFFECTIVE, LONG TERM FINANCIAL INVESTMENTS IN SUPPORT OF RELIABLE, EFFICIENT AND COMPLIANT FACILITIES AND OPERATIONS</b>				
8	Complete updated water and sewer master plans	Board approval of final master plans		FINAL DRAFT EXPECTED FOR REVIEW BY MARCH 2022
8a	Complete updated water and sewer 30 Year Capital Improvement Plans (CIP)	Board adoption of CIP		INCLUDED IN MASTER PLAN
8b	Complete preliminary wastewater treatment plant upgrades evaluation and submit applications for funding	Preliminary Engineering Report presented to Board		
8c	Submit funding applications for priority projects contained in the water/sewer master plan CIP	Report to Board on Applications Submitted		
9	Develop and implement Encroachment Permit process, outreach process to advise of need for permit and resolve encroachments and address existing conflicts	Permits issued for encroachments, and existing conflicts removed		ON TRACK, WAITING FOR STATE APPROVAL TO PROCEED WITH PHASE II SO CONTRACTOR CAN SET SCHEDULE
10	Manage Engineer, Construction Contract and state funding requirements through project completion	Notice of Completion		ONGOING UPDATES
10a	Secure amended agreement with state with addition of second phase in PML	Amended agreement		REQUEST AND DOCUMENTATION SUBMITTED
11	Complete Clearwell Renovation Project	Notice of Completion		ON TRACK, CONTRACTOR CLAIMS YET TO BE RESOLVED
11a	Secure funding agreement extension for one year to complete additional tank renovation work with remaining grant funds	Amended funding agreement		REQUEST AND DOCUMENTATION SUBMITTED
12	Prepare 2019/20 Community Development Block Grant (CDBG) funding application for downtown water system improvements	Confirmation of application submitted		COMPLETED, NO UPDATE, AWAITING NOTICE FROM CDBG
13	Fire Department Emergency Response and deployment optimization and cost evaluation (potential for ALS emergency rescue squad)	Board consideration of report		MEETING WITH COUNTY AND COUNTY FIRE CHIEFS AND COUNTY PROMOTING THE COMPLETION OF A STANDARDS OF COVERAGE EVALUATION, WHICH WILL PROVIDE NECESSARY DATA FOR DECISIONS
14	Compile Fire Department Call data for visual display and analysis in the CAD system, to determine future equipment, staffing and deployment strategies	Board presentation of call data		COMPLETED - GIS UPDATE, PROPOSE IMPROVED RESPONSE TRACKING SYSTEM
15	Pursue funding for park improvements	Submit grant applications		ON TRACK, SUBMITTED CLEAN CA AND RURAL RECREATION AND TOURISM APPLICATIONS
16	Complete park improvements planning and design	Bid ready plans and specifications		NEED GRANT FUNDING TO START
17	Secure Per Capita Funding Agreement with State	Management Report of signed funding agreement		ALL DOCUMENTS SUBMITTED AND AWAITING AGREEMENT
17a	Implement Per Capita Park Improvements	Management presentation of completed projects		PROPERTY PURCHASED
18	Complete PG&E Permanent Interconnection Hub (PIH) project agreement to facilitate continuous power to downtown Groveland during PSPS	Board consideration of easement approval and related agreement		COMPLETED -FINAL CONNECTIONS MADE BY PG&E IN NOVEMBER 2021, PLANTING SPRING 2022
19	Complete evaluation and partnership agreement with an Internet Service Provider to expand broadband services in the GCSD service area, and implement new technologies at District facilities	Board consideration of partnership agreement		MEETING SCHEDULED WITH PARTNERS FEBRUARY 2022
20	Evaluate consolidation of the Groveland Lighting District into GCSD	Board consideration of consolidation proposal		COMPLETED REVIEW OF THE LIGHTING FUND REVENUE AND EXPENSES, BOARD ACTION TO SUPPORT - WATING FOR COMPLETION OF MSR BY LAFCO
21	Complete the acquisition of the Hetch Hetchy Railroad Parcels for sewer easement and potential future trail	Property Purchase		
22	Complete annexation of Airport Estates	LAFCO approval of annexation		PENDING MSR ADOPTION

**Management Objectives Report 2020-2022**

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Off Track, not needed, or not possible				
#	Objective Description	Measurement	Due Date	
<b>ACTIONS TO IMPROVE DISTRICT FINANCIAL CONDITION AND PRUDENTLY PREPARE FOR KNOWN FUTURE EXPENDITURES</b>				
23	Produce an annual accomplishments report detailing where and how our customer and taxpayer money has been (and will be) spent	Presentation of annual accomplishments reports		ONGOING EFFORT, PLANNED FOR MARCH 2022 AND DISTRIBUTION IN A MAILED NEWSLETTER
24	Complete Financial Reserve Needs Evaluations and Establish Targeted Annual and Total Reserve Amount	Board approval of financial needs analysis		RESERVE STUDY TO BEGIN ON MASTER PLAN COMPLETION
25	Develop New Financial Reserve Policies	Board approval of policies		POLICIES ARE TIED TO COMPLETION OF MASTER PLANS AND RESERVE STUDY
26	Complete creation of a Community Facilities District (CFD) within the GCSD boundaries to provide funding for Fire and Park services from new development projects	Board election for CFD, updated development policies		COMPLETED, THEN RESCINDED. UPDATING POLICIES TO APPLY CFD FORMATION TO NEW DEVELOPMENT OF LARGE COMMERCIAL AND LARGE RESIDENTIAL DEVELOPMENTS
26a	Coordinate CFD implementation through County			CFD 2021-01 RESCINDED
27	Coordinate Development Impact Fee adoption by County Board and implementation	Fee adoption by county, and implementation		FEE COLLECTION AGREEMENT AND IMPACT FEES SUBMITTED TO THE COUNTY FOR ADOPTION BY THE BOS. THE COUNTY IS UPDATING THEIR IMPACT FEES, AND WILL LIKELY ACT ON OURS AND THEIRS AS A UNIT
28	Develop a long-term Park Service Funding Plan	Board approval of funding plan		NO ACTION - WILL BE EVALUATING THE FEASIBILITY OF AN RV PARK AND POTENTIAL FACILITY RENTAL REVENUE WITH ENHANCED FACILITIES
29	Coordinate with County for the implementation of Community Facilities Districts or other funding mechanisms to offset the impact of land development outside GCSD boundaries	Consideration of agreement with County regarding mitigation funding for development projects		THIS IS AN ONGOING MATTER TO WHICH WE WILL CONTINUE TO DEDICATE TIME AND EFFORT
30	Contract for Water and Wastewater System Connection Fee Study	Board adoption of Connection Fee Study and Schedule		CONTRACT WITH NBS, WORK STARTS ON COMPLETION OF CIP IN MASTER PLAN
31	Engage a Fire Department focus group of interested public to assist in planning and advocating for the future financial health of the department	Confirmation of group formation		BOARD COMMITTEE TO BE FORMED
<b>ACTIONS THAT SUPPORT THE FOUNDATION OF SOLID MANAGEMENT AND ADMINISTRATION OF DISTRICT SERVICES AND ASSETS, TRANSPARENCY AND ACCOUNTABILITY</b>				
32	Achieve District of Distinction Accreditation (Platinum Level)	Presentation of award to Board		NO ACTION
33	Coordinate with and assist LAFCO in a comprehensive update of the District's Municipal Service Review (MSR)	Submit LAFCO information request/response for Board review on August 11, 2020 of October Board workshop		IN PROGRESS - LAFCO MAY CONSIDER APPROVAL IN MARCH 2022
34	Develop reports on reserves and present annually	Annual Board presentations on reserves contained in Management Discussion and Analysis (MD&A) with annual audit		ONGOING
35	Develop connection/capacity fee report	Presentation of report to Board		
36	Develop and begin distribution of a GCSD quarterly newsletter	Newsletter delivery		NO ACTION

GCSO PROJECT FUNDING

Outside Project Funding Secured

Project	grant	loan	Application Process	Customer Benefits
Water and Sewer Planning grants	\$ 800,000	\$ -	Funding application to the state water board	Completed a thorough inspection and condition assessment of the water and sewer systems and identified the highest priority upgrade/replacement projects to advance into a state construction grant application process
Groveland/Big Oak Flat sewer collection system replacement project	\$ 4,384,176	\$ 1,461,392	Required state loan for 25%. Loan payments will be made from 2018 sewer rate increase, no additional rate increases required for this project. Completion of the planning study and technical reports, participate in full fiscal analysis by the state, completed rate studies and rate increase processes to qualify for the grants	Reduced odor production, improved operating efficiency and cleaning capabilities, reduced potential for SSO and associated fines, reduced cost to customers with 75% grant funding
Big Creek/2G clearwell renovation project	\$ 3,400,000	\$ -	Tank engineering condition assessment and state funding application including managerial, technical and financial evaluation (are we competent to properly receive and spend the money correctly)	Improved water quality from both WTP, extended life of the tanks by an additional 20-30 years, reduced cost to customers since 100% grant
Drought Resilience Water System Improvements	\$ 8,545,000	\$ -	No match or payback required. State Water Board application package submitted	Provide water supply surety even in worst case scenario drought, improve water quality and reduce maintenance expense
Groveland Asset Rehabilitation and Beautification Project	\$ 1,095,622	\$ 273,905	Loan to be paid with existing revenue sources, no tax increase vote planned. An application to Caltrans was required to be prepared in a short 30 day window.	New park bathrooms, wheelchair accessible walkways, covered picnic area playground, benches, trash/recycling containers, reduced turf and maintenance costs, drought tolerant landscape installed, planters, trash cans and benches downtown
Wastewater Treatment Plant Headworks/Sludge/Road Improvements		\$ 1,600,000	Loan payments made through 2018 sewer rate increases and no further rate increase needed for this project. Shopped for best project financing through relationship with CSDA Finance Corporation, Simple loan application	Very low interest rates and project completed faster than waiting for prioritization by state. The project reduces odor production, increases operating efficiency, better monitors and controls wastewater process flow, solids and sludge handling
Generators	\$ 634,600	\$ -	Three separate sources of funding. Worked with CSDA legislative team and secured direct state allocation to special districts. The application included a project plan, budget and narrative about the problem and need for the replacement generators. A second application was submitted to the Tuolumne Stanislaus Regional Water Management Authority, application servicing with the state, interview and followup meetings with DWR and IRWM group	Reduced cost to customers since state paid the cost of replacing old, worn out equipment; increased system reliability and lower emissions production
Fire Fuel Breaks	\$ 571,000	\$ -	Preparation of a competitive narrative application to the state including budget and workplan, maps of treated areas	Protection of communities from wildfire, protection of critical water and sewer infrastructure
	<b>\$ 19,430,398</b>	<b>\$ 3,335,297</b>		

Outside Project Funding (In Pursuit)

Project	grant request	Potential Match \$ or Loan (Rough Estimate)	How Match is Paid/funding Application Process	Customer Benefits
Mary Laveroni Park and Trail Improvements	\$ 6,500,000	\$ 500,000	Match paid with existing park funds, district labor, other grants, potential loan paid with existing revenue. Grant applications prepared to: Clean California, Proposition 68 Rural Recreation and Tourism, State Office of Emergency Services for fire fuels reduction on new land parcel. Applications upcoming for State Recreational Trails Program, EDA Recreation Program, Caltrans Active Transportation program, OES Hazard Mitigation Grant	Community beautification, community health and wellness infrastructure and improvements, non-motorized trail linkage from Ballfield to Community Resilience Center to Mary Laveroni Park and Downtown Groveland, trail serves as road connection from PML to Deer Flat Road for emergency ingress/egress bypassing Hwy 120, increased park functional space for events, classes and gatherings, new sanitary public restrooms, improved picnic areas, outdoor music and movie venues, climbing and adventure features
Groveland/Big Oak Flat Water Distribution system replacement project	\$ 4,000,000	\$ 1,000,000	State required 25% Loan paid over 30 years at subsidized interest rate, no rate increase required. Application submitted to the State Water Board's Drinking Water State Revolving Fund. Requires an extensive technical report and environmental permits and documentation, requires financial analysis to ensure capacity to repay loan amounts	Replace failing and undersized water mains, upsize water mains to provide adequate fire flow through hydrants, improve system functionality, reduce water losses
Wastewater Treatment Plant Upgrades/Recycled Water	\$ 15,000,000	\$ 3,750,000	May require additional revenue to pay loan payments if grant percentage is not high enough. Application to be submitted to the Clean Water State Revolving Funds	Meet current and future state water quality regulations, reduce odor production, new water source for park, ball field and greenbelt/fire fuel break irrigation, capacity enhancements
Automatic Water Meter Project	\$ 1,500,000	\$ 375,000	Applications submitted to USDA and State Drought Emergency Funding Program	Customer access to realtime water usage data, increased water conservation, increased cost efficiency and capability to troubleshoot the water system/water loss
	<b>\$ 27,000,000</b>	<b>\$ 5,625,000</b>		